

People  
Change  
the World

# Diakonia

Annual Report  
2025



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## **The ceasefire provided breathing space.**

In early 2025, there was a brief pause in the fighting in Gaza. It enabled hundreds of thousands of families to return home. In order to reduce the risk of children getting lost in the commotion, Diakonia's partner organization, *the Tamer Institute*, distributed bracelets with parents' names and phone numbers. *The Tamer Institute* also provided psychosocial support for children, with children in Gaza taking part in activities such as story time, creative play, music and dance during the year. For children living in the midst of war and devastation, taking their minds off things for a while is invaluable. At the same time, it allows them to process traumatic events. *The Tamer Institute* has also provided formal schooling. Photo: Fedal-Hassanat

## **Diakonia's Annual Report 2025**

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YEAR IN REVIEW BY MATTIAS BRUNANDER  
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# NO TIME TO WAIT

## In the depths of despair, hope springs eternal

Things are hard to bear right now. Many of us are feeling this way. Anyone who is in any way committed to justice, human rights, peace and gender equality probably does. The negative trend we have observed for several years has continued and worsened over the past year. Lies and slander are rewarded, and dishonesty, greed and might is right trump, or at least challenge, a rules-based international order. It is hard to watch.

Much of the rhetoric over the past year has been controlled from the US, with Trump fuelling racism and xenophobia, closing USAID and launching 'peace projects', which actually aim to increase his own wealth and power and that of US corporations.

In Sweden, we have had a government that is cutting development cooperation to the world's poorest and most vulnerable people while throwing well-integrated immigrants out of the country and allowing the gap between rich and poor to widen.

## 9 Around the world, the sabre-rattling is growing louder.

### The world is rearming

In Europe, the war in Ukraine continues, and around the world the sabre-rattling is growing louder. A few months into 2026, the United States and Israel attacked Iran, with devastating consequences.

The war in Sudan has displaced millions of people. In Myanmar and Nicaragua, the oppression is worsening and in Gaza, despite the long-awaited 'ceasefire' imposed towards the end of 2025, the suffering continues. On top of all this, the effects of climate change are becoming increasingly evident.

There is no shortage of gloomy and frightening reports from around the world. The global tone is certainly not very positive.

### Humanitarian crisis continues in Gaza.

Despite the agreement on a ceasefire at the end of 2025, Israel continued its bombing campaign, albeit on a smaller scale. The needs are pressing, the suffering huge. Hundreds of thousands of children have lost their homes during the war. Many live in tents in refugee camps, others live in the ruins of what was once their safe place in life, but which today can be a death trap. Diakonia's partner organizations on the ground in Gaza provided emergency relief during the year. Photo: Feda al-Hassanat



**Women are claiming rights.** In Peru, Diakonia's partner organization *Flora Tristán* is working to counter violence and break down the barriers that restrict women in various ways. Together we are fighting for rights and justice. And for women to have more political power and influence. Here, *Flora Tristán* is taking part in a demonstration against violence against women in Lima, the capital of Peru. Photo: Siara Horna

### There is hope

Yet – and this is what is so astonishing – in the midst of the deepest despair, hope springs eternal. Because we recognise that people living in vulnerability, under threat, oppression and in poverty cannot wait. In Sweden and around the world, we are seeing how people who have had enough are rising up and demanding change. Getting organized. Seeking ways to create a better society. Standing up and loudly voicing their criticism against the inhumane decisions of those in power. Not only in matters concerning themselves and their own futures. Every day, we and our colleagues at Diakonia are witnessing how people are getting involved out of love for their neighbour. Ready to fight, about matters big and small, for those in need.

And we are seeing that it actually does have an impact. When people join forces and demand change – that's when societies can be transformed. Sometimes it happens quickly, but often it takes many years of persistent struggle.

### 60 years of Diakonia

We, if anyone, know that long-term work pays off. Now, in 2026, we will be celebrating 60 years of activity, so we have some knowledge and experience behind us.

The story of Diakonia began back in 1966 when India was hit by a severe famine. When the news reached Sweden, a lot of people wanted to contribute, and the free churches joined forces in a fundraising campaign. *Frikyrkan hjälper* became the seed that would germinate and grow and that today is Diakonia, the development organization of the Uniting Church in Sweden and the Swedish Alliance Mission. It became clear to us early on that disaster initiatives can be crucial, but also that emergency relief is not enough. With strategic, long-term development cooperation, we can prevent and mitigate disasters. And we quickly realised that all development work achieves the best results when those who really know the reality, the people on the ground, are involved in making the important decisions. Because we know that people in vulnerable situations know best what they need. At an early stage, we chose to work with and strengthen local organizations, rather than running our own projects. We don't want to risk building up parallel structures or providing support that isn't needed or doesn't work.

## People in vulnerable situations know best what they need.

Our origins and our values are important to us. Diakonia was born out of a quest for justice and the churches' own struggle for freedom. Being a voice for justice is a common theme throughout the Bible, and it guides us in our work. We bring our history, our experience and theology with us today as we work for human rights, for a just, equal and sustainable world.

### Money is not everything

When we talk about development cooperation, many people perhaps only think about the financial support we provide to our partner organizations, and that is important. But the relationship itself is also important: that we are there, that we work together to change the political, economic, social and cultural structures that keep people in poverty and oppression. And for everybody's right to live a dignified life. For us, solidarity, justice and courage are at the heart of what we do. And our partner organizations should know that we are an ally they can trust.

We have been around for 60 years. 60 years! Of course, we wish we didn't have to exist at all. At the same time, we must take the opportunity to remember all that has happened during our 60 years. Because even if the world looks dark today, so much has improved since 1966. We have seen that it's possible to influence societal development. We know that it is people who are changing the world.

Sometimes we need to look back and actually appreciate the progress that has been made. Because even if things look dark now, the world has become more gender-equal and poverty has decreased. In 1981, more than four out of ten people in the world

**Safe spaces for vulnerable women.** When Jihan Abu Jaoudi from Lebanon wanted to divorce her abusive husband, she faced both prejudice and robust resistance from society. To help other women and ensure that nobody has to go through what she has been forced to experience, Jihan got involved in a women's group run by our partner organization, the *Lebanese Democratic Women's Gathering*, RDFL. It brings together women of all ages to share experiences, learn about their rights and support each other. They receive legal assistance in cases such as divorce, financial training, support in starting their own business and help to find a job. Economic independence is often crucial to leaving violence and oppression behind. Pictured from left: Rana Rezkalla, Jihan Abu Jaoudi and Mona Abou Zaid.

were living in poverty; forty years later, this had fallen to less than one in ten. Between 2000 and 2022, child mortality was halved. When the landmark UN Conference on Women was held in Beijing 30 years ago, only 12 countries in the world had laws against gender-based violence. Today, 193 countries have such legislation in place, and over 100 countries have trained police officers to deal with women who are victims of violence.

This has not taken place automatically. There have been brave people who have pushed for change, political decisions that have been taken and financial investments that have been made. And that work continues, like a flickering flame, a light in the darkness, even when the world seems black as night. We have seen so many examples of this over the year.

## Sometimes we need to look back and actually appreciate the progress that has been made.

### Rubbish and gender equality

Like in Zimbabwe, where we saw first-hand how strategic and comprehensive work at the local level has led to gender equality plans and budgets becoming a matter of course for citizens and local decision makers. Women and young people have gained more influence in politics, and the number of women eligible for election has increased. Moreover, more businesses are now being run by women. And throughout communities (even on the rubbish trucks!) there is important information about gender-based violence and how victims can get help.

In Gaza, 1 200 children have attended the schools of our partner organization, the *Tamer Institute*, and received grades in mathematics, Arabic and other subjects. This has





**Swedish Government under pressure.** Diakonia was one of many organizations that put pressure on Swedish politicians to take action on the war in Gaza. The picture was taken in May when Bishop Andreas from the Church of Sweden, church leader of the Uniting Church in Sweden Karin Wiborn and Secretary General of Diakonia Mattias Brunander wrote a letter to the Swedish Minister for Foreign Affairs, demanding that the Swedish Government resume development assistance to UNRWA, comply with the decision of the International Court of Justice and take great pains to ensure that the EU agreement with Israel be honoured. Photo: Mårten Gudmundhs

### Arts against war

In Colombia, where violence is once again on the rise, human rights defenders from Diakonia's partner organizations organized an arts festival with 200 children and young people from across the war-torn Cauca region. Through music, dance and art, they shared their experiences, gathered strength and supported each other.

In Peru, our regional feminist network, *Programa Paridad*, held a meeting with participants from ten Latin American countries. The meeting focused on demands for political rights and women's democratic participation. Meeting, receiving support and learning from each other is particularly important in countries where women live under unsafe conditions and where many women are murdered precisely because they are women.

In Lebanon, many women live in conservative environments. Being made aware of your rights and having the opportunity to meet others in the same situation can be revolutionary. For example, women may start to talk to their husbands about not taking unpaid work at home for granted. A group of women laughingly told us about the surprised expressions on their husband's faces when they started talking about gender roles. An important launchpad for achieving greater gender equality.

Meeting, supporting and learning from each other is particularly important in countries where women live under unsafe conditions and where many women are murdered precisely because they are women.

### Arts festival empowers youth affected by war.

In Colombia, millions of people are living in constant fear, in the midst of war and conflict. The Cauca region is home to more than ten armed groups, almost all of which are involved in drug trafficking. In Colombia, Diakonia supports 21 organizations working for human rights. In December, young people belonging to Diakonia's partner organization *Comité de Integración del Macizo Colombiano*, Cima, organized an arts festival for peace. Two hundred young people from war-torn rural Cauca took part. Through music, dance and art, they shared their experiences, gathered strength and supported each other. The photo shows Karen Daniela Navia Pino. Photo: Andrés Piscov

### Painful to leave

For a long time, Cambodia's democratic development was heading in the right direction – until it seriously threatened powerful interests and corrupt politicians in the country. It has been a matter of staying the course and defending the progress that has been made. Swedish development cooperation and Diakonia have been crucial throughout this process, so it was with great sadness that we felt compelled to close our operations in Cambodia during the year. With the government phasing out support from Sweden and our total revenue expected to fall by 35 percent in two years, we could not afford to stay. Now, local democracy movements have been left to fend for themselves and concerns about the future are growing.

In Bangladesh, too, we have had to stop work after many years of amazing results. There are still major needs, which makes it so painful. In many countries, we have been an integral part of societal development and civil society for decades. In Bangladesh, we were the first foreign organization to be registered – our registration number was 1. Now we are no longer there. If you follow our work, you will notice that we will no longer be reporting on the girls who are learning to ride bicycles, and thus winning their freedom.

meant they have avoided putting their entire lives on hold. Children who have lost their parents, been injured in war or have disabilities have been prioritised. *The Tamer Institute* has also provided children with psychosocial support, organized story time, creative play, music and dance, both in Gaza and on the West Bank, where violence has further escalated over the past year.

### Strong commitment in Sweden

In Sweden, commitment to the children of Gaza was strong. Diakonia, along with several other organizations, participated in demonstrations and rallies demanding action from our Swedish politicians. In congregations across the country, people have shown their support for the children of Gaza.

It is always so wonderful and inspiring to visit our congregations. To come face to face with the amazing drive, all the knowledge and all the initiatives being taken. During the year there was a children's market in Fiskebäck, a concert in Alingsås, a Walpurgis collection on the island of Bohus-Björkö, these being just a few examples of all the fantastic work being done. There are also all the second-hand shops, which make their contribution to Diakonia's important work.

It is also great to meet all the donors who financially support Diakonia's activities. Without you, our work would not have been possible. For this reason, we would like to extend a special thanks to you.





The cycling lessons have led to more girls attending school and the number of child marriages declining. It has been wonderful to see all the commitment that the cycling girls have generated in Sweden. All over the country, cycling activities have been organized to raise money for the Cycling Project, including in Arvika and Sorunda, at scout camps and during the Vätternrundan cycling race. Now we hope that the fantastic commitment to girls' freedom and schooling will continue and be directed towards some of our other projects, such as the important School Project in Egypt, or the Children's Book Project in Palestine.

**99** We know how important development cooperation is in supporting the forces demanding change.

In Bolivia, after many years of supporting local organizations, we have also had to close our operations. For a long time, Diakonia's regional office was also located in Bolivia. We know that the important progress made is being kept alive and we hope, of course, that all the brave people we have worked with have the strength to continue fighting for better societies, even without outside support. But it is with great sadness that we can no longer be there for them.

#### **Fighting for robust development cooperation**

It is so sad that over the past year we have had to dismantle vital and well-functioning development cooperation and that we are now seeing the great extent to which vulnerable people are suffering. We know how important development cooperation is in terms of supporting the forces demanding change, especially now that those in power are tending to become increasingly authoritarian. That is why we are working to ensure Sweden has robust development cooperation, returns to the principle of allocating one percent of its GNI to development cooperation and once again becomes a significant voice in the world for democracy, human rights, gender equality and the rules-based international order.

**Freedom on two wheels.** For many years, Diakonia along with several partner organizations has been teaching girls in Bangladesh to ride bicycles. When girls learn to ride a bike, it makes it easier for them to get to school. More years of schooling gives them greater independence and reduces child marriage. In 2025, the bicycle girls marked both International Women's Day and International Day of the Girl Child with cycling events to challenge society's view of girls' freedom. Pictured left, Sharifa Shoehedul and Shahida Fardous cycle during such an event.





**Toilets save lives.** In Mazowe in northern Zimbabwe, many people have spent their entire lives without a toilet. Many of them got sick, and children in the village had constant diarrhoea, which was the norm. In 2024, parts of the country were hit by a widespread cholera epidemic. As cholera is a recurring problem, Diakonia, together with local organizations, launched a preventive humanitarian initiative in 2025. With the support of Diakonia, the organization *The Zimbabwe Council of Churches* constructed communal toilets in the village of Stella Jamus. People now use toilets instead of bushes and streams. The odour and the flies have disappeared, and cholera cases are infinitely fewer. This saves lives.

Today, it is more important than ever to stand up to despotic political leaders. If we do not want to accept the rule of might is right, we must defend international law. During the year, we strengthened our centre for international humanitarian law, the IHL Centre. It consists of almost 30 staff members, including around 20 legal experts who analyse, inform and advise diplomats, journalists, organizations and others working in war and conflict zones, the aim being to provide greater protection for the people living there and defend the rights-based international order. During the year, the IHL Centre produced a manual explaining in simple terms what international humanitarian law is and how to determine whether crimes may have been committed. The manual is called the *Stockholm Manual* and was launched first in Stockholm, then also in New York and Brussels. And in early 2026, also in Nairobi.

**“We don’t have time to wait. And we need you. All the forces of good must now unite.”**

**Light in the darkness**  
Sixty years after the famine in India, Diakonia is needed more than ever. We have always been in step with the times – or actually often ahead of our time. We have established new methods and new

**What do the law of armed conflict say?** International humanitarian law (IHL), sometimes also referred to as the law of armed conflict, is the main framework for protecting civilians in armed conflict. In an era when compliance with international humanitarian law is under threat, Diakonia’s IHL Centre launched the *Stockholm Manual*. A guide making it easier for humanitarian actors to understand IHL and identify deficiencies in compliance. The manual has been launched globally, with physical launches in Stockholm, New York and Brussels. A launch was also held in Nairobi in early 2026.

**Withdrawal of support affects the fight for democracy.** Channary from Cambodia, along with her female colleagues, has been fighting to escape sexual harassment at work and to earn a living wage. It has been a tough and dangerous struggle. There is strong resistance from the management at their workplace, and Channary has been imprisoned for speaking out about working conditions at the casino where she works. But their fight has paid off. Today, people are more aware of their rights, and democratic development is slowly moving forward. But when the Swedish Government decided to suspend support to Cambodia, the democracy movements were left to their own devices, causing great concern about the future. Channary is a fictitious name.

ways of working that have proven to work well and inspired others. During the year, despite the cuts, we have developed our working methods and equipped ourselves in a new way. We remain steadfast in our values, but we are reorganizing to be able to tackle a new era. For example, digital opportunities have enabled us to streamline financial and administrative management, reduce the numbers of programs and managers, and eliminate regional offices. This makes us faster, more flexible and keeps costs down. Now we can devote even more energy to what we truly believe in – having a presence close to our partner organizations, supporting all those people who, together and with unimaginable courage, are determined to create a better future, not only for themselves, but for their fellow human beings. They are the hope of the world. They are the light in the darkness.

**You are needed**  
Things feel hard to bear right now. But we know that it is people who change the world and we know that together, we can move mountains.  
We don’t have time to wait. And we need you. All the forces of good must now unite. Join us in the fight for a just, fair and sustainable world.

  
**Mattias Brunander**  
Secretary General

  
**Pether Nordin**  
Chairperson



# 2025 IN BRIEF

## Gender distribution among Diakonia's employees



## 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 the following 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 2025 has mainly contributed to Sustainable Development Goals 1, 2, 5, 8, 10, 13, 16 and 17. Read more about Diakonia's sustainability work on page 40.



approx.

# 300

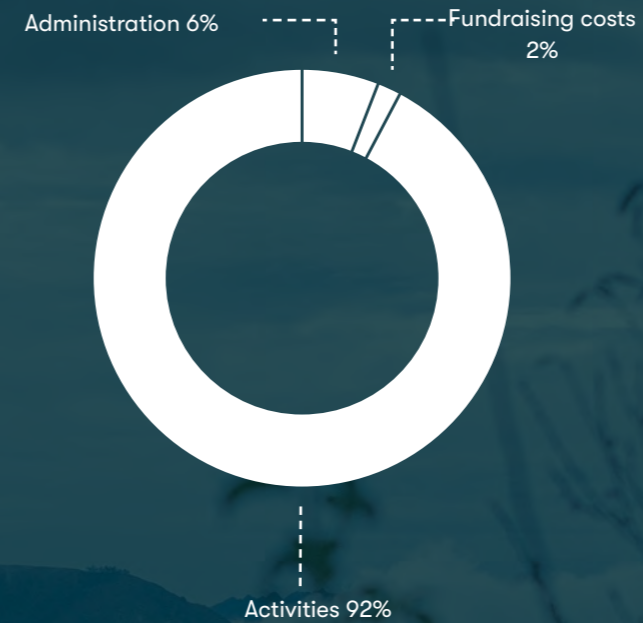
locally rooted movements and organizations in Africa, Asia, Latin America and the Middle East.

# 382

million Swedish kronor in operational expenses broken down per geographical region.



## Breakdown of costs



# 103

partner organizations in 18 countries are part of Diakonia's global P.O.W.E.R. program, which focuses on human rights and gender equality.

# 56.4

million Swedish kronor collected from private individuals, congregations, foundations and companies.



# 125

congregations made a donation to Diakonia in 2025.



# 18

disaster initiatives.

# 10

countries are part of Diakonia's regional program for gender equality in Latin America.

# 300+

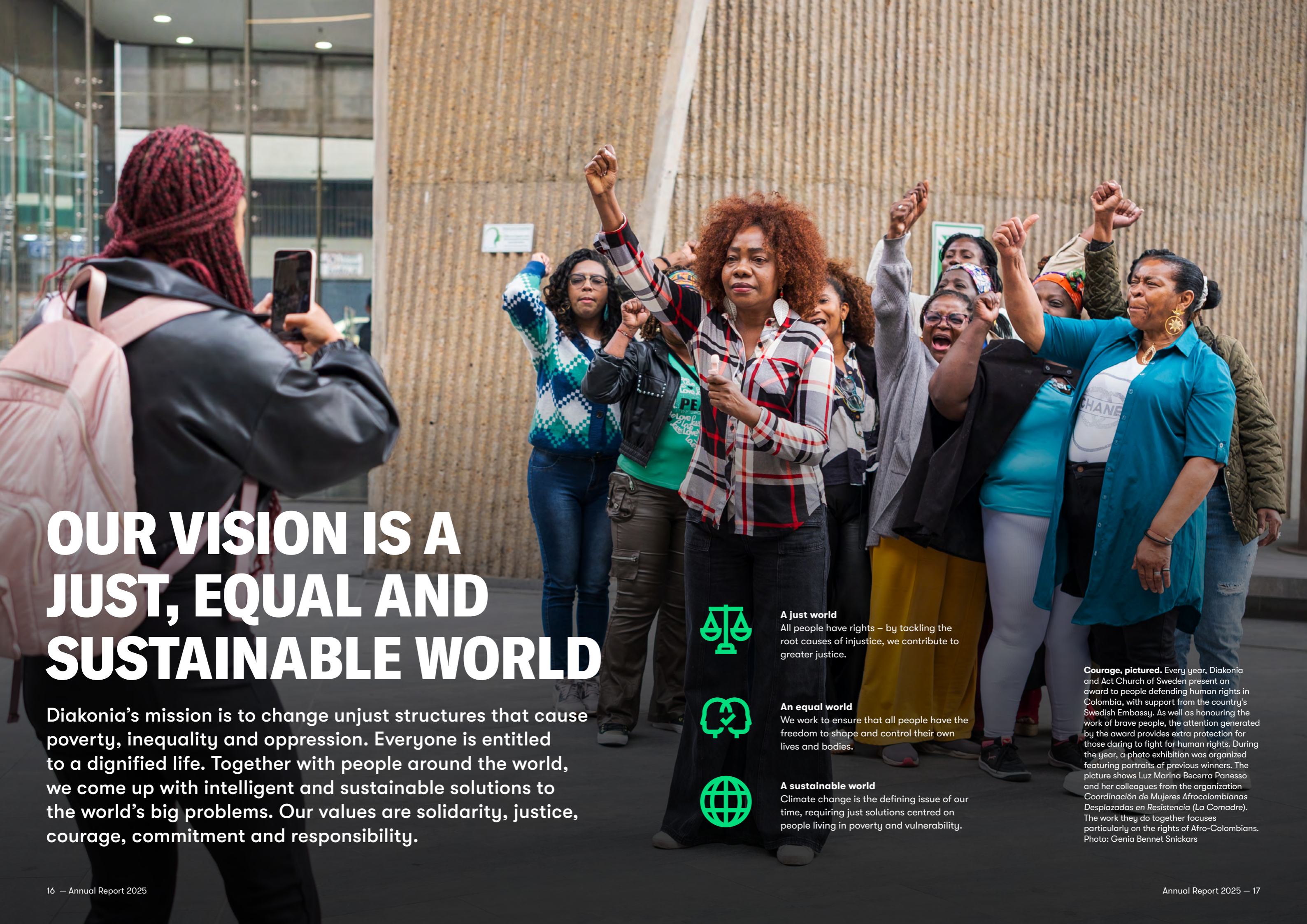
families have been part of the Water Project in Peru.

# 98 200

people in Egypt have been reached by a digital awareness campaign regarding online violence.

# 10

countries are part of Diakonia's regional program for gender equality in the Middle East and North Africa.



# 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.

**Courage, pictured.** Every year, Diakonia and Act Church of Sweden present an award to people defending human rights in Colombia, with support from the country's Swedish Embassy. As well as honouring the work of brave people, the attention generated by the award provides extra protection for those daring to fight for human rights. During the year, a photo exhibition was organized featuring portraits of previous winners. The picture shows Luz Marina Becerra Panesso and her colleagues from the organization *Coordinación de Mujeres Afrocolombianas Desplazadas en Resistencia (La Comadre)*. The work they do together focuses particularly on the rights of Afro-Colombians. Photo: Genia Bennet Snickars

# 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 operates in some 20 countries and works with around 300 locally based 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.



**Together for Världens Barn.** The Abrahamsbergskyrkan church in Stockholm hosted a gala for the charitable organization *Världens barn* (Children of the World). The focus was on the *Tamer Institute's* work for children in Gaza. The music was provided by the church's own children's choirs and a unique ensemble assembled for the gala. Abrahamsbergskyrkan's collection totalled over SEK 40 000. In total, during this year's fundraising campaign, *Världens barn* raised SEK 68 million.

# MANAGEMENT REPORT 2025

Diakonia's Board of Directors and Secretary General hereby submit the following annual accounts for 2025.

## 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. Diakonia works with around 300 locally rooted movements and organizations in Asia, Africa, Latin America, the Middle East and North Africa, as well as in 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 (the Swedish Fundraising Association), which works to safeguard quality-assured fundraising and has developed ethical rules for fundraising that Diakonia follows. Diakonia has been certified to the international standard for humanitarian organizations, Core Humanitarian Standard, CHS. The certification affirms that Diakonia works in a responsible and effective manner.

Diakonia's activities are guided by an overall policy, a global strategy and program and country strategies. These documents set the strategic direction and ensure coherence in the work of the organization. Diakonia's partnership policy forms the basis for partnership with other civil society actors. The policy sets out principles, expectations and mutual responsibilities between Diakonia and our partner organizations.

Diakonia plays several roles in the realisation of our mission. We stand side by side with our partner organizations in working for sustainable change. We provide financial support and ensure that the money is used responsibly and effectively. In addition, we act as advisors and offer technical and strategic support to strengthen the institutional and resource mobilisation capacity of partner organizations. We also work to connect and create synergies between organizations, networks and other relevant actors.

Diakonia's theory of change is the driving force behind our activities, setting the direction for our efforts to change unjust and oppressive structures in society. We apply management by objectives and results and an adaptive management approach, which means that we continuously adapt initiatives based on learning, contextual changes and identified needs. Our working methods vary depending on donor requirements, type of partner organization and form of funding, while always being based on our core principles and strategic priorities.

Diakonia is a decentralised organization, which means that decisions are made as close to the context as possible. Since 2025, following the closure of the four regional offices, Diakonia's organizational model consists of two levels – a global level and a program level. The program level is organized by means of three different operating models, adapted to the context, financial and organizational conditions. The global level consists of organization-wide support functions in global teams. The teams work on issues such as financial monitoring and control, grants management, digitalisation, program development, resource mobilisation, HR and communication to ensure high quality and consistent working methods. The positions are located in Diakonia offices in all parts of the organization.

In 2025, the organization had program activities and a presence in some 20 countries in four regions. In addition, global and regional programs have been implemented in partnership with organizations and stakeholders, both in our program countries and in countries in which we have no presence.

The main program countries during the year were in Africa: Burkina Faso, Democratic Republic of the Congo, Kenya, Mali, Somalia, Uganda, Zambia and Zimbabwe. In Asia:



Bangladesh, Cambodia, Sri Lanka and Thailand. In Latin America: Bolivia, Colombia, Guatemala, Honduras, Cuba, Paraguay and Peru. In the Middle East and North Africa: Egypt, Lebanon and Palestine. In Sweden, we work with communication, engagement and advocacy, mainly focusing on international solidarity and strong Swedish development cooperation, as well as fundraising from private donors and congregations.

## Key collaborations

Diakonia is a member of Giva Sverige, Svenska postkodföreningen (the association behind the Swedish Postcode Lottery), Concord Sverige and the global network ACT Alliance. We participate in the ACT Alliance working group on synergies between humanitarian work, long-term development and peace, as well as in local ACT forums in several partner countries. We are also part of several of Concord Sweden's working groups and are represented on the board of Swedwatch. We are members of partnerships such as Fair Finance Guide Sweden and the Swedish Ecumenical Accompaniment Programme in Palestine and Israel. We are part of the Swedish Platform for Colombia and other networks that include several Sweden-based organizations. Diakonia is the nominating organization

Together for the rights of women and girls. In rural Baringo, Kenya, local authorities, the police and Diakonia's partner organizations Christian Impact Mission, CIM, Groot's Kenya and Legal Resources Foundation Trust have joined forces to reduce child abuse and violence against women.

for the Per Anger Prize, the Swedish government's international prize for human rights and democracy. At European level, we participate in Concord Europe, Eurodad, OIDAHCOC 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 and Svenska Humanitära Nätverket (Swedish Humanitarian Network – SNHA). Diakonia is also a member of the Alliance for Feminist Movements. We have consultative status with the UN Economic and Social Council (ECOSOC) and observer status with the UN Framework Convention on Climate Change (UNFCCC) and the UN Convention on Biological Diversity (CBD). Our important partnerships also include our financiers.

## Key projects and objectives

The disruptive and dramatic changes in world politics and the aggressive geopolitical ambitions of major powers have led in 2025 to greater political polarisation, the intensification of wars and conflicts, increased military build-up and significant abandonment of the rules-based international order. Globally, there has been a sharp decline in international development cooperation, including following the closure of the United States Agency for International Development (USAID). Authoritarian regimes and leaders have increased their power by actively shrinking the democratic space for individuals and organizations. A full 74 percent of the world's population lived under autocratic rule.

Through careful and ongoing analyses of the surrounding world and risks, Diakonia and our partner organizations have been able to adapt activities and programs to ensure that important results have still been achieved.

This year we have seen human rights under threat around the world. Colombia is one of the world's absolute most dangerous countries for human rights defenders. In 2025, 187 human rights defenders and social leaders were killed in the country. Diakonia has supported more than 20 organizations working for human rights and human rights defenders in the country during the year. A report highlighting the challenging situation was produced by our partner organization Consejo Regional Indígena del Cauca,

**Mobile clinics provide access to health care.** In the shadow of the war in Gaza, the situation in the West Bank has escalated. During the year, the number of illegal Israeli settlements grew significantly, settler violence increased and the displacement of the civilian population became increasingly widespread. This has exacerbated an already difficult humanitarian and economic situation. For example, Palestinians have been prevented from seeking medical care. Diakonia's partner organization *Physicians for Human Rights – Israel (PHRI)* has regularly crossed the border into the West Bank with its mobile clinics. They provide medical care and distribute medicines to Palestinians unable to seek care in other ways.



Cric, showing that children from the country's indigenous peoples are at higher risk of forced recruitment by armed groups than other children in the country.

The fight for gender equality is facing strong opposition, with progress being reversed in several areas. The anti-rights movement is strong in many parts of the world, the aim being to restrict the rights of women, girls and LGBTQI people in various ways. The growth in autocratisation and the shrinking democratic space is also hitting women, girls and LGBTQI people and their organizations particularly hard and in specific ways.

In Latin America, the anti-rights movement has had considerable impact. As a force countering these developments, Diakonia runs a regional gender equality program, *Programa Paridad*, with partner organizations in ten countries. In November, the organizations came together in Peru to share experiences and plan future work together. The meeting built on the significant progress made in women's rights in the 30 years since the United Nations World Conference on Women held in China adopted the *Beijing Platform for Action*, a global action plan for gender equality. Reality shows that social change is the result of concrete political decisions and courageous work, including by civil society. Change is possible. Continuing to work for the rights of girls and women, despite increasing opposition, generates hope and strength.

In Lebanon, it is still difficult for women to file for divorce. There are legal, social and financial barriers. By coming into contact with other women who share similar experiences, those wishing to leave a relationship and those who have already divorced can acquire knowledge and support. The local women's groups organized by the *Lebanese Democratic Women's Gathering*, RDFL also discuss other issues in which women face stigma.

In the Andes of Peru, climate change is affecting the lives of many villages. Our partner organization *Huñuq Mayu* has worked with over 300 families to secure access to food and water as a changing climate makes harvests more uncertain. The

organization has a strong focus on women's economic empowerment. By joining forces, growing crops together and sharing responsibility for the children, the women are able to improve their conditions for making a living and their daily lives. This is crucial when many men are forced to move to towns and cities to work.

In Bangladesh, Diakonia's partner organizations have continued to give girls cycling lessons, and the girls have learned about their rights. This contributes to longer periods of schooling, greater freedom and a reduction in child marriages. At the end of the year, the country program in Bangladesh was phased out and the partnership with the organizations working with cycling lessons was terminated. It was a difficult decision, as we have worked with many of these organizations for a long time and we know that this important work has helped enable thousands of girls go to school and reduced the number of child marriages.

In Uganda, too, the bicycle has become a crucial tool for promoting gender equality and women's rights. Almost half of women there who have been in a relationship have experienced gender-based violence from a partner. Diakonia's partner organization *Gulu Women Economic Development and Globalization*, GWED-G, works to reduce violence against women in rural northern Uganda. Local villagers are trained in the issues and can then cycle around the area. They attend trials and women's group meetings, provide psychosocial support and help victims access community support services.

During the year, Diakonia has carried out humanitarian work along with our partner organizations. This often involves life-saving initiatives in emergency situations and is an important complement to long-term development work. 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 and the West Bank. After the earthquake in Myanmar, Diakonia's partner organizations distributed food, water and hygiene items. In Egypt, the *Eparchial Development Office*, EDO, assisted refugees from Sudan, and in Sri Lanka, the *People's Action for Free and Fair Election*, PAFFREL, supported families after Cyclone Ditwah. Zimbabwe was hit by a cholera outbreak during the year, and several of our partner organizations on the ground have made important efforts to limit the spread of infection and help those affected.

#### 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 2025, Diakonia's administrative and fundraising costs amounted to 8 percent of turnover.

#### Significant events during the year of activity

Since 1 January 2025, Diakonia has implemented a new organizational model that aims to strengthen efficiency and long-term sustainability in a rapidly changing world. The model focuses on greater cost-effectiveness, optimised use of resources, enhanced program activities and greater focus on partner organizations and rights holders. Regional offices have been dismantled and replaced by more flexible operating models.

In 2025, a new financial structure was also introduced with an updated accounting framework, a new budget and cost recovery model, and enhanced financial governance, reporting and internal controls via a centralised global financial services team. During the year, the implementation of the digital transformation strategy focused on four main areas: cloud migration, security and privacy, data-driven business and the digital workplace.

The dramatic reduction in development cooperation funding at global level, including Swedish Government cuts and reprioritisation of development assistance funds, has led to a significant reduction in Diakonia's turnover in 2025. To mitigate the negative effects of the reduced allocations, activities have been reprioritised and focused on ensuring long-term stability, efficient use of resources and continued high quality and added value in program activities. During the year, Diakonia phased out three country programs – Cambodia, Bolivia and Bangladesh – and reduced its staff. This is partly due to reduced funding and partly a consequence of the new organizational model focusing on resource optimisation and greater cost efficiency.

The five-year global civil society program funded by Sida ended prematurely on 30 September. On 1 October, a new global program, *People and Organizations Working for Equality and Rights*, P.O.W.E.R., was launched, in which Diakonia and over a hundred civil society organizations work together, focusing on human rights and gender equality. Despite a reduction in funding – around 40 percent



**Emergency relief after the earthquake.** In March, an earthquake struck Myanmar, with devastating consequences in a country scarred by years of armed conflict. Working with our partner organizations on the ground, we were able to quickly get started on disaster initiatives. We distributed food, water and hygiene items, among other things. Photo: *World Concern Myanmar*, WCM

compared to the previous agreement – it has been possible to implement the program in 18 countries in Africa, Asia, Latin America, the Middle East and North Africa.

In a year that has presented challenges regarding funding opportunities for international development cooperation and a decline in agreements with funders, fundraising from individuals and local congregations has remained at stable levels. This result was driven by steady monthly donations, gifts from local congregations and an increase in one-off gifts, especially to the humanitarian appeal for those affected by the war in Palestine.

During the year, Diakonia's Board of Directors revised the organization's order of delegation, global strategy and asset management policy. The Board also adopted a new data protection policy. These policy documents form an important part of Diakonia's governance and sustainability work.

#### Revenue and operational expenses

Year	Revenue (SEK thousands)	Operational expenses (SEK thousands)	
2025	416 895	382 342	92%
2024	516 884	466 844	90%
2023	532 746	489 986	92%
2022	489 288	468 373	96%
2021	465 620	421 311	91%

## Funds raised and fundraising costs

Year	Funds raised (SEK thousands)	Fundraising costs (SEK thousands)	
2025	61 870	8 466	14%
2024	67 572	9 660	14%
2023	61 235	10 149	17%
2022	57 915	9 924	17%
2021	55 550	7 209	13%

## Total expenses per area

		2025		2024		2023
Middle East and North Africa	4%	17 828	7%	35 447	10%	50 397
Asia	7%	30 700	11%	55 843	11%	60 431
Africa	37%	152 810	30%	150 408	34%	181 111
Latin America	27%	112 231	29%	148 962	24%	127 444
Sweden and globally	17%	68 773	15%	76 184	13%	70 585
Administration	6%	26 053	6%	31 953	6%	30 921
Fundraising	2%	8 466	2%	9 660	2%	10 149
<b>Total</b>	<b>100%</b>	<b>416 861</b>	<b>100%</b>	<b>508 457</b>	<b>100%</b>	<b>531 038</b>



**Award-winning courage provides hope.** Every year, Diakonia and Act Church of Sweden honour those fighting for human rights in Colombia with an award that has become well respected. One of this year's winners is Jacqueline Castillo Peña, who has been a strong voice in the struggle to expose extrajudicial killings by the Colombian military. The human rights award is awarded by Diakonia and Act Church of Sweden with the support of the Swedish Embassy in Colombia. It recognises the unique role of civil society in peacebuilding.

## Performance and financial position, 2025

In 2025, Diakonia reported a surplus of SEK 2.6 million after net financial items. Turnover has decreased significantly as a result of lower development cooperation funding, which has affected program activities. At the same time, the new organizational model, together with efforts to strengthen financial management, optimise resources and increase cost efficiency, has contributed to lower operating expenses. The Board proposes that the organization's surplus be appropriated through allocation to the operations and investment fund. The year's result after changes in earmarked funds amounted to SEK 0.3 million.

In 2025, Diakonia's revenue amounted to SEK 416.9 million. Of the year's revenue, SEK 382.3 million has been used for operational expenses.

## Financing of operations

Total operating revenue for 2025 amounted to SEK 416.9 million. Of these, public funds totalled SEK 330.5 million, funds from other institutional donors SEK 23.5 million and funds raised SEK 61.9 million. Diakonia's involvement in the *Världens Barn* fundraising campaign resulted in a grant of SEK 1.8 million. Other contributions from *Radiohjälpen* totalled SEK 3.7 million. The Postcode Lottery contributed SEK 20.5 million. The Postcode Lottery's surplus goes to charitable organizations, with Diakonia being one of the beneficiaries.

## Operating expenses

Operating expenses amounted to SEK 416.9 million. The largest share was allocated to Africa with 37 percent and Latin America with 27 percent, followed by Asia with 7 percent and the Middle East and North Africa with 4 percent. Sweden and global operations accounted for 17 percent, while administration accounted for 6 percent and fundraising and marketing costs for 2 percent.

## Financial instruments and asset management policy

The overall objective of Diakonia's asset management is to manage assets in a way that supports the organization's vision of a just, equal and sustainable world. Capital is a resource for change and should be used to help establish a society in which all people have the opportunity to live a dignified life. During the year, the Board of Directors of Diakonia adopted a new asset management policy. 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 that involve arms, pornography, alcohol, tobacco, gambling or fossil energy sources. Provided that all criteria are met, we invest in funds specialising in low-risk financial

instruments, mainly in interest-bearing securities but also in equity funds. Shares received as gifts are sold immediately, and the sale value is recorded as revenue.

## Sustainability information

All work aims to achieve a sustainable world in which all people have equal access to basic rights, resources and opportunities. Sustainability is not a separate area of our organization – it is at the heart of everything we do. We set out how we are working towards economic, social and environmental sustainability and how we can reduce the negative impacts of our activities. In 2025 we have:

- Introduced a new organizational model and financial structure to increase efficiency and sustainability.
- Updated our global strategy to strengthen our work on climate and the environment, among other things.
- Developed a new operational system to enhance the follow-up procedures for our commitments.
- Adopted a revised asset management policy that ensures investments are consistent with human rights, gender equality and climate justice.
- Adopted a data protection policy to ensure the security of our IT assets, systems and data.
- Strengthened our anti-corruption efforts through audits, training and action plans.
- Worked to increase and diversify our revenue from institutional and private donors.
- Worked towards gender mainstreaming in all programs and achieving the target of at least one third of partner funding going to feminist, women's rights and LGBTQI organizations.
- As an employer, worked towards a safe and inclusive work environment with a focus on leadership, skills development, diversity and security. All staff have had performance appraisals and all offices have systematically conducted risk analyses and updated security plans.
- During the year, Diakonia had 196 full-time employees, of whom 72 percent were women and 28 percent men. 36 people had contracts in Sweden.

**New farming methods put food on the table.** In many parts of the world, climate change is making it increasingly difficult to grow crops. Soils are becoming drier, rains more unpredictable and water sources dwindling. The only way to survive is to start applying new farming methods. In Kenya and Peru, Diakonia's partner organizations have built dams to conserve water, and in Somalia we have built greenhouses made of netting to conserve moisture after watering. New, sustainable ways of growing things in a harsh climate. Photo: Genia Bennet Snickars

- Worked to achieve climate justice and reduce environmental impact by implementing environmental and climate justice policy, supporting the climate adaptation initiatives of local partner organizations and reducing our own carbon footprint. We have internal guidelines that clarify the objectives of reducing air travel and increasing digital collaboration, as well as sustainable procurement (e.g. organic, local and vegetarian options).

## Expected future developments and material risks and uncertainties

Diakonia's analysis of the surrounding world shows that major challenges remain, with shrinking democratic space, significant impact of wars and conflicts, greater threats to human rights defenders and lack of respect for international law. In light of this, program activities will be assigned a stronger strategic focus to better address uncertainties and adapt quickly to changing circumstances. Work to strengthen the resilience of civil society organizations continues. The aim is to ensure their ability to operate even in increasingly complex and risky circumstances and their ability to contribute to gender-equal and democratic societies in which all people can exercise their human rights. Particular priority will be given to gender equality and to feminist, women's rights and LGBTQI organizations.

Diakonia will continue to prioritise the work of consolidating its organization and strengthening internal structures and working methods. The focus is on developing leadership, promoting risk-aware decision-making, continuing to streamline administration and developing more effective processes that support organizational objectives. This work forms a key part of the organization's continued evolution towards a more sustainable and efficient organization that is stable in the long term. The introduction of new operational systems and greater digitalisation are key elements of this work.



Overall, the measures are expected to strengthen organizational capacity and contribute to long-term efficiency in our countries of operation and programs.

Resource mobilisation will be enhanced in order to secure current funding levels while attracting new donors. A key objective is to build long-term capacity with the aim of increasing and diversifying revenue from institutional, private sector and individual donors. Ensuring sustainability and financial stability is particularly important in times when development cooperation funding is highly uncertain.

During the year, Diakonia decided to wind up its operations in Mali, Burkina Faso and Cuba in 2026. These phase-outs will be implemented in a responsible and structured manner. The decisions are a consequence of reduced resources and aim to ensure sustainable prioritisation of activities in the long term.

In 2026, along with 20 Christian denominations and churches, Diakonia will launch a joint campaign ahead of the Swedish parliamentary elections, advocating for long-term, generous development assistance. The *En värld att tro på* (A World To Believe In) campaign encourages local congregations to engage in discussions and hearings with politicians on issues of global solidarity and international development cooperation.

In 2026, Diakonia will have existed for 60 years. This anniversary is an opportunity to highlight how rights-based and faith-based work can help effect real change in an era of increasing global challenges. By combining continuity with renewal, we enhance our ability to work with other stakeholders to build a just, equal and sustainable world – and to be a relevant and reliable force when needs are greatest.

### 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 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 also makes decisions on authorised signatories, the right of attestation and order of delegation, as well as issuing the Annual Accounts and Sustainability Report and

**20 million thank yous.** The Postcode Lottery distributed SEK 20 million to Diakonia's activities in 2025. Pictured are some of Diakonia's employees in Thailand, rejoicing and showing gratitude for all that the grant makes possible.

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 Linköping on 4 June 2025. An extraordinary Annual Meeting was held on 28 November 2025 to decide on the orientation budget for 2026 submitted by the ordinary Annual Meeting. The Board of Directors met on eight occasions in 2025, with three of these being extraordinary Board meetings. Four of the meetings were held in person and four online. In 2025 the Board of Directors consisted of Chairperson Pether Nordin (attended 8 out of 8 meetings), Vice-Chairperson Anette Drewitz (6/8), Andreas Linderyd (3/3), Emma Harrysson (6/8), Eva Eriksson (8/8), Marie Lackenbauer (6/8), Ulrika Erkenborn Rugumayo (8/8), Anders Berntell (6/8), Therese Garmstedt (6/8) and Hannah Akuffo (0/3). At the ordinary Annual Meeting on 4 June, members Hannah Akuffo and Andreas Linderyd stepped down. At the extraordinary Annual Meeting on 28 November, Ola Olsson (1/1) and Mirjam Olsson (1/1) were elected new members.

Employee representative Joakim Wohlfeil, who was co-opted onto the Board, attended 6/8 meetings. At the meeting of the Board of Directors on 11 September, Lena Hansson was also co-opted as employee representative and participated on 2/3 occasions.

The Nominating Committee for the 2025 Annual Meeting was Eva-Marie Cider, Eva-Lena Gustavsson, Ulrika Morazán and Kerstin Carlsson. Internal auditors for 2025 were Karin Hallin, Marcus Bernström and Micael Lindholm. Authorised Public Accountant Erik Albenius, PwC, was appointed auditor for 2025. Authorised Public Accountant Angelica Stööp, PwC, was appointed deputy auditor.



# 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.



**Anders Berntell**

Former head of the Stockholm International Water Institute and the 2023 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 programs for sustainable development. Active in the Uniting Church in Sweden.



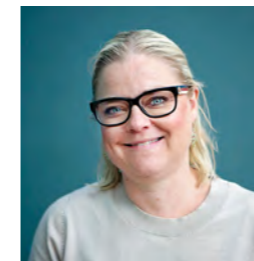
**Ulrika Erkenborn Rugumayo**

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.



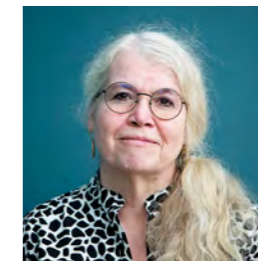
**Therese Garmstedt**

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 Management. Former head at 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.



**Mirjam Olsson**

Political scientist and researcher at the trade union Unionen. Has previously worked with civil society policy issues and democracy issues at the National Council for Swedish Youth Organisations. Many years of involvement in the Uniting Church in Sweden.



**Ola Olsson**

Master's degree in Human Geography. Works at the Emergency Preparedness Unit at the County Administrative Board in Jönköping. Has previously worked with international issues at the child rights organization Erikshjälpen and the Swedish Alliance Mission.



### Do you want to know more about the Board?

Scan the QR code with your mobile phone camera or click here. You can also find contact information and read more about our work on our website.

# PROFIT AND LOSS STATEMENT

	Note	2025	2024
<b>Revenues for the association</b>			
Grants		359 444	448 997
Gifts		56 392	62 580
Other operating revenues		1 059	5 307
<b>Total operating revenues</b>	3	<b>416 895</b>	<b>516 884</b>
<b>Operating expenses</b>			
Operational expenses		-382 342	-466 844
Fundraising costs		-8 466	-9 660
Administrative costs		-26 053	-31 953
<b>Total operating expenses</b>	4, 5, 6, 7	<b>-416 861</b>	<b>-508 457</b>
<b>Result from operations</b>		<b>34</b>	<b>8 427</b>
<b>Result from financial investments</b>			
Result from securities and receivables held as non-current assets	8	3 072	3 077
Other interest income and similar profit/loss items	9	4 556	3 255
Interest expense and similar profit/loss items	10	-5 090	-590
<b>Total result from financial investments</b>		<b>2 538</b>	<b>5 742</b>
<b>Net profit/loss for the year</b>		<b>2 572</b>	<b>14 169</b>
<b>Change in earmarked funds</b>			
Net profit/loss for the year according to the profit and loss statement		2 572	14 169
Utilisation of earmarked funds		6 833	4 956
Utilisation of Fund for operations and investment		2 042	1 547
Allocation to Fund for operations and investment		-2 000	-5 000
Other earmarking of funds		-9 180	-15 047
<b>Remaining balance for the year/change in amount carried forward</b>		<b>266</b>	<b>625</b>

All figures are in SEK thousands unless otherwise indicated.

# BALANCE SHEET

	Note	31/12/2025	31/12/2024
<b>Assets</b>			
<b>Non-current assets</b>			
Non-current intangible assets			
Capitalised expenditure for software	11	0	0
Property, plant and equipment			
Equipment	12	76	87
Non-current financial assets			
Securities held as non-current assets	13	185 661	178 399
<b>Total non-current assets</b>		<b>185 737</b>	<b>178 486</b>
<b>Current assets</b>			
Current receivables			
Other receivables		6 285	2 956
Prepaid expenses and accrued income	14	15 230	9 754
Total current receivables		21 515	12 710
Cash and bank balances		105 688	117 351
<b>Total current assets</b>		<b>127 203</b>	<b>130 061</b>
<b>Total assets</b>		<b>312 940</b>	<b>308 547</b>
<b>Equity and liabilities</b>			
Equity			
Fund for operations and investment		50 188	50 230
Earmarked funds		22 907	20 560
Profit/loss brought forward		88 654	88 388
<b>Total equity</b>		<b>161 749</b>	<b>159 178</b>
<b>Provisions</b>			
Provisions for pensions and similar commitments	15	9 041	10 201
Other provisions	16	7 600	9 480
<b>Total provisions</b>		<b>16 641</b>	<b>19 681</b>
<b>Current liabilities</b>			
Trade payables		4 404	7 607
Liabilities for grants received but not used	17	106 266	92 372
Other liabilities		6 848	9 461
Accrued expenses and deferred income	18	17 032	20 248
<b>Total current liabilities</b>		<b>134 550</b>	<b>129 688</b>
<b>Total equity and liabilities</b>		<b>312 940</b>	<b>308 547</b>

# CHANGES IN EQUITY

	Earmarked funds	Fund for operations and investment	Profit/loss brought forward	Total equity
<b>Opening profit/loss 1/1/2025</b>	<b>20 560</b>	<b>50 230</b>	<b>88 388</b>	<b>159 178</b>
Allocation to/utilisation of Fund for operations and investment		-42		-42
Earmarking of funds	9 180			9 180
Utilisation of earmarked funds	-6 833			-6 833
Remaining balance for the year			266	266
<b>Closing profit/loss 31/12/2025</b>	<b>22 907</b>	<b>50 188</b>	<b>88 654</b>	<b>161 749</b>

## Scope and purpose of Diakonia's equity

Diakonia's equity at year-end totalled SEK 161 749 thousand, of which SEK 138 842 thousand is un-restricted equity and SEK 22 907 thousand is earmarked funds. The unrestricted equity corresponds to approximately 12 months of operating expenses (excluding costs passed on to partners and transition costs) and is considered by

the Board of Directors to be at an appropriate level to ensure the long-term stability of the organization and its ability to cope with variations in revenue and unforeseen events. The Board monitors the development of equity on an ongoing basis and makes annual assessments of its size in relation to the needs of the organization and its planned activities.

# CASH FLOW STATEMENT

	2025	2024
<b>Operating activities</b>		
Result from operations	34	8 427
Depreciation/amortisation	41	243
Other non-cash items	-3 135	587
Interest received and result from currency transactions	4 556	3 255
Dividends received	3 072	3 077
Interest paid and result from currency transactions	-5 090	-590
<b>Cash flow from operating activities before changes in working capital</b>	<b>-522</b>	<b>14 999</b>
Increase/decrease in other current receivables	-8 805	-4 034
Increase/decrease in trade payables	-3 203	3 200
Increase/decrease in other current liabilities	8 065	-65 693
<b>Cash flow from operating activities</b>	<b>-4 465</b>	<b>-51 528</b>
<b>Investing activities</b>		
Investments in property, plant and equipment	64	217
Investments in non-current financial assets	-11 469	-19 837
Disposals of non-current financial assets	4 207	16 868
<b>Cash flow from investing activities</b>	<b>-7 198</b>	<b>-2 752</b>
<b>Cash flow for the year</b>	<b>-11 663</b>	<b>-54 280</b>
<b>Cash and cash equivalents at beginning of the year</b>	<b>117 351</b>	<b>171 631</b>
<b>Cash and cash equivalents at year-end</b>	<b>105 688</b>	<b>117 351</b>

Liquidity of SEK 105 688 thousand (117 351) consists of bank account holdings of SEK 83 624 thousand (88 400) in Sweden and of SEK 22 064 thousand (28 951) in 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, fundraising and administrative costs.

**Operational expenses.** Constitute the resources used directly to achieve the organization's purpose and/or fulfil its statutes. These include partnerships with partner organizations, staff costs in program activities, and a share of joint costs, allocated according to established principles.

Diakonia has also organized several program-critical functions into global teams, such as program development, finance, IT, HR and communications. These teams provide support and expertise necessary for program implementation and are therefore classified as operational expenses.

Joint costs have been allocated so that each function bears its share of the cost. Examples of such costs are rent for premises, other office costs, IT and shared systems.

**Fundraising expenses.** Consist of expenses relating to fundraising activities aimed at all Diakonia's donors, that is, private individuals, businesses and organizations. This includes working with existing donors as well as activities to attract new donors, for example through campaigns, mailings and maintenance of donor registers.

Fundraising expenses may therefore pertain to advertising, printed matter and fundraising material and personnel involved in fundraising activities.

Joint costs have been allocated so that each function bears its share of the cost. Examples of such costs are rent for premises, other office costs, IT and shared systems.

**Administrative costs.** Consist of the expenses that are necessary to manage Diakonia. Administration is key part of assuring high quality in the organization's internal controls and reporting, both externally and in-house, to financiers, donors, the Board and other stakeholders, etc.

Examples of administrative costs are costs for the Board and management, organizational development, the finance function, the HR function, digitalisation including administrative systems, annual audit, preparation of the Annual Accounts, Annual Meeting, etc.

Joint costs have been allocated so that each function bears its share of the cost. Examples of such costs are rent for premises, other office costs, IT and shared systems.

**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 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:

- 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 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 provides information on 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 at banks, as well as short-term investments with a maturity of less than 3 months.

## Note 2. Estimates and assessments

The preparation of the annual accounts requires Diakonia to make certain assessments and estimates that affect the reported amounts in the balance sheet and profit and loss statement. These assessments are based on the information available at the balance sheet date, but the actual outcome may differ from the assumptions made.

The most significant assessment relates to the management of grants and gifts, for which Diakonia has to determine whether the conditions for revenue recognition have been met. If there is uncertainty about this, the grant is recognised as a liability until the conditions have been clarified. This may affect both the revenue for the period and the recognised liabilities in future years of activity, but is not considered to be of significant value.

Diakonia also makes assessments in connection with any provisions, for example in the event of disputes or other uncertain commitments for which the probability of future payments must be assessed.

## Note 3. Revenues for the association and funds raised

Breakdown of revenues for the association:	2025	2024
Funds raised, gifts and private contributions	61 870	67 572
Contributions under private law	23 511	27 154
Public grants	330 455	416 851
Other revenues	1 059	5 307
<b>Total</b>	<b>416 895</b>	<b>516 884</b>

Gifts	2025	2024
Gifts from private donors	30 527	29 658
Gifts via bequests	4 435	12 323
Gifts from organizations and associations	717	403
Gifts from companies	168	196
Swedish Postcode Lottery	20 545	20 000
<b>Total</b>	<b>56 392</b>	<b>62 580</b>

Private grants	2025	2024
Världens barn campaign	1 825	505
Other grants, Radiohjälpen	3 653	4 487
<b>Total</b>	<b>5 478</b>	<b>4 992</b>
<b>Total funds raised, gifts and private contributions</b>	<b>61 870</b>	<b>67 572</b>

Contributions under private law	2025	2024
Other organizations	17 059	15 036
Foundations	6 452	12 118
<b>Total funds raised – Contributions under private law</b>	<b>23 511</b>	<b>27 154</b>

Public grants	2025	2024
Sida	115 424	164 257
EU/ECHO	75 585	81 380
Swedish embassies	95 903	126 783
Foreign embassies	43 007	21 439
Other public financiers	536	4 890
Allocated grants, (from 2025 onwards these have been included in the contributions/grants above)	0	18 301
Repaid grants, (from 2025 onwards these have been included in the contributions/grants above)	0	-199
<b>Total public grants</b>	<b>330 455</b>	<b>416 851</b>

## Note 4. Operational expenses by geographical area

	2025	2024		
Middle East and North Africa	17 828	4.7%	35 447	7.6%
Asia	30 700	8.0%	55 843	12.0%
Africa	152 810	40.0%	150 408	32.2%
Latin America	112 231	29.4%	148 962	31.9%
Sweden and globally	68 773	18.0%	76 184	16.3%
<b>Total operational expenses</b>	<b>382 342</b>	<b>100.0%</b>	<b>466 844</b>	<b>100.0%</b>

## Note 5. Leasing

	2025	2024
<b>Lease contracts</b>	<b>Lease fees</b>	<b>Lease fees</b>
Within 1 year	4 224	5 546
More than 1 year – 5 years	3 403	8 600
More than 5 years	0	1 439
<b>Total</b>	<b>7 627</b>	<b>15 585</b>

In 2025 lease fees totalled SEK 4 088 thousand (7 385)

## Note 6. Salaries, other remuneration and social security contributions

	2025	2024
Board	121	104
Secretary General*	990	942
Other employees	70 429	90 993
<b>Total salaries and other remuneration</b>	<b>71 540</b>	<b>92 039</b>
Social security contributions	16 495	18 775
Pension costs	7 256	6 282

\*Of which, the gross salary for the organization's Secretary General was SEK 990 thousand (942), no agreed terms for termination of employment. Of total pension costs, the pension for the organization's Secretary General accounted for SEK 294 thousand (248). The Secretary General's gross salary at year-end was SEK 79 thousand (77.2)/month. All staff with Swedish contracts of employment are covered by collective bargaining agreements. The Chairperson of the Board is remunerated according to a resolution of the Annual Meeting. Other members of the Board have not received remuneration from Diakonia for their work. Compensation may be paid for loss of income. 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.

Salaries and other remuneration, by region:	2025	2024
Sweden	21 777	23 581
Middle East and North Africa	5 986	12 023
Asia	7 094	11 985
Africa	20 841	26 330
Latin America	15 842	18 119
<b>Total</b>	<b>71 540</b>	<b>92 039</b>

## Note 7. Average number of employees

	2025		2024	
	Number of full-time equivalents	Of which, men	Number of full-time equivalents	Of which, men
<b>Contract form</b>				
Employees in Sweden	36	33%	40	30%
Employees with a Swedish overseas contract	2	11%	8	25%
Number of employees with a local contract	158	26%	191	41%
<b>Total</b>	<b>196</b>	<b>28%</b>	<b>239</b>	<b>39%</b>
<b>Geographic location</b>				
Sweden	36	33%	40	30%
Middle East and North Africa	26	15%	17	38%
Asia	28	21%	38	40%
Africa	63	34%	85	49%
Latin America	43	26%	59	29%
<b>Total</b>	<b>196</b>	<b>28%</b>	<b>239</b>	<b>39%</b>
<b>Board members and senior executives</b>				
	<b>2025</b>		<b>2024</b>	
	Number as per 31/12/2025	Of which, men	Number as per 31/12/2024	Of which, men
Board members	10	30%	10	33%
Secretary General and management team	21	52%	11	45%

## Note 8. Result from securities and receivables held as non-current assets

	2025	2024
Dividends	2 396	2 032
Profit/loss on sale of long-term investments	676	1 045
<b>Total</b>	<b>3 072</b>	<b>3 077</b>

## Note 9. Other interest income and similar profit/loss items

	2025	2024
Interest income from banks	4 556	1 240
Exchange rate difference on current financial assets	0	2 015
<b>Total</b>	<b>4 556</b>	<b>3 255</b>

## Note 10. Interest expense and similar profit/loss items

	2025	2024
Interest charges and interest on overdue payment	-6	-16
Exchange rate difference on current financial assets	-5 084	-574
<b>Total</b>	<b>-5 090</b>	<b>-590</b>

## Note 11. Non-current intangible assets

	31/12/2025	31/12/2024
<b>Opening acquisition value</b>	<b>17 868</b>	<b>17 868</b>
Assets disposed during the year	-1 739	
<b>Closing accumulated acquisition value</b>	<b>16 129</b>	<b>17 868</b>
<b>Opening depreciation</b>	<b>-17 868</b>	<b>-17 868</b>
Assets retired during the year	1 739	
<b>Closing accumulated depreciation</b>	<b>-16 129</b>	<b>-17 868</b>
<b>Closing residual value according to plan</b>	<b>0</b>	<b>0</b>

## Note 12. Property, plant and equipment

	31/12/2025	31/12/2024
<b>Opening acquisition value</b>	<b>7 466</b>	<b>7 249</b>
Capitalised expenditure for the year	64	217
Sales and retirement of assets for the year	-3 842	
<b>Closing accumulated acquisition value</b>	<b>3 688</b>	<b>7 466</b>
<b>Opening depreciation</b>	<b>-7 379</b>	<b>-7136</b>
Depreciation for the year	-41	-243
Sales and retirement of assets for the year	3 808	
<b>Closing accumulated depreciation</b>	<b>-3 612</b>	<b>-7 379</b>
<b>Closing residual value according to plan</b>	<b>76</b>	<b>87</b>

## Note 13. Securities held as non-current assets

	31/12/2025	31/12/2024
<b>Holdings in funds and equivalent</b>		
Opening acquisition value	178 399	175 430
Acquisitions	11 469	19 837
Sales	-4 207	-16 868
Closing acquisition value	185 661	178 399
<b>Closing carrying amount</b>	<b>185 661</b>	<b>178 399</b>
<b>Total market value</b>	<b>213 730</b>	<b>203 271</b>

Diakonia has a contract with Nordea for the management of Diakonia's securities.

## Note 14. Prepaid expenses and accrued income

	31/12/2025	31/12/2024
Prepaid rent	177	176
Accrued project revenues	12 098	5 310
Prepaid project expenses	2 312	3 190
Other items	643	1 078
<b>Total</b>	<b>15 230</b>	<b>9 754</b>

## Note 15. Provisions for pensions

	31/12/2025	31/12/2024
<b>Provisions outside the scope of the Swedish Pension Obligations Vesting Act*</b>		
Opening provisions	10 201	10 210
Additional provisions	693	1 660
Amounts utilised	-1 255	-929
Amounts reversed	-598	-740
<b>Closing carrying amount</b>	<b>9 041</b>	<b>10 201</b>

\*Pension commitments to local employees in local offices

## Note 16. Other provisions

	31/12/2025	31/12/2024
Opening provisions	9 480	8 450
Additional provisions	0	2 680
Amounts utilised	-339	-50
Amounts reversed	-1 541	-1 600
<b>Closing carrying amount</b>	<b>7 600</b>	<b>9 480</b>

## Note 17. Liabilities for grants received but not used

	31/12/2025	31/12/2024
Grants received but not used	50 909	46 043
Prepaid project revenues, Sida	25 415	4 550
Prepaid project revenues, Swedish embassies	13 323	16 575
Prepaid project revenues, EU	4 322	15 204
Prepaid project revenues, other	12 297	10 000
<b>Total</b>	<b>106 266</b>	<b>92 372</b>

## Note 18. Accrued expenses and deferred income

	31/12/2025	31/12/2024
Holiday pay	2 047	2 383
Accrued expenses, social security contributions	1 298	1 358
Other staff-related items	4 376	2 685
Other items	9 311	13 822
<b>Total</b>	<b>17 032</b>	<b>20 248</b>

## Note 19. Events after the end of the reporting period

The war in the Middle East has had a significant economic, humanitarian and security impact on an already conflict-ridden region. In Diakonia's program countries, we are seeing the crisis in Gaza continuing, violence in the West Bank increasing and almost a million people in Lebanon displaced. This has affected the safety and security of our partner organizations and staff, and parts of our operations have been redirected to emergency response. Fundraising for both Palestine and Lebanon is ongoing. Diakonia's Centre for International Humanitarian Law became involved early on with monitoring, analyses, comments and training from an international law perspective.

The Swedish Government's decision from December 2025 to reallocate development assistance from Africa to Ukraine means reduced Swedish funding for initiatives in Africa. This has materialised in the first months of 2026. The agreement with the embassy in Zimbabwe will end prematurely in 2026, and the budget has been reduced for programs in Democratic Republic of the Congo and the regional Africa Economic Justice Programme. The Latin America regional program is also being reduced in size. Impacts are monitored and managed on an ongoing basis.

Two important program contracts were renewed at the beginning of the year, for the global International Humanitarian Law (IHL) program funded by Sida (the Swedish International Development Cooperation Agency) and for the activities in Zambia funded by the UK Foreign, Commonwealth & Development Office.

Diakonia also received SEK 20 million from the Postcode Lottery, strengthening our work for human rights, democracy and gender equality.

The annual accounts were adopted on 24 April 2026 and signed on the date indicated by the electronic signature

**Pether Nordin**, Chairperson  
**Anette Drewitz**, Vice Chairperson  
**Anders Berntell**  
**Ulrika Erkenborn Rugumayo**  
**Eva Eriksson**  
**Therese Garmstedt**  
**Emma Harrysson**  
**Marie Lackenbauer**  
**Mirjam Olsson**  
**Ola Olsson**  
**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

This is a translation of the Swedish language original. In the event of any differences between this translation and the Swedish language original, the latter shall prevail.

### Report on the annual accounts

#### Opinions

I have audited the annual accounts of Diakonia for 2025. The annual accounts are included on pages 20-35 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 2025 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.

I therefore recommend that the annual meeting adopts the income statement and balance sheet for the association.

#### 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 1-19 and pages 38-45. 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.

Should 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. It discloses, 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 2025.

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

#### Basis for Opinion

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

# HOW WE WORK WITH SUSTAINABILITY

Diakonia's mission is to contribute to a just, equal and sustainable world in which all people have the same opportunities, rights and access to resources. Our work is based around a rights-based and feminist perspective and encompasses long-term development cooperation, emergency response and advocacy.

Along with over 300 partner organizations globally, we empower rights holders – especially women and marginalised groups – and influence decision makers in order to reduce poverty, fight oppression and create democratic and inclusive societies.

Sustainability is not a separate area of activity. It is the very foundation of everything we do.

## Governance, control and risk management

Diakonia's sustainability management is about ensuring that all activities are conducted in an open and responsible manner.

Diakonia works systematically to ensure that both the organization and program activities are capable of adapting to changing conditions. Through established tools and continuous monitoring, evidence-based decisions can be made and activities rapidly adjusted. The same flexibility applies to partnerships, with Diakonia adapting support and ways of working based on the partner organizations' programs, capacity and needs in changing contexts.

Diakonia maintains high quality through internal control, clear accountability and continuous improvement of organization and governance. Diakonia's certification to the *Core Humanitarian Standard*, CHS, ensures that the entire organization is imbued with quality, accountability and transparency. Regular risk management at all levels, as well as clear guidelines and robust financial and project

management systems, ensure proper management of grants and donor requirements.

Diakonia has zero tolerance for corruption and strives to integrate anti-corruption measures in all its work, including advocacy, programs and support for partner organizations. Principles, codes of conduct and training programs strengthen accountability, transparency and child protection. Zero tolerance for corruption is explicitly regulated in all partnership agreements.

## Our priority areas

Our main stakeholders are rights holders, partner organizations, donors, staff, founding churches, decision makers and officials, media, the private sector and networks and alliances. To identify the sustainability issues most relevant to our organization, Diakonia has conducted a materiality analysis based on continuous dialogue with, and feedback from, our stakeholders. The areas have been divided into three groups: economic responsibility, social responsibility and environmental responsibility.

## Our key sustainability principles

- Rights-based approach
- Diakonia's theory of change for sustainable development
- Diakonia's feminist principles
- *Do no harm perspective* (conflict awareness and peace building)
- Genuine partnership and local ownership
- A long-term approach for lasting change
- Climate and environmental responsibility
- Financial sustainability
- Transparency, ethical responsibility and good governance

## THE UN SUSTAINABLE DEVELOPMENT GOALS

Diakonia works to achieve the UN's Sustainable Development Goals in the 2030 Agenda. We make a particular contribution to the goals of eradicating poverty, ensuring gender equality, tackling inequalities and strengthening peaceful societies and climate (Goals 1, 2, 5, 8, 10, 13, 16 and 17).



**Clean water stops cholera.** Climate change is increasingly extending drought periods in Zimbabwe. And every year, many people in the country are impacted by cholera outbreaks during these droughts after drinking dirty water. When Diakonia's partner organization, *Evangelical Fellowship of Zimbabwe*, drilled new wells, the level of disease decreased. Hilda Chiweto and her children now have access to clean water, and the children do not get sick as often. Clean and safe water helps prevent disease outbreaks, a sustainable investment in people's lives.

## 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.

# ECONOMIC RESPONSIBILITY

For Diakonia, economic sustainability includes our funds being used to achieve the greatest possible benefit in our program activities, focusing on our partner organizations and rights holders. We take responsibility for the resources entrusted to us by ensuring they are used efficiently and transparently. Our results are reported openly and we welcome complaints or feedback on any shortcomings in our commitments.

## Responsible management of resources

Diakonia is to use its resources efficiently, transparently and with high ethical standards. In 2025, our revenue totalled SEK 416.9 million, of which SEK 382.3 million was used for operational expenses.

## Financial sustainability, fundraising and cost efficiency

In 2025, Diakonia carried out a comprehensive organizational change to increase efficiency, economic sustainability and internal governance, among other things. As part of this, we have a new financial structure and a centralised global service team. At a time when funding for development cooperation is being reduced, work on resource mobilisation and revenue diversification has intensified. We have particularly prioritised private and institutional donors and new strategic partnerships. We have also seen a stable level of private gifts and continued robust engagement from congregations. New procedures and systems have been put in place to strengthen management and ensure stability in agreements with our funders.

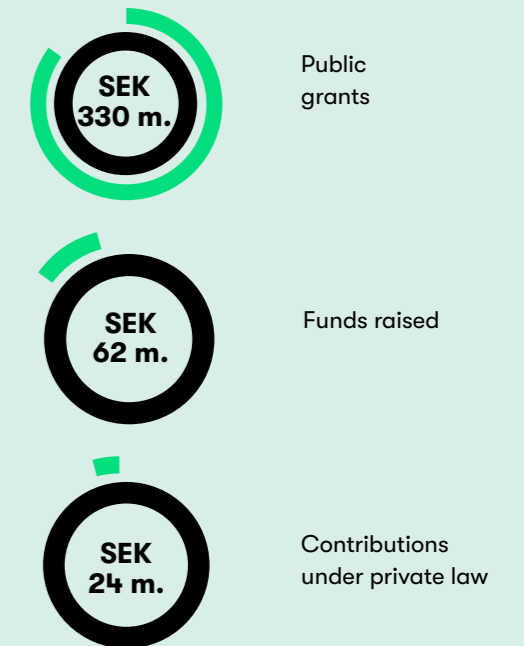
## Responsible asset management

In 2025, Diakonia's Board of Directors adopted a new asset management policy to ensure that our investments are in line with the organization's values and contribute to human rights, equality and sustainable climate solutions. Management should be characterised by ethics and long-term responsibility while preserving and strengthening capital to give the organization room for manoeuvre over time. Diakonia also works actively to influence companies and financial operators to take greater responsibility in the areas of human rights, working conditions, the environment and anti-corruption.

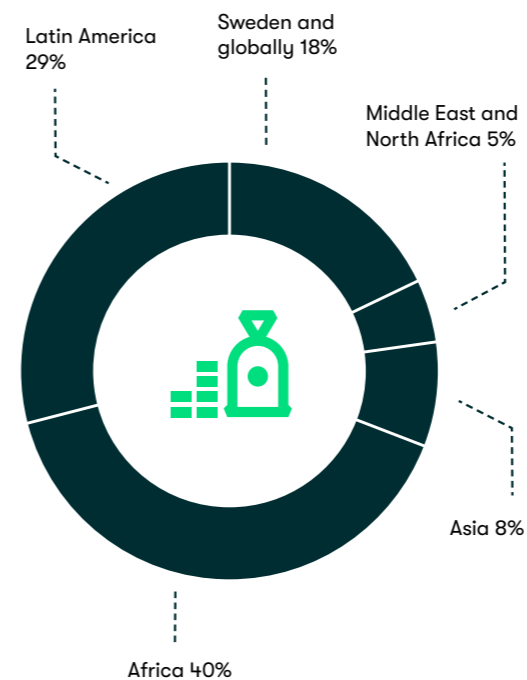
## Procurement practices

In procurement processes, we have sought to ensure respect for human rights and *International Labour Organization*, ILO, Core Labour Standards, as well as clear requirements regarding gender equality and environmental considerations. Our guidelines aim to ensure transparency, accountability and high quality in every purchase.

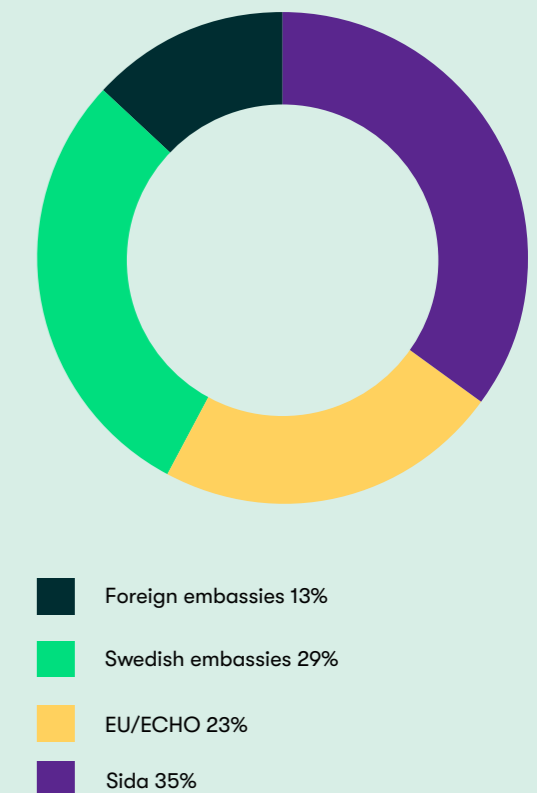
## Breakdown of revenues for Diakonia:



## Operational expenses



## Distribution of public funds:



**Young people's voices are generating change.** Diakonia's partner organization *Huñuq Mayu* in Peru works actively to ensure that young people's voices are heard. In 2025, the organization arranged for the seventh time a national meeting at which young people from different organizations met politicians and officials from government institutions. This year's theme was the environment and climate, focusing on the transition to more sustainable and green policies. Seven organizations took part, many involving young people from different indigenous peoples in the country. The young people have worked with the local government on drafting an action plan, which includes financial support for youth entrepreneurship. An important part of the discussions centred on how indigenous peoples are often discriminated against while being among those most affected by climate change. Securing access to water and adapting agriculture to a changing climate relies heavily on traditional indigenous knowledge. From left: Samuel Carbajal Tacuri, Gaby Frine Gomez Tineo, Flor Elisabeth Arce Trujillo and Belkys Mallqui Guerra. Photo: Genia Bennet Snickars



# SOCIAL RESPONSIBILITY

Diakonia's work for social sustainability is based on human rights, gender equality and inclusion, with the rights holders in focus. We work to enable people to live free from poverty and oppression. As an employer, we take responsibility for a safe, healthy and inclusive work environment that reflects our values and strengthens the community of *One Diakonia*.

### Human rights

Human rights are the foundation of all our activities. We empower people to influence their lives and claim their rights, continuing to provide support for human rights defenders, feminist, women's rights and LGBTQI rights movements, and indigenous peoples. New programs have focused in particular on the participation of civil society – and especially women – in democratic processes.

### Gender equality

During the year, the capacity of staff and partner organizations to ensure gender mainstreaming in programs, analysis and dialogue was strengthened. All program activities undergo gender analysis, and in line with Diakonia's partnership policy, we aim for at least one third of partner funding to go to gender equality initiatives, as well as feminist, women's rights and LGBTQI organizations.

### Work environment and leadership

Diakonia is to be a safe, inclusive and healthy workplace characterised by our values of solidarity, justice, courage, commitment and responsibility. The aim is to achieve clear and inclusive leadership that establishes a positive work environment and reinforces our shared culture. In 2025, systematic

work environment management included managerial training in change management, work environment plans, work-life balance initiatives and efficient global remote collaboration. We have established procedures to prevent and manage sexual harassment, and incidents are followed up in a structured manner and used for learning purposes. Continuous development work is underway to achieve our objectives and ensure stability in the organization after a thorough reorganization process.

### Skills and employee development

Competent and committed staff are the most important factor in achieving our goals. We work with global guidelines for skills management. We bring together training programs for new employees on a digital learning platform to enhance systematic learning. The aim is to use it to improve the dissemination and exchange of knowledge within the organization. Performance appraisals are conducted annually and link individual development to organizational goals.

### Diversity, equal treatment and non-discrimination

We work actively to ensure an inclusive workplace. Our gender equality policy emphasises diversity in recruitment and development, and our global pay policy aims to ensure equal pay. Incidents and experiences of discrimination are followed up via staff surveys and our incident management system.

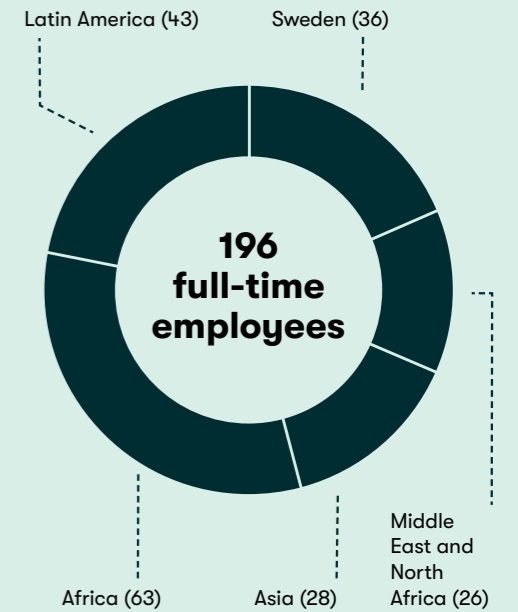
### Security

Operations must be conducted responsibly and safely with respect to staff, partner organizations and rights holders. Examples of 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.

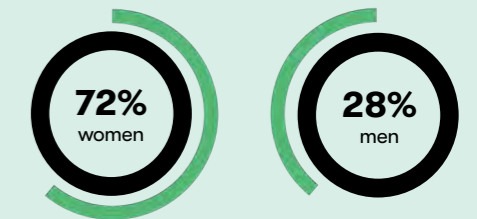
**International law must be respected.** International humanitarian law (IHL) is the main framework for protecting civilians in armed conflict. Diakonia's IHL centre employs around 30 staff, of whom around 20 are legal experts. They analyse and provide information and advice on international humanitarian law for diplomats, journalists, organizations and others working in war and conflict zones. The Stockholm Manual, a guide making it easier for humanitarian actors to understand IHL and identify deficiencies in compliance, was launched during the year. Physical launches were organized in Stockholm, New York and Brussels, and in January 2026 the manual was also launched in Nairobi. Pictured from left: Annick Villarosa, Head of Unit at European Civil Protection and Humanitarian Aid Operations, ECHO, and Stephen Wilkinson, Sofia Pouloupoulou and Marina Mattirollo from Diakonia's IHL Centre.



## Diakonia as an employer



## Gender distribution among Diakonia's employees in 2025.



Globally, Diakonia has 196 employees. The majority are local employees in the country in which they work.

**Every child has the right to go to school.** In Gaza, schools have been closed since the war started in October 2023. Through an agreement with the Palestinian Ministry of Education, Diakonia and our partner organization, the *Tamer Institute*, have provided formal education in 2025 to close the knowledge gap among children. During the year, 1 200 children between the ages of five and twelve received lessons and grades in maths, Arabic and other subjects. This way, they avoid having to put their lives on hold and postpone their compulsory education. Children who have lost their parents, children who have been injured in the war and children with disabilities have been prioritised. Photo: Feda al-Hassanat





**Together, the women make their lives work.** In Totorabamba, high up in the Andes of Peru, climate change has made life tough. There are few job opportunities, and many men have left the village to seek work in the towns and cities. This leaves women responsible for both children and agriculture. Several women have joined forces to cope with daily life. One of them is Jessica Godoy. In her village, 16 women have started an association. Together they look after their children, animals and crops. They take turns selling their shared herbs and vegetables at the market, providing their own income and increasing their financial independence. With support and technical guidance from Diakonia's partner organization *Huñuq Mayu*, the women have been able to organize, find resources and carry out construction. *Huñuq Mayu* has been working in the village since 2020, and its support over time has helped the women to pursue their own initiatives and also engage in advocacy work. In 2025, for example, they managed to get support from local authorities to buy some agricultural machinery for the village. Photo: Genia Bennet Snickars



## RESPONSIBILITY FOR THE ENVIRONMENT

Environmental degradation and climate change pose a serious threat to all people on Earth and impact poor and vulnerable countries hardest. To meet these challenges, Diakonia always puts human rights and rights holders at the heart of its work. We work with organizations promoting sustainable development, climate justice and societal resilience and adaptability. At the same time, we work systematically to reduce Diakonia's own environmental and climate impact.

### Environment and climate justice

In 2025, we focused on implementing our environmental and climate policy and associated action plan, focusing on human rights, democracy and gender equality. In our environment and climate work, we have also supported local solutions for climate adaptation and climate justice, and strengthened partner organizations working on education, sustainable resource consumption, risk reduction and nature-based approaches. We have continued to work towards reducing our carbon footprint by cutting down on air travel and increasing digital collaboration, improving energy efficiency, ensuring sustainable procurement (e.g. organic, local and vegetarian options) and reducing the use of paper and other physical materials.

### Carbon footprint

Diakonia's emissions from air travel amounted to 961 tonnes of CO<sub>2</sub> in 2025. This is 113 tonnes lower than when the most recent measurement was taken in 2023 (no measurement was carried out in 2024 due to reorganization) and 471 tonnes lower than the base year of 2019. However, emissions are still 245 tonnes above the target of halving them compared to 2019, which corresponds to 716 tonnes. One key explanation is that 2025 was shaped by changing travel needs due to a new organizational model being implemented and three country programs being closed. This led to a temporary increase in travel linked to operational transition, governance and monitoring in the program countries.

### Climate-smart farming prevents malnutrition in children.

Women often bear major responsibility for the family's farming and food supply. In an era of climate change and food insecurity, this is a heavy burden to bear. Diakonia works with climate-smart and efficient farming methods in Honduras, Kenya, Peru and Somalia. They result in better harvests and are crucial to ensuring that children have access to nutritious food. Photo: Lamech Mutava



2019

**Number of kilometres:**  
2 947 473

**Emissions, tonnes of CO<sub>2</sub>:** 1 432



2025

**Number of kilometres:**  
1 978 000

**Emissions, tonnes of CO<sub>2</sub>:** 961

In 2025, Diakonia was shaped by changing travel needs, partly as a result of the implementation of a new organizational model. Total emissions amounted to 961 tonnes and are around 25 percent above the target level.



People  
Change  
the World

# Diakonia

Diakonia is a member of the

**act**alliance