

People  
Change  
the World

# Diakonia

Annual Report  
2022





# WE DRAW STRENGTH FROM THE STRUGGLE

Many of the conversations I have had this year have centred around how people fighting for gender equality, democracy and development are increasingly at risk of reprisals. Their demands for justice are seen as a threat to privileged groups, their power and resources.

Oppression is therefore often directed at the sharpest tongues, the bravest activists. Those who fight when the land that they have farmed for generations is illegally taken away from them to make way for some mega-project. Or those who refuse to stand by while a factory pollutes their fields. Women who have had enough of being considered second-class citizens, LGBTQI+ people who risk their lives just by going out. These people are everywhere. They are at the core of the struggle, along with all the people who are discriminated against and oppressed, who do not dare to raise their voices themselves. The resistance simmering beneath the surface.

When you see the power of this movement, it is also understandable that it scares many people, especially the rich and privileged, who are afraid of losing their power. Ideologies with values completely contrary to human rights, gender equality and democracy are spreading and gaining ground.

One thing is certain – this battle will not be won by itself. The fact that the people already in the midst of this struggle are fighting is not enough.

All positive forces are now required. Supporting the work of these change makers by supporting Diakonia is, of course, one way to take action. But action can also mean defending these values in our own vicinity. In our own country. Making sure our elected representatives stand up for them.

You should demand justice too! We will only lose if we stop fighting.

**Mattias Brunander**  
Acting  
Secretary General



In late 2022 thousands of Peruvians took to the streets in protest after the president tried to dissolve the parliament and impose a state of emergency. Photo: Siara Horna



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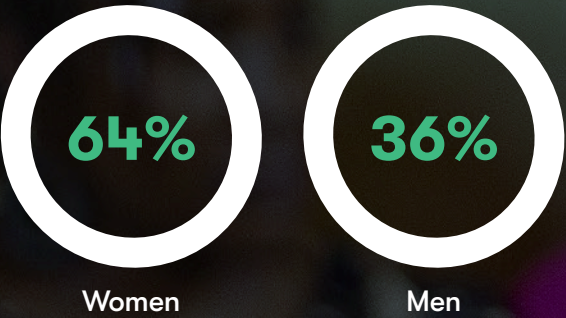
Diakonia’s Annual Accounts 2022. Editor: Lena Hansson. Cover photo: Siara Horna. Where the photographer’s name has not been given, the pictures are free or have been taken by Diakonia’s staff. Graphic design: New Normal. Address: Diakonia, Box 14038, SE-167 14 Bromma, Sweden. Visiting address: Gustavslundsvägen 18, Bromma. Tel: +46 (0)8-453 69 00. Contact: diakonia@diakonia.se | Website: www.diakonia.se Plusgiro: 90 33 04-4



# 2022 IN BRIEF

Faith Sithole is a member of the Period Project sewing club, which involves young women sewing cloth sanitary pads in Zimbabwe. Read more on page 15. Photo: Emma Milder/Diakonia

## Gender distribution among Diakonia's employees



350

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

9

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

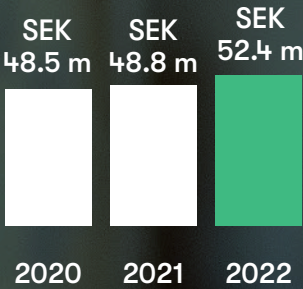
## Operational expenses – area of application

Humanitarian work/ disaster relief 6% Information and training 1%



52.4

million Swedish kronor raised



Gifts from individuals, congregations, foundations and companies

1 238

LGBTQI+ people in Peru have taken part in the Love Project

## UN SUSTAINABLE DEVELOPMENT GOALS

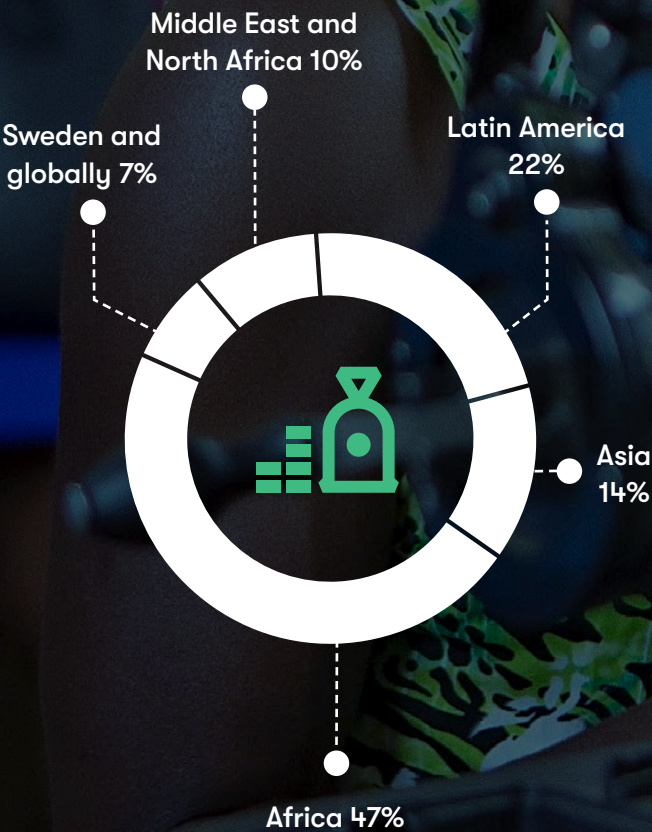
The UN Sustainable Development Goals have been developed in partnership with the countries of the world. There are 17 goals aiming to achieve four things by 2030: eradicating extreme poverty, reducing inequality and injustice in the world, promoting peace and justice and solving the climate crisis.

Diakonia's work in 2022 has mainly contributed to Sustainable Development Goals 1, 2, 5, 8, 10, 13, 16 and 17. Read more in the Sustainability Report on page 50.



468

million Swedish kronor in operational expenses broken down per region



5 126

children in Palestine took part in the Children's Book Project's storytelling session

7

disaster initiatives

785

girls in Zimbabwe received sex education and access to healthcare through the partner organization Katswe Sistahood

18 424

children in Palestine took part in the reading campaign of the partner organization Tamer Institute

483

girls in Bangladesh learnt to ride a bicycle thanks to the Cycling Project



# 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.

After dropping out of school and being drawn into a life of drugs and prostitution, Aummaritta Somjai ended up in a juvenile institution. There, she came into contact with the School Project and Diakonia's Thai partner organization Focus.

"When Focus came in, I felt for the first time that someone believed in me," she says.

Aummaritta was able to finish her upper-secondary school studies, her sentence was shortened and she was released.

Today she is studying to become a lawyer.  
Photo: Jonas Gratzner





# HOW WE CHANGE THE WORLD

In December, people in Lima took to the streets in defence of democracy in Peru. Photo: Siara Horna



## For a more just world

In today's globalised world, goods are often produced in one place and consumed in another. The people who produce them become invisible to consumers, hidden behind international agreements, contractual clauses and trade tariffs. Or if you like – hidden behind the latest electronics, fast fashion and online and app-based orders.

Working conditions, trade rules and tax laws often favour the already strong and wealthy, while vulnerable women, LGBTQI+ people and children often have their rights curtailed. And those who speak up for just living conditions risk harassment and, in the worst case scenario, their lives.

“But let justice roll on like a river, righteousness like a never-failing stream!” This is how the prophet Amos expressed the vision of a just, equal and sustainable world – which is also Diakonia's vision today.

Diakonia works for a sustainable world based on solidarity and justice. We challenge the privileges of power and work for freedom, gender equality, peace and reconciliation. We know it takes a lot of time and effort. Our mission entails taking major responsibility in relation to the people at the forefront of the fight for their rights, the people whose struggle we, our donors and our founding churches support. Diakonia therefore has a transparent way of working, takes responsibility for resources and presents the results we contribute to and achieve ourselves. We also hold decision makers and others in charge accountable for their actions.

**Pether Nordin, Chairperson of the Board**

**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 value. We fight for the right of all people to a dignified life and to create fair social structures.

Around the world, people are suffering from poverty and oppression. Girls, women and LGBTQI people are often particularly hard hit. We will not achieve justice without gender equality, which is why all our work is based on a feminist analysis.

Gender equality, human rights and democracy are key factors in eradicating poverty and oppression.

Diakonia's work is based on a rights perspective – that all people have the same fundamental rights, while government agencies and nations have a duty to respect and protect these rights.

Diakonia has offices in 21 countries and works with around 350 local organizations. Together with our partner organizations, we analyse the problems people face, find smart solutions and adapt our activities to local conditions.

To change the structures that keep people in poverty and injustice, we also work with opinion building and advocacy together with our partner

organizations around the world and in Sweden. We 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.





Around the world, demonstrations for women's rights are organized on International Women's Day, 8 March. This image is from Lima, Peru. Photo: Siara Horna

# POWER FOR ALL

At Diakonia we are passionate about ensuring that all people, regardless of gender identity and sexual orientation, have the power, knowledge and resources needed to shape their own lives and the societies they live in. It is well documented that feminist organizing is the most effective way to achieve this - that is, when feminists or feminist organizations come together and when people make demands of politicians to bring

about change. This is why we are committed as an organization to operating based on feminist principles.

This is a major transformation involving many factors. One of them is to help create spaces where people facing oppression can find themselves and build community – and where they can organize themselves to change unjust social structures.



## Show love

**Peru.** It should go without saying that everyone should be able to be themselves, show love and live in freedom. But in Peru, many LGBTQI+ people are discriminated against, threatened and murdered. In the Love Project, together with our partner organization Lifes, we create safe spaces for LGBTQI+ people to share experiences and learn about and fight for their rights together.

## Global activism

**The world.** Cycling demonstrations in Bangladesh. A live Latin American ecumenical mass. A radio programme in Zimbabwe. A social media campaign in Lebanon against child marriage and in favour of adequate rape legislation. These are just some of the hundreds of activities arranged by our partner organizations to mobilise people during the 2022 edition of the 16 Days of Activism against Gender-based Violence, which starts on 25 November every year. One in three women experiences gender-based violence in their lifetime, and we know that we cannot achieve just, peaceful and sustainable societies until it ends.



Some of the girls in the Cycling Project take part in a cycling demonstration in northern Bangladesh.



Marwa Mohsen Emam, Shaimaa Ahmed Abdelkhalis and Aya Sobhy Mohamed took part in the workshop on feminism in Egypt. Photo: New Woman Foundation

## Deep dive into feminism

**Egypt.** *Nasawiya. Feminism.* What is it? Where did it come from? And what are feminists in Egypt fighting for today? In October 2022, staff from Diakonia and partner organizations in Egypt, Palestine and Lebanon took a week-long deep dive into the history and schools of thought of Egyptian feminism. Participants learnt from history by understanding how women won the right to education and to vote. And they learnt from the present by discussing today's feminist efforts to counteract gender-based violence and to bring family legislation under civil law instead of it being governed by religious laws.

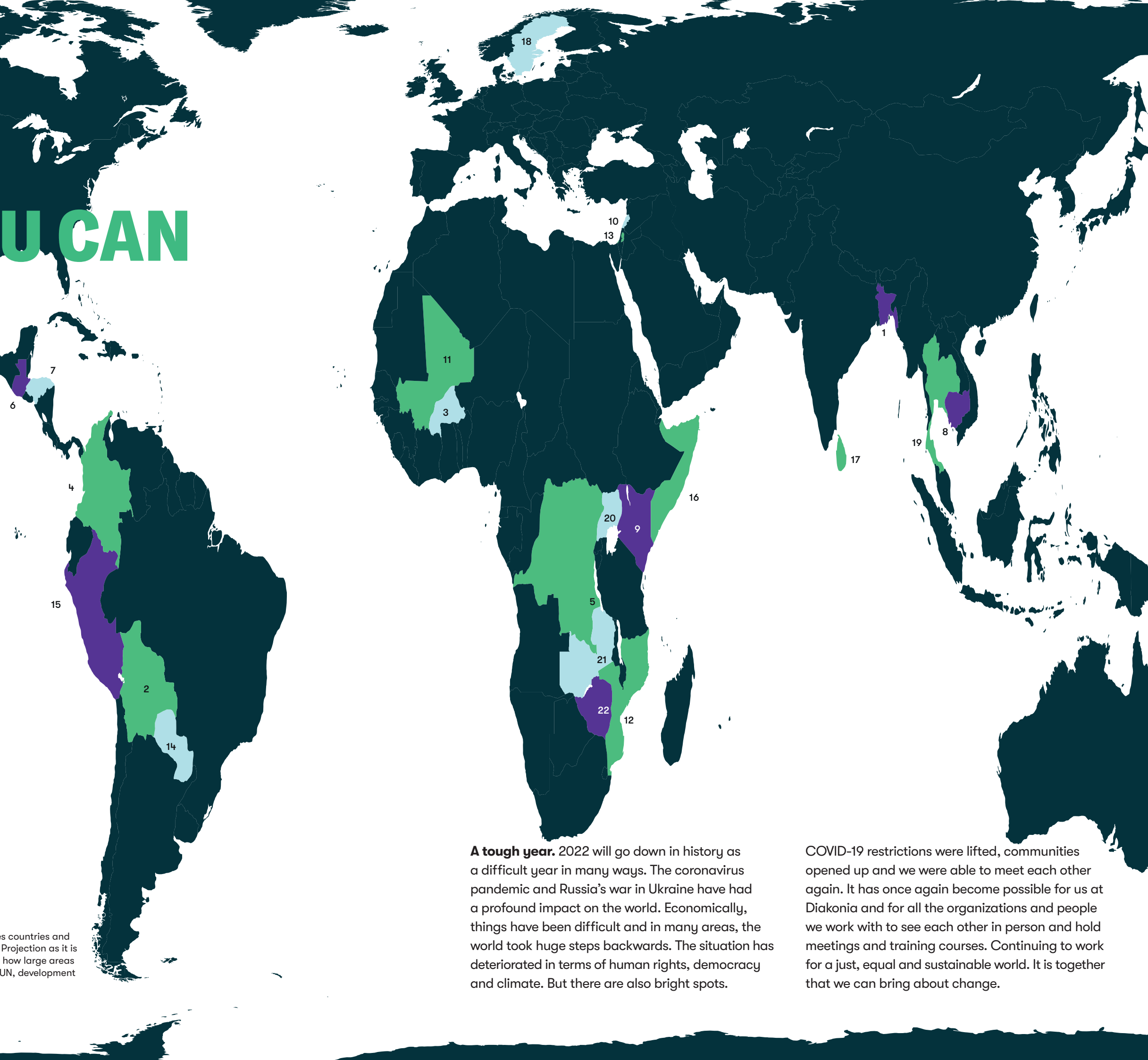


# WHERE YOU CAN FIND US

Diakonia's Head Office is in Stockholm. We have regional offices in Nairobi, Bogotá and Chiang Mai. The Regional Office for the Middle East and North Africa is located in Stockholm. Diakonia is a decentralised organization and decisions are made as close to the context as possible. We have country offices in 21 countries and work with around 350 local organizations.

1. Bangladesh
2. Bolivia
3. Burkina Faso
4. Colombia
5. Democratic Republic of the Congo
6. Guatemala
7. Honduras
8. Cambodia
9. Kenya
10. Lebanon
11. Mali
12. Mozambique
13. Palestine and Israel
14. Paraguay
15. Peru
16. Somalia
17. Sri Lanka
18. Sweden (Head Office)
19. Thailand
20. Uganda
21. Zambia
22. Zimbabwe

The map on this page is called the Peters Projection World Map. It gives countries and continents the correct proportions. The Peters Map, or the Gall-Peters Projection as it is also known, has been favoured by UNESCO because it actually shows how large areas such as Africa and South America are. This map is widely used by the UN, development organizations, schools and businesses around the world.



**A tough year.** 2022 will go down in history as a difficult year in many ways. The coronavirus pandemic and Russia's war in Ukraine have had a profound impact on the world. Economically, things have been difficult and in many areas, the world took huge steps backwards. The situation has deteriorated in terms of human rights, democracy and climate. But there are also bright spots.

COVID-19 restrictions were lifted, communities opened up and we were able to meet each other again. It has once again become possible for us at Diakonia and for all the organizations and people we work with to see each other in person and hold meetings and training courses. Continuing to work for a just, equal and sustainable world. It is together that we can bring about change.



Nolin Africa is 25 years old and lives alone with her six-year-old daughter. She is part of the Period Project and the sewing club run by Diakonia's partner organization Katswe Sistahood.

"I have learnt a lot in the sewing club, not only about sewing. I have learnt a lot about violence against women and gender equality. It is hard to be a young woman in Zimbabwe – men and women are valued differently, we are not seen as equals. I hope for a good future, that I can continue to work with my hands and provide for my child," she says.

Photo: Emma Milder/Diakonia

# AFRICA



144  
partner  
organizations



104  
employees in  
the region

220

million Swedish  
kronor in operational  
expenses

Africa has been hit hard by droughts and floods caused by climate change. Conflicts, a pandemic and higher grain prices due to the war in Ukraine have contributed to increased poverty and food shortages. In Somalia, 1.7 million people were in need of urgent humanitarian assistance in 2022.

Democracy is in decline in Uganda and Zimbabwe. In Mali and Burkina Faso, the situation is unstable due to military coups and violent conflicts. Polarisation is increasing, and organizations risk being labelled as pro-Russian or pro-French.

"The situation is very sensitive, and we at Diakonia have to protect the organizations we work with and be careful about how we handle certain topics," says Nadine Kone, Country Director for Diakonia in Burkina Faso.

In Kenya, the presidential election was relatively calm. In Puntland, Somalia, Diakonia supported the preparations for the upcoming elections – for a strengthened democratic system in which everyone can vote.



## Cloth sanitary pads make a difference

**Zimbabwe.** It is difficult to get hold of sanitary products, so girls and women use whatever is available: newspapers, old rags or cow dung. Diakonia's partner organization Katswe Sistahood runs sewing clubs at which young women learn to sew cloth sanitary pads. The sewing clubs are more than just workshops. The women also learn about their rights and what help is available if they become victims of violence and abuse.

"This project has changed my life. I have better self-confidence and have learnt to sew and repair my clothes – I could even earn money by selling clothes," says Tabeth Burukiayo.

## Peaceful elections

**Kenya.** Elections in recent years have been marred by violence, but 2022 broke the trend. A contributing factor was the National Dialogue Reference Group, which Diakonia helped form along with religious leaders.

During the elections, the group followed events in real time. It was able to quickly intervene and prevent violence. After the elections, the group helped to ensure that the election results could be accepted. The group is still in place after the elections and is working to maintain calm.

## Soap provides hope for the future

**Burkina Faso.** Violence and terror have made life a nightmare for hundreds of thousands of people in Burkina Faso. In just six years, the number of IDPs (internally displaced persons) has increased from 700 to almost two million. Bocoum Azara and her husband have opened the doors to their home to some 15 refugees. To make a living, Bocoum Azara took a course in soap making and received support in setting up her own business. Sales are going well, the money is sufficient for food and the children's schooling, and she can even put a little aside as savings.

"Thanks to Diakonia, I can now support my family and give them a better future," she says.





Many of the children and young people in juvenile institutions in Thailand are neglected by their families. Through the School Project and Diakonia's partner organization *Foundation of Child Understanding, Focus*, they not only gain knowledge – they also learn to believe in themselves, build healthy relationships and gain a sense that change is possible. Photo: Jonas Gratzner



# ASIA



**65**  
partner  
organizations



**40**  
employees in  
the region

**65**

million Swedish  
kronor in operational  
expenses

In Asia, it has become more difficult for Diakonia's partner organizations to operate. At the beginning of the year, the coronavirus pandemic restricted them, but when the restrictions were lifted, legislation was tightened instead. Working on political issues is often prohibited. In societies where organizations are not allowed to operate freely, Diakonia is needed more than ever.

The tourism industry was hit hard by the economic crisis, and many jobs were lost. In Sri Lanka the rationing of petrol, hyperinflation and lack of medicines led to massive protests and the resignation of the president.

In Bangladesh climate change has led to severe flooding.

"Every day, 1 000–2 000 climate refugees arrive in Dhaka. Women who come to urban slums have a particularly difficult time – they often have to both take care of their families and work in a factory," says Khodeja Sultana, Diakonia's Country Director in Bangladesh.

The situation in Myanmar has forced many people to flee across the border into Thailand. There, Diakonia works to ensure that migrants can move freely, are not exploited and can work legally.

## For the right to land

**Cambodia.** Chim Sophat lives alone with her two children in a small house surrounded by rubber plantations. She works as a day labourer the rubber industry and struggles to make ends meet. She and several of her neighbours have lost the right to the land they live on. In many parts of Cambodia, large companies and powerful individuals have quite simply stolen the land belonging to rights holders. In the last two years, 5 000 families have had their land stolen and been forced to become day labourers or move. Despite her difficult economic situation, Sophat has taken on the role of a leader in the village. After an extensive battle, she and her neighbours managed to obtain compensation, but the new land is 100 kilometres away. To keep fighting for her rights, Sophat and thousands of others in the same situation need support. Through Diakonia's partner organization *Coalition of Cambodian Farmer Community, CCFC*, Sophat has received training in negotiation techniques, leadership, land rights and organization.



## Forced to deceive people

**Thailand.** The job tip Keng received from a friend seemed interesting. He would be working with currency exchange in an office in Laos and be paid well. Once there, he realised that it was all about scamming people for money. He wanted to go home. But his 'employer' locked him up, took his passport and demanded a large sum of money to release him.

Diakonia's partner organization *Focus* managed to bring him home to Thailand and prosecute the perpetrators. Keng has been given counselling by a psychologist, and today he informs other Thais about human trafficking.



## Vegetables on the roof

**Bangladesh.** Hosnara Begum Rafeza, Ambia Begum and Bilkis have learnt to grow vegetables on rooftops in the slums. They have received seeds and training from Diakonia's partner organization *Bangladesh Resource Center for Indigenous Knowledge, Barcik*. When they have a big harvest, they can supply their own family with vegetables and sell the surplus to earn money. The roof gardens also keep their houses cooler in the summer and warmer in the winter, and neighbourliness has increased thanks to the community project. Barcik has also organized activities for young people in the slums, self-help groups for women and meetings with government agencies.



Moufida lives in Lebanon. Her family is struggling financially, and because of a disability, she has a particularly hard time at school. When she came into contact with the Children's Rights Project and Diakonia's partner organization *Dar al Amal*, it was discovered that her parents had not registered her birth.

The family has received support and Moufida is now listed in all official registers. And she often visits the Children's Rights Project centre.

"I enjoy coming to the centre. I have my friends here and I am very happy when I can come here. I study maths, English and French, and when I grow up, I want to be an English teacher," says Moufida. Photo: João Sousa

# MIDDLE EAST AND NORTH AFRICA



**22**  
partner  
organizations



**15**  
employees in  
the region

**45**

million Swedish  
kronor in operational  
expenses

Inflation, rising food and fuel prices, economic crisis – it has been a difficult year in the Middle East and North Africa. "Poverty has increased, and the situation is starting to resemble the one that triggered the Arab Spring in 2011. Prices are skyrocketing and people are becoming increasingly desperate," says Mireille Dika, Diakonia's Country Director in Lebanon.

As popular discontent in Egypt continued to grow in 2022, the authorities responded by restricting rights and continuing to imprison human rights defenders.

## Books changed Celine's life



**Palestine.** Life changed for 17-year-old Celine Zuwawi when she came into contact with the Children's Book Project and Diakonia's partner organization, the *Tamer Institute for Community Education*. The library has given her a safe place to be in an otherwise unstable world.

"Here, I can say exactly what I think and feel without fear of being judged," she says.

She has improved, not only at expressing herself, but also at listening and accepting that people sometimes have different opinions.

## Raeda was depressed

**Lebanon.** Raeda is only 14 years old, but has already been through a lot. Since her father left home, she lives with her mother and three younger siblings. Her mother suffers from depression. Raeda was forced to work and did not have the opportunity to go to school.

In 2022, Raeda's mother contacted Diakonia's partner organization *Dar Al Amal*. She was worried about her daughter, who was depressed and not sleeping properly. Raeda did not want to live. She is now receiving medical treatment from a psychologist.

"I am no longer so angry, worried and sad," she says.

Now Raeda is in school, plays an active part in lessons and has made new friends.

In the Israeli-occupied Palestinian territories, violence has escalated, disproportionately impacting Palestinians. Not since 2006 have so many Palestinians been killed. Israel has a new government, which relies on far-right parties for support, and in Palestine, the Palestinian National Authority continued to violate human rights.

In Lebanon the political stalemate following the May 2022 parliamentary elections has led to a paralysed state apparatus that has been unable to deliver basic services to rights holders.



Habiba Mohamed Mayez, Rahf Abdelhamid Mwafy, Maram Mohamed Mokhtar and Mennet Allah Khaled Mohamed have been involved in the 'Future Generations' project that aims to achieve greater equality in schools.

## Girls can now participate actively at school

**Egypt.** At Al-Duwair school, girls were never allowed to raise the flag in the morning assembly or be class monitors. Staff and parents were accustomed to traditional gender roles. Girls were expected to keep things tidy and boys were encouraged to participate actively. But in the 'Future Generations' project led by Diakonia's partner organization *Eparchial Development Office*, EDO, a positive change took place. Adults started to think about gender equality, and since then the roles of children have changed drastically. Teachers and parents are encouraging girls to participate more, working against violence against girls, and now both girls and boys can be class monitors and raise the flag at the start of the school day.



In Peru's mountain villages, people are struggling to survive as the glaciers melt and the water runs out. The glaciers that have served as the villages' water reservoirs are almost completely gone. Diakonia's Water Project and the partner organization *Huñuq Mayu* help inhabitants to conserve the available water. Jorge Algoner of Totorabamba is one of the local rights holders involved in the project. Photo: Siara Horna



# LATIN AMERICA



**113**  
partner  
organizations



**61**  
employees in  
the region

**105**

million Swedish  
kronor in operational  
expenses

2022 was a politically turbulent year in Latin America. Popular protests were suppressed by the police and military.

“The year ended with an attempted coup d’état in Peru. This shows how unstable the situation is in the region, what weak democracies we are talking about,” says Rocio Palomino, Deputy Regional Director of Diakonia in Latin America.

Many people in the region had to flee poverty, violence and climate change.

Mining companies and agricultural concerns are depleting the earth’s resources, and those who stand up to powerful companies put

themselves at great risk. Diakonia has been supporting human rights defenders and has worked for a stronger regulatory framework for corporate responsibility.

Opposition to abortion, same-sex marriage and women’s rights remained strong. Feminist organizations were harassed. But there were also bright spots. In Colombia abortion became legal, and human rights award could be presented again in person after two years of the pandemic. Three former laureates are now part of the country’s new government, providing hope for total peace.

## Human rights observatory

**Latin America.** Conservative movements seeking to restrict the rights of women and LGBTQI+ people are gaining ground. In response, Diakonia has joined forces with 16 national and regional organizations. Together we gather research and statistics to monitor the situation of democracy and promote human rights. The goal is open societies grounded in diversity and respect, based on Diakonia’s values and feminist principles. A unique feature of the project is the organizations involved. For the first time in Latin America, Diakonia has facilitated the creation of a platform that includes Christian, secular, feminist and LGBTQI+ organizations. Each of them has a different perspective but they all have the same goal: a world in which the rights of women and LGBTQI+ people are respected and everyone can live in freedom.

## Environmental measurements boost self-confidence

**Bolivia.** Ailin Vaca Diez thinks the environment is important. With Diakonia’s partner organization *Centro de estudios jurídicos e investigación social*, CEJIS, she regularly monitors the environment in the area in which she lives. They measure water quality and pollution from mining activities and monitor droughts that can cause fires. Ailin is one of the few women participating. She has learnt a lot about environmental legislation and her own rights. Her confidence has grown, and she was elected as one of the organization’s leaders in 2022.



## Hard fight against malnutrition

Malnutrition and extreme poverty have long been problems in Guatemala, a country marked by deep economic divisions and racism. The situation has been exacerbated by COVID-19 restrictions and extreme weather, such as droughts and prolonged rains, due to climate change.



Diakonia’s partner organization *Fundacion para el desarrollo y fortalecimiento de las organizaciones de base*, Fundebase, has succeeded in increasing local food production and promoting the consumption of healthy, chemical-free products through soil conservation, water harvesting and seed banks. It has also worked on agricultural diversification and reforestation, and has created markets at which families sell their products.



When the air raid alarm went off, Svetlana took her children and fled her home town of Cherkasy, Ukraine. When they arrived at the Polish border, they had been travelling for several days. Diakonia's partner organization gave them food and water, and they were able to breathe a sigh of relief in a warm tent. Photo: Havard Bjelland/NCA

# EMERGENCY RESPONSE

Climate change, armed conflict and political unrest are the main causes of humanitarian crises and disasters – and they have become more frequent and severe in 2022. Weak welfare systems, a shortage of food and resources and increasing poverty are driving people to flee.

The war in Ukraine, which has left almost 18 million people dependent on emergency relief, has sent shockwaves through the world economy. While the world is still reeling from the pandemic, democracy has been in decline, with less space for organizations and restrictions on popular participation. The crisis is complex and global.

Climate change has led to extreme weather. Latin America, Africa and Southeast Asia have been particularly hard hit. In Central America and the Caribbean, the hurricane season has become longer, and the storms are more powerful and more frequent. Countries and communities lack resources and have no time to recover before the next hurricane hits. While Cuba and Honduras

were hit hard by Hurricane Ian, drought hit the Horn of Africa. In Somalia and Kenya the lack of rain has led to food shortages. Hunger and starvation fuel conflict and drive people to flee.

While needs are increasing, help is decreasing. People and organizations around the world are now raising their voices to demand a fairer and more effective humanitarian assistance system. We hear their call, and where Diakonia is concerned this means we are even stronger in our conviction that we must continue to work together, side by side, with our local partner organizations. We also know that long-term development cooperation builds resilience and reduces the need for and cost of emergency relief. When disaster strikes, our local partner organizations are there in the midst of the crisis. Diakonia's aim is not only to save people's lives in the emergency phase. It is also about cooperating with dignity, listening and being there, close by, as people move through and out of crises.

It is important to us that all our work is based on the people we support, that it is transparent and accountable. Since 2020 we have been certified to the *Core Humanitarian Standard*, CHS. This is a seal of quality for organizations working in humanitarian assistance and long-term development cooperation. CHS places high demands on organizations' ability to analyse the context in which they work, boost local capacity and effectively coordinate their efforts. The people who receive support should be in focus, and they should have the opportunity to complain if something has gone wrong. In 2022, Diakonia's certification was renewed for another three years. Diakonia is a member of the ACT Alliance, *Action by Churches Together*, which is a network of churches



In Somalia 1.7 million people were in need of emergency relief after a severe drought hit the country. Many were forced to leave their homes and seek help in refugee camps. There, the tents are made from sticks, old clothes and plastic coverings. During the year, Diakonia has helped by providing clean water, among other things. Photo: Mohamed Abdihakim Ismail Tawakal

and organizations in over 120 countries. This allows us, through our partner organizations, to quickly be present on the ground when disasters occur and provide professional assistance with a contextual knowledge of local needs.

## Emergency response in 2022

### Burkina Faso

282 people who were forced to flee due to extremist violence in the country have received food, shelter and help with reintegrating into society and generating an income. 195 of them are women and girls. Organization: IQRA Association, SEK 550 000.

### Colombia

Around 800 people in seven communities in Cauca were forced to flee violent battles between armed groups and the state army. They were given food, hygiene products and shelter in dignified conditions. Organization: Fundecima, SEK 450 000.

### Honduras

In the wake of Hurricane Ian, landslides, floods and damaged water reservoirs could be found throughout the country. 67,750 people were in urgent need of assistance. Through Diakonia 710 families in the provinces of Copán, Lempira and Santa Bárbara received life-saving assistance, including food, hygiene items and psychological support, under dignified conditions. Organizations: ASONOG, OCDIH and CASM, SEK 800 000.

### Cuba

Hurricane Ian also caused major damage in Cuba. Diakonia contributed to the reconstruction of 121 families' homes in the Pinar del Rio province. Organization: CMMLK, SEK 367 872.

### Somalia

Climate change has had devastating consequences in Somalia. Drought, a locust invasion and the effects of the pandemic have led to soaring food prices and reduced incomes, especially for livestock farmers. The war in Ukraine has led to a shortage of grain. In 2022, Diakonia supported people's livelihoods and access to clean water. Organizations: ACT Somalia Forum, WARDO, KAALO-KAD, SEK 6 065 700 for two years.

### Ukraine

Russia's large-scale invasion of Ukraine, launched on 24 February 2022, has led to the displacement of millions of Ukrainians, the death and injury of thousands of civilians and the traumatising of many more. The civilian population has been severely affected by the fighting and the attacks on key infrastructure, such as electricity and gas supplies. ACT Alliance members responded immediately with emergency relief inside Ukraine and support for refugees who fled to neighbouring countries. Throughout the year, several ACT members have been working on a wide range of initiatives in support of the Ukrainian people. Diakonia launched an emergency fundraising campaign for Ukraine in early March. As agreed with the ACT Alliance secretariat, the transfer of funds took place in early 2023. Organization: ACT Alliance, SEK 1 000 000.

### Other projects

In 2022, Diakonia provided additional funding in the amount of SEK 125 000 in support of emergency response measures that cannot be described in detail for security reasons.



# INTERNATIONAL HUMANITARIAN LAW

The International Humanitarian Law (IHL) Centre is Diakonia's programme for generating greater respect for international law. Some 20 staff members work at the centre, most of whom are legal experts in international humanitarian law. The secretariat is located at Diakonia's Head Office in Stockholm, with local teams in Lebanon (working on the entire Middle East, especially Syria), Jerusalem and Mali (working on the entire Sahel region). Additionally, the centre also has a global team.



Children play at an assistance centre on the Ukrainian-Hungarian border, where the ACT Alliance supports Ukrainian refugees. Photo: Antti Yrjönen/ACT

In 2022, the IHL Centre advocated for the UN Human Rights Council to establish a commission of inquiry to investigate whether crimes against humanity had been committed in the war in Ukraine. During the year, the commission published its first report on crimes against civilians.

Additionally, the centre contributed during the year to the UN Report on the rights of persons with

disabilities in the context of armed conflict. The centre has also worked with humanitarian actors in the Sahel region to boost the protection of children affected by forced conscription.

In the Middle East, in cooperation with the European Commission, families of missing persons in Syria received legal advice, and diplomats in Israel were trained in international legislation on occupied territories.



## Tens of thousands missing in Syria

Since the start of the war in Syria, tens of thousands of people have disappeared. Their families and friends are desperately seeking answers to what has happened to them. Together they are campaigning for the creation of an independent international committee to shed light on these cases. The IHL Centre supports their struggle and has trained around eighty members of Syrian family organizations in 2022. The centre has also demonstrated, through a compilation of lessons learned from the Lebanese civil war, how crucial it is that an independent committee with an international mandate be given the important task of searching for the missing.

“Thanks to the IHL Centre's work with organizations in Syria, I have realised how important such a committee would be in terms of implementing the mandate from a non-political and rights-based perspective,” says Khalil, who is a member of an organization for victims of the war.

## Threats against human rights defenders are growing

As more countries become increasingly authoritarian, threats and attacks on human rights defenders are increasing. This means that Diakonia has to work more on security and protecting its employees and partner organizations. In 2022, we mapped how country offices work to protect human rights defenders and found that 11 of Diakonia's 21 country offices had taken specific steps to do so. In many cases Diakonia collaborated with other organizations to make the support as effective as possible. At the same time several of Diakonia's offices requested more investment in IT security, as well as training in risk management and prevention for human rights defenders at risk.

## Focus on climate

Employees from Diakonia's country offices and partner organizations participated in the UN COP 27 climate summit in Egypt to gain new knowledge, better adapt to climate change and represent local organizations and rights holders.

Participants from Latin America focused on humanitarian assistance, disaster prevention, indigenous peoples and land rights; participants from Kenya on women and adapting to climate change; from Egypt on persons with disabilities; and participants from Somalia gained new knowledge on how to better adapt their efforts following the severe drought that hit the country. Diakonia in Bangladesh has extensive experience in disaster risk reduction and organized several panel discussions on climate-related issues, the importance of talking about them and the need for funding.





In 2022, Diakonia and local congregations have invited people to discussions on development cooperation and global issues. This has included continued cooperation with climate activist Emma Sundh.

# OUR WORK IN SWEDEN

2022 was a politically intense year in Sweden. COVID-19 restrictions were lifted, Russia’s war in Ukraine influenced foreign policy and fuel prices soared. Sweden had a new government and with it, a new political map. The target of one percent of Sweden’s GNI for development cooperation was abandoned and the funding redirected.

During the year, Diakonia has played an important role in the development cooperation debate. We have been visible and vocal in the media and in contacts with politicians and other decision makers. We have been present on social media and in debates, and we have established a more in-depth dialogue on effective development cooperation. We have also been featured in opinion pieces and news articles throughout the year.

## Signatures for development

During the year, Diakonia took part in Concord’s *Rädda biståndet* (Save Development Cooperation) campaign. *Concord Sweden* is a platform that brings together 82 organizations working for a just and sustainable world by influencing Swedish and EU development and foreign policy. We gathered signatures in favour of strong development cooperation and published articles, letters and quizzes in our digital channels to raise awareness and generate knowledge about the importance of development cooperation and the potential negative consequences of reducing it.



## Questions to politicians

In June, Diakonia conducted surveys asking Swedish party leaders and parliamentary candidates to answer questions on development cooperation. The surveys became a key tool for challenging the parties, especially on issues such as deductions, the ‘one-percent level’ (i.e. that the development cooperation budget should be one percent of gross national income) and development cooperation effectiveness. The responses were also used by the

media and other organizations to hold government parties accountable when they failed to live up to the promises they made in the surveys.

During the political week in Almedalen, Diakonia, in cooperation with the *Uniting Church in Sweden*, organized seminars with the parliamentary parties that had responded to the survey. The seminars were well attended and resulted in key pledges for the election campaign.

## More knowledge about development cooperation

After the elections, we wanted to spread information and raise awareness about the possible consequences of a reduction in development assistance. Through posts on social media and free advertisements in printed newspapers, Diakonia aimed to generate engagement and interest in development cooperation issues. In our social media channels – Facebook, Instagram, Twitter and LinkedIn – the posts were viewed more than two million times. Diakonia also wrote opinion pieces and was interviewed by the media on the topic of reduced development assistance, and took the initiative to organize a development cooperation school, with politicians from several parliamentary parties participating. Through dialogue with the parties, Diakonia was able to address and refute myths and misconceptions about development cooperation.

**1.5** million people were reached by Diakonia's social media information campaign on development cooperation

**24** faith-based communities and Christian organizations worked with Diakonia to maintain the budget of one percent of GNI for development assistance

**276** candidates for the parliamentary elections responded to Diakonia's pre-election survey



## One hundredth for the world

Ahead of the elections, we wanted to create a strong movement in favour of development cooperation and global solidarity. The ambition was for faith communities, local congregations, politicians and the public to stand united. Together with ACT Church of Sweden, PMU Interlife and the Swedish Mission Council (SMC), we mobilised faith communities, congregations and other Christian-based organizations to support development co-operation. Local congregations invited politicians to talks and hearings, Diakonia participated in information meetings and several articles were written. For example, Swedish daily newspaper *Dagens Nyheter* published an opinion piece written by church leaders, and Diakonia wrote an opinion piece in the newspaper *Dagen* together with other Christian-based development organizations. It is hoped that this work will also help strengthen an ecumenical movement for international solidarity that extends beyond the 2022 elections.





All over Sweden there are people getting involved who, like Diakonia, have a vision of a just, equal and sustainable world. Who believe in solidarity and human kindness. Diakonia is part of that movement.

## Figures in Sweden during the year

120

Children's Think Tank Challenge boxes were distributed to leaders in the Uniting Church in Sweden and the Swedish Alliance Mission Youth.

>400

children participated in the Children's Think Tank Challenge during the year.

41

visits conducted to congregations and/or to congregation meeting places.



During the summer, nine camps were organized for scouts within the Swedish Alliance Mission Youth, where the scouts got involved, learned more and raised money for the Greenhouse Project in Somalia.

## Children's Think Tank Challenges continues

Together with the Uniting Church in Sweden and the Swedish Alliance Mission Youth, Diakonia has developed the content for the *Children's Think Tank Challenge*. It comprises of a series of challenges in which children and leaders get to think, compete and talk about justice, faith and the future. The challenges can be used in Uniting Church in Sweden and SAU organizations, among others, and be adapted to the needs of the children's groups. In 2022, we developed additional challenges that are all linked to one of Diakonia's projects around the world. We also produced a starter kit in the form of a box that makes it easy to get going. Several of the challenges were carried out in church meeting places, such as scout camps, the Christian festival Gullbrannafestivalen and annual meetings.



## Världens Barn

For one week in October, public service broadcasters SVT and Sveriges Radio P4 highlighted the *Världens Barn* (Children of the World) fundraising campaign. Interviews with Diakonia staff were presented on radio, television and in newspapers. Over half a million people watched as Diakonia's Minna Fredriksson, Global Advisor for conflict and justice, and Wipawan 'Golf' Khoonthaweelapphol, Diakonia's programme officer in Thailand, attended the *Världens Barn* Gala and spoke about the School Project and the situation in Myanmar. The project enables the children of migrants from Myanmar to go to school and young people who have taken the wrong path to become part of society again. The feature was engaging. A total of SEK 18.5 million was raised during the broadcast.



## Growing at home with the Greenhouse Project

In June, Diakonia sent a letter to our monthly donors with information about the Greenhouse Project in Somalia. In the project people learn how to use climate-smart techniques to grow healthy vegetables that can also be sold at markets and provide an income. To link donors and projects, we also sent a bag of seeds to monthly donors to encourage them to experience the joys of growing vegetables at home.

## Radiohjälpen

Diakonia has a close partnership with *Radiohjälpen*. We are part of the fundraising efforts for *Världens Barn*, *Musikhjälpen* and *Melodifestivalen*.



Minna Fredriksson, Global Advisor for conflict and justice and Wipawan 'Golf' Khoonthaweelapphol, Diakonia's programme officer in Thailand, attended the *Världens Barn* Gala.



## For a safer childhood

The theme for *Musikhjälpen* 2022 was "For a safer childhood while fleeing from war". Unni Jonsson, communications officer from Diakonia, took part in the broadcast to talk about the School Project in Thailand. Every year thousands of migrants arrive in Thailand from Myanmar in search of work and a decent life. Often they bring their whole family with them. In order to provide children with an education tailored to their needs, Diakonia supports schools at which the language of instruction is Burmese. *Musikhjälpen* raised a total of SEK 54 517 949.



# MANAGEMENT REPORT

Diakonia’s Board of Directors and Secretary General hereby submit the following annual accounts for 2022

**General information on the organization**

Diakonia is a Swedish development organization and non-profit association based on Christian values. The founding churches are the Christian denominations the Swedish Alliance Mission and the Uniting Church in Sweden. We are working for a just, equal and sustainable world. We believe 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 using a human rights-based approach and on the basis of feminist principles with long-term development cooperation, emergency response and advocacy work. The organization is decentralised, and decisions are made as close to the context as possible. Diakonia works with around 350 locally rooted movements and organizations in Asia, Africa, Latin America, the Middle East and Sweden.

Diakonia is a member of the ACT Alliance, a global network of churches and Christian development organizations in 127 countries.

Diakonia’s activities are funded by donations from congregations, individuals and foundations,

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

**External factors**

The economic crisis, with runaway inflation and rising food and fuel prices, has had a negative impact on economic resilience and increased the vulnerability caused by the effects of the pandemic and the climate crisis.

The climate crisis has hit people hard, especially in Africa. Uganda was impacted by floods and Kenya and Somalia by drought. Millions of people are in need of humanitarian assistance, while funding is lacking. Diakonia works to quickly adapt its activities and be prepared to link long-term development work with an emergency response, an ability that will

become even more important in the future. The negative global trend of shrinking democratic space, authoritarianism, populism and opposition to women’s and LGBTQI rights continued in 2022. This shows that our work for democracy, human rights and gender equality is more important than ever. The room for manoeuvre of partner organizations is limited by national legislation, threats and abuse. In some countries, criticism of the government is prohibited, regardless of what the constitution says, and the role of the judiciary in protecting democracy and civil liberties has been undermined. Diakonia’s country offices are also affected to varying degrees. Diakonia has continued to increase the flexibility of its programmes, which is particularly important when the democratic space is shrinking.

Despite a gloomy year, there are bright spots. For example, the new governments in Honduras and Colombia have opened up for a closer dialogue between civil society and government agencies and have shown greater willingness to promote democratic, feminist and environmental agendas.

In Sweden a new government was elected that is dependent on the right-wing nationalist Sweden Democrats. Major changes in development cooperation and the related budget were announced, and the feminist foreign policy was discontinued. Diakonia and other Swedish organizations conducted an advocacy campaign to get the parties to stand by their election promises to maintain the development cooperation budget. The campaign is estimated to have mitigated the impact somewhat. Costs for Ukrainian refugees in Sweden were taken from the development cooperation budget, although by the end of the year it was clear that some of the money had been returned. This inconsistency had a negative impact on the planning and implementation of the development programmes.

**Significant events during the year of activity**  
To reduce costs and establish a more cost-effective

structure in the long term, Head Office was reorganized during the year. This process led to criticism of management, which contributed to higher staff turnover than expected. In autumn 2022, it was decided that an external evaluation of the events and experiences would be carried out in early 2023.

Secretary General Lena Ingelstam and the head of human resources left their posts in September 2022. Deputy Secretary General Mattias Brunander became Acting Secretary General. The recruitment of a new Secretary General is expected to take place in the first half of 2023.

Diakonia underwent a certification process for the Core Humanitarian Standard, CHS. This confirms that Diakonia’s internal procedures and systems are in place and that we have strengthened the areas that previous analyses have shown needed to be addressed. An important conclusion was that the activities are considered relevant to the rights holders and are based on their needs and priorities, which is of utmost importance to Diakonia.

**Activities and results**

Diakonia’s work is guided by an overall policy, a global strategy and country-level strategies. Activities are implemented in close cooperation with local organizations and other strategic actors. Diakonia has several roles: providing financial support and ensuring the best use of funds, contributing to capacity building and resource mobilisation, and acting as a sounding board and creating synergies between different actors – nationally, regionally and globally. Diakonia’s theory of change is the basis for our work, and we apply goal and performance management and adaptable management processes. Our working methods vary depending on, among other things, donor requirements, the type of partner organization and the form of funding. Learning is an important part of our performance monitoring. We strive for continuous improvement by learning





from both successes and failures.

Diakonia strives to work more equitably. It is important for us to know how our partners view us. In 2022, we conducted a partner survey. The responses show that Diakonia's partner organisations are positive towards the kind of support Diakonia provides and that they believe the relationship is characterised by respect and local ownership. They also see that Diakonia can improve its support by supporting partner organizations' own resource mobilisation and being more flexible with the required reporting cycles and formats.

In 2022, Diakonia and its partner organizations had to adapt their work to complex situations, characterised by a pandemic, a financial crisis, political instability and shrinking democratic space. Due to strategic and consistent monitoring of Diakonia's contexts of operation and management, risk analysis and the ability to adapt the programmes, key results have still been achieved. It is clear to us that the persistent and determined struggle for human rights, gender equality and democracy can lead to change.

We have seen this in Thailand, for example, where our partner MAP organized an exchange during the year among women migrant workers as part of an effort to expand their knowledge on migrant rights.



Ibrahim Harouna Touré and Cheick Oumar Dembélé from Diakonia's partner ODHP told Mali's Minister of Justice Mahamadou Kassougé about the 17 people detained without trial.

**Administrative costs – what are they?**

A 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 2022 Diakonia's administrative and fundraising costs amounted to 9.4 percent of turnover.

In Thailand, vulnerable people are at high risk of being forced to work under dreadful conditions or becoming victims of human trafficking. As a result of the exchange, more people are now aware of how to protect themselves, claim their rights and assist other migrant workers.

In Honduras, women and girls are at great risk. Many are victims of violence and abuse. The number of femicides in the country is among the highest in the world. Diakonia's partner *Visitación Padilla* works to improve safety for women and girls. In 2022, they launched a new computer system that further improves how they manage reports.

In Burkina Faso, our partners were able to organize six dialogue sessions on different themes, including democracy and the fight against terrorism. Almost 2 000 people took part in the dialogues, resulting in specific proposals that were submitted to politicians and government agencies.

In Mali, as in many other countries in conflict, there is no functioning legal system. During the year Diakonia's partner organization *Observatoire des droits humains et de la paix*, ODHP, learnt that several people had been detained for a long time without judicial review. Together with other human rights organizations, they were able to identify 17 people who had been held without trial for between one and seven months. They then contacted the Minister of Justice, who said that the reason they had not been granted a judicial review was

because there was no room on the plane to the capital Bamako, where the trials were to be held. But he also said that the cases would be dealt with. Thirteen of the seventeen detainees had families able to pay for transport to Bamako; the other four received support and assistance from Diakonia's partner organization. When the trials finally took place, 16 of the 17 people were acquitted and allowed to return home.

Many people move to the town of Ica in the Peruvian desert to work in the agricultural industry, but the workers are often exploited. Day labourers work long hours without breaks, lacking insurance and access to proper toilets. Those who complain are often blacklisted and left without work. Diakonia works with the local organization *La Comisión de Derechos Humanos de Ica*, Codehica, to raise awareness on labour rights and corporate responsibility. In 2022, Codehica, with support from Diakonia and the EU, organized a training session to teach workers in the agricultural industry about their rights.

In Sri Lanka, under Muslim law, young girls from the age of 12 are allowed to marry. Diakonia's partner organization *Muslim Women's Research and Action Forum*, MWRAF, works for women's rights. Through conversations with and training of religious leaders, they combat child marriage and discrimination against women. The religious leaders in turn pass on this knowledge to society, thus helping to ensure greater gender equality.

During the year, Diakonia has also worked on opinion building and advocacy work in Sweden and Europe. We have contributed to more perspectives being highlighted in the Swedish debate, including in the case of Guatemala. Historically, Sweden has played an important role in supporting the development of democracy in Guatemala. In 2022, democratic development went backwards at a rapid pace. Persecution and arbitrary detention of human rights defenders, judges and journalists increased. Together with other international organizations, Diakonia organized a trip to Europe



Daylins Rufin Prado from the Cuban partner organization Centro Oscar Arnulfo Romero, Indira Mendoza from the Honduran Red Lésbica Catrachas, Sotero Sincal, Country Director in Guatemala and Esther Rodríguez from the partner organization Lifes in Peru took part in a joint workshop, with representatives from all countries in Latin America in which Diakonia operates.

for judges and prosecutors from Guatemala to share with various stakeholders the difficult situation in the country. Members of the judiciary in Guatemala who have worked on cases involving the country's military, political and economic elites have been particularly vulnerable to threats and persecution. In Sweden, the judges and prosecutors visited the Ministry for Foreign Affairs and the Swedish Parliament. They also visited Germany, Switzerland and Belgium.

**Performance and financial position 2022**

In 2022, Diakonia reported a loss of SEK 17.8 million after net financial items. This result can be explained by extraordinary costs incurred by the organization when restructuring the organization at Head Office, renegotiating employees' contracts when introducing global terms and conditions of employment in the countries in which Diakonia operates, as well as costs for bridge contracts





and incidents related to terminating several large contracts. The Board proposes that the organization’s loss be offset by funds from the operations and investment fund. The year’s result after changes in earmarked funds amounted to SEK 175 000.

Diakonia’s revenue increased in 2022 to SEK 489.3 million. Of the year’s revenue, SEK 468.4 million was used for operational expenses. This also includes the extraordinary costs for the year.

Year	Revenues	Operational expenses	
	SEK th.	SEK th.	
2022	489 288	468 373	96%
2021	465 620	421 311	91%
2020	558 414	509 764	91%
2019	576 063	494 869	86%
2018	516 892	476 232	92%

Financing of operations

Total operating revenue for 2022 amounted to SEK 489.3 million. Public funds totalled SEK 418.0 million, and funds from other institutional donors amounted to SEK 11.6 million.

In 2022, there was a significant increase in donations to Diakonia, mainly in the categories of spontaneous donations and fundraising newsletters. This, together with several bequests and an increase in gifts from monthly donors, resulted in SEK 52.4 million in funds raised, compared to SEK 48.8 million in 2021.

Diakonia’s involvement in the *Världens Barn* fundraising campaign resulted in a grant of SEK 3.5 million, and the Postcode Lottery contributed SEK 20.0 million. The Postcode Lottery’s surplus goes to charitable organizations, with Diakonia being one of the beneficiaries. Other contributions from *Radiohjälpen* totalled SEK 2.1 million.

Year	Funds raised	Fundraising costs	
	SEK th.	SEK th.	
2022	57 915	9 924	17%
2021	55 550	7 209	13%
2020	62 668	7 295	12%
2019	95 834	4 800	5%
2018	64 819	7 058	11%

In previous management reports, contributions under private law were included in funds raised, which is no longer the case. For a fair comparison, these have been removed from the table.

Operating expenses

Programme service expenses amounted to SEK 514.2 million. Of these, the largest share was allocated to Africa (43%), followed by Latin America (20%), Asia (12%) and the Middle East and North Africa (9%). Fourteen percent was spent in Sweden and globally and two percent on fundraising and marketing costs. Sweden and globally encompasses administrative costs and global programmes.

Financial instruments and investment policy

Diakonia’s securities portfolio is primarily managed by Nordea and is invested in funds that adhere to the investment policy that Diakonia’s Board of Directors has established. When we invest, it is important to us that human rights, working conditions and environmental issues are taken seriously and that corruption is combatted. The ethical criteria do not permit investment in activities such as those that involve arms, pornography, alcohol, tobacco or fossil energy sources. If all the criteria have been met, we invest in low-risk financial instruments, mainly interest-bearing securities.

Shares received as gifts are sold immediately, and the sale value is recorded as revenue.

Total costs per region (SEK th.)	2022		2021		2020	
Middle East and North Africa	44 930	9%	45 753	10%	54 458	10%
Asia	64 547	12%	57 582	12%	59 184	11%
Africa	219 652	43%	199 580	43%	264 815	48%
Latin America	105482	20%	93 196	20%	105 955	19%
Sweden and globally	69 710	14%	62 213	13%	60 127	11%
Jointly	9 924	2%	7 209	2%	7 295	1%
Total	514 245	100%	465 533	100%	551 835	100%

Sustainability information

Sustainability must permeate all of Diakonia’s activities. Diakonia focuses on human rights, democracy and gender equality and helps achieve the UN’s 17 Sustainable Development Goals in the 2030 Agenda.

We have a set of frameworks and guidelines such as a Code of Conduct, procurement rules, anti-corruption guidelines and an environmental policy to monitor the organization’s commitments.

Diakonia has a decentralised organizational structure. The conditions of employees in the countries in which Diakonia operates are governed

by internal guidelines and by local legislation. Staff members at the Head Office are covered by sector and salary agreements for non-profit and ideology-driven organizations, and staff posted abroad by general terms of employment for staff on international missions. Diakonia conducts systematic work environment management in which we investigate, remedy and follow up work environment issues.

Diakonia’s guidelines put diversity at the centre and make it clear that staff shall be characterised by diversity in terms of ethnic, religious, social and cultural backgrounds, gender, sexuality and

Hosneara Begum Rafeza, Ambia Begum and Bilkis live in a slum in Dhaka, the capital of Bangladesh. Through Diakonia’s partner organization Bangladesh Resource Center for Indigenous Knowledge, Barcik, they have learned to grow vegetables on the roof.





disabilities. To protect staff and rights holders from gender-based violence and harmful behaviour, Diakonia has a Policy on Protection from Sexual Harassment, Exploitation and Abuse, as well as a Code of Conduct.

Diakonia takes responsibility for the environment in our offices and through our programmes. Our environmental policy has a long-term implementation plan that defines global objectives, activities and indicators to facilitate planning, implementation, monitoring and learning in the field of environment and climate.

Read more on page 50 of Diakonia’s Sustainability Report.

**Expected future developments and material risks and uncertainties**

The Swedish Government has clearly stated that a paradigm shift will take place in Swedish development cooperation policy and in how civil society development cooperation organizations are funded. This is very likely to affect Diakonia’s activities. But since we also see how the need for work on human rights, democracy and gender equality is increasing from a global perspective, Diakonia intends to strengthen its resource mobilisation at all levels of the organization (local, regional and global) during the coming period. Also, we will further streamline our work. Many of Diakonia’s country offices need to adapt their activities to complex situations in which democratic space is shrinking and civil society organizations are direct targets of various attacks. We are also boosting our risk prevention efforts and crisis preparedness and aim to have capabilities and systems in place when risks or crises occur.

**Management**

The Annual Meeting is Diakonia’s highest governing body and decides on the organization’s 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 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 the organization’s order of delegation, as well as issuing the Annual Accounts and Sustainability Report and preparing matters to be dealt with at the Annual Meeting.

The Secretary General is Diakonia’s most senior officer and is accountable to the Board of Directors. The Secretary General represents the organization and is to ensure that operations follow the guidelines and decisions adopted.

Diakonia’s ordinary Annual Meeting was held in Alvik on 8 June 2022. On 19 September 2022 an extraordinary annual meeting was held digitally. The decision was taken to appoint Mattias Brunander as acting Secretary General for the period of 19 September 2022 – 31 August 2023, with an option to extend. In 2022, the Board met on ten occasions, four of which were extraordinary Board meetings related to the reorganization of Head Office and to appoint the Board’s proposal for an acting Secretary General prior to the Extraordinary General Meeting. Four of the meetings were conducted face to face and six digitally. In 2022, the Board consisted of Chairperson Pether Nordin (attended 10/10), Vice Chairperson Anette Drewitz (8/10), Ulrika Erkenborn Rugumayo (9/10), Linnea Gullholmer (7/10), Göran Gunner (9/10), Marie Lackenbauer (8/10), Mine Lon (2/3) and Oskar Permvall (1/3). Employee representative Joakim Wohlfeil attended 7/10 meetings. At the ordinary Annual Meeting on 8 June, Mine Lon and Oskar Permvall were thanked for their service and two new members were elected to the Board: Eva Eriksson (6/6) and Emma Harrysson (5/6).

The Nomination Committee for the 2022 Annual Meeting was Eva-Marie Cider, Anna Kimming, Ulrika Morazán and Roland Oscarsson.

Controllers for 2022 were Karin Hallin, Roland Henrysson and Micael Lindholm. Authorised Public Accountant Erik Albenius, PwC, was appointed auditor for 2022. Authorised Public Accountant Angelica Stööp, PwC, was appointed deputy auditor.

**DIAKONIA’S BOARD**



**Pether Nordin**  
Board Chairperson. Graduate in economics, worked as a manager in companies and organizations such as Ericsson, the Swedish Transport Agency and the Church of Sweden. Former member of the Mission Board of the Baptist Union of Sweden. Chairperson of the Board of Östergötland City Mission and Teaterhuset Shakespearefabriken. Born 1957.



**Anette Drewitz**  
Vice Chairperson. Process coordinator at the Department of Education in Jönköping Municipality. Background as a teacher and special educator. Has been involved in the Red Cross Board in Gränna, elected to the International Council of the Swedish Alliance Mission in 2015. Born 1970.



**Marie Lackenbauer**  
District nurse specialising in international health. Has held various management positions in health and social care for many years. Extensive experience of working in Africa, most recently as head of a development organization in Rwanda. Self-employed and consultant in areas such as accounting and auditing. Born 1957.



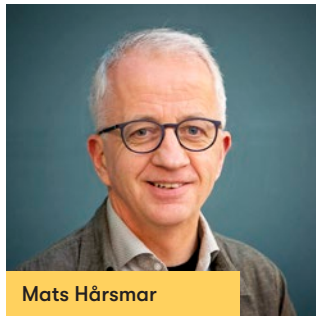
**Linnea Gullholmer**  
Lawyer and PhD student in constitutional law at the Swedish Defence University and Uppsala University. Former analyst at the Swedish Defence University. Born 1988.



**Göran Gunner**  
Associate Professor of Missiology, Doctor of Theology in the History of Religion, lecturer at University College Stockholm and pastor in the Uniting Church in Sweden. Born 1950.



**Andreas Linderyd**  
Doctor of Economics, Research and Development Officer at the Swedish Sports Confederation. Has written a thesis on the interaction between brand and values in the non-profit, private and public sectors. Previously worked at Ideell Arena non-profit network and has extensive experience of assignments at the Uniting Church in Sweden. Born 1976.



**Mats Härsmar**  
Deputy Administrative Director of the Expert Group for Aid Studies. Former chargé d'affaires and development cooperation officer at the Swedish Embassy in Burkina Faso. At the Ministry for Foreign Affairs, his roles have included Principal Secretary of the Expert Group on Development Issues and Chief Analyst for Development Issues. Born 1961.



**Eva Eriksson**  
Former quality manager and sustainability manager at coffee roaster Löfbergs Lila. Has led various projects linked to environmental and climate goals and certification programmes for sustainable development, as well as being a representative in external networks such as WWF’s Hållbar Livsmedelskedja (Sustainable Food Supply Chain). Active in the Uniting Church in Sweden since youth. Born 1958.



**Emma Harrysson**  
Social worker with a Master’s degree in Africa and international development cooperation. Has worked at the Swedish Migration Agency for many years, including as a manager. Currently a management consultant at Actea Consulting. Has previously served on the board of Backadalens frikyrkoförsamling, a free church congregation. Born 1972.



**Ulrika Erkenborn Rugumayo**  
Economics graduate and CEO of Transformity AB, which helps companies with sustainable transformation. Previously worked for Diakonia’s Regional Office in Africa. Also a Board member of the Shifo Foundation. Born 1967.



**Diakonia's Head Office** is in Stockholm.

**Regional and country offices.** Diakonia is a decentralised organization with offices in 21 of the countries in which long-term development cooperation and emergency response are carried out. Four regional offices support the country offices in overall coordination and administration.

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

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

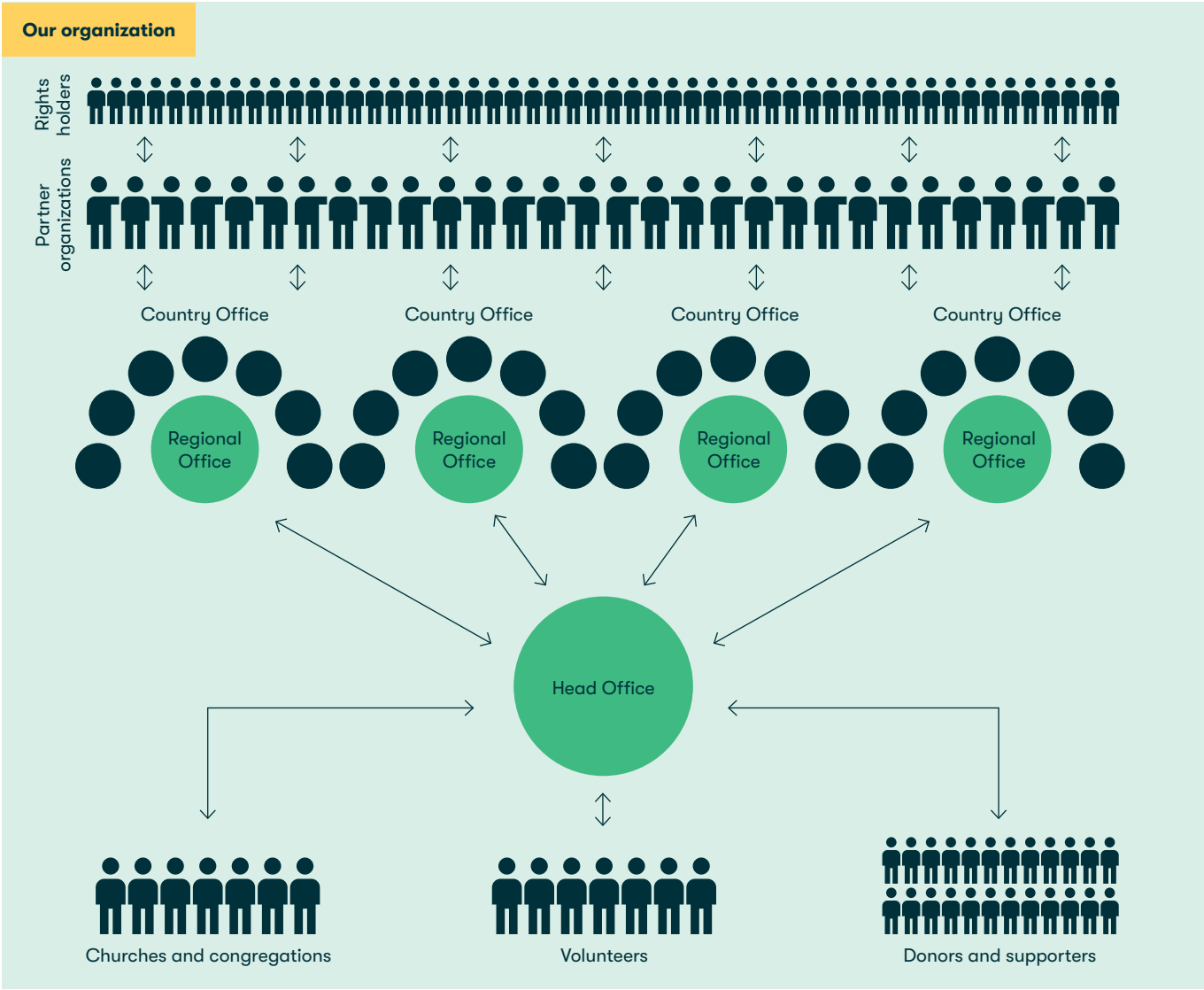
**Latin America.** Regional Office: Colombia. Country Offices: Bolivia, Colombia, Guatemala, Honduras, Paraguay and Peru.

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

**Key collaborations.** Diakonia is a member of *Giva Sverige*, *Svenska postkodföreningen* (the association behind the Swedish Postcode Lottery) and the global network ACT Alliance. We participate in the ACT Alliance Middle East working group and in local ACT forums in several of

our partner countries. We also actively participate in several of Concord Sweden's working groups. Diakonia was represented on several boards, including Swedwatch and *Världens Barn*. Up until May, we were also on the board of Concord Sweden. We are also members of Swedish partnerships such as Fair Finance Guide Sweden, the Swedish Forum for Human Rights, the Swedish Ecumenical Accompaniment Programme in Palestine and Israel, and the European Coalition for Corporate Justice in Sweden. We are also part of the Swedish Network for Transitional Justice, the Swedish Platform for Colombia, the Forum for Security Co-operation and various networks of strategic partner organizations, and we are a nominating organization 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, OIDAHC 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, we are members of the Core Humanitarian Standard (CHS), Charter for Change, *Svenska Humanitära Nätverket* – SNHA (Swedish Humanitarian Network – SNHA) and *Resiliensnätverket* (Swedish Network for Disaster Risk and Resilience). We are also members of the Global Network for Disaster Reduction, the Alliance for Feminist Movements and the Global Alliance for Tax Justice, and we have consultative status with the UN Economic and Social Council (ECOSOC).

Our important partnerships naturally include our financiers. They are listed in Note 3, on page 45.



# “I don’t let companies oppress me”

Rosa Elvira Alejo grows pecans and grapes in the Ica area of Peru. The climate and arid landscape of the region are well suited to growing fruit and vegetables. Historically, the people of Ica have lived off their own farms, but over the years, many have sold their land under duress to international companies.

“I inherited this land from my mother – I will never give up something my mother fought so hard for,” says Rosa Elvira Alejo.

Today, international companies not only own the land, they also control the water sources in the

area. This affects access to water for over 30 000 families. Many of them only have running water for a few hours a week.

Diakonia’s partner organization *La Comisión de Derechos Humanos de Ica*, Codehica, works to inform and educate people about their rights and corporate responsibility. Rosa Elvira took part in Codehica’s workshops in 2022.

“I’ve learnt a great deal: to stand up for myself and my rights and not let companies oppress me,” she says.

Photo: Sara Horna



# PROFIT AND LOSS STATEMENT

	Note	2022	2021
<b>Revenues for the association</b>			
Grants		435 124	415 041
Gifts		52 375	48 807
Other revenues		1 789	1 773
<b>Total revenues for the association</b>	2, 3, 4	<b>489 288</b>	<b>465 621</b>
<b>Expenses for the association</b>			
Operational expenses		-468 373	-421 696
Fundraising and marketing costs		-9 924	-7 209
Administrative costs		-35 948	-37 013
<b>Total expenses for the association</b>	2, 11, 16, 18	<b>-514 245</b>	<b>-465 918</b>
<b>Result from operations</b>		<b>-24 957</b>	<b>-298</b>
<b>Result from financial investments</b>			
Result from securities and receivables held as non-current assets	5	2 209	4 432
Other interest income and similar profit/loss items	6	4 944	1 260
Interest expense and similar profit/loss items	7	-48	-3 408
<b>Total result from financial investments</b>		<b>7 105</b>	<b>2 284</b>
<b>Net profit/loss for the year</b>		<b>-17 852</b>	<b>1 985</b>
<b>Change in earmarked funds</b>			
	4		
Net profit/loss for the year according to the profit and loss statement		-17 852	1 985
Utilisation of earmarked funds		1 366	870
Utilisation of Fund for operations and investment		5 622	4 038
Utilisation of/allocation to Fund for operations and investment		15 000	-5 000
Other earmarking of funds		-3 961	-1 736
<b>Remaining balance for the year/change in amount carried forward</b>		<b>175</b>	<b>157</b>

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

# BALANCE SHEET

As per 31 December

	Note	31 December 2022	31 December 2021
<b>Assets</b>			
<b>Non-current assets</b>			
Non-current intangible assets			
Capitalised expenditure for software	8	0	0
Property, plant and equipment			
Equipment (furniture etc.)	9	169	120
Financial non-current assets			
Securities held as non-current assets	10	166 908	166 259
<b>Total non-current assets</b>		<b>167 077</b>	<b>166 380</b>
<b>Current assets</b>			
Current receivables			
Other receivables		6 401	3 320
Prepaid expenses and accrued income	12	10 144	9 359
Total current receivables		16 545	12 679
Cash and bank balances		173 533	160 731
<b>Total current assets</b>		<b>190 078</b>	<b>173 409</b>
<b>Total assets</b>		<b>357 155</b>	<b>339 789</b>
<b>Equity and liabilities</b>			
Equity			
Fund for operations and investment		42 413	63 035
Earmarked funds		10 335	7 740
Profit/loss brought forward		85 595	85 420
<b>Total equity</b>		<b>138 343</b>	<b>156 195</b>
<b>Provisions</b>			
Provisions for pensions and similar commitments	14	17 905	22 080
Other provisions	15	7 700	
<b>Current liabilities</b>			
Trade payables		5 391	7 006
Liabilities for grants received but not used	13	159 099	134 245
Other liabilities		3 804	4 148
Accrued expenses and deferred income	17	24 913	16 116
<b>Total current liabilities</b>		<b>193 207</b>	<b>161 514</b>
<b>Total equity and liabilities</b>		<b>357 155</b>	<b>339 789</b>

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



# Changes in equity

	Earmarked funds	Fund for operations and investment	Profit/loss brought forward	Total equity
Opening profit/loss	7 740	63 035	85 420	156 195
Allocation to/utilisation of Fund for operations and investment		-20 622		-20 622
Unused earmarked funds	3 961			3 961
Utilisation of earmarked funds	-1 366			-1 366
Remaining balance for the year			175	175
Closing profit/loss	10 335	42 413	85 595	138 343

**Scope and purpose of Diakonia’s equity**  
The purpose of Diakonia’s equity is that, in the event that Diakonia’s operations need to be wound up, the equity should cover today’s fixed costs, such as rents and contracts of employment at Head Office, regional and country offices, for a period of one year. This year, the expenses for regional and country offices total about SEK 176 million, which is recognised as operating expenses, according to agreements with Sida. The expenses of Head Office total approximately SEK 46 million, of which SEK 36 million is recognised as administrative costs and SEK 10 million as fundraising expenses. The major

share of these expenses is made up of rent and personnel costs. All Diakonia funds are destined for its operations or the administration of its operations. The level of equity required is based an assessment of probability. According to a decision taken by the Board of Diakonia, the level of equity should be about 25 percent of the total annual turnover. In addition, Diakonia has established a fund for operations and investment. Any surplus from administrative grants is allocated to this fund. The purpose is to create liquidity for pre-funding of EU agreements, bridge funding for country offices and major IT investments, etc.

# Cash flow statement

	2022	2021
Operating activities		
Result from operations	-24 957	-298
Depreciation/amortisation	69	252
Other non-cash items	3 290	4 175
Interest received and result from currency transactions	4 944	1 260
Dividends received	2 209	4 432
Interest paid and result from currency transactions	-48	-3 408
Cash flow from operating activities before changes in working capital	-14 493	6 410
Increase/decrease in other current receivables	-3 866	15 787
Increase/decrease in trade payables	-1 615	1 969
Increase/decrease in other current liabilities	33 308	-1 329
Cash flow from operating activities	13 334	22 837
Investing activities		
Investments in intangible non-current assets	-	0
Investments in property, plant and equipment	118	228
Investments in financial non-current assets	-2 115	-9 759
Disposals of financial non-current assets	1 466	4 099
Cash flow from investing activities	-531	-5 432
Cash flow for the year	12 803	17 405
Cash and cash equivalents at beginning of the year	160 731	143 327
Cash and cash equivalents at year-end	173 533	160 731

Liquidity of SEK 174 million (SEK 161 million) consists of bank balances and petty cash, with petty cash at Head Office of SEK 145 million (SEK 140 million) and at regional and country offices amounting to SEK 29 million (SEK 21 million).

## 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 (the Swedish Fundraising Association) 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.** Operational expenses consist of such expenses that have a direct connection to fulfilling the purpose and/or statutes of the organization. These expenses are divided into four categories:

- Expenses at partner organizations.
- Expenses relating to opinion-shaping activities, e.g. thematic campaigns, in cases where opinion building and awareness activities are part of the operation.
- Administrative costs with a direct bearing on development cooperation are classified as operational expenses. All expenses incurred by field offices are classified as operational expenses.
- Skills development within Diakonia. These are expenses with a bearing on the organization’s own skills development. Examples of such expenses are experience sharing and internal training.

**Fundraising expenses.** Fundraising expenses consist of expenses relating to fundraising activities aimed at all

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

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

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

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

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

**Property, plant and equipment and intangible non-current assets.** Property, plant and equipment and intangible non-current 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 is applied on a straight-line basis over the estimated useful life of the particular asset.

The following periods of depreciation are used:

- Electronics (computers etc.) 3 years
- Used cars 3 years
- New cars 5 years
- Modified software 3 years
- Equipment (furniture etc.) 5 years

**Financial assets.** At the time of acquisition, financial assets are measured at acquisition value plus direct transaction costs. After initial recognition, investments held as current assets are measured by application of the lower of cost or market method, that is, at acquisition value or net sale value on the balance sheet date, whichever is the lower. After initial recognition, non-current financial assets that are not interest-bearing are measured at acquisition value (less any impairment losses). Non-current interest-bearing assets such as bonds are measured at accumulated acquisition value



by application of the effective interest rate method (less any impairment losses). All assets held for risk diversification are considered to constitute a securities portfolio and are therefore treated as one item at measurement by application of the lower of cost or market method and in testing for impairment. An impairment of a non-current asset is recognised if the market value is lower than the acquisition value and the decline is deemed to be permanent. Receivables and liabilities in foreign currencies are measured at the rates on the balance sheet date.

Accounts receivable are measured on a case-by-case basis, at the amount that is expected to be received.

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

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

**Provisions.** A provision is recognised when Diakonia has a legal or constructive obligation resulting from events that

have occurred, and where Diakonia expects that payment will be demanded to settle the obligations and a reliable estimate of the amount can be made. Provisions are valued at the best estimate of the amount that will be paid.

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

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

Note 2. Summary of revenues and costs for projects in 2022

	Activities with partners and within Diakonia¹	Administration ¹	Non-project fundraising	Other funds provided ²	Total	Total
					2022	2021
Reserved funds for projects, 1 January 2022					79 775	66 898
Raised funds for projects, 1 January 2022					7 740	6 874
Public grants	390 264	27 751			418 015	403 611
Contributions under private law	10 894	675			11 569	4 686
Funds raised, gifts and private contributions	5 202	338	52 375		57 915	55 550
Other revenues				1 789	1 789	1 773
Total revenues 2022	406 360	28 764	52 375	1 789	489 288	465 620
Middle East	44 930				44 930	45 753
Asia	64 547				64 547	57 582
Africa	219 652				219 652	199 580
Latin America	105 482				105 482	93 581
Sweden and globally	33 762	35 948			69 710	62 213
Jointly			9 924		9 924	7 209
Total costs 2022	468 373	35 948	9 924	0	514 245	465 918
Result from operations	-62 013	-7 184	42 451	1 789	-24 957	-298
Net utilisation of earmarked funds					2 595	866
Net utilisation of project funds					12 548	12 878
Reserved funds for projects, 31 December 2022					67 227	79 775
Raised funds for projects, 31 December 2022					10 335	7 740

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

Note 3. Revenues for the association and funds raised

Breakdown of revenues for the association:	2022	2021
Funds raised, gifts and private contributions	57 915	55 550
Contributions under private law	11 569	4 686
Public grants	418 015	403 612
Other revenues	1 789	1 773
Total	489 288	465 620
Gifts		
Gifts from direct debit donors (monthly)	14 784	14 014
Gifts from private donors	9 329	5 773
Gifts from congregations belonging to Diakonia’s founding churches	1 248	1 022
Gifts from organizations, associations and companies	1 475	966
Donations via investments in funds	1 471	1 637
Donations via legacies	4 068	5 351
Swedish Postcode Lottery cheque	20 000	20 000
Rechannelled raised funds	-	44
Total	52 375	48 807
Private grants		
Världens barn campaign	3 485	3 678
Other grants, Radiohjälpen	2 055	1 993
Accrued raised funds	-	85
Repaid grants	-	986
Total	5 540	6 743
Total funds raised, gifts and private contributions	57 915	55 550
Contributions under private law		
Other institutional donors	11 569	4 686
Breakdown of public grants:		
Sida CivSam ¹,²	156 514	156 121
Sida Info ¹,³	3 357	4 948
Sida EuroLatin ¹,⁴	7 000	5 300
Sida Hum ¹,⁵	17 236	9 849
Swe. Emb. Middle East ⁶	0	2 625
Swe. Emb. Africa ⁶	98 165	113 569
Swe. Emb. Asien ⁶	30 183	26 023
Swe. Emb. Latin America ⁶	46 000	35 326
ECHO	8 260	-
EU Africa	4 708	24 641
EU Latin America	19 780	9 018
Foreign embassies	-594	5 550
Gender fund Burkina Faso	32 393	9 055
Accrued allocations	4 591	627
Repaid allocations	-9 578	958
Total	418 015	403 612

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

During the year, approximately 300 individuals worked without compensation as repre-  
sentatives for Diakonia in Sweden. Moreover, many people have committed themselves  
to campaigns and similar events on behalf of Diakonia. The value of all this work – per-  
formed free of charge – is not recognised in the profit and loss statement.

Note 4. Budget follow-up

	Outcome 2022	Budget 2022	Deviation 2022
Revenues for the association			
Public grants	418 015	458 131	-40 116
Funds raised	69 484	49 516	19 968
Other revenues	1 789	450	1 339
Total revenues for the association	489 288	508 097	-18 809
Expenses for the association			
Operational expenses	-468 373	-477 357	8 984
Fundraising costs	-9 924	-12 657	2 733
Administrative costs	-35 948	-34 990	-958
Total expenses for the association	-514 245	-525 004	10 759
Result from operations	-24 957	-16 906	-8 049
Result from financial investments	7 105	0	7 105
Net profit/loss for the year	-17 852	-16 907	-945
Breakdown of net profit/loss for the year			
Net profit/loss for the year according to the profit and loss statement	-17 852	-16 907	-945
Balance of utilisation and provisioning of earmarked funds	-2 595	7 196	-9 791
Utilisation of Fund for operations and investment	20 622	2 140	18 482
Remaining balance for the year, amount carried forward	175	-7 571	7 746

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

	2022	2021
Dividends	1 221	2 122
Profit/loss on sale of long-term investments	988	2 310
Reversal/impairment of non-current assets		
Total	2 209	4 432

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

	2022	2021
Bank interest and result from currency transactions	4 944	1 260
Total	4 944	1 260

Note 7. Interest expense and similar  
profit/loss items

	2022	2021
Interest charges and interest on overdue payment	-48	-3 408
Total	-48	-3 408



Note 8. Non-current intangible assets

Change in value of software	2022	2021
Opening acquisition value	17 868	17 868
Capitalised expenditure for the year	-	0
Closing accumulated acquisition value	17 868	17 868
Opening amortisation	-17 868	-17 867
Amortisation for the year	-	-2
Closing accumulated amortisation	-17 868	-17 868
Closing residual value according to plan	0	0

Note 9. Property, plant and equipment

Change in value of equipment (furniture etc.)	2022	2021
Capitalised expenditure for the year	6 793	6 565
Sales and retirement of assets for the year	118	228
Reclassification	-100	
Closing accumulated acquisition value		
Closing accumulated acquisition value	6 811	6 793
Opening depreciation	-6 673	-6 422
Translation difference		
Depreciation for the year	-69	-251
Sales and retirement of assets for the year	100	
Closing accumulated depreciation	-6 642	-6 673
Closing residual value according to plan	169	120

Note 10. Securities held as non-current assets

Holdings in funds and equivalent	2022	2021
Opening acquisition value	166 259	160 599
Acquisitions	2 115	9 759
Sales	-1 466	-4 099
Closing acquisition value	166 908	166 259
Closing carrying amount	166 908	166 259
Market value	176 293	192 642
	2022	2022
	Book value	Market value
Banco Humanfond	10 699	22 302
Swedbank Robur SICA	439	1 518
Aktieansvar Sverige	43	144
Handelsbanken Lux	98	114
AktieAnsvar Europa	0	0
Penningmarknadsfonden	18 264	18 255
Nordea Kapitalfond	134 947	131 016
Nordea Institutionell Kortränta	161	159
SEB Fonder	2 257	2 786
Total	166 908	176 293
Since the end of 2009, Diakonia has had a contract with Nordea for the management of Diakonia’s securities.		

Note 11. Leasing

	2022	2021
Lease contracts	Lease fees	Lease fees
Within 1 year	8 261	7 100
More than 1 year – 5 years	7 957	10 420
More than 5 years	3 741	4 313
Total	19 959	21 833
In 2022 lease fees totalled SEK 8 296 thousand (7 419).		

Note 12. Prepaid expenses and accrued income

	31 December 2022	31 December 2021
Prepaid rent	493	418
Accrued project revenues	5 586	6 974
Prepaid project expenses	2 830	446
Other items	1 235	1 520
Total	10 144	9 359

Note 13. Liabilities for grants received but not used

	31 December 2022	31 December 2021
Project balance	67 227	79 775
Liabilities to financiers	123	123
Deferred project funds, Sida	7 012	8 000
Deferred project funds, Swedish Embassy	37 577	6 195
Deferred project funds, EU	23 685	11 310
Deferred gender basket	17 171	27 037
Deferred project funds, other	6 304	1 804
Total	159 099	134 245

Note 14. Provisions for pensions

	31 December 2022	31 December 2021
Provisions outside the scope of the Swedish Pension Obligations Vesting Act*	17 905	22 080
*Pension commitments to local employees in local offices		

Note 15. Other provisions

	31 December 2022	31 December 2021
Provisions for incidents	7 700	0

Note 16. Salaries, other remuneration and social security contributions

	2022	2021
Secretary General*	1 468	1 623
Employees in Sweden	24 809	42 414
Employees with an overseas contract	4 554	4 390
Employees with a local contract	63 451	69 130
Total salaries and other remuneration	94 282	117 556
*Salaries, employees in Sweden		
Social security contributions for employees in Sweden	8 933	8 982
Pension costs for employees in Sweden	4 778	4 864

\*Of which, the gross salary for the organization’s Secretary General was SEK 1 468 thousand (619), no agreed terms for termination of employment. Of total pension costs, the pension for the organization’s Secretary General accounted for SEK 1 244 thousand (613). The Secretary General’s gross salary at year-end was SEK 74.8 thousand (73.5)/month. Previously the Secretary General had an agreement in which part of their gross salary was converted into pension payments (Jan – Sept). From October onwards, there will be no salary conversion. The increase in the cost of the Secretary General is temporary and is due to the dual cost due to the transition to a new Secretary General. All staff with a Swedish contract of employment are covered by a collective agreement. The Chairperson of Board is remunerated according to a resolution of the 2019 Annual Meeting. Other members of the Board have not received remuneration from Diakonia for their work. Compensation may be paid for loss of income. The figure for salaries and remuneration for 2021 also includes social security and pension costs. The principle has changed in 2022.

	2022		2021	
Salaries and other remuneration, by region:	Employees with a Swedish contract	All employees at Diakonia	Employees with a Swedish contract	All employees at Diakonia
Sweden	25 499	25 499	44 036	44 036
Middle East	788	10 512	0	13 253
Asia	978	8 841	1 219	8 082
Africa	1 637	28 635	1 635	33 895
Latin America	1 152	20 018	1 536	18 290
Total	30 054	93 505	48 426	117 556

Note 17. Accrued expenses and deferred income

	31 December 2022	31 December 2021
Holiday pay	2 751	2 323
Accrued expenses, social security contributions	660	1 404
Special payroll tax	2 026	1 890
Other accrued expenses, personnel	1 790	1 602
Accrued project expenses	1 748	2 570
Other items	15 938	6 327
Total	24 913	16 116

Note 18. Average number of employees

	2022		2021	
	Number of full-time equivalents	Of which, men	Number of full-time equivalents	Of which, men
Contract form				
Employees in Sweden	54	22%	54	23%
Employees with a Swedish overseas contract	9	44%	8	38%
Number of employees with a local contract	211	39%	214	39%
Total	274	36%	275	36%
Geographic location				
Sweden	54	22%	54	23%
Middle East	15	13%	20	11%
Asia	40	40%	38	36%
Africa	104	51%	110	52%
Latin America	61	26%	54	24%
Total	274	36%	275	36%
Board members and senior executives	Number as per 31/12/2022	Of which, men	Number as per 31/12/2021	Of which, men
Board members	11	45%	11	55%
Secretary General and management team	10	40%	11	36%

Note 19. Estimates and assessments

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

Note 20. Significant events after the end of the reporting period

As a result of the Swedish Government’s spending authorisation to Sida before Christmas regarding development assistance, Diakonia has been informed of budget cuts totalling SEK 43 million for 2023. The reductions are being made both in existing contracts (e.g. Civsam 10.5 percent and embassy contracts in Africa and Latin America) and by reducing the size of new contracts planned. There is also considerable uncertainty regarding how different development cooperation strategies will be affected after 2023, in terms of the Government’s reorganization of development cooperation policy and how this will affect Diakonia’s funding. Diakonia has therefore initiated a process to strengthen its financial sustainability over time given these challenges and new opportunities. The Government’s decision to reduce information and communication support by 87 percent from 1 January 2023 and then phase it out completely during the year has meant that Diakonia has had at short notice to discontinue two posts completely, freeze two posts in 2023 and reprioritise in its operational planning for communication and engagement. In March Diakonia received SEK 20 million from the Swedish Postcode Lottery. The funds will mainly be used for long-term work on human rights, democracy and gender equality. The process of recruiting the Secretary General and Fundraising and Communication Director is ongoing.

Bromma, Sweden, 4 May 2023

Pether Nordin Board Chairperson

Anette Drewitz Vice Chairperson  
Ulrika Erkenborn Rugumayo  
Eva Eriksson  
Linnea Gullholmer  
Göran Gunner  
Emma Harrysson  
Mats Härsmar  
Marie Lackenbauer  
Andreas Linderyd  
Mattias Brunander, Secretary General

Erik Albenius, Authorised Public Accountant, PricewaterhouseCoopers AB



# AUDITOR'S REPORT

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

## Report on the annual accounts

### Opinions

I have audited the annual accounts of Diakonia for 2021. The annual accounts are included on pages 30-47 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 2022 and of its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The statutory administration report is consistent with the other parts of the annual accounts.

### Basis for Opinions

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

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

### Information other than the annual accounts and consolidated accounts

This document also contains information other than the annual accounts and can be found on pages 1-29 (Annual Report for 2022) and pages 50-65 and 68 (Sustainability Report 2022). It is the Board of Directors who are responsible for the other information.

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

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

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

### Responsibilities of the Board of Directors

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

In preparing the annual accounts, The Board of Directors are responsible for the assessment of the association's ability to continue as a going concern. They disclose, as applicable, matters related to going concerns 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 of 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 a 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 of any significant observations made during the audit, including any significant deficiencies identified 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 2022.

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

### Basis for opinions

I conducted the audit in accordance with generally accepted auditing standards in Sweden. My responsibilities under those standards are further described in the Auditor's responsibility 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, date stated in my electronic signature

### Erik Albenius

Authorized Public Accountant



Climate change has had devastating consequences for those living in Peru's mountain villages.

"There is more frost at night, the drought is worse, and sometimes it hails without warning. It is hard to get anything to grow properly," says Luisa Allca.

She is a participant in the Water Project and gets help with adapting her life and crops to the new climate.

Photo: Siara Horna

# SUSTAINABILITY REPORT 2022

This report sets out how we are working towards economic, social and environmental sustainability and how we can reduce the negative impacts of our activities. We present our key sustainability issues, why they are relevant to us, how we work with and follow up on them, and how we manage our operations and our sustainability work.

**About this report:**

Since 2017, Diakonia has reported its sustainability work in accordance with requirements in annual accounts legislation on sustainability reporting. We are inspired by the Global Reporting Initiative (GRI), a framework for sustainability reporting. The report covers all of Diakonia's work in Sweden and internationally. It was produced by Diakonia's management team and has been approved by the Board of Directors. It forms part of the Annual Report and is covered by PWC's audit in accordance with the Swedish Institute of Authorised Public Accountants' recommendation REVR 12. The report is presented to the Annual Meeting, Diakonia's highest governing body. This report refers to the 2022 year of activity.

## Sustainability in Diakonia

Sustainability is a natural part of Diakonia's work. All our work aims to achieve a sustainable world in which all people have equal access to basic rights, resources and opportunities, and where gender equality and equity prevail. We have chosen to work using a human rights-based approach, and operating on feminist principles. It is the foundation of our long-term development work, our emergency response and our advocacy and mobilisation.

Diakonia works with around 350 partner organizations around the world to influence decision makers and empower rights holders – especially women and other marginalised groups – to escape from poverty and oppression themselves. Human rights, democracy and gender equality are Diakonia's focus areas. Based on our experience and expertise, we believe that focusing on these three interconnected areas is the best way for us to contribute to a sustainable world.

We work on global climate challenges and on the sustainable use of natural resources as an

important step towards peaceful, resilient societies. We seek solutions that recognise that the climate crisis is mainly caused by wealthy countries. The consequences of climate change, environmental degradation and violent conflict risk exacerbating inequality and poverty, particularly in poor countries.

We mainly carry out emergency response measures in areas in which we are already present to ensure local knowledge. We have prioritised and promoted the perspectives, experiences and active participation of women to achieve the most effective results and ensure the initiatives are sustainable.

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

### In 2022 we have:

- ✓ Taken steps towards achieving the SDGs by working with 350 partner organizations to promote human rights, democracy and gender equality.
- ✓ Carried out campaigns and advocacy work in Sweden to spread information and raise awareness about the challenges in the world, the difference development cooperation makes and the importance of global solidarity.
- ✓ Influenced the donor community to prioritise sustainable financing for poor countries' development by supporting the construction of fair national tax systems and legislating against international tax avoidance.
- ✓ Developed a new action plan for our environmental work and carried out a baseline study, which forms the basis for planning and decision making regarding Diakonia's future environmental work.
- ✓ Introduced a system to improve the safety of Diakonia staff in programme countries and boosted our risk management efforts.
- ✓ Introduced global terms and conditions of employment and started to implement a global pay policy to ensure equal treatment, diversity and non-discrimination.



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 rights holders 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.

The UN Sustainable Development Goals in the 2030 Agenda

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



Sweden’s ambassador to Bangladesh, Alexandra Berg von Linde, visited Diakonia’s partner organization Sara in September. She took part in events such as a football match and a bicycle parade in support of girls’ rights.

How we manage our sustainability work

Diakonia’s sustainability management is about ensuring that all activities are conducted in an open and responsible manner. Diakonia is certified to the Core Humanitarian Standard (CHS), which ensures that we have robust systems and processes in place in which quality and transparency are cornerstones. We apply the COSO international Enterprise Risk Management framework. Diakonia’s Board has overall responsibility for the organization’s risk management, internal governance and control. The Secretary General is responsible for implementing policies, guidelines, instructions and procedures and provides support and guidance in day-to-day work.

Planning, follow-up, evaluation and learning

Diakonia’s guidelines for planning, follow-up, evaluation and learning are our most important steering document for internal control. The document aims to ensure that funds are used appropriately and that we achieve the expected results. Our methods provide us with the capability to identify, integrate and adapt our work based on the lessons we learn. We quality-assure all processes to ensure they are efficient and fit for purpose. This also ensures reliable accounting and compliance with laws and regulations.

We have a Code of Conduct

The purpose of Diakonia’s Code of Conduct is to describe employees’ and external consultants’ responsibilities in relation to the people for whom Diakonia works. The Code of Conduct seeks to help Diakonia’s employees understand how they are expected to behave and what obligations they have. Everyone representing Diakonia must behave in accordance with our Code of Conduct and applicable legislation. Everyone is also obliged to prevent irregularities such as corruption, fraud, sexual exploitation and abuse, and to ensure that no child is harmed. Managers at all levels at Diakonia are responsible for all staff being aware

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

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





of the content of the Code of Conduct and how it should be applied.

**We work with risk management**

The purpose of Diakonia’s risk management is to work in a systematic way to identify, analyse and manage risks that may prevent the fulfilment of the organization’s objectives. Every year, risk analyses are conducted by the Board of Directors, the management team, Head Office and regional and country offices, taking both internal and external factors into consideration. Diakonia uses the COSO model, a global framework for risk analysis and risk management, to calculate the severity of a risk for its organization.

In 2022, the most serious risks at the global level were the shrinking democratic space in several partner countries, security risks and financial risks.

**We’re working to combat corruption**

Diakonia operates in countries where the risk of

corruption is high. Corruption ultimately affects individuals, especially women and children, and is one of the biggest obstacles to gender equality. It will not be possible to achieve the UN Sustainable Development Goals without fighting corruption in all its forms, including *Illicit Financial Flows (IFFs)*, which is a broader concept that includes corruption, tax avoidance and other criminal flows. We are convinced that civil society has an important role to play in monitoring, scrutinising and combatting corruption globally. That is why it is important that our operations are characterised by a high professional standard. The work on corruption is an important part of our advocacy work, our programmes and our work to strengthen our partner organizations. We have adopted principles and guidelines that form the organization’s framework for anti-corruption efforts and are continuously working to boost capacity for internal control, focusing on risk analysis and risk management and preventing

corruption. This includes internal training and work on internal and external review and monitoring of projects and activities at country and regional offices.

**Complaints mechanism and incident management**

Diakonia’s work with complaints and incidents is governed by a policy and specific guidelines. We have also introduced a system for dealing with complaints – a complaints mechanism. We have defined procedures and decision processes for this that allows everyone to safely provide feedback, raise concerns and report breaches of Diakonia’s commitments. In this way, we can address and learn from cases that have been handled.

Shortcomings regarding commitments can be reported directly to our staff, in local complaint reporting systems or via a whistleblowing system on Diakonia’s website. There is also the possibility to file a report anonymously. The management team at Diakonia’s Head Office is regularly informed and updated on all ongoing cases and participates in the decision-making process on each case.

The number of newly reported cases decreased from 17 in 2021 to 10 cases in 2022. In 2022, in addition to the 10 newly reported cases, 13 of the cases from 2021 were processed, totalling 23 cases. Of these, 18 related to partner organizations and five to Diakonia staff. The reduction in cases can be partly explained by us having improved our capacity and follow-up procedures to prevent incidents, but we also see a need to continue to train and raise awareness of incident management throughout the organization.

Of a total of 23 cases, Diakonia was able to close eight cases (five partner-related and three related to Diakonia staff) in 2022. Four of the partner-related cases resulted in termination of the partnership due to a breach of contract or irregularities, and in one case it was decided to implement an action plan to boost the organization’s internal procedures and capacity. Thirteen cases were carried over into 2023 for finalisation.

Of a total of five staff-related cases, three cases were closed in 2022. In one case, disciplinary action was taken and two cases were closed. Two cases were carried over to 2023 for finalisation.

**Our priority areas**

Diakonia, in collaboration with partner organizations, rights holders and other stakeholders, has assessed and selected the sustainability issues that are most relevant to Diakonia. The analysis and assessment is reviewed every year to see if anything needs to be adjusted. The aspects that have been identified as most essential for Diakonia’s sustainability work have been grouped into three areas of responsibility: economic responsibility, social responsibility and responsibility for the environment.

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



# ECONOMIC RESPONSIBILITY

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

**Direct economic value generated and distributed**  
Diakonia’s financial performance is set out in the Annual Accounts on pages 30–47. Diakonia’s revenue increased in 2022 to SEK 489.3 million. Of the year’s revenue, SEK 468.4 million has been used for operational expenses.

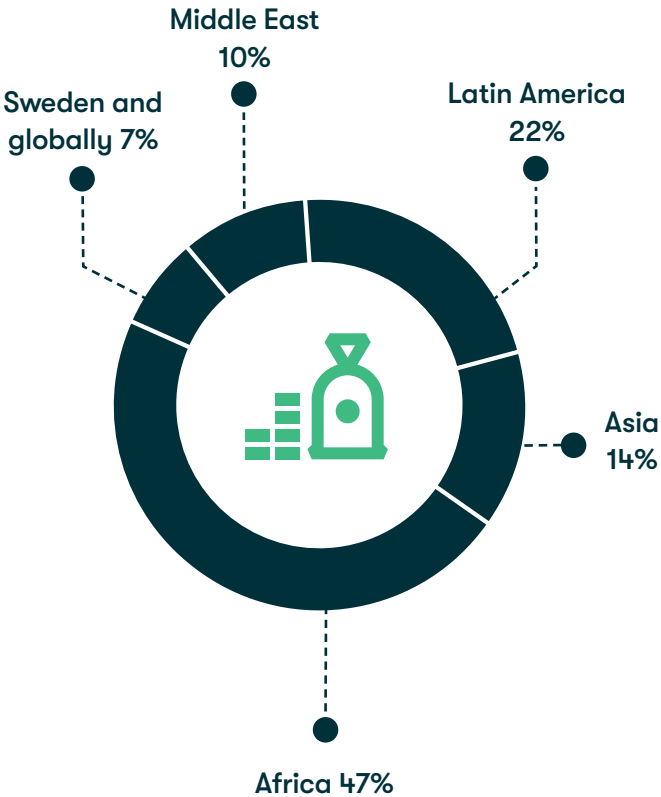


Only a few years ago, the area around Nkandabwe in Zambia was known for its high-quality agricultural products. But now a large Chinese mining company has lowered groundwater levels by several metres as it pumps water away from the mine in violation of environmental legislation. Thousands of people living around the mine have lost their livelihoods, and the dangerous dust from the mine is making people sick, adults and children alike. Together with local organizations, Diakonia works to improve the situation of local people and boost their capacity to claim their rights.

**Socially responsible investments**  
Diakonia’s investment policy emphasises the need to consider environmental, social and ethical aspects in its investments. Diakonia actively rejects and refuses to invest in activities involving arms, pornography, alcohol, tobacco and fossil energy sources. In addition, Diakonia works to influence companies and banks to take responsibility and improve their work in areas such as human rights, working conditions, environmental issues and corruption.

**Financial sustainability and cost efficiency**  
All resource mobilisation shall contribute to the priorities of the global strategy and to the resource mobilisation strategy, in accordance with Diakonia’s overall ethical approach. The work is based on local, regional and global plans and priorities, as well as the guidelines and priorities

## Operational expenses distributed by region



for Swedish fundraising and communication. Key milestones in this work include increasing the diversification of the organization’s sources of income, the number of gifts from private donors and the number of large private donors, and exploring and developing new roles, partnerships and collaborations. In 2022, Diakonia has therefore made an extra effort to mobilise resources and engage private and institutional donors, as well as to strengthen the organization’s work on cost efficiency and risk awareness in contract management. We have also initiated cooperation with new strategic partners at international and regional level. The initiative will continue in 2023 and 2024.



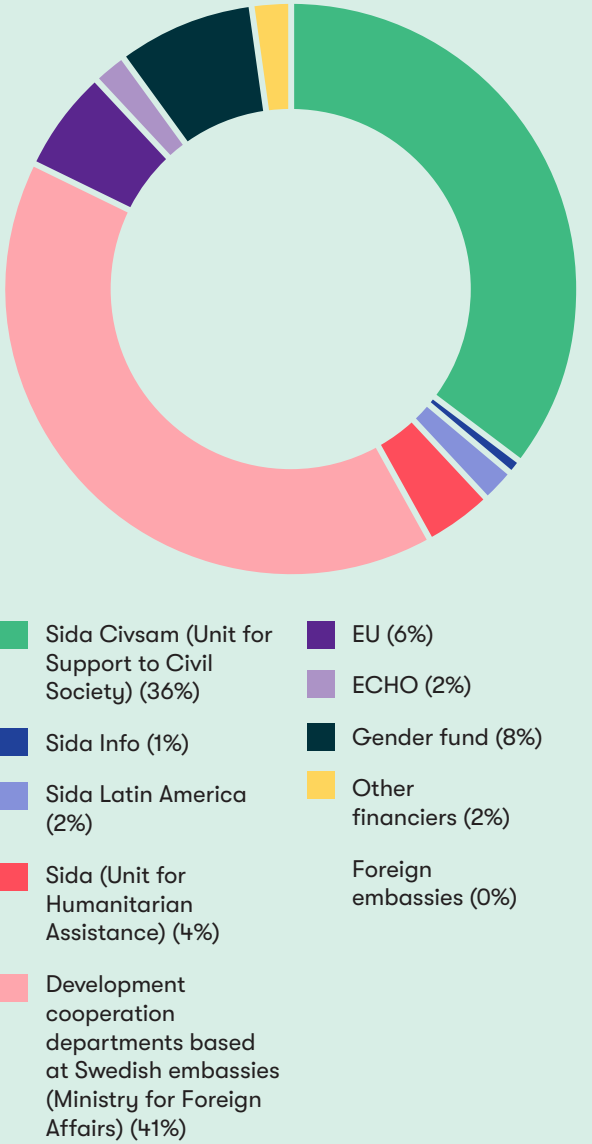
“I like to paint things, especially landscapes.”  
Mg Zue is 15 years old and dreams of becoming an artist. Or an engineer. And about returning to his home country of Myanmar. The eldest of three siblings, he has lived his entire life in Thailand, to which his parents emigrated 16 years ago. But the family still dreams of returning to Myanmar. At Mg Zue’s school, SKHS Learning Center, Myanmar children are taught in their native Burmese language. Mg Zue’s mother Daw Phyu Phyu Aung says the school gives the children a chance to gain knowledge and an education.  
“If our children can study, we do not have to worry about them as much,” she says.

**Procurement practices**  
Diakonia’s guidelines for procurement are to apply to all purchases for which Diakonia funds are used to pay for goods and consultancy services.  
Diakonia’s procurements shall be made with respect for and protection of human rights in accordance with the conventions defined in the International Labour Standards of the International Labour Organization ILO. A gender and environmental perspective must be applied to the design, implementation, monitoring and evaluation of all procurement processes.

## Breakdown of revenues for Diakonia:



## Distribution of public funds:







## Fighting for a safer work environment

Bangladesh's growth depends on a labour-intensive, export-oriented industry. There are major deficiencies in terms of safety and working conditions. According to Diakonia's partner organization *Safety and Rights Society* (SRS), which works in various ways to improve the situation, an average of two people a day died in workplace accidents in the first half of 2022.

Naher was living with her family in a house outside the capital, Dhaka when her husband, a tannery worker, had an accident at work. He lost four fingers and then suffered such severe complications that he died. All the family's savings were spent on medical expenses. With no income, Naher and her daughter were forced to leave their house and now live with three neighbours in a small apartment.

SRS has helped Naher pursue the case against her husband's employer, and she has received some compensation.

"But Naher is entitled to more compensation. The company has a lawyer who knows what applies, but they are afraid that her case will open the door to other claims for compensation, so they do not want to give her what she is entitled to. It is complex, but we are doing what we can to help her," says Sekender Ali Mina, Head of SRS.

In addition to helping workers and families affected by workplace accidents receive compensation for injuries and deaths, SRS works to improve safety and the environment in the factories. This includes working with several government agencies to ensure compliance with existing labour laws and workplace safety legislation, along with new reforms to improve the situation.

SRS has also founded a women's café – a place where mainly women workers can relax in their free time, socialise and share ideas and experiences with other workers.

# SOCIAL RESPONSIBILITY

For Diakonia, social sustainability means that all activities are imbued with a rights perspective and are based on feminist principles. Diakonia's humanitarian work is governed by the humanitarian principles of humanity, impartiality, neutrality and independence.

Diakonia believes in people's ability to bring about positive change together. Our staff are our greatest asset, and we want to foster a culture based around our core values – solidarity, justice, courage, commitment and accountability.

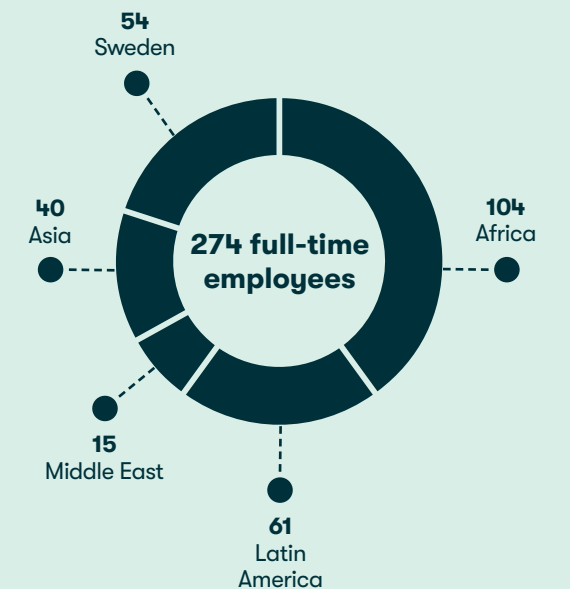
## Gender equality

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

In 2022, the work continued on strengthening the capacity of Diakonia staff to apply feminist principles, engage in constructive dialogue with partner organizations and implement gender-responsive budgeting. We see this as the key to transformative work on gender equality.

During the year, we have developed methods to ensure that our programme work is based on feminist analyses of the world and power structures and laid even more solid foundations for being allies to our partner organizations. Diakonia both supports specific gender equality projects and promotes gender mainstreaming in all other projects.

## Diakonia as an employer



Globally, Diakonia has 274 employees. The majority are local employees in the country in which they work. Diakonia has its Head Office in Sweden and a few Swedes serving abroad.



Gender distribution among Diakonia's employees in 2022.



Diakonia has also worked to ensure that our advocacy work is based on a feminist gender analysis and aims to improve gender equality. We support the gender mainstreaming of partners advocacy work aimed at influencing policies and institutions that shape the conditions of people living in poverty and oppression.

**Work environment**

The work environment is a shared responsibility, with us all contributing to Diakonia being an inclusive, healthy and safe workplace that is characterised by our basic values: solidarity, justice, courage, commitment and accountability. All employees should be given the opportunity to influence their work situation and are expected to contribute to a good work environment.

The employer has health and safety responsibilities and delegates tasks in this area to managers in the organization. The work must be organized to promote physical, psychosocial and organizational health. Diakonia strives to conduct systematic work environment management in which we investigate, remedy and follow up work environment issues. One way in which we do this is through department-specific work environment plans produced in collaboration between employers and employees and based on a global employee survey.

Diakonia wants to promote a good work-life balance and offers shortened working hours, a wellness allowance and a weekly wellness hour (during working hours).

The reorganization that took place in the first half of 2022 put trust between staff and management to the test, resulting in high staff turnover at Head Office. A number of measures to strengthen confidence were implemented, and at the end of the year the assessment was that the work environment at Head Office had improved and that confidence had largely been restored. The measures decided upon included an external evaluation, which will be carried out in 2023.

**Leadership**

Clear and inclusive leadership is the foundation for creating a healthy work environment in which we work together towards and achieve our common goals. Diakonia is actively working to develop and implement tools and processes that make it easier

for managers to lead and manage in a consistent way. Leadership at Diakonia must be shaped by our values and contribute to a culture of being one Diakonia. In 2022, training courses were launched to strengthen feminist leadership in the organization.

**Training and education**

Competent and committed staff are the most important factor in achieving our goals. Skills development is an important part of the skills supply chain. Diakonia has adopted global guidelines for skills development and is a member of the Fabo e-learning platform. The aim is to strengthen systematic learning and improve the dissemination and exchange of knowledge within the organization.

**Performance appraisals**

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

**Diversity, equal treatment and non-discrimination**

At Diakonia, we believe that different perspectives, experiences and skills are an asset. We work actively to be an inclusive workplace. Our gender equality policy makes it clear that we strive for diversity in terms of sex, gender, sexual orientation, ethnic, religious, social and cultural background and disability, in line with the feminist and human rights-based principle of non-discrimination. Discussions on attitudes, experiences and commitment related to feminist principles and gender equality must be included in recruitment, induction, promotion and performance review processes. Diakonia’s Policy on Protection from Sexual Harassment, Exploitation and Abuse, as well as its Code of Conduct, reflect further commitments by Diakonia to protect staff and rights holders from gender-based violence and harmful behaviour. If an incident takes place, the



Heisy Andrade was provided with help to repair the roof of her restaurant thanks to Diakonia’s Honduran partner organization *El organismo cristiano de desarrollo integral de Honduras*, OCDIH. Like many other women in the project, Heisy has suffered violence from a partner. Now she inspires and motivates other women.  
“Along with the renovation, my business and sales have improved. I have become better at dealing with the financial side of things. The project has also helped me to get out of the difficult situation I was in.”

complaints and incident management mechanism is an important tool for dealing with it and holding those responsible to account.

Efforts to introduce a global salary policy and global terms and conditions of employment throughout the organization have continued during the year. The aim is to contribute to equal treatment, diversity and non-discrimination by ensuring that the same distinct criteria for setting salaries apply to all employees worldwide. Work has been in progress since 2021 to develop a global recruitment procedure with the same purpose. The system will be rolled out across the organization in 2023.

Experiences of discrimination are investigated and followed up via a global employee survey, and employees can also report them directly using our incident management system.

Diakonia has a procedure in Sweden for annually following up on and evaluating the work on equal treatment, which is based on the Swedish Discrimination Act. In 2023, the possibility of introducing similar practices in other countries in which Diakonia operates will be reviewed.

In Sweden, Diakonia works with annual salary mapping to investigate and address unreasonable differences in pay between men and women. In 2023, we will review the possibility of introducing similar practices in other countries in which Diakonia operates.

**Security**

Operations must be conducted responsibly and safely with respect to staff, partners and rights holders. Examples of security procedures include locally adapted analyses and contingency plans, digital security training, travel instructions with risk analysis, incident reporting and a Code of Conduct. In 2022, an online course was launched that is mandatory prior to all work-related travel. The format for granting travel abroad was updated to include a more comprehensive risk analysis. The global security framework was implemented in half of Diakonia’s country offices, and the remaining countries have started the process. In 2022, it was decided that the security system needed to be simplified and better adapted to different conditions, with this work to begin in 2023.





## Poisoned water

Beside Peru’s beautiful Lake Titicaca, large areas have been severely affected by pollution from the mining industry and untreated sewage. Entire river banks have been poisoned, birds that have drunk the water lie dead on the bank. The water is so toxic that it cannot be used for animals or plants. Many people living in the area have suffered health problems after the toxins entered the groundwater. These include dangerously high levels of heavy metals in the blood of both children and adults. The population is now being asked to drink only clean water delivered by tankers.

Diakonia’s partners *Derechos Humanos y Medio Ambiente*, Dhuma, focuses on including young people in environmental efforts. Students from the neighbouring school took regular measurements of the water in 2022. The results of these measurements are used to inform decision makers and push for compliance with laws and regulations on business and human rights. Dhuma works for the rights of the Aymara and Quechua peoples.

# RESPONSIBILITY FOR THE ENVIRONMENT

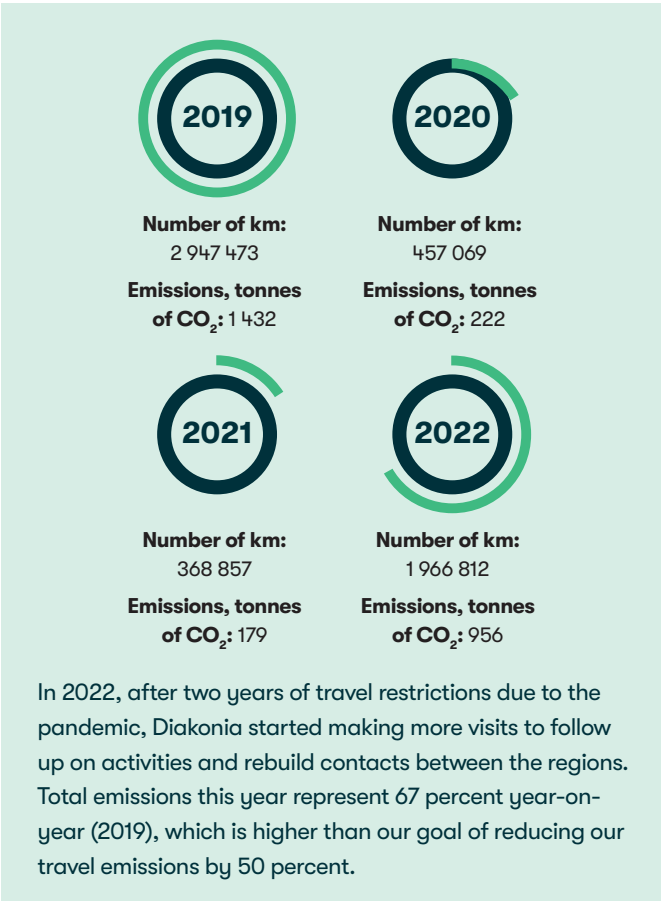
Diakonia wants to include environmental considerations in all its activities. We call this environmental integration. Combined with conflict and gender equality perspectives, the environmental perspective should permeate our offices and travel procedures, our programmes, our choice of partnerships and the projects of our partner organizations.

Environmental degradation and climate change affect people in different ways, but mainly those already living in situations of poverty and vulnerability. We work on environmental and climate justice because it is fundamental to achieving human rights. We therefore see it as our responsibility to manage environmental risks and to maximise our positive impact on the environment by implementing our environmental policy through our environmental management system.

In 2022, we took steps forward, but still have many steps to take to reach our goals.

### Carbon footprint

In 2022, our work and follow-up on the programmes was boosted by being able to travel again and get closer to operations. Our work becomes more meaningful when we can meet in person, share knowledge and follow up on the activities. We consider the trips made in 2022 to have been necessary after two years with no opportunity for direct contact with partners, rights holders and between regions. But the pandemic has also taught us that travel can always be optimised through better planning (such as coordinating as many activities as possible during a trip) and by using alternative ways of working such as communicating through digital meetings. We have also learnt that digital solutions are becoming increasingly important for following up on operations, from



both an environmental perspective and a safety perspective, for example when journeys cannot be carried out due to unsafe circumstances. When travelling, priority is given to means of transport that have a lower environmental impact, and refundable airline tickets are purchased, as unforeseen events can occur.

Diakonia has also taken other steps to reduce our carbon footprint, such as purchasing vegetarian meals at events organized by Diakonia’s Head Office. The Ecumenical Centre, where Diakonia’s Head Office is located, managed to reduce electricity consumption by installing energy-saving sockets and lights with sensors. Regional and country offices and our partner organizations have taken steps towards environmental sustainability by integrating the environment into their activities and programmes. For example, Sri Lanka and Cambodia focused on raising awareness on



sustainable consumption among staff and partners.

In 2023, Diakonia will focus on how to maintain our commitment to halving greenhouse gas emissions from travel.

**Positive environmental impact**

In 2022, we continued to witness progress and greater awareness of environmental and climate change issues among our staff and partner organizations. Diakonia’s first internal environmental baseline study was conducted, and the results and recommendations are being used for planning, adjustments and decision making in the organization. The environmental management system has been updated and is continuously monitored. Regional and country offices have undergone training in Diakonia’s toolbox for environmental integration, which has led to local action plans being developed or adapted. In countries such as Lebanon, Palestine and Kenya, partners focusing on the environment and climate change have been included in the

partner portfolios. Sustainable agriculture, land rights, the right to a healthy environment, climate negotiations and water and sanitation continue to be recurring topics in Diakonia’s programmes. Diakonia and several partner organizations participated in the COP 27 climate summit, presenting side events and sharing experiences on building resilience. Partner organizations in Somalia have carried out projects such as setting up greenhouses and training women and young people. This has been part of building resilience to the severe drought and subsequent food shortages in the country. Diakonia and our partners have also worked to strengthen local sustainable farming and tree planting methods.

Although we have made significant progress in environmental integration, some countries in which Diakonia operates are still in the early stages of this process. We can see that we still have a long way to go, especially in building the capacity of rights holders to adapt to climate change and to ensure their voice is heard in the fight for environmental and climate justice.



In Cambodia, Diakonia’s work includes promoting farmers’ rights to food and land. Photo: Chris Cusick



# School gives migrants hope

Ma Khwar Nyo Htwe is 16 years old and dreams of becoming an artist. Or a fashion designer. She came to Thailand from Myanmar about ten years ago when her parents were looking for jobs as migrant workers because the situation in their home country was untenable – particularly for the six children in the family.

Children of migrant workers in Thailand have the right to attend Thai schools. But they are taught in Thai, which Myanmar children often do not

understand. As a result, many children fall behind and risk dropping out of school, instead becoming victims of trafficking and child labour. Diakonia’s partners have therefore started schools that take the children’s perspective. There, they are taught in their own language and according to their abilities.

“School has been important for me!” says Ma Khwar Nyo Htwe. “All children should go to school so they can decide on their own future.”



# THE AUDITOR'S REPORT

on the statutory sustainability report.

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

## **Engagement and responsibility**

The Board of Directors is responsible for the statutory sustainability report for 2022 on the pages 50-65 and 68 being prepared in accordance with the Annual Accounts Act.

## **The scope of the audit**

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

## **Opinion**

A statutory sustainability report has been prepared.

Stockholm, date stated in my electronic signature

## **Erik Albenius**

Authorized Public Accountant



# GRI index

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

Statement of use	Diakonia has reported the information cited in this GRI content index for the period 1 January 2022 until 31 December 2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
GRI 2: General Disclosures	2-1 Organizational details	6, 8-9, 30, 50-51
	2-2 Entities included in the organization's sustainability reporting	34,38
	2-3 Reporting period, frequency and contact point	3, 30, 50
	2-4 Restatements of information	50-51
	2-5 External assurance	50, 66
	2-6 Activities, value chain and other business relationships	8-9, 10-29, 38, 51, 53
	2-7 Employees	47, 59
	2-9 Governance structure and composition	36,37
	2-11 Chair of the highest governance body	9, 37
	2-12 Role of the highest governance body in overseeing the management of impacts	36,50,53
	2-13 Delegation of responsibility for managing impacts	30,36,50,53
	2-14 Role of the highest governance body in sustainability reporting	36,50,53
	2-17 Collective knowledge of the highest governance body	36,37,50,53
	2-22 Statement on sustainable development strategy	2,3-4,9,30,35,51
	2-23 Policy commitments	6-7,8,30,35-36,50-53
	2-24 Embedding policy commitments	6-7, -9, 30-31, 35-36, 50-64
	2-25 Processes to remediate negative impacts	23, 36, 53-55
	2-28 Membership associations	30, 38
	2-29 Approach to stakeholder engagement	6-10, 30, 51, 55, 60-61
	2-30 Collective bargaining agreements	47
GRI 3: Material Topics	3-1 Process to determine material topics	55
	3-2 Material topics	53-64
	3-3 Management of material topics	53-64
GRI 201: Ekonomic Performance	201-1 Direct economic value generated and distributed	33-34, 40-47, 56
GRI 205: Anti-corruption	205-1 Operations assessed for risks related to corruption	53-55
	205-2 Communication and training about anti-corruption policies and procedures	53-55
	205-3 Confirmed incidents of corruption and actions taken	55
GRI 305: Emissions	305-3 Other indirect (Scope 3) GHG emissions	63
GRI 403: Occupational Health and Safety	403-2 Hazard identification, risk assessment, and incident investigation	54-55, 60-61
GRI 404: Training and Education	404-3 Percentage of employees receiving regular performance and career development reviews	60
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	37,47,59,60-61
Diakonia's own topics		
D1 Socially responsible investments	Socially responsible investments	56
D2 Positive impact on the environment	Positive impact on the environment	63-64



Diakonia's partner in Cambodia, *Building Community Voices* (BCV), works to reduce illegal logging. Here, Diakonia's Programme Officer Seang Horn is taking part in a ceremony in which pieces of cloth are tied around the trees to protect them. Illegal loggers avoid cutting down trees protected by monks for religious reasons.



**Cover image.** Those who have done the least to cause climate change are often the hardest hit. In Cceñuaran, Peru, the lack of water is acute. Over half of the glaciers that once served as the village's water reservoirs have already melted. Edith Huaranca and Lidia Huaranca are participants in the Water Project, which creates simple, intelligent solutions for conserving water. This is often ancient knowledge that needs to be dusted off and relearned. It includes dam building, innovative irrigation, crop selection and planting to protect against the increasingly unpredictable cold weather. The Water Project, run in partnership with the local organization *Huñuq Mayu*, provides people with the knowledge they need to adapt to the new reality. Between 2016 and 2022, 25 new dams were built and 10 855 people gained better access to water.