



2015  
ANNUAL REPORT



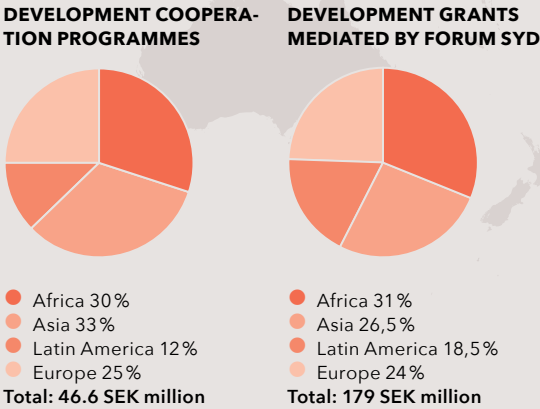
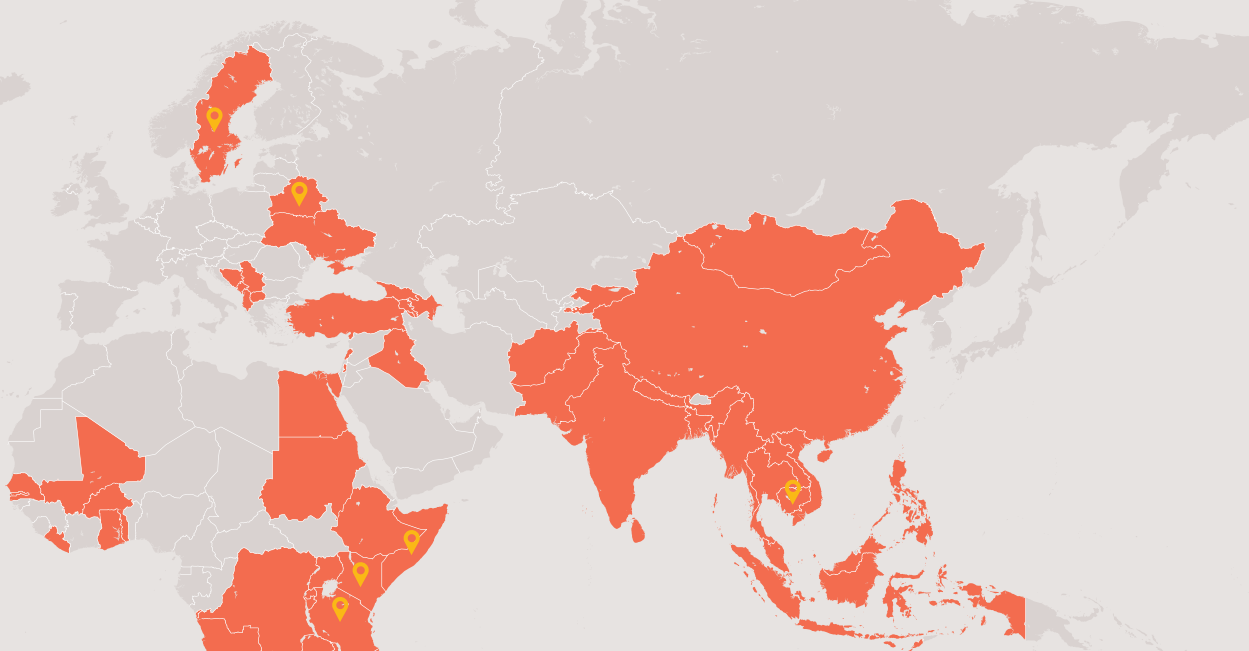
FORUM SYD GLOBALLY

Forum Syd supports over 300 partner organisations in 70 countries. In addition to the head office in Sweden, Forum Syd has country offices in Belarus (office located in Lithuania), Cambodia, Colombia, Kenya, Somalia, and Tanzania (office shut down in 2015).

- Forum Syd mediates development grants to projects driven by partner organisations
- 📍 Forum Syd's country offices, where most of our development cooperation programmes are managed

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ON THE COVER

The woman in the photo is named Ambiga Eswaran. She is a member of a farmers' group in the Metukkal village, close to Kotagiri in south India. Her group is part of a Forum Syd-supported project that seeks to strengthen indigenous people's rights and protect the environment in several villages in the Kotagiri area. The project is managed by The Swallows India Bangladesh and Keystone Foundation.

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DIASPORAS – A KEY TO DEVELOPMENT

WITH MORE AND MORE people fleeing war, conflict, disaster and climate change to settle in new countries, the world finds itself on the brink of a new era. Globalisation is on the increase, distances are shrinking and borders are being erased. But the people who flee and migrate also bring resources, ideas and knowledge.

Diasporas – migrant groups who live in a country other than their original yet are still linked to it – are playing an ever more important role in poverty reduction around the world. They support development and social reconstruction at home and contribute to the transfer of knowledge between peoples. Every year migrants send 435 million dollars equivalent to their original countries – four times as much as international aid programmes.

Forum Syd firmly believes that migration is a key to development. We have worked together with diasporas for decades, particularly the large Somali diaspora in Sweden, which is represented by over 800 Somali organisations.

I was therefore only too happy to attend the official opening of a new Forum Syd country office and the new Diaspora Programme in Somalia in 2015. Through our increased engagement in Somalia we will provide even stronger support to non-profit organisations in their efforts to promote democratisation, peace and stability in the country.

The support to non-profit organisations has never been so important – not just in Somalia but around the world. Civic actors are calling attention to the stifling of democracy in an ever-increasing number of countries. In 2015, we worked with

over 300 partners in 70 countries in an attempt to counter such developments. Together we gave legal support to the casteless victims of violence in India, access to drugs to HIV-positive people in Uganda, and helped make sure that the government heard the voices of organisations combating violence against women in Bosnia. These stories are testimony to the results of our work.

We seek to be even stronger, however. Forum Syd is carrying out an internal change project to increase our partnerships globally and enhance our activities locally. I look forward to joining our new Secretary General Lisa Sjöblom in making Forum Syd an even more unwavering defender of democracy, human rights and equity the world over.

**MANNE WÄNGBORG**  
Chairperson



A STRONGER FORUM SYD, GLOBALLY AND LOCALLY

I HAVE ALWAYS BEEN impressed by the work Forum Syd does, and it is a privilege to now be leading this brave and vital organisation.

We live under the shadow of climate change, conflict and authoritarianism. But this has not stopped the nations of the world coming together to promote sustainable development through the 2030 Agenda and the global climate deal brokered in Paris. Civil society plays a vital part in ensuring that these commitments are honoured and that people living in poverty are able to claim their rights. The force we represent has never been more crucial.

In order to be a catalyst for change, Forum Syd needs to be a global and efficient organisation that is open to the needs, wishes and ideas of its partners. The board has therefore tasked me with leading a process of change that will strengthen Forum Syd's local capacity around the world, increase the added value for our members and boost our advocacy power. Civil society

organisations the world over work in partnership with Swedish non-profit organisations to bring about sustainable development. Our intentions are to be the best conceivable mediator of resources to these partnerships through establishing a greater local presence, and to generate collaborations and synergies at a local level between the programmes that we run ourselves and the cooperative projects to which we channel funds. This will enable us to act more swiftly and effectively to the shrinking space for civil society. We are becoming even better at strengthening marginalised people who organise to claim their rights.

It is Forum Syd's aim for the organisation and our members to be even stronger advocates, as together we all have an important part to play in raising the voice of marginalised people in the global decision-making arena.

By increasing our cooperation with members, the research community and the private sector, we can find new ways to tackle problems of global injustice.

The position of Secretary General that I have now taken up in this dynamic phase of Forum Syd's work is a thrilling and urgent one. When the new organisation is implemented, we will be even better equipped to empower more people to effect change.

**LISA SJÖBLOM**  
Secretary General

THIS IS FORUM SYD

**FORUM SYD** is a religiously and politically unaffiliated not-for-profit aid organisation. Forum Syd’s membership base comprises 161 Swedish civil society organisations, all of which work to make a global difference.

**OUR VISION** is a just and sustainable world where all people have the power to effect change.

**OUR PURPOSE** is to strengthen marginalised people around the world who organise to claim their rights, and to advocate for changes that contribute to a just and sustainable world.

**OUR ORGANISATION**  
Forum Syd’s operations are divided into four mutually dependent areas that closely interact to give the organisation width, competence, legitimacy and a financial base:

**MEMBER ORGANISATIONS**  
Decide on Forum Syd’s vision and purpose. Cooperate with Forum Syd within our development cooperation programmes, sub-granting, advocacy and capacity building to jointly contribute to a more just and sustainable world.



**DEVELOPMENT COOPERATION PROGRAMMES**  
We run development cooperation programmes in partnership with organisations in partner countries. Most of the development cooperation programmes are managed by our country offices.

**SUB-GRANTING**  
We mediate and quality-assure grants to Swedish organisations working with international development cooperation and with information campaigns on global issues in Sweden.

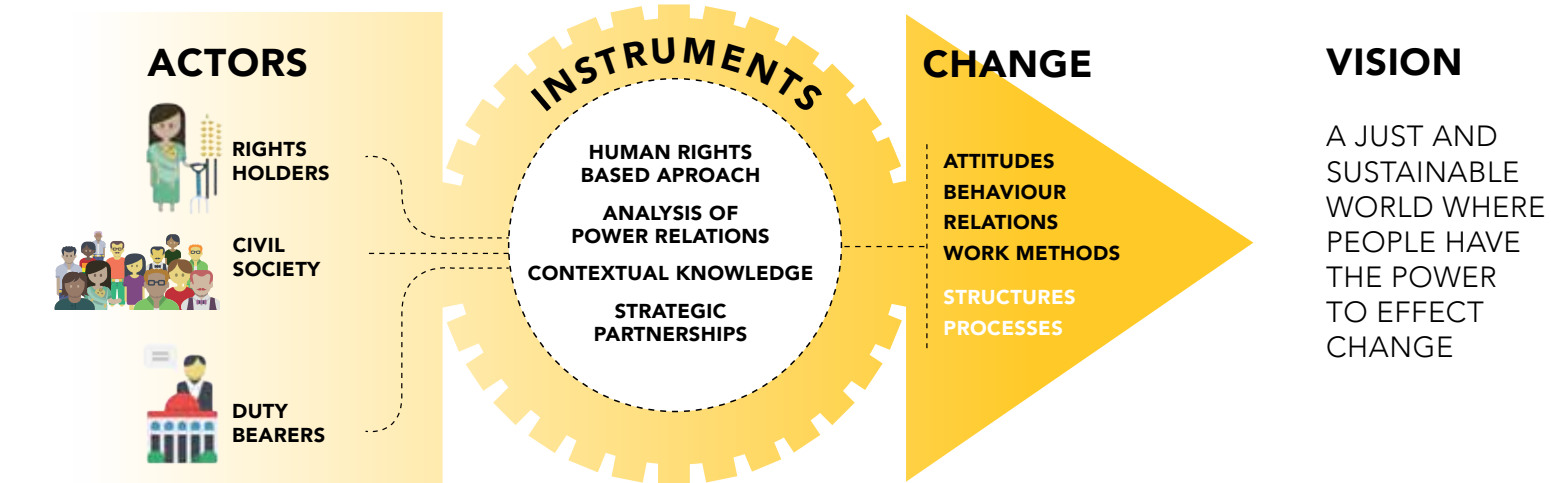
**ADVOCACY**  
We advocate for changes that contribute to a just and sustainable world.

**CAPACITY BUILDING**  
We strengthen development actors in Sweden and globally, by offering education opportunities through courses, e-Learning and events.



HOW WE BELIEVE SUSTAINABLE CHANGE IS CREATED

Forum Syd is engaged in hundreds of projects around the world, and despite the multifaceted nature of our operations, we are united in our Theory of Change, which is illustrated to the right. This is how we believe long-lasting change can be achieved, whether it be reducing illegal fishing in Cambodia, enhancing democracy in a village council in Kenya, or lobbying EU politicians to promote justice. Change has many faces. Our Theory of Change recognises this by illustrating the wide variety of actors, instruments and changes.



**ACTORS**  
When we plan our projects, our Theory of Change guides us to encompass the complexity of social change. Which actors should we work with? What action do we want to take?  
In one country, the most effective way to contribute to positive change might be to focus on people marginalised by the prevailing power structures – the rights-holders. In such cases, our mission is to raise awareness among marginalised people on their rights and to strengthen them in their fight to be treated equally.  
In another, civil society organisations might need support in demanding change from duty-bearers or other actors in control of power more effectively. These organisations often work to combat injustice, such as the discrimination of women, children, LGBTQ people or people with disabilities.  
In yet another, there might be the need for advocacy towards duty-bearers. This can be a matter of urging legislators to introduce a new law, or urging companies to respect human rights in their operations.

**INSTRUMENTS**  
No matter whom we work with on a project or where we do it, we always work from the human rights perspective enshrined in the UN framework for human rights.  
We analyse power hierarchies to identify who and which structures have the power to restrict or extend access to human rights. Because each country has its own specific conditions and need for change, we analyse, identify problems, set objectives, and design activities on the basis of the geographical and thematic context in which a project is to be implemented.  
To ensure the maximum impact and sustainability of our projects, we establish strategic partnerships at both a global and a local level with not only civil society organisations but also actors from the research community and the private sector.

**CHANGE**  
Change can be achieved on many different levels. To make the results we achieve in a project visible and concrete, we evaluate it with the help of our Theory of Change and Results Model.  
On a personal level, change can apply to attitudes, values, beliefs or behaviour; on an organisational level, it can be a case of new relations and methods, improvements that increase capacity and influence; as for duty-bearers or other actors in control of power, change can mean new approaches to equality, the environment and human rights, or perhaps the introduction of a new law or the enforcement of an existing one.  
Evaluations made on the basis of our Theory of Change and Results Model help us concretise the outcome of our activities. Do we achieve the intended results? Why? Why not? Should we rethink? Experiences are valuable. If we learn from the past, turn it to our advantage we secure effectiveness of efforts to contribute to a just and sustainable world where all people have the power to effect change.



OUR COUNTRY OFFICES

KENYA

Being present locally makes our efforts to achieve sustainable change more effective. Forum Syd’s country offices cooperate with 126 local organisations through 12 development cooperation programmes. On these pages, you can read about 2015 for our respective offices.



Kennedy Lukale, participant in the Jua Jimbo lobbying and advocacy training.

Nancy Okumu, member of one of Jua Jimbo’s lobbying groups.

Mjini Women’s Group performing for Dr Alfred Mutua, Governor of Machako.

Farmer Kel Ke Nher, living in Kam village, looks out on her destroyed cashew farm.

The community forestry patrol works to deter illegal cutting of timber and exploitation of forestry resources.

SUCCESSFUL PROJECT REACHES OVER A MILLION PEOPLE

In 2015, Forum Syd Kenya concluded the successful Jua Jimbo project, which was carried out to strengthen community influence on democratic processes and good governance at the county level. The project was implemented with a close eye on ensuring the resources available secured the greatest possible impact.

41 million Kenyan shillings of investment in rural infrastructure took place directly in response to action taken by communities supported by the Forum Syd-led project. Some communities were also better able to secure bursaries for school children and to lobby for better access to trained health professionals.

In total the project provided benefits for over

a million people in in the counties of Kakamega, Kisumu, Nakuru, and Machakos estimated at just 40.8 Kenyan shillings per beneficiary. The results show that even the highest impacts can be achieved with modest but efficient use of resources.

SINGING WOMEN MAKE GOVERNOR LOWER BUSINESS RATES

The women-led Mjini Self Help Group employed an unconventional but effective method to lobby the Machakos County Governor, Dr Alfred Mutua, to lower business rates for small enterprises. Small scale businesses, which mostly include women, were earlier forced to pay a high fee to the county government as business levy, something that jeopardised their survival.

One of the Mjini group’s income-generating activities is singing at public events. They were contracted by the Machakos Governor to sing at one of his functions. Having attended the Jua Jimbo civic education training, the women felt empowered to approach and lobby the governor

to lower business rates after having performed at his function.

“The courage to meet the top county leaders and be able to converse with them about our community needs without fear or favour is a testimony of the empowerment we attained,” says Fauzia Mukai, the Secretary of Mjini Women Group.

The Governor, impressed by their resolve, promised to follow up on the raised issues and later on lowered the rates to a level reasonable for most small enterprises.

PEASANT FARMERS DEMAND THEIR LAND BACK

Land grabbing – land acquisitions that violate human rights and are not based on prior consent of the affected land-users – is a growing concern worldwide. In Cambodia, domestic and foreign investors have been attracted to lease fertile arable land to establish large-scale plantations with cash crops like sugar and rubber. Peasant farmers, who already live at a subsistence level, are driven off their holdings.

Forum Syd works together with Equitable Cambodia to advocate for smallholders’ right to their land. An important component is to educate marginalised people, who have been driven off their land, about their rights and how to demand them. With support by Forum Syd, Equitable

Cambodia provides farmers with the capacity to negotiate with the companies.

Last year, three villages got their land back, equivalent to 14,000 hectares. Now Forum Syd and Equitable Cambodia work to ensure that the people in the villages are also obtaining formal rights to their land.

INDIGENOUS PEOPLE FIGHT TO PROTECT THEIR FOREST

The Kui indigenous people live in the Preah Vihear Province in northern Cambodia. By tradition, the Kui people harvest non-timber forest products such as tree resin, honey, mushrooms and wild fruits. These products are crucial to their livelihood. But the resources from the forest are constantly under threat of being taken away, largely due to economic land concessions. Lately the tree-cutting has accelerated and the villagers are very concerned about the situation.

Forum Syd supports a programme run by the local NGO Ponlok Khmer, in which Kui women have been trained to lead forest patrols. Twice a month they conduct meetings for monitoring forest resources. In total, they have dis-

covered and reported about 20 illegal logging cases because of economic land concessions.

One time one of their community-led forest patrols confiscated 16 chainsaws and illegally cut logs. They reported the incident to the relevant departments and local authorities as well as to the commune councils. The chainsaws were transferred to the forest administration and kept in their office as evidence.

Such achievements have made the members of the forest patrol network very proud. They are determined to continue strengthening the capacity of indigenous and non-indigenous people to protect their natural resources.



OUR COUNTRY OFFICES

COLOMBIA



OUR COUNTRY OFFICES

SOMALIA

OUR COUNTRY OFFICES

BELARUS

A STORY ABOUT NOT BEING ABLE TO TELL

In this space, we could have featured a story about one of Forum Syd's projects in Belarus. Tell you about the work we and our partners carry out to support democratic development, increase respect for human rights and enhance environmental awareness. Show the results of these efforts. Let one or several of the people that have participated in our projects tell their stories and share experiences and insights.

But we cannot. The political situation in Belarus is complex and expressing views critical to the regime can be risky. Many of the people we work with therefore feel hesitant to share their stories publicly. For us, it is essential to protect the people we work for. We cannot mention their names. We cannot tell their stories.

This then becomes a story about not being able to tell. We hope that one day, within a not so distant future, we will be able to tell these stories.

BUSINESS AND HUMAN RIGHTS IN COAL MINING

Forum Syd works to ensure that companies respect human rights in their operations. Extraction of natural resources is a high risk industry when it comes to effects on human rights and on the environment.

The extraction of coal in the Cerrejón mine in Colombia has driven away people from their land, and pollution from the mine has led to serious health and environmental problems in the area. Forum Syd's offices in Colombia and Sweden carry out joint advocacy work on the effects of the mining on the local population and indigenous people in the area.

There are many international actors that are linked to coal mining in Colombia. In Sweden, the company Vattenfall buys coal from Colom-

bia and the public pension funds, the AP-funds, invests in mining companies that operate the Cerrejón mine.

In 2015, we initiated discussions with both Vattenfall and the AP-funds. Forum Syd invited civil society representatives from Colombia to Sweden, to meet with the companies as well as members of the Swedish Parliament's pension group. In cooperation with local partners in Colombia Forum Syd has been able to provide information concerning cases where human rights have been violated and present proposals on concrete actions to improve the situation of the communities.

STRENGTHENING CIVILIAN PEACE-BUILDING CAPACITY

For decades, Colombia has been hit hard by armed conflict. Forum Syd works on several levels to promote peace and stability in the country. Together with the National University of Colombia, we carry out a research project that deals with challenges to build peace in the various regions of the country.

We educate and strengthen marginalised groups to become actors for peace and have developed an intervention model for local peace building, which can be used in a post-peace agreement scenario. During 2015 this model was implemented in our Labrando Paz project in Caquetá, a region hit hard by armed conflict. One of the young men who participated in the project recounts that "growing up I always envi-

sioned my future as being a soldier, but when I joined Labrando Paz, I realised that I wanted to pursue my talent for music instead. Through music I want to teach young people in my region to build peace."

Forum Syd Colombia also builds capacity among grass roots organisations in Colombia to enhance their ability to hold political dialogues. During the seminar "Mujeres y Paz, Centro America Colombia" last year, we invited women from these grassroots organisations to discuss peace and security issues with international civil society organisations and women from Central America. The seminar provided critical insights in how to better integrate women in peace and democracy dialogues.

INCREASED PRESENCE IN SOMALIA

Over the past 15 years, Forum Syd has supported development and stability in Somalia. Our involvement in the country began in the 1990's when the central state collapsed and civil war broke out. Many Somalis fled and were given residency permits in Sweden. Since then, Forum Syd has together with Swedish-Somali diaspora associations supported Somalia's development by transferring knowledge, building capacity among local organisations and strengthening marginalised groups to demand their rights.

Somalia faces enormous challenges now that reconstruction is underway. The support to civil society, through diaspora associations, is critical for sustainable development. In 2015, Forum Syd therefore increased our engagement in Somalia. We commenced a new programme, the Diaspora Programme, and opened a first country office in Hargeisa. Two additional Somalia offices are planned to open in the future.

The Diaspora Programme, which is financed by the Swedish International Development Cooperation Agency (Sida), comprises SEK 45 million. Through the programme, Forum Syd works with both the Somali diaspora in Sweden and civic organisations in Somalia to promote democratic development, peace and stability. One critical component is to increase the influence of marginalised groups, such as women and young people, in decision-making processes.



## AN IMPORTANT VOICE FOR GLOBAL JUSTICE

Forum Syd is an important voice in the debate on global justice. We pressure decision-makers to change economic structures and political frameworks in the interests of marginalised people. Here is a selection of the advocacy projects in which we were engaged in 2015.



Joakim Palme and Kowsar Aden at Forum Syd's seminar on migration and development in Almedalen.

### Migration = development

Migration is a key issue for development. The global number of international migrants is estimated at 250 million. Forum Syd was one of many civil society organisations to highlight the rights of these people and the part that diasporas play in global development cooperation, which is recognised in the 2030 Agenda and the Sustainable Development Goals. Forum Syd also published its report "The Migration and Development Nexus: Looking for a Triple Win", which demonstrates how migrants are crucial for development in both their home and destination countries. We arranged seminars on migration at the political week Almedalen at Gotland, Sweden and the Swedish Forum for Human Rights.

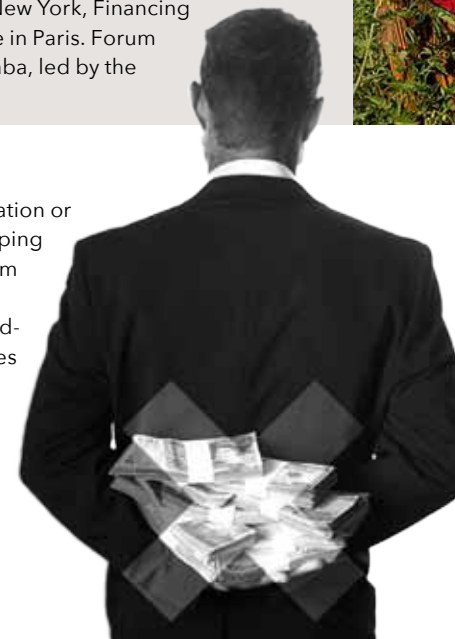


## 2015 – A momentous year for sustainable development

2015 was a big year on the political arena for global development. The UN Sustainable Development Goals were adopted and the world's nations reached a deal on climate change. Important for Forum Syd is, to make sure the voices of marginalised people are heard in such global agreements. Therefore, we have been monitoring and lobbying before and during the three world summits of the UN Sustainable Development Conference in New York, Financing for Development in Addis Ababa and the UN Climate Change Conference in Paris. Forum Syd was present in the Swedish delegations in New York and in Addis Ababa, led by the Swedish Prime Minister Stefan Löfven.

### Capital flight hits the poor the hardest

Each time money is hidden in an offshore tax haven, a child is denied education or a community a medical clinic. Every year, more money drains out of developing countries through capital flight than is received by way of aid. In 2015, Forum Syd was an important voice in the national and European debate on capital flight. We arranged Tax Solidarity Week in Sweden during November, including lectures and parliamentary seminars and the publication of "Fifty Shades of Tax Dodging" - a report in which we criticise Sweden's lack of adequate tax transparency. Through meetings and seminars in Almedalen, Forum Syd helped to vitalise the debate on capital flight as a Corporate Social Responsibility issue with the business community.



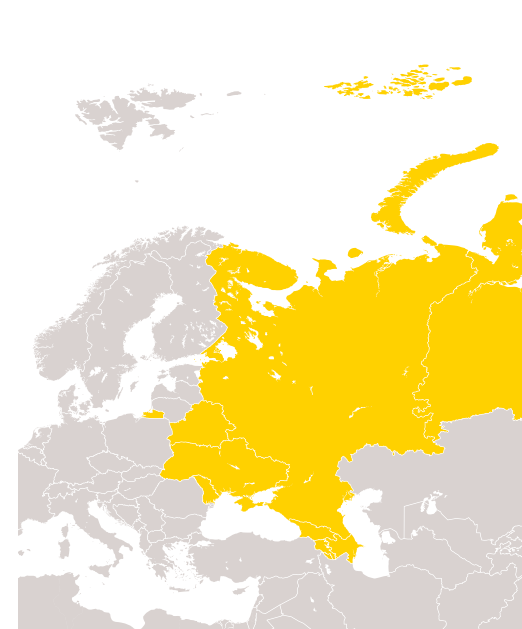
### #BiståndRäddarLiv

In response to the large number of refugees arriving in Sweden last year, the government found itself forced to cut further from the aid budget to finance the costs for refugees. The budget cuts of 19 percent was said to possibly increase to 30 percent in 2016, according to the Swedish government. Forum Syd played an active part in protecting aid through the social media campaign #BiståndRäddarLiv (Aid saves lives), including media initiatives, opinion pieces and seminars. We find it regrettable that almost one in every five kronor from the aid budget was spent on receiving refugees in 2015. We will continue to debate and argue the importance of aid together with our members and partner organisations.



### CAMPAIGN FOR SUSTAINABLE PENSIONS

Forum Syd runs the "Schyssta pensioner" ("Fair pensions") campaign with other organisations to press duty-bearers to ensure that pension savings are invested in a manner that respects human rights, the environment and international climate targets. The government's proposal for new national pension fund regulation contained important improvements in this direction, but was put on hold last December for other reasons.



### JOINT ACTION FOR DEMOCRACY EAST OF EUROPE

Civil society in the EU's eastern neighbours has to deal with oppression, failing democracy and economic decline. Forum Syd leads a network of Swedish civil society organisations and actors active in the region with the aim of promoting democratic development. Just one year after start-up, the network has 18 members. It has also organised a number of events and advocated for change within EU processes, including at the Consultation on the European Neighbourhood Policy, where the network urged the EU to prioritise human rights, democracy and legal security.



### We stand up for civil society

In 2015, alarming reports showed that the democratic space for civil society is shrinking severely in an increasing number of countries. During the Swedish Forum for Human Rights, Forum Syd gathered actors from different sectors to discuss actions on how to protect the space and role of civil society. Our country offices have provided concrete examples of shrinking space for civil society, and we have produced video interviews in which our staff talks about the situation and what actions that need to be taken.

### PETITION AGAINST CONFLICT MINERALS

Forum Syd started a petition last year urging the government to push for a binding EU law to put an end to the trade in conflict minerals, and collected over 40,000 signatures. Effective legislation is needed to prevent armed groups and warlords in countries such as DR Congo, the Central African Republic and Colombia using minerals to finance brutal wars and conflicts.





## REDRESS FOR THE UNTOUCHABLES

While India's growth and global influence steadily grows, the country's Dalits, also known as "untouchables" or "casteless", have to endure daily discrimination and harassment, which is most often meted out with legal impunity. The Swallows India and Bangladesh works with the local organisation Evidence to gain redress for Dalit women. No less than 86 per cent of the women helped say that they feel empowered to demand justice – read two of their stories here.

**INDIA IS A COUNTRY** on the advance, a country whose growth averaged seven per cent over the past few years and which is considered more and more a major global player, not least through its membership of BRICS, an association of five of the world's fastest growing economies.

But inside the country, a fire is raging. The divisions between rich and poor are deep and tensions are growing between traditionalists intent on sustaining the hierarchy and progressives who advocate the equal worth of Dalits. There are some 200 million Dalits in India – that's 17 per cent of the national population – many of whom live lives of extreme poverty and vulnerability. However, there is a growing movement amongst them fighting for their rights, which has triggered a wave of physical and psychological violence from traditional groups.

India has adopted stringent laws against caste-based discrimination, but despite this, few reported incidents lead to prosecution. According to

the national crime statistics, anti-Dalit crime rose by 19.4 per cent between 2014 and 2015, so that now one Dalit is subjected to some sort of violation every eight minutes. The increase is striking, and still many victims do not report the crimes to which they are subjected, worried for their safety and about the stigma; they are often also unaware of their rights or of how the legal system works.

**THE SOUTHERN STATE OF** Tamil Nadu has proportionally most Dalits in the country. Here, the Swallows India Bangladesh works with the local organisation Evidence to support the most vulnerable members of the Dalit community, namely the women, who are marginalised because of their class, caste and sex. Sexual abuse and rape are common instruments of oppression, but they are also used to deter resistance to the caste hierarchy.

The project helps the victims of caste-related

crimes obtain justice. Evidence sends out "fact finding missions" to places where Dalit women are discriminated against, violated and attacked in order to interview victims and gather necessary information to bring such cases to light. The victims are also given psychological and legal counselling during the legal process.

**GATHERING EVIDENCE** is a central and, as it has transpired, successful part of the organisation's work (as its name suggests). Over the past four years, the organisation has taken on 360 cases, 236 of which have led to prosecution. A full 86 per cent of the women and girls who have been supported by Evidence say that they feel more empowered to demand justice through the legal system. Two of them are Geetha and Algammal.

17-year old Geetha was kidnapped and raped by three men from her village and then dumped on a rubbish tip. Evidence contacted Geetha immediately after the event. It collected evidence, made sure Geetha received the medical treatment she needed, and arranged a psychologist to help her deal emotionally with her ordeal. "I would have died of shame and humiliation if it hadn't been for the help I received. I would never have dared to talk about what happened to me, but after receiving support from Evidence I picked up courage. Now I see that we have to draw attention to cases like mine, to save other women from the same fate."



Geetha's mother Parvatham says that "Evidence filled my daughter with courage and hope for the future, and made our family believe that legal redress was possible. This is what made us dare to proceed with the prosecution."



"Before Evidence came to help me, I would never have dared bring charges against a woman from a higher caste. But my attitude has changed, and I'm committed to combating injustice. Society oppresses us Dalits and women, and we have to fight for our legal rights," says Algammal.

Algammal works as a school cook, and for many years was routinely humiliated for being a Dalit by a colleague from a higher caste. A few years ago, the harassment turned violent when Algammal had hot oil poured over her, leaving her with disfiguring scars to her face and body and only one ear. She is now in the process of taking legal action.



### DALIT, UNTOUCHABLE, CASTELESS

The word Dalit means "oppressed" or "crushed". In India's traditional hierarchy, the Brahmins (priests) are at the top and Dalits at the bottom. Physical contact is believed enough to desecrate the higher castes, hence the former terms "untouchable" and "casteless".

This photo depicts Dalits protesting for their rights in India.



## A MOVING CULTURAL INITIATIVE – LOCALLY AND GLOBALLY

Alcohol is the most common drug in the world and one of the most salient risk factors when it comes to violence in the home. Since this is a relationship that is rarely subject to proper debate, Forum Syd supports the Hidden Shadows – an interactive docudrama performance based on actual cases of alcohol-related violence against women. The project began on a small scale in Bosnia and Herzegovina, but has since grown and spread to other countries – all the way to the UN headquarters in New York.

**A YOUNG MAN** enters the stage and talks about his drink problem, about how he beats his wife and how she deserves it. In the next scene, a woman pleads with the authorities to protect her from her abusive, violent husband. The official she is talking to is projected onto a huge screen, illustrating just how small a person appealing for help can feel. As the woman becomes increasingly cowed and her voice starts to fail her, the welfare officer grows impatient, frustrated and angry.

These are some of the scenes from Hidden Shadows, a docudrama based on true-life stories told by women in sheltered housing. The performance is part of a larger project that the IOGT-NTO movement is running with the local Centre for Youth Education (CEM), with support from Forum Syd.

The interactive drama leaves nobody unmoved, and asks difficult questions, such as “if you hear your neighbour beating his wife, what do you do?” Many members of the audience are reduced to tears.

The project started in 2014 as a response to

research in Bosnia showing that only five per cent of violent crimes against women in the home are reported to the police. Domestic violence is widespread and effectively normalised in Bosnia, and the laws and guidelines are too toothless to be of any real help to the victims.

The project began on a local scale in Travnik, a region of central Bosnia, where the organisation targeted decision-makers, hoping to bring the issue to their attention and make them assume their proper responsibilities. Amongst the audi-



Adis Arnautovic, project manager at CEM, says that attitudes towards women in the patriarchal Balkan region is often demeaning and is a problem that is rarely raised in the public debate.



“I’m happy to see that Travnik is championing Hidden Shadows. Domestic violence is a very important and topical issue, and we must work together to reduce the number of women who are abused in their homes,” says Admir Hadžiemrić, mayor of Travnik.

ence at the premiere performance was Travnik mayor Admir Hadžiemrić.

It was not long before the drama became nationally known. The ensemble have staged several performances around the country and an abridged version of the play is even put on in schools, where children have been encouraged to discuss values, rights, equality, violence and alcohol. They express a desire for social and personal change, and at one school a girl stood up after the performance and told the audience that her father subjects her and her mother to exactly what they had all just seen depicted on stage.

Thanks to Hidden Shadows, CEM has become more widely known in the region, and other organisations turn to it to find out how they can take a structured approach to reducing alcohol-related violence against women. But it is not only in Bosnia where the play is making an impact – international organisations such as

UN Women has shown an interest in teaming up with CEM.

After having heard about Hidden Shadows, they invited CEM to arrange an event with the Bosnian government during the annual conference of the UN Commission on the Status of Women in New York last year. This was the first ever UN side event organised by Bosnia and Herzegovina. Great interest was shown in the event – so much so that the room became overcrowded, forcing some of the audience to sit on the floor.

**GIVEN THAT UN WOMEN** has since become a key partner for the CEM’s political advocacy, the play will also be put on as part of its public campaign “16 Days of Activism” this year.

All this has meant that CEM is able to work with the government on prioritising issues of alcohol, equality and the social status of women. The department of education now sponsors the project.

Using art as a catalyst for debate on difficult subjects amongst politicians and young people has proved a successful strategy. CEM will continue to tour the country with its play in 2016, and has ten schools on its books. Hidden Shadows has even embarked on a tour of neighbouring Serbia and more requests are coming in all the time. Now, CEM hopes that the political discussions will take more concrete form as the drama project grows.



MIROSLAV PETKOVIC

The placards the actors in Hidden Shadows wear depict personal details on three Bosnian women who were murdered by their intoxicated husbands.





Lyantonde nurses Monica Mpola and Irene Mbabazi unpack HIV-medicine.

EVA SOLTY, PHARMACISTS WITHOUT BORDERS

## A SECOND CHANCE FOR HIV-POSITIVE UGANDANS

Every year, 31,000 people die from HIV-related causes in Uganda, where there is much ignorance and stigma attached to the disease. People living in isolated rural areas have to make long, arduous trips to get medicine. With the help of Pharmacists without Borders, people with HIV have forced politicians to act upon their responsibilities seriously, and now the number of patients on medication has grown dramatically.

**WE ARE IN LYANTONDE**, the capital of the Rakai district, roughly four hours south-west of the Ugandan capital of Kampala. Lyantonde is right next to the Trans-African Highway, an important transport route for many East African countries importing and exporting everything from bananas and livestock to fuel and drugs.

But it is also a main pathway for the transmission of viruses. Prostitution is widespread in Lyantonde and many lorry drivers who stop off for the night combine their rest with a visit to one of the city's many brothels, where HIV and other STDs are rife.

There are some 1.5 million infected people in Uganda, most of whom live along the Trans-African Highway and in poor, isolated areas of the country. Many HIV patients tell of how hard it is for them to travel to the hospitals that can give them the drugs they need.

Infection is also associated with a number of psychosocial as well as medical problems, and the stigma brought on by HIV is greater here than in many other countries. Many of the sick are rejected by their families and villages and left to fend for themselves.

**SINCE 2007**, Pharmacists without Borders has been working in the Lyantonde district with Rural Action Community Based Organisation (RACOBABO) on a long-term, sustainable model for tackling the HIV problem.

One factor of the project's success is that the HIV-positive people themselves have a key role to play in advocacy with those responsible, and have joined together to put pressure on politicians to make treatments more easily available to rural communities.

And they managed it. In 2010, the ministry of

health accredited the first dispensing HIV clinic in the district. Since then, the number of people on HIV medication has shot up from 75 to 350 at one health centre.

**ANOTHER KEY TO SUCCESS** is the training of medical staff and treatment helpers, who help HIV-positive people cope with their daily lives by fetching their drugs and making sure they are taken regularly. They also help them with transport and counselling, and arrange regular group meetings at which they and the infected people discuss what it is like to live with HIV.

Through these meetings, HIV-positive

people have formed a network that has saved up money to help them start small businesses doing everything from selling home-grown vegetables to renting out plastic chairs and party tents to nearby villages.

They tell of how the support the group gives them and the work they do together has given them strength and more self-esteem, and how they no longer just identify themselves as "sick" but as normal working people. They say that their network has become a powerful voice in society for other people with the virus and that they want to help them back to a normal life too.

Experiences from the Lyantonde project are so good that Pharmacists without Borders, with support from Forum Syd, has been using the model in the neighbouring province of Sembabule for several years now.

The struggle against HIV in Uganda is by no means over; indeed, this is just the beginning.



HIV-patient Grace Nalwadda shows the medicine she has gotten access to thanks to the project.

EVA SOLTY, PHARMACISTS WITHOUT BORDERS





Sare Sarjo is one of the villages that participate in the "Education for all through community development" project.

## VILLAGERS TAKE EDUCATION INTO THEIR OWN HANDS

In Gambia, where over half the rural population is illiterate, people have wearied of being marginalised for lacking a proper education, so villagers in isolated areas have joined together to form self-help literacy groups. Teacher Almamou Jabbi, who has been trained by the Swedish Gambia Groups, devotes his evenings to teaching people in the village of Fass Abdou.

**FASS ABDOU IS A** remote village that lies south of the Gambia River about 200 km from the Senegal border. It is one of 16 villages in the country where the Gambia Groups, with support from Forum Syd, trains teachers.

One of them is Almamou Jabbi. When the day's work with children and teachers is done, he receives adults from the village – in his own time and without pay – wanting to learn to read and write English. Many of them can do neither. After a hard day's work in the fields, they come to the school in the darkness of night.

What to do at night when there's no power in the village? You gather all the torches and mobiles you can find and use them instead. In a stifling, pitch-black classroom, lights flash on and off as Almamou goes round instructing his class, asking questions and correcting. The participants are passionately engaged and learn quickly. After

just four weeks, many of the 40 or so adults are able to read simple sentences in English. Gambia, which borders on Senegal and the Atlantic coast, is one of Africa's smallest countries, and one of the world's poorest. The most vulnerable communities are in rural areas, and over half the population – about 52 per cent of men and 67 per cent of women – is illiterate.

**WHILE A LACK** of a proper education prevents poor people from claiming their rights and improving their situation, poverty is also one reason why they are uneducated. But the general quality of education in the country is also a serious problem. The dominant method of teaching is reading aloud and rote learning, with little care for understanding. Many students fail their exams and over 25 per cent of teachers are unqualified.

It is because of this that the Swedish Gam-

bia Groups and its local partner Future in Our Hands the Gambia (FIOHTG) are running their "Education for all through community development" project, which trains teachers to use more active learning processes in their classrooms. A specific rhythm and play-based teaching method known as SEGRA has been developed by the Gambia Groups and FIOHTG on behalf of the Gambian department of education.

**THE GAMBIA GROUPS** started the project in 2007, when a large West-African survey revealed that only ten per cent of school pupils in the

country learned literacy skills. Since then, much has happened in the schools where the organisation is active. In 2015, a follow-up survey found that 80 per cent of nine-year olds in the schools that had received SEGRA training could read up to a set standard.

Greater access to and use of computers, tablets and (especially) smart phones has boosted the demand for education, and many illiterate people are now eager to learn vital skills. Young men and women are pressing their teachers and schools to teach them to read and write, and many communities, like those of Fass Abdou, have started evening classes with the help of teachers trained by the Gambia Groups.

The willingness and commitment to learn is all too evident amongst people, but it is not up to them to ensure a decent and sustained level of education in Gambia. In the next phase of the project, Forum Syd and the Swedish Gambia Groups will therefore be turning their attention to the duty-bearers, who must take greater responsibility for raising the level of education in the country rather than just relying on civil society to do it for them.



Almamou Jabbi teaches an evening class with the assistance of a torch.



## STUDY CIRCLES HAVE A KNOCK-ON EFFECT

In the municipality of Panchimalco in southern El Salvador, regular informal study circles have given vulnerable groups, such as women and young people, a forum to discuss issues of democracy and human rights. The participants express a faith in the future and are enthusiastic about passing what they learn onto others.

**“NEVER IN MY LIFE** had I pictured myself teaching my sewing skills to others while learning about the rights of women and children,” says Faustina, a 68-year-old woman from a village in the municipality of Panchimalco outside San Salvador, who has been trained in leading study groups by the local organisation Asociación de Educación Popular en Panchimalco (ASEPP).

Thanks to the support provided by Forum Syd and its Swedish partners active in adult education – SV (Studieförbundet Vuxenskolan), ABF (the Workers’ Education Centre) and Vindeln Community College – ASEPP has been able to give training in study circle methods and adult education in seven of the 14 villages in Panchimalco. The programme has also focused on subjects of importance to local development, such as environment, equality and human rights.

El Salvador is the smallest and most densely populated Latin American nation; it is also one of the world’s most unequal countries, and the level of education is low. The lack of access to education has consequences for democratic participa-



Faustina displays one of the dresses she has sewn during the study circle meetings.

tion and influence, environmental and climate awareness and knowledge of equality.

The study circle method is based on participation, reciprocal learning and democratic leadership. The goal of the first phase was to hold 30 such groups for 150 people; there was so much interest in the concept, however, that ASEPP has so far arranged 108 study circles for 197 participants. This is the start of an important initiative to raise the level of education amongst the people of Panchimalco.

**FAUSTINA HAS FIVE** participants in her group, all women, who meet regularly to learn how to sew children’s clothes. This also gives them a forum in which to talk about their rights, their roles as women and what they want to pass down to their children.

Faustina says that she cannot read or write particularly well, but what she has learnt about the rights of women and children from her training has been valuable for the members of her group. The women talk about how important the conversations facilitated by the group are to them, and how they feel empowered in the knowledge that their voices have the right to be heard in the village and at home. The study circle creates a knock-on effect, as the women pass on what they learn to their friends, families and other local people.

The enthusiasm felt by the women in Faustina’s

study circle is shared by many of the residents of Panchimalco. The education has a crucial symbolic power in nourishing the dreams and creating a sense of optimism amongst vulnerable groups, such as women and young people. There is growing interest in becoming engaged with social processes and influencing local development. For example, in 2015, many people who attended study circles also voted in the municipal elections.

**THE STUDY CIRCLES** have helped to change the attitudes and behaviour not only of local people, but also of ASEPP as an organisation and municipal duty-bearers – change, in other words, at all the levels Forum Syd identifies in its Theory of Change. According to Larizza Orellana, the chair of ASEPP, the organisation’s members have become aware of its potential and the organisation itself has been accorded greater legitimacy by local and national government.

2016 saw the start of phase two of the project, with the continuing support of Forum Syd. The study circle methods will now be spread to new districts in Panchimalco, and the ministry of education has tasked ASEPP with running a study-circle literacy campaign in return for material and premises. Educational initiatives will also be run in neighbouring municipalities. An even greater knock-on effect, in other words.



Wendy Ramirez, one of the study circle participants, proudly shows her embroidery.



## DRIVING DEMOCRATIC DEVELOPMENT IN NORTH-WEST BURMA

For almost 15 years, the Chinland Development & Research Society (CDRS) has worked for democratic and social development in the remote state of Chin in north-west Burma, where despite iron-fisted military rule, the local population demonstrate great courage and surprising commitment.

**BURMA IS ONE OF** the least developed countries in the world, and since the 1960s has been in the hands of a series of military juntas that have pursued a deliberate strategy of isolation from the rest of the world. In 2015, the country saw its first ever free parliamentary election for many decades, and many people now hope that this represents the first tentative steps towards Burmese democracy.

In the mountainous state of Chin, which lies on the border with India and Bangladesh, people have had to endure a harsh existence. The state

is one of the poorest in the country and there is little in the way of transport reaching it. Since the early 2000s, several social projects have been run by the CDRS, which was started by Lian Sakhong – himself a resident of Chin State who fled to Sweden from Burma in 1991 after having been repeatedly tortured by the junta for his involvement in the democracy movement.

Since 2010, the CDRS has been running a democratisation project in Chin with support from Forum Syd. Together with the Chin National Council, the organisation holds beginners and continuation courses using the “Training for Trainers” concept, teaching people about democracy and rights – knowledge that they then pass on to others. Owing to the political situation, they had to spend the first year teaching in two locations across the border in India, which participants had to pass illegally. This was no painless endeavour, and on one occasion the participants were arrested due to a misunderstanding

Tinna Behrendtz of CDRS with one of the participants in the education project.

ing and thrown into jail before being deported back to Burma.

In 2012, the CDRS finally managed to enter Chin state to hold its courses after having obtained a special permit from the central government in the capital of Naypyidaw. Word that courses in democracy and human rights were to be held and that Lian Sakhong was to visit the region spread quickly, and there was much singing and dancing in the street in celebration of his return.

**THE INTEREST AND ENTHUSIASM** shown by the locals was greater than the CDRS could ever have imagined. The organisation had booked a room for around 60 participants; on the first day of the course several hundred people turned up, and more came with each day that passed, culminating at over 1,000 people at the last day’s public meeting. With the possibility of holding these courses in Chin itself, the democracy project has taken on new proportions. The number of participants continues to grow by the year, and the more there are, the greater the domino effect.

After having lived their entire lives under a military dictatorship, the people of Chin are keen to acknowledge how important the courses have been for them, and believe that an awareness of democracy is something fundamental for everyone. 26-year-old Gracy has attended the course: “I’m convinced that equality is important for

our country. Women can do the same things as men, we can even be president if we want. I’ve also realised that self-determination and genuine democracy is absolutely essential for ethnic communities.”

Greater knowledge and self-esteem have made it possible for young people and women to increase their presence in existing civil society organisations or to start their own projects. Pastor Niang Cing in Hakha has been engaged in the CDRS’s different projects from day one. She has put her newly acquired knowledge to good use and now trains women as a step towards raising their status in society. She arranges courses in knitting and handicrafts, and has launched a micro credit project through which women can borrow money at a low rate of interest to open a shop or purchase a sewing machine. Her starting capital of approximately SEK 2,500 has now grown to SEK 16,000.

**DESPITE LIVING IN** a difficult political environment, locals in Chin State dare to make their voices heard. Pastors and church leaders preach democracy and human rights from the pulpits, and journalists write about the subjects in the newspapers. The people are hungry for knowledge and there is now considerable demand for training on how to form and run civil society organisations. Who knows how many more will turn up for the next course?



MARGOTH SONNIBERG, FORUM SYD



MARGOTH SONNIBERG, FORUM SYD

Vegetable street vendor in Rangoon reads about democracy.



## WHY IS IT IMPORTANT FOR YOU TO BE ON THE FORUM SYD BOARD?



From the left: Ida Ragnarsson, Linda Rosén, Markus Malm, Zenon Nsengiyumva, Mats Ehn, Carina Andersson, Göte Isaksson, Gerardo Lizano, Lennart Sundström, Siv Svensson, Manne Wängborg, Jennifer Vidmo. Not in the photo: Christer Wik and Monica Erwer.

**MANNE WÄNGBORG,**  
Chairperson

*"I'm committed to making Forum Syd even more effective as an organisation. I try to make sure that our resources are used appropriately and that there's a healthy spirit of cooperation between the board and Head Office."*

Manne is now retired, but he has a long career in the diplomatic service behind him, especially on matters of security and disarmament. He also has broad experience of Swedish voluntary associations.

**CARINA ANDERSSON,**  
Vice Chairperson

*"To me it's important to be involved in developing an organisation that is a vital meeting place for many small and large associations in Sweden. I find Forums Syd's work with issues of migration, the role of diasporas in development and tax evasion particularly interesting."*

Carina is Head of HR for We Effect and Vi Agroforestry, and has experience of international development cooperation in Sweden and eastern and southern Africa.

**GÖTE ISAKSSON,**  
Member

*"What I get most out of working for Forum Syd is meeting all the knowledgeable and engaged people here and amongst our members! I want Forum Syd to keep growing as a knowledge-rich, vibrant and vocal contributor to the aid policy debate."*

As a former school leader and project manager, Göte has long experience of leadership and development issues.

**GERARDO LIZANO,**  
Member

*"I love being able to work together with so many different organisations all engaged in putting Swedish development aid efficiently into effect."* Gerardo is deliveries coordinator for humanitarian aid at Practical Solidarity Sweden and has long experience of working in conflict and post-conflict countries, particularly in Latin America.

**MARKUS MALM,**  
Member

*"Because Forum Syd is an inclusive, learning organisation that is constantly developing and that has no qualms about supporting groups that are oppressed or threatened when they try to claim their rights."* Markus is Operations manager at Solidarity Sweden-Latin America and brings to Forum Syd his extensive knowledge of Latin America and his experience of and perspective on social movements.

**IDA RAGNARSSON,**  
Member

*"Forum Syd is invaluable as a platform for smaller organisations engaged in development cooperation, and it's in the intersection of development processes, our member organisations and our general, overall mission where I feel most at home on the board!"* Ida is project coordinator at the National Council of Swedish Youth Organisations (LSU) and possesses extensive knowledge of organisational development.

**LINDA ROSÉN,**  
Member

*"What engages me most is that Forum Syd gets the chance to be a clear and powerful voice for the rights perspective and the civil society perspective in development cooperation."* Linda is desk officer for student rights at the Swedish National Council of Adult Education and has knowledge of adult education and organisation, and of how civil society operates in Sweden and east Africa.

**SIV SVENSSON,**  
Member

*"I look forward to giving support and advice to the entire organisation in the important change work that we're now involved in."*

After a long career in the banking and financial sector, Siv now works full time with professional board assignments, sharing her experience of corporate management and control-related issues.

**CHRISTER WIK,**  
Member

*"My areas of interest are our policies, views on alcohol and the collaborations we're in with our many member organisations."*

Christer is departmental manager for Sensus Stockholm/Gotland and has long experience of the international work of the IOGT-NTO movement.

**MONICA ERWER,**  
Deputy

*"I'm interested in member benefits and in Forum Syd being a strong voice and civil society actor."* Monica is Director of the Swallows India Bangladesh. She has experience of gender issues in research and education, and of field work in India.

**LENNART SUNDSTRÖM,**  
Deputy

*"What I find most inspiring is the exchange of experiences with people from our member organisations, and having the privilege to inform them about Forum Syd's successes in different fields."* Lennart works mainly with projects in Palestine and Gambia, and has many years' experience as a teacher.

**MATS EHN,**  
Deputy

*"I share Forum Syd's goals and priorities, and find a large measure of professionalism in the organisation. We're now engaged in important but difficult change work and it's exciting to be part of shaping it."* Mats is a community college teacher and secretary at FOLAC (Folkbildning – Learning for Active Citizenship).

**JENNIFER VIDMO,**  
Deputy

*"I think it's great to be able to contribute to the broad-based work that Forum Syd does, both in the countries where projects are being run and here at home in the efforts being made to gather our members around issues of common concern."* Jennifer is Secretary General of Clowns without Borders Sweden.

**ZENON NSENGIYUMVA,**  
Deputy

*"What I love most about working for Forum Syd is helping to improve the lives of society's marginalised."* Zenon is a decision-maker on asylum cases at the Swedish Migration Agency and has responsibility for an aid project in Burundi.



# "COOPERATING WITH FORUM SYD DEVELOPS US AS AN ORGANISATION, BOTH IN SWEDEN AND GLOBALLY"

SARA WETTERGREN

Country Director Sweden, The Hunger Project

"Last year we gradually scaled up our partnership with Forum Syd, which supports the Hunger Project's work in India and elsewhere. Our collaboration with Forum Syd helps us grow as an organisation, not just in Sweden but globally too. They are very strict about the reporting of project funds, which can be a bit of a challenge at times, but it sharpens our reporting procedures. We look forward to deepening and developing our relationship even further."



KRISTOF TAMAS

Head of Secretariat of Delmi (the Migration Studies Delegation), Sweden

"Forum Syd is running, with the help of Sida funding, an interesting programme in support of diaspora communities and their contribution to development in Somalia. Delmi has been inspired by their efforts in our studies of diasporas and development. We look forward to working more with CSOs, which are often in valuable direct contact with migrants and provide good examples of how the migration process can work."



ELSA HÅSTAD

Director of the Europe and Latin America Department, Sida (the Swedish International Development Cooperation Agency)

"I appreciate the honest and clear communication I have in our dealings with Forum Syd in the Eastern Partnership region. Forum Syd's platform for Swedish CSOs working in this region creates natural points of access for Swedish organisations and helps to raise knowledge of the region in Sweden."



MARIANNE BOGLE

Executive Director, CSR Sweden

"CSR Sweden is pleased to have found a way of cooperating with Forum Syd on tax issues that is effective and important to us. We received good feedback on our joint seminars in Stockholm and at the Almedalen political week, both as regards their content and the very fact we are addressing this issue. It is our firm belief that this is a complicated, complex and sensitive issue for companies."



HIBAK IBRAHIM

Executive Director, Center for Policy Analysis, Republic of Somaliland

"Forum Syd is a serious grants manager supporting actors who creates positive change around the world. Our collaboration with Forum Syd is crucial to reach our vision in promoting peace, democracy and human rights in Somalia."



CHARLOTTE BOHMAN

CEO, Hand in Hand Sweden

"Forum Syd makes a very important contribution as a facilitator of learning on global development cooperation both through the direct transfer of knowledge and the creation of forums for exchanging experiences. It feels enriching and meaningful to cooperate with Forum Syd, which is an important actor in the promotion of civil society at home and abroad. The work Forum Syd does is invaluable to global development and poverty reduction."



DAVID MOODY

Human Rights Activist, Spring Youth Group, Kenya

"Forum Syd provides meaningful help to communities that don't have a voice in society, such as youth and women. Forum Syd proactively empowers these groups in their quest to demand improved democratic culture, gender equality, human rights and accountability. Forum Syd's approach to mix advocacy for human rights with arts and culture is highly appreciated."



DANIJELA RADIC

Executive director, Centre for Youth Work (CZOR), Serbia

"Forum Syd is an extremely important associate in supporting human rights-based work in Serbia. With given support we address alcohol as obstacle to the realization of human rights – a perspective that no one else wants to look at. In our joint work we are making significant changes in improving the life quality of those with fewer opportunities. Together, we are dedicated to build a sustainable society based on gender equality and respect for human rights."



REBECCA JALVEMYR

Office Coordinator, FIAN Sweden

"The human rights perspective is a tool for changing unjust power hierarchies and is crucial to development work. Forum Syd is good at bringing the rights perspective to everything it does and at supporting civil society organisations around the world in their efforts to bring about change."



LOUISE BERMSJÖ

Senior Program Manager for Democracy and Human Rights, Embassy of Sweden Nairobi, Kenya

"Forum Syd has skilfully managed to gather a wide range of cultural, youth, media and women's organisations in the Wajibu Wetu programme. This is a truly unique programme using innovative approaches to advance transformative human rights and social justice work in Kenya."



ULAD VIALICHKA

Director General, International Consortium EuroBelarus

"Forum Syd is a network of people that work to promote democracy and strengthen the role of civil society globally. This work includes increasing respect for human rights, promoting transparency of governments and other stakeholders, and empowering marginalised people. Forum Syd works with Belarusian civic actors in a long-term way, sharing knowledge and innovative ideas, and supporting local actors in their development."



ADMINISTRATIVE REPORT

Organisation registration number: 802400-7620  
The board and Secretary General of Forum Syd submit herewith the following Annual Report.

Forum Syd is a religiously and politically unaffiliated not-for-profit aid organisation that works for global justice and sustainable development. To achieve this, the equal value of all people and everyone’s right to a decent standard of living must be respected and the world’s resources used in a sustainable manner.

Forum Syd’s membership base comprises Swedish civil society organisations, all of which work to make a global difference and share our vision of global justice and sustainable development.

Direction and management

Forum Syd’s highest decision-making body is the Annual Meeting, at which each member organisation has one vote. The Annual Meeting elects Forum Syd’s board, election committee and auditors, all of whom are nominated by the member organisations. Forum Syd bases its activities on the framework that the Annual Meeting decides upon in the overall plan for operations. Forum Syd’s day-to-day operations are led by a secretary general, who is directly accountable to the board.

In 2015, the board held 11 (9\*) minuted meetings and internally appointed a steering committee (AU) which held 9 (8) minuted meetings. The

board participated at the Annual Meeting and members’ meetings.

The Forum Syd board has responsibility for the organisation’s strategic direction. In 2015, it decided on a change project dubbed “Going Glocal”. The board followed up Forum Syd’s internal control. The board oversaw the updating of the Responsibilities and Delegation Principles and decided on a review of Forum Syd’s Ethical policy for fundraising, private sector partnership and fund applications. The recruitment of a new secretary general commenced in the autumn, and a decision on appointment was taken at the December board meeting. The new

secretary general, Lisa Sjöblom, took up office on 1 March 2016.

The member organisation

The Annual Meeting had 90 participants from 57 organisations. There were 55 representatives (63 people from 48 organisations, of whom 36 were representatives). 13 organisations were voted in as members (four with previous observer status and nine new). To ease the membership process, the Annual Meeting abolished the observer concept and mandated the board to vote in members continuously during the year by confirming the decision to amend the statutes made last year.

Eight organisations resigned from Forum Syd at the Annual Meeting, and another three were expelled after defaulting on their membership fee. The number of members after the Annual Meeting was 156 (158). On account of the continuous election of members, as of 2015 the number of members stated will be as per 31 December. The number of members in 2015 was 161.

The Annual Meeting dealt with one motion concerning the translation of documents into Arabic, and the board was tasked with identifying which ones need to be translated and to which languages. A motion on opening a country

office in the Middle East was also submitted, and since the 2015 plan of operations included looking into where Forum Syd should have strategically located country offices, the board proposed that the motion be examined under the existing activity, which was approved by the Annual Meeting.

Sten Rylander stepped down at the Annual Meeting and Manne Wängborg was elected as Forum Syd’s new chairperson.

Secretariat

At the start of 2015, Forum Syd had offices in Sweden, Kenya, Tanzania, Cambodia, Colombia and Belarus (with the office situated in Lithuania). The Tanzania office was closed in April 2015 as Forum Syd received no further financing. A whistleblower also alerted the embassy in Tanzania to suspected mismanagement, which prompted it to perform an audit of the office for the years 2012-2014. Forum Syd welcomed the audit and the opportunity it brought to judge the grounds for the suspicions. A new office was opened in Somaliland (Hargeisa) in October. All offices provided direct aid to local organisations during the year; the offices in Sweden, Somalia and Lithuania (for Belarus) also mediate funds to Swedish organisations.

Of Forum Syd’s global employees, 41 per cent (35) was men and 59 per cent (65) women.

Forum Syd has a collective agreement in Sweden and several staff-related policies that apply throughout the organisation. In 2015, a process description was produced for recruitments with an anti-discrimination focus and distributed to the country offices. A salary survey showed that Forum Syd does not have improper salary discrepancies on ground of sex. The staff at the Head Office received equality training.

A safety project commenced in 2015, and new guidelines were produced requiring all staff to undergo safety training before embarking on official travel. The British organisation RedR trained all heads of department in Stockholm, all heads of country offices, all staff at the Stockholm office who engage in official travel, and all staff at the office in Cambodia. The country offices started to produce their own safety plans and a new procedure for reporting incidents is now in place. Staff members at the Stockholm and Cambodia offices were also offered training in first aid.

Forum Syd’s Theory of Change is to inform all its activities, and to ensure that its staff members are sufficiently familiar with its content and implications, a training project was begun in 2014 and developed and revised in 2015. All components of the course were published on the Forum Syd intranet in 2016.

Former Secretary General Annica Sohlström’s appointment expired and she stepped down on 31 December. She was also the acting head of communication. In 2015, IT support and server management were outsourced.

Going Glocal

The change project known as Going Glocal, which concerns Forum Syd’s future organisation, entered a more concrete phase in 2015. The aim of the project is to improve the efficiency and coordination of Forum Syd’s development cooperation, opportunities for the members to achieve better results in the projects, and the coordination of external communication activities.

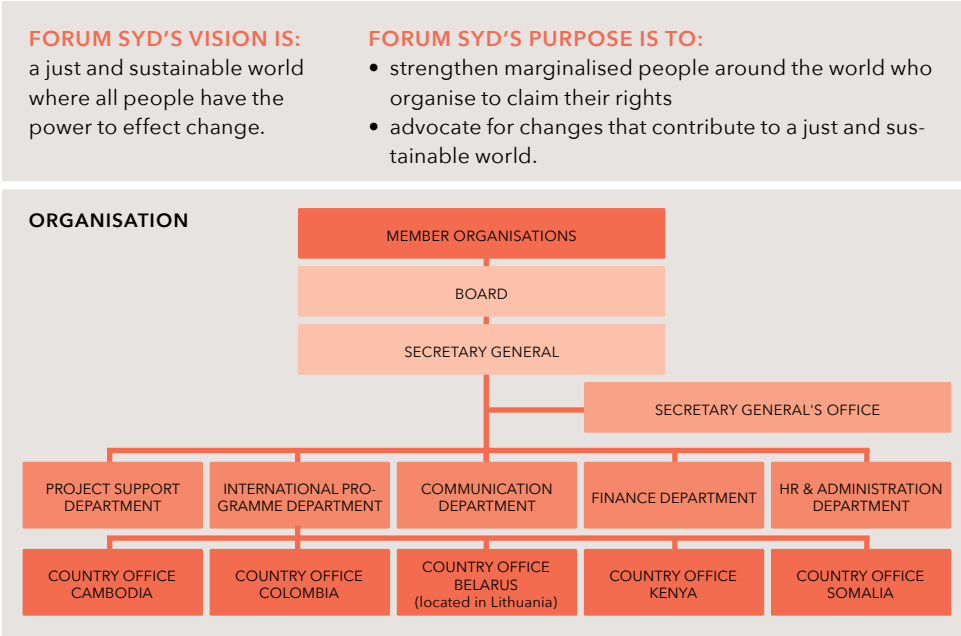
Forum Syd organised a kick-off event for the project involving staff from all offices con-

nected by video link. Several subsidiary projects designed to gather knowledge and data required for decision-making purposes were launched under the Going Glocal concept, in which Forum Syd staff were able to participate. Some of the projects were run in the late autumn, others will be held in the spring of 2016. The projects are grouped into four areas: Organisation, Methods, Control and Culture. All employees can see how the projects are progressing using the planning tool Sopal.

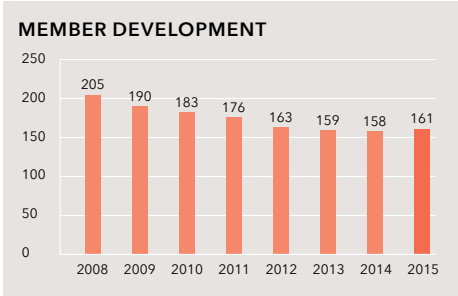
Internal environmental activities

Forum Syd is committed to reducing its environmental impact and places stringent demands on its suppliers. The Stockholm office purchases environmentally labelled electricity (Bra Miljöval) and organic (KRAV) and Fair Trade coffee and tea. The office is cleaned by an environmentally certificated company (the Swan label), and engages a packaging recycling service with environmentally certified (Bra Miljöval) transportation. The consumption of printer paper at the Head Office has more than halved since the new copier was installed in 2012 (185,000 sheets used in 2015, and 390,000 in 2012).

Forum Syd’s guidelines on official travel promote sustainable transport and apply to all travel paid for by Forum Syd. Forum Syd’s preferred travel agent is Tranås Resebyrå. Sustainable travel principally means choosing environmentally friendly means of public transport. Owing to the nature of Forum Syd’s activities, its environmental footprint mostly comes from travel. Forum Syd booked 195 return trips in 2015, of which 100 were by air, corresponding to a total CO<sub>2</sub> emission of 97,950 kg. Most other journeys were made by train.



| PARTICIPATION IN BOARD MEETINGS, 2015 |   |                                    |   |
|---------------------------------------|---|------------------------------------|---|
| 1 Jan – 30 May (4 meetings)           |   | 31 May – 31 Dec (7 meetings)       |   |
| Sten Rylander, chairperson            | 4 | Manne Wängborg, chairperson        | 7 |
| Erna Sundqvist, vice chairperson      | 4 | Carina Andersson, vice chairperson | 5 |
| Christer Wik, member                  | 3 | Christer Wik, member               | 5 |
| Linda Rosén, member                   | 4 | Linda Rosén, member                | 5 |
| Göte Isaksson, member                 | 4 | Göte Isaksson, member              | 7 |
| Gerardo Lizano, member                | 3 | Gerardo Lizano, member             | 6 |
| Eva-Maria Rask, member                | 3 | Markus Malm, member                | 6 |
| Inga-Lena Fischer, member             | 4 | Siv Svensson, member               | 7 |
| Monica Erwér, member                  | 4 | Ida Ragnarsson, member             | 5 |
| Olav Magnusson, deputy                | 3 | Monica Erwér, deputy               | 2 |
| Amineh Kakabaveh, deputy              | 3 | Lennart Sundström, deputy          | 6 |
| Maja Dahlin, deputy                   | 3 | Mats Ehn, deputy                   | 7 |
| Ida Ragnarsson, deputy                | 4 | Jennifer Vidmo, deputy             | 4 |
| Lennart Sundström, deputy             | 3 | Zenon Nsengiyumva, deputy          | 4 |



\* Figures in brackets refer to 2014





### Financing

Forum Syd's operations are financed by funding from Sida (the Swedish International Development Cooperation Agency), the EU, Swedish and overseas public authorities and private organisations, plus income from sales, fundraising and membership fees. Since Forum Syd concentrates chiefly on applying for financing from institutional donors, the board decided not to apply for an extension of the charity-registered account in 2016.

### Investment of capital

Financial placements are made in keeping with Forum Syd's investment policy. All placements are passive and managed externally.

### Other

In 2015 the Hilton Hotel in Stockholm hosted several large events and project-funded courses, for which it offered significant reductions in the

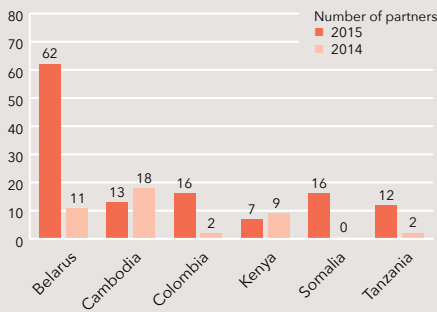
cost of conference rooms, refreshments and, in some cases, accommodation.

### How Forum Syd operates

Forum Syd's policy platform governs the focus and orientation of its operations as well as the goal structure used for their planning and follow-up. Efforts to attain the five goals of the overarching plan of operations create the necessary conditions for achieving success in Forum Syd's development cooperation and advocacy activities. Goal achievement is measured using a number of established indicators.

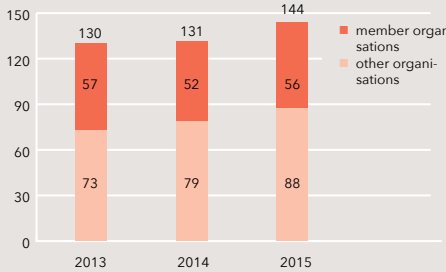
Development cooperation activities are pursued through the channelling of grants to Swedish organisations and the support of local organisations on the ground. Forum Syd's development cooperation programmes in Somalia and Belarus work nowadays with an integrated model in which the mediation of funds to Swedish organisations is combined with direct support for local organisations.

### DEVELOPMENT COOPERATION PROGRAMMES

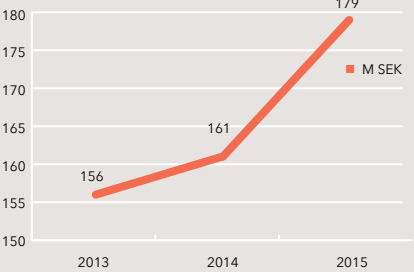


The bars represent the number of partner organisations per Country Office in 2014 and 2015. Forum Syd supported a total of 126 (42) local organisations through 12 (13) programmes via the country offices. Operational costs for Forum Syd's development cooperation programmes via offices in Africa, Asia, Latin America and Europe amounted to SEK 46.6 million (38.3 million). The programmes were financed chiefly by different Sida departments (not Sida Civsam) and/or the EU, and by overseas government agencies/embassies, and other organisations.

### SUB-GRANTING



The bars represent the total number of organisations to which Forum Syd mediated funds (financed by Sida Civsam, Sida Partnership Forum, Sida Konflikt, Sida Europa and the Swedish Council for Higher Education) and the proportion of these organisations that are members of Forum Syd.



The line graph shows how much was distributed in each year. The number of projects granted financing in 2015 amounted to 236 (200).

## GENERAL DEVELOPMENT GOAL

**GOAL:** Marginalised people living in poverty have democratic influence and access to human rights. The work has contributed to sustainable societies at local, national and global levels.

Forum Syd's Results Model is used to aggregate the results of all its development cooperation activities (fund-mediation and local support). To ensure uniformity of result management and overview, all results from the established model are now reported in the Dira project database as of 2014.

Change takes many forms and occurs on many

different levels of society, a fact of which Forum Syd's Results Model takes account.

The measured changes are all important steps on the route to greater democratic influence, human rights and more sustainable societies. The indicators show the number of projects that, in Forum Syd's opinion, led or significantly contributed to a specific type of change. Each

individual initiative can contribute to more than one type of change.

Indicators 1-3 show changes in the behaviour of poor and marginalised people (rights-holders). They refer to people who organise to claim their rights, who strengthen the capacity of civil society to work with democracy, human rights and sustainable development, and who are reciprocally strengthened in their role via active participation in networks and democratic processes. These indicators contain the most results as they are largely attributable to individual or short-term projects.

Indicators 4-6 reflect changes in duty-bearers. This is about those in power changing their behaviour, amending or re-interpreting laws, or recognising civil society organisations. This change can also happen when informal actors, such as clan, religious or traditional leaders/elders and village councils actively contribute to the inclusion and recognition of civil society organisations. The number of projects contributing to these changes is fewer as they are often the result of long-term work with complex and multiple causalities.

A review of the result model showed up a lack of agreement between the result summaries and the indicator classification. One of the reasons for this is that there were older projects that had not been planned with reference to the model, and these caused some uncertainty when the results were to be classified, even though the final reports were well-founded with verifiable results. Another reason was that the result summaries did not include what has been classified, even if a deeper examination of the project showed that it did contribute to the named change. Forum Syd has now adjusted its courses and launched an

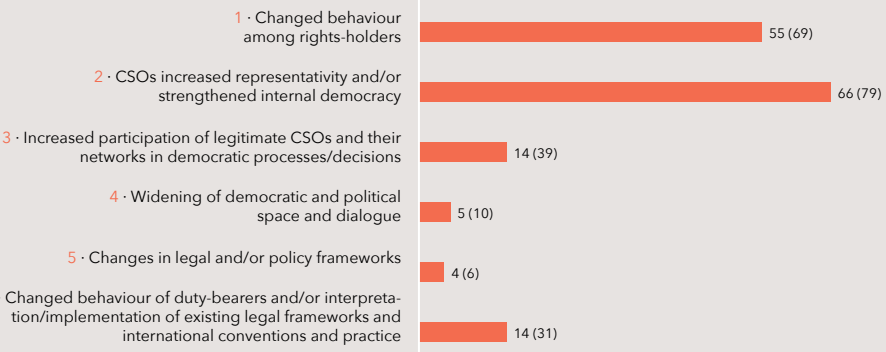
e-Learning project in order to increase the capacity of applicant organisations and their partners. It has also simplified its report templates.

### The result chain

The results we report must be traceable. Results that cannot be verified are not reported in the system, and it must be possible to trace all results published in final reports back to the original evaluated projects. The chain looks like this:

- 1 All projects in a selected indicator can be filtered out of the Dira project database to give a list of all their result summaries deemed to have contributed to the selected indicator.
- 2 If a project is considered of interest, all its material can be extracted in its entirety.
- 3 The material includes the final report and any annual reports, and how they have been evaluated by Forum Syd.
- 4 The material also describes how the parties have followed up the project and therefore the opportunities they have had to conduct further research on the ground.
- 5 The material also shows the extent to which the project application was judged in line with Forum Syd's general goals and donor strategies.
- 6 The application shows how the applicant organisations described the rights and methods with which they wanted to work in order to effect change. Forum Syd ensures at the time of application that methods and goals agree and are viable.

### NUMBER OF CONCLUDED PROJECTS (OF A TOTAL OF 90) THAT HAVE MADE A DISTINCT CONTRIBUTION TO: \*



A project is defined as a fixed-duration activity carried out by a Swedish or overseas organisation in accordance with a signed agreement.

\*each project might have contributed to more than one type of change.



# GENERAL ADVOCACY GOAL

**GOAL:** Target groups, with the focus on Sweden, work for just and sustainable global development.

Forum Syd’s primary target groups for advocacy are decision-makers in the political, corporate and public administration sectors. Forum Syd informs and advocates through two Sida-financed programmes – Global development issues and Globalportalen – and two EU-financed programmes concentrating on capital flight and the sustainable production of raw materials.

## Capital flight

Forum Syd increased its contact with the private sector on the issue of capital flight in 2015, and co-arranged two seminars with the business network CSR Sweden. In this area, Forum Syd has also monitored the political processes concerning country-to-country reporting, public registers of beneficial owners and automatic exchange of financial information in Sweden and the EU. Direct advocacy and dialogue with decision-makers in Sweden and the EU have been made through joint actions with the Eurodad and Concord networks. Forum Syd has also followed the capital flight issue in the Financing for Development and the 2030 Agenda negotiations.

During the European Tax Solidarity Week, Forum Syd presented its report “Fifty shades of tax dodging” at a parliamentary seminar.

## Swedish aid policy

In 2015, Forum Syd was a strong voice of protest against the government’s announced cuts to its aid budget, and joined together with other CSOs in the social media campaign #BiståndRåd-

darLiv. At the end of the year, the government issued a statement that no major changes were to be made in the support it provides to the aid activities of civil society.

Forum Syd was also a driving force in the issuing of the UN’s new Sustainable Development Goals. The shrinking space for civil society and the relationship between migration and development are other areas addressed in various forums, such as seminars during the Almedalen political week and the report “The Migration and Development Nexus – Looking for a Triple Win”, which was published in the autumn.

## Natural resources and raw materials

Human rights are violated at Colombia’s Cerrejón coal mine, where Vattenfall purchases coal and the public pension funds, the AP-funds, invest in the companies that operate the mine. To draw attention to this, Forum Syd invited civil society representatives from Colombia to Sweden to meet company representatives and members of the Swedish Parliament’s pension group.

Ahead of the government’s new national action plan on business and human rights, Forum Syd took part in consultations and helped push the government to develop a more ambitious policy for sustainable business.

Forum Syd advocated towards the AP funds for a more sustainable and responsible pension system (“Schyssta pensioner”). The government’s proposal for a new regulation for the AP funds contained important improvements to this end.

Forum Syd has also advocated ahead of the negotiations on a European law to stop the trade in conflict minerals.

|   | 2015   | 2014   | 2013   |
|---|--------|--------|--------|
| forumsyd.org                                  | 59 137 | 51 678 | 42 912 |
| Facebook, followers                           | 6 850  | 2 653  | 2 021  |
| Twitter, followers of which “decision-makers” | 3 485  | 2 534  | 1 802  |
|   | 550    | 380    | -      |

## Digital channels

The number of followers in digital channels (web and social media) is rising steadily, and more public authorities and media actors are linking to the Forum Syd website. In 2015 Forum Syd created a dialogue through social media with decision-makers and put resources into ensuring that it follows and is followed by key figures within this target group via the organisation’s digital channels.

This concerted appeal to decision-makers on social media has also increased traffic to the Forum Syd website. According to Forum Syd’s communication guidelines, the web is the hub of all external communication. One clearly discernible result from 2015 is that Forum Syd’s digital channels and website have become increasingly mutually reinforcing.

## Globalportalen

Globalportalen is a programme designed to inform young people (aged 16-25) about global issues. The Globalportalen website has two goals: to be topical and appealing to young people keen to learn more about global development; and to raise awareness of the website amongst teachers.

A new, more target-group tailored website was launched in the autumn in order to combine educational material with engagement options. The part of the site called “Tips for teachers”, which appeals to teachers at secondary and tertiary level, had 38 per cent more traffic in 2015 than it did in 2014.

In 2015, globalportalen.org had 313,688 visits, an increase of 3 per cent on 2014. The number of followers on Facebook rose by 19 per cent to 8,852, on Twitter by 37 per cent to 2,447 and on Instagram by 150 per cent to 608.

# GENERAL INTERNAL OPERATIONAL GOALS

The general plan of operations contains five operational goals and is, like the plans for each department, reported and followed up using the IT-based Sopal tool. This happens three times a year, with a report submitted to the board.

Measuring goal fulfilment was first done using indicators in 2013. These are long-term goals and some indicators are measured only every other year.

## GOAL 1: Quality

*Forum Syd’s operations achieve visible results and are cost-effective. Forum Syd is acknowledged by both donors and partners to be a reliable, competent and straightforward organisation to work with.*

The percentage of Swedish applicant organisations that are satisfied with Forum Syd’s administration has declined slightly, but remains high. The simplified process for applicant and partner organisations that was introduced back in

| Indicator   | Goal 2015 | Result 2015 | Goal 2014 | Result 2014 | Goal 2013 | Result 2013 |
|---|-----------|-------------|-----------|-------------|-----------|-------------|
| The ratio of total <b>project administration cost</b> to the total project cost/financing (i.e. the total cost of administrating the channelling of Sida Civsam funds to Swedish organisations) (per cent). | 19        | 18          | 22        | 20          | 20        | 20          |
| The percentage of Swedish applicant <b>organisations that is satisfied or very satisfied</b> with Forum Syd’s project administration.   | 70        | 85          | 70        | 76          | 70        | 81          |
| <b>Donor perception index.</b> Donor views of Forum Syd in relation to how Forum Syd wishes to be viewed (0-11). *  | 9         | 7           | -         | -           | 9         | 9           |

\*This indicator is measured every other year

2014 has lifted the quality of applications and reduced administration. A new instruction for project planning was released during the year, and is to be translated into five different languages.

The number of Swedish applicant organisations expressing satisfaction with Forum Syd’s case administration rose to 85 per cent. 77 per cent of these organisations said that the Forum Syd website was a good or very good source of information.

The donor perception index declined from 9 to 7, although given the low response frequency of 57 per cent (81), the result might be considered not particularly representative. An analysis will be made of how these metrics can be taken in the future to improve quality.

A project was started in 2015 to introduce internal audits at all offices in order to standardise processes and make sure that a high level of internal control is maintained at all stages. The project will issue its final report in 2016 and will thereafter be integrated into the offices’ day-to-day business.

| Indicator  | Goal 2015 | Result 2015 | Goal 2014 | Result 2014 | Goal 2013 | Result 2013 |
|--|-----------|-------------|-----------|-------------|-----------|-------------|
| The percentage of decision-makers with a positive attitude towards Forum Syd and its work.*                    | -         | -           | 65        | 25          | -         | -           |
| The percentage of decision-makers for whom Forum Syd is “top of mind” when asked to name an aid organisation.* | -         | -           | 75        | 25          |           |             |

\* This indicator is measured every other year. The operational plan’s indicators were split in two during the year into “attitude” and “familiarity”.

## GOAL 2: Profile

*Forum Syd is known as a rights-based organisation combining democracy and rights, gender and environment and climate. This profile defines all our development cooperation and advocacy work.*

The Forum Syd website underwent an extensive update in 2015 as its content and structure were redesigned to appeal better to decision-makers and institutional donors with a focus on communicating the organisation’s results. Much of the website has been translated into English and the country office pages have been redesigned and made multilingual.

Forum Syd works from a platform of three focus areas: Human Rights and Democracy; Gender; and the Sustainable Use of Natural Resources. Communication activities were carried out during the year on these areas and on Forum Syd’s Theory of Change (e.g. during the Almedalen political week). A results communicator was recruited to raise results within our rights-based work on the focus areas.



GOAL 3: Membership value

Forum Syd is appreciated by members for being a meaningful, stimulating forum around the world, contributing to mutual exchange and influence on development issues.

Although simplified membership rules were expected not to increase membership figures until 2016, a slight rise was already discernible in 2015. A members’ survey was conducted in 2015, with results that were largely unchanged from 2013. The response frequency was higher at 52 per cent (40 per cent in 2013), and the question with the greatest discrepancy of response between the two years was familiarity with Forum Syd’s country offices, to which 48 per cent responded “Don’t know”, compared with 35 per cent in 2013. 85 per cent (2013, 76 per cent) of respondents felt that Forum Syd creates opportunities for exchanges in Sweden. Forum Syd’s country offices had joint projects or contact with several member organisations during the year. In Colombia, Forum Syd

shares office space with PeaceWorks and cooperates closely with We Effect, while the offices in Somalia and Kenya have worked closely with Diakonia. Forum Syd also cooperated with Diakonia in Cambodia as well as with IOGT-NTO and We Effect. In Vilnius, there was regular coordination and communication with Silc and RFSL (the Swedish Federation for Lesbian, Gay, Bisexual and Transgender Rights). 75 per cent of member organisations are small, with fewer than 1,200 members, and many are run by volunteers and with limited resources. New membership value was introduced in 2015 with the offer of courses on such subjects as finance, project management and language via the LINGO e-Learning platform. Forum Syd distributes a newsletter to its members containing the latest developments within the organisation and aid policy. The newsletter is also a platform for members to inform each other of their own activities. 17 (12) newsletters were issued in 2015, for which the number of recipients has increased by 18 per cent since start in 2013.

GOAL 4: Internal cooperation

Staff at the country offices and head office identifies themselves as part of ONE organisation in which they cooperate between departments and countries in an efficient and strategic way.

The communication index was part of a larger member survey of the entire organisation that Forum Syd decided to conduct in 2015. English is used more and more within the organisation; the intranet is in English as are all policy documents. The efforts by the Project Support Department and the International Programmes Department to harmonise work processes began back in 2014. In 2015, the new diaspora programme for Somalia contributed to the further adaptation of internal procedures for ensuring the standardised mediation of funds.

The integration of country office managers into the management team in 2015 and regular video conferences have enhanced internal cooperation. One of Forum Syd’s programmes – the Sustainable Development Programme – has a global team with staff at three country offices and the Head Office. The thematic working groups active in Forum Syd’s three focus areas, which helped to stimulate cooperation between departments and country offices in 2014, saw a certain degree of stagnation in 2015. The e-Learning project is another example of a multi-national activity. The project is run by staff at the Head Office and the country office in Kenya.

GOAL 5: Financing

Forum Syd is more independent through increased funding from diverse sources.

Sida Civsam remains the main donor in proportional terms. Six of the eleven donors were organisations other than Sida: Swedish Council for Higher Education, the EU, the Department for International Development (DFID), the MAC Foundation and Arabella NVF. One of the greatest changes in 2015 was that the programme in Tanzania did not receive any further finance and was wound down. Later in 2015 a new Sida-financed programme, Wajibu Wetu, was started in Kenya. In the interests of donor diversification, Forum Syd submitted 18 (29) grant applications in 2015, 14 of which were to donors other than Sida. Four (10) were approved (6 are pending and 8 were rejected), only one of which was from a donor other than Sida.

The decrease in the number of submitted applications is a result of an analysis made back in 2014 that highlighted the importance of Forum Syd being a familiar name amongst donors and the fact that trusting relationships take time to form. To this end Forum Syd’s Head Office and country offices engaged in more outreach activities to the donors in 2015. An innovative programme was developed during the year between Forum Syd and Business Sweden with the aim of supporting company investments and business development in Somalia. The overall goal is to make it possible for women and young people to earn a living. An important target group of entrepreneurs is the Somali diaspora in Sweden. Forum Syd will be contributing and developing its competence in the field of rights-based enterprise and on issues of anti-corruption, tax, gender, natural resources, democracy, human rights and conflict.

Risk management

Every year, an analysis is made of the risks that might impinge on the achievement of the general goals. The risks are divided into four levels, with level 1 the lowest. 18 risks were identified in 2015, half of which were level 2 and half level 3. The risks concerned, amongst other issues, insecure financing, corruption, safety and credibility. The board follows up the organisation’s risk management work three times a year.

Significant events after the end of the financial year

- Agreement signed with Sida on running a programme with Business Sweden in Somalia.
- New secretary general took up office at Forum Syd on 1 March 2016.
- Central processes have been charted and analysed under the “Going Glocal” project. This will form the basis of the operationalisation of the strategic direct decided by the board. Two pilot projects have begun for which the administration work has been decentralised to the offices in Colombia and Kenya.

all direction of state-financed Swedish aid, is to be decided.

- The development of the aid budget will affect Forum Syd’s access to future financing.

Internal factors that will influence Forum Syd’s future development:

- A new organisation will be presented and implemented during 2016, as part of the internal change project Going Glocal.

| Indicator  | Goal 2015 | Result 2015 | Goal 2014 | Result 2014 | Goal 2013 | Result 2013 |
|--|-----------|-------------|-----------|-------------|-----------|-------------|
| Number of members  | 175       | 161         | 175       | 158         | 163       | 159         |
| Member satisfaction index (0-100)  | 70        | 66          | -         | -           | 70        | 67          |
| Percentage of member organisations participating in courses and seminars | 65        | 54          | 65        | 50          | 47        | 58          |

| Indicator                      | Goal 2015 | Result 2015 | Goal 2014 | Result 2014 | Goal 2013 | Result 2013 |
|--------------------------------|-----------|-------------|-----------|-------------|-----------|-------------|
| Communication index*           | 72        | -           | -         | -           | 70        | 65          |
| Internal service index (0-100) | 70        | 74          | 70        | 71          | 70        | 69          |

\*This indicator is measured every other year

| Indicator  | Goal 2015 | Result 2015 | Goal 2014 | Result 2014 | Goal 2013 | Result 2013 |
|--|-----------|-------------|-----------|-------------|-----------|-------------|
| The percentage of total financing from primary donors (per cent) | 65        | 72          | 60        | 76          | 60        | 65          |
| Number of donors   | 14        | 11          | 16        | 12          | 11        | 14          |
| Total grant for Forum Syd (SEK million)                          | 280       | 273         | 284       | 246         | 295       | 285         |

Future developments

External factors that might influence Forum Syd’s future development:

- The strategy for support to civil society in developing countries (the CSO strategy) and the support to information and communication activities within international development cooperation (the Infokom strategy) are to be decided, which will affect the guidelines for Forum Syd’s grants from Sida.
- The policy framework for Swedish development cooperation, which controls the over-



# RESULT AND FINANCIAL POSITION

In 2015 Forum Syd's income before financial items amounted to SEK 272.6 million (246.2), a increase of SEK 26.4 million or 10.7 per cent on 2014.

The largest share. 95.9 per cent (95.2), of Forum Syd's income is attributable to grants from Sida, which amounted to SEK 261.5 million (234.5), of which framework grants from CIVSAM of SEK 196.1 million (186.7) constituted the larger part. This is a increase of SEK 9.4 million or 5.0 per cent on 2014. Other Sida grants amounted to SEK 65.4 million (47.9), which is a decrease of SEK 17.5 million or 36.5 per cent on 2013. Other grants decreased from SEK 9.1 million to SEK 8.7 million.

Total costs before financial items amounted to SEK 272.1 million (245.5). Of this, operational costs accounted for SEK 256.8 million (229.7), 69.7 per cent (70.2) of which comprised grants to other CSOs in Sweden. A total of SEK 179 million (161.3) was disbursed in 2015 to 144 (131) Swedish CSOs for 236 (200) development and information projects. A total of 56 (52), or 39 per cent (40%), of the organisations were members

of Forum Syd. Grant mediation was financed by Sida Civsam, Sida Partnership Forum, Sida Konflikt, Sida Europa and the Swedish Council for Higher Education (UHR).

Operational costs for Forum Syds direct support programmes via country offices in Africa, Asia, Latin America and Europe amounted to SEK 46.6 million (38.3) or 18.2% (16.7%). The remainder, SEK 31.2 million (30.3 million) or 12.1% (13.1%), went to operational costs at the Head Office.

Administrative costs amounted to SEK 15.2 million (15.6), which was 5.6% (6.3%) of the total operational costs.

| OVERVIEW 2011-2015                          | 2015  | 2014  | 2013  | 2012  | 2011  |
|---|-------|-------|-------|-------|-------|
| Funding from Sida CivSam (SEK m)            | 196.1 | 186.7 | 189.5 | 201.6 | 194.7 |
| Funding from other Sida departments (SEK m) | 65.4  | 47.9  | 74.8  | 80.8  | 62.3  |
| Other funding (SEK m)                       | 8.7   | 9.1   | 18.7  | 10.7  | 6.2   |
| Membership fees (SEK m)                     | 0.6   | 0.4   | 0.4   | 0.5   | 0.5   |
| Number of members                           | 161   | 158   | 159   | 163   | 170   |
| Number of employees, Sweden                 | 51    | 52    | 52    | 53    | 54    |
| Number of employees, country offices        | 39    | 45    | 60    | 58    | 52    |
| Number of country offices                   | 5     | 5     | 6     | 7     | 8     |
| Number of donors                            | 11    | 12    | 14    | 13    | 9     |

# INCOME STATEMENT

| AMOUNTS IN SEK THOUSAND                             | NOTE | 2015           | 2014           |
|---|------|----------------|----------------|
|   |      |                |                |
| Membership fees                                     | 1    | 584            | 399            |
| Gifts   | 1    | 29             | 36             |
| Sida funding  | 2    | 261 458        | 234 540        |
| Other funding                                       | 3    | 8 713          | 9 063          |
| Net turnover  | 4    | 610            | 672            |
| Other income  | 4    | 1 246          | 1 486          |
| <b>Total operating income</b>                       |      | <b>272 640</b> | <b>246 196</b> |
|   |      |                |                |
| Operational costs                                   | 5    | -256 821       | -229 702       |
| Fundraising costs                                   |      | -106           | -263           |
| Administrative costs                                |      | -15 200        | -15 555        |
| Total operating costs                               | 6, 7 | -272 127       | -245 520       |
| <b>Operating result</b>                             |      | <b>513</b>     | <b>676</b>     |
|   |      |                |                |
| Result from financial items                         |      | 166            | 230            |
| Interest income and similar profit/loss items       |      | -1             | -32            |
| <b>Interest costs and similar profit/loss items</b> |      | <b>165</b>     | <b>198</b>     |
| <b>Total result from financial items</b>            |      |                |                |
|   |      |                |                |
| <b>Result after financial items</b>                 |      | <b>678</b>     | <b>874</b>     |
| <b>Result for the year</b>                          |      | <b>678</b>     | <b>874</b>     |



## BALANCE SHEET

| AMOUNTS IN SEK THOUSAND                    | NOTE | 2015-12-31 | 2014-12-31 |
|--|------|------------|------------|
| ASSETS                                     |      |            |            |
| Fixed assets                               |      |            |            |
| Intangible assets                          |      |            |            |
| Computer programmes                        | 8    | 183        | 249        |
| Tangible assets                            |      |            |            |
| Equipment                                  | 9    | 894        | 497        |
| Financial assets                           |      |            |            |
| Long-term receivables                      |      | 55         | 45         |
| Long-term investments held as fixed assets | 10   | 11 528     | 11 051     |
| Total fixed assets                         |      | 12 660     | 11 842     |
| Current assets                             |      |            |            |
| Current receivables                        |      |            |            |
| Accounts receivable                        |      | 562        | 836        |
| Tax receivable                             |      | 94         |            |
| Other receivables                          |      | 1 941      | 681        |
| Prepaid expenses and accrued income        | 11   | 5 491      | 3 277      |
|  |      | 8 088      | 4 794      |
| Securities                                 | 10   | 4 126      | 4 028      |
| Cash and bank                              |      | 81 861     | 90 680     |
| Total current assets                       |      | 94 075     | 99 502     |
|  |      |            |            |
| TOTAL ASSETS                               |      | 106 735    | 111 344    |

| AMOUNTS IN SEK THOUSAND                  | NOTE | 2015-12-31 | 2014-12-31 |
|--|------|------------|------------|
| EQUITY AND LIABILITIES                   |      |            |            |
| Equity                                   | 12   |            |            |
| Reserves                                 |      | 15 767     | 15 074     |
| Surplus brought forward                  |      | 2 696      | 2 710      |
| Total equity                             |      | 18 463     | 17 784     |
| Current liabilities                      |      |            |            |
| Accounts payable                         |      | 226        | 659        |
| Tax payable                              |      | -          | 65         |
| Received unutilised grants for repayment | 13   | 1 858      | 10 711     |
| Other liabilities                        |      | 2 431      | 2 373      |
| Accrued expenses and deferred income     | 14   | 83 757     | 79 752     |
| Total current liabilities                |      | 88 272     | 93 560     |
|  |      |            |            |
| TOTAL EQUITY AND LIABILITIES             |      | 106 735    | 111 344    |
|  |      |            |            |
| Pledged assets                           |      | None       | None       |
| Guarantee commitments                    |      | None       | None       |

## CASH FLOW STATEMENT

| AMOUNTS IN SEK THOUSAND  | 2015   | 2014   |
|--|--------|--------|
| Operating activities   |        |        |
| Result after net financial income/expense                            | 678    | 875    |
| Depreciation   | 269    | 189    |
| Adjustment for other items not included in the cash flow             | -616   | 989    |
| Tax paid   | -160   | -72    |
| Cash flow from operations before changes in working capital          | 171    | 1 981  |
|  |        |        |
| Increase/decrease in receivables                                     | -3 208 | -1 006 |
| Increase/decrease in liabilities                                     | -5 224 | 44 785 |
| Cash flow from operating activities after changes in working capital | -8 261 | 45 760 |
| Investment activities  |        |        |
| Acquisition of intangible assets                                     | -      | -140   |
| Acquisition of tangible assets                                       | -602   | -517   |
| Sale of tangible assets  | 671    | 80     |
| Acquisiton of financial fixed assets                                 | -2 155 | -79    |
| Sale of financial fixed assets                                       | 1 580  |        |
| Cash flow from investment activities                                 | -506   | -656   |
|  |        |        |
| Cash flow for the year   | -8 767 | 45 104 |

| AMOUNTS IN SEK THOUSAND  | 2015   | 2014   |
|--|--------|--------|
| Opening liquid assets  | 90 679 | 46 655 |
| Exchange rate difference in liquid assets                                | -51    | -1 080 |
| Closing liquid assets  | 81 861 | 90 679 |
| Additional information to cash flow statement                            |        |        |
| Interest paid  |        |        |
| Interest received  | 167    | 230    |
| Interest disbursed   | -1     | -32    |
| Adjustments for items not included in the cash flow statement etc.       |        |        |
| Exchange rate difference in liquid assets                                | -51    | 994    |
| Sale of fixed assets   | -669   | -80    |
| Loss incurred on the disposal of fixed assets                            | 2      | 75     |
| Total adjustments for items not included in the cash flow statement etc. | 1 185  | 989    |
| Liquid assets  |        |        |
| Liquid assets include the following components:                          |        |        |
| Cash assets  | 36     | 81     |
| Bank balance   | 81 825 | 90 598 |
| Total  | 81 861 | 90 679 |



# ACCOUNTING AND VALUATION PRINCIPLES

The accounting and valuation principles of Forum Syd conform to the Swedish Annual Accounts Act, BFNAR 2012:1 (K3) and FRII’s Guidelines for annual reports.

Assets and liabilities have been valued at acquisition cost unless otherwise stated.

### Gifts

All gifts are unconditional and recognised as income at the time of receipt.

### Net turnover

The net turnover relates to the sale of services, books and publications.

### Other income

Other income is income that is not primary for the organisation.

### Membership fees

Membership fees for the forthcoming year are established by the Forum Syd Annual Meeting. Stated income is equal to billed fees for the current year.

### Funding from Sida and similar authorities

All funding from Sida and similar authorities is stated in accordance with K3 regarding funds from public bodies. This means that they are recognised as income only if it can be deemed, with a high degree of certainty, that the funds will not be reclaimed; i.e. that the organisation has incurred costs related to the purpose. Conditional funds are taken up as liabilities until such time as the costs that the funds are to cover arise.

### Operational costs

Operational costs are such costs that relate to the organisation’s remit as defined in its statutes. They also include costs for advocacy provided that advocacy and information activities fall within the organisation’s actual remit, such as thematic campaigns that the organisation runs; any joint costs distributed to operational costs; and administrative costs incurred as a direct consequence of an activity or the like that falls within the scope of a project, such as an organisation’s overseas office. Note that the handling of activities within the framework of the project often includes costs for grant applications, since such funding is often essential to the actual implementation of the project. Consequently, costs for grant applications, which are usually very small, are taken to operational costs, as well as the costs of following up and reporting on both the project itself and, for example, a donor.

### Administrative costs

Administrative costs relate to costs for central administration in Sweden (management and administration, finance, IT, HR and planning) that do not classify as operational costs, fund-raising costs or costs for the member organisation (Annual Meeting and members’ meet-

ings). Administration constitutes a quality guarantee for the operation and for the donor.

### Grant accounting

Funds paid to CSOs in Sweden and abroad are recognised as costs as and when they are disbursed. Received grants are taken up as income at the time of payment. Grants unutilised during the year are carried forward to the next year as prepaid income. Funds to be paid in accordance with multi-year agreements are not taken up as liabilities in the balance sheet. Similarly, corresponding income from financiers is not taken up as receivables.

### Staff payments

Current payments to employees in the form of salaries, employer contributions and the like are taken up as costs as and when the employees perform a service. Since all pension commitments are classified as defined contributions, they are entered as costs in the year the pension is earned. The organisation pays no commission-based remuneration.

### Receivables

Receivables are recognised at the amount expected to be paid as per individual assessment.

### Foreign currencies

Receivables and liabilities in foreign currencies have been translated at year-end rate.

### Fixed assets

Tangible and intangible fixed assets are valued at acquisition cost, and each is depreciated systematically over its estimated economic life if its use-

ful life is greater than three years and its acquisition value exceeds SEK 20 thousand. Activated computer programmes refer to licences.

| THE FOLLOWING DEPRECIATION PERIODS ARE APPLIED: |         |
|---|---------|
| Computer programmes                             | 5 years |
| Equipment                                       | -       |
| Office equipment                                | 5 years |
| Computer equipment                              | 3 years |
| Vehicles  | 5 years |

### Financial assets

Equity, bond and fixed income funds are stated as financial fixed and current assets. The assets are valued at acquisition value less any write-down. Valuations are made for the entire securities portfolio (portfolio valuation).

### Cash flow statement

The cash flow statement is prepared in accordance with the indirect method, which means that it is based on the operating result. The stated cash flow covers only transactions that entail incoming or outgoing payments. Only cash, bank balances and current investments are classified as liquid funds.

# NOTES

Amounts in SEK thousand unless otherwise stated

| NOTE 1 MEMBERSHIP FEES AND GIFTS  |        |                |          |                |          |
|---|--------|----------------|----------|----------------|----------|
|   |        | 2015           |          | 2014           |          |
| Membership fee, SEK   |        | No. of members | SEK '000 | No. of members | SEK '000 |
| 2015  | 2014   |                |          |                |          |
| 1 000   | 900    | 45             | 45       | 93             | 83       |
| 1 500   | -      | 47             | 70       | -              | -        |
| 2 000   | 1 800  | 14             | 28       | 26             | 45       |
| 3 000   | -      | 13             | 39       | -              | -        |
| 5 000   | 4 500  | 11             | 55       | 15             | 67       |
| -   | 6 000  | -              | -        | 10             | 60       |
| 8 000   | 8 000  | 12             | 96       | 6              | 48       |
| 12 000  | 12 000 | 6              | 72       | 8              | 96       |
| 15 000  | -      | 12             | 180      | -              | -        |
| Other*  | -      | 1              | -1       | -              | -        |
| Total   |        | 161            | 584      | 158            | 399      |
| New and more levels for 2015 membership fees were decided by the Annual Meeting in 2014.<br>* One member was elected late during the year, and did not pay a membership fee for 2015. |        |                |          |                |          |

|  |      |      |
|--|------|------|
| Gifts break down as follows:   |      |      |
|  | 2015 | 2014 |
| General public   | 29   | 36   |
| Total  | 29   | 36   |
| Of the above amount, SEK 29 000 was raised via the charity-registered account in 2014. |      |      |

| NOTE 2 SIDA FUNDING   |         |         |
|---|---------|---------|
|   | 2015    | 2014    |
| CIVSAM framework grant, South                               | 168 731 | 160 835 |
| CIVSAM framework grant, East                                | 8 583   | 9 190   |
| CIVSAM framework grant, info                                | 18 788  | 16 650  |
| Other Sida funding  | 65 356  | 47 865  |
| Total   | 261 458 | 234 540 |
| Other Sida funding for Forum Syd’s international programmes |         |         |
|   | 2015    | 2014    |
| Somalia   | 6 205   | 2 844   |
| Colombia  | -       | 1 623   |
| Kosovo  | -       | 250     |
| Cambodia  | 14 976  | 13 013  |
| Kenya   | 6 231   | -       |
| Tanzania  | 2 208   | 7 916   |
| Belarus   | 26 213  | 14 484  |
| Other countries   | -       | 82      |
| Trainee programme   | 9 523   | 7 651   |
| Total   | 65 356  | 47 865  |

| NOTE 3 OTHER FUNDING            |       |       |
|---------------------------------|-------|-------|
|                                 | 2015  | 2014  |
| Swedish authorities             | 232   | 169   |
| Foreign authorities/embassies   | -     | -     |
| EU grants                       | 6 372 | 6 057 |
| Grants from other organisations | 2 109 | 2 837 |
| Total                           | 8 713 | 9 063 |



| NOTE 4 NET TURNOVER AND OTHER INCOME |                |                |
|--------------------------------------|----------------|----------------|
|                                      | 2015           | 2014           |
| Sale of services                     | 565            | 610            |
| Sale of books/publications           | 45             | 62             |
| Other income                         | 1 246          | 1 486          |
| <b>Total</b>                         | <b>1 856</b>   | <b>2 158</b>   |
| NOTE 5 OPERATIONAL COSTS             |                |                |
|                                      | 2015           | 2014           |
| Communication                        | 1 355          | 1 608          |
| Advocacy                             | 1 490          | 1 158          |
| Globalportalen                       | 1 621          | 1 376          |
| Sustainable Development Programme    | 2 259          | 2 350          |
| Joint programme work                 | 5 070          | 4 789          |
| Africa Programme                     | 13 929         | 11 294         |
| Asia Programme                       | 15 254         | 13 214         |
| Latin America Programme              | 5 727          | 5 836          |
| Europe Programme                     | 11 678         | 7 930          |
| Grants to Swedish organisations      | 178 987        | 161 129        |
| Grant administration                 | 12 492         | 12 823         |
| IT, finance, HR, office costs        | 6 958          | 6 195          |
| <b>Total</b>                         | <b>256 821</b> | <b>229 702</b> |

| NOTE 6 EMPLOYEES, SALARIES AND EMPLOYER CONTRIBUTIONS |               |               |
|---|---------------|---------------|
|   | 2015          | 2014          |
| <i>Salaries and other remuneration</i>                |               |               |
| Board and Secretary General                           | 805           | 837           |
| <i>Other employees</i>                                |               |               |
| Sweden  | 20 965        | 20 542        |
| Lithuania   | 631           | 560           |
| Colombia  | 884           | 936           |
| Cambodia  | 2 644         | 1 954         |
| Kenya   | 1 446         | 1 587         |
| Kosovo  | -             | 129           |
| Somalia   | 404           | -             |
| Tanzania  | 452           | 942           |
| <b>Total</b>  | <b>27 426</b> | <b>26 650</b> |
|   |               |               |
| Employer contributions                                | 10 446        | 10 880        |
| (of which pension costs)                              | 2 410         | 2 690         |
| Pension provision: Secretary General                  | 350           | 273           |
| Remunerations less than half the base amount          | 189           | 219           |

| Average number of employees | 2015      |            | 2014      |            |
|-----------------------------|-----------|------------|-----------|------------|
|                             | No.       | Male       | No.       | Male       |
| Sweden                      | 51        | 28%        | 52        | 25%        |
| Lithuania                   | 4         | 40%        | 3         | 31%        |
| Colombia                    | 5         | 64%        | 6         | 48%        |
| Cambodia                    | 14        | 74%        | 16        | 60%        |
| Kenya                       | 7         | 30%        | 7         | 23%        |
| Kosovo                      | -         | -          | 1         | 24%        |
| Tanzania                    | 5         | 62%        | 12        | 51%        |
| Somalia                     | 2         | 72%        | -         | -          |
| <b>Total</b>                | <b>88</b> | <b>41%</b> | <b>97</b> | <b>35%</b> |

| Board members and senior executives | 2015-12-31 |      | 2014-12-31 |      |
|-------------------------------------|------------|------|------------|------|
|                                     | No.        | Male | No.        | Male |
| Board members                       | 9          | 55%  | 9          | 44%  |
| Secretary General                   | 1          | 0%   | 1          | 0%   |
| Other managers                      | 10         | 40%  | 5          | 0%   |

The Secretary General term of office expired in October, but was extended to the end of the year. The Secretary General's salary is revised annually subject to agreement by the board. The Secretary General's monthly salary for 2015 was SEK 65,000. Local regulations relating to perquisites tied to the position apply. Pension provisions are made in accordance with prevailing collective agreements.

| NOTE 7 LEASING  |              |              |
|---|--------------|--------------|
| The organisation mainly leases office space and equipment. Leasing fees taken to costs amounted to SEK 4,220 (4,159), of which SEK 3,759 was rental costs. The principal rental contract is for the main office in Stockholm, the cost of which was SEK 3022. The contract expires on 31 Dec 2016, with the option to extend to 31 Dec 2019. Future leasing fees mature as follows: |              |              |
|   | 2015         | 2014         |
| Within 1 year   | 4 377        | 4 121        |
| 1-5 years   | 761          | 4 508        |
| Later than 5 years  | 0            | 0            |
| <b>Total</b>  | <b>5 138</b> | <b>8 629</b> |

| NOTE 8 COMPUTER PROGRAMMES                 |               |               |
|--|---------------|---------------|
|  | 2015          | 2014          |
| Accumulated acquisition value              |               |               |
| Opening                                    | 2 288         | 2 148         |
| Disposals and retirements                  | 0             | 0             |
| New acquisitions                           | 0             | 140           |
| <b>Total</b>                               | <b>2 288</b>  | <b>2 288</b>  |
|  |               |               |
| Accumulated depreciation according to plan |               |               |
| Opening                                    | -2 039        | -1 999        |
| Disposals and retirements                  | 0             | 0             |
| Depreciation for year according to plan    | -66           | -40           |
| <b>Total</b>                               | <b>-2 105</b> | <b>-2 039</b> |
| Closing residual value                     | 183           | 249           |



| NOTE 9 EQUIPMENT                           |               |               |
|--|---------------|---------------|
|  | 2015          | 2014          |
| Accumulated acquisition value              |               |               |
| Opening                                    | 4 428         | 4 594         |
| New acquisitions                           | 602           | 517           |
| Disposals and retirements                  | -1 495        | -683          |
| <b>Total</b>                               | <b>3 535</b>  | <b>4 428</b>  |
|  |               |               |
| Accumulated depreciation according to plan |               |               |
| Opening                                    | -3 930        | -4 389        |
| Disposals and retirements                  | 1 492         | 608           |
| Depreciation for year according to plan    | -203          | -149          |
| <b>Total</b>                               | <b>-2 641</b> | <b>-3 930</b> |
| Closing residual value                     | 894           | 497           |

| NOTE 10 SECURITIES      |               |               |
|-------------------------|---------------|---------------|
|                         | 2015          | 2014          |
| Long-term               |               |               |
| Carried forward         | 11 051        | 3 335         |
| Acquisitions            | 2 057         | 7 716         |
| Divestments             | -1 580        | 0             |
| Closing book value      | 11 528        | 11 051        |
|                         |               |               |
| Current                 |               |               |
| Carried forward         | 4 028         | 11 665        |
| Acquisitions            | 98            | 0             |
| Divestments             | 0             | -7 637        |
| Closing book value      | 4 126         | 4 028         |
| <b>Total securities</b> | <b>15 654</b> | <b>15 079</b> |

| Specification of securities:                  |            |              |
|---|------------|--------------|
|   | Book value | Market value |
| <i>Equity funds</i>                           |            |              |
| Institutionella Aktiefonden stabil            | 1 006      | 1 162        |
| Nordea Emerging Stars Equity fund             | 207        | 223          |
| Nordea institutionell aktieförvaltning        | 814        | 792          |
| Nordea European value fund                    | 346        | 352          |
|   | 2 373      | 2 529        |
| <i>Bond funds</i>                             |            |              |
| Insitutionella Företagsobligationsfonden      | 4 313      | 4 534        |
| Nordea Bostadsobligationsfond                 | 4 842      | 4 991        |
|   | 9 155      | 9 525        |
| <i>Fixed income funds</i>                     |            |              |
| Nordea Institutionell Kortränta               | 4 126      | 4 184        |
|   |            |              |
| Market value as of 2015-12-31 was SEK 16,238. |            |              |

| NOTE 11 PREPAID EXPENSES AND ACCRUED INCOME |              |              |
|---|--------------|--------------|
|   | 2015         | 2014         |
| Salaries and commissions                    | 3            | -            |
| Insurance payments                          | 122          | 53           |
| Rent  | 941          | 826          |
| Grants, other organisations                 | 3 526        | 1 762        |
| Other items                                 | 899          | 636          |
| <b>Total</b>                                | <b>5 491</b> | <b>3 277</b> |

| NOTE 12 EQUITY                       |  |                    |                              |              |
|--------------------------------------|--|--------------------|------------------------------|--------------|
|                                      | Reserves                               |                    | Non-restrict-<br>ted capital | Total equity |
|                                      | Funds<br>for own<br>co-funding,<br>etc | Admin.<br>reserves |                              |              |
| Opening balance                      | 3 678                                  | 11 396             | 2 710                        | 17 784       |
| Allocations to reserve               | 34                                     | 819                |                              | 853          |
| Utilisation                          | -160                                   |                    |                              | -160         |
| Result for the year after allocation |  |                    | -14                          | -14          |
| Closing balance                      | 3 552                                  | 12 215             | 2 696                        | 18 463       |

| NOTE 13 RECEIVED UNUTILISED GRANTS FOR REPAYMENT               |              |               |
|--|--------------|---------------|
|  | 2015         | 2014          |
| Unutilised grant, Sida   | 79           | 3 461         |
| Interest   | 31           | 255           |
| Repayments of mediated funds                                   | 1748         | 6 995         |
| <b>Total</b>   | <b>1 858</b> | <b>10 711</b> |
| Unutilised grants refers to surpluses from concluded projects. |              |               |

| NOTE 14 ACCRUED EXPENSES AND DEFERRED INCOME |               |               |
|--|---------------|---------------|
|  | 2015          | 2014          |
| Salary and holiday pay                       | 718           | 750           |
| Accrued employer contributions               | 221           | 211           |
| Prepaid funding, Sida                        | 68 770        | 58 435        |
| Prepaid funding, other                       | 12 182        | 18 287        |
| Other items                                  | 1 866         | 2 069         |
| <b>Total</b>                                 | <b>83 757</b> | <b>79 752</b> |

Stockholm 2 May 2016

  
Manne Wängborg  
Chairperson

  
Lisa Sjöblom  
Secretary General

  
Carina Andersson

  
Christer Wik

  
Ida Ragnarsson

  
Linda Rosen

  
Markus Malm

  
Göte Isaksson

  
Gerardo Lizano

  
Siv Svensson

Our auditor's report was submitted on 2 May 2016

Fredrik Sjölander  
Authorised public accountant  
KPMG AB

Åsa Nilsson Söderström  
Lay Auditor

This endorsement paper is a translation. The auditors only sign the original document for the annual report, which is the Swedish version.



# AUDITOR’S REPORT\*

To the annual meeting of Forum Syd, corp. id. 802400-7620

## Report on the annual accounts

We have audited the annual accounts of Forum Syd for the year 2015.

Responsibilities of the Board of Directors and the Secretary General for the annual accounts

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

## Auditor’s responsibility

Our responsibility is to express an opinion on these annual accounts based on our audit. The audit was conducted in accordance with generally accepted auditing standards in Sweden. The authorised public accountant conducted his or hers audit in accordance with International Standards on Auditing. Those standards require that the authorised public accountant complies with ethical requirements and plans and performs the audit to obtain reasonable assurance about whether the annual accounts are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the annual accounts. The procedures selected depend on the auditor’s judgment, including the assessment of the

risks of material misstatement of the annual accounts, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company’s preparation and fair presentation of the annual accounts in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board of Directors and the Secretary General, as well as evaluating the overall presentation of the annual accounts.

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

## Opinions

In our 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 Forum Syd as of 31 December 2015 and of its financial performance and its cash flows 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.

We recommend to the annual meeting to adopt the income statement and balance sheet.

## Report on other legal and regulatory requirements

In addition to our audit of the annual accounts, we have also audited the proposed appropriations of the company’s profit or loss and the administration of the Board of Directors and the Secretary General of Forum Syd for the year 2015.

## Responsibilities of the Board of Directors and the Secretary General

The Board of Directors is responsible for the proposal for appropriations of the company’s profit or loss, and the Board of Directors and the Secretary General are responsible for administration under the Companies Act.

## Auditor’s responsibility

Our responsibility is to express an opinion with reasonable assurance on the proposed appropriations of the company’s profit or loss and on the administration based on our audit. We conducted the audit in accordance with generally accepted auditing standards in Sweden.

As basis for our opinion concerning discharge from liability, in addition to our audit of the annual accounts, we examined significant decisions, actions taken and circumstances of the company in order to determine whether any member of the Board of Directors or the Secretary General is liable to the company. We also examined whether any member of the Board of Directors or the Secretary General has, in any other way, acted in contravention of the Annual Accounts Act or the Articles of Association.

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

## Opinions

We recommend to the annual meeting that the members of the Board of Directors and the Secretary General be discharged from liability for the financial year.

Stockholm 2 May, 2016

Fredrik Sjölander  
Authorised Public Accountant  
KPMG AB

Åsa Nilsson Söderström  
Lay Auditor

\* This is a translated version of the Swedish signed Auditor’s report



Angeline Anyango, Faith Yator, Linda Kageha, and Caroline Mwangi are all members of Young Women Leaders, a Forum Syd mentorship programme for young women in Kenya.



**FORUM SYD'S MEMBER ORGANISATIONS AS OF 31 DECEMBER 2015** · A WORLD OF FRIENDS, SWEDEN · ADOPTIONSCENTRUM · AFAR FRIENDS IN SWEDEN · AFRICA GROUPS OF SWEDEN · AFRICAN CARE & SCHOOL · AFRO-EUROPEISKA RIKSFÖRBUNDET · AFROSVENSKARNAS RIKSFÖRBUND AFS INTERKULTURELL UTBILDNING · AID GALCAD · AMAZONASFÖRENINGEN I HÄRRYDA · ARKITEKTER UTAN GRÄNSER · ARTISTER FÖR FRED · BARNFONDEN INSAMLINGSSTIFTELSE · BISHOZI INTERNATIONAL PROJECTS · BISKOPS ARNÖ NORDENS FOLKHÖGSKOLA · BLLF SWEDEN · FRONT MOT SLAVERI · CENTERPARTIETS INTERNATIONELLA STIFTELSE · CENTERPARTIETS UNGDOMSFÖRBUND · CINEMAFRICA · CIVIS · CLOWNER UTAN GRÄNSER · COGITO · COLCHAJ NAC LUUM · DARYEEL ASSOCIATION · DIAKONIA · ECPAT SVERIGE · EMMAUS BJÖRKÅ · EMMAUS STOCKHOLM · FAIR ACTION · FIAN-SVERIGE · FRIENDS OF THE EARTH SWEDEN · FUTURE EARTH · FÄRNEBO FOLK HIGH SCHOOL · FÖRENINGEN BIBLIOTEKSSTÖD TILL CENTRALAMERIKA · FÖRENINGEN FJÄRDE VÄRLDEN · FÖRENINGEN FÖR FOLKBILDNING OCH FRIHET · EDUARDO MADARIAGA · FÖRENINGEN FÖR RE/HABILITERING OCH UTVECKLING · FÖRENINGEN FÖR SUS · KVINNOPROJEKT I BANGLADESH · FÖRENINGEN PALMERAS VÄNNER · FÖRENINGEN SOFIA · FÖRENINGEN URFOLK · FÖRENINGEN VÄSTSAHARA · GAMBIAGRUPPERNA · GLOBAL LEARNING · GUATEMALANSKA FÖRENINGEN · HAND IN HAND SWEDEN · HIIRAA REHABILITATION AND DEVELOPMENT ORGANISATION · HMR · FÖRENING FÖR HÄLSA OCH MÄNSKLIGA RÄTTIGHETER · HORN OF AFRICA DEVELOPMENT ASSOCIATION · HUNGERPROJEKTET · IMMIGRANTERNAS RIKSFÖRBUND · INGENJÖRER UTAN GRÄNSER · INTACTS VÄNNER · INTERNATIONELLA KVINNOFÖRBUNDET · INTERNATIONELLA KVINNOFÖRBUNDET FÖR FRED OCH FRIHET IOGT-NTO · IRANSK-SVENSKA FÖRENINGEN I MALMÖ · ISLAMIC RELIEF SVERIGE · JAKOBSBERGS FOLKHÖGSKOLA · JEREMIAH LUCAS OPIRA FOUNDATION (JLOF) · JIDCAKARAGWE-FÖRENINGEN · KARIBU SWEDEN ASSOCIATION · KIDS FUTURE · KLIMATAKTION STOCKHOLM · KVINNOR FÖR FRED · LATINA-LATINAMERIKANSKA KOOPERATIONSFÖRENINGEN · LATINAMERIKAGRUPPERNA · LIBERIA DUJAR ASSOCIATION-SWEDEN · MASALIT ASSOCIATION IN SWEDEN · MÉDECINS DU MONDE SWEDEN · MIDNIMO IF · MYRIGHT · NATURE AND YOUTH SWEDEN · NORDISK HJÄLP ORGANISATIONEN FAIR TRADE ÅTERFÖRSÄLJARNA · PAN ASIA COOPERATION SOCIETY (PACS) · PEACEQUEST INTERNATIONAL · PEACEWORKS SWEDEN · PERUKOMMITTÉN FÖR MÄNSKLIGA RÄTTIGHETER · PHARMACISTS WITHOUT BORDERS · PLAN INTERNATIONAL SWEDEN · POSITIVA FRAMTIDSVISIONER · PRAKTISK SOLIDARITET · QANDIL · RYSKA RIKSFÖRBUNDET I SVERIGE · SALVADORANSKA RIKSFÖRBUNDET, AMOAR · SAMERÅDET SVENSKA SEKTIONEN · SCHOOLS FOR THE FUTURE · SELF-MANAGEMENT, ORG. FÖR NYKOOPERATION I U-LAND · SENSUS STUDY ASSOCIATION · SERBISKA RIKSFÖRBUNDET · SERBISKA UNGDOMSFÖRBUNDET I SVERIGE · SOCIALDEMOKRATER FÖR TRO OCH SOLIDARITET SOLIDARITY SWEDEN-LATIN AMERICA · SOMALI INTELLEKTUELL BANADIR FÖRENING · SOMALIA INTERNATIONAL REHABILITATION CENTRE · SOMALILAND FÖRENING I MALMÖ · SOMALILAND NORDIC RELIEF · SOS CHILDREN'S VILLAGES SWEDEN · SRI LANKA BARN VÄNNER · THE UNITED NATIONS ASSOCIATION OF STOCKHOLM · STUDIEFRÄMJANDET, RIKSFÖRBUNDET · STUDIEFÖRBUNDET VUXENSKOLAN · STÖDFÖRENINGEN FÖR MARTASKOLAN · SURYOYO HJÄLPFONDEN · SUSTAINABLE CULTURE AFRICA · THE SWALLOWS INDIA BANGLADESH · THE SWALLOWS LATIN AMERICA SWEDEN LIBERIA COOPERATIVE · SWEDISH DEVELOPMENT FORUM (FUF) · SWEDISH DEVELOPMENT PARTNER (IM) · SWEDISH INTERNATIONAL LIBERAL CENTRE (SILC) · SWEDISH PENTECOSTAL CHURCHES (PMU) · SWEDISH SOCIAL WORKERS WITHOUT BORDERS · SWEDISH COMMITTEE FOR AFGHANISTAN · SVENSKA ARALSJÖSÄLLSKAPET · SVENSKA BAHAI-SAMFUNDET · THE SWEDISH BURMA COMMITTEE · THE UNITED NATIONS ASSOCIATION SWEDEN · THE SWEDISH PEACE AND ARBITRATION SOCIETY (SPAS) · SVENSKA KVINNORS VÄNSTERFÖRBUND · SWEDISH MOUNT ELGON ASSOCIATION · SVENSKA PALESTINAKOMMITTÉN · THE SWEDISH IRAQI SOLIDARITY COMMITTEE · SVENSK-LITAUISKA RIKSFÖRENINGEN · SVENSK-SOMALISKA VÄNFÖRENINGEN · SVENSK-TANZANISKA FÖRENINGEN · SWEDISH TIBETAN SOCIETY FOR SCHOOL AND CULTURE · SVENSK-UKRAINSKA FÖRENINGEN I KARLSKRONA · THE NAMIBIA SOCIETY IN SWEDEN · THE SWEDISH-ZAMBIAN ASSOCIATION · SVERIGEDOMINICA VÄNSKAPSFÖRENING · TALLAABO FÖRENINGEN I SKELLEFTEÅ · THE GUIDES AND SCOUTS OF SWEDEN · THE INTEREST ORGANIZATION FOR POPULAR MOVEMENT FOLK HIGH SCHOOLS (RIO) · THE NATIONAL COUNCIL OF SWEDISH YOUTH ORGANISATIONS (LSU) · THE PALESTINE SOLIDARITY ASSOCIATION OF SWEDEN (PGS) · THE SWEDISH ASSOCIATION FOR SEXUALITY EDUCATION (RFSU) · THE SWEDISH FEDERATION FOR LESBIAN, GAY, BISEXUAL, TRANSGENDER AND QUEER RIGHTS (RFSL) · THE SWEDISH SPORTS CONFEDERATION · TODOS POR VALPARAISO · TOGETHER FOR PROGRESS · TOGO KOMMITTÉN FÖR DEMOKRATIS ÖVERLEVAND · TOSTAN SWEDEN · TWIGA · UMEÅ GHANA UNION · UNICEF SWEDEN · UNITED AFRICA RIKSFÖRBUNDET · VARKEN HORA ELLER KUVAD · WE EFFECT · WOMEN IN COOPERATION · VÄNORTSFÖRENINGEN JÖNKÖPING-BANGLADESH VÄNORTSFÖRENINGEN SALA-PAO · VÄNORTSFÖRENINGEN STRÄNGNÄS-SIMANJIRO-LOIBOR · VÄNSKAPSFÖRBUNDET SVERIGENICARAGUA · VÄNSKAPSFÖRENINGEN SVERIGE GUINEA-BISSAU · THE LEFT INTERNATIONAL FORUM · YARI · IRANSKA UNGDOMSHJÄLPFÖRENINGEN · THE SWEDISH ASSOCIATION OF ENVIRONMENTAL HEALTH PROFESSIONALS · ZAMBIAN ASSOCIATION FOR SUSTAINABLE PROJECTS · ÄLDRE FÖR ÄLDRE