



LM International is an aid organisation that is committed to sustainable poverty reduction from a human rights perspective. Our focus areas are food security and livelihoods, health and wellbeing, training and education and WASH (water, sanitation and hygiene). The organisation was founded in 1958 and currently employs approximately 400 employees around the world. Our primary target groups are marginalised groups in society and vulnerable women, youth and children. Our work is focused on Africa, Latin America, the Middle East region and Europe, and directed from our global office in Stockholm. Our aid operations are financed by funds raised from the public in Sweden and by institutional grants.

LÄKARMISSIONEN ANNUAL REPORT 2023



Läkarmissionen's operational activities outside Sweden are conducted under the name LM International. The abbreviation LM stands for Läkarmissionen, which is the legal name for the organisation in a global context.

2023

ANNUAL REPORT

The countries named on the map indicate where LM International was active during 2023.



Locally led development in focus

In a troubled world that is experiencing several major violent conflicts, there is a pressing need for both humanitarian aid and for support for long-term change. As always, LM International is involved and making life-changing contributions, not only in the form of direct aid in various conflict zones but also in the refugee camps that are growing as a result of war and unrest. In addition to our important support for Ukraine, major direct aid efforts have also been conducted in DR Congo and Sudan, as well as for refugees in neighbouring countries such as Chad. In the midst of all the terrible conflicts that are taking place, it is with great satisfaction that we can look back at the change and sustainable development that LM International has been able to inspire and support in numerous villages in Africa, Latin America and Eastern Europe.

While the world demands solutions to major global challenges, it is easy to overlook the power of small local contexts. But the truth is that resilient change often begins in local communities, where people live their daily lives and enjoy a strong bond with their communities. When local people lead the way in creating change, the results are both sustainable and stable in the long term.

Access to clean water is a fundamental issue that often requires a solution. Once the water issue is resolved, the women in a community are liberated. Clean water not only ensures better health, it also allows crop cultivation and improved food security as well as opportunities for self-sufficiency. By focusing on improving the water supply in local contexts, a positive chain reaction can be generated that can transform an entire village, and this can then spread to more communities and eventually transform a whole country.

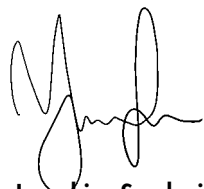
In addition to the water issue, training and education is a key component in transforming the world. Training and education liberates people and provides new livelihood opportunities. When individuals gain access to training and education, they carry what they learn with them for the rest of their lives, and nobody can take it away. By investing in training and education in villages and local communities, we can provide individuals

with the tools that they need to create a better future for themselves and their communities.

Another important element in transforming the world is incorporating social auditing into our programmes to ensure that rights and responsibilities are clearly understood. This involves asking important questions such as “where is the teacher whose job it is to teach our children?” and “why aren’t the police patrolling our village and keeping the peace?” Challenging and questioning duty-bearers helps create a stronger and more just social structure. On a small scale, this simple evaluation of duties and obligations becomes a practical process for developing democracy and justice.

Change in small local contexts is crucial if overall change is to be resilient in the long term. When we focus on water issues, training and education, and social auditing in villages and local communities, we can create positive and sustainable change that extends far beyond local community boundaries. By empowering people with the tools and opportunities to change their own communities, we can create a better world together.

It is with a feeling of great pride and responsibility that we acknowledge the trust that has been placed in us by our private individual donors and for the large contributions from institutions and public funds. The synergy between these various revenue sources creates stability, strength and long-term sustainability for our aid efforts. We would like to express our sincere gratitude for all forms of support that enable us to transform the lives of individuals and create better conditions for communities and, by extension, for countries.



Josephine Sundqvist
Secretary-General



Bo Guldstrand
Chairman



PHOTO: ANNA LEDIN WIRÉN

Josephine Sundqvist and Bo Guldstrand look back on a challenging year, but are gratified to see that LM International is contributing to change through strong local ownership.



PHOTO: LM INTERNATIONAL

By working holistically and with local buy-in, we can achieve long-term, sustainable change

Our mission

In humanitarian crisis and disaster situations, our immediate focus is on saving lives. In the long term, we support initiatives aimed at empowering the ability of individuals to improve their own lives.

VISION

DIGNIFIED LIFE – SUSTAINABLE WORLD

By dignified life, we mean that all human beings are unique and of equal value, and that every human being is entitled to live an empowered life and influence key decisions in their own life.

By sustainable world, we mean a world that is socially, economically and environmentally sustainable, i.e. that development meets current needs without compromising living conditions for future generations.

MISSION

TO SAVE LIVES AND EMPOWER PEOPLE

We apply a holistic approach in which we not only save lives but also enable individuals to achieve their full potential. We endeavour to strengthen the resilience of people and societies during crisis and disaster situations.

Our values

OUR CHRISTIAN VALUES GUIDE the actions of everyone associated with LM, emphasizing the importance of respecting diverse cultures, and understanding the role of religion and faith in sustainable development. They compel us to act bravely, live honestly, foster connections, understand, seek knowledge, and innovate boldly, ensuring that our actions resonate with the spirit of unity.

COURAGE

We are persistent and dare to venture untrodden paths to walk with people in need, willing to work under great risk and uncertainty, not shying away from difficulties in places where few others engage.

INTEGRITY

We are honest and value ethical behaviour. We have no tolerance for any form of corruption and build a transparent culture based on moral principles.

RELATIONSHIPS

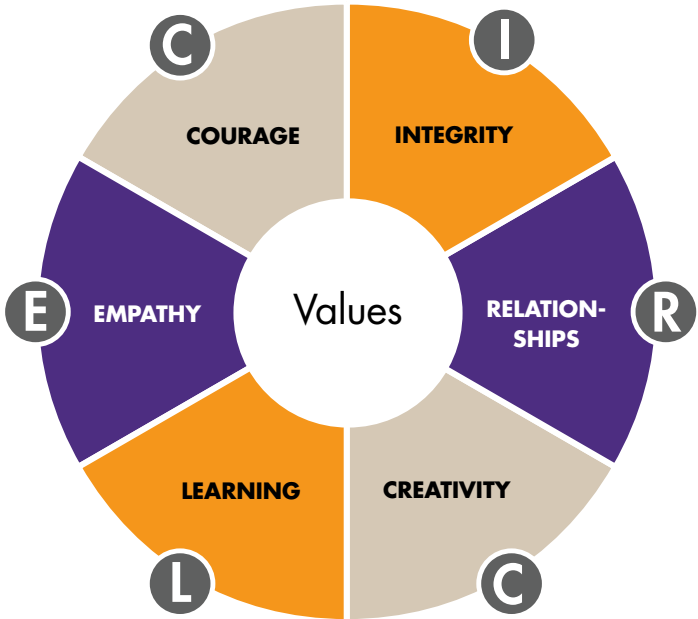
We respect, care for and encourage one another. We value listening and open communication built on trust. Our relation to the planet and nature is guided by care and circularity to sustain the planet for future.

CREATIVITY

We are curious and interested in developments and changes that can help us achieve our mission and goals, and we apply a 'growth mindset' that is open to new perspectives, enabling us to innovate together for greater impact.

LEARNING

We learn from each other and understand that we do not have a monopoly on truth or solutions; instead, we recognize and value the knowledge, beliefs and opinions of others.



The initial characters of our values collectively spell out the word 'CIRCLE'. The circle is a powerful shape that speaks to every culture and corner of the world. Without a start or an end, it stands for infinity, eternity and the cyclical nature of life, signifying equality, unity and harmony. In its simplicity, the circle teaches us about the importance of coming together to create a complete and balanced community.

EMPATHY

We aim to understand other people's life situations and respond to injustices around us by alleviating suffering, advocating for those who cannot speak for themselves, and standing up for people whose voices have been suppressed.



PHOTO: TORLEIF SVENSSON

The goal is a dignified life in a sustainable world. There are different ways to reach it. But a key to success is innovative, seamless collaboration between the different societal sectors.

Strategy for Change

Läkarmissionen's Strategy for Change provides a framework for how we engage with change across our global operations. Our values and our vision are the driving forces of our organisation, and these guide us forward. Our working methods form the foundation of our operations, underpinning our role as an established global faith-based organisation committed to human rights-based approaches. These, along with the Core Humanitarian Standard, emphasise the significance of ensuring that communities remain at the heart of everything we do. The cross-cutting lenses of our four key thematic areas, Food Security & Livelihood, Health & Well-being, Education & Training, and Water & Sanitation are the focus of our work.

We maintain a long-term local presence that instils in us the courage to 'reach beyond'. Our strategic engagement model creates opportunities to work authentically across the different aid nexuses of the Triple Nexus,

humanitarian, development and peace, and we understand the value of faith and religion as factors for unlocking change, especially across the Quadruple Helix, where LM is positioned as a respected and influential civil society stakeholder in research and practical development outcomes.

We are also committed to active collaboration with other aid stakeholders. Through our engagement in key strategic networks, we continue to advance our knowledge, strengthen our voices and advocate for urgent issues, using our experience and far-reaching influence as a foundation for deep-reaching impact.

In all our work, we aim to be innovative, to devise and have the courage to try new solutions, and to 'connect the dots' and build new partnerships, all with a view to fulfilling our mission to save lives and empower individuals.

STRATEGY FOR CHANGE

TO SAVE LIVES AND EMPOWER PEOPLE

Working holistically, we build resilience with vulnerable communities facing disasters and conflict and support long-term transformation from within.

WHAT

People are empowered to access and produce healthy food, create jobs and secure income in local market expansion.

People own sustainable access to safe healthcare, medication, preventive health services, psychosocial support and counselling.

People own inclusive access to education, literacy, vocational training and entrepreneurship, as well as community dialogue and development.

People own access to sustainable sanitation and safe and clean water from locally-managed-facilities through integrated water resources management.

HOW

Stakeholder engagement

Triple Nexus

Quadruple Helix

DEVELOPMENT ACTORS

PEACE ACTORS

HUMANITARIAN ACTORS

CO-CREATION

PARTNERSHIPS

PUBLIC SECTOR

CIVIL SOCIETY

PRIVATE SECTOR

ACADEMIA

Our cross-cutting lenses

Social cohesion and peaceful coexistence

Gender justice and economic empowerment

Environment and climate awareness

Minority rights and disability inclusion

Our working methods

CORE HUMANITARIAN STANDARDS AND PROTECTION OF VULNERABLE GROUPS

Human-rights based	Community centered	Resilience and disaster risk reduction	Innovation and digital transformation	Integrated and rooted advocacy	Religious and faith literacy
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Prioritised groups

YOUTH

CHILDREN

WOMEN

WHY

Christian values drive our behavior

COURAGE	INTEGRITY	RELATIONSHIPS	CREATIVITY	LEARNING	EMPATHY
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DIGNIFIED LIFE – SUSTAINABLE WORLD

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Long-term development towards the Global Goals

THE UN'S 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT is a comprehensive strategy that focuses on fostering peace, well-being and the preservation of the health of the planet for both current and future generations. It is centred around the Sustainable Development Goals, a call to all countries to act in global partnership and collaborate to bring about societal change.

As UN Secretary-General António Guterres expressed it, "The well-being of people around the world, the health of our planet, and the survival of future generations depend on our willingness to come together around a commitment to collective problem-solving and action".

LM International works continuously to strengthen humanitarian aid while simultaneously enabling long-term development and increased resilience in the face of future disasters and conflicts. This also includes peace-building efforts (Triple Nexus) that focus on our four thematic areas.

Food Security and Livelihood involves ensuring that individuals have access to food and enabling them to produce healthy food themselves in order to create jobs and secure their incomes. For people in vulnerable communities and environments that have been impacted by previous conflicts, especially in places where food and opportunities for self-sufficiency are scarce, disasters and further conflicts can have very severe consequences. For this reason, it is essential to apply a combination of short-term and long-term solutions to ensure access to food and help generate stable incomes.



Health and Well-being involves ensuring that individuals have sustainable access to safe health and medical care, medicines and preventive healthcare as well as to psychosocial support and counselling within established health and medical care systems and humanitarian settings. Social, cultural, religious, economic and environmental factors impact the health of vulnerable



population groups. LM International supports both preventive and curative healthcare efforts with a particular focus on women and children. This includes child and maternal health care as well as mental and psychosocial support for children, young people and adults. In particularly vulnerable areas, we provide support for the operation of care facilities, preventive health work, water and sanitation as well as treatment of post-conflict trauma and psychosocial support initiatives. An additional important strategic focus is our commitment to women's safety and empowerment. This includes support for measures to combat gender-based violence with the aim of reducing the incidence of domestic violence.

Education and Training involves enabling individuals to learn literacy skills and to receive training in a range of professions as well as entrepreneurship. LM International supports literacy training, which empowers rights-holders to demand their rights and make their voices heard. This includes, for example, "speed schools" for individuals who have missed out on their schooling and inclusive education for young people with functional impairments as well as vocational and entrepreneurship training that creates livelihood opportunities and opportunities for personal development. Through our partnerships with other organisations, we also support training in organisational development as well as rights-based and human rights-based work that helps bolster our partners.



Water and Sanitation involves ensuring that individuals in areas affected by drought or humanitarian crisis have access to clean water and sanitation. LM International applies the Integrated Water Resources



PHOTO: TORLEIF SVENSSON

Education is often the way out of poverty.

Management (IWRM) model. In brief, this involves securing access to water, especially for vulnerable groups, while safeguarding ecosystem sustainability.

The water provision work includes, for example, well drilling, renovation of existing boreholes, pump installation and repair, and training local residents in basic health and hygiene as well as the maintenance of pumps and other installations. We aim for long-term sustainability by establishing water management committees, entering into partnerships with local civil society organisations and conducting a range of educational initiatives.



All of LM International's projects are linked to the SDGs. We work with the goals in an integrated way as they are all essential to the Sustainable Development Agenda.

Organisation and change management

A CLEAR AND FLEXIBLE ORGANISATIONAL STRUCTURE is of the utmost importance if our organisation is to achieve its established operational goals. The key to success lies in an efficient organisation in which every unit understands its specific role and responsibilities.

LM International's strength lies in our long-term relationships with local partners, and our proximity to field operations and target groups. We operate in about 25 countries with a focus on Africa, Latin America, Europe and the Middle East region.

Through our established partnerships with local partner organisations, we contribute to strengthening civil society and achieving long-term sustainable development. Thanks to these partnerships, we can maintain relationships outside our own context that contribute to a better understanding of other contexts and increase our thematic knowledge. At the same time, part of our mission is to work with underprivileged population groups in areas that other international aid organisations have difficulty reaching, which is why we operate in several countries that are currently referred to as "fragile states". These are states that are characterised by political instability and armed conflict, and where civil society organisations are wholly or largely absent. In areas such as these, it is an advantage to have our own staff on site, who can assist people otherwise unreachable.

Our country offices also play an essential role in building capacity at our local partners and facilitating collaborations and major change processes.

Our partners and country offices are an important part of maintaining a local presence. In turn, they are supported by our regional offices, which are responsible for deepening strategic partnerships, providing project follow-up, expertise and support for projects and local field operations. The regional offices have extensive responsibility for monitoring the impact of aid, combating corruption, developing the capacity of local partners and strengthening innovative partnerships and consortia.

The work of the global office in Sweden is designed to support field operations in regard to quality control,

programme and method development, skills development, establishment of guidelines, HR and IT, as well as financial contributions raised from both private and institutional donors. The global work is led by the Secretary General, who via the management group co-ordinates operations with regional managers and department heads. The work of the global office in Stockholm is led by the Director of Organisation and Governance.

The Board of Directors manages the organisation and decides on its strategic direction and is the foundation's highest decision-making body. According to LM International's statutes, certain tasks are delegated to an Advisory Board with the aim of enhancing transparency. The main task of the Advisory Board is to elect the Board of Directors, the auditor, the Nomination Committee and the members of the Advisory Board at LM International's annual meeting.



REGIONAL DIRECTORS

Christophe Sacko, Regional Director for West Africa and Chad

Christophe Sacko has a background in international development co-operation in West Africa with a particular focus on clean, affordable energy, farming, and innovative health solutions. His role as regional director also includes responsibility for LM International's global security work. He possesses a wide range of experience in peacebuilding and from operations in conflict-affected areas in West Africa, including the Liptako-Gourma region. He holds a Master's degree in Business Administration and has spent several years in business development. Before joining LM International, he led the implementation phase of the digital vaccination campaigns for the Shifo Foundation, where his skills in transferring work processes, management and leadership were one of the main factors in the complete digitalisation of routine vaccination programmes in The Gambia.



Denis Semakula, Regional Director for Sahel and Horn of Africa

Denis is Regional Director as well as the leader of LM International's largest country office of about 100 employees. He is a leading humanitarian expert with an academic background as an economist. He has been working in the Sudanese team since 2015, first as Finance Manager and later as Deputy Country Director. Denis is a Ugandan citizen but has worked abroad with various NGOs such as World Vision, which supports various countries in East Africa.



Anders Jacobsen, Regional Director for Eastern and Southern Africa and overall co-ordinator for Africa

Anders Jacobsen joined International Aid Services (IAS) in 2005 with a background as a structural engineer and having worked in the European fish farming industry with responsibility for production planning, inventory management and organisational development. During his time at IAS, Anders has been active in Kenya, Tanzania and Denmark. Since the merger with Läkarmissionen, Anders has worked as Country Manager for Sudan, and Deputy Regional Director for the Sahel based in Ethiopia. For the past 2 years, he has been Regional Director for Eastern and Southern Africa and overall co-ordinator for Africa based in Nairobi, Kenya. Over the years, his primary focus has been on driving change as well as strengthening and developing new partnership collaborations.



Maria Wählin, Regional Director for Latin America

Maria has wide and lengthy experience in Swedish development co-operation and regional development work at the UN. She has previously been employed at the UNICEF Panama Country Office, the UNICEF Regional Office for Latin America and UNICEF Guatemala. Her primary expertise lies in peacebuilding and normative discourse, and she holds a Master's in Social Anthropology. Her most recent role was that of thematic advisor for conflict sensitivity and peace at PMU, where, for example, she developed a book on the role of religious stakeholders in peacebuilding called "Church and Peace". Earlier in her career, she also conducted a field study that focused on "Indigenous Women and Political Participation" in Guatemala.



Waldemar Braun, Regional Director for the Middle East

Waldemar Braun is a specialist in intercultural communication and leadership development with extensive experience in NGOs and strategic organisational development. He was born and brought up in Kyrgyzstan, and moved to Europe when he was 12. He holds a degree in integrated leadership and theology from the USA and additional qualifications in counselling, leadership, finance and social work. He has lived and worked in several countries and since 2008 has held various leadership roles at NGOs in the Middle East. Waldemar is passionate about organisational and leadership development with the aim driving transformative and holistic social development processes that result in strong and diverse communities. Waldemar currently heads LM International's regional office in Dubai, which focuses on humanitarian crisis countries such as Yemen.



Andreas Zetterlund, Acting Director Eastern Europe

Andreas Zetterlund leads the work in Eastern Europe at an overall strategic level. Andreas has a background in international economics and has a long field experience from humanitarian aid with particular in-depth experience in water and sanitation. Andreas has been a leader in taking the issue of trade and aid further within the framework of Swedish development co-operation.



COUNTRY DIRECTORS

Gloria Mafale, Tanzania

Gloria is a lawyer and human rights activist specialising in gender issues and access to justice for people living in poverty. She has many years of experience working with religious literacy, most recently at the Christian Council of Tanzania as a political analyst, where she worked with co-existence and peaceful dialogue between tribes and religions. Gloria is a seasoned moderator and public speaker, and regularly facilitates dialogue meetings for LM International locally, regionally and globally.



Denis Semakula, Sudan

Denis leads LM International's largest country office with approximately 100 employees. He is a leading humanitarian expert and has an academic background as an economist. He has been working in the Sudanese team since 2015, first as Finance Manager and later as Deputy Country Director. Denis is a Ugandan citizen but has worked abroad with various NGOs such as World Vision, which supports different countries in East Africa.



Abera Lema Urge, Somalia

Abera joined LM International in 2021. He is currently a programme manager. During 2023, he has been responsible for Somalia operations together with Acting Country Director Leif Zetterlund.



Chandiga Godfrey Moggas, South Sudan

Moggas was born and brought up in Uganda by South Sudanese parents. He was first employed at the country office in Uganda as Programme Support Manager, after which he moved to his parents' home country to take up the Country Director position in 2017. Moggas holds a Bachelor's degree in Development Studies and a diploma in science laboratory techniques.



Illiassou Gambo, Niger

Illiassou was born in Niger but graduated in hydrogeology in Guinea Conakry. He joined LM International as a geologist in 2014, then became a project manager between 2016-2019, before being appointed



Deputy Country Director in 2020 and Country Director in 2021.

Juliet Namukasa, Uganda

Juliet is a leading voice for the entire localisation agenda in Uganda. She holds a degree in economics and is a certified chartered management accountant. She joined LM International in 2002 as Accountant for the country programme. In 2004 she took over responsible for overseeing all drilling contracts and was appointed Country Director in 2009. Juliet now leads Uganda's major civil society platforms on issues related to alcohol policy and gender-based violence.



Kadessou Djarmatna, Chad

Kadessou is a hydrogeological engineer who completed his WASH humanitarian project management training at Bioforce in Lyon, France. He has also attended internal UNHCR training programmes in management and field co-ordination. After more than 13 years of WASH experience with various NGOs and UN organisations in countries such as Burkina Faso, Haiti, Congo, and most recently Cameroon, he returned to his native Chad to work at LM International in early January 2021.



Ketema Kinfe, Etiopien

Ketema holds a Master's degree in Leadership and a Master's degree in Transformational Change. He has built up LM International's Ethiopian operation over a period of years and was employed as Deputy Country Director until the end of 2008. He has served as Country Director for Ethiopia since 2009.



Kitoko Bruno, DR Congo

Bruno is an experienced economist with in-depth expertise in managing the digital transformation of government systems. As an expert in the field, he has spearheaded initiatives aimed at modernising public services and fostering transparency and efficiency in governance. In 2023, he transferred to the humanitarian sector to assume the role of Acting Country Director in DRC.



Trust and motivation

BEING A GOOD EMPLOYER IS IMPORTANT – both locally and globally. LM International employs its own staff in all the regions we operate in, and we are proud to have been certified for the second year in a row as a Great Place to Work organisation.

In LM International's vision of dignified lives in a sustainable world, our employees are our most important asset. Many people who work in the development and humanitarian aid sectors have big hearts and a drive to help others. As an employer, we search for ways to maximise their motivation while building trusting and sustainable workplaces. Some of the tools that we use for this are Great Place to Work, The Predictive Index and Inner Development Goals.



PHOTO: LM INTERNATIONAL

GREAT PLACE TO WORK

Since 2022, LM International has been collaborating with Great Place to Work®, GPTW, an international consulting firm that focuses on employee surveys. GPTW's mission is to assist organisations in all industries and of all sizes to develop their workplace culture.



In LM International's endeavours to be an attractive and forward-thinking employer, we use GPTW, one of the world's largest employee surveys. The aim is to learn how our employees experience working in the organisation, what is perceived to work well, and what could be improved. The survey highlights five dimensions, Credibility, Respect, Justice, Pride and Companionship. The survey results, known as the Trust Index, enabled LM International to receive certification as a Great Place to Work organisation.

if we are to achieve genuine change, a shift within ourselves is also required. We must all become co-creators of the new emerging society, but such a shift cannot be controlled from above. We need people who can drive the transition independently and this is what our work with internal goals concerns. As an organisation, we have realised that the old model in which the management team gathers information and executes all long-term decisions is no longer valid. In this day and age, our survival depends on our ability to delegate strategically important decisions to self-managing units across the organisation.

STRONG TEAMS WITH "THE PREDICTIVE INDEX"

With the help of our partner Euro Academy, we work with "The Predictive Index, PI", one of the world's most modern personality tests. The test helps us understand driving forces and motivational factors.

The results of the tests are of great benefit to us when building skilful, confident and motivated teams in which our various driving forces become strengths. At LM International, we use PI in conjunction with recruitment as well as a tool for employee and leadership development. The tool enables us to form a picture of how our existing staff can best be complemented when hiring new staff.

INNER DEVELOPMENT GOALS

Since the Inner Development Goals (IDGs) were established in 2020, LM International has endeavoured to incorporate them into our approach in order to further the UN's Sustainable Development Goals. The fundamental concept behind IDGs is that in order to achieve lasting results, we also need to look inwards. As the deadline for achieving the SDGs is in less than six years and



Adaptive leadership for greater efficiency

IN THE GLOBAL DEVELOPMENT FIELD there is a growing need for flexibility, continuous learning and the ability to adapt to prevailing circumstances. Responding to and collaborating closely with local communities is absolutely crucial to achieving long-term sustainability. In order to succeed, we need leaders that are open to adaptation and change – adaptive leadership.

Denis Semakula, Regional Director of LM International – theoretically, adaptive leadership sounds like an obvious approach, but what is it like in practice?

“Adaptive leadership is about recognising that the context in which we operate is dynamic and unpredictable. It involves a continuous cycle of planning, action, reflection and adjustment based on feedback and learning. In the development and humanitarian sectors, this can mean regularly reassessing the needs of vulnerable populations, adjusting strategies based on changing circumstances and integrating lessons learned into future efforts.”

Can you give us an example of how it works?

“During one of LM International’s projects in Sudan, our task was to drill a well to improve water and sanitation conditions in a particular village. But despite the fact that our geological surveys indicated positive results and repeated attempts, we failed to locate a water source. This unexpected challenge led us to use adaptive leadership. We were already collaborating with the village community, but we realised that we needed to improve our approach, so we asked the villagers to participate in the decision on where we should try to drill next time.”

“This not only improved our chances of finding water, it

“Being prepared for the unexpected means incorporating flexibility into our strategies by working with a range of scenarios.”

also helped reduce any potential conflicts in the village. By involving the local community in decision-making, we wanted to create a collaborative climate and reduce the risk of problems in the project.”



They say that adaptive leadership works best when there’s a high level of complexity and where the context is changeable, which is consistent with many of the fragile states and contexts that LM International works in. Would you say that as a result we’re already well prepared for the unexpected?

“Yes, adaptive leadership is very suitable for our work. In challenging environments, traditional linear approaches can be ineffective. Being prepared for the unexpected means incorporating flexibility into our strategies by working with a range of scenarios, regularly collecting and analysing data, and remaining responsive to the changing needs of the communities we serve. LM’s focus on adaptive leadership is a way to navigate.”

Most people have an innate resistance to living in uncertainty, and yet this is an attitude that’s required for any organisation that aspires to operate using this model. What challenges can you see?

“Potential challenges to embracing uncertainty include resistance from staff members who prefer more predictable environments. It requires a cultural change within the organisation and the development of a mentality that values learning from failure and adapts its strategies accordingly. At LM International, we’re committed to creating an environment that promotes learning, testing, evaluation and adaptation. At the same time, it’s important to allow room for the negative feelings that come with uncertainty.”



PHOTO: LM INTERNATIONAL

A strong foothold in the local community ensures that the aid is more effective.

Moving decision-making closer to reality requires good conditions and perhaps above all employees who are ready to drive change. How can leaders best motivate their teams? Is it by giving the field managers more room to manoeuvre?

“Leaders can inspire their teams by encouraging lear-

ning and innovation. It’s important to provide training in adaptive leadership, promote open communication and reward adaptability. Empowering supervisors to make decisions and showing confidence in those decisions creates a sense of ownership and responsibility that motivates them to contribute actively to problem-solving.”



PHOTO: ANNA LEDIN WIRÉN

During the year, LM International has bolstered learning, innovation and new partnership development at regional level. New digital technology has played a crucial role, above all in empowering young women.

Regional hubs – arenas for mobilisation

LM INTERNATIONAL’S HUBS PLAY A CRUCIAL ROLE in maximising our impact, scaling up projects and collaborating across sector boundaries.

Meeting the challenges posed by the global climate, security and health crisis requires an increase in collaboration. All of society’s stakeholders, academia, the public and non-profit sectors, as well as the business community, must be included.

For LM International, the regional hubs serve as an engine for change and as important centres for both internal and external collaboration in different regions. Together with civil society, the business community, academia and the authorities, the regional hubs work to create test environments, develop expertise, ensure support for innovative investments, promote skills development and build networks and ecosystems.

“The increasing pressure to maximise the impact and scalability of projects has undoubtedly brought civil society closer to both investors and the private sector.

This has brought with it a greater emphasis on evidence and innovative solutions, which underlines the need for collaboration with academia and the research sector. In order to achieve their goals, it is crucial that organisations work to bridge structural and cultural barriers between different sectors such as civil society, the business community, academia and the authorities”, says Josephine Sundqvist, LM International’s Secretary-General.

At LM International, we are seeing how the Quadruple Helix model, which focuses on collaboration across sector boundaries, is becoming increasingly relevant. In order to reach sustainability goals and secure long-term funding, an awareness of the need to develop new business models and collaborative structures that promote innovation and sustainability is required. Through the work in the regional hubs, our organisation can concretise and implement these strategies, an important element in the work to drive change and create a sustainable future.

PRO BONO COLLABORATION WITH PA CONSULTING

In order to meet the challenges of a constantly changing world and boost the power of innovation, LM has initiated a partnership with PA Consulting. Jointly, we are endeavouring to develop new, smarter ways to take action and target our efforts where they are needed most.

“We have the important task of helping people in need all over the world. In order to ensure that our efforts are even more

efficient and effective, we need to be innovative and adaptable”, says Josephine Sundqvist, LM International’s Secretary-General.

The economic situation and the increasing needs of the world require new solutions. By exploiting digitalisation and collaborating across sector boundaries, LM International’s aim is to create more innovative, long-term methods. The partnership with

PA Consulting includes, for example, strengthening leadership, promoting agile approaches and increasing the power of innovation across the organisation. The goal is to enable LM to be even more effective in meeting the contemporary challenges of making a real difference to vulnerable individuals.



Emerging technologies

DURING 2023, THE WORLD FACED INCREASING global hardship due to numerous conflicts and disasters such as the war in Ukraine and the accelerating impact of climate change. Innovative solutions and collaborations across academia, the business community, the public sector and civil society became even more important as a means to build resilience and sustainability.

LM International has a long history of entrepreneurship and experience in building strong collaborations. The current crises require even more shared responsibility and innovation. During 2023, LM's global innovation unit conducted numerous initiatives and collaborations with the goal of achieving high impact changes and improvements. The work emphasised strengthening local communities by means of quadruple helix collaborations, which involve civil society, the business community, academia and the public sector.

Jointly with academia, the business community, the public sector and civil society, LM International's global innovation unit has actively contributed to addressing complex societal challenges and fostering sustainable and inclusive development.

LM continues to prioritise entrepreneurship, innovation and collaboration to achieve sustainable impact. Through a wide range of partnerships and innovative approaches, we build resilient communities and drive development forward.

"By connecting people from different continents and different cultures, we are reaching new levels of innovative solution. Together we are creating the future!"


GÖSTA MELKERSSON, HEAD OF UNIT FOR INNOVATION.

BELOW ARE A FEW EXAMPLES OF PROJECTS THAT ARE CURRENTLY FOSTERING GLOBAL COLLABORATION, INNOVATION AND SUSTAINABLE DEVELOPMENT:

- The I-CAN initiative, which explored financial mechanisms such as contract financing and carbon credits.
- Collaborations with organisations such as Solver X, Spacerpad and Ecobarge to work with urgent needs such as improving access to water, sanitation and waste management in refugee camps
- Educational initiatives such as Binogi and the Capgemini Hackathon to combat educational inequalities, as well as collaborations with the Zanzibar Ministry of Education and Healthtech Nordic

- for increased accessibility to health care.
- The focus on social and economic inclusion through partnerships with organisations such as Hiveonline, La difference and Stella Futura. Through joint efforts, development in the food sector, financial inclusion and sustainable development has been advanced.
- Participation in events such as the HealthtechNordic pitch seminar and collaboration with the Norrsken Foundation to promote technological innovation and sustainable development.

- Participation in networks such as the Africa Innovation Network and SWEACC, as well as initiatives to drive innovative solutions for crisis situations.



- The work of Sustaid, which LM International runs, is based on an innovative approach that bridges structural and cultural differences between the business community, civil society, academia and the public authorities.



PHOTO: LM INTERNATIONAL

Converting petrol vehicles to solar-powered EVs could eventually revolutionise mobility for millions of people.

Petrol vehicles converted to EVs on site in Yemen

Yemen is the poorest country in the Middle East, ranking 179 out of 189 in the UN's "Human Development Index", which measures human development across geographic scales. The country has long struggled with severe poverty, and the situation has worsened during the ongoing ten-year civil war. The humanitarian crisis is extensive, with approximately 18.2 million out of the 33 million inhabitants in need of humanitarian support.

With high prices for bottled gas and diesel as well as limited availability, rural populations are restricted in their ability even to leave their villages. LM International has been supporting the Solar EV Project, an innovative project to address these needs while revolutionising the mobility sector in Yemen. The project converts existing village vehicles from petrol to electricity and then uses solar energy to charge them. Because every converted EV removes one older petrol vehicle from the road, this help creates a totally emission-free transportation system and accelerates the energy transition.

Rather than importing converted EVs, the approach uses a conversion kit that enables local mechanics to perform conversions at locations close to their home villages. The project targets one of the most common Yemeni village vehicles, the Toyota Hilux utility truck, a mainstay of rural transport that conveys people and goods from the village to the markets. By using solar energy, the converted EVs can be charged using excess power from existing solar power installations.

LM's first pilot vehicle using this conversion kit was completed in November and featured at the COP28 Climate Change Conference in the United Arab Emirates, where road testing took place. The converted vehicle has already demonstrated a range of 180 km on a single charge and the field testing is scheduled to begin in Yemen in March 2024. The solution is applicable to any of the 1.8 million Hilux trucks in rural, economically disadvantaged countries around the world, which enables a truly global scope. The end goal of LM International's project is to restore mobility to the forgotten people of Yemen, Africa and Asia.

New consolidated digital methods

DURING 2023, LM INTERNATIONAL HAS INTRODUCED new online system support, partly for our financial monitoring and reporting and partly as a tool for how we manage our projects. This involves consolidated financial reporting for all of LM International's countries of operation, which improves the quality and security of our financial operations and enables quicker reactions to events in the projects and externally.

During 2023 and 2024, we will introduce a new tool for processing the data that our projects generate. This will ensure more consistency between different types of project and better opportunities to extract conclusions and results from the project data.

During 2023, we also advanced development to the next stage by building a new studio in Ethiopia. The dedicated team at the Ethiopia country office has fully embraced the mission of making our digital vision a reality, from developing new methods and events to planning a new studio in Addis Ababa. The studios in Stockholm and Ethiopia will be an important engine for our digital initiatives.

DIGITAL SKILLS IN SUB-SAHARAN AFRICA

In Africa, we have been working to build a strong foundation of digital skills, both internally and with partners. Our programmes focus on areas such as safe and sound use of relevant platforms, data management and analytics, and strengthening equipment supply chains. Digitalisation is an area of capacity development that requires larger efforts across the entire sector. In this case, we are one step ahead and mobilising resources widely.

The data feed is an important aspect of our transformation journey. We have taken the initial steps to reinforcing data management and analytics capabilities, which enables us to make data-driven decisions that drive decision-making and provide us with a deeper understanding of our project contexts. This work will continue and become more tangible in 2024.

Lastly, we have kicked off LM International's AI journey

by applying AI tools at an experimental level on our internal data to explore how it can support our projects and employees. This has been crucial in ensuring that our co-workers are equipped with the skills and the knowledge that they need to succeed in a rapidly changing digital landscape.

DIGITAL TRANSFORMATION

Finally, the past year has been an exciting and challenging time in regard to our transformation efforts. Investments in our digital infrastructure, digital skills programmes, local partnerships, data feeds and other digital development initiatives have all played an important role in our success. We are committed to continuing to drive innovation and growth through digital transformation and are confident that we will continue to flourish in the coming years. We have also initiated and sustained collaborations in the digital domain with several private operators, including CapGemini and PA Consulting.



PHOTO: LM INTERNATIONAL

Setting up studios in Stockholm and Addis Ababa has been an important digital transformation engine for LM.



PHOTO: LM INTERNATIONAL

Coffee grower Joseline Tuhaise from Uganda explains how she has adapted her business to the challenges of climate change.

A DIGITAL JOURNEY

Together with We Effect and Sida, LM International led a virtual journey to the mountains of north-western Uganda to visit coffee farmers from an agricultural co-operative. The goal was to increase the travellers' understanding, interest and knowledge of how digital methods can be utilised in development co-operation.

The journey took in, for example, Joseline Tuhaise, a coffee grower in Uganda, where it observed and discussed how digital tools can be used to streamline and improve different aid projects. Virtual travel is a way to visit field projects without impacting the environment as a result of air travel and carbon dioxide emissions.

Developing digital technologies in humanitarian aid unlocks new opportunities to streamline and improve



PHOTO: LM INTERNATIONAL

aid efforts in a sustainable way. Reducing the need for physical travel also reduces the negative environmental impact and contributes to a more sustainable trend.

At the forefront of Triple Nexus

IN RECENT YEARS, governments and international actors have begun paying attention to the importance of peacebuilding.

Triple Nexus is a strategic direction that involves combining and co-ordinating efforts in development aid, humanitarian aid and peacebuilding. By integrating these fields, we aim to create more uniform and effective collaboration in regard to complex challenges such as conflicts, disasters and climate issues. The goal is to achieve an overall strategy that promotes peace, stability and sustainability in societies worldwide.

LM International is an active stakeholder in strategic networks to develop nexus methods. We have identified several different types of nexus approach, including development-humanitarian, development-peace and humanitarian-peace nexuses. We are convinced that all stakeholders need to share experiences and collaborate in order to create strong and sustainable resilience in society, and we see ourselves as one of the driving forces in this process.

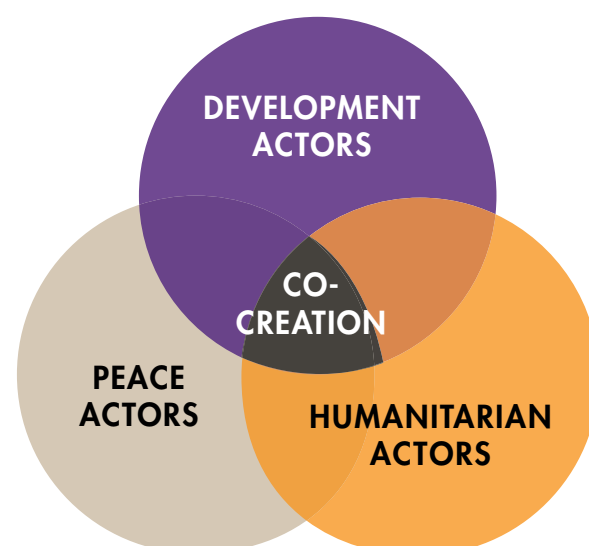


“In order to develop new methods of co-operation between humanitarian efforts, development efforts and peacebuilding efforts, we have to collaborate. It requires analysis and co-ordination to bridge the break down the silos and build sustainable resilience.”

MILWARD MWAMVANI, HUMANITARIAN AFFAIRS AND TRIPLE NEXUS.

EFFORTS AND COLLABORATIONS DURING 2023

LM International has continued to contribute to discussions in the various networks in which we participate such as the VOICE network's Resilience-Nexus Working Group, EU-CORD's Nexus Working Group and the Swedish Resilience Network. A central item in our discussions has been the necessity to set clear frameworks for donors that clarify funding opportunities for the important work with triple nexus methods. In the VOICE network, the discussions included messages that were later shared during the European Humanitarian Forum 2024 in which the LM International took part. In addition, a significant development has taken place during the year in the creation of organisational Nexus approaches and methods, which are planned for publication in 2024.



LM International is a significant Triple Nexus actor within the framework of Swedish development co-operation.



PHOTO: LM INTERNATIONAL

Community-led resilience building

GLOBAL TRENDS ARE SHOWING an increase in climate-related disasters and it is extremely important that we continue to support efforts that bolster resilience.

Global trends are showing an increase in climate-related disasters, with communities experiencing shocks that may directly or indirectly be associated with extreme or unpredictable climate patterns. For this reason, we have continued our work with communities to support efforts to build resilience to climate-related shocks, for example to increase their capacity to absorb shocks, adapt to them or transform in order to mitigate them.

Having embarked on a journey in Tanzania to pilot a resilience model that we developed with our partners in Kenya, we expanded our efforts to contribute to resilience building during the year. Through our partnership with other civil society organisations that are members of the Swedish Mission Council, we have undertaken to coordinate resilience-building efforts in Africa. Building on a community of practice concept that was developed in Kenya, Kenya4Resilience, we have mobilised to expand this concept to other countries

in Africa. During a regional resilience workshop organised by SMC, LM and K4R in September 2023, the dream of a continental community of practice known as Africa4Resilience (A4R) became a reality. This will ensure that national communities of practice committed to developing efforts to build community resilience are established in these difficult times.

Beginning in 2024, LM International will host the secretariat of the A4R CoP and the K4R CoP at its regional offices in Nairobi, Kenya. This strategic set-up will enable us to establish the networks across Africa and link them to critical stakeholders that can contribute to our resilience-building efforts. We are confident that the stakeholders in the Quadruple Helix will all recognise the significance of these communities of practice and collaborate to ensure stronger and sustainable community resilience. We look forward to engaging with embassies in the different capitals as we move forward with these exciting efforts to strengthen communities.



PHOTO: DORCAS

An essential element of LM International's work is to provide disaster relief and humanitarian support during crises and disasters.

Protracted conflict and humanitarian action

2023 SAW YET ANOTHER DRAMATIC increase in global humanitarian needs. It is estimated that more than 400 million people required humanitarian aid during the year. LM International has continued to respond to the various protracted humanitarian crises across the world through its own implementation and by collaborating with local partners.

The Ukraine crisis, which many had hoped might be resolved relatively quickly, continued to impact large numbers of people, leading to further internal displacement within Ukraine and an enduring refugee exodus to neighbouring countries. With the help of numerous private donors in Sweden, LM succeeded in maintaining its support to our partners in Romania with the provision of shelter, NFIs and other social aid for the benefit of Ukrainian refugees in Bucharest.

On 6 February 2023, a massive earthquake devastated southern and central Turkey and northern and western Syria. Once again, our private donors came to the rescue as we conducted a rapid response in collaboration with our international partners Dorcas and Medair. This enabled us to serve hot meals to 660 families (3,300 individuals) living in temporary shelters in Aleppo, Syria for 14 days. We also supported the provision of non-food items (NFIs), multi-purpose cash assistance (MPCA), and mental health and psychosocial support (MHPSS) to 15,021 individual beneficiaries. LM International values these partnerships, which have enabled so many life-saving interventions during the year, very highly.

We have also continued operating via our own local offices in the different countries during the year. Thanks to funding from European Civil Protection and Humanitarian Aid Operations (ECHO), we were able to provide emergency aid to the displaced communities in Western Niger. Despite a challenging security environment and a subsequent coup in the country, we have continued our operations in the region, providing safe drinking water to more than 15,000 people.

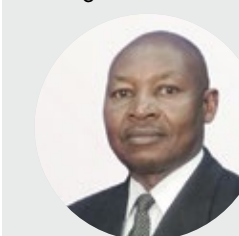
When an already challenging operational environment

in Sudan became even more dangerous when the current fighting broke out, our teams did not abandon their operations. Instead, amidst numerous complex challenges including the evacuation of teams to safer areas, we have continued to provide aid to impacted communities in Sudan. The ongoing situation has also affected neighbouring Chad, where our teams have mobilised efforts to respond to the spiking refugee situation caused by the war across the border in Sudan.

In order to sustain the provision of principled and high-quality humanitarian aid, we have invested in capacity development, both through further training for our teams in the Core Humanitarian Standard (CHS) and by recruiting a new Humanitarian Affairs Officer at our global office. LM International intends to continue to develop robust humanitarian response capabilities in order to meet the increasing needs in our areas of operation.

REPORT – EDUCATION IN EMERGENCIES

During 2023, LM published a method overview of the work with education in emergencies.



Report author:
Stephen Mwaura.

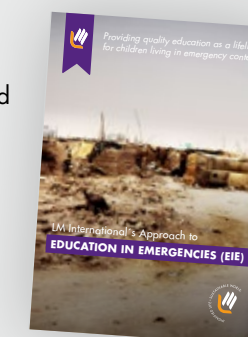




PHOTO: LM INTERNATIONAL

A secure water supply is absolutely crucial in creating resilient communities. ■

It's all about water

IN SOUTH SUDAN, LM INTERNATIONAL'S WATER OPERATIONS apply a holistic approach in which food security, livelihoods and prevention of gender-related violence are factored in with a view to creating resilient societies.

South Sudan is a country that is facing numerous interrelated challenges. Years of conflict and political instability, in addition to a scarcity of health and medical care, education and training, clean water, and livelihood opportunities, is a prevailing threat to the resilience of the South Sudanese people. South Sudan is also one of the ten countries most impacted by climate change, and recurring devastating floods further impair the ability of local communities to engage in small-scale agriculture and other livelihood options. In 2023, LM International in collaboration with IAS Germany launched a new project with an integrated focus on water, food security, livelihoods and protection to address some of the challenges that the states of Western Equatoria and Northern Bahr El Ghazal are currently facing.

"Using water as a starting point, a borehole can be more than just a source of clean water for drinking and

cooking. It also creates opportunities for people to use the water for small-scale cultivation of fruit trees and vegetables near their homes, which increases food security and provides potential sources of income", explains LM International's Food Security and Livelihoods Officer Patrick Anyanzo.

In many villages in South Sudan, fetching water is the responsibility of women and girls, which can be both a heavy burden and an unsafe walk through the bush or the forest if the nearest water point is a long way away. As reports have shown that a large proportion of South Sudanese women have been subjected to some form of gender-related or sexual violence during their lifetimes and that there is a high level of child abuse, the project also incorporates training for women's groups and child protection committees in the villages. Female leaders in Yambio have also been trained in case management, legal services and trauma counselling.

New boreholes save lives

LM INTERNATIONAL HAS BEEN WORKING WITH WATER, hygiene and sanitation (WASH) in Borena, Ethiopia since 2012. The work has been of tremendous importance to the people of the region, as LM is the only stakeholder that continuously ensures a supply of clean water by drilling new wells.

Between 2020 and 2023, the Borena Zone was hit by a devastating drought that killed an estimated 3.5 million livestock animals and forced thousands of people to leave their homes for a life of displacement. There are now several IDP camps in Borena, where LM International has been conducting emergency efforts such as donating food parcels to vulnerable families.

are 15-20 active stakeholders in the zone working with WASH, but only LM is drilling new boreholes that provide communities and individuals with clean water. For this reason, LM is the most important of the stakeholders because at the moment the crucial need is access to more water. LM drills approximately 30 boreholes a year, compared to the three to four boreholes a year that the country's Water Authority and the other WASH stakeholders drill altogether.

According to the Water Authority in Borena, there

During the most recent drought, LM's work saved the lives of tens of thousands of local people. The team currently operates two drilling rigs, and collaborates closely with the Borena Water Authority when selecting villages in which to drill or refurbish wells.



PHOTO: HÅKAN FLANK

Access to clean water saves lives. ■

In every village where a borehole is drilled, a local water committee is established, more than half the members of which are usually women. The committee decides on a fee that each household has to pay for access to the water. The fees are collected, deposited in a bank account and saved for unforeseen expenses. In the event that a borehole fails, the committee contacts the Water Authority, which arranges for a technician to repair the water point. All repair costs are then paid from the committee's account. This enables the water committee in each village to maintain control and ensure a supply of water for its residents.

FACTS: WASH

Water: refers to drinking water that is managed in a safe manner.
Defined as: "water from an improved water source that is accessible on premises, available when needed and free from faecal and priority chemical contamination".
Sanitation: Facilities and services that prevent diseases caused by contact

with human waste. Knowledge of the importance of these.
Examples: Clean toilets, waste management.
Hygiene: refers to behaviours that can improve cleanliness and lead to good health.
Examples: hand washing, menstrual hygiene.

WASH IN FIGURES

- UN data from 2020 indicates that:**
- 2 billion people lack a safe water supply.
 - 3.6 billion people lack safe sanitation.
 - 494 million people have to relieve themselves in the open air.
 - 670 million people do not have the facilities to wash their hands.



PHOTO: LM INTERNATIONAL

LM International collaborates with the mission aviation organisation MAF to distribute vaccines to inaccessible areas of DR Congo.

Life-saving vaccine

WHEN A MASSIVE OUTBREAK OF MEASLES hit DR Congo, thousands of children lost their lives. In contrast, the remote province of Mai-Dnombe in western Congo, where children and mothers had been vaccinated for ten years with the support of LM International, was left completely unscathed.

In 2021, 25 million children around the world under the age of five missed out on vaccination. In DRC, child mortality and poverty are high, and the government is unable to provide sufficient support to guarantee a good level of health care for the population. The 2022 measles outbreak in the country infected large numbers of children, many of whom died as a result of not having been vaccinated. But the statistics tell a different story in the province of Mai-Dnombe, where no cases of measles were reported at all among its three million inhabitants. The province is about a third of the size of Sweden and inaccessible due to the lack of trafficable transportation routes. Hence the only way to supply the province with vaccines is by plane, boat or motorbike.

For the past ten years, LM has been funding vaccine de-

liveries to Mai-Dnombe, which are carried out by MAF, the Mission Aviation Fellowship. Last year, over 60,000 children were vaccinated against tuberculosis, diphtheria, tetanus, pneumonia and measles. In addition, 70,602 expectant mothers were vaccinated against tetanus and diphtheria. A total of 20 tonnes of vaccines, syringes, containers, information materials and other supplies were airlifted to the 14 different health zones in Mai-Dnombe.

The vaccines, whose shelf lives are reliant on cool storage, are distributed by boat or motorbike in solar-powered coolers. At the health clinics, which are equipped with fridges powered by solar cells, the vaccines are then administered by local health workers to infants under a year old as well as expectant mothers to provide them with vital protection.

Food security for better health outcomes

A COMBINATION OF HEALTHCARE AND AGRICULTURE efforts has proven successful in combating poverty and malnutrition. The projects in the Siaya and Vihiga districts of Kenya have created synergies that benefit communities and individuals in the long term.

The primary underlying cause of 45 percent of the under-5 deaths in Western Kenya in 2021 was malnutrition. For this reason, a project was launched to address the root causes of the issue; a lack of good health and food insufficiency. The method of combining health care and agriculture efforts has been used successfully in other villages since 1999 and shown to have positive and sustainable effects. By collaborating with local healthcare facilities and staff as well as with churches and schools, two villages, Urundi in Vihiga and Walira in Siaya, were identified as areas with widespread poverty and malnutrition.

The first phase of the work involved defining problems and needs through conversations with various village groups such as women, the elderly, young people and people living with HIV. Once sufficient knowledge and understanding of the situation had been gained, activities could be planned and implemented in agreement with the residents.

The next step was to identify 150 families with malnourished children and provide them with targeted support. During the course of the project, both theoretical and practical training sessions were held to increase the knowledge and skills of the families in both health care and agriculture. To help the families directly, it was ensured that the children had access to comprehensive health care and vaccinations. Parents received training in hygiene, family planning and nutrition. The project also included an offer of HIV testing, distribution of mosquito nets and counselling.

The reason that the families experience food insufficiency is that their harvests are frequently small and that they own small plots of low-fertile land that suffer from soil erosion. A changeable climate of alternating drought and heavy rain has also caused crop failures and food shortages. During the training, the participants

were taught how to increase soil fertility by cultivating nutritious crops and using environmentally friendly methods such as composting and nitrogen-fixing shrubs. Crops such as peanuts, beans, sweet potatoes, pumpkins and indigenous vegetables have helped to increase the nutritional intake and drought resilience of the villages. In addition, goats and chickens have increased the availability of milk, eggs and meat, which has ensured better nutrition and alternative sources of income.

The green transformation initiated by these projects has not only increased soil fertility and crop yields, it has boosted food security due to food availability increasing over time and becoming more predictable.

In addition to the direct health and agriculture efforts, the project has also led to other positive impacts in the communities such as improved school attendance among the children, the establishment of seed banks and small livestock farms to provide long-term income to families, and greater empowerment for the women. It offers hope for a better future and change for the most vulnerable communities.



PHOTO: CHARLOTTE ALMKVIST

Combining health care and agriculture efforts has proved to have positive, sustainable effects.

Tradition meets innovation in Somalia

DURING 2023, LM INTERNATIONAL HAS continued its support to young entrepreneurs in Somalia via the Somali Innovation Hub (SiHub) platform, a centre for social innovation and technology that promotes entrepreneurship and economic development.

Creating a favourable environment for students, entrepreneurs and innovators helps generate ideas and sustainable business models with a positive social impact. The initiative is targeted at local community members in Somalia, especially the most vulnerable. By supporting young people in starting their own businesses and leveraging local resources, the aim is to include everyone in the modern economy and encourage work opportunities and growth.

SiHub is actively committed to boosting and strengthening communities using a range of activities and programmes. By focusing on specific needs and promoting sustainable growth, the various initiatives have had a positive impact and have played an important role at a local level in Somalia.

The Tabco Farmers Association is an agricultural co-operative supported by SiHub. Through Tabco, courses and practical training sessions for local farmers have been conducted in novel agricultural methods, sustainable cultivation techniques and how to use technology in agriculture. The subjects during 2023 concerned efficient irrigation techniques, soil health checks and crop diversification, expertise that is closely linked to innovation as it enables farmers to engage in local entrepreneurship, which fosters more productive and sustainable agriculture and ultimately results in higher crop yields.

The Green Society of Somalia (GSS) is an initiative led by a young local entrepreneur Sadaam Abdirahman that promotes the creation of green jobs by establishing agricultural innovation clusters. Through this initiative, SiHub has supported a local training centre in the Harfo district of the Mudug region, Puntland, Somalia, in partnership with the Tabco Farmers Association.

SiHub's training programme "Digital 4Skills" focuses on harnessing the opportunities of digital transformation with a particular emphasis on digital marketing. The programme equips young people with necessary skills in fields such as online marketing, advertising and communication in order to enable them to navigate and benefit from the digital landscape.

Another training programme aims to support local young people in discovering and understanding local business opportunities. Through social innovation workshops, young people are empowered to identify and establish their own enterprises such as e-commerce platforms, digital marketing agencies and tech start-ups.

Work is also being conducted to create an ecosystem for entrepreneurs that will provide them with support from government organisations, local businesses and international partners. In addition, there are mentorship programmes aimed at providing guidance to young entrepreneurs and access to financing from various investors.

Abdullahi Jamal Abdirahman is a committed 22-year-old entrepreneur determined to bridge the gap between nomadic local communities and modern marketplaces. He started his company Makaab Service in 2023 after

"Our aim is to combine tradition with innovation and promote sustainable lifestyles for nomadic societies through camel breeding and camel milk production."

ABDULLAHI JAMAL ABDIRAHMAN



PHOTO: LM INTERNATIONAL

Abdullahi Jamal Abdirahman combines tradition and innovation by selling locally produced honey and camel milk online.

completing the "Understanding Social Innovation and Digital Marketing" course at SiHub.

Abdullahi's business concept is packaging and labelling fresh camel's milk and locally produced honey for sale online. He comes from a nomadic family whose livelihood was camel herding until a severe drought destroyed all their camels as well as their livelihood. He has now built up his company, and it has an online presence on Facebook and TikTok. Abdullahi has benefited from the digital transformation, promoting local

production and creating jobs for five young people in Galkayo, Somalia.

"We specialise in producing high-quality camel's milk and tapping into the knowledge passed down from previous generations. We're now trying to market our products on modern platforms. Our aim is to combine tradition with innovation and promote sustainable lifestyles for nomadic communities through camel breeding and camel milk production", he explains.

Accountability for Human Rights

“WE HAVE RIGHTS” MAY SEEM LIKE a very obvious statement in a Swedish context. But for the residents of the Sussundenga and Manica regions of Mozambique, it is a recently acquired insight.

Quality Education, the fourth sustainable development goal, has often been described as a prerequisite for many of the other sustainable development goals, and this was particularly evident in the Sussundenga and Manica regions of Mozambique during LM International’s collaboration with the Alfalit Mozambique organisation.

Literacy courses and training in human rights combined with the citizen-empowering “social auditing” method led to changes that were previously unthinkable such as more boreholes for wells, new schools, better infrastructure and a stronger civil society, to name but a few. Even the rate of early marriage among young girls decreased as a result of the newfound ability and commitment of village communities to co-create their own future through organised advocacy campaigns.

Many inhabitants of rural Mozambique are still illiterate, which is why they lack opportunities to assert themselves in the decision-making processes from which they are excluded. This leaves the local authorities a free hand neither to respect nor to comply with the human rights of the citizens, which in turn fuels the marginalisation, vulnerability and poverty of local communities in rural areas. War has further reduced educational opportunities, which has had a negative impact on young girls and women in particular because early childbearing prevents them from returning to school.

Social auditing involves lowering thresholds for citizens and enabling them to claim their rights from duty-bearers. In the Sussundenga and Manica regions, literacy has been used to do precisely that.

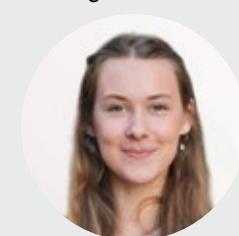
Since 2021, ten committees have been established and these act as a hub in which villagers can participate in meaningful conversations about their common future. Many members of the local communities in the regions told us that they had long been aware of the

problems that were preventing their communities from developing before the programme was started in 2021, but that the realisation that “we have rights” allowed a paradigm shift in understanding the causes of these problems. They were neither natural nor intractable but a consequence of official neglect. The solution lay in the political power created when local communities collectively asserted their rights. Moreover, platforms for collective and inclusive change were the only benefit of the innovative combination of literacy programmes and social auditing. For many of the women, it was also a new start in life.

“I joined the committee because lots of voices together are louder than one. The best thing so far has been our new upper secondary school, which I’m very proud of. By advocating for education we’re giving hope and a future to the younger generations. I’d advise my sisters who didn’t go to school earlier in life to come and study. It’s never too late. Come and change your lives”, said one of the participants of the Alfalit literacy programme.

REPORT – SOCIAL AUDIT

During 2023, LM published a method overview of the work with social auditing.



Report author:
Beata Fylkner



PHOTO: ISABELLA OLSSON

Via the citizen-empowering “Social Auditing” method, and armed with newly acquired literacy skills, women in the local communities were able to hold the authorities accountable.

Entrepreneurship training for effective job-creation

AS A CONTINENT, LATIN AMERICA IS FACING major social, economic and environmental challenges. Civil society has a key role to play in driving the development of democracy and strengthening human rights.

For the past three decades, LM International has deliberately worked with education and training in several Central and Latin American countries with populations that live in great hardship.

"The challenges are numerous, and although significant progress has been made in terms of education and training in the region, many individuals are still excluded, perhaps especially among refugees and migrants", says Maria Wählin, Regional Director for Latin America.

LM International's partners train adults, young people and children. They combine vocational training with important themes such as economics, social studies and health, and provide literacy courses where there is a need for them.

"Our partners are agents of hope that empower individuals to change their lives. The most important result, and the proof that our work is having an impact, is when we see that people are becoming empowered and that their ability to exercise influence is growing", says Maria.

LM International works through local organisations that command great trust in the context in which they



PHOTO: IBRAEMA

The course in entrepreneurship and the meeting with teacher Simone gave Girlene a new lease of life.

operate. The work is based on the project participants developing a sense of ownership and the feeling that their commitment is meaningful; it is the needs of the participants that govern the focus of the project. An example of this is Girlene, one of the participants in an entrepreneurship programme in Brazil. Around the same time that she was diagnosed with breast cancer, she had the opportunity to attend the programme organised by LM's partner Ibraema. The course provided her with practical knowledge of entrepreneurship but also gave her a new vision for her life.

"When I got the diagnosis, the cancer was already advanced. I was at home trying to keep myself busy selling perfume", says Girlene. "Then I got an invitation to take part in the Ibraema course and it changed everything for me".

The course helped Girlene with her entrepreneurial skills and equipped her with the tools to turn her passion into a profitable business. "I learned about vision, planning, courage and resilience. I discovered that I was already an entrepreneur without even knowing it".

FIGURES LATIN AMERICA

30,587 **9,434**

people have (directly or indirectly) participated in income-generating activities of different kinds.

people have received training, of which 3,951 were children, 11 adults with functional impairments, and 202 children with functional impairments.



PHOTO: ANNA LEDIN WIRÉN

The women of the village of San Antonio in Guatemala have learned about their rights and are now involved in influencing issues in their community.

Empowered by knowledge

A RIGHTS-BASED APPROACH INVOLVES, among other things, enabling social empowerment so that ordinary people can drive change in society themselves.

In Central America and Africa, LM International has been applying a model known as Social Auditing that involves the local residents themselves learning what rights they hold and investigating whether the state is fulfilling those rights.

The work with social auditing takes place in districts with widespread poverty and official neglect, where the level of education is low. Citizens are legally entitled to public information, yet it can still be difficult to access. Sometimes this is due to ignorance on the part of the authorities or the fact that they do not have the structures in place to respond to questions from citizens. However, it can also be because they do not want to be scrutinized and held to account. Social auditing teaches citizens about their rights and equips them with the tools to demand justice. A concrete example of this is from the village of San Antonio Suchitepequez in Guatemala, where rapes and other crimes have been steadily increasing. A contributing reason for this is that the police have opted not to patrol in the village, even though it is part of their police precinct. Some of the women involved in the project organised a petition in the village and took it to the police.

"I was very nervous when we went to the police station", Sandy told us. "But the policeman was kind and

accepted our petition, and when we got to see the schedule, we were able to show him that it was actually possible to include our village. So a few weeks ago the police started patrolling our village as well", she said proudly.

Social auditing forms a basis on which local citizens can demonstrate actual conditions and push for concrete changes. It is also an essential factor in advancing the rights of women and girls in Latin America.

FACT: SOCIAL AUDITING

Social auditing is a method of accountability whereby citizens are organised and mobilised to evaluate or audit the government's work and its public policy decisions. It is based on the hypothesis that when government officials are monitored, they feel more inclined to respond to the demands of their constituents and have less incentive to abuse their power. Social auditing can be defined as a strategy and a process to create accountability and transparency in the use and management of public funds.

Comprehensive refugee response in Chad

CHAD IS ONE OF THE WORLD'S POOREST COUNTRIES and has been marked by decades of conflict. In addition, Chad receives refugees from the neighbouring countries of Sudan, the Central African Republic, Nigeria and Cameroon.

LM International is UNHCR's largest partner in water, sanitation and hygiene (WASH) in Chad. We are responsible for WASH projects in approximately 80 percent of all the refugee camps in the country. These include the camps in N'Djamena housing refugees from Cameroon, all the camps in the south of the country housing refugees from the Central African Republic, the camps in Bagasola housing refugees from Nigeria in the west, and the camps in Darh Sila (Goz-beida) with refugees from Sudan. In some camps, LM only manages the water supply, while in others we apply a holistic approach that includes water, sanitation, cleaning, solar lighting, and training

the people who operate the pumps in the importance of good hygiene.

Haka, a 38-year-old woman, lives in a refugee camp near the capital N'Djamena with her children.

"The worst thing is that I can't give my children what they need. They don't even have shoes on their feet", says Haka.

In the camp, where thousands of refugees from Cameroon live, supplying clean water and sanitation is what LM International focuses on. We dig wells, install pumps, build latrines and provide solar street lights. In addition, we organise cleaning activities, put out waste bins and offer training in hygiene. This is done in collaboration with the camp residents, which enables them to earn a small income.

Haka is grateful that there is clean water in the camp. The water quality is checked every morning. She also has a small garden where she can cultivate, but it is barely enough for her household needs. In fact, Haka would like to cultivate so she can sell her produce and make money. Her big dream is to be able to return home.

"But above all, I'm a mum. I want my children to be able to go to a good school, grow up and have a good life. For myself, I want to work so that I can support myself and my family."

475,582

people have gained access to clean water in Chad.



PHOTO: ABDELWAHAB HASSAN ABTESS

Haka and her children were forced to flee from conflict-ridden Cameroon to a safer, but still insecure and vulnerable, existence in Chad.



PHOTO: LM INTERNATIONAL

Emergency situation in war-torn Sudan

THE CRISIS IN SUDAN IS ACUTE AND THE SECURITY situation is tough. LM International is operating in areas where few or no other organisations operate. We co-ordinate water provision with UNICEF and engage in improving the lives of the impacted population while counteracting a hunger crisis.

Sudan, which was already experiencing a protracted humanitarian crisis, was hit even harder in April 2023 when a new war broke out. The conflict, which began in the capital, Khartoum, quickly spread to other regions, causing further enormous suffering to the population. Our local teams have been forced out of the capital. Some are now living as refugees in other countries and others as internally displaced persons inside Sudan. Many buildings and properties have been damaged, including our country office, which was looted and destroyed.

Despite all the challenges and the ongoing crisis, LM International has managed to relocate operations to the city of Port Sudan on the Red Sea coast, where we have been able to continue our work, albeit with limited resources and an uphill struggle to reach the hardest hit areas. Nevertheless, we have succeeded in continuing our efforts

in Western Darfur, a region that has been devastated by the war. We remain committed to continuing to help all those that are in desperate need of life-saving support.

FACTS: THE WAR IN SUDAN

The war is still raging and Darfur has been classed as one of the fastest growing humanitarian crises in the world. About 25 million people, including over 14 million children, are now in urgent need of humanitarian aid. More than 7.4 million people are believed to have fled their homes, which makes this the largest refugee crisis in the world at the present time. The fighting has caused extensive damage to important infrastructure, including water and healthcare facilities.



PHOTO: ISABELLA OLSSON

Continuous schooling is an important first step in transforming the future for young people in vulnerable parts of Eastern Europe.

Youth in the driving seat of change in Europe

THE WAR IN UKRAINE HAS CONTINUED TO HAVE an impact on LM's priorities and aid efforts during the year, the main focus of which has been the work for vulnerable children and young people in Ukraine, Romania and Moldova.

The CCC (Children's Care Centre) in Lviv, western Ukraine is currently an important refuge for the children of families that have fled the war in the country. LM International has been partnering the CCC for many years, which received increased humanitarian aid support when the war broke out. The focus of the centre is to serve as a safe haven for vulnerable children, who can visit after school for help with their homework, eat dinner (often their only proper meal of the day) and, above all, take part in activities and spend time with other children in the same situation as them. Hundreds of families have also received food packages, which were distributed to the families that needed extra support during the crisis. As the Director of CCC, Tara Kobryn, told us:

"The war has been going on for two years now and throughout this time we've been united in our commitment to help the children living in need. Our goal here at the centre is to bring happiness, joy and hope to the children despite these difficult times."

LONG-TERM WORK IN ROMA COMMUNITIES

Social exclusion and poverty are hardships that characterise Roma communities around the world. In Europe, LM International's work involves defending the human rights of the Roma minority and working to include them in local communities.

The "A better home" project in the village of Bughea de Jos in Romania is a gratifying example of when a long-term commitment pays off. The village is isolated and previously lacked roads, electricity and water, and over 40 percent of the children did not attend school. The people were in an extremely challenging poverty trap that was difficult to escape. In a context in which very few of the children complete secondary school because many of them have already been married off at the age

of 14-15, continuous schooling becomes an important first step to integration into the labour market.

In 2023, Carmen was the very first girl in the village to graduate from upper secondary school, and five other young people have since followed her example. The change that has taken place in the village is striking. All of the village's 120 children now attend school, and electricity has been installed as well as a municipal water supply. Of the 200 families in the village, 64 people are currently in employment. Florin Ianovici is the Director of Life and Light, which is LM International's partner organisation and responsible for the work. The model for long-term inclusion through education is now also available in Moldova.

"If you want to accomplish change, you have to start with the children. The key is to find a few young people who are willing to fight for their rights and the others will follow. It's a process that takes time, one that requires a good deal of patience, but this is what will change people over time", explains Florin.

In Bucharest, Life & Light works with young people at its children's centre, both in a preventive capacity and therapeutically. Children that been living on the street are reintegrated into society through various means. The ones with no relatives or that have not been placed with a foster family are offered a place at the centre, where the staff work to build up their trust and self-esteem, and offer tools such as education, employment and savings to help them gradually reintegrate into society and cope for themselves.

"Our goal here at the centre is to bring happiness, joy and hope to the children despite these difficult times."

TARAS KOBRYN, DIRECTOR OF CCC IN LVIV

Holistic care model exported to Ukraine

COMMON TO ALL WARS AND CONFLICTS is the sexual violence that thousands of women, men and children are subjected to as a result. In Ukraine, LM International is engaged in supporting survivors of sexual violence and offering them help based on the holistic care model that has been developed and applied in DR Congo over many years.

Survivors in Ukraine testify that they were imprisoned for many years as POWs in the Russian-occupied territories, where they were subjected to inhumane treatment in the form of torture and sexual violence. Others have suffered recent abuse by Russian troops following the occupation of their villages. During the past year, LM International has continued its efforts to support survivors of sexual violence in Ukraine through collaboration with the Dr. Denis Mukwege



PHOTO: LM INTERNATIONAL

Together with Dr. Denis Mukwege, LM International is exporting approaches and lessons learned from DR Congo.

Foundation, which has exported and implemented its holistic care model in Ukraine. Prior to the outbreak of war in 2022, the majority of reports of sexual violence in Ukraine came from international human rights organisations.

“To be honest, the Ukrainian government didn’t feel comfortable talking about the issue of sexual violence. The reason was that the Ukrainian army was responsible for half of the abuses”, says Feder Dunebabin, Programme Manager for the Dr. Denis Mukwege Foundation in Ukraine.

Today, the Ukrainian government’s focus on these issues is significantly greater and data is collected in a more comprehensive way. Nevertheless, for every reported case, another ten go unreported. In other words, the number of unreported cases is huge, especially regarding cases of men who have survived sexual violence.

Ukraine already has a well-developed healthcare system and several organisations working to assist survivors. The Dr. Denis Mukwege Foundation identifies and supports these stakeholders and organises workshops for both private and public healthcare providers and

FACTS: THE HOLISTIC, PERSON-CENTRED CARE MODEL

This unique care model, which serves as the basis for the treatment of survivors of sexual violence, was developed by Dr. Denis Mukwege and the Panzi Hospital in DR Congo after 20 years of treating women and girls who had been raped and

suffered severe bodily injuries. The model is based on four pillars and identifies the basic needs of survivors in order to heal and recover: medical treatment, trauma processing, legal aid and socio-economic assistance. In addition to DR Congo,

the model has been adopted in Rwanda, Burundi and Kenya, and since 2022 in Ukraine via the Dr. Denis Mukwege Foundation, which LM International supports.



PHOTO: MARTINA HOLMBERG

This is where the wounds heal. For many years now, DR Congo has been applying a holistic care model for survivors of sexual violence, which is now being exported to Ukraine.

local authorities, including the police and social services, with the aim of training them to understand the special needs of survivors of sexual violence and to encourage collaboration.

The rapes often occurred a long time in the past, as many of the survivors were held captive for long periods. The main challenge, especially in small villages, is to encourage survivors to report the crimes despite their fear and the stigma. Thus, mobile teams that can reach remote areas where access to care is limited are crucial.

“Our focus is on identifying survivors, providing them with information and offering them help; frequently in the form of transport so that they can access the care available in the larger cities”, says Feder Dunebabin.

Recovery from the trauma that they have suffered requires integrated care, including medical treatment, trauma management, legal support and livelihood assistance. Many survivors and their families need help rebuilding relationships. This can include reconnecting with a partner, or mothers and children who need help reconnecting after years of separation while the mother was incarcerated.

For this reason, an important element of the work is also to support SEMA, the network for survivors of sexual violence in Ukraine. Sharing experiences with others who have suffered a similar trauma is a necessary and important part of the healing process for survivors of sexual violence, according to the holistic care model.



Liudmyla Huseinova

For Liudmyla, a former POW in Luhansk, the support from SEMA was a crucial factor in her regaining her strength and lost identity after three years in Russian captivity, during which she was subjected to torture and sexual violence. Today, Liudmyla is herself engaged in visiting different regions of the country and informing people about the help that SEMA can offer survivors.

“When you’re subjected to this type of violence, you lose yourself. You no longer know where your place in society is. But after my first meeting with the network, I realised that I needed the support of other women who’d survived similar traumas. Seeing their strength empowered me to move on from the nightmare I’d experienced”, says Liudmyla.

Sustainable aid with recycled materials

FOR ALMOST 25 YEARS, LM INTERNATIONAL has partnered with Human Bridge, a professional organisation with sustainability as its business concept.

Every day, 20 of the total 13,000 tonnes of textiles that Human Bridge collects annually from the green textile collection bins around Sweden rolls into the depot. Used clothes, recycled textiles and discarded hospital equipment collected from Swedish hospitals are repurposed to enable better health care in the African and Eastern European countries with limited resources.

“80 percent of the textiles are reused, and 13 percent of them are repurposed into items such as drying cloths for industry or converted into energy. After that, they pay for our healthcare aid. In other words, the clothes provide benefits two times over”, says Robert Bergman, the director of Human Bridge.

Wheelchairs, X-ray machines, defibrillators, hospital beds and other vital equipment are donated to the



PHOTO: SARA MAC KEY

Oli Joof sorts the new clothes donated by Swedish retail companies at the Human Bridge depot.

Human Bridge depot outside Vetlanda in Småland by municipalities, companies and half of the counties in Sweden. Every year, a total of around 110 shipments are dispatched to countries in Africa and Eastern Europe. Human Bridge has sent a truckload of medical equipment and healthcare materials to Ukraine every two weeks all year round for the past 20 years. Since the war started, this has been increased to a truckload every week. In addition, Human Bridge distributed 270 tonnes of food, purchased and packaged locally in Ukraine.

A warehouse full of medical equipment stacked from floor to ceiling is ready to be shipped to a destination where it will make a crucial difference to local people. But first the equipment has to be sorted, put away, inspected, cleaned and tested in one of the workshops before receiving an “Approved by Human Bridge” label.

“All electromechanical devices, for example ECGs, anaesthetic machines and defibrillators, have to be delivered with a manual in English and with the menus and interfaces reset to English. Ensuring that everything we deliver is in top condition is a matter of pride”, says Jörgen Münther, a mechanical technician at Human Bridge.

Since 2003, Human Bridge has been collaborating with Stadium, which donates warm clothes that, since the war broke out, have been shipped as direct aid to Ukraine. Over the years, other companies such as Gina Tricot, Nelly, Scorett, Tiger of Sweden, Peak Performance and Gekås have done likewise and donated new goods that can no longer be sold.

Surgical instruments are stored in labelled boxes and aluminium kidney trays are stacked in piles in the warehouse. The wrapped, blue packages labelled “Gyn examination kit” lying neatly in glass cabinets are destined for hospitals in Eastern DRC, Tanzania and Ethiopia.

FACTS: HUMAN BRIDGE

- Human Bridge was established in 2001 by LM International and Erikshjälpen, and it finances its aid efforts through the reuse and sale of textiles.
- It is the largest collector of used clothes in Sweden, with 2,500 textile collection bins located around the country.
- Human Bridge operates 12 second-hand shops and has agreements with half of the healthcare regions in Sweden for the reuse of obsolete healthcare materials that would otherwise be discarded.
- The collected textiles are sent to Human Bridge’s own second-hand shops or sold to two EU sorting companies that sort the textiles before shipping the bulk to shops in Kenya and Europe.
- Medical supplies are shipped to Ukraine, Moldova, Romania, Ethiopia, Tanzania, Congo, Somaliland, Somalia, Sierra Leone, Burkina Faso and Greece.
- As of 1 January 2025, it will be the responsibility of every municipality in Sweden to run a separate textile collection operation.



PHOTO: HUMAN BRIDGE

Gaining access to healthcare equipment makes a crucial difference to people’s lives.

“The hospitals have the medical expertise, but they lack the equipment. We help them raise their care standards by equipping them with the basics for free. This enables them to purchase the more advanced equipment themselves, which ensures that they have access to warranties, training and maintenance as well”, says Robert Bergman.

In addition to the direct impact on patients of better health care, there are other positive side-effects of providing hospitals with few resources with healthcare equipment in the long term.

“In the past, some hospitals, especially the rural ones, had difficulty attracting medical students to their training programmes due to scarce and sometimes non-existent equipment. But now, thanks to the better standard of equipment at the hospitals, it’s the other way around. And after training at the hospitals that we’ve supported for a long time, junior doctors also find it easier to find permanent jobs because they have better skills. There has even been talk of fewer doctors leaving some countries for better opportunities elsewhere”, says Robert Bergman.

Partnerships and networks

FOR LM INTERNATIONAL, PARTNERSHIPS with key actors and stakeholders as well as membership in a range of advocacy networks are an integral part of our operation. Here we present a few examples.

LM International is a member of several strategic networks and platforms such as Concord Sweden and Concord Europe, the VOICE network, the Swedish Mission Council (SMR), EU-CORD, and the Core Humanitarian Standard Alliance (CHS). These networks, combined with our local presence in our countries of operation, guarantee a higher level of flexibility at both national and international level and provide a platform for effective collaboration and funding.



PHOTO: LM INTERNATIONAL

UNHCR

UNHCR is the UN's refugee agency with responsibility for saving lives and fighting for refugee rights. During 2023, LM International's partnership with UNHCR has expanded and strengthened enormously. UNHCR has now grown to become LM International's largest donor and international partner, providing support to LM totalling approximately SEK 80 million. The partnership is grounded on LM International's partner policy and global policy as well as UNHCR's global strategic plan for 2022–2026. The civil war and the crisis that broke out in Sudan in April 2023 triggered a huge refugee crisis, which in turn caused access to water to become an urgent concern in the entire Sahel region. As a result of the violence, over eight million people were forced to flee internally or to neighbouring countries, primarily to Chad, where LM International has been collaborating with UNHCR within a framework of 17 refugee camps. Numerous IDPs have been subjected to extensive abuse and sexual violence. Most of the refugees supported by UNHCR and LM International during 2023 have been women and children who fled for their lives to neighbouring Chad but also internally in Sudan. The focus

of the partnership has been safeguarding the lives of vulnerable refugee groups, ensuring the empowerment and participation of displaced people, and enabling their right to access to water and sanitation, which ultimately ensures access to food and facilitates education and self-sufficiency.

UNICEF

UNICEF is a major donor to LM International and an essential partner. Together, LM and UNICEF collaborate to strengthen children's rights within the framework of all Triple Nexus operations, including the framework of girls' education rights. LM International's long-standing partnership with UNICEF extends across both national and regional borders. We collaborate closely at country level in most African countries to safeguard the right of all people to an education and WASH. In countries such as Sudan, LM International co-ordinates and manages WASH operations for the entire humanitarian sector. On a global level, we collaborate with UNICEF office in New York to advocate for a stronger focus on digitalisation and innovation in international development co-operation. As a member of UNICEF's steering group for global child health with, inter alia, the Swedish Ministry for Foreign Affairs, Sida and Karolinska Institute, we also collaborate continuously within Sweden's borders for the right of all people to health. The collaboration in Sweden also includes broader advocacy work to prioritise health care, education and functional impairment issues in Swedish aid operations.



PHOTO: LM INTERNATIONAL



PHOTO: LM INTERNATIONAL

Denis Semakula in front of the EU Parliament building in Brussels during the EU's high-level humanitarian meeting.

ECHO (DIRECTORATE-GENERAL FOR EUROPEAN CIVIL PROTECTION AND HUMANITARIAN AID OPERATIONS)

Over the years, LM International's own humanitarian work has contributed to life-saving efforts with the help of important institutional donors. One of these crucial institutional donors is ECHO, which has supported our operations in various countries in Africa. These efforts were conducted within the framework of FPA 2014 and previous framework agreements. However, in late 2020 LM International was awarded the new partnership certificate (2021-2027). During 2023, we have intensified our dialogue with ECHO both centrally in Brussels and at country level, especially regarding the EU delegations for Chad, Ethiopia, DR Congo, Niger, Sudan and South Sudan.

In humanitarian crisis situations in the countries in which we operate and collaborate with local partners, we see that ECHO plays a key role in contributing to our life-saving operations. With the help of this committed support, important results were achieved in the Diffa region of Niger, where we succeeded in providing sustainable drinking water and aid to refugees, IDPs and host communities on a major scale. Via our participation in a consortium in Sudan that supports continued educational services in spite of conflict situations, we have contributed to education in emergency situations.

These are just a few of the many aid efforts that have benefitted from the direct or indirect support of ECHO, including Humanitarian Air Services (ECHO flights). ECHO continues to be an important partner in our humanitarian implementation and political dialogue. We are confident that the partnership will grow stronger in its support for vulnerable communities and that LM International and ECHO will move forward together in planning programmes for the localisation of humanita-

rian aid and cross-sector humanitarian partnerships. LM International remains determined to conduct principled humanitarian work with the support we receive from committed partners such as ECHO.

EU-CORD

EU-CORD is an established network within the EU of 26 European civil society organisations with a development and humanitarian profile based on Christian values. Its joint goals are to scale up efforts in development and humanitarian aid, influence the orientation of EU aid, disseminate knowledge about the EU's role as an aid actor, and increase the ability of its member organisations to apply for EU support. The collaboration enables all member organisations to share their extensive knowledge with fellow members with the aim of developing and strengthening each other. The network is actively committed to mutual capacity building and learning.

LM International has been involved in building up EUCORD since its conception and is also represented in a leadership capacity on the board and in steering groups. LM International sees EU-CORD as a strong platform for wider collaboration and for consolidating the localisation agenda within EU aid. In the countries where LM International runs projects and programmes, EU-CORD invests in establishing national forums for the network with the aim of facilitating stronger partner collaborations and increasing the capacity to respond rapidly in conjunction with humanitarian disasters around the world. LM International currently leads the forums in Ethiopia, South Sudan, Uganda and Kenya.

SWEDISH MISSION COUNCIL (SMC)

LM International is an active member of the Swedish Mission Council, which currently consists of 30 member organisations and churches in Swedish civil society. The Council arranges meeting places and capacity-building efforts with the aim of promoting increased dialogue and mutual learning in Swedish development cooperation. It also disburses funding to LM International within the framework of the so-called CSO strategy (civil society organisations) and the Information and Communication Strategy.

LM International participates within the framework of Disarmament, Demobilisation and Reintegration (DDR) and resilience building, and actively drives the dialogue for a green transition and transformation. In addition,

we are an active participant in Kenya4Resilience, a resilience network based in Kenya but coordinated at global level within the framework of the Swedish Mission Council network.

During the year, LM International has been represented in the Swedish Mission Council's board and development committee. We have also conducted systematic, strategic advocacy work to increase the share of the CSO grant that is earmarked for resilience-building, fragile states and the environment/climate, as well as advocacy work for a stronger youth perspective based on the reform agenda for Youth, Peace and Security (YPS).



PHOTO: ANNA LEDIN WIRÉN

Via our partnership with the Swedish Mission Council, LM has been focusing on a stronger rights perspective, above all children's rights, which are a priority in Swedish development co-operation.

SIDA

Sida is Sweden's government agency for development co-operation with a mission to contribute to better living conditions for people living in poverty and oppression. Sida's vision is to safeguard the rights of every individual and their opportunity to live a dignified life. During the year, LM International has strengthened its partnership with Sida on several fronts, for example we have initiated and rolled out a global programme for social rights and education in Latin America and Sub-Saharan Africa.

In addition, via the Joint Commitments (GÅ), LM International has helped to increase the policy dialogue and collaboration between authorities in the countries where LM operates and key civil society stakeholders based in Sweden. During Sida's CSO Forum 2023, LM arranged a round table discussion on Nexus within the framework of the Swedish government's CSO strategy.

LM has also served as an important Sida partner in implementing "Sweden in the World" – a key policy and advocacy platform during Almedalen week. During 2023, Sida phased out its InfoCom support to LM due to new priorities of the reform agenda. Within the framework of humanitarian aid and through capacity-building funding, LM has been able to conduct in-depth CHS (Core Humanitarian Standard) workshops for all leaders and managers at LM's country offices in Sub-Saharan Africa as well as for representatives of local partner organisations within the same region.

LM participated actively alongside Sida during the European Humanitarian Forum in Brussels in March 2023,



PHOTO: LM INTERNATIONAL

Josephine Sundqvist, LM's Secretary-General, and Sofia Breitholtz, CEO Reach4Change, in front of Sida's arena in Almedalen.

which was arranged by the Swedish government within the framework of the EU presidency.

During 2023, LM has also implemented several effective initiatives aimed at enabling a more pluralistic and democratic civil society in Guatemala, Niger and Mozambique with funding from the CSO strategy. Within the framework of the CSO, LM International has actively integrated advocacy work as a natural element in all our efforts. During this process, the majority of the learning seminars have been arranged in LM's digital studio, where Sida participated, and method overviews have all been published, above all in regard to social auditing. In addition, LM has deepened its collaboration with Sida and We Effect within the framework of digital transformation, during which a digital journey to Uganda and Ethiopia was arranged in autumn 2023.

STEP 4 LIFE

Step 4 Life' is the umbrella term for LM International's flagship initiative, designed to bridge the world of academia with the vital realms of development and humanitarian efforts. Geared towards accelerating the 2030 Agenda, the programme is committed to investing in the next generation of emerging young leaders. It offers immersive experiences that equip youth with the necessary tools to make impactful contributions towards our collective global goals.



PHOTO: LM INTERNATIONAL

Tapiwa and Gaia are two of the participants in LM International's Step 4 Life 2023 initiative.

Health is essential to sustainability

GOOD HEALTH IS A FUNDAMENTAL prerequisite for the right of all people to live a dignified life in a sustainable world and to participate and contribute to society’s development. Public health is affected by economic, ecological and social factors, which is why LM International’s approach to health is holistic and comprehensive.

The health issues that the world is currently facing are acute and extensive. Poor health is often a result of factors beyond the control of the health sector, for example environmental pollution, a scarcity of nutritious food, poverty or natural disasters. A majority of all the young children that die do so due to a lack of water and sanitation.

Only a third of the world’s population has access to basic health care, and that access is variable and costly. The difficulties people face accessing care can be due to the fact that they are not able to reach a care facility, due to a lack of trained care staff or because they just cannot afford it. People living in poverty, in conflict or rural areas, or people who belong to particularly vulnerable groups, are especially hard hit.

Although maternal and child mortality has decreased, millions of women and newborn children die as a result of pregnancy and childbirth every year. The majority of them are lives that could have been saved with more knowledge and quality care. The vast majority of deaths due to childbirth occur in low-income and lower-middle-income countries.

LM International’s approach to health is underpinned by SDG 3 of the Global Goals, “To ensure healthy lives and promote well-being for all at all ages”. Health is not only a matter of eliminating disease; it also involves a holistic view of well-being that includes physical, mental and social health. Through our global operations and our partners, we are committed to developing and bolstering sustainable health systems. We also work to provide access to high-quality health care and health promotion efforts in addition to addressing the structural causes of health issues.


LM International enables the social, economic and environmental foundations of good health. We endeavour to reduce inequality by providing access to education, equality and tools for self-sufficiency, while working on sustainability and climate issues.


By focusing on human rights, we strive to enable all people to live a dignified life in a sustainable world. We believe in an inclusive and sustainable model for development in which good health is essential to building strong and resilient societies.

By driving change and innovation in the field of health care, and by collaborating with other organisations and stakeholders, we will collectively achieve the SDGs and create a world in which all people have the opportunity to live healthy and meaningful lives.

REPORT – GOOD HEALTH AND WELLBEING

In 2023, LM International published a method overview of our work with good health and well-being.






Report author:
Pontus Danforth

FACTS: SELECTED FIGURES


876,394 people have been reached by LM-implemented efforts during 2023.



WASH
763,441
people have gained access to clean water.

671,250
people have gained access to hygiene and sanitation facilities.


2,197
people have been trained and included in water committees.



HEALTH
240,782
people have been reached (directly and indirectly) by sustainable health efforts, of which 140,250 via our partners.

4,147
women have been able to give birth in hospital.


471
children treated for malnutrition.



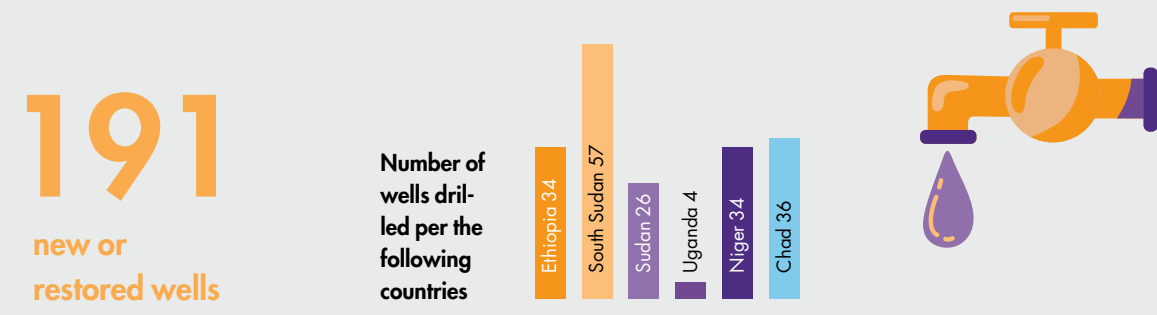
EDUCATION
89,397
people have participated in various training efforts, of which 10,811 via our partners.

2,996
persons with functional impairments have participated in inclusive training.

38,269
are children under the age of 18 who took part in the training efforts.



SOCIAL AND ECONOMIC INCLUSION
68,465
people (directly and indirectly) have participated in income-generating activities of various kinds, of which 58,937 via our partners.



Country*	Ethiopia	Sudan	South Sudan	Niger	Chad	Uganda
Overall number of people reached by all projects implemented during 2023.	33,149	249,980	59,569	45,127	476,901	11,668
of which adult women (aged 26+)	8,812	65,300	4,048	12,961	179,665	3,348
of which adult men (aged 26+)	8,143	55,812	3,974	7,010	90,360	1,798
of which young women (aged 18-25)	4,150	43,711	7,518	-	66,581	2,197
of which young men (aged 18-25)	4,027	32,707	7,381	-	38,046	1,725
of which girls (below 18 years of age)	4,200	29,860	20,156	13,095	57,069	1,350
of which boys (below 18 years of age)	3,817	22,590	16,492	12,061	45,180	1,250

* Somalia and Tanzania are not included in the summary.

Understanding the role of religion is key

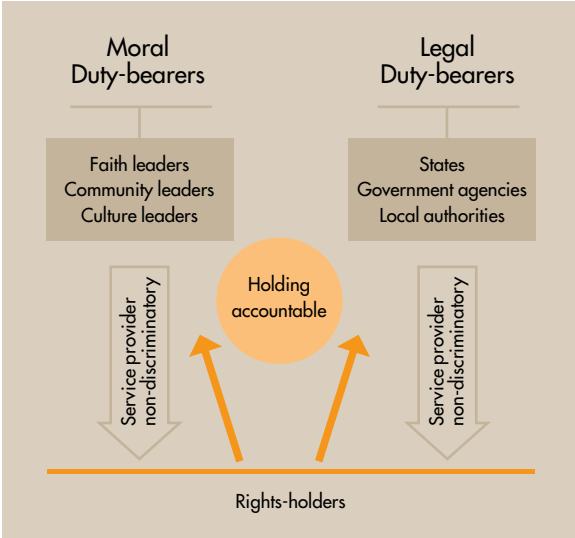
KNOWLEDGE OF RELIGION AND UNDERSTANDING its significance in different contexts is crucial to the effectiveness and sustainability of our efforts in the field.

More than 80 percent of the world’s population identify as religious. Values and moral issues, how we live our lives and what we perceive as right or wrong are often shaped by religious structures and leaders. Religions and religious stakeholders can have both a positive and a negative impact on individuals and societies. In order to be able to work effectively in international development co-operation, conflict situations or social and humanitarian aid, knowledge of religion and its significance in different contexts is a necessity.

During 2023, LM International conducted a project in Burundi to foster positive social development. Together with our partner Mothers’ Union, we endeavoured to strengthen the role of women in society. The focus of the project was to give women the right to an education and the tools to empower them into becoming strong leaders in their local communities.

Through workshops, training courses and support from their local religious leaders, the women were given the opportunity to develop their skills and increase their confidence. The results of the project were very positive. We noticed an increase in female participation in community activities and an improvement in

their socio-economic status. In addition, co-operation between different religious groups and civil society was reinforced, which contributed to a more cohesive and peaceful community.



LM International’s perspective on the faith leader’s role as a moral duty-bearer based on human rights.



PHOTO: HÅKAN FLANK

Education is a key factor to empowering women in society.



PHOTO: TORLEIF SVENSSON

Involving local religious leaders creates understanding and acceptance of our projects.

WOMEN AND GIRLS ARE MOST AFFECTED BY THE LACK OF WATER

Water is a fundamental prerequisite for all life on earth as well as a critical factor for human health and sustainable development. It is also an important resource for food and energy production, and a scarcity of water can sometimes trigger conflicts, both within and between countries. Despite this, water can also serve as a rallying point for co-operation and promoting peace. In all world religions, water is a symbol of life and sustainability.

Currently, one in three people across the globe live without access to basic sanitation, which causes disease and creates an unhealthy environment, especially for individuals living in poverty. The lack of access to water particularly impacts women and girls, who are often responsible for the family’s water supply.

LM International has lengthy experience of efforts in water and sanitation. An important element in every project is the collaboration with local authorities, governments and religious leaders. Our experience and international research has consistently shown that in order to succeed, it is crucial to understand the importance of religion in the contexts in which we operate. For this reason, we integrate local religious leaders in the planning and implementation of water and sanitation projects. By collaborating closely with local communi-

ties, we can ensure that their views and needs are taken into consideration in our efforts.

Involving local religious leaders creates understanding and acceptance of our projects. Their natural authority and influence in the local community is essential in disseminating knowledge, understanding and education. This ensures that our work is more efficient and sustainable, which leads to positive changes and an improved quality of life for the individuals that we help.

REPORT – RELIGIOUS AND FAITH LITERACY

During 2023, LM published a method overview of the work with religious literacy.

Report author:
Caisa Klingberg

Quality code central in the fight against corruption

A CONTINUING GRIM TREND IS EVIDENT in the 2023 Corruption Perceptions Index (CPI) report. Most countries are failing in their attempts to prevent corruption and the situation is worsening in more countries than it is improving. Studies have shown that poverty and corruption are related and that countries in conflict, with a lack of democratic freedoms or with weak institutions enable corruption.

LM International operates in what are perceived as some of the world's most corrupt countries, which is why it is essential that we minimise the risks by creating effective internal control and financial management that corresponds to the quality that is demanded in the aid and by our donors.

During 2023, LM International's global management team has extended the organisation and structure created to strengthen the organisation for governance and control. The global unit for Organisation and Governance is tasked with assuring the quality of our internal control and reviewing contract compliance. This also includes responsibility for investigating corruption and other complaints within the organisation.



PHOTO: LM INTERNATIONAL

What are the unit's long-term goals?

1. The unit must ensure that the organisation optimises internal control based on the operation's risk profile.
2. The unit must have a clear focus on building capacity within the areas of responsibility and the local partners that LM International collaborates with.
3. The unit must serve as a dialogue partner to create consensus on the significance of corruption in the countries in which LM International operates.

Aid effectiveness is the watchword

We always endeavour to strike a balance between control, effectiveness and trust. We need to apply robust control and follow-up mechanisms, while ensuring efficiency in our work and in our daily procedures. In addition to the daily and monthly control mechanisms, a biennial review and evaluation of existing internal control procedures is conducted.

During the spring and autumn, the Swedish Mission Council (SMC) conducted organisational assessments at the majority of our offices and a "system-based" audit at the global office in order to review our processes. We initiated Core Humanitarian Standard (CHS) certification in the autumn and were audited by the Integral Alliance, which subsequently approved us as members. All observations from these examinations represent an important basis for improving processes and developing expertise in our organisation.

LM International's work with localisation includes systematic capacity support for local partners in creating sustainable local procedures. Every collaboration with a new partner starts with an examination to form a picture of the partner organisation's capacity and current procedures. The partner assessment results in a capacity plan with clear improvement targets.



Core Humanitarian Standard, CHS. ■

RESULTS 2023

1. Improved standard of quality.

- SMC conducted a system-based audit at the global office with good results that verified the continuous development of our quality and efficiency.
- Initiation of CHS certification (Core Humanitarian Standard) of the entire organisation's work, in which we are endeavouring for further acknowledgement that our work is of good quality. Due to be completed in spring 2024.

2. A stronger CRM (Complaint and Grievance Response Mechanism and Whistle-blowing) to combat corruption. LM International has:

- Implemented a new system for handling whistleblower cases in partnership with "Interaktiv Säkerhet" in

order to create an independent channel for whistle-blowing with an anonymity option.

- Launched a committee for handling cases received via the whistleblower system consisting of the Secretary-General, the unit manager for Program Management and Partnership and the unit manager for Compliance and Internal Control.

3. A stronger Global Team for Organisation and Governance.

- Conducted Global Team meetings every other week for information exchange, capacity development and the opportunity to share lessons learned.
- Conference in Dar es Salaam that focused on building relationships and trust, harmonising procedures, exchanging experiences and a strengthening the culture of learning.

Claiming rights through rooted advocacy

LM INTERNATIONAL BUILDS RESILIENCE in vulnerable communities facing disasters and conflicts, and supports locally-led, sustainable change. Advocacy is a key method in achieving this mission.

For LM International, all advocacy efforts must be rooted, i.e. originating from the needs and priorities of the people and communities we serve. In short this means, strengthening and ensuring their ability to raise their own voice, to claim their rights and partake in decisions that may affect them. We therefore remain committed to foreground the unique knowledge of local actors as experts in their own context by involving them in the identification of needs and priorities, and planning and implementation of our advocacy efforts and programming. Acknowledging our power and influence within the global space, we additionally see ourselves having a facilitating role, to serve as “gate openers” to the institutions, spaces, and conversations where political decisions are made. Meeting these imperatives requires a constant process of seeking, learning, and iterating – 2023 offers some highlights for us to collectively consider and take into the new year.

DEMOCRATIC, AND SOCIAL RIGHTS

LM and its local partners Alfalit, Alfaguat, and Association for a More Just Society, are supporting community civic engagement and meaningful democratic participation in Mozambique, Guatemala, and Honduras. In a commitment to communal ownership and individual agency, we are practising Social Audit; an advocacy method and accountability mechanism through which locally rooted Community Based Organisations and Civil Society Organisations empower rights-holders to demand accountability from duty-bearers with the purpose of improving institutions, social services, and, by extension, living conditions.

By mobilising communities, submitting letters with demands to governmental representatives, and being persistent in the claiming of their rights, community members in all three different countries and contexts

have over the course of the year managed to achieve increased participation and information sharing in the health and education sector, greater community access to water and sanitation, and improved access to quality education, among other things.

“I joined the committee because the voice of many people is louder than that of one. The best part so far has been our new secondary school, of which I am very proud. By advocating for education, we bring hope and future for the younger generations.”, says a community member in Mozambique.

“We didn’t know that we had the right to check things like this before we started with social auditing. And we’ve discovered that we can demand accountability”, says a community member in Guatemala.

KENYA4RESILIENCE

Climate change is a global challenge which requires a global response. Collaboration between actors from the Global South and Global North in driving change within Climate, Environment and Resilience is pivotal in achieving sustainable solutions. LM International is working closely with the national network Kenya4Resilience in order to build resilient communities able to face external challenges such as climate change.

Part of that work is addressing underlying root causes to climate change and working for policy change on a national and global scale. Being a national network, Kenya4Resilience with members from all societal levels, provides a platform for people with lived experience of climate change to share their analysis on how sustainable change is achieved. Together, the two organisations have engaged in dialogue with policy makers on national and global level such as the COP28 in Dubai where side events at the Kenyan and Faith Pavilion



PHOTO: LM INTERNATIONAL

During the “EU meets Järva” project, LM visited the EU Parliament in Brussels together with students from Kista Folkhögskola.

were arranged, and key stakeholders were invited and addressed.

“Faith leaders should be supported at a local, regional and global level in order for them to understand how to speak about adaptation issues”, said one of the panelists during the session in the Faith Pavilion at COP28.

THE EU NEEDS THE YOUNG PEOPLE IN JÄRVA

During the Swedish Presidency of the European Council, LM International implemented a project aiming to decrease the gap between EU policymaking and youth with foreign backgrounds in marginalised communities. The initiative was done in collaboration with the European Commission and Kista Folkhögskola, a Swedish Development College. Among other activities such as interactive workshops in civic engagement and a student-led advocacy campaign fronting why local and global engagement are interconnected, and why their voices matter - a study trip to Brussels took place. Students were able to visit and learn about European Institutions and policies from the very inside of those corridors of power and influence. More importantly, they firsthand

met with various policy makers, members of parliament, EU civil servants, and civil society organisations linked to advocacy networks in Brussels, to discuss both global issues and issues related to their needs and realities. The strong emphasis on the informal and private character of those meetings allowed the participants to debate and talk openly about several hot topics often not made possible through formal processes.

For Leyla, directly experiencing the EU in this new manner was eye opening:

“I didn’t know I could influence and participate, but now I’ve seen that I can take my commitment further. For instance, we went to the Somali embassy in Brussels to find out how the EU works with Somalia. In the future, I hope to be a voice for young girls both in Järva and Somalia”.

“Despite the project initially being called ‘EU meets Järva,’ it quickly became evident that the EU needs Järva. More voices and competencies should be represented in Swedish and European Development Cooperation and Humanitarian aid,” says Sauda Luzzo from LM International, who led the project.

Advocacy

– core to our mission

STRATEGIC ADVOCACY INVOLVES influencing politicians and other authorities on issues concerning development cooperation and humanitarian aid in the countries in which LM International operates.



HIGH-LEVEL POLITICAL FORUM ON SUSTAINABLE DEVELOPMENT

Isabella Olsson, our Head of Global Advocacy, was excited about participating in the Swedish Delegation to the 2023 UN High-Level Forum on Sustainable Development. This year's forum focused on accelerating the recovery from the COVID-19 pandemic and full implementation of the 2030 Agenda of Sustainable Development at all levels. Isabella was present to advocate for clean and affordable water and sanitation for all, particularly in the least developed and most conflict-affected states, cross-sectoral partnerships to increase impact and genuine localisation of the entire 2030 Agenda, and the high-level concepts and discussions taking place at the forum.

JÄRVAVECKAN – THE NEED FOR NEW PERSPECTIVES WITHIN THE EU

At the "Järva Week" political event, the largest of its kind in Sweden, LM International committed to mobilising engagement in the role of the EU in global development issues under the slogan "the EU needs Järva". Districts such as Järva, whose residents have a predominantly non-Swedish background, serve as an important window to the rest of the world. However, despite this rich diaspora of contextual insight into the partner countries of Sweden and the EU, the perspectives of the residents of Järva are seldom represented due to political marginalisation. For this reason and in collaboration with students from Kista Folkhögskola, LM organised a panel discussion with European MP Ilan de Basso (S) and Alexander Burlin from the Swedish MFA on what it will take to narrow the gap between the EU and Järva.



PHOTO: LM INTERNATIONAL

LM International and Kista Folkhögskola took part in Järva Week under the slogan "The EU needs Järva".



PHOTO: LM INTERNATIONAL

Isabella Olsson moderated the seminar in which the Minister for International Development Cooperation and Foreign Trade Johan Forsell, Thomas Davin, Josephine Sundqvist and Linus Dagerskog participated.

ADVOCACY IN ALMEDALEN

During Almedalen Week, LM International was present to mobilise support and share stories from our projects around the world. The focus was on global health and vaccination, and global hunger and nutrition, but also on sustainability and innovation.

"We had the opportunity to amplify and represent marginalised voices that are often not heard in Almedalen", explains Isabella Olsson, LM International's Head of Global Advocacy. Both the aid sector and the business community were represented on the panel.

The most well-attended seminar was the LM International

seminar featuring Johan Forsell, Sweden's Minister for International Development Cooperation and Foreign Trade, which focused on how we can best mobilise more capital to meet the increase in humanitarian needs.

"For LM International, it's essential to forefront forgotten conflicts and crises. Not only do we become more aware of the needs but, through our supporters, have tremendous opportunities to strengthen local communities and empower people to influence their own lives", says Josephine Sundqvist, LM's Secretary-General.



Isabella Olsson, LM International's Head of Global Advocacy, was a guest on SVT's Morgonstudion breakfast programme when the crisis broke out in Sudan on 15 April. She emphasised the enormous humanitarian needs and the importance of the support of the Swedish people.



PHOTO: ANNA LEDIN WIRÉN

The LM International Board of Directors and Advisory Board gathered in Alvik for the annual meeting and held a seminar on the situation for women in war-torn Ukraine.

PANEL DISCUSSIONS AND SEMINAR AT LM INTERNATIONAL'S ANNUAL MEETING

In May, LM International's Annual Meeting was held. It is an important occasion when elected representatives are elected or re-elected by the members of the Advisory Board. The 2022 Annual Report was presented and a new Board member was elected when Anna Ljung resigned her position and was replaced by Silvia Kakembo.

After the meeting, a seminar was held for more guests concerning the situation for women in Ukraine during the war of aggression and the need for aid as well

as the support that Sweden and LM International is providing on the ground. The panellists were LM's own Milward Mwamvani, Anna Ekstedt, Sweden's Ambassador-at-large for Combating Trafficking in Persons at the Ministry of Foreign Affairs, Violetta Dubovyk, Ukrainian doctor and researcher at the University of Gothenburg, and Lisa Bjurwald, journalist and author of the book "Slava Ukraini", which concerns the struggle of Ukrainian women during the war. The seminar was moderated by Isabella Olsson from LM International.

SUSTAID – FOR SUSTAINABLE INNOVATION

During 2023, LM International has actively contributed to the continued development of Sustaid within the framework of LM's work with innovation for crisis and disaster management in Sweden and globally. One aspect that has been bolstered during the year is collaboration with regional innovation platforms in Sweden and innovative solutions in regard to civil preparedness work in Sweden.



Gösta Melkersson is LM's representative in Sustaid.

A major focus has been on collaboration, referred to as "Partnerships" in SDG 17 in 2030 Agenda.

The Sustaid operations are based on an innovative approach to bridging structural and cultural differences between the business community, civil society, academia and the public authorities. In order to optimise sustainable, long-term operation, the roles and responsibilities of the participating stakeholders are clarified, as is the need for mutually beneficial partnerships and business models with a clear connection to each organisation's regular operations. Sustaid's mission is to run an active cross-sector forum for collaboration and knowledge sharing – to create synergies between partners from different sectors of society.



EUROPEAN HUMANITARIAN FORUM

A joint LM delegation with representatives from the Global South and Global North was present at the EHF in Brussels together with our extended family from VOICE and EU-CORD. The annual event was organised by the European Commission and the Swedish Presidency of the European Council. The Forum brings together decision-makers and key actors from the humanitarian community to strengthen the EU's role as a humanitarian actor. In Brussels, the team advocated for a broader humanitarian resource base in response to the ever-widening gap between humanitarian means and needs, as well as strengthened collective action in terms of localisation and the overall Grand Bargain agreement.



PHOTO: LM INTERNATIONAL

Florin Ianovici talked about the situation for the Romani people in Romania and Moldova.

INCREASED RIGHTS FOR THE ROMA PEOPLE

Florin Ianovici, Director of the Life and Light Foundation in Romania, was one of the speakers at LM International's Advisory Board Day, which was held in October.

Since 1997, LM International has been partnering with the Life and Light Foundation to support the Roma population of Europe. The focus has been on increasing Roma rights and inclusion in society. In Romania and Moldova, the Life and Light Foundation, with the support of LM International, has been working to ensure that Roma children and young people receive high-quality education by creating a safe and supportive environment in which they can learn and grow.

During the seminar, Florin talked about how the Roma are taking control of their lives, which has led to positive changes in behaviour and stronger bonds in the community. There is now more awareness, respect and participation among the Roma, which is helping them become a natural part of society.



PHOTO: LM INTERNATIONAL

THE MAPUTO PROTOCOL CELEBRATED 20 YEARS

Maputo Protocol – Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa.

In July 2023, the African regional framework known as the Maputo Protocol celebrated its 20-year anniversary. It has been described as one of the most progressive binding frameworks for the rights of women and girls in the world. On 10-11 July, the African Union in collaboration with its regional partners organised a celebration in Nairobi during which women and men from all over Africa gathered under the conference theme "Elevating African Policies and Partnerships".

LM International sent a delegation to the event together with partner organisations from DR Congo and South Sudan and addressed the remaining needs for the advancement of women's rights such as the need for equal access to technology.

LM's David Lieth Dador said "A lot has been achieved in the last 20 years on advancing women's rights thanks to the Maputo Protocol. Now it is time to accelerate access to technology for young girls and women in Africa in order for them to realise their rights."

Tatiana Mukanire from SEMA, the network of survivors of sexual violence, met with the Minister for Gender Equality of DRC and urged her to put the voices of survivors at the centre of all response to this form of violence and to take even more active steps in making the Maputo Protocol a living document in all ministries, departments and units of the Congolese government.



PHOTO: LM INTERNATIONAL

LM International's Maria Bard and Moa Lindgren at the climate meeting held in Nairobi in September.

AFRICAN CLIMATE SUMMIT

LM International participated in the African Climate Summit uniting leading experts, decision-makers, and organisations across Africa to address climate change challenges. As one of the four regional conferences leading up to COP28, African Climate Summit was a key platform. Collaborating with local partners, LM International works to combat climate change's adverse impacts on health, environment, and society and address the importance of building climate resilient communities.

The adoption of the Nairobi Declaration marked a significant milestone in the fight against climate change. African leaders united for a Green Transition, serving as a blueprint for future global negotiations like COP28.

While African Climate Summit's commitments are commendable, its strength lies in engaging diverse sectors for a comprehensive Just Transition, with poverty reduction at its core. Discussions covered critical areas, including climate finance, adaptation and loss and damage, nature-based approaches to sustainable agriculture, and biodiversity.



PHOTO: MAHMOUD KHALED / POLARIS / TT

COP28

At the end of 2023, LM International's Africa Regional Office and the Tanzania Country office, along with Kenya4Resilience, participated jointly at the annual COP (Conference of the Parties). COP brings together actors worldwide to discuss and negotiate international climate policies and agreements under the United Nations Framework Convention on Climate Change (UNFCCC).

As part of the Tanzanian Country delegation, Country

Director Gloria Mafule took place in negotiations addressing the need for a strong global framework for adaptation. She brought up how building resilient communities are crucial in order to meet climate challenges. At the Kenyan pavilion and at the Faith pavilion LM arranged events together with the Swedish Mission Council and Kenya4Resilience under the titles: "Bridging belief and biodiversity" and "Faith Matters in Achieving the Global Goal on Adaptation."

INCLUSIVE EDUCATION – HUMAN RIGHTS DAYS IN HELSINGBORG

We featured one of our partners, Beyond Intent AB, at the Human Rights Days event in Helsingborg. The challenges arising from conflict, insecurity, and displacements due to floods have led to the withdrawal of children and youth from educational pursuits. In a dedicated seminar, we discussed the Binogi app, a digital solution designed to facilitate access to education in challenging settings, with a current pilot project in Somalia and Tanzania.

Erica Molin, Co Founder at Beyond Intent AB, in her presentation, underscored the imperative of ensuring an inclusive and well-integrated app. Highlighting the importance of addressing diverse needs, Erica emphasised the commitment to creating a platform that caters to a broad spectrum of users.

Our colleague, Tapiwa Yemeke, contributed to the discussion by emphasising the critical aspect of localisation.



PHOTO: LM INTERNATIONAL

isation. Tapiwa stressed the need for the response to be firmly rooted within the communities involved. This localised approach ensures that the Binogi app is not only effective but also aligns seamlessly with the unique contexts and requirements of the communities it aims to serve.

VISIT FROM DR. BAUDOUIN

We had the privilege of hosting our partner BCPAD/CEC from North-Kivu, in the Democratic Republic of the Congo. They work within the health sector and provide vaccinations across the hard-to-reach zones in the country. Our discussions were centered on the impactful advocacy initiatives undertaken by Dr. Baudouin and his team across various tiers of governance, particularly in health care.



Dr. Baudouin.

Dr. Baudouin explained their strategic interventions at the policy level, highlighting their success in influencing the national budget allocation. Notably, 20 percent of the budget has been earmarked for vaccines, specifically directed towards healthcare support for remote communities. Emphasising a commitment to localisation and rooted advocacy, Dr. Baudouin explained the significance of tailoring healthcare strategies to the unique needs of diverse communities. Dr. Baudouin acknowledged the inherent challenges that vary across regions. Consequently, he underscored the importance of community-driven solutions, emphasising the need for initiatives crafted by the community, for the community.

SOCIAL AUDIT: A NOVEL APPROACH TO CLAIMING CITIZEN'S RIGHTS

In November 2023, we launched our Social Audit Approach at our digital studio in Stockholm, marking the end of our 3-year initiative funded by Sida. This initiative focused on promoting civic and democratic participation, human rights, and development in Mozambique. As part of this program, we have formulated a methodology known as the Social Audit approach. The primary objective of this method is to facilitate meaningful participation by local communities while fostering accountability among local authorities.

Drawing from our extensive experiences in Guatemala, Honduras, and Mozambique, where the Social Audit approach has been successfully implemented, this methodology has emerged as a crucial tool in holding duty-bearers accountable for their commitments to local communities.

A significant highlight of our initiative was a panel discussion featuring representatives from Sida, SMC, the Embassy of Sweden in Mozambique, and Alfalit, our partner in Mozambique. The overarching message conveyed by the panellists emphasised the promotion of localisation through rooted advocacy. This approach ensures that communities are empowered to take initiative in their own development, aligning with a vision of sustainable and community-led progress.

Fundraising with engaging content

LM INTERNATIONAL'S OPERATIONS BEGAN in 1958 after an appeal in the Svenska Journalen magazine, which led to a major funds being raised and the establishment of the foundation. Over the years, LM's identity and legacy from Svenska Journalen have continued to characterise the organisation and, above all, the fundraising and communication department.

The tradition of understanding the value in good storytelling, and the capacity to work fast and with an exploratory entrepreneurial spirit lives on to the highest degree. Today, the Svenska Journalen magazine reaches 70,000 donors four times a year and serves as an important channel for sharing stories about the organisation's projects as well as global needs.

LM International began as a fundraising foundation and the work of funding our aid efforts with the support of private individuals has always been a main focus for the organisation. In this day and age, we can see perhaps even more clearly the importance of working to diversify funding for aid organisations, and in the fundraising and communication department we use a data-driven approach, with constant testing and analysis to maximise the impact of our marketing and fundraising.

AT THE FOREFRONT OF INFLUENCER MARKETING

Historically, LM International has always worked to create partnerships and to leverage innovative strategies. Influencer marketing is an important part of our marketing strategy and a powerful tool in spreading awareness and increasing engagement in our organisation's work.

By collaborating with influencers that have a strong social media presence and that share our values and vision, we can reach out to new target groups. In recent years, it has become one of our most effective ways to reach a wider audience, to raise awareness of our work and to boost our fundraising.

PILOT PROJECT FOR FUNDRAISING IN NORWAY

In 2023, LM International initiated a fundraising project in Norway in partnership with the organisation Join Good Forces. By means of a thorough analysis of the Swedish donor database and using an AI-generated model, we are endeavouring to identify potential Norwegian donors who share the same profile as the LM's most committed Swedish donors.

According to a survey carried out by Deloitte for Fundraising Norway, revenue for non-profit organisations in Norway has increased. This increase also relates to support from monthly donors, which indicates a positive response from Norwegian donors and their willingness to support causes they believe in. The survey also suggests an increase in contributions from Norwegian authorities in recent years. With this in mind, there appears to be significant potential for LM to expand our fundraising activities to Norway.

ONLINE CHRISTMAS CAMPAIGN

The Christmas campaign is LM International's most extensive fundraising effort of the year. In addition to fundraising, the goals are to reach out to new target groups and to increase awareness of LM International's work.

The "Give a Goat" product in Gävoshopen, our online gift shop, is always a favourite at Christmas, and was the inspiration for this year's campaign theme. We created a campaign in which it was easy to contribute by Swish and where the gift recipients received a nice Christmas greeting by text message on Christmas Eve.



PHOTO: ERIKA STENLUND

"Give grandma a goat for Christmas!" was a fun suggestion in many of our digital channels.

In the social media ad campaign, we experimented with different strategies to maximise our impact. By carefully balancing the budget and continuously evaluating results, we were able to optimise our efforts.

During December, several online newsletters were distributed to our existing donors to achieve a wide reach with our Christmas message and increase fundraising.

OUR OWN IN-HOUSE ADVERTISING AGENCY

In recent years, LM International's in-house agency has become a key component of our marketing strategy. By creating sustainable and engaging content for a variety of channels internally, we have been able to streamline production and build a stronger connection with our brand and our donors. With full control of our communi-

cation, we can adapt to changing circumstances quickly and maximise our interactions with our target group.

The advantages of producing our content in-house are numerous. First and foremost, it enables us to work closely with our branding and fundraising goals, which ensures that our content aligns with our overall strategy. In addition, we can tailor and adapt the content to our donors' preferences and behaviours, which increases our chances of achieving the desired results.

Another benefit of employing our own creative resources is that we can react quickly to current events and trends. There is no need to rely on external agencies or vendors to produce and distribute content, which saves time and money. In addition, it fosters close collaboration and efficient communication within the organisation, which leads to smoother production processes and better results.



PHOTO: ANNA LEDIN WIRÉN

Clara Lidström and her son Bertil visited LM International's project in Ethiopia.

INFLUENCER COLLABORATIONS

For many years, LM International has collaborated with influencers with a strong social media presence to boost our brand and raise funds. During 2023, we collaborated with, among others, "Underbara Clara" (Wonderful Clara), Hanna and Nea from the Surret (The Buzz) podcast, "Fru Vintage" (Mrs. Vintage), "Våra sanningar" (Our Truths) with Vivi and Carin, as well as the Louise and Julia podcasts. An essential part of the work with influencer marketing has been to focus on the level of trust and engagement that the different influencers hold in their target groups rather than total reach or number of followers alone. By tailoring campaigns based on the chosen influencer and target group, we have been able to maximise our influence and results in terms of conversion and brand building.

"Wonderful Clara"

Author and influencer Clara Lidström, or "Underbara Clara" as she is better known to most people, has been collaborating closely with LM International for several years. Last autumn, accompanied by her 11-year-old-son Bertil, she travelled to visit the LM operation in Addis Ababa, Ethiopia.

Clara has previously motivated thousands of her followers to become LM International monthly donors and after the trip she said:

We got to meet people that we won't be forgetting in a hurry. The trip helped us appreciate the value of being a monthly donor even more, seeing in concrete terms how we're involved in contributing to children being able to go to school, and getting food and health checks. It's easy to understand the importance of working with local



PHOTO: LM INTERNATIONAL

During the "I'm with the brand" event, LM International's Head of Fundraising and Communication Hanna Rosell gave a lecture together with Carin da Silva about the long-term collaboration between LM and the Våra sanningar podcast.

partners, people who are passionate about what they do. The nice thing about becoming a monthly donor, regardless of the amount you can afford every month, is that there's a long-term perspective that means that LM International knows exactly how much they can count on".

Podcast – Our Truths

One example of a successful long-term collaboration is the one with "Våra Sanningar med Vivi & Carin". With a high recognition factor, lots of humour and no filters, Carin da Silva and Vivi Wallin talk about the challenges and joys of everyday life. With engaging content about LM International's operations, over the years they have convinced more than a thousand followers to become monthly donors.

In 2023, Carin and Vivi had the opportunity to travel to Tanzania to visit a hospital LM's donors have supported for many years, to see with their own eyes how the donations reach their goal and make a difference. After a long flight followed by a bumpy drive, they finally arrived at Nkinga Hospital outside Tabora.

"I was prepared for a difficult journey, and that's what it was", says Carin.

At the hospital, they met many new mothers and several newborns whose lives hung in the balance.

"Like the little baby who'd been born with its intestines outside its body. The baby was lying in an incubator with the intestines in a kind of bag next to it because the operation had to be done gradually. At that point I had to leave the room", explains Carin.

After the trip, Carin and Vivi were able to convey the importance of aid to their followers on a more profound level.

"The money that's raised really gets through. When we were there, we could see what a difference LM International makes in black and white. It was really satisfying", says Carin.

CARIN DONATED 100,000 KRONOR TO LM INTERNATIONAL

Carin took part in the Swedish MasterChef VIP competition on TV4 – and won! She chose to donate her prize money to LM International to

enable more women to give birth safely. "A single safe childbirth in a hospital costs about 180 kronor. That's

like 555 safe childbirths I can help out with. It feels really nice," said Carin after her win.

TELEMARKETING – A SUCCESSFUL PATH TO INCREASED ENGAGEMENT

At LM International, we conduct systematic and continuous telemarketing with the aim of recruiting donors and encouraging them to make regular monthly donations by direct debit. Experience has shown that telemarketing is the most successful way of creating engagement and ensuring long-term commitment from our donors.

Our strategy is based on a carefully developed annual plan that structures our activities over time. At regular intervals we contact different groups of donors, including new, existing and inactive one. This approach enables a targeted and sustainable fundraising strategy in which we endeavour not only to increase the number of donors but also to strengthen and deepen our relationships with each individual donor.

Our goal is to create a meaningful and long-lasting bond between LM and our donors. By using telemarketing as a tool to communicate our mission and the need for their support, we endeavour to build a community of generosity and solidarity that will enable us to continue funding our humanitarian efforts and aid in an efficient and sustainable manner.



PHOTO: LM INTERNATIONAL

Telemarketing is an important channel for new recruitment and donor care.



SVENSKA JOURNALEN MAGAZINE

The Svenska Journalen magazine is issued four times a year. Some of its aims are to increase the level of knowledge, play a part in LM International’s campaign work, and serve as donor care. The hope is that donors will think that the magazine provides added value with its interesting articles and content. Every issue includes a payment slip that highlights a specific project to which readers can donate. The pre - Christmas issue also features the much appreciated LM calendar.

DONOR WELCOMING PROCESSES

In order to retain more of the new donors that were attracted by a particular campaign but did not return with a second donation, we have introduced a structured, measurable way of working with process flows.

We use one process flow for new donors that have responded to our mail-outs. It includes a number of letters and telemarketing activities based on the content of the recruitment campaign. For new digital donors that made their first donation via the website or via swish, we employ a different process flow.

The units can easily be substituted if we opt to change the campaign content, and we can run several parallel campaigns at the same time. Working in a structured way with automated processes has been shown to increase donor loyalty significantly.

MÅNADSBLADET (MONTHLY NEWSLETTER)

Our most important fundraising channel is MånadsBladet newsletter, which is distributed 12 times a year to active donors. In June and December, it is also distributed to our direct debit donors and other donors that have accessed the website or other digital channels.

In the newsletters we report on one selected project each month to keep our donors updated on our work and on how their donations are being used. A payment slip is included to enable additional donations.



PHOTO: ANNA LEDIN WIRÉN

We visit the projects continuously to provide information to our donors via the monthly newsletter, the Swedish Journal magazine and other channels.

LETTERS TO RECRUIT NEW DONORS

In order to replenish the donor base for our monthly newsletters, we rent addresses and send fundraising letters to people who have never previously donated to us. We work systematically using AI-generated scoring models and response analysis to continuously refine our mail-outs and find the people who are most likely to become loyal donors.

To maximise the response rate, we always divide the target group into smaller test groups and test a range of target group variables on them, for example subject lines, headings, choice of images, donation amounts, different types of envelope, etc. We then use the units that perform best in our next mail-outs in combination with new tests to continuously streamline the mail-outs.

BEQUESTS

We receive many memorial donations in conjunction with funerals and many of our donors also remember us in their wills.

20

million kronor was bequeathed to LM International in 2023.

THE BOOK ABOUT LM INTERNATIONAL – “DIGNIFIED LIFE, SUSTAINABLE WORLD”

Journalist and former LM Head of Information Birger Thureson has written a book entitled “Dignified life, sustainable world” about LM International’s history, just in time for LM’s 65th anniversary this year.

Birger knows the organisation well and when asked if anything surprised him when writing the book, he replied: “During the work, I was reminded of just how broad the commitment is. Then I thought of the huge number of individual donors who faithfully support LM month after month, year after year – but also about the way that so many prominent Christian leaders and famous artists, not to mention popular influencers nowadays, have enabled and are still enabling LM International’s efforts through their advocacy”.



In his book “Dignified life, sustainable world”, Birger Thureson describes the history of LM International.

LM INTERNATIONAL AND
RADIOHJÄLPEN (RADIO AID)

In partnership with Radiohjälpen, LM International runs two annual campaigns, Världens Barn (Children of the World) and Musikhjälpen (Music Aid).



The 2023 fundraiser for Världens Barn involved organisations from across the country as well as individual champions such as Archbishop Martin Modéus and Queen Silvia. It is a commitment that is particularly welcome at a time when more children than ever are being forced to flee and the world is experiencing a widespread hunger crisis exacerbated by factors such as climate change, war, conflict and economic hardship.

During the TV gala on 7 October, the total funds raised reached just over 46,6 million kronor, and after Roger Akelius stepped up with large-scale support, the final amount exceeded 100 million kronor.

“This fantastic result will make a real difference to thousands of children in need around the world”, says Kristina Henschen, Secretary-General of Radiohjälpen. “A huge thank you to everyone who contributed!”



PHOTO: LM INTERNATIONAL

STAND WITH SUDAN

Sudan is one of LM International’s largest countries of operation. At the end of May, we organised a fundraising concert at Nalen in Stockholm. Sudan, which was already suffering a protracted humanitarian crisis, was hit even harder in April when war broke out. The aim of the evening was to show our support for the Sudanese people.

The Swedish-Sudanese Grammy winner Ebo Krdum jammed with his musician friends and treated the audience to a fantastic mix of artists and rhythms, traditional and contemporary, with inspiration from the African continent.

SÅNGER FÖR LIVET (SONGS FOR LIFE)
– CONCERT EVENTS

During 2023, LM International arranged a total of 52 concerts of varying sizes and with a diverse selection of artists and concert concepts. We started the concert year with songs with the theme “För kärlekens skull” (For the Sake of Love) and continued with “Sånger i livets tonart” (Songs in the Tone of Life). We moved into April with swinging “Soulful Evenings” with our own Soulduo and “Melodies from the Chapel” with the girls from Vocalsis. May and June featured a new artist Faith Kakembo and her soul and summer jazz, as well as concerts with our loyal artist friends in the Solistkvartetten (the Soloist Quartet) and with eminent songwriters and musicians Richard Niklasson and Lars “Lisa” Andersson. The autumn began with participation in several RPG meetings (National Confederation of Pensioners’ Community), accompanied in some cases by Roland Lundgren. These gatherings are greatly appreciated opportunities to meet and share LM International’s work with people around the country. During October and November, our annual choral concerts were held together with Sonja Aldén.

We also tried a new concept in the children’s concerts “Ljus i November” (Light in November) together with Perla Bjurenstedt, and started December by inviting people to “Fira jul med Läkarmissionen” (Celebrate Christmas with LM International) together with Gladys del Pilar, Vocalsis and Hasse Hallström, Ingamay Hörnberg and Lennart Sjöholm. We ended the 2023 concert year on 21 December with a brand new collaboration. In a packed Tumba Church, the audience had the opportunity to enjoy Peter Hallström’s “Viskar en bön - konsert i juletid” (Whisper a Prayer – a Yuletide Concert) – a concert collaboration that will continue in various forms into 2024.

During 2023, we met up with more than 7,000 people. We expanded our concert promotion in several different ways, including through Facebook. Many complimentary articles were written about our concerts, many new donors began supporting LM International and many people were touched by LM’s important work.

As project manager for LM International’s concert events, Anna Olofsson is responsible for artist liaison, booking premises, coordinating marketing efforts and managing other administration.



PHOTO: PIERRE ERIKSSON

Lars “Lisa” Andersson and Richard Niklasson lead choral events and concerts.

Annual Report 2023

Management Report

The Board of Directors and Secretary-General of Läkarmissionen – stiftelse för filantropisk verksamhet, Reg. No. 802005-9989, hereby submits its report for the period 01-01-2023 to 31-12-2023.

GENERAL INFORMATION

Organisation

LM International is a politically and religiously independent foundation directed from the global office in Stockholm. Our operational focus is on implementing development aid via our nine country offices in Africa or through local partners operating in approximately 25 countries in Africa, Latin America, Eastern Europe and the Middle East.

Management of the foundation is conducted by a board of directors that is appointed by an Advisory Board.

Purpose and goal

LM International's vision:

Dignified life – sustainable world

By dignified life, we mean that every human being is unique and has an inviolable value, and that they should have the power to influence key decisions in their own life. By sustainable world, we mean a world that is socially, economically and environmentally sustainable, a world where we meet current needs without jeopardising living conditions for future generations.

LM International's mission:

To save lives and empower individuals to change their life circumstances.

We employ a holistic approach that builds resilience in vulnerable communities affected by disasters and conflicts, thereby supporting long-term change from within.

Through international development projects, humanitarian aid efforts and contributions to material assistance, LM International's main purpose as stipulated in its statutes to conduct international aid is fulfilled. LM International's operations contribute to fulfilling the Global Goals, and our work during 2023 has been primarily focused on four of these goals, namely:



No Poverty – Global Goal 1

LM International combats poverty in multiple ways. Two key aspects of poverty prevention are livelihood creation and resilience, i.e. the capacity to withstand or recover quickly from crisis situations, and measures that will prevent such crisis situations. The goal is social and economic inclusion for the most vulnerable.



Good Health and Well-being – Global Goal 3

LM International supports preventive care, for example child and maternal health care. Support is also provided to women who have been subjected to sexual violence in conflict or to gender-related violence such as FGM. In addition, LM International is involved in building robust healthcare systems and working to change social norms and attitudes to ensure every person's right to health.



Quality Education – Global Goal 4

LM International provides literacy training that empowers rights-holders to claim their rights and make their voices heard. Our work also includes special inclusive education for children and young people with functional impairments.



Clean Water and Sanitation – Global Goal 6

LM International applies the integrated water resources management model (IWRM), which includes well drilling and renovation of existing boreholes, sanitation solutions, and rudimentary health and hygiene training. Water aid is often integrated into major peace-building, food security and resilience efforts.

By combating poverty and creating sustainable conditions, vulnerable individuals can be empowered to transform their own life circumstances in an enduring way. With better health, clean water, training and education, and self-sufficiency, the situation for individuals, families and communities becomes more secure.



PHOTO: HÅKAN FLANK

An important focus for LM International is inclusive education. That every person, regardless of circumstances, has access to quality education is a fundamental right which strengthens both the individual and society.

Close contacts with the target groups and strong foot-holds in local communities enable optimum conditions for effective, resilient development aid. LM International ensures this by collaborating with local partners and by employing our own local staff at country and field office level.

Humanitarian aid

LM International's humanitarian aid efforts focus on saving lives in emergency situations. We are active in numerous places that are characterised by conflict and disaster and our network enables us to access to a large number of competent partners around the world. In the event of a major disaster, there is often an expectation amongst our donors to become involved. In 2023, the desire to help the Ukrainians has been very strong. In the event of minor disasters in regions where LM International is already engaged in development efforts, it is also our responsibility to act. As minor disasters are unlikely to attract much media attention in Sweden, our efforts can be conducted without a special donor appeal.

Material aid

LM International provides material aid in partnership with Human Bridge, for example hospital materials are

reconditioned and reused in countries such as Ukraine, Ethiopia, Tanzania, Somalia and DR Congo. Via Human Bridge shipments, essential supplies and food have also been delivered to inland Ukraine. In addition, Human Bridge conducts extensive textile collection, which is important from an environmental perspective. The collected textiles are needed for humanitarian efforts or can be sold to finance aid shipments.

Communication, advocacy, influencing and fundraising

One of LM International's statutory purposes is to disseminate information about emergency situations around the world and about our various efforts to alleviate these, which is fulfilled in several ways. Our social media channels and website are important tools, not only for information and advocacy but also for fundraising. New target groups are engaged through our partnerships with influencers.

Our traditional information channels still play a major role. The MånadBladet newsletter informs active donors about LM International's aid efforts and highlights current needs. The Svenska Journalen magazine, with its wider readership, provides more in-depth information about LM International's orientation and operations.

Our concerts and events with information about the LM organisation are a much appreciated form of direct contact between LM International and the donors.

Earmarked funds

According to the LM International statutes, raised funds accrued by the foundation that have not been earmarked for special purposes must be used for international aid. If funds are to be used for other purposes than those in the statutes, this must be clearly specified in the fundraising goals or in the intended purpose of the donor. During 2023, no funds for purposes other than international aid have been accrued.

Fundraising from private individuals

An important source of revenue for LM International is donations from private individuals, above all monthly donations by direct debit or payments via our monthly mail-outs. The loyalty shown by our registered donors is extremely gratifying, and revenue from private donations has remained stable at MSEK 59 (MSEK 62 in 2022). As in previous years, LM International received a large number of bequests, which totalled MSEK 20 (MSEK 29 in 2022). During 2023, total raised funds from private individuals and from private organisations totalled MSEK 103 (MSEK 121 in 2022). The majority of funds raised are not earmarked for special purposes, and these can be used where they are most needed. Bequests are rarely earmarked for special purposes. During 2023, approximately five percent of donations from the general public and private organisations were earmarked for specific projects or aid efforts (almost 5% also in 2022 as well).

Institutional grants

As a rule, public and institutional grants are always earmarked for specific purposes. In 2023, grants from the public sector amounted to MSEK 15 (MSEK 13 in 2022). Institutional grants from the civil sector amounted to MSEK 254 in 2023 (MSEK 160 in 2022). These grants have been awarded via appropriations from around twenty different organisations. Grant applications are submitted both centrally from the global office in Sweden, as well as from regional and country offices. Grants for development projects normally have a disbursement period of several calendar years. Grants for humanitarian aid often apply for 12 months at a time.

Significant partnerships

LM International strongly believes that collaboration and networking is the best route to collective improvement and to achieving qualitative results that are more sustainable. Our significant collaborative partners are the 30 or so organisations that conduct projects and aid efforts in which all or part of the operation has received

a grant from LM International for several years. During 2023, LM International introduced a new application procedure whereby new partner organisations can seek funds. A number of our partners contribute their thematic knowledge and expertise from their operational fields. In addition, we participate in several important collaborations with a variety of organisations that strengthen LM International both as an aid provider and as a fundraising organisation.

CHS – Core Humanitarian Standard Alliance

LM International is an active member of CHS, whose collective purpose is to increase compliance with the basic humanitarian principles through increased capacity development, collaboration and advocacy. In 2023, the process to CHS certification was initiated.

Concord

CONCORD Sweden and CONCORD Europe work with policy and advocacy issues aimed at ensuring that the EU and its member states fulfil their pledges regarding the quantity and quality of EU aid. LM International participates actively in issues concerning the right to health, climate resilience and Triple Nexus.

ECHO

LM International applies for support from the EU body ECHO for projects related to humanitarian disasters in the countries in which we operate. In 2020, ECHO conducted an audit of LM International's operations, after which ECHO and LM International signed a new seven-year partnership agreement.

EU-Cord

LM International is an active participant in the European network EU-cord, which facilitates access to aid

partners for rapid responses to humanitarian disasters around the world. EU-Cord is also involved in advocacy issues and participates extensively to promote inclusive human rights work.

Swedish Fundraising Association (GIVA Sverige)

Membership in GIVA is important for several reasons. The Association's quality code is a tool for maintaining a high level of credibility for the industry as a whole. GIVA Sverige also enables LM International to collaborate and influence a wide range of issues.

Integral Alliance

LM International was one of the founding members of the Integral Alliance network in 2004 and rejoined the organisation in late 2023. Integral Alliance consists of 21 members from 14 countries and forms a network of more than 540 local partner organisations. The alliance aims to alleviate suffering and restore hope, in disasters and beyond.

Join – Good Forces

Join is a fundraising foundation in Norway whose focus is on supporting women and children in vulnerable situations, particularly in DR Congo. Join's operations in Norway are run in close collaboration with LM International.

Human Bridge

LM International is one of the founders of Human Bridge and represented on the Human Bridge Board. Its operations are a combination of aid effort, support for the environment, and social initiative.

MAF

The partnership between LM International and Mission Aviation Fellowship Sweden facilitates the efficient provision of medical aid and medicine by airlift in regions that are difficult to reach due to the security situation or non-existent infrastructure. MAF and LM International also collaborate to engage the interest of young Swedes in aid issues.

Neverthirst

The global water foundation neverthirst, which is based in the USA, contributes financially to LM International's water projects in Niger, Chad and Ethiopia. As a result of this collaboration, we are able to reach more vulnerable people in arid and risk-prone areas.

Radiohjälpen – Världens Barn and Musikhjälpen

The partnership with Radiohjälpen (Radio Aid) is very important to LM International. During the year, donations have been received from Radiohjälpen, both in conjunction with LM International's involvement in the

Världens Barn campaign (Children of the World) and from Musikhjälpen (Music Aid).

Sida

In collaboration with Sida, LM International has for many years coordinated cross-sector collaboration between aid organisations, the business community, academia/research and the public authorities in order to create the prerequisites for sustainable innovations and solutions during aid efforts. The aim is to meet needs in vulnerable locations more effectively during international crisis and disaster situations as well as during development aid projects. With support from Sida, LM International runs successful resilience programmes and partnerships in Swedish development aid that focus on capacity building in local Latin American and Sub-Saharan African civil society.

Swedish Mission Council (SMC)

The Swedish Mission Council is an ecumenical umbrella organisation for missionary and development aid organisations that, via a framework agreement with Sida, is authorised to award funds for international aid. During the year, SMC conducted a comprehensive organisational assessment of LM International, the results of which showed a high organisational capacity, especially in regard to humanitarian efforts, nexus and strategic advocacy work.

Swedish Fundraising Control – 90 accounts

Development aid is largely funded by donations from private individuals in Sweden. An important channel for this is LM International's 90 accounts (registered donor accounts), which guarantee that the funds we raise are managed securely and that our operations are followed up.

UNHCR/UNICEF/UNDP

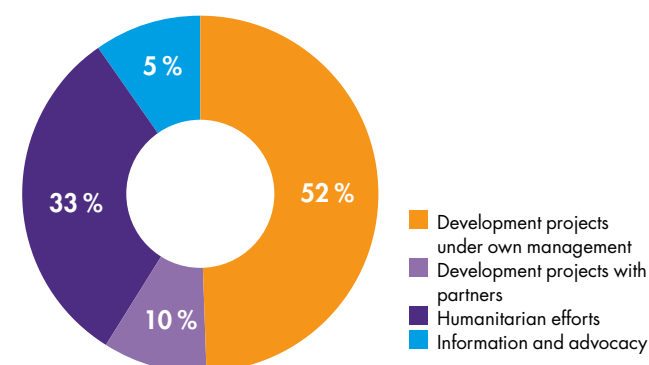
UNHCR was LM International's largest partner and donor in 2023, with UNICEF the second largest. Several of the LM International's country offices, primarily Sudan, Chad, Niger and South Sudan, conduct projects funded by local and regional UN offices. Above all, these efforts prioritise women and frequently involve clean water and sanitation.

VOICE

LM International is an active participant in VOICE, a network of European humanitarian civil society organisations. We have assumed a leading role in the VOICE collaboration group for Triple Nexus, for which the LM International representative is convener.

Please note that this is not a complete list of LM International's partners.

DISTRIBUTION OF DIRECT PROJECT COSTS



SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

Sudan and Chad

In mid-April 2023, war broke out in Sudan, which was LM International's largest country of operation at the time. Country Director Denis Semakula, Head of Global Advocacy Isabella Olsson and Regional Director Christophe Sacko all participated in Swedish news broadcasts to communicate the situation in Sudan to a wider public. However, in the shadow of other wars, the conflicts and challenges have continued, with major consequences for the population as well as for LM International's staff and operations. At first, the LM International crisis team held meetings every hour to monitor developments and the safety of the employees. The capital Khartoum, where LM International's largest country office was located, was right in the firing line, and some colleagues experienced their homes being shelled and lost relatives as a result of the conflict. In the end, all foreign personnel were evacuated safely and security precautions were put in place for the local employees. Our operations are now directed from Port Sudan. LM International is one of the few organisations that have been able to continue its operations inside Sudan, albeit on a much smaller scale than planned. The majority of the funding required new transfer routes, which disrupted the cash flows in the foundation and required a great deal of organisational flexibility.

In the refugee camps in South Sudan and Chad, where LM International mainly contributes with WASH efforts (water and sanitation), the large number of new refugees has resulted in new urgent needs and higher costs. Refugees have been streaming into large areas of eastern Chad throughout the year, but thanks to the quick responses and great work capacity of the LM International teams in the field, UNHCR has delegated responsibility and granted more funding for WASH efforts. As a result, Chad's country programme has grown and it is now LM International's largest country of intervention.

The impact of crises on operations

The Russian attack on Ukraine has changed the world, and primarily Europe, with tremendous suffering for the people affected as well as uncertainty throughout the region. LM International's long-term commitment to vulnerable children in Ukraine has been expanded to include refugees and vulnerable women and girls. The people of Sweden have provided strong support for efforts for the victims of the war.

In Niger, a military coup disrupted the country in July, but we have been able to continue our work more or less as planned despite the new challenges. Outside

the capital, criminal groups are a major threat to the population and to our operations.

As Sweden's image, mainly in the Middle East, became increasingly negative for a period during 2023, our organisation and partners were forced to adjust and enhance security preparedness to avoid acts of terrorism and in some places downplay the Swedish connection.

In general, the global economic downturn, compounded by conflicts and turmoil, has hit poor countries and vulnerable groups hard. Inflation and cost increases mean that aid funds are not having the same effect as before and a weak Swedish krona has reduced the value of fixed grants for aid efforts.

Significant operational changes

During 2023, the work on a new long-term strategy has characterised the organisation. From 2024, a renewed orientation towards 2030 will apply, in which food security will be included as a new thematic area and young people will be highlighted as a new priority target group.

Given the scope of LM International's local support in DR Congo as well as the increasing conflict sensitivity in the eastern parts of the country, a new country office



PHOTO: LM INTERNATIONAL

A safe supply of water can create solutions for peace in conflict areas.

has been established in Goma to ensure control and governance.

New digital systems for financial management and project management were procured during the year. The project management system was developed and adapted to the specific needs of LM International and became operational at the end of the year. The financial system has also been adapted using agile project methods for start-up in financial year 2024. Both systems are important tools that will strengthen both external and internal control as well as financial planning.

In 2023, the work with digital studios has been bolstered with a new studio at LM International's office in Addis Ababa in Ethiopia, and more studios are planned. The studios contribute to better communication between LM employees and serve as a platform for capacity development via external studio events. In addition, they contribute to a reduced carbon footprint due to less air travel.

All LM International country offices are now registered as "Läkarmissionen" and the LM International brand is used for clearer communication at global level. The English-language website www.lminternational.org is part of this enhanced accessibility for international parties.

For many years, LM International has only conducted project activities overseas in developing countries and for marginalised groups. During 2023, we collaborated with Kista Folkhögskola in an EU project that aimed to engage and mobilise the target group of young people in the Järva area and shorten the distance to Brussels and EU politics. The project will continue into 2024.

The second-hand operation under the "Läkarmissionen" brand is conducted as a joint association in close collaboration with LM International. One of the purposes of the shops is to generate a profit that can contribute to LM International's aid operations.

Goal fulfilment

Since its inception in 1958, LM International has contributed to a better life for millions of vulnerable individuals. Our programmes are largely aimed at women because participation and gender equality are important ingredients in advancing local communities towards greater democracy. Since the 1990s, more than three million people in Latin America only have participated in LM International's educational programmes, the majority of whom were women in vulnerable areas and from marginalised groups. The literacy courses not only change individual lives. When

people can participate in society and learn about their rights, it benefits entire local communities. During 2023, approximately 9,400 people participated in educational initiatives in Latin America, spread across seven different countries. Despite the civil war, almost 30,000 children in Sudan learned how to read and write, just over 18,000 of which were girls. In addition, more than 1,000 Sudanese students with functional impairments were integrated into regular schools and received education. The social auditing efforts in Guatemala and Mozambique are another example of increased citizen empowerment, as participants learn how to claim their rights from the authorities.

WASH, water and sanitation, is one of LM's most important aid operations. During 2023, more than 475,000 people have gained access to clean water only in Chad. In Sudan, newly drilled or restored wells have allowed 157,000 people to receive drinking water where they live, and more than 120,000 people have been able to benefit from better hygiene through access to their own latrines and hand-washing equipment. In addition, the accessible latrines for persons with functional impairments have made a huge difference.

In several African countries, LM International supports maternity and childbirth care as well as education in sexual and reproductive health. At the Panzi Hospital in DR Congo, aid from LM International has been used to help more than 3,200 women give birth safely.

During 2023, various types of support were provided to victims of the war of aggression against Ukraine, a country where LM International has long supported aid for vulnerable children. Local development partners in and around Ukraine have also served as humanitarian aid providers during the war.

New and existing target groups and donors received information about LM International's operations via our digital media channels and through different mailings: twelve issues of the MånadsBladet newsletter with a circulation of up to 60,000, four issues of Svenska Journalen magazine to 70,000 readers, as well as postal mailings and e-mails. LM International's extensive meeting and concert activities attracted around 7,000 visitors in 2023. By attending and helping to organise conferences and rallying points for advocacy efforts such as Järva Week, Almedalen Week, World Water Week, the Human Rights Days and COP28 in Dubia, LM International is ensuring that we remain part of the discussion, raising important issues and collaborating with other key stakeholders.

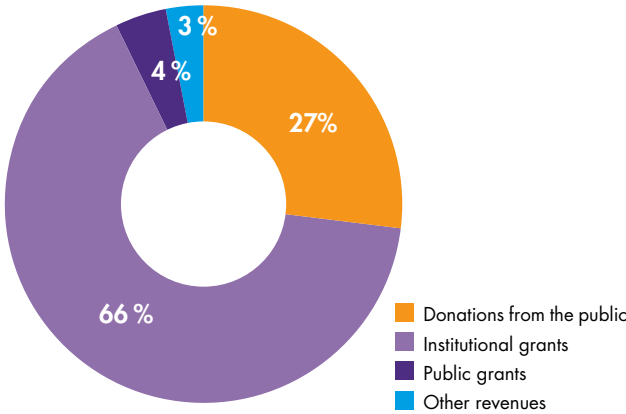
FINANCIAL RESULTS AND POSITION

Revenue
Total operating revenue for 2023 amounted to MSEK 383 (MSEK 297 in 2022). Total revenues for 2023, including financial profit/loss, amounted to MSEK 385 (MSEK 297 in 2022).

Donations from the public and from private organisations as well as bequests amounted to MSEK 103 (MSEK 121 in 2022), equivalent to approximately 27 percent of total revenues. Institutional grants from the civil sector totalled MSEK 254 in 2023 (MSEK 160 in 2022), equivalent to 66 percent of total revenues, while grants from the public sector finished on MSEK 15 million in 2023 (MSEK 13 in 2022), equivalent to 4 percent of total revenues.

Profit/loss
LM International is reporting a surplus for 2023 of TSEK 44 after depreciation/amortisation. Direct project costs accounted for 90 percent of operating revenue (87 percent in 2022) and amounted to MSEK 347 (MSEK 258 in 2022). Fundraising and administrative costs for 2023 amounted to MSEK 39 (MSEK 38 in

DISTRIBUTION OF REVENUES



2022) and accounted for 10 percent of operating revenue (13 percent in 2022).

Financial position
Equity amounted to MSEK 75 at year-end (MSEK 74 in 2022). Cash and cash equivalents amounted to MSEK 33 at year-end (MSEK 60 in 2022).

REVENUES, ANNUAL COMPARISON	2023	2022	2021	2020	2019
Amounts in TSEK					
Regular donations	59 022	61 586	62 868	58 730	56 428
Bequests	19 605	28 658	24 800	22 562	29 203
Other donations	24 780	31 024	26 090	27 688	39 029
Public grants	14 827	12 521	17 754	22 929	40 839
Institutional grants	253 948	160 376	79 996	75 103	62 959
Other revenues	10 966	2 463	371	2 440	4 941
Profit/loss from financial revenues	2 172	588	-2 252	-183	1 060
Total revenues including financial revenues	385 320	297 216	209 627	209 269	234 459

ANNUAL COMPARISON COSTS AND RESULTS	2023	2022	2021	2020	2019
Amounts in TSEK					
Total revenues	383 148	296 628	211 879	209 452	233 399
Profit/loss from financial investments	2 117	456	-2 512	-629	418
Profit/loss for the year	44	1 232	1 360	334	2 070
Equity	75 233	74 420	73 745	72 361	73 979
Aid projects	330 500	243 982	157 174	158 690	173 898
Information and advocacy	15 674	11 627	12 253	10 553	16 530
Social care in Sweden	424	2 059	7 648	10 352	9 710
Total	346 598	257 668	177 075	179 595	200 138
Direct project costs, percentage of revenue	90%	87%	83%	86%	86%
Fundraising costs, percentage of revenue	6%	7%	9%	9%	9%
Administration costs, percentage of revenue	4%	6%	6%	5%	4%

USE OF FINANCIAL INSTRUMENTS

Management of LM International’s financial investments is governed by an investment policy that contains guiding principles for financial risk as well as rules for ethical placement. Its purpose is to optimise returns within a framework of low and controlled risk based on established rules. The investment policy is available in its entirety on LM International’s website. A total of MSEK 20 is invested in securities.

SUSTAINABILITY INFORMATION

The sustainability aspect is an important element of LM International’s work and this has been stipulated in our governing documents such as the code of conduct. The digital studios that have been built in our offices reduce the need for travel and enable us to assemble staff and other stakeholders for efficient digital meetings. Through our commitment to the second-hand operation and partnership with Human Bridge, we contribute to reuse and recycling for more efficient resource usage and increased sustainability.

LM International operates in countries where corruption and financial fraud are frequently endemic. A determined and principled approach is required both to detect and prevent these issues. LM International is actively committed to combating corruption and irregularities at all levels. To enable this, we apply an effective whistle-blowing model with an external recipient to facilitate reporting as well as a number of governing documents to safeguard against corruption.

Occupational health and safety
Competent and committed employees who enjoy their work are important for a successful workplace. Well-defined areas of responsibility and individual job descriptions create structure and clarity. Great emphasis has been placed on increasing internal communications across country and departmental boundaries. LM International’s global office applies a collective agreement that is jointly regulated by the Unionen trade union, the Union for Professionals and the co-operative employers’ association Fremia. Skills development is an important item in our annual performance reviews. At the global office in Sweden, full-time employment is considered the norm and part-time employment is offered as an option. Our wellness allowances encourage health-promoting activities. Conditions of employment in international operations mainly comply with local regulations. To strengthen our global HR operations, a Global HR Director was recruited during the autumn and took up office in February 2024. In order to meet the increased

risks and needs of employing our own staff in risk areas, LM International employs a Head of Global Security who develops security procedures and contributes to risk analysis and assessments, including for staff that travel.

In our aim to be an attractive and interesting employer, LM International’s global office in Stockholm collaborates with Great Place to Work®, GPTW, an international consulting firm that conducts employee surveys. As result, LM International was awarded “Great Place to Work®” certification in both 2023 and 2024. Based on the survey results, we draw up action plans for areas that can be improved.

Learning and continuous improvement
LM International’s governing documents such as policies, instructions, manuals and job descriptions are continuously updated to fit the organisation and safeguard operational quality.

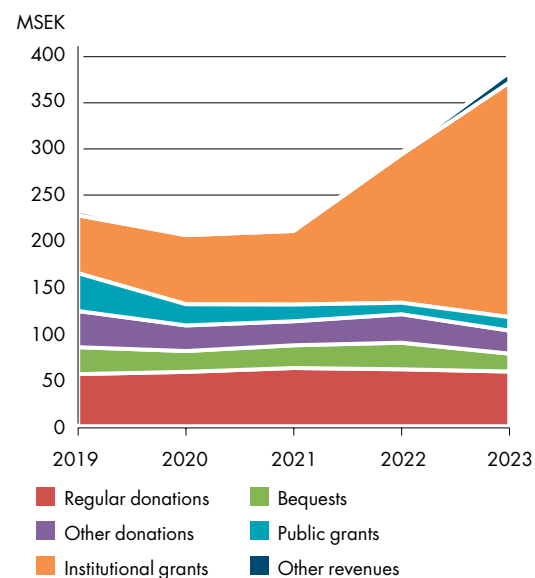
In-service training and education of staff and partners is important to LM International. Various training sessions are organised for the staff, frequently via online meetings and broadcasts from our studio at the global office. In October, some of the finance team gathered in Dar es Salaam, Tanzania, to learn about policies and instructions in finance and procurement as well as the new financial management system.

LM International uses the Predictive Index (PI), a scientifically based personality test, as a tool for team and management development. PI helps us to understand driving forces and motivational factors, which in turn leads to insights into diversity that enable us to build skilful, confident and motivated teams. Our global teams shape arenas that strengthen agile working methods and collaboration throughout the organisation.

Gender equality and diversity
During the planning stage of our aid efforts, a gender equality analysis is conducted to clarify the division of work, roles, responsibilities, access to and control of resources, and positions in society. Our efforts take into account the situation for both women and men and are aimed at both groups, above all to increase male participation in and responsibility for family and society.

Greater diversity within the LM organisation enhances its credibility in the eyes of our aid recipients as well as our donors and funders. LM International endeavours to employ co-workers with a wide range of experience and backgrounds to ensure broader perspectives and knowledge. The global management team comprises three women and five men, and the Board of Directors five women and seven men.

REVENUES, DONATIONS AND GRANTS OVER TIME



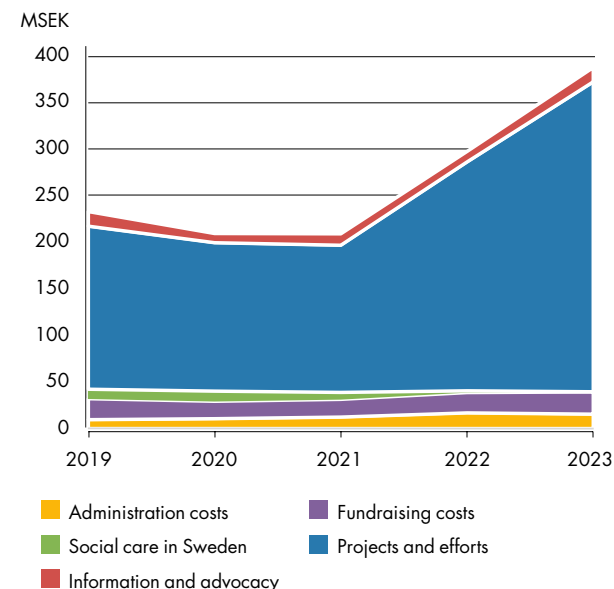
Duties within the organisation

LM International's operations are localised through the regional and country offices, which are able to follow up the work directly in the field. Collaboration clusters are also established at the regional and country offices, which apply for institutional funds primarily for local efforts. The programme department at the global office works with development and quality assurance of programmes and methods, and pursues avenues to new funders and partners. The responsibility of the fundraising and communication department is to communicate information about LM International's work and involve private individuals and companies in order to mobilise donations. The department of organisation and governance includes the IT, HR, finance and administration functions, and is also responsible for internal control and for establishing policies. The executive department manages our global advocacy work and provides executive support to the global management team. It is also important that LM International has integrated and globally oriented internal communications. The work is directed by the Secretary-General, who coordinates and harmonises operations.

Employees in Sweden and in other countries

In 2023, LM International employed an average of 395 people (315 in 2022) in 13 countries. Most of the overseas employees are local people on corresponding project or fixed-term employment and contracts with the country offices. A few employees that serve abroad are employed by LM International in Sweden. At the global office in Vällingby, the average number of employees was 35 (38 in 2022).

OPERATING COSTS OVER TIME



OVERSEAS BRANCHES AND REGIONAL OFFICES

LM International operates nine branches via country offices in DR Congo, Ethiopia, Niger, Somalia, Sudan, South Sudan, Tanzania, Chad and Uganda. They are divided into three regions based on cultural and linguistic conditions, and coordinated under the region's Africa office in Nairobi, Kenya. In addition to the nine country offices, the Africa office is also responsible for a further four countries where efforts are conducted by various partners.

Management of the work in the seven Latin American countries where LM International operates through partner organisations takes place from the regional office in Panama City. Our operations in the Middle East are managed from the regional office in Dubai, and operations in three Eastern European countries are managed from a unit at the global office in Stockholm.

FUTURE DEVELOPMENTS

There has been some concern about how inflation and cost increases combined with a recession might affect revenues. The fear is that the worsening financial situation for both private individuals and organisations could impact revenues negatively. The weak Swedish krona has also caused a direct cost increase for aid efforts in many countries compared to previous years. LM International can state with some confidence that funds for aid operations are raised from a wide range

of sources, which creates stability and reduces risk. LM International can mitigate some of the impact of the current currency concerns, which above all affect the Swedish krona, by receiving a substantial proportion of the institutional grants in other currencies, primarily US dollars.

LM International is keen to maintain the balance between donations from the general public and private organisations, and institutional grants from the public and civil sectors. In many appropriations that include grants for projects, applicant organisations are expected to finance part of the project themselves, usually around 10 percent of the project budget. When received donations are used for our own efforts, we can leverage the funds and implement much larger efforts.

MANAGEMENT

The Board of Directors is normally a foundation's highest level. However, the LM International statutes stipulate that certain tasks and decisions must be delegated to an Advisory Board with the aim of ensuring a stable footing for the Foundation and more transparency. The main task of the Advisory Board is to elect the Board of Directors, the auditor, the Nomination Committee, and members of the Advisory Board at the annual meeting. The Annual Meeting in 2023 was held on 11 May. Advisory Board members ensure that LM International has a broad network and solid foundation around Sweden, and they act as ambassadors in their networks. Since the Annual Meeting in 2023, the Advisory Board has comprised 47 members, who are appointed for three years at a time with the possibility of re-election. The Nomination Committee comprises Hans Hallström, Stefan Kinert, Tore Samuelsson and Anne Wolf.

In accordance with the Nomination Committee's proposal at the 2023 Annual Meeting, Board member Margareta Arvidsson was re-elected for one year, and Agneta Lillqvist Bennstam and Madeleine Sundell for three years. Silvia Kakembo was elected as a new Board member as Anna Ljung declined re-election. The other Board members are Lydia Birkeland, Bo Guldstrand, Staffan Hellgren, Christian Holmgren, Nils Arne Kastberg, Johan Sigge, Gunnar Swahn and Christer Åkesson. During 2022, the Board convened six times for Board meetings. Members of the LM International Board are normally elected for a period of three years. Bo Guldstrand is the remunerated Chairman of the Board. Staffan Hellgren is the Vice Chairman.

The Board has two working committees that provide expert support to LM International's operational

management, as well as preparing and following up Board decisions. The working committees comprise the Secretary-General and executives in the organisation as well as the Chairman and two Board members. In the International Working Committee, the two Board members were Agneta Lillqvist Bennstam and Gunnar Swahn, while the National Committee included Christian Holmgren and Johan Sigge.

The Secretary-General, the Chairman of the Board, the Board of Directors, the working committees, the Advisory Board and the Nomination Committee apply rules of procedure that clearly define the division of responsibilities and work. In addition, the role of Advisory Board members and the Nomination Committee is described in special rules of procedure. At the 2023 Annual Meeting, Pernilla Zetterström Varverud from Grant Thornton was re-elected as auditor for another year, with Susanna Johansson as deputy auditor. The foundation is registered at the Stockholm County Administrative Board in Stockholm under foundation number 1000132.

SIGNIFICANT EVENTS AFTER THE END OF THE FINANCIAL YEAR

The government has presented a new strategy for civil society and says in its reform agenda that a larger proportion of aid should go directly to civil society organisations. Sida will investigate how the agency can take over the forwarding of support and replace the current partner organisations. As a result, Sida has terminated all agreements with strategic partner organisations. Civil society organisations will have the opportunity to submit expressions of interest for funding from Sida. This will affect LM International's current project and programme agreement through the Swedish Mission Council. Intensive work has begun to determine the right way for LM International to best secure funding via a direct application procedure to Sida.

Website: lakarmissionen.se/lminternational.org
Online shop: lakarmissionen.se/gavoshop
Swish: 90 00 217
90 accounts: PG 90 00 21-7, PG 90 17 18-7,
BG: 900-0217, BG: 901-7187
X (Twitter): [x.com/lakarmissionen](https://twitter.com/lakarmissionen)
Facebook: facebook.com/lakarmissionen
Instagram: instagram.com/lakarmissionen/
LinkedIn: linkedin.com/company/lakarmissionen

INCOME STATEMENT

Amounts in TSEK	Note	2023	2022
Operating revenue			
Donations	3	103 407	121 268
Grants	3	268 775	172 897
Net turnover		385	356
Other revenues		10 581	2 107
Total operating revenue	4	383 148	296 628
Operating costs	5,6		
Direct project costs	7	-346 596	-257 668
Fundraising costs		-23 194	-21 387
Administration costs		-15 431	-16 797
Total operating costs		-385 221	-295 852
Operating profit/loss		-2 073	776
Profit/loss from financial investments			
Profit/loss from other securities and receivables held as securities	8	1 989	588
Other interest income and similar profit/loss items	9	183	-
Interest payable and similar profit/loss items		-55	-132
Total profit/loss from financial investments		2 117	456
Profit/loss after financial items		44	1 232
Profit/loss for the year		44	1 232

BALANCE SHEET

Amounts in TSEK	Note	31.12.2023	31.12.2022
ASSETS			
Fixed assets			
Intangible assets			
Capitalised expenditure for software	10	6 201	1 312
		6 201	1 312
Tangible assets			
Equipment	11	6 428	9 052
		6 428	9 052
Financial fixed assets			
Long-term investments	12	19 527	16 338
		19 527	16 338
Total fixed assets		32 156	26 702
Current assets			
Current receivables			
Other receivables	13	51 078	13 530
Prepaid expenses and accrued income	14	15 145	9 583
		66 223	23 113
Current investments	15	6 613	139
Cash and bank		33 296	59 823
Total current assets		106 132	83 075
Total assets		138 288	109 777

EQUITY AND LIABILITIES

Amounts in TSEK	Note	31.12.2023	31.12.2022
Equity			
Donation capital		3 195	3 157
Earmarked project funds		42 850	37 842
Profit/loss brought forward		29 144	32 189
Profit/loss for the year		44	1 232
		75 233	74 420
Current liabilities			
Liabilities to credit institutions		-	1 317
Accounts payable		21 363	7 365
Liabilities for received, unutilised funds	16	16 264	19 150
Other liabilities		11 215	1 650
Accrued expenses and deferred income	14	14 213	5 875
		63 055	35 357
Total equity and liabilities		138 288	109 777

CHANGES IN EQUITY

Amounts in TSEK	Donation capital	Earmarked project funds	Profit/loss brought forward	Total equity
Opening balance	3 157	37 842	33 421	74 420
Received donation capital	38		-38	
Earmarked by the Board		40 760	-40 760	
Utilisation of earmarked funds		-34 232	34 232	
Repayment of unused funds		-1 568	1 568	
Provision fund for equipment		48		48
Profit/loss brought forward from local offices			721	721
Profit/loss for the year			44	44
Closing balance	3 195	42 850	29 188	75 233

CASH FLOW STATEMENT

Amounts in TSEK	Note	2023	2022
OPERATING ACTIVITIES			
Operating profit/loss		-2 072	776
Adjustment for non-cash flow items			
Amortisation and impairment		4 320	3 920
Other items	17	-8 571	-582
Interest received		2 173	588
Interest paid		-55	-132
Cash flow from operating activities before changes in working capital		-4 205	4 570
Changes in working capital:			
Change in current receivables		-43 110	11 561
Change in current investments		-6 475	573
Change in current liabilities		29 015	6 969
Cash flow from operating activities		-24 775	23 673
INVESTING ACTIVITIES			
Acquisition of tangible fixed assets		-7 592	-4 978
Sale of tangible fixed assets		10 346	-
Net change in financial fixed assets		-3 189	-8 478
Cash flow from investing activities		-435	-13 456
FINANCING ACTIVITIES			
Amortisation of debt		-1 317	-1 448
Cash flow from financing activities		-1 317	-1 448
Cash flow for the year		-26 527	8 769
Cash and cash equivalents at start of year		59 823	51 054
Cash and cash equivalents at year-end	18	33 296	59 823

NOTES

Note 1 Accounting and valuation principles

Accounting and valuation principles are compliant with the Annual Accounts Act, BFAR 2012:1 (K3) and the governing guidelines of the Swedish Fundraising Council for annual reports according to K3. The income statements and balance sheets of overseas branch offices are recalculated under the current exchange rate method, i.e. the income statement at the average exchange rate and the balance sheet at closing day exchange rate. The principles are unchanged compared with previous fiscal years.

Operating revenue

Revenue is recognised at fair value of the consideration received. As a main rule, revenue in the form of donations or grants is recognised when the related transaction has been legally executed. "Donation" refers primarily to funds raised from private individuals and companies. "Grant" refers primarily to funds raised from external donors after application.

Donations

As a main rule, donations are recognised as revenue when they are received. Assets received as bequests are treated as donations. Donations of, for example, shares, real estate and art are recognised as revenue at the time of the donation, i.e. when the recipient has the right to dispose of the donation. A donation that has been recognised as revenue is reported as either an asset or as an expense, depending on whether the donation is utilised immediately or not. Donations that are intended for permanent use in the organisation are reported as fixed assets. Other donations are reported as current assets. As a main rule, donations are recognised at fair value. In cases where a reimbursement has been paid in order to receive the donation, the value of the donation is reduced by the amount of the reimbursement.

Grants

Grants are recognised as revenue once the conditions for receiving the grant have been met. Grants received are reported as liabilities until the conditions for receiving the grant are met. Grants received to cover expenses are reported in the same financial year as the expense the grant is intended to cover. Grants related to a fixed asset reduce the acquisition value. Grants are recognised at the fair value of the asset received or receivable.

Direct project costs

These are defined as the direct costs incurred while fulfilling the organisation's purpose and/or its statutes.

Direct project costs comprise funds from the public that have been allocated to projects. They include costs for the Svenska Journalen magazine, information and advocacy in accordance with the purpose, including all costs for staff, travel, auditing, etc. that are directly related to the purpose. Joint costs allocated as direct project costs are also recognised as direct project costs.

Fundraising costs

These are defined as the necessary costs incurred while generating external revenue. They include all costs incurred during fundraising activities related to the general public, companies and organisations, such as campaigns, printed materials, postage, salaries, social security contributions, etc. Joint costs allocated as fundraising costs are also recognised as fundraising costs.

Administration costs

These are defined as costs incurred while administering the organisation. They include the cost of the Board, costs for salaries and social security contributions for the administrative staff, as well as joint costs allocated as administration costs.

Tangible and intangible fixed assets

Tangible and intangible fixed assets are valued at cost of acquisition less depreciation/amortisation according to plan.

Depreciation takes place linearly across the asset's estimated useful life. The following depreciation periods apply:

Capitalised expenditure for software	10 years
Equipment	5-10 years

Financial fixed assets

At the time of acquisition, financial fixed assets are valued at acquisition cost plus direct transaction expenses. Long-term investments are recognised at acquisition value or fair value (market value), whichever is lower. If the value of the investment depreciates and this is considered permanent, a test is conducted on the value depreciation. If fair value has decreased, a value adjustment is made.

Other assets

Receivables are recognised at the estimated amount to be received, after individual assessment. Receivables in foreign currencies are reported at closing day rate. Other assets are reported at acquisition value unless otherwise stated below.

Provisions and liabilities

Unless otherwise stated below, liabilities have been recognised at acquisition value with customary provisions for accrued expenses.

Equity

Earmarked project funds refer to project funds that have been adopted by the Board and that will be disbursed within one year.

Note 2 Accounting judgements and estimates

Donated assets

Assets, primarily real estate, shares and other securities, donated to the fundraising organisation are reported in Raised Funds from the General Public in conjunction with asset disposal, and all unlisted securities and real estate for which the sale price can be accurately estimated are reported in the financial statements.

Amounts in TSEK

Note 3 Donations and grants

Donations reported in the income statement	2023	2022
Donations		
Regular donations	59 022	61 586
Other donations from the public	23 442	26 669
Bequests	19 605	28 658
Companies and other organisations	1 338	4 355
Total raised funds (donations) (a)	103 407	121 268

Grants reported as revenue

Raised funds (grants under civil law)		
Organisations in Denmark	2 304	4 374
Organisations in Germany	9 456	9 630
Organisations in the USA/Canada	19 086	24 296
Local African organisations	6 049	-
UNICEF	48 692	35 070
UNHCR	86 243	23 310
UNDP/OCHA	37 090	40 990
Other UN organisations	15 461	12 129
ICRC	-	1 987
MSA	5 617	-
SHF/SCI	7 659	-
Radiohjälp	9 267	4 506
Other organisations	7 024	4 084
Total raised funds (grants under civil law) (b)	253 948	160 376

Public grants

EU	5 036	4 018
Swedish government	233	758
Sida via Swedish Mission Council	9 558	7 745
Total public grants (c)	14 827	12 521
Total grants (b+c)	268 775	172 897

Total raised funds consist of the following:

Donations reported in the income statement (a)	103 407	121 268
Grants reported as revenue (b)	253 948	160 376
Total raised funds	357 355	281 644

Note 4 Operating revenue, received in each country

Country		
Sweden	124 175	119 146
Ethiopia	11 859	10 514
Niger	22 684	18 414
Somalia	3 974	4 129
Sudan	94 808	85 449
South Sudan	19 984	23 388
Tanzania	2 478	-
Chad	98 178	30 790
Uganda	5 008	4 798
Total operating revenue	383 148	296 628

Amounts in TSEK

Note 5 Average number of employees, personnel costs and remuneration to the Board

Average number of employees	2023		2022	
	Total employees	of which men	Total employees	of which men
Sweden	35	20	38	19
Rest of the world	360	276	277	205
Total	395	296	315	224

Gender distribution in the Board and executive management	2023	2022
Percentage of women		
Board of Directors	42%	42%
Other senior executives	38%	55%

Salaries, other remuneration and social security contributions		
Board and Secretary-General	953	901
Other employees	71 876	56 700
Total salaries and remuneration	72 829	57 601
Social security contributions in Sweden	8 898	8 262
(of which pension costs)	(1 943)	(1 746)

Salaries and other remuneration by country		
Sweden	19 100	18 520
Rest of the world	53 729	39 081
Total salaries and remuneration	72 829	57 601

No commission-based remuneration has occurred.

TSEK 118 (TSEK 110) of pensions costs regard the Secretary-General.

The notice period on the part of LM International and the Secretary-General is six months.

Agreed remuneration regarding salary and pension is payable during the notice period.

Note 6 Leasing

Leasing primarily regards office space and office equipment. Leasing fees carried as expenses amount to 3 235 (2 321). The agreement on leased premises extends to 2026.

Future leasing fees in TSEK are due as follows:

Within 1 year	3 151	2 429
1-5 years	2 850	4 584

Note 7 Direct project costs

Development projects	214 442	144 948
Humanitarian projects	116 058	99 034
Information and advocacy	15 409	11 350
Social care in Sweden	424	2 059
Other	263	277
Total	346 596	257 668

Amounts in TSEK

Note 8 Profit/loss from securities and receivables held as fixed assets	2023	2022
Interest	954	588
Value adjustment	1 035	-
Total	1 989	588

Note 9 Other interest income and similar profit/loss items

Interest	183	-
Total	183	-

Note 10 Capitalised expenditure for software

Opening acquisition value	4 374	4 374
Purchases	5 326	-

Closing accumulated acquisition value	9 700	4 374
Opening amortisation/depreciation	-3 062	-2 625
Amortisation/Depreciation for the year	-437	-437
Closing accumulated amortisation/depreciation	-3 499	-3 062
Closing residual value according to plan	6 201	1 312

Purchases for the year refers to investment in a new financial system and a new project management system. Depreciation will begin in 2024.

Note 11 Equipment

Opening acquisition value	23 793	18 816
Purchases	2 266	4 977
Sales and disposals	-11 362	-
Closing accumulated acquisition value	14 697	23 793

Opening amortisation/depreciation	-14 741	-11 717
Sales and disposals	10 355	-
Amortisation/Depreciation for the year	-3 883	-3 024
Closing accumulated amortisation/depreciation	-8 269	-14 741
Closing residual value according to plan	6 428	9 052

Amounts in TSEK

Note 12 Long-term investments	2023	2022
Opening acquisition value	19 838	11 359
Additional	3 189	10 499
Outgoing	-	-2 019
Closing accumulated acquisition value	23 027	19 839
Opening accumulated amortisation/depreciation	-3 500	-3 500
Closing accumulated amortisation/depreciation	-3 500	-3 500
Book value	19 527	16 338
Market value	17 053	14 545
Specification of long-term investments		
Shares	3 614	3 614
Unit trusts	2 261	1 114
Structured products	13 652	11 610
Total	19 527	16 338
Investments are placed in accordance with the distribution and risk profile specified in the Foundation's investment policy and designated with a 4.6 (4.7) rating on a 7-point scale, in which 1 is the lowest risk level and 7 the highest. Valuation is based on acquisition value. Securities that mature within one year are individually assessed and, where necessary, their value is written down. As of 31/12/2023, the book value of the total holding is exceeding its market value. Reported market value is based on public reports on closing date. From the same reports, it is evident that long-term value is well balanced with book value.		
Note 13 Other receivables		
Other receivables		
Taxes	58	303
Claim against contributor	29 495	252
Other current receivables	21 525	12 975
Total	51 078	13 530
Note 14 Accruals		
Prepaid expenses and accrued income		
Prepaid expenses	10 280	2 209
Accrued income	4 865	7 373
Total	15 145	9 582
Accrued expenses and prepaid income		
Holiday provision	3 587	3 207
Accrued social security contributions	559	466
Prepaid income	9 320	1 749
Other items	747	454
Total	14 213	5 876
Note 15 Current investments		
Opening acquisition value	139	712
Additional	6 613	139
Outgoing	-139	-712
Closing accumulated acquisition value	6 613	139
Book value	6 613	139
Market value	7 271	320

Amounts in TSEK

Note 16 Liabilities for received, unutilised funds	2023	2022
This item includes liabilities related to public grants of 364 (1 574).		
Note 17 Other information for the cash flow statement		
Non-cashflow-affecting items from the foreign branches and results from the sale of tangible fixed assets amounting to 10,347 (0) have been reported under other items.		
Note 18 Cash and cash equivalents		
The following subcomponents are included in cash and cash equivalents:		
Bank deposits	33 296	59 823
Total	33 296	59 823

Note 19 Pledged assets and contingent liabilities	
The Foundation has no pledged assets. In the opinion of the Board, the Foundation has no contingent liabilities.	
Note 20 Significant events after year-end	
The government has presented a new strategy for civil society and says in its reform agenda that a larger proportion of aid should go directly to civil society organisations. Sida will investigate how the agency can take over the forwarding of support and replace the current partner organisations. As a result, Sida has terminated all agreements with strategic partner organisations. Civil society organisations will have the opportunity to submit expressions of interest for funding from Sida. This will affect LM International's current project and programme agreement through the Swedish Mission Council. Intensive work has begun to determine the right way for LM International to best secure funding via a direct application procedure to Sida.	

Stockholm in May 2024


Bo Guldstrand, Chairman


Staffan Hellgren, Vice-chairman


Margareta Arvidsson


Lydia Birkeland


Christian Holmgren


Silvia Kakembo


Nils Arne Kastberg


Agneta Lillqvist Bennstam


Johan Sigge


Madeleine Sundell


Gunnar Swahn


Christer Åkesson


Josephine Sundqvist
Secretary-General

My Auditor's Report was submitted in May 2024.


Pernilla Zetterström Varverud
Authorised Public Accountant
Grant Thornton Sweden AB

N.B. The English text is a translation of the official version in Swedish. In the event of any conflict between the Swedish and English version, the Swedish shall prevail.

Auditor’s report 2023

To the Board of Directors of Läkarmissionen - Stiftelse för Filantropisk Verksamhet, corporate identity number 802005 - 9989

REPORT ON THE ANNUAL ACCOUNTS

Opinions
I have audited the annual accounts of Läkarmissionen - Stiftelse för Filantropisk Verksamhet for the year 2023.

The annual accounts of the foundation are included on pages 72 - 91 in this document.

In my opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of Läkarmissionen - Stiftelse för Filantropisk Verksamhet as of 31 December 2023 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The statutory administration report is consistent with the other parts of the annual accounts.

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

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

Other Information than the annual accounts
This document also contains other information than the annual accounts and is found on pages 4 - 71. The Board of Directors is responsible for this other information.

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

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

in the audit and assess whether the information otherwise appears to be materially misstated.

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

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

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

Auditor’s responsibility
My objectives are to obtain reasonable assurance about whether the annual accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts.

As part of an audit in accordance with ISAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the annual accounts, whether due to fraud or error,

- design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of the foundation’s internal control relevant to my audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- Conclude on the appropriateness of the Board of Directors’ use of the going concern basis of accounting in preparing the annual accounts. I also draw a conclusion, based on the audit evidence obtained, as to whether any material uncertainty exists related to events or conditions that may cast significant doubt on the foundation’s ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the annual accounts or, if such disclosures are inadequate, to modify my opinion about the annual accounts. My conclusions are based on the audit evidence obtained up to the date of my auditor’s report. However, future events or conditions may cause a foundation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual accounts, including the disclosures, and whether the annual accounts represent the underlying transactions and events in a manner that achieves fair presentation.

I must inform the Board of Directors of, among other matters, the planned scope and timing of the audit. I must also inform of significant audit findings during my audit, including any significant deficiencies in internal control that I identified.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Opinions
In addition to my audit of the annual accounts, I have also audited the administration of the Board of Directors of Läkarmissionen - Stiftelse för Filantropisk Verksamhet for the year 2023.

None of the members of the Board of Directors have in my opinion violated the Swedish Foundations Act, the Charter of Foundation or the Annual Accounts Act.

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

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

Responsibilities of the Board of Directors
The Board of Directors is responsible for the administration according to the Swedish Foundation Act and the Charter of Foundation.

Auditor’s responsibility
My objective concerning the audit of the administration, and thereby my opinion, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the foundation or if there is reason for dismissal, or
- in any other matter acted in violation with the Swedish Foundations Act, the Charter of Foundation or the Annual Accounts Act.

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

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

Stockholm in May 2024



Pernilla Zetterström Varverud
Authorised Public Accountant

MEMBERS OF THE LM INTERNATIONAL BOARD 2023:

Bo Guldstrand, Danderyd.

Board Chairman since 2015. Former company manager now with his own consulting firm. Board assignments include chairmanship of Human Bridge. Board member since 1995.



Staffan Hellgren, Åkersberga.

Vice Chairman. Vicar in the Church of Sweden, Österåker. Previously served as Director of Ersta Diakoni and Stockholm Stadsmission, and Port Chaplain in Egypt. Board member since 2009.



Agneta Lillqvist Bennstam, Ludvika.

Licensed M.D. Member of the Uniting Church's reference group for Africa, health care and medicine. Served as a company doctor, and as a missionary and doctor in DR Congo for 17 years. Board member since 2005.



Nils Arne Kastberg, Hällnäs.

Consultant and lecturer in humanitarian aid, international relations and human rights with 40 years of experience at the UN, including Head of Unicef in Sudan and Regional Head for Latin America. Board Member of Special Olympics. Board Member since 2007.



Margareta Arvidsson, Vrigstad.

Worked as a teacher and engaged in various board assignments. Served in Bolivia for 36 years, including teaching and leadership development, and as the Swedish Vice Consul. Board Member since 2008.



Johan Sigge, Lindesberg.

Business developer at Kommuninvest with many years of experience in the financial sector and runs his own farm. Member of the council for Länsförsäkringar Bergslagen. Former Chairman of IAS, appointed to the Board of Läkarmissionen in 2019.



Lydia Birkeland, Stockholm.

Currently a corporate lawyer at SEB with broad experience from various law firms. Lydia is highly committed to Läkarmissionen's causes and has organised relief efforts in South Africa. Member of the Advisory Board since 2019. Board member since 2021.



Madeleine Sundell, Stockholm.

Human rights lawyer. Has worked at the UN ILO headquarters in Geneva, and in the field in southern Africa with a focus on i.a. HIV/AIDS, child labour and rights issues. Has had several board assignments, e.g. Vice Chairman of Ecpat. Board member since 2020.



Christian Holmgren, Stockholm.

Engineer, entrepreneur and consultant in business and project management. Has been active in aid and missionary work in Bangladesh, as administrative head of PMU, Director of the Swedish Pentecostal Alliance (PAIC) and Vice-President of Dagengruppen. Board member since 2014.



Gunnar Swahn, Sundbyberg.

Lengthy involvement in church and humanitarian work, including PMU Interlife and the Filadelfia Church in Stockholm. Member of the international steering group at the PAIC. Board member since 2016.



Silvia Kakembo, Stockholm

Agency Manager at the communications and PR firm Arena Opinion. Editorial writer at Dagens Arena. Former political expert at the Ministry of Finance. Established networks in Uganda and East Africa. Former member of LM's Advisory Board. Board Member since 2023.



Christer Åkesson, Uppsala.

Worked with refugees in South Sudan for 3 years. 18 years at the Church of Sweden as a disaster desk officer, head of international programmes and director. Board member at the Lutheran World Federation. Board member since 2021.



The Board has two working committees that deal with a number of international and national issues. In addition to the Chairman, the International Steering Committee (IA) comprises Gunnar Swahn and Agneta Lillqvist Bennstam, and the National Committee (NA) comprises Christian Holmgren and Johan Sigge.



PHOTO: TORLEIF SVENSSON

Läkarmissionen – stiftelse för filantropisk verksamhet

Registration number: 802005-9989

Siktgatan 8, SE-162 88 Vällingby, Sweden

Telephone: +46 (0)8-620 02 00, Fax: +46 (0)8-620 02 11

Plusgiro: 90 00 21-7 and 90 17 18-7, Swish 90 00 217

