

OPERATION MERCY



**ANNUAL IMPACT
REPORT 2020**





A Word from the Director

This is my second annual report as international director of Operation Mercy, and, wow, what a year it was.

A year ago, as I was writing this letter, Covid-19 had just started to move around the world, but who of us would have thought that it would still hold us in its grip a year later.

My hope was—and is—that the pandemic makes us sensitive to the suffering and hardship many of our project participants experience daily, for most of their lives already. Some of our project countries have seemingly given up on fighting the virus, as such a single focus on one problem is a privilege they cannot afford. For more reports on how we shifted our activities and managed the specific challenge of Covid-19 this year, I invite you to read our report on page 8.

Covid-19 also changed our plans for our organisational development project: While some initiatives in the areas of financial development and training were delayed, other areas of our vision, especially increasing and deepening our key partnerships, were accelerated. Being a changing organisation in a changing world is a challenge but more so a major opportunity. We were already starting to change, so adapting to the new normal is actually an easier move for us, I believe.

Another challenge we faced in 2020, was the closure of our branch office in Tajikistan, one of the oldest branches of Operation Mercy. Following a challenging court case, we initiated the liquidation of Operation Mercy Tajikistan in August and completed it in December.

While we mourned this branch closure initially, meanwhile we have seen in this situation some very strategic ways forward—not only for Tajikistan but possibly also for other countries where we aim to support local development. As a result of the closure, today Operation Mercy International has three new local NGO partners in Tajikistan, who are partly continuing their work based on existing relationships and interventions as well as bringing new perspectives and new project ideas to us.

As a former country director of Operation Mercy Tajikistan, I am actually excited about this change in our role as Operation Mercy International. Transitioning from being an overseeing headquarters to an empowering, equipping and capacity-building partner with local leadership is a major step to long-term change.

This change means that we now have nine local partner organisations in five countries, with legally registered Operation Mercy branches in five countries. I believe that this trend towards working through

local partners is something that will continue moving forward and will be strategic in our ongoing organisational development.

We want to thank all of you who have journeyed through rough waters with us in 2020, and who have enabled us to bring hope to a total of 493 250 women, men and children in 10 countries. Please read on in this annual report for stories of changed lives, and meet the real people behind these numbers.

Celebrate with us the lessons learned, the resilience gained and the relationships strengthened during 2020, and move with us into 2021—the 30th year of Operation Mercy's work around the world.

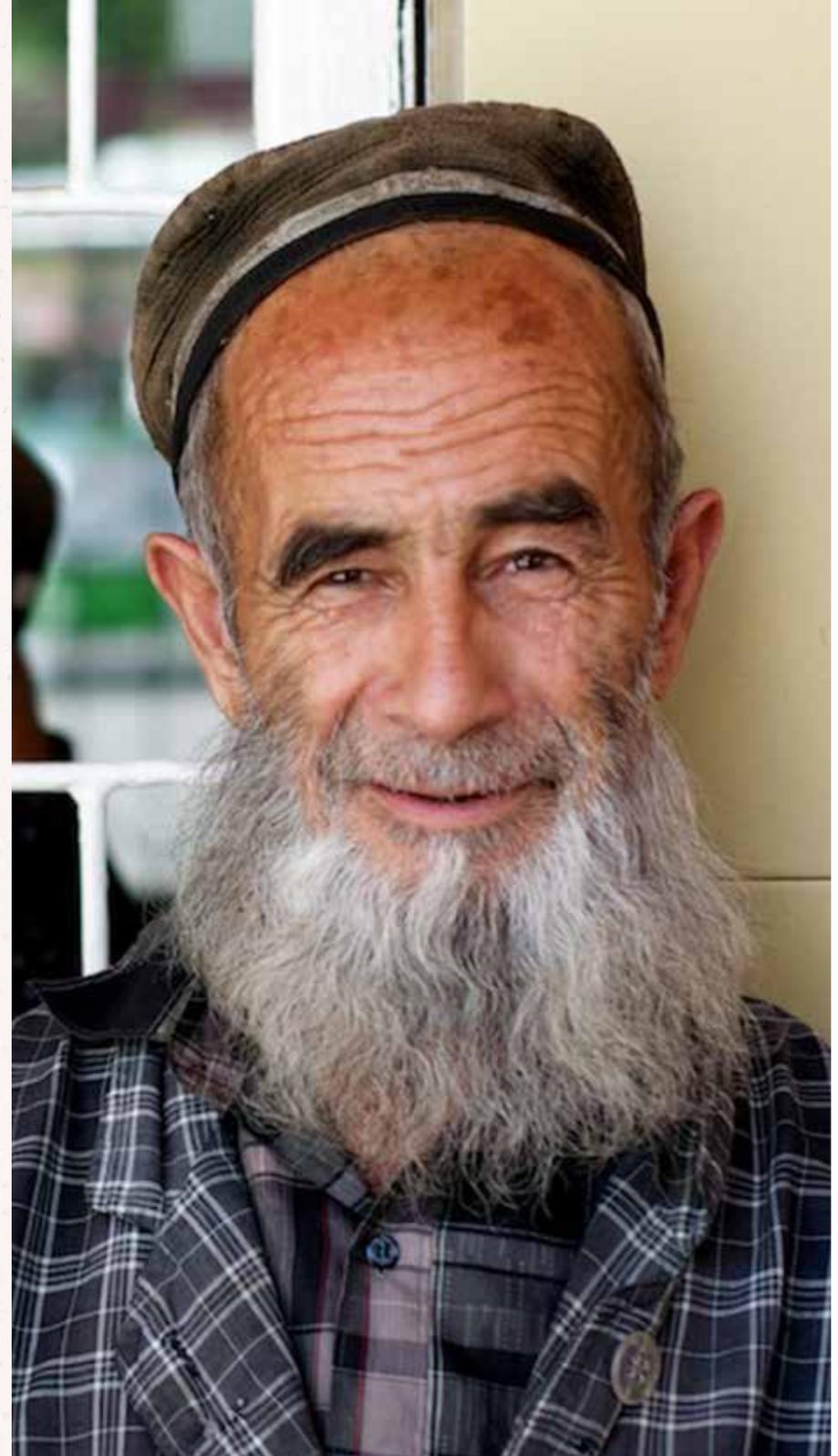
A handwritten signature in black ink, appearing to read 'Andrea Vogt', with a stylized flourish at the end.

Andrea Vogt,
International Director, April 2021

*PS: More on our birthday party later this year.
Keep an eye on social media and our newsletters!*

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ABOUT OPERATION MERCY

“In everything we do,
we seek to promote
community, build
capacity and
restore **hope**”



WHO WE ARE

Operation Mercy is a global community of people around the world who work as project managers, administrators, accountants, engineers, health professionals, therapists, community workers, teachers and more—all with the common aim of fighting poverty.

Poverty is often described as a breakdown of relationships, which leads to a vicious cycle of lack of community, lack of resources, lack of capacities and, lastly, a total lack of hope. Our staff of over 300 come from many nations, speak dozens of languages and represent different faiths (primarily Muslim and Christian), but we all believe that restoring our relationships with our neighbour, the community, the environment and God, our Creator, is a key part in fighting poverty. In everything we do, we seek to promote community, build capacity and restore hope.

SUSTAINABLE DEVELOPMENT GOALS

Operation Mercy has its headquarters and donor base in Örebro, Sweden. The “Strategy for Sweden’s global development cooperation” states that the objective of Swedish international development cooperation is to create opportunities for better living conditions for people living in poverty and under oppression.

We are proud to work towards this objective through our projects. We tirelessly support the growth of civil society and the development of local community-based organisations (CBOs), who, increasingly, are our main partners in implementing our projects.

All of our projects contribute to reaching the goals of the United Nation’s 2030 Agenda for Sustainable Development, but we want to highlight the first six goals (summarised below), which especially resonate with our programmes: **(1) no poverty, (2) zero hunger, (3) good health and well-being, (4) quality education, (5) gender equality and (6) clean water and sanitation.**

Other goals, e.g. **(16) peace and justice** and **(17) partnership**, are such a deeply embedded part of our identity that they infuse all of our lives and work. We believe that all the sustainable development goals support our values of helping people to find their full potential as part of God’s creation and our desire to protect and care for all of that creation, human and otherwise.

PURPOSE AND VISION

Operation Mercy’s goal is to work in partnership with others to restore hope, grow capacity and promote community through relief and development initiatives that help transform lives, including our own. We believe that, as we invest in others, we will also be transformed.

GEOGRAPHICAL FOCUS

We primarily work in Central Asia, the Middle East and North Africa. Many of the communities hosting our teams and projects are adherents of Islam. We see ourselves as bridge-builders and peacemakers, approaching individuals with hearts of faith and trust, along with an attitude of learning. This mindset, together with our long-term strategies and focus on cultural and language acquisition, has made us an organisation that is respected and successful in community development, even in these often-neglected regions and their complex settings.

VALUES & KEY PRIORITIES

Our core values are human dignity, integrity, humility, compassion, faith and religious freedom. In and through these values, we strive for inclusive and equal participation of all people in our communities, projects, teams and leadership. The application of these values is grounded in five key priorities.

1**PRAYER**

seeking God's presence, blessing and involvement in our lives and work

2**PROFESSIONALISM**

providing high quality services, guided by applicable international codes of practice

3**PEACE-MAKING**

facilitating the resolution of relational conflict

4**PERSEVERANCE**

staying on task for the long term, despite difficulties and discouragements

5**PARTNERSHIP**

involving the active participation of all stakeholders

In this report, you will find stories from the different countries and projects, arranged by our six touch points. Within the stories, you will also see evidence of our core competencies: empowering women, improving health, caring for children at risk, equipping the next generation and responding to crisis. You will especially recognise the last competency in our Covid-19 crisis management report on page 8.



PARTNERING WITH OTHERS

Dozens of organisations and hundreds of individuals partner with Operation Mercy each year. Besides funds, our partners provide expertise, material goods and free or discounted services.

ORGANISATIONAL PARTNERS

Allegro Organizational Solutions USA

EO Metterdaad Netherlands

Fidelity Charitable Gift Fund USA

Føroya Landsstýri Faroe Islands

Freedom Challenge USA

Ge Hopp fond / Global Impact Sweden

Global Giving USA

Interact Sweden

Kindernothilfe Germany

Läkarmissionen Sweden

Mercury Phoenix Trust UK

NUTRAMEDIX, LLC. USA

OM Global

Press Red UK

Pure Charity USA

Swedish Alliansmissionen Sweden

Svenska missionsrådet Sweden

TEAR Australia Australia

Tearfund UK

Stichting ORA Netherlands

Water for All Sweden

World Compassion Fellowship USA

COVID-19 CRISIS MANAGEMENT

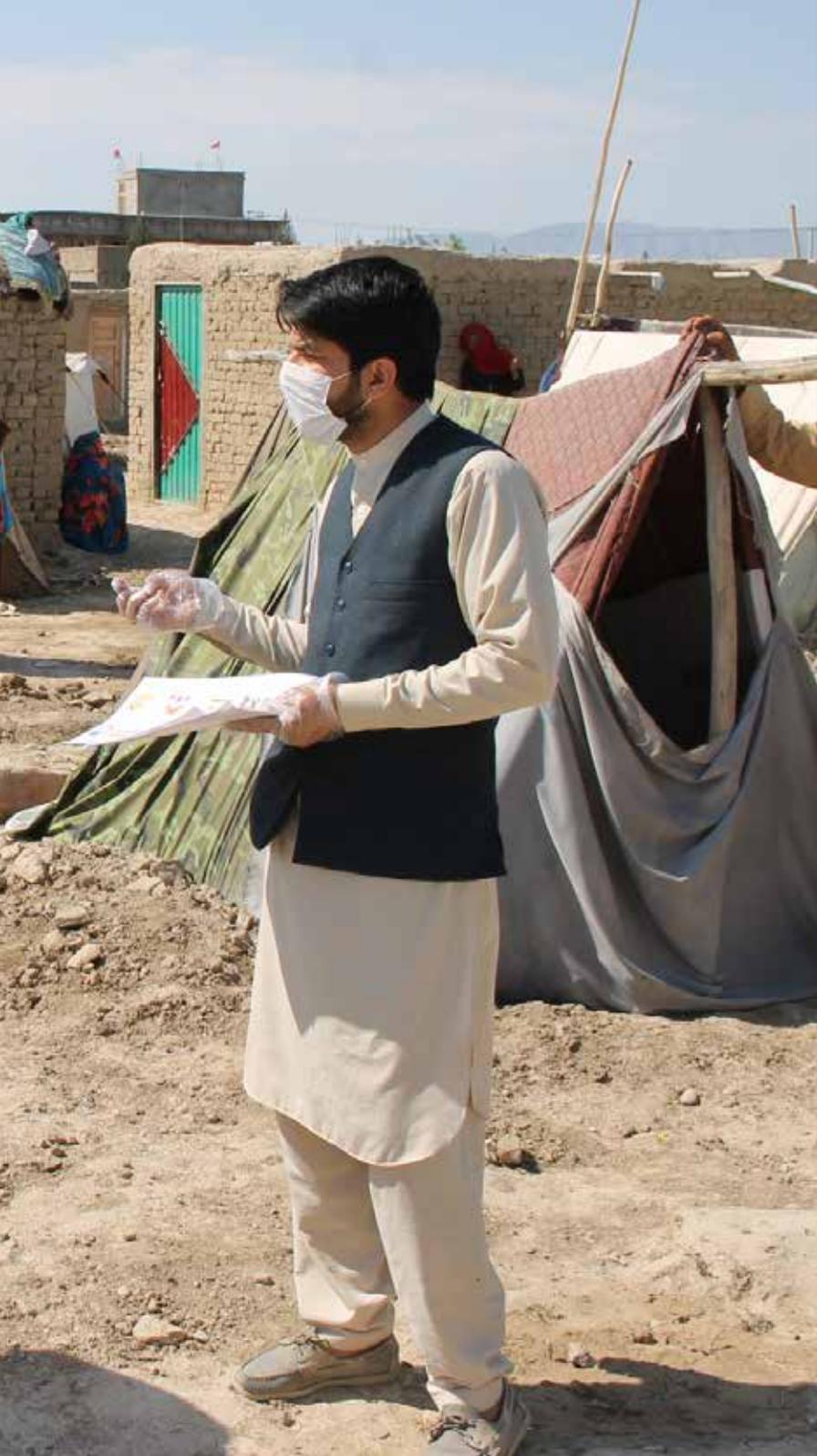
As already noted in the introduction, 2020, was, of course, dominated by the COVID-19 global pandemic.

Many of our country offices and local partners had to react quickly to the crisis, initially with measures to keep everyone—staff and project participants—safe. In most places, government-issued lockdowns and curfews severely interrupted daily life and work.

FUNDS RAISED IN 2020 FOR OUR COVID-19 RESPONSE PROJECT

● **2 692 099 SEK**





During this period of upheaval, our two primary goals were to continue to serve the communities we were already engaged with and to find ways to keep our staff employed when ongoing projects were placed on hold and funding given for specific activities was frozen.

Our digital systems helped us navigate these challenges, and quick virtual communications and peer support proved key for many country directors in responding to the crisis and in receiving input and care themselves.

As an organisation, our international Covid-19 response project was designed by the virtual group of country directors with funds received from around the world to implement the planned activities.

These included educating people and raising awareness of the virus and protection measures, distributing food and hygiene kits to those cut off from supplies, checking in regularly with our long-term project participants as well as providing social support and coaching our trainers in all the above. In total, we raised SEK 2 692 099 for this project and want to say a big thank you to all who contributed.

Our Rahmat publishing project in Afghanistan alone created, printed and distributed, together with other partners, 100.000 booklets on the virus and its effects. The booklets are still available to download for free on our website.

Here is a selection of stories from different countries highlighting our Covid-19 crisis response.

AFGHANISTAN

Raising Awareness

Many communities where Operation Mercy works have limited access to outside medical information. As Covid-19 started spreading across the globe, Operation Mercy launched a telephone campaign in some of these communities to raise awareness about the virus and to inform people about how to prevent the disease from spreading.

One woman shared her experience: “My son was affected by Covid-19, but I didn’t have any information about this disease. Because of this I did not know what was wrong with him. When you called me (during the telephone campaign), I realised what was wrong with my son. He had pain and fever. According to your advice on the phone, I took care of my son. My son also stayed in a separate room according to your guidance. Today my son and the whole family are healthy.”

NORTH MACEDONIA

Pulling us Closer

Operation Mercy normally tries to plan with a theory of change. This is like a map of how and why change is supposed to happen in a community between interventions or activities and the outcome of desired transformation. But in 2020, plans disappeared. How and why would change come to this city? People all over the half of the city where Operation Mercy works—in addition to those around the world—were in crisis. Theory seemed to be far from our reality as we tried to respond and innovate.

Without a roadmap, we stepped towards uncertainty, chaos and brokenness. In doing so, we were given the chance to see more and go deeper into our own community: to be better informed about the needs in the city and to know who the real poor are, to connect with people and to invite them to participate in the change we want to see through our normal health and empowerment projects. We prayed for healing.

Our relief interventions have been small. But somehow this strange and terrible window of crisis and crisis response has brought us both forward and closer, even when Covid-19, at face value, has forced everything else to stop.



“My son was affected by Covid-19, but I didn’t have any information about this disease.

(...)

According to your advice on the phone, I took care of my son. My son also stayed in a separate room according to your guidance. Today my son and the whole family are healthy.”

A MOTHER IN AFGHANISTAN

NORTHERN IRAQ

Timely Distribution of Hygiene Packs

During the pandemic, one young mother was unable to leave her house as she needed to care for her five children under the age of 10. Her husband had suffered an accident prior to this time and had only been able to do light daily work to provide for his family. After the restrictions were put in place due to Covid-19, he was unable to work at all because it was impossible to find light duty work inside the camp. When Operation Mercy distributed a food and hygiene pack to this family, they were already out of many necessary household and food items and were so thankful to receive the distribution gift and to see us once again.

During the distribution, it was evident that many people have been out of work during this time, with some also reporting being in debt. The help provided by these aid packs was so crucial. Several people mentioned living in fear of what would happen should the virus come to the camps as most live in very close quarters. One family said that "Operation Mercy brought these items at the perfect time." Crisis can be especially hard on this population; each family in this community has a person with disabilities. Those with disabilities likely cannot work or contribute money to the household during the pandemic. This is yet another reason why reaching this population was so valuable.

TAJIKISTAN

Information Campaign Helps

Lessons about Covid-19, including information and disease prevention, offered by Operation Mercy, helped build capacity by enabling participants to tell others and equip them to stay safe during the pandemic. Participants were encouraged to share their answers with others, with 42 people reaching about 580 people. Two participants even shared what they had learned about Covid-19 on the radio with a much wider audience. One of them reported: "I used this knowledge when giving a speech on the radio for people with disabilities—especially people with visual impairments. I know that this radio programme has an audience of at least 3 000 people."

Another participant later said: "You were the first people who taught us about Covid-19. We already understood from your lessons about the importance of clean hands—washing hands and using antiseptic and masks. We are grateful that you came and taught us early on!"

Currently, Covid-19 relief efforts are ongoing, while we have also resumed most of our normal development projects under strict hygiene regulations. We see more and more long-term effects on the economy because of the migrant labour situation and missing remittance. Therefore, the need for additional and new initiatives to help people and communities overcome these long-term effects will continue into 2021, and most likely beyond.

KAZAKHSTAN

Food Relief to Women at Risk

Operation Mercy was able to provide food relief, which was desperately needed due to Covid-19 and quarantine, both of which resulted in loss of income and higher food prices. As a Sparking Freedom team, we distributed 43 food parcels in one week to women facing sexual exploitation. This is by far the most women that we have ever seen in one week. We were amazed that the ladies were even prepared to give us their (real) addresses and telephone numbers so that we could follow up with them and continue to build relationships.

One day the ladies invited us out for coffee. Usually, these ladies do not want to meet anywhere other than the brothels. Half an hour before the meeting time, they called us to make sure we were coming. As we drank coffee together, it was easy to forget that these were women facing sexual exploitation—we were simply talking to mothers who were sharing about their lives.

THANK YOU for your continued partnership to restore hope once more in these communities.

OPERATION MERCY IN NUMBERS

Total Expenditure
in 2020

SEK **18 003 873**
€ **1 779 192**

International office Costs vs
Project Costs:

8% vs 92%

Total project
beneficiaries/participants

493 250

Ratio direct
project participants

female **59%**
male **41%**

Cost per life changed

SEK **36,50**
€ **3,60**





OPERATION MERCY IN NUMBERS

Total Volunteer
Hours in 2020

65 021 hours

Valued at *

SEK 11 807 814
€ 1 166 936

* Based on the Swedish average wage in December 2020:
181,60 SEK/hour (<https://tradingeconomics.com/sweden/wages>)

Exchange rates from [xe.com](https://www.xe.com), 10th of May 2021

TOUCH POINT

COMMUNITY-BASED REHABILITATION

In some societies, children and people with disabilities are among the most marginalised people and are often hidden from view due to stigma or lack of knowledge.

Operation Mercy works professionally with the WHO's community-based rehabilitation strategies and in line with the Convention of Rights of Persons with Disabilities (CRPD). We seek to support and empower people with disabilities and their caregivers, to provide them with opportunities and to work with communities towards inclusivity.

📍 Project locations: **Kazakhstan, Kyrgyzstan, Tajikistan, Northern Iraq and Jordan**

👤 Number of programme participants: **1 897**

👥 Total (approx.) number of people impacted: **13 000**



Hope starts in the small things

Pulling an Operation Mercy worker aside one day during a community-based rehabilitation (CBR) group in Isfara that her son, Hamidjon*, had been attending for the last two years, a mother asked a heartfelt question: “Will my son ever get better?”

Although it's a question on the hearts of many mothers of a child with a disability, the answer is not easy. Hamidjon has a severe learning disability, and because of this he has not learnt to speak and struggles to concentrate and participate in activities. We cannot promise that life will be easy or that Hamidjon will speak or go to school or will not continue to need full-time care. But hope starts in the small things—knowing that progress is possible, even in the tiniest steps.

The worker talked to Hamidjon's mother about the ways she has already seen him progress since he started coming to the group. In the beginning, he could hardly sit still during a group lesson or song time; now he participates and points to objects. Though he

has not learned to speak, he hears well and demonstrates understanding when asked to do something. In the CBR group, Hamidjon also started learning simple sign language, which has become 'his language'—a way to make his thoughts and wishes known to his mum. He enjoys the group games and, through this project, has participated in community events with other children.

At home, Hamidjon's mother also reported that he has finally learnt to go to the toilet on his own, such a big help to his mother, who must also take care of the house and other children.

Most importantly, hope is present for Hamidjon because he has a loving mother, who, through our project, is able to experience support and acceptance, receive counselling and process her grief. Hope is evident when Hamidjon runs into the CBR group to greet his teachers with a big smile and a wave. This kind of hope cannot really ever be measured or put into words. •

**Name changed to protect identity*



“...hope is present for Hamidjon because he has a loving mother, who, through our project, is able to experience support and acceptance, receive counselling and process her grief.”

KYRGYZSTAN

Sharing confidence

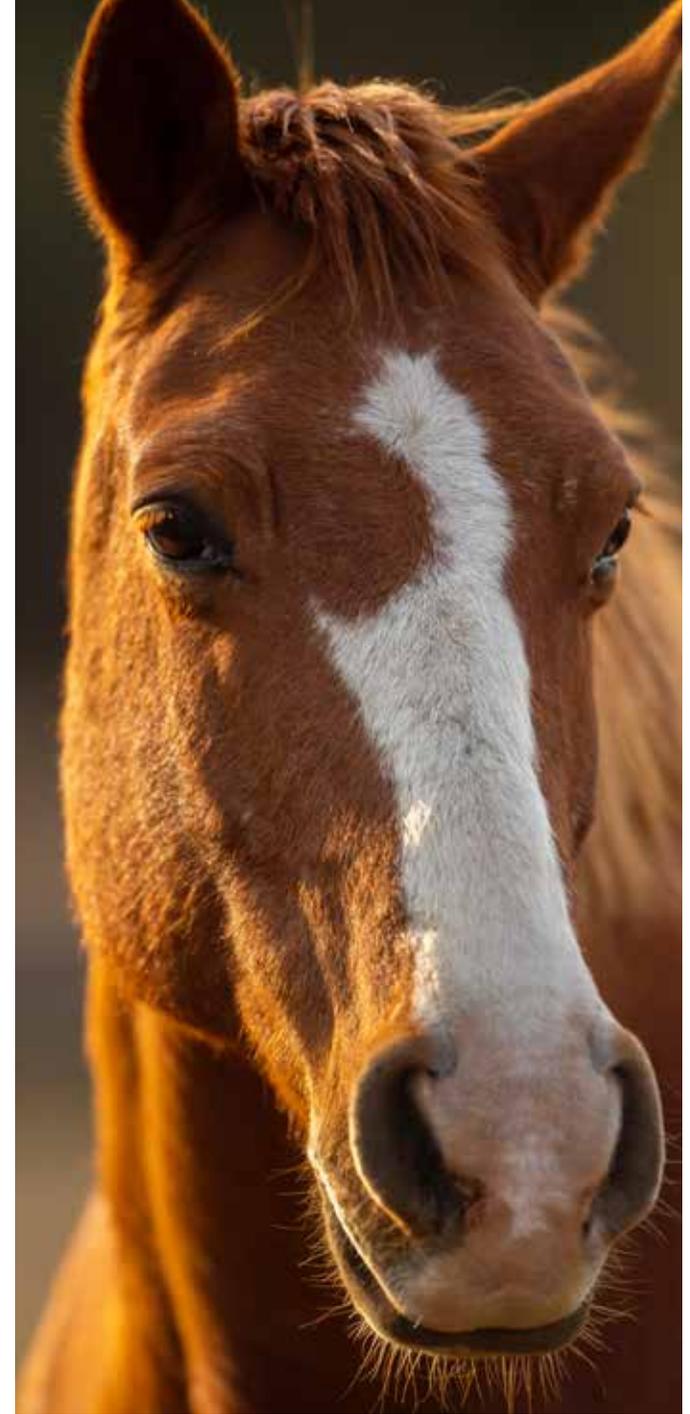
At 6 years old, Lisa* felt very cautious of the enormous animals at the horse therapy stable. After all, she was small to begin with, and the cerebral palsy she lives with made it hard for her to feel secure on the horses. The Operation Mercy horse therapy staff worked really hard to get Lisa on the horse safely, but all Lisa could do was lie on the patient horse's back.

After a couple of trips to the stable, Lisa met Daisy*, another child in the therapy programme. Daisy loved riding. Plus riding had helped her defeat a mild limp and gain balance as she moved. More than that, riding the therapy horse had been drawing Daisy out of her private autistic world. So when she saw Lisa's fear, Daisy reached out to her. She encouraged the younger girl to keep trying with the horse.

“...when she saw Lisa's fear, Daisy reached out to her.”

Lisa received Daisy's encouragement, and her perseverance paid off. Now she can sit up as the horse walks around the ring. Since riding has strengthened her core muscles, Lisa can walk more upright as well. Both girls benefit from physical improvements as well as the emotional encouragement that sharing—and receiving—confidence have brought. •

**Name changed to protect identity*



Partnership, not handouts

When Amy* was only a few months old, her mother brought her to see Operation Mercy staff. Because Amy's mom had been through the baby stage before with Amy's older sister, she was concerned when Amy, who was born with Cerebral Palsy, was not meeting the same developmental milestones.

In this culture, mothers of children who have disabilities often feel isolated, shamed and guilty—as if the child's disability is their fault. Over a year of working closely with this family, Operation Mercy staff have built a good relationship with them, and Amy's mom has appreciated the support and encouragement we have been able to give. The whole family has learnt to cope well with a child with special needs, and Amy is well loved.

Operation Mercy staff specifically worked with Amy's mom to show her how to hold, feed and promote the correct patterns of movement with Amy. As Amy grew bigger, we lent them

a floor chair, which gave Amy the correct support she needed to sit. The staff monitored and adjusted its position as Amy grew.

During our second Covid-19 relief food and hygiene distribution in the area, Amy's dad offered to help deliver food to the other families in our local disability project. The bags were very heavy, and Operation Mercy staff needed help to transport them and then carry them, often up many flights of stairs, to the apartments. More than just a way of thanking us for our help for his family, Amy's father partnered with us to help us do something that we could not do alone. The mutual support benefitted a much broader community. •

**Name changed to protect identity*

“Amy's father partnered with us to help us do something that we could not do alone.”



TAJIKISTAN

New wheels, new opportunities

Unable to walk, Akram, 20, used to sit at home and repair shoes for neighbours who brought them to his house. He dreamed of expanding his business and opening a small shoe repair booth in the centre of the bazaar but lacked a way to get to and from the bazaar, two kilometres away.

"The wheelchair solved my problem of how to get to my place of work. Now I do not use taxi services or the help of other friends to get there. The wheelchair made it possible to become independent from the help of others and earn money with my labour."

Although she had a wheelchair previously, Mahina, 30, said it was unreliable, breaking often and constantly needing repairs. In order to travel and participate in trainings and seminars related to people with disabilities, she needed an assistant to help with transportation.

"With the new wheelchair I have no such problems anymore. ...Now, without any fear, I can ride and participate in various trainings and in the public life of my city. I am very grateful that I received a wheelchair; now I do not need a permanent person next to me." •



Total transformation

Havine* is 18 years old and has been living in a Yazidi internally displaced peoples camp since ISIS came to her village in the Sinjar region in 2014. When Operation Mercy workers first met her over a year ago, she never smiled, had no friends and had no hope in life. She would not leave her home because of her physical disability of severe bilateral clubfoot. Both feet were at a 90-degree angle pointed inwardly since birth.

Despite spending all her time at home, her relationship with her family was strained. In January 2019, she underwent corrective surgery with one of our partner NGOs and had an amazing outcome of one straightened foot. Operation Mercy workers helped care for her in the hospital and back at home with both nursing care and physical therapy.

She then had surgery on her left foot in October 2019, with her cast removal a few

“Today Havine smiles, laughs and has started loving herself.”

months later. Unfortunately, from 2019 until early 2020, she did not have much motivation to do exercises, and her physical improvement progressed slowly due to her depression and anxiety. Sometimes she would even faint from the fear of trying to stand.

Our local team spent weeks encouraging her, reminding her of her incredible value and worth, no matter what her feet looked like. They also encouraged her to continue her exercises. The result has been drastic. Havine has accomplished her goals like walking without any assistance and sitting with her legs crossed on the floor in order to eat and participate in social visits with her family and friends. Now



she has two straight feet and has learnt how to walk!

Today Havine smiles, laughs and has started loving herself. She has friends and leaves her house to hang out with them. Her relationship with her family has also improved. She has joined one of our peer groups of young women her age with similar physical disabilities. She previously had not wanted to participate in a group but now says she looks forward to it.

We have seen her transform from a shy and insecure girl to a vibrant, young woman who is an active participant in her community. •

**Name changed to protect identity*



SELF-HELP GROUPS

The self-help groups (SHGs) approach to community development acknowledges that community members have the greatest potential to transform their own lives, their families and their communities, and it seeks to unlock that potential.

Operation Mercy identifies the poorest of poor women in a community and gathers them into groups. These groups will discover and discuss strategies for solving personal and community problems, learn how to generate income and start their own small businesses. SHGs are implemented through Operation Mercy or with local civil society partners.

📍 Project locations: **Afghanistan, Kazakhstan, Pakistan and North Africa**

👤 Number of programme participants: **17 333**

👥 Total (approx.) number of people impacted: **119 500**



Pickle business secures family's future

Fahima, a mother of five, joined the self-help group, Mahsa, six years ago. Despite her desire to be self-sufficient and support her family, Fahima* didn't know how to start a business or earn an income before encountering Operation Mercy.

Being part of the self-help group has changed Fahima's life. "I learned so many good things about saving money, starting a business and other things. I now own my own business," she said.

Fahima took a loan from the group to start her pickle-making business. She buys the pickle materials and then turns them into pickles and chutney. Her husband uses a zarang, a motorized cart, to take the products to sell at the markets. As Fahima's products became more popular, she started receiving orders for mixed pickles and chutney. Whereas she started the business making

10 to 20 10-litre bottles, with the increase in demand, she has begun making 50 to 60 bottles of product to sell.

Her hard work paid off. From her income, Fahima built and furnished a house for her family. During the summer, when pickles are not in season, Fahima transitions her business to make Bolanie, a special Afghan food, which her son sells near a private school.

"I am doing all of this to have an income so that I can support my children in continuing their education. I am also thinking about their future," she explained. "Since the beginning of becoming a member of the group, I have seen lots of changes in my life. Thank you to all that made these things possible and special thanks to the self-help groups project."•

**Name changed to protect identity*



Being part of the self-help group has changed Fahima's life. "I learned so many good things about saving money, starting a business and other things. I now own my own business," she said.

KAZAKHSTAN

Women helping each other in crisis



The women's empowerment groups, facilitated by Operation Mercy, meet weekly in order to build community amongst attendees. Within this community, the women learn strategies for solving their own problems and participate in identifying and solving the problems present in their communities. Through sharing knowledge, ignorance is overcome, and beliefs are changed, allowing trust to be built.

Sara*, a woman who had been regularly attending the group, did not show up for a

few weeks. The group wondered about her, with one woman taking initiative and calling her. Sara was surprised that the group not only had noticed her absence but also had taken the time to call. She said that she was in hospital with her son, who was extremely sick.

On hearing this report, the group immediately asked: "What does she need?" The group members discussed together how they could best support her. With no prompting from the group facilitators, the women in the group decided to take a collection from their own meagre incomes for medicine and hospital expenses.

"With no prompting from the group facilitators, the women in the group decided to take a collection from their own meagre incomes for medicine and hospital expenses."

In a society where people are living on the margins, and trust between neighbours is difficult to establish, these women show genuine concern for each other. Trust has been built in the group, and there is a real sense of community. •

**Name changed to protect identity*

Literacy classes bring hope to a community

The self-help group (SHG) project in Qala Now, a suburb of Kabul, started four years ago. As a remote area within the city, located at the top of the mountain, Qala Now has poor roads and infrastructure and is very difficult to visit. Most of the families living there have returned from Iran, and most people lack jobs. Women and children in the community could not attend school, exacerbating the challenging economic situation.

Through the SHG, Operation Mercy staff provided trainings to the women in the group, including topics like gender and child protection. Wanting to learn more, the women expressed their desire to become literate. They had been waiting for several years for other organisations to implement literacy classes in their area, but none of the organisations were willing to start literacy classes because of the difficult location.

In January 2020, the SHG began literacy classes in Qala Now with the support of the Afghan federation of self-help groups, grown

out of our previous projects. For the women participating, these classes are a dream come true.

Halima *, 32, said; "I lived in Bamyán Province when I was growing up, and there were no schools for girls; therefore, I could not attend school. I am very happy now that I can attend literacy classes."

Gul Sum *, 22, said: "When I was a child, my father would not allow me to attend school. I

always wanted to be literate; now I am married, and my husband allows me to attend the literacy classes. I am so excited!"

Robaba, 20, said: "When I was a child, my mother had a baby every year. There were many sisters and brothers, and I had to help my mother with them because she could not take care of them by herself. I had no time for school during those days. Now my sisters and brothers are older, and I can attend the literacy classes. I am very happy!"•



**Name changed to protect identity*

COMMUNITY HEALTH

People who are marginalised and poor are more likely to have ill health, and people with ill health are more likely to be poor. It is a vicious cycle.

The keys to breaking this cycle and helping people care for their own health and that of their families are (1) making good evidence-based health decisions and (2) overcoming reliance on folk medicine and folk healers. Operation Mercy works in community health in areas such as maternal and child health; health education; and water, sanitation and hygiene (WaSH).

📍 Project locations: **Afghanistan, Tajikistan, Kazakhstan, Kyrgyzstan, Jordan and North Macedonia**

👤 Number of programme participants: **9 227**

👥 Total (approx.) number of people impacted: **63 660**



Sharing ideas and building community

Mahmood* had been a participant in Operation Mercy Afghanistan's WaSH (Water, Sanitation and Hygiene) project, where he had learnt many useful lessons about safe drinking water, good hygiene and the importance of using toilets. One day he visited his nephew's house in another province.

"I noticed that there was no water and soap available for hand washing after using the bathroom," he recalled. "All members of the village, including my nephew's family, had health problems."

Mahmood immediately went to work to pass on the lessons he had learnt. He found a water container, cleaned it out, tied a string with a piece of rope to the bottle opening and made a tippy tap, just as he had learned in the WaSH lessons back home. He hung the tippy tap on a ladder near his nephew's latrine.

At first this seemed to be something very strange to the family, but soon others in the village heard about it and came to see the interesting object. They were surprised how easy it was to make a hand washing device from old water containers.

Mahmood's willingness to learn new things and share them with others helped build community in his nephew's village and improve the people's health. •

**Name changed to protect identity*



“Mahmood immediately went to work to pass on the lessons he had learnt.”

AFGHANISTAN

Sound advice for a sister-in-law

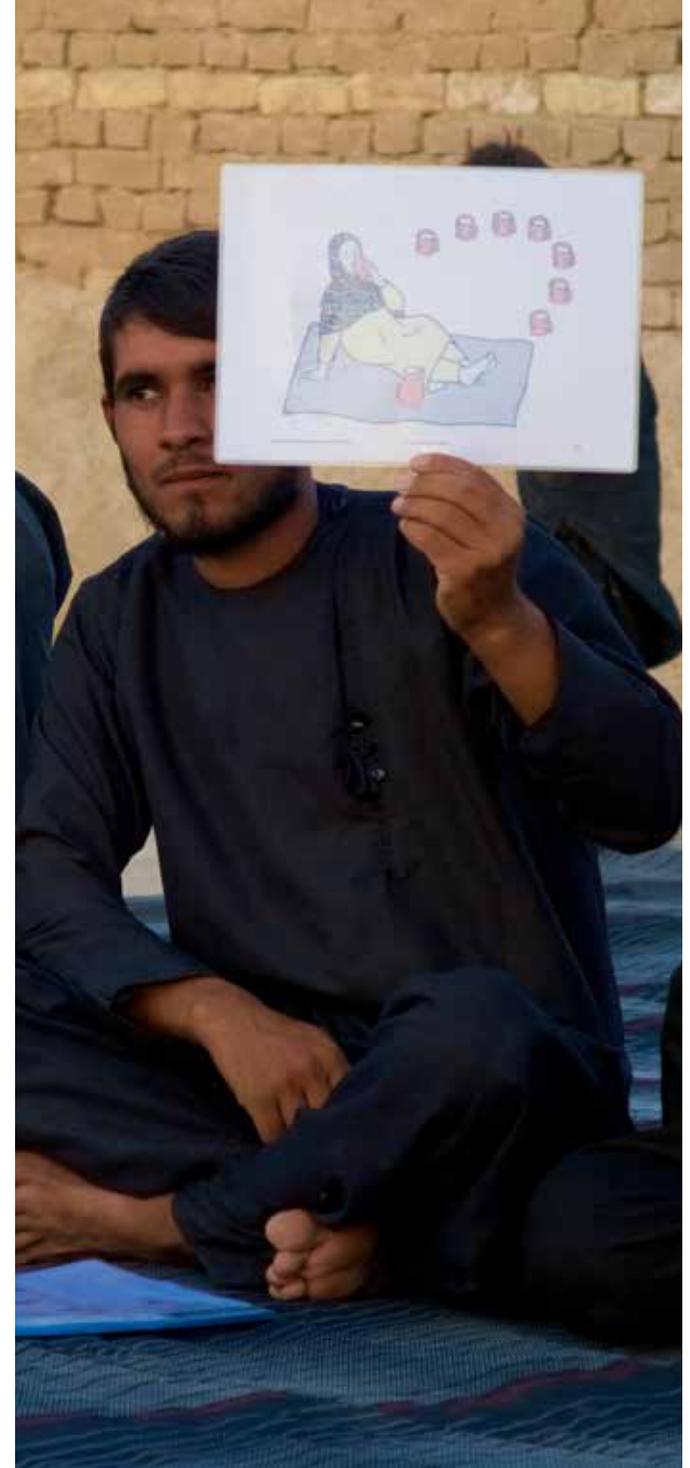
In many areas in Afghanistan, men don't allow their women to go to clinics for check-ups or other health issues when they are pregnant, but the BliSS programme is slowly bringing a change to their thinking.

BliSS teaches women how to look after themselves and others during pregnancy, how to have a healthy pregnancy and a healthy birth as well as how to recognise early signs of problems in the pregnancy or with a new-born baby. But the programme also recognises the need to teach the same things to men in the communities, since their permission and support are essential in making it possible for their wives and female relatives to change the way they have traditionally dealt with prenatal and postnatal care. Through the BliSS programme, many Afghan men are becoming more aware of the special needs and potential problems women have during pregnancy and after delivery.

Ali*, one of the men from the Mazar BliSS group, went home one day and saw that his brother's wife, who was pregnant, was not well. He asked his mother what was wrong and learned that his brother's wife was bleeding and becoming very weak. "I have learned from BliSS lessons that bleeding during pregnancy is dangerous," Ali explained. "So, I told my mother to give her liquid like water, juice or soup because liquid can help the pregnant mother to regain some strength and can keep her alive."

While his mother gave his brother's wife some fluids to drink, Ali fetched a taxi. "We took her immediately to hospital, and the baby was born healthy. Both mother and baby are healthy," he reported. "We are so thankful for the lessons I learnt in BliSS that made it possible for me to give good advice to save my sister-in-law!"•

**Name changed to protect identity*



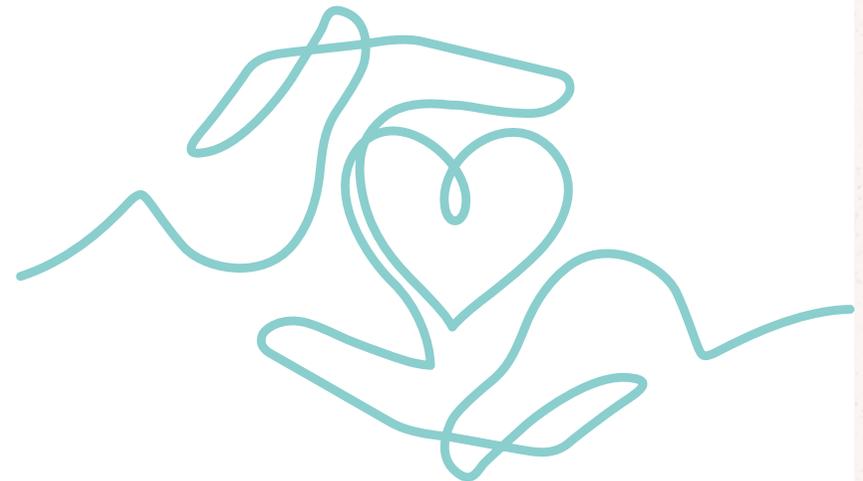
An ambassador for healthy families

Many families rely on income sent back from a male relative working in Russia; Abdulla's family is one of these. At the beginning of 2020, having just returned from Russia, Abdulla agreed to organise a men's gathering in his village for Operation Mercy to present a training on HIV and AIDS.

"I want my community to be aware of the prevention of diseases"

Having experienced the prevalence of men contracting HIV through extramarital sexual activity while working abroad, Abdulla said: "I want my community to be aware of the prevention of diseases that may cause broken relationships in the family, suicide, divorce, stigma, discrimination, etc. I want to see a healthy community around me."

Now Abdulla is a coach and organising weekly football games for men and youth as well as competitions between villages, which gives him more opportunity to share about this disease and its prevention. •



TAJIKISTAN

A clinic cleaner achieves her health goal

“He who has health has hope, and he who has hope has everything.”

– Arab proverb.

Bibiniiso (Bibi) is a cleaner at the local medical clinic in her village who attended Operation Mercy's training classes on childhood illnesses. In this region, many people live their whole life with a limp because they were born with hip dislocation that was never fixed. Bibi's neighbour Latifa was pregnant, so she couldn't participate in all of the training sessions. After each lesson, Bibi shared with Latifa the health information that was being taught in the classes. After the last lesson, Bibi made it her goal to check Latifa's baby for hip dislocation after delivery.

Ten days after Latifa's daughter was born, Bibi checked her hips and legs for dislocation. She followed the explanations from the last lesson and checked her technique with the book that we had given her. She didn't find any symptoms of hip dislocation.

Bibi and Latifa's village is small, with just 22 houses. The nurses in the village, who had attended the same lesson, weren't far away and checked the baby, too. They confirmed that the baby did not have hip dislocation. Bibi was so happy to see that she had practiced the technique correctly.

Health is everyone's responsibility, and even Bibi, a clinic cleaner, could grow in her health knowledge and confidence through our training and put it into practice for the good of her community. •



“He who has health has hope, and he who has hope has everything.”

– Arab proverb

VOCATIONAL TRAINING AND CHARACTER FORMATION

Giving women the skills and support they need to step into the workforce not only provides them with financial independence, but it also improves their self-esteem and sense of worth. More importantly, it gives them hope for the future. In the countries where Operation Mercy does vocational training and character formation, widespread poverty and absence from the workforce leave women at a disadvantage, especially when they lose their husbands.

Our programmes focus on vocational skills, business knowledge and personal development, with the goal of employability and entrepreneurship. We also work with young people in the areas of life skills and personal and career development, enabling them to identify practical ways to improve their lives and the circumstances of their families and communities, and to give them hope and confidence in a better future. Alongside specific vocational training projects, these touch points are also sub-components in many self-help groups and community-based rehabilitation programmes in other countries.



- 📍 Project locations: **North Macedonia and Mauritania**
- 👤 Number of programme participants: **327**
- 👥 Total (approx.) number of people impacted: **2 250**

Upward spiral

Zelfija* did not have an easy life. Married to a husband who constantly criticised her, she had two daughters. From a poor background, Zelfija had not completed elementary school as a child. Because she did not have a national ID, she could not access the public health system. Excruciating pain in her neck and hands finally brought her to Operation Mercy's Hope and Health project. There, she had access to doctors on staff for consultation about her physical condition. Zelfija also encountered people who cared about her as a person.

Listening to her story, the staff recognised that her self-confidence was very low—a mental reality reflected in her outward appearance. Her clothes were outdated, and her lack of access to dental care had resulted in bad teeth. The Hope and Health staff gave Zelfija physiotherapy exercises to address her pain. They also encouraged her to make other changes in her life.

Karoline from the staff kept telling Zelfija that she was smart. Zelfija subsequently found a

new cleaning job, her first job ever. Beginning to improve her physical condition, Zelfija also started to attend the STEP programme, choosing sewing as her chosen vocational skill. As a beginner in the field with no previous knowledge of sewing, she progressed quickly. Meanwhile, she also started to relate well with the Albanian ladies in the STEP programme (Zelfija is not Albanian). Something was changing inside Zelfija – an awareness of her own dignity – and was beginning to push her forward with a desire for success in life.

The positive changes in Zelfija started trickling into her family, too, especially in the way they related to her. Her daughters treated her with more respect. Though her husband initially was against her participation in the project, Zelfija decided to press on. She got permission to take time off work so she could attend the training sessions. She regularly attended the classes and finished the course. She also fixed her teeth. Her outlook and outfits were different.

Zelfija recently graduated with a diploma for sewing. She was so proud of her accomplishment! That certification proved that she was capable of improving her life. Now Zelfija



is continuing in the practice, or incubator, phase of the programme with other ladies, which is especially important for her as she doesn't have a sewing machine of her own—yet. Zelfija has a vision and plans for the future. She even applied to the United Nations Development Programme's self-employment scheme, with the dream of opening her own sewing business. With many new ideas and an entrepreneurial spirit, Zelfija has now become a contributor to the community and an example for her children. •

**Name changed to protect identity*

“Something was changing inside Zelfija – an awareness of her own dignity – and was beginning to push her forward with a desire for success in life.”

‘Now I am living my dream’

Too young to be a widow after tragedy hit her family, Bukurija* was left with three children, debts belonging to others and, in her mind, nothing to live for. Then, in the middle of her despair, Bukurija received a phone call from her daughter’s teacher, inviting her to a meeting at the school hosted by Operation Mercy.

“The meeting was great,” Bukurija remembered. “They gave us a questionnaire, and the questions were about what we wanted to do in our future. I wrote that I wanted to learn about hairdressing because my dream was to be hairdresser and also to learn how to be a makeup artist.”

Operation Mercy had been at the school that day to present a challenge for women to engage in the workforce, in a context of poverty where 90 per cent of women do not contribute to their households’ income. But things could be different. One of the speakers explained that life did not need to be over even when tragedy hit. As a widow, Bukurija took this encouragement to heart. Still, she had missed out on normal education and not experienced a lot of freedom.



“Before I was married, my sisters were going to school, but my parents didn’t have the resources to pay for my education,” Bukurija said. “When my sisters were going to school, I was looking at them and crying.”

Though her father did pay for driving lessons, and Bukurija got her driver’s license, once she married, her husband would not let her drive. “I was stuck at home. I wasn’t working, except to cook and make tea. There was no other option,” she summarised.

After the meeting with Operation Mercy, Bukurija experienced a little glimmer of hope, but it was still not clear for her how she could continue because of her many challenges. She started to attend Operation Mercy’s STEP programme, but her motivation was still weak.

“I’ve started to work [in the field] I was dreaming about. I’m enjoying every single moment.”

She did not really believe in herself. In addition, she didn’t have anybody to watch her kids, and because of that, she wanted to quit. But Karoline from the Operation Mercy team kept calling Bukurija and encouraging her to come together with her kids; Karoline explained that she and some of the staff would take care of the kids in the waiting room while Bukurija was in lessons.

Continued on next page »

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As it turned out, not giving up was life-changing. Bukurija persevered and completed the training, pressing on to graduate from the vocational skills section of the programme. For the four STEP candidates who had chosen hairdressing as their zanat (skill), training had been outsourced to the most prestigious hairstyling academy in their half of the city. Even more amazing, the academy offered Bukurija, along with one of the other STEP graduates, the chance to extend her training and join their staff!

"Now I'm living out my dream," Bukurija said. "I'm a different person: I'm driving my car after many long years. I've started to have a smile on my face. I've started to work [in the field] I was dreaming about. I'm enjoying every single moment. Now my son is going to kindergarten, and I have a purpose for living. I'm so happy because I got my diploma and the opportunity to work... I'm so grateful to all the staff."•

**Name changed to protect identity*

KYRGYZSTAN

New education transforms teacher's mindset

Anna* was trained to be a teacher in an educational system influenced by communist methods remnant of the USSR. She now works in Operation Mercy's special needs education project.

When she received training that we offered from an American special needs education teacher, Anna was moved the most by ideas Westerners take for granted. Anna learned that she should see each child as an individual, preparing different goals for each student. She came to understand that children should be interested in learning and should enjoy it; they should not be scolded for making mistakes. As a result of her training, Anna is determined to make lessons more playful and positive for her students.•

**Name changed to protect identity*

"Anna is determined to make lessons more playful and positive for her students."

SPORT AND DEVELOPMENT

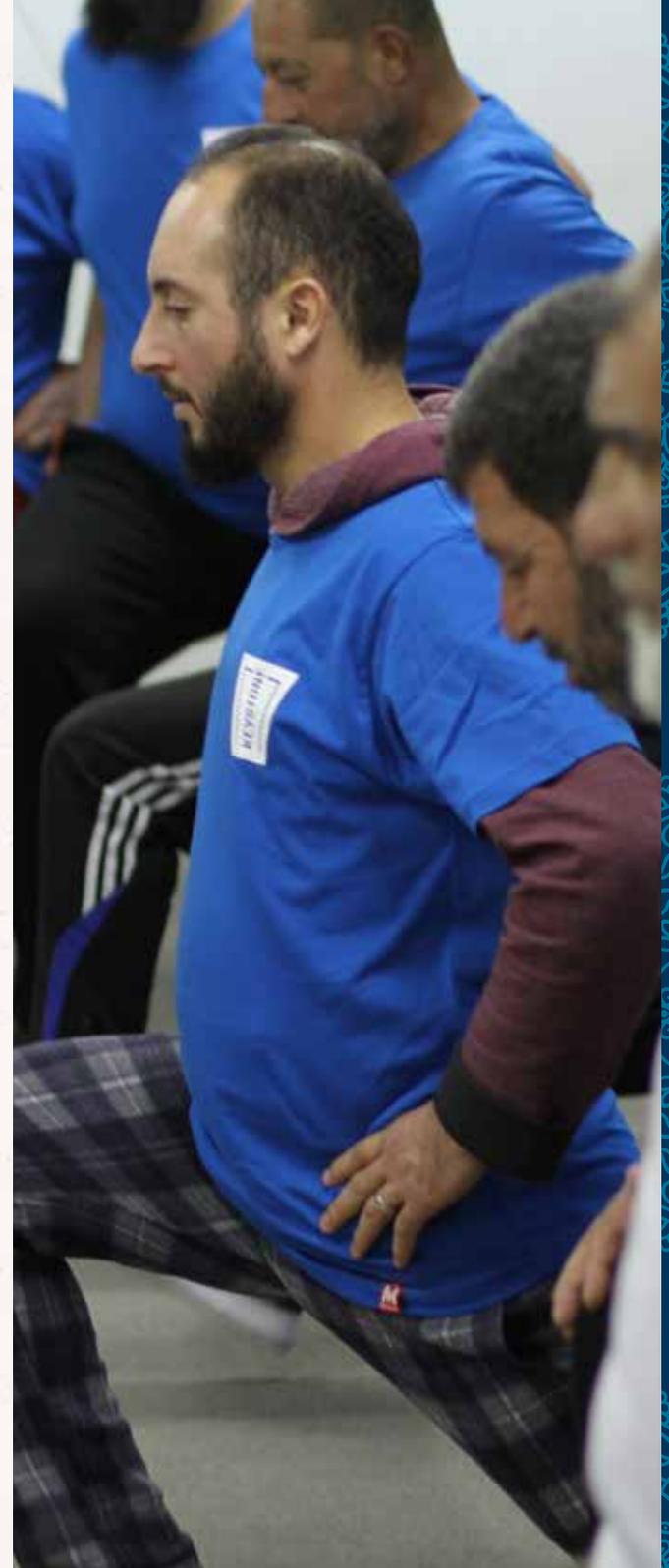
Operation Mercy has worked with partner organisations to develop sport programmes that support the inclusion of people with disabilities, give hope and energy to refugee women and help male refugees to manage their behaviour and families.

Sport and development programmes are currently being run as stand-alone projects or as sub-components in community health, community-based rehabilitation projects and, in North Macedonia, as part of the Health and Hope project. However, many of these projects had to stop their activities in 2020, due to Covid-19 restrictions in their countries.

📍 Project locations: Northern Iraq, Jordan, Tajkistan and North Macedonia

👤 Number of programme participants: **150**

👥 Total (approx.) number of people impacted: **1 000**



JORDAN

SMART sleep goals improve family's life

Amal*, one of the refugees who attended the three-month sports-based Keystone programme, made significant lifestyle changes for himself and his family. Before joining the work outs and engaging in discussions with the other participants, Amal was quite discouraged in life and reluctant to attend Keystone. At the time, he was sleeping about 16 hours a day, going to bed between 03:00 and 04:00 and sitting at home the rest of the time.

About a month into the programme, when they covered the lesson on sleep, Amal set SMART sleep goals for himself and his family. Now they all go to bed at 22:00, and he gets up at 06:00. He spends his days out looking for work and taking whatever day jobs he can find. The changes have improved his attitude and his family's relationships. He said: "I'm not as discouraged as I used to be. I'm hopeful. My family is not at each other's throats as we used to be either."•

**Name changed to protect identity*



WhatsApp group leads to improved community

In January and February 2020, before Covid-19 came along and all of Operation Mercy's programming in the refugee camps was shut down to prevent the spread of the virus, Khalida* was an irregular participant in our fitness classes. Following government shut-downs due to the pandemic, none of the women were able to meet in person to exercise for about eight months. However, during this time the WhatsApp group they were invited to was not dormant.

The Operation Mercy fitness instructors regularly sent out encouragement, and women stayed connected with each other through the messaging group. For Khalida, this virtual group provided an opportunity to deepen

her relationships with some of the other ladies. Today she is a regular attendee of our classes and happy to share how much the programme and the community she has found through it have changed her.

This change is not just physical, though she did lose weight; it goes beyond that to a change in her outlook on life and her relationships. Khalida's husband divorced her nine years ago, right after the birth of her daughter. Living by herself in a communal society, Khalida had become withdrawn and isolated from the people around her. Through the encouragement she received from the fitness group leaders and the other women, she has felt an improvement in her emotional health and has become more social and connected with others. Over the past year, she has formed a



close friendship with one of the other participants. Now, Khalida says that she has a more positive attitude towards life and even her own daughter because of the women's fitness project and her new friends. •

**Name changed to protect identity*

“Now, Khalida says that she has a more positive attitude towards life and even her own daughter because of the women's fitness project and her new friends.”

TOUCH POINT

SUSTAINABLE AGRICULTURE

In the rugged terrain of the Pamir Mountains and across the expanse of the Jordan Valley, Operation Mercy is helping farmers to establish productive and sustainable agriculture in order to provide fresh and nutritious fruits and vegetables to their communities and to support their livelihoods.

📍 Project locations: **Jordan and Tajikistan**

👤 Number of programme participants: **821**

👥 Total (approx.) number of people impacted: **5 740**



Tradition versus Technology

Salty soil, lack of rain and burning sunshine are not the only challenges faced by the Agricultural Cooperation for Development (AC4D) farm in the Jordan Valley. Convincing local farmers to adopt new and more productive farming methods has turned out to be a big challenge as well.

"AC4D is a demonstration farm. Our aim is to dialogue with local farmers and demonstrate changes to improve their crop quality and yield, save resources and improve the economic situation of farmers in the Valley," says Tanner from AC4D.

Twice a year, farmers and other interested groups are invited to the farm for a 'farmer's field day,' where AC4D demonstrates what they are doing differently and shares the results from their research and experiments.

"Farming here has been practiced in the same way for generations, and changes are often met with resistance. People need to see the value of the new ideas first," explains Tanner.

But changes take time. Therefore, AC4D embraces a long-term perspective, as the shift from a traditional to a technologically driven farming mentality is a major change for local farmers.

"Most local farmers simply look at the crops then add water, fertilizer and pesticides when they 'feel' it is needed. Starting to measure and meet the needs of the crops in a scientific, or information-driven, way is a big shift from feelings to facts," says Tanner.

He adds that the incentive for long-term investments and change is further crippled by the present system where farmers are tenants, not owners, of the land they are farming.

Changes, however, have slowly started to occur. One positive sign is the number of farmers attending the 'farmer field days', but the staff at the AC4D farm are also encouraged by the changing attitudes of some of the neighbouring farmers.

"A few local farmers now come and ask us for help testing their soil or their water. They have



"A few local farmers now come and ask us for help testing their soil or their water."

slowly realised that even if, for example, the water looks and feels clear and fresh, it might still contain dissolved salts that are harmful for the crops. It shows that they have started to change their concept of farming from feelings to facts."•

JORDAN

From desert diesel tank to fertile market garden

One Syrian refugee and his family from the villages near Homs were living under a leaking diesel tank in the Eastern Desert in Jordan. Operation Mercy connected with the family through our fresh vegetable distributions in the area, and our local partner brought us in to meet the family in the hope that something could be done about their health and living situation.

With the help of our local partners, our team was able to find a place for this family on a farm and begin what we call a 'Market Garden.' Our team worked with the family to talk through all the needed materials and soil

preparation, and, together, we built up two large plots of farmable land to feed the family and sell at the local market. The father of the family, Abu Mohammed, told us: "No one stood with us except for you. We were barely living, and the diesel was making us sick and hurt my skin. But here the air is clean, and we have enough."

Though Abu Mohammed offered thanks for our help, he was the one who prepared the seed beds, he spread the manure and he constructed the tank for irrigation water. 10 years into the Syrian conflict, people remain resilient for their children's sake, and they still hope to go home even if they can't imagine how that will work out. •

"...here the air is clean, and we have enough"



High-altitude agriculture reaps rewards in every season

At a seminar for people involved in high-altitude agriculture in the Pamir Mountains, Operation Mercy partners shared how the techniques they learnt through the agricultural project have transformed their lives. As the farmers have raised consistent crops through the greenhouse gardening introduced by Operation Mercy, some have started expanding their production—or dreaming of building more.

One farmer shared that he sold fresh vegetables from his greenhouse to his neighbours and used them himself to make preserves for winter. His best harvest so far was 300 kg of cucumbers and 250 kg of tomatoes. “I want to build another greenhouse next to mine,” he said.

Another man, looking for an income-generating project, had tried to build a community bath in his yard. He even smoothed the land

for construction. Later, after using the 10-metre greenhouse constructed by Operation Mercy and seeing the benefit of this project, he changed his mind and decided to build another greenhouse in the area he had prepared for the community bath. “My wife and I came to the conclusion that it is easier work and that we will get more benefit from the greenhouse rather from the bath business,” he said. Three years later, this farmer built another 10-metre hothouse near his house.

A new partner, who had been experimenting with his own tiny 3-metre greenhouse for several years, jumped at the opportunity to learn—and produce—more when Operation Mercy provided him with a 10-metre greenhouse. “Our community sees your project endeavours in different areas, and this year, I would like to see this success in our community,” he shared.

The head of the education department in the Roshtqala Valley also celebrated the success of greenhouse gardening in his area:



“We are very glad to have an organisation like you and rely on and trust your partnering and wise advice for our farmers,” he said. “I have heard about your project before and your initiatives of providing nutritional care for children and improving villagers’ quality of life. Your project is not only for improving school children’s nutrition, but it benefits our remote area with its harsh climate condition. It makes me happy, and I always give tasks to my staff to support such organisations, which are ready for community partnership.”

In fact, the leader was so impressed that he constructed a small greenhouse prototype in his own yard and is into his second year of using it. “Just this small plastic one gives me fresh vegetables for daily use, and I am planning to construct the same design as yours for the high elevation farming,” he reported. •

APPENDIX: FINANCIAL STATEMENTS & AUDITORS REPORT



Operation Mercy
Org nr 826001-5279

Årsredovisning för räkenskapsåret 2020 **Annual Report for the year 2020**

Styrelsen avger följande årsredovisning.
The Board of Directors hereby submit the following Annual Report.

Innehåll / Contents

- Förvaltningsberättelse / Management report
- Resultaträkning / Profit and loss statement
- Balansräkning / Balance sheet
- Noter / Notes
- Underskrifter / Signatures

Om inte annat särskilt anges, redovisas alla belopp i svenska kronor. Uppgifter inom parentes avser föregående år.

All figures are shown in SEK, if nothing else is specified. Figures in brackets concern prior years.

Förvaltningsberättelse / Management Report

Allmän information om verksamheten / General information about operations

Operation Mercy är en internationell biståndsorganisation med huvudkontor i Örebro, Sverige.

Vårt syfte är att genom samarbete med andra arbeta för att öka kapaciteten och främja samhällsengagemanget genom bistånds- och utvecklingsprojekt som bidrar till att inge hopp och att förändra både andras och våra egna liv.

Operation Mercy is an international relief and development organization headquartered in Örebro, Sweden. Our purpose is to work in partnership with others to restore hope, grow capacity, and promote community through relief and development initiatives that help transform lives, including our own.

Ekonomi / Finance

När COVID-19 fick spridning i början av 2020 blev många av våra projekt tvungna att anpassa sig genom att dra ner på aktiviteter. Tack vare en särskild insamling till 'COVID RELIEF' där gåvor och donationer uppgick till 2,692,099 SEK, kunde vi bidra med medel för följande: att trycka häften med COVID -information och fortbildning, utdelning av matpaket, Hygien-stöd, PPE och bidrag för lönekostnader för anställda.

As the COVID-19 pandemic spread around the world in early 2020, many of our projects needed to adapt resulting in 'normal' activities being curtailed. Thanks to special 'COVID Relief' Fundraising we received donations and grants totaling SEK2,692,099 to assist with Printing COVID educational literature, Food Aid, Hygiene Support, PPE and supplements to staff salaries

Styrelse och Ledning / Board and governance

Styrelsen består av sju ordinarie ledamöter, två adjungerade ledamöter och den internationella direktorn som en ex-officio medlem. Styrelsen uppvisar variation vad gäller ålders- köns- och nationalitetsfördelning. Antalet kvinnor utgör 1/3, den internationella direktorn inkluderad. Vi hoppas kunna öka andelen kvinnor i styrelsen under 2021. I Ledarteamet på vårt kontor är 2/3 kvinnor.

Styrelsen hade fem virtuella sammanträden under 2020, inklusive det konstituerande mötet efter Årsmötet. På grund av COVID-19-pandemin hölls alla styrelsemöten och AGM över internet.

The board consists of seven regular members, two non-voting partner members and the international director as an ex-officio member. It continues to be diverse in gender, age, and nationality, the number of women on the board is back to 1/3 including the international director. We hope to continue to increase this in 2021. At the same time the leadership team of the International office is ¾ female.

The board met five times virtually in 2020, including the constitutional board meeting after the annual general meeting. Due to the COVID-19 pandemic all board meetings and the AGM were held virtually.

MUE

Viktiga händelser under räkenskapsåret / *Significant events during the financial year*

Operation Mercy fortsätter att fokusera sitt arbete inom områden där få hjälporganisationer arbetar, vilket medför både fördelar och utmaningar. Vi har skicklig personal och expertis i den utmanande miljön i länder med övervägande muslimsk tro, i övergångar (post-sovjet), pågående konflikter eller efter konflikt. Vi främjar och utövar rättighetsbaserade tillvägagångssätt i miljöer där mänskliga rättigheter ofta inte ses som ett önskvärt resultat; samtidigt ser vi ett djupt behov av hjälp som bygger på trosvärderingar som kan omfamnas av både muslimer och kristna.

Operation Mercy continues to focus its work in areas neglected by many other aid organizations, which brings benefits and challenges. We have excellent staff and expertise in the challenging setting of countries of predominantly Muslim faith, in transition (post-soviet), current or post-conflict settings. We promote and practice rights-based approaches in settings where Human Rights are often not seen as a desirable outcome; at the same time we see a deep need for aid that is based on faith values that can be embraced by Muslims and Christians alike.

Den största utmaningen mötte vi i Tadjikistan. Början på denna kris omnämndes redan i rapporten för 2019. Vi blev tvingade att avveckla vårt kontor efter ett domstolsbeslut. Detta var baserat på, enligt vårt sätt att se, orättvisa anklagelser om religiös propaganda och ett mycket otydligt ekonomiskt problem. Under rättegången blev vi ett flertal gånger erbjudna 'inofficiella lösningar', som individuella medlemmar i regeringen skulle ha tjänat ekonomiskt på. Vid varje tillfälle detta erbjöds så nekade vi. Efter det andra överklagandet upphörde vi med all verksamhet och den 31 augusti påbörjade vi avvecklingen, som var avslutad den 31 december. Våra lokala anställda bildade flera NGO's och kunde fortsätta erbjuda projekt som kommer den tadjikiska befolkningen till del. Vi välkomnar denna förändring. Att utrusta människor och att överlämna till inhemskt ledarskap har alltid varit ett av våra långsiktiga mål.

2019 stängde vi vårt kontor i Iran och nu har ytterligare ett av våra stora kontor stängt. Eftersom all verksamhet i Iran och Tadjikistan är nedlagda påverkas våra inkomster och antalet projekt vi driver har minskat.

NAV-projektet för förändring inom organisation och utveckling påbörjades, men flera av våra aktiviteter och planer blev framskjutna pga COVID-krisen. Donatorn som ger till denna process har accepterat dessa förändringar och försätter att ge till projektet.

COVID-19 pandemin har satt press på oss alla men särskilt på de deltagare i våra projekt som redan var sårbara. Flera utvecklingsprojekt lades på is i både veckor och månader. Samtidigt kunde vi snabbt komma med nödhjälp och projekt fokuserade på information och medvetenhet och vi kunde på så sätt stödja våra deltagare under krisen.

The greatest challenge we faced was in Tajikistan; the start of this crisis was already mentioned in the 2019 report. We had to liquidate our branch office following a court case, based on - from our view - unjust accusations of religious propaganda and a very unclear financial issue. During the court case we were approached several times regarding "unofficial settlements" benefitting individuals in the government, which we declined on each occasion.

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Following the second appeal we stopped all activities and initiated the liquidation on the 31st of August and completed it by the 31st of December.

Operation Mercy's local staff formed several local NGOs and are able to continue offering projects benefitting the wellbeing of the people of Tajikistan. We welcome this change as local empowerment and hand over to indigenous leadership was always our long-term goal.

After the closure of Iran in 2019, Tajikistan is another large branch office closing. This affects our overall income and size, as all activities stopped in Iran and in Tajikistan the project volume will be smaller initially, after the handover.

The NAV project for organisational change and development was started, but many activities and plans had to be postponed due to the COVID crisis. The donor supporting this process agreed to these changes and continues to support the project.

The COVID-19 pandemic put pressure on everyone, but especially the already vulnerable participants in our projects. Many development projects had to be suspended for weeks or months. In their place we were quickly able to implement relief and awareness raising projects, educating and caring for our project participants during the crisis.

Viktiga händelser efter räkenskapsåret / Significant events after the financial year

I januari 2021 accepterade Rodger Beadle rollen som Associerad Internationell Direktör (COO). Han har tidigare varit ledare för arbetet i Kazakstan.

För övrigt har våren 2021 varit lugn pga COVID 19 krisen, och nu påminns vi om viktiga händelser efter det finansiella året.

In January 2021, Rodger Beadle our former Country Director for Kazakhstan, accepted the role as associate international director (COO).

Otherwise spring 2021 is been slow due to the continued COVID 19 crisis and now significant events after the financial year come to mind.

Resultat / Results

I slutet av 2020 hade vi 84 internationella volontärer och 232 lokalt anställda. Detta inkluderar våra partners i Kyrgyzstan och Mauretanien medan arbetare i Pakistan ej är medräknade. Våra volontärer och anställda i 10 länder fortsatte med projektarbete av hög kvalitet och förbättrade därigenom livet för över 493 250 av dess deltagare. De arbetar i en rad samhällsutvecklingsprojekt med inriktning på personer med funktionsnedsättning, kvinnor, samhällshälsa, hållbart jordbruk, yrkesutbildning och läskunnighet samt idrott.

Ca 59% av våra projektdeltagare var kvinnor.

Våra internationella volontärer gav cirka 65 000 timmars professionella tjänster under 2020. Omräknat till genomsnittlig timlön i Sverige blir deras arbete värt mer än 11,5 miljoner SEK.

At the end of 2020 we (including implementing partners in Kyrgyzstan and Mauritania, but excluding Pakistan) had 84 international volunteers and 232 local employees around the world, who continued to deliver high quality project work, improving the lives of over 493 250

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project beneficiaries in 10 countries. They are involved in an array of community development projects focusing on people with disabilities, women, community health, sustainable agriculture, vocational training and literacy, as well as sport.

Approximately 59% of our direct project participants were women.

Our international volunteers donated approximately 65 000 hours of professional services during 2020 which, based on Sweden's average hourly salary¹, translates to more than 11,5 Million SEK of volunteer labour.

Flerårsöversikt / Multi-year overview

	2020	2019	2018	2017	2016
<u>Revenue and Cost Analysis / Intäkts- och kostnadsanalys (tkr)</u>					
Gifts / Insamlade medel	4 800	5 726	8 125	16 241	21 121
Remaining balance brought forward / Årets resultat efter förändring av ändamålsbestämda medel	-117	222	-55	517	-353
<u>Financial status / Ekonomisk ställning</u>					
Restricted funds / Eget kapital för särskilda ändamål	7 581	8 929	7 674	7 357	9 383
Surplus brought forward / Fritt eget kapital	1 084	1 201	979	1 034	517
Solidity / Soliditet %	49	59	63	77	82

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¹ <https://tradingeconomics.com/sweden/wages>

Eget kapital / Equity

	Restricted funds / Ändamåls- bestämda medel	Profit/loss brought forward / Balanserat kapital	Total equity / Totalt eget kapital
Opening balance / Ingående balans	8 929 945	1 200 946	10 130 891
Reclassification of Restricted funds / omklassificering av ändamålsbestämda medel			
Change in Restricted funds / Årets förändring av ändamålsbestämda medel	-1 349 341		-1 349 341
Deficit/surplus for the year / Årets resultat		<u>-116 803</u>	<u>-116 803</u>
Closing balance / Utgående balans	7 580 604	1 084 143	8 664 747

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Profit and loss statement / Resultaträkning	Not e / Not	2020	2019
Revenues of the association / Föreningens intäkter	1		
Donations / Gåvor	2, 3	2 978 600	4 647 728
Grants / Bidrag	4	12 901 076	10 281 476
Other income / Övriga verksamhetsintäkter		553 840	697 447
Sale of fixed assets / Försäljn av anläggning tillg		-	4 588 634
Total revenues of the association / Summa verksamhetens intäkter		<u>16 433 516</u>	<u>20 215 285</u>
Costs of the association / Föreningens kostnader	3		
Operational costs for projects / Ändamålskostnader		-16 278 053	-17 411 778
Fundraising and marketing costs / Insamlings- och marknadsföringskostnader	6	-27 789	-17 863
Administration costs / Administrationskostnader	6, 7, 8	-1 698 031	-1 368 015
Total costs of the association / Summa verksamhetens kostnader		<u>-18 003 873</u>	<u>-18 797 656</u>
Results of operations / Verksamhetsresultat		-1 570 357	1 417 629
Results from financial investments / Resultat från finansiella poster			
Other interest income and similar profit/loss items / Övriga ränteintäkter och liknande resultatposter		104 213	59 705
Total income from financial investments / Summa finansiella intäkter		<u>104 213</u>	<u>59 705</u>
Net profit / loss for the year / Årets resultat		<u>-1 466 144</u>	<u>1 477 334</u>

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Profit and loss statement / Resultaträkning	Note / Not	2020	2019
Change in Restricted funds / Förändring av ändamålsbestämda medel			
Profit / loss for the year according to the profit and loss statement / Årets resultat enligt resultaträkningen		-1 466 144	1 477 334
Change in Restricted funds / Förändring av ändamålsbestämda medel		1 349 341	-1 255 770
Remaining balance brought forward / Årets förlust efter fördelning		<u>-116 803</u>	<u>221 564</u>

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Balance sheet / Balansräkning	Note / Not	2020-12-31	2019-12-31
Assets / Tillgångar			
Fixed assets / Anläggningstillgångar			
Equipment / Inventarier, verktyg och installationer	9	113 805	364 761
Total fixed assets / Summa anläggningstillgångar		<u>113 805</u>	<u>364 761</u>
Financial assets / Finansiella anläggningstillgångar			
Long term loans receivable / Långfristiga fordringar		1 520 525	1 683 934
Total financial assets / Summa finansiella anläggningstillgångar		<u>1 520 525</u>	<u>1 683 934</u>
Current Assets / Omsättningstillgångar			
Prepaid expenses and accrued income / Förutbetalda kostnader och upplupna intäkter		95 814	9 687
ICH Balance / Fordran ICH		2 463 878	685 954
Cash and bank balances / Kassa och bank		13 158 207	14 409 261
Total Current Assets / Summa omsättningstillgångar		<u>15 717 899</u>	<u>15 104 902</u>
Total Assets / Summa tillgångar		<u>17 352 229</u>	<u>17 153 597</u>

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Balance sheet / Balansräkning	Note / Not	2020-12-31	2019-12-31
Equity / Eget kapital			
Restricted funds / Ändamålsbestämda medel		7 580 604	8 929 945
Surplus brought forward / Balanserat kapital		1 200 946	979 382
Deficit/Surplus for the year / Årets resultat		-116 803	221 564
Total Equity / Summa eget kapital		<u>8 664 747</u>	<u>10 130 891</u>
Current Liabilities / Kortfristiga skulder			
Accounts payable / Leverantörsskulder		-	51 017
Liabilities of grants not used / Skuld av erhållna ej nyttjade bidrag	5	6 153 594	4 734 787
Other liabilities / Övriga skulder		15 174	178 540
Accrued expenses and deferred income / Upplupna kostnader och förutbetalda intäkter		2 518 714	2 058 362
Total Current Liabilities / Summa kortfristiga skulder		<u>8 687 482</u>	<u>7 022 706</u>
Total Equity and Liabilities / Summa eget kapital och skulder		<u>17 352 229</u>	<u>17 153 597</u>

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Noter / Notes

Not / Note 1 Redovisnings- och värderingsprinciper / Accounting and valuation principles

Årsredovisningen upprättas med tillämpning av årsredovisningslagen (1995:1554) och Bokföringsnämndens BFNAR 2012:1 Årsredovisning (K3). Redovisningsprinciperna är oförändrade jämfört med föregående år

The annual report has been prepared in accordance with the Swedish Annual Accounts Act (1995:1554) and the Swedish Accounting Standards Board's (BFN) rule BFNAR 2012:1 Annual report (K3).

The accounting principles remain unchanged when compared to the previous year.

Resultaträkningen / Statement of financial activities

Verksamhetsintäkter / Programme service revenue

Endast det inflöde av ekonomiska fördelar som föreningen erhållit eller kommer att erhålla för egen räkning redovisas som intäkt. Intäkter värderas, om inget särskilt anges nedan, till verkliga värdet av det som erhållits eller kommer att erhållas.

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

Gåvor och bidrag / Donations and grants

En transaktion i vilken föreningen tar emot en tillgång eller en tjänst som har ett värde utan att ge tillbaka motsvarande värde i utbyte är en gåva eller ett erhållet bidrag. Om tillgången eller tjänsten erhålls därför att organisationen uppfyllt eller kommer att uppfylla vissa villkor och om organisationen har en skyldighet att återbetala till motparten om villkoren inte uppfylls, är det ett erhållet bidrag. Är det inget bidrag är det en gåva.

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

Gåvor / Donations

Gåvor redovisas enligt huvudregeln som intäkt när de erhålls. En gåva som intäktsförts redovisas antingen som en tillgång eller en kostnad beroende på om gåvan förbrukas direkt eller inte. Övriga gåvor redovisas som omsättningstillgångar. Gåvor värderas som huvudregel till verkligt värde.

Donations are, as a main principle, recognised as revenue when received. A donation recognised as revenue is accounted for as an asset or a cost, depending on whether the donation is used directly or not. Other donations are recognised as current assets. Donations are, as a main principle, recognised at fair value.

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Bidrag / Grants

Bidrag redovisas som intäkt när villkoren för att erhålla bidraget har uppfyllts. Erhållna bidrag redovisas som skuld till dess villkoren för att erhålla bidraget uppfylls. Bidrag som erhållits för att täcka vissa kostnader (t.ex. för administration) redovisas samma räkenskapsår som den kostnad bidraget är avsett att täcka. Erhållna bidrag värderas till det verkliga värdet av den tillgång som organisationen fått eller kommer att få.

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

Leasing / Leasing

Föreningens samtliga leasingavtal redovisas som operationella, d v s leasingavgiften (inklusive första förhöjd hyra) redovisas linjärt över leasingperioden.

All the organization's leases are accounted for as operating leases, that is, the leasing charge (including the first increased rent) is accounted for on a straight-line basis over the term of the lease.

Inkomstskatt / Income tax

Föreningen är befriad från inkomstskatt i sin ideella verksamhet eftersom den uppfyller kraven som samhällsnyttig enligt skattelagstiftningen.

The organization is released from income tax in its non-profit activities because it fulfills the conditions of being a benefit to society according to the Swedish tax legislation.

Balansräkningen / Balance Sheet

Tillgångar, skulder och avsättningar värderas till anskaffningsvärde om inget annat anges nedan.

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

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Materiella anläggningstillgångar / Property, plant and equipment and intangible non-current assets

Materiella anläggningstillgångar värderas till anskaffningsvärde minskat med avskrivningar enligt plan. Avskrivning sker linjärt över tillgångens beräknade nyttjandeperiod. Följande avskrivningstider tillämpas:

Datautrustning	3 år
Övriga inventarier	5 år

Property, plant and equipment and intangible non-current assets are measured at acquisition cost less depreciation according to the register. Depreciation is applied on a straight-line basis over the estimated useful life of the particular asset. The following periods of depreciation are applied:

Computers	3 years
Other Equipment	5 years

Fordringar / Receivables

Fordringar värderas individuellt till det belopp som beräknas inflyta.

Receivables are measured individually at the amount that is expected to be received.

Utländska valutor / Foreign currencies

Fordringar och skulder i utländsk valuta värderas till balansdagens kurs.

Receivables and liabilities in foreign currencies are measured at the rates on the balance sheet date.

Ändamålsbestämda medel / Restricted funds

I posten Ändamålsbestämda medel i eget kapital redovisas ännu inte förbrukade gåvor och andra ändamålsbestämda medel. Se även noten till eget kapital.

The heading Restricted funds in equity includes donations not yet spent and other Restricted funds. See also the Equity note.

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Not 2 Donations / Gåvor

	<u>2020</u>	<u>2019</u>
<i>Donations according to the profit and loss statement / Gåvor redovisade i resultaträkningen</i>		
Unrestricted donations / Fria gåvor	881 882	570 673
Donations to restricted funds / Ändamålsbestämda gåvor	<u>2 096 718</u>	<u>4 077 255</u>
Total / Summa	<u>2 978 600</u>	<u>4 647 728</u>
 <i>Donors / Givare</i>		
Individual donors / Allmänhet (%)	41	31
Organisational donors / Andra organisationer (%)	59	69
 <i>Sources / Givare</i>		
Other countries / Andra länder (%)	85	39
Sweden / Sverige (%)	15	61

Not 3 Volunteers / Volontärer

De internationella volontärerna har bidragit med 65,000 arbetstimmar under 2020.

The international volunteers have contributed 65,000 work hours during 2020.

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Not 4 Grants / Bidrag

	<u>2020</u>	<u>2019</u>
<i>Public grants / Offentliga bidrag</i>		
Grants from SMC / Bidrag från SMC	3 531 369	3 058 396
Grants from Läkarmissionen / Bidrag från Läkarmissionen	792 500	870 000
Grants from Vatten åt alla / Bidrag från Vatten åt alla	74 900	143 200
Interact Evangeliska Frikyrkan	50 000	49 400
Svenska alliansmissionen	156 009	186 833
Foreign Grants / bidrag från utlandet	<u>8 296 297</u>	<u>5 973 647</u>
	<u>12 901 075</u>	<u>10 281 476</u>

Breakdown of Foreign Grants / Fördelning av utländska bidrag

EO Metterdaad	292 949	-
Faroe Islands	160 964	-
Hilfe für Mensch und Kirche (HMK)	-	145 712
KindernotHilfe (KNH)	1 842 247	1 228 177
PC USA	16 017	-
SRG	357 212	964 055
TEAR AU	748 453	746 075
Tearfund UK	1 118 300	544 799
Trustbridge	533 041	210 249
Other Foreign Grants (incl 3300)	<u>3 227 114</u>	<u>2 134 580</u>
	<u>8 296 297</u>	<u>5 973 647</u>

KME

Not 5 Liabilities of grants not used / Skuld erhållna ej nyttjade bidrag

	<u>2020</u>	<u>2019</u>
Opening balance / Ingående balans	4 734 787	2 881 355
Opening balance 9195 / Ingående balans 9195		
Received during the year / Erhållet under året	14 319 882	9 041 218
Used during the year / lanspråktaget under året	<u>-12 901 075</u>	<u>-7 187 786</u>
Closing balance / Summa utgående balans	<u>6 153 594</u>	<u>4 734 787</u>

Specification of closing balance / Specifikation av utgående balans

Grants from SMC / SMC-bidrag	1 584 242	1 140 991
Grants from SRG / Bidrag från SRG	786 849	563 068
Grants from Trustbridge / Bidrag från Trustbridge	2 279 948	1 920 131
Grants from Faroe Islands	1 206 557	-
Grants from KNH / Bidrag från KNH	-	258 115
Grants from Tearfund UK / Bidrag från Tearfund UK	295 998	743 075
Other received grants / andra erhållna bidrag	=	<u>109 407</u>
Total / Summa	<u>6 153 594</u>	<u>4 743 787</u>

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Breakdown of SIDA Grants by Intervention Number

Fördelning av SIDA-bidrag per Projektnummer

Intervention number / Projektnummer	Brought forward / Ingående balans	Total received / Summa erhållit	Closing specification / utgående balans	Total spent / Summa nyttjat
17:015	381 318	-	381 318	-
20:002	-	1 129 472	114 686	1 014 786
17:016	726 984	-	726 984	-
20:001	-	1 537 614	246 622	1 290 992
17:015	300	-	300	-
15:016	7 226	-	7 266	-
18:017	25 163	871 996	79 518	817 641
18:017	-	<u>435 538</u>	<u>27 588</u>	<u>407 950</u>
Total / Summa	<u>1 140 991</u>	<u>3 974 620</u>	<u>1 584 242</u>	<u>3 531 369</u>

Totalt är erhållna SIDA-bidrag 3 974 620 kr, inklusive 8% administrationsbidrag.

Total SIDA grants received is 3 974 620 kr, including 8% administration contribution.

Not 6 Other external expenses / Övriga externa kostnader

	<u>2020</u>	<u>2019</u>
Administration expenses / Administrationskostnader	532 375	420 738
Personnel expenses / Personalkostnader	545 548	601 560
Public relation expenses / Reklam o PR	27 789	17 863
Business travel expenses / Resekostnader	23 865	209 568
Other expenses / Övriga kostnader	<u>596 243</u>	<u>136 148</u>
	<u>1 725 820</u>	<u>1 385 877</u>

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Not 7 Employees / Personal

Vid slutet av 2020 hade organisationen i Sverige två anställda.

At the end of 2020 the organization had two direct employees in Sweden

Not 8 Operational lease agreements / Operationella leasingavtal - leasetagare

	<u>2020</u>	<u>2019</u>
Future lease fees which shall be charged according to non-terminable lease agreements: / Framtida minimileaseavgifter som ska erläggas avseende icke uppsägningsbara leasingavtal:		
Within 1 year / Förfaller till betalning inom ett år	37 500	37 500
1-5 years / Förfaller till betalning senare än ett men inom fem år	-	-
Lease cost during the year / Under perioden kostnadsförda leasingavgifter	37 500	37 500

Föreningen hyr kontorslokaler. Avtalet löper på 3 år i taget och sträcker sig i dagsläget till 2023-12-31. Uppsägningstiden är 9 månader.

The organization has rental for office premises. The agreement carries at 3 years at a time. Right now the agreement carries to 2023-12-31. Cancellation time is 9 months.

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Not 9 Equipment / Inventarier

	<u>2020-12-31</u>	<u>2019-12-31</u>
Opening acquisition value / Ingående anskaffningsvärde	1 643 081	1 739 392
Purchases for the year / Inköp	44 650	35 855
Sales or disposals for the year / Försäljningar och utrangeringar	<u>-337 179</u>	<u>-132 166</u>
Closing accumulated acquisition value / Utgående ackumulerade anskaffningsvärden	1 350 552	1 643 081
Opening depreciation / Ingående avskrivningar	-1 278 320	-1 133 605
Sales or disposals for the year / Försäljningar och utrangeringar	296 146	148 622
Depreciation for the year / Årets avskrivningar	<u>-254 572</u>	<u>-293 337</u>
Closing accumulated depreciation / Utgående ackumulerade avskrivningar	-1 236 747	-1 278 320
Closing residual value according to plan / Utgående redovisat värde	<u>113 805</u>	<u>364 761</u>

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Örebro 2021-05-18

Andrea Vogt
International Director



Grant Michels
Ordförande / Chairman

Johan Söderkvist

Bertil Engqvist

Martin Ström

Jensie Hall

Anders Löthgren

Sheryl Haw

Our audit report was presented on 2021-05-20
Vår revisionsberättelse har lämnats 2021-05-20

Öhrlings PricewaterhouseCoopers AB



Maria Hedlund
Auktoriserad revisor

Revisionsberättelse

Till årsmötet i Operation Mercy, org.nr 826001-5279

Rapport om årsredovisningen

Uttalanden

Vi har utfört en revision av årsredovisningen för Operation Mercy för år 2020.

Enligt vår uppfattning har årsredovisningen upprättats i enlighet med årsredovisningslagen och ger en i alla väsentliga avseenden rättvisande bild av föreningens finansiella ställning per den 31 december 2020 och av dess finansiella resultat för året enligt årsredovisningslagen. Förvaltningsberättelsen är förenlig med årsredovisningens övriga delar.

Grund för uttalanden

Vi har utfört revisionen enligt International Standards on Auditing (ISA) och god revisionssed i Sverige. Vårt ansvar enligt dessa standarder beskrivs närmare i avsnittet *Revisorns ansvar*. Vi är oberoende i förhållande till föreningen enligt god revisorssed i Sverige och har i övrigt fullgjort vårt yrkesetiska ansvar enligt dessa krav.

Vi anser att de revisionsbevis vi har inhämtat är tillräckliga och ändamålsenliga som grund för våra uttalanden.

Styrelsens ansvar

Det är styrelsen som har ansvaret för att årsredovisningen upprättas och att den ger en rättvisande bild enligt årsredovisningslagen. Styrelsen ansvarar även för den interna kontroll som den bedömer är nödvändig för att upprätta en årsredovisning som inte innehåller några väsentliga felaktigheter, vare sig dessa beror på oegentligheter eller på misstag.

Vid upprättandet av årsredovisningen ansvarar styrelsen för bedömningen av föreningens förmåga att fortsätta verksamheten. De upplyser, när så är tillämpligt, om förhållanden som kan påverka förmågan att fortsätta verksamheten och att använda antagandet om fortsatt drift. Antagandet om fortsatt drift tillämpas dock inte om styrelsen avser att likvidera föreningen, upphöra med verksamheten eller inte har något realistiskt alternativ till att göra något av detta.

Revisorns ansvar

Våra mål är att uppnå en rimlig grad av säkerhet om huruvida årsredovisningen som helhet inte innehåller några väsentliga felaktigheter, vare sig dessa beror på oegentligheter eller på misstag, och att lämna en revisionsberättelse som innehåller våra uttalanden. Rimlig säkerhet är en hög grad av säkerhet, men är ingen garanti för att en revision som utförs enligt ISA och god revisionssed i Sverige alltid kommer att upptäcka en väsentlig felaktighet om en sådan finns. Felaktigheter kan uppstå på grund av oegentligheter eller misstag och anses vara väsentliga om de enskilt eller tillsammans rimligen kan förväntas påverka de ekonomiska beslut som användare fattar med grund i årsredovisningen.

Som del av en revision enligt ISA använder vi professionellt omdöme och har en professionellt skeptisk inställning under hela revisionen. Dessutom:

- identifierar och bedömer vi riskerna för väsentliga felaktigheter i årsredovisningen, vare sig dessa beror på oegentligheter eller på misstag, utformar och utför granskningsåtgärder bland annat utifrån dessa risker och inhämtar revisionsbevis som är tillräckliga och ändamålsenliga för att utgöra en grund för våra uttalanden. Risken för att inte upptäcka en väsentlig felaktighet till följd av oegentligheter är högre än för en väsentlig felaktighet som beror på misstag, eftersom oegentligheter kan innefatta agerande i maskopi, förfalskning, avsiktliga utelämnanden, felaktig information eller åsidosättande av intern kontroll.
- skaffar vi oss en förståelse av den del av föreningens interna kontroll som har betydelse för vår revision för att utforma granskningsåtgärder som är lämpliga med hänsyn till omständigheterna, men inte för att uttala oss om effektiviteten i den interna kontrollen.
- utvärderar vi lämpligheten i de redovisningsprinciper som används och rimligheten i styrelsens uppskattningar i redovisningen och tillhörande upplysningar.
- drar vi en slutsats om lämpligheten i att styrelsen använder antagandet om fortsatt drift vid upprättandet av årsredovisningen. Vi drar också en slutsats, med grund i de inhämtade revisionsbevisen, om huruvida det finns någon väsentlig osäkerhetsfaktor som avser sådana händelser eller förhållanden som kan leda till betydande tvivel om föreningens förmåga att fortsätta verksamheten. Om vi drar slutsatsen att det

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finns en väsentlig osäkerhetsfaktor, måste vi i revisionsberättelsen fästa uppmärksamheten på upplysningarna i årsredovisningen om den väsentliga osäkerhetsfaktorn eller, om sådana upplysningar är otillräckliga, modifiera uttalandet om årsredovisningen. Våra slutsatser baseras på de revisionsbevis som inhämtas fram till datumet för revisionsberättelsen. Dock kan framtida händelser eller förhållanden göra att en förening inte längre kan fortsätta verksamheten.

- utvärderar vi den övergripande presentationen, strukturen och innehållet i årsredovisningen, däribland upplysningarna, och om årsredovisningen återger de underliggande transaktionerna och händelserna på ett sätt som ger en rättvisande bild.

Vi måste informera styrelsen om bland annat revisionens planerade omfattning och inriktning samt tidpunkten för den. Vi måste också informera om betydelsefulla iakttagelser under revisionen, däribland de betydande brister i den interna kontrollen som vi identifierat.

Rapport om andra krav enligt lagar och andra författningar

Uttalande

Utöver vår revision av årsredovisningen har vi även utfört en revision av styrelsens förvaltning för Operation Mercy för år 2020.

Vi tillstyrker att föreningsstämman beviljar styrelsens ledamöter och generalsekreteraren ansvarsfrihet för räkenskapsåret.

Grund för uttalande

Vi har utfört revisionen enligt god revisionssed i Sverige. Vårt ansvar enligt denna beskrivs närmare i avsnittet *Revisorns ansvar*. Vi är oberoende i förhållande till föreningen enligt god revisorssed i Sverige och har i övrigt fullgjort vårt yrkesetiska ansvar enligt dessa krav.

Vi anser att de revisionsbevis vi har inhämtat är tillräckliga och ändamålsenliga som grund för vårt uttalande.

Styrelsens och generalsekreterarens ansvar

Det är styrelsen och generalsekreteraren som har ansvaret för förvaltningen.

Revisorns ansvar

Vårt mål beträffande revisionen av förvaltningen, och därmed vårt uttalande om ansvarsfrihet, är att inhämta revisionsbevis för att med en rimlig grad av säkerhet kunna bedöma om någon styrelseledamot eller generalsekreteraren i något väsentligt avseende företagit någon åtgärd eller gjort sig skyldig till någon försummelse som kan föranleda ersättningsskyldighet mot föreningen.

Rimlig säkerhet är en hög grad av säkerhet, men ingen garanti för att en revision som utförs enligt god revisionssed i Sverige alltid kommer att upptäcka åtgärder eller försummelser som kan föranleda ersättningsskyldighet mot föreningen.

Som en del av en revision enligt god revisionssed i Sverige använder vi professionellt omdöme och har en professionellt skeptisk inställning under hela revisionen. Granskningen av förvaltningen grundar sig främst på revisionen av räkenskaperna. Vilka tillkommande granskningsåtgärder som utförs baseras på vår professionella bedömning med utgångspunkt i risk och väsentlighet. Det innebär att vi fokuserar granskningen på sådana åtgärder, områden och förhållanden som är väsentliga för verksamheten och där avsteg och överträdelser skulle ha särskild betydelse för föreningens situation. Vi går igenom och prövar fattade beslut, beslutsunderlag, vidtagna åtgärder och andra förhållanden som är relevanta för vårt uttalande om ansvarsfrihet.

Örebro den 20 maj 2021

Öhrlings PricewaterhouseCoopers AB



Maria Hedlund
Auktoriserad revisor