

Annual Report for
Dag Hammarskjöld Foundation

902000-7630

the Financial Year
2014-01-01 - 2014-12-31

Table of contents:	Page
Directors' Report	1-9
Income Statement	10
Balance Sheet	11-12
Pledged assets and contingent liabilities	12
Additional information	13
Information for the Income Statement	13
Information for the Balance Sheet	14

Directors' Report

The Board of Directors of Dag Hammarskjöld Foundation, 902000-7630 , hereby submit the Annual Report for 2014.

Multi-year review

	<i>2014</i>	<i>2013</i>	<i>2012</i>
Net sales	14 860 435	10 417 091	7 656 553
Profit after financial items	27 278	-10 901	475 100
Equity ratio, %	34		

The organisation's financial position and results are shown in the following Income Statement and Balance Sheet with explanatory notes.



Dag Hammarskjöld
Foundation

Annual Administrative Report (Verksamhetsberättelse)¹
The Dag Hammarskjöld Foundation
2014

I. Purpose, Governance, Funding and Audit

The Swedish government established the Dag Hammarskjöld Foundation (DHF) and endorsed its mandate in the statutes dated 2 March 1962, revised on 8 November 1968. The DHF is an autonomous, non-governmental, non-grant-giving Foundation. The Mission Statement adopted by the Board in March 2013 is complemented with a three-year work plan and preliminary three-year budget for 2012–2014. A work programme and budget for 2014 was adopted in the beginning of the year.

The governance of the Foundation rests with a Board of Trustees, currently composed of nine members. The Hammarskjöld family, the Secretary-General of the United Nations, Uppsala University, the Swedish universities and the Ministry for Foreign Affairs each nominate one board member. The board appoints members by co-option and elects the chair of the board. Board members in 2014 were Göran Bexell (chair), Yoke Ling Chee, Elinor Hammarskjöld, Hans Lundborg, Thandika Mkandawire, Juan Somavia, Ashok Swain, Margareta Wahlström and Mariama Williams. Members of the board's executive committee were Göran Bexell, Elinor Hammarskjöld, Ashok Swain and Hans Lundborg. The board held its annual meetings in March and October 2014. An Executive Director (ED) leads the operations of the Foundation through a Secretariat in Uppsala. The Foundation's secretariat is, as stipulated in the statutes, located at the Dag Hammarskjöld Centre (Geijersgården) in Uppsala.

The DHF received its main funding through a Memorandum of Understanding (MoU) with the Swedish Ministry of Foreign Affairs' Multilateral Cooperation Unit (MFA-MU). The funding received in 2014 was the last of a three-year contract for 2012–2014 based on the DHF's three-year work plan and budget 2012–2014.

Additionally, funds were received from:

- The Swedish International Development Cooperation Agency (Sida) to carry out “*The United Nations Development System Reform Programme*” in 2014–2015;
- United Nations Institute for Training and Research – UNITAR to carry out the project “*Post-2015 Development Agenda Orientation Programme for Civil Society*” December 2013 – September 2015;

¹ The corporate language of the Foundation is English. The statutes from 1962, as well as the revised statutes from

- The Ford Foundation for the project “*Regional Workshops to Advance Structural Transformation with Feminist and Youth Perspectives in the Context of the Post-2015 Development Agenda*” October 2014 – September 2015

According to the governmental decision for the period 2014–2017² the authorised auditor Karin François Ågstrand of KPMG AB was appointed auditor for the financial years 2014–2016.

II. Work Programme in 2014

During 2014, the Foundation thematic work programme areas, consisting of *Security and Development in Transition* and *Civil Society in Transition*, as well as activities under *United Nations Programme*, were solidified and the planned activities within each programme were rolled out. The Foundation held events and seminars, and published papers, to create visibility and impact. In *Exploratory Activities* the work continued in monitoring and investigating new possible areas where the Foundation could have a role to play.

The *Security and Development in Transition programme* consists of two work streams: *Peacebuilding and Security Goals* and *Global Disorders - A New Global Order?*.

The key objectives of the *Peacebuilding and Security Goals* work stream are to propose coherent, inclusive and participatory strategies for post-conflict peacebuilding to produce more stable and resilient states and societies; and to inform the international conversation about and formulation of state building in the post-2015 agenda. In 2014, the work stream Peacebuilding and Security Goals evolved to become one integrated programme under the heading “Building Peace.” With increased engagement and resources, activities amplified, all aimed towards the two complementary 2014 objectives: to support the implementation of the 2015 review of the Peacebuilding Architecture (PBA) and the recommended changes that are identified through that process; and to inform policy discussions on issues related to inclusivity in peacebuilding.

The main focus in 2014 was the preparations for the Comprehensive Review of the Peacebuilding Architecture (PBA), which will be underway in 2015 and expected to set the tone for UN peacebuilding in the years to come. In response to identified needs and requests from UN partners, the Foundation acted as a convener and facilitator, in consultations with member states, key actors at the UN and civil society to promote inclusive dialogue and a broad scope of the review, as well produce analyses on issues critical for the review. Outcome documents were developed after each meeting held (see activities below), which directly fed into the preparations for the PBA review. Through this effort DHF successfully helped shape and gain member state ownership of a comprehensive and inclusive mandate for the review.

Key activities carried out in 2014 include:

- Two regional seminars: “*Regional aspects of peacebuilding: Approaches, Dynamics and Actors*” in Accra, Ghana and “*Regional perspectives on peacebuilding – an essential framework for effective post-conflict response*” jointly organised with the African Union in Addis Ababa, Ethiopia on regional perspectives on peacebuilding. The seminars brought

² This decision is taken every three years.

together Regional Commissions, senior African Union and UN officials with peace-related NGO networks.

- "*The 2015 Comprehensive Review of the UN peacebuilding architecture: Ambitions and Expectations*" – the 2nd³ DHF-PBSO Greentree Workshop, organised in collaboration with the UN Peacebuilding Support Office. Participation included members of the Peacebuilding Commission and senior leadership from the UN.
- Country case studies on inclusivity in Somalia, Timor-Leste, Liberia and Burma/Myanmar, undertaken through desk studies and local consultations in cooperation with local partners in each respective country.
- "*Preparing for the 2015 Review of the UN Peacebuilding Architecture - A writers Workshop*" in Uppsala to discuss and map research/studies that could provide input to the review. Participants included researchers from institutions and civil society organisations from Brazil, Indonesia, Norway, Switzerland, Sweden and the US.
- "*Advancing Inclusivity: Broadening and deepening participation in peacebuilding processes*" seminar was held at the Foundation on 14–15 May, with peacebuilding experts and practitioners including representatives from our partner organisations in Timor-Leste and Somalia.
- The second⁴ annual Kofi Annan/Dag Hammarskjöld Lecture on development and security in Africa, as well as challenges for peacekeeping operations within the UN was delivered by Staffan de Mistura at the Kofi Annan International Peacekeeping Training Centre (Accra, Ghana).
- In partnership with New York-based peace-related NGOs the Foundation formed the "*NGO Peacebuilding Group*" in New York. The group actively works to strengthen the role of civil society within the UN on peacebuilding.

The main objectives of the *Global Disorders - A New Global Order?* work stream are to catalyse bridge building between global and local actors who are engaged in converging themes that address global disorders and new global order and to contribute to sharing and learning of on-going local innovative methods to address global challenges. The activities in this work stream are underpinned by analysis of new integrated approaches to global governance, and its interplay with, notably, climate change and planetary boundaries, food security and sustainable energy, and welfare inequalities and financial instability.

This work stream achieved what it planned in 2014, by moving from conceptualisation into the implementation phase, continuing to build strategic relationships with our partners and focus on contributing to gaps in global governance. Main goals achieved include convening a series of workshops in Uppsala, and to plan for a high level meeting (to take place early 2015) with policy makers and renowned experts with an interest to advance a progressive global agenda in the area of global antibiotics resistance. These seminars were organised in partnership with ReAct.

³ The first was held in 2013.

⁴ The first was held in 2013.

Key activities carried out in 2014 include:

- Commissioning a study on “*State of the Art Governance Survey*”, mapping possible gaps/opportunities in different areas of global governance where the DHF could have an impact.
- Organising two high level seminars in Uppsala on antibiotics resistance. A result of the two meetings is that a third and fourth meeting are planned for early 2015, one hosted by the Swedish government, hoping to help produce a legal mechanism to address the global collective action and governance of antibiotics resistance issues.
- Establishing a strategic partnership with EAT Forum and took active part in the first Stockholm Food EAT Forum. EAT is a consortium between Stockholm Resilience Centre and the Norwegian-based Stordalen Foundation with the vision to transform the global food system to sustainably feed a healthy population of nine billion people by mid-century.
- Publication and dissemination of the Development Dialogue no. 62 “*Global Disorders – a New Global Order*”. The book juxtaposes a focus on development innovations and good practices, which are building positive change on the ground, with explorations of major global disorders threatening human communities and planetary life.
- In conjunction with EAT, organised and participated in panel at the seminar, and “*A Changing World – What is happening outside Europe’s bubble?*” A discussion about local initiatives and solutions to global challenges based on the contents of Development Dialogue no. 62. (Almedalen/Visby, Sweden)
- Panel participation in a seminar on climate change risks “*Connected Risks, Connected Solutions*” strengthening our partnership with Stockholm Environmental Institute. (Stockholm, Sweden)

The *Civil Society in Transition programme* aims to contribute to shaping the new development agenda that will replace the Millennium Development Goals (MDGs) in 2015, to raise perspectives from civil society in the Global South and to serve as a platform for different voices and support a bottom-up process.

During 2014, DHF, with the United Nations Development Programme (UNDP) Nordic office Sweden, continued to hold seminars in Stockholm with speakers from the UN and from civil society from the Global South.

Key activities carried out in 2014 include:

1. Six seminars held in Stockholm with an average of 80 persons in attendance at each seminar. Example topics include: *Drivers or spoilers – What can we expect from the private sector?*”; “*The youth bulge in a greying world – a demographic challenge?*”, “*Gaining access – how can civil society influence the Post-2015 process?*” and “*From New York to Paris: UN efforts to break the climate deadlock*”

- A follow-up bridge-building seminar⁵ on “*Governance, Rule of Law, Human Rights and Democracy – What Place in the Post-2015 Development Agenda?*” for the UN Secretary General’s High Level Panel and invited civil society actors.
- In partnership with the UNDP Nordic Office, held a seminar on the topic “*The World after the Millennium Development Goals: Why should Sweden engage in the new development agenda?*” at the Nordic Forum in Malmö.

Also within this programme, as part of a Memorandum of Understanding (MoU) between the Dag Hammarskjöld Foundation and UNITAR, the Foundation agreed to deliver an orientation program to civil society actors on the post-2015 development agenda. The program was conceived as a series of working meetings in developing regions with multi-stakeholder participation and with an over-arching focus on crosscutting developmental issues relevant to the region. Each session aimed to support civil society to build regionally grounded understandings of the post-2015 development agenda, to work with States to advance progressive positions in the intergovernmental arena, and to strategically position regional policy initiatives and recommendations in global policy debates. In 2014, three sessions were conducted: “*Pacific Partnerships to Strengthen Gender, Climate Change and Sustainable Development*”, in Nadi (Fiji); “*Addressing Social and Economic Inequalities: The Need for a New Paradigm*”, in Beirut (Lebanon) and “*Infrastructure Development in Africa: High Ambitions, High Risks*”, in Johannesburg (South Africa)

As an extension of the orientation program to civil society on the post-2015 development agenda, the Foundation received a grant from the Ford Foundation to support “Regions Refocus 2015” which extends this initiative to five more regions of the world – Africa, the Caribbean, Europe, Latin America and South Asia – as well as convening a global space for cross-regional exchange and strategizing. This work started off in late 2014 and will continue into 2015.

The *United Nations Programme* was a key area of focus during 2014. The key objectives of this programme are to bring new views into the debate about global development and multilateralism and to provide input and outcomes from our activities to international and national actors, institutions and policies. It is carried out through the following work streams: United Nations Development System Reform, Dag Hammarskjöld Legacy / The Integrity of the International Civil Servant.

The *UN Development System Reform* work stream was launched in January 2014 with the financial support of Sida. The programme aims to contribute to a more concerted and energized effort to bring about changes in the UN development system so that it remains a relevant actor in development cooperation in the decades to come.

During 2014, the Foundation established itself as an active and credible actor in the multifaceted and often controversial field of UN development system reform. Much effort was spent on acting as a strategic liaison for key stakeholders within the UN development system as well as outside the system, in order to (i) establish the Foundation as a knowledgeable and trusted partner in the area of UN development system reform, and (ii) to gauge the interests of various actors on reform issues for identification of entry points and added value for the

⁵ The first was held in 2013.

Foundation. The Foundation has established valuable contacts in the UN, with governments, civil society and with academia. The arrangement of many seminars, meetings and the development and publishing of policy papers and think pieces have further positioned the Foundation to play a more substantial role in the coming years.

Key activities carried out in 2014 include:

- Implemented a UN development system reform seminar series in New York, Rome, Geneva, Rio de Janeiro, Shanghai and Stockholm. The seminars covered a range of UNDS reform related topics such as Values and Norms, UN-civil society partnership, The UN Development System at a crossroads and Financing the UN development system.
- Provided comprehensive analysis as input into the UN reform dialogues process.
- Established a gender-balanced international network of knowledgeable experts.

Within the *Dag Hammarskjöld Legacy* work stream, the Foundation's ambition with the project of the *Integrity of the International Civil Servant (IICS)* is to contribute to renewal and revitalisation of integrity and ethics issues regarding civil servants in international organisations in order to reinforce the IICS concept and its practical implications in the UN. This new project, which will begin rolling out activities in 2015, concluded a conceptualisation phase during 2014.

Key activities carried out in 2014 include:

- Kick-off meeting in New York to explore IICS topics and contribute to shaping the Foundation's 2015 Program. Meeting participants included former and current UN staff members, academics and independent researchers.
- Translation of the play "*Dag Hammarskjöld's Last Journey: Or I hate democracy*"⁶ to English
- Performance of "*Dag Hammarskjöld's Last Journey: Or I hate democracy*" at Almedalen (Visby, Sweden)

Additionally, within the scope of the Legacy work stream, the following activities were also carried out:

- In partnership with Uppsala University, organised the yearly Dag Hammarskjöld in Uppsala. This year's speaker was Helen Clark, Administrator of the United Nations Development Programme on the topic; "*The Future We Want – Can We Make it a Reality?*"; attracting a fully packed Uppsala University building.
- Hosted a panel at the Annual ACUNS conference on the UN and "*Global Governance: Engaging New Norms and Emerging Challenges*" in Istanbul, Turkey.
- Publication of the book "*Peace Diplomacy, Global Justice and International Agency*". This tribute and critical review of Hammarskjöld's values and legacy examines his approach to international civil service, agency and value-based leadership.

⁶ In Swedish: "*Dag Hammarskjöld's sista resa: eller Jag hatar demokrati*"

During the year additional *Exploratory Activities* were investigated or achieved. In conjunction with establishing a presence in New York, numerous exploratory and network building meetings were held during the second half of 2014 with stakeholders across the UN agencies, NGOs and member states, both in the area of Building Peace and UN Development System Reform. The common objective of the meetings was to position the Foundation and explore how best to add value going into 2015. In addition, a number of these exploratory meetings focused on the role of gender, and how and where it would fit in the programme areas and activities. In Stockholm, DHF was invited to provide input to two governmental roundtables, at the request of both Ministers Margot Wallström and Kristina Persson, that focused both on the role of governance and gender in Sweden's foreign policy.

In addition, during 2014, the following activities were carried out:

- Meetings in Uppsala to explore a partnership with CIVICUS
- A meeting with Martti Ahtisaari to discuss a partnership on the Nordic welfare model
- Established New York presence with one full time consultant staff and office space
- Secured funding from the Ford Foundation and UNITAR
- Commissioned a study on humanitarian coherence, key actors and analysis, for exploration of the possibility of DHF adding value to this field.

Communications

The work on strategic communications continued during 2014. A large portion of the communications work in the first half of 2014 was directed towards the planning and subsequent launch of a new website. During the year a public newsletter was published every month, informing about the programme activities. DHF has also had more success than previous years in reaching out in social media through a more consistent publishing work in all of the programme areas.

The different programme areas continued to contribute to the public debate through published Development Dialogue (DD) papers For example during 2014,

- DD Paper no 5: '*Open Leadership*' by Jan Vandemoortele DD Paper no 6: '*Inclusivity in Peacebuilding*' by Sigrid Gruener, Henrik Person and Sarah Smith
- DD Paper no 7: '*Global Food Governance*' by Josefin Smeds (DD Paper no 8: '*Renewing UN Development*' by Michael Hjelmåker
- DD Paper no 9: '*Post-2015 and the Poison Threads – Shift the Gaze*' by Amitabh Behar
- DD Paper no 10: '*Older Persons and the Post-2015 Agenda – a Sub-Saharan Perspective*' by Nesta Hatendi
- DD Paper no 11: '*Making the UN "Fit for Purpose": Lessons from the "Delivering as One" Experience*' by John Hendra

Partnerships and networks

In terms of partnerships, the DHF focused on strengthening existing key partnerships, but also established strategic new partnerships. The DHF renewed its partnership with UNITAR, strengthened the relationships with the Nordic Africa Institute (NAI), and established key partnerships with UNDP; the Stockholm Resilience Center; the Peace Building Support Office; the Kofi Annan Training Center; The Heritage Institute for Policy Studies, Somalia;

The Center of Studies for Peace and Development, Timor-Leste; Ar Yone Oo Social Development Foundation, Burma/Myanmar; and The Lutheran Church in Liberia Trauma Healing and Program, Liberia.

Dialogue was continued with the Swedish Ministry of Foreign Affairs, with whom the DHF had a number of fruitful and positive dialogue meetings during 2014.

The Friends of the DHF met twice and discussed the role of the international civil servant; the Dag Hammarskjöld legacy and humanitarian coherence. Two new members were also invited to the Friends of DHF group: Gunilla Herdenberg and Mats Karlsson.

III. Staff and Finance

Staff

During 2014, the number of staff members increased from eight full-time and three part-time to nine full-time and three part-time employees, of which three were on parental leave/leave of absence and were replaced by one full-time temporary position and consultants. The Executive Director, Annika Söder's assignment ran for a three-year period from 15 September 2012, though she resigned from her position on 4 October due to a governmental appointment as State Secretary. The Senior programme manager was then appointed acting Executive Director by the board. The recruitment of a new ED started immediately and was finalised in early 2015. The Foundation's Senior Advisor continued during the year with research, publications and presentations.

Finances

The Foundation received a contribution of SEK 11 000 000 from the Swedish Ministry for Foreign Affairs (MFA) for operations in 2014 (UF2013/65215/UD/MU, dated 2014-06-17). The grant was paid in one disbursement on 2014-08-01. Additionally, unused funds SEK 2 000 000 from 2012 were carried over into 2014 (UF2013/803/UD/MU tilläggsbeslut, dated 2013-12-11) to use for additional projects according to an agreement with the MFA, dated 17 October 2014.

From the Swedish International Development Cooperation Agency (Sida), the Foundation received SEK 1 500 000 for the project The United Nations Development System Reform Programme. According to the grant agreement dated 2013-12-04, the money was disbursed to the Foundation on 10 December 2013, for use in 2014. An additional SEK 1 500 000 for use in 2015 was disbursed on 12 December 2014, which is reported in the Balance Sheet under Advance funding.

According to the Letter of Agreement (G.MDP.2014.01/MDP.AGB.2013-017) with the United Nations Institute for Training and Research – UNITAR, the Foundation received a disbursement of SEK 2 047 364 (USD 310 000) on 2 June 2014 for the project “Post-2015 Development Agenda Orientation Programme for Civil Society” as part of the UNITAR initiative “Post-2015 Development Agenda Orientation and Briefing Programme”.

For the project “Regional Workshops to Advance Structural Transformation with Feminist and Youth Perspectives in the Context of the Post-2015 Development Agenda” the Foundation received a disbursement of USD 349 985 for use in 2015 that was disbursed on 2 June 2014.

Income Statement

<i>Amounts in SEK</i>	<i>Note</i>	<i>2014-01-01- 2014-12-31</i>	<i>2013-01-01- 2013-12-31</i>
Operating income, stock change etc.			
Net sales		14 860 435	10 417 091
Other operating income		14 940	100
Total operating income, stock change etc.		14 875 375	10 417 191
Operating expenses			
Other external costs		-7 694 471	-3 775 255
Employee benefit expenses	2	-7 187 080	-6 653 395
Depreciation and amortization of tangible and intangible assets		-6 533	-6 533
Total operating expenses		-14 888 084	-10 435 183
Operating profit		-12 709	-17 992
Financial items			
Other interest income and similar profit items		40 651	7 716
Interest expense and similar profit items		-664	-625
Total financial items		39 987	7 091
Profit after financial items		27 278	-10 901
Appropriations			
Profit before tax		27 278	-10 901
Taxes			
Tax on profit for the year		-	-
Net profit for the year		27 278	-10 901

Balance Sheet

<i>Amounts in SEK</i>	<i>Note</i>	<i>2014-12-31</i>	<i>2013-12-31</i>
ASSETS			
Fixed assets			
<i>Tangible assets</i>			
Plant and machinery	3	19 599	26 131
Total tangible assets		19 599	26 131
<i>Financial assets</i>			
Other securities held as non-current assets	4	3 793 707	3 766 186
Total financial assets		3 793 707	3 766 186
Total fixed assets		3 813 306	3 792 317
Current assets			
<i>Inventories etc.</i>			
Raw materials and consumables		1	1
Total inventories		1	1
<i>Current receivables</i>			
Accounts receivable - trade		3 282	10 667
Other receivables		10 163	104 369
Prepaid expenses and accrued income		728 701	326 158
Total current receivables		742 146	441 194
<i>Cash and bank balances</i>			
Cash and bank balances		8 115 538	5 182 345
Total cash and bank balances		8 115 538	5 182 345
Total current assets		8 857 684	5 623 540
TOTAL ASSETS		12 670 990	9 415 857

Balance Sheet

<i>Amounts in SEK</i>	<i>Note</i>	<i>2014-12-31</i>	<i>2013-12-31</i>
EQUITY AND LIABILITIES			
Equity			
Equity at the beginning of the fiscal year		4 297 262	4 308 163
Profit for the year		27 278	-10 901
Equity at the end of the fiscal year		4 324 540	4 297 262
Total equity		4 324 540	4 297 262
Current liabilities			
Accounts payable - trade		588 328	486 939
Tax liability		160 157	204 180
Other liabilities		6 318 718	3 717 012
Accrued expenses and deferred income		1 285 247	710 464
Total current liabilities		8 352 450	5 118 595
TOTAL EQUITY AND LIABILITIES		12 670 991	9 415 857

Pledged assets and contingent liabilities

Securities pledged

	<i>2014-12-31</i>	<i>2013-12-31</i>
<i>Pledges and securities</i>	<i>None</i>	<i>None</i>

Contingent liabilities

<i>Contingent liabilities</i>	<i>None</i>	<i>None</i>
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Additional information

Note 1 Accounting principles

The Annual Report has been prepared in accordance with the Annual Accounts Act.

Depreciation of fixed assets

Planned depreciation is based on original acquisition cost less estimated residual value. Depreciation takes place in a straight line over the asset's useful lifetime.

The following depreciation periods are:

<i>Fixed assets</i>	<i>Year</i>
<hr/>	
Tangible assets:	
- Equipment, tools and installations	5

The difference between the above depreciations and tax depreciation is reported as accumulated excess depreciation, which is included in untaxed reserves.

Information for the Income Statement

Note 2 Employees and personnel costs

Average number of employees

	<i>2014-01-01- 2014-12-31</i>	<i>2013-01-01- 2013-12-31</i>
Men	3	3
Women	6	6
Total	9	9

Salaries, other remuneration and social costs

	<i>2014-01-01- 2014-12-31</i>	<i>2013-01-01- 2013-12-31</i>
<hr/>		
Salaries and other remuneration:		
Executive Director	715 892	882 144
Other employees	4 010 960	3 341 439
Total	4 726 852	4 223 583
Social costs	2 306 479	2 136 826
(of which pension costs 827 696 (Executive Director 133 722) last year 815 412 (Executive Director 191 630))		

Information for the Balance Sheet

Note 3 Machinery and other technical equipment

	2014-12-31	2013-12-31
Accumulated acquisition costs:		
- At beginning of year	32 664	32 664
	32 664	32 664
Scheduled accumulated depreciation:	-6 533	
- At beginning of year	-6 533	-6 533
	-13 066	-6 533
Carrying amount at year-end	19 598	26 131

Note 4 Other long-term securities holdings

	2014-12-31	2013-12-31
Accumulated acquisition costs:		
- At beginning of year	3 766 186	3 766 186
- Purchased assets	1 150 000	
- Disposed assets	-1 122 479	
Carrying amount at year-end	3 793 707	3 766 186

Quoted shares

	<i>Carrying value</i>	<i>Market value</i>
Nordea Bostadsobligationsfond	1 000 000	1 063 557
Institutionella Räntefonden	2 793 707	2 841 148
	3 793 707	3 904 705