The Board's annual report 2025

Organisational structure and location

The Norwegian Human Rights Fund (the NHRF) was established in 1988 by Norwegian organisations to protect and promote human rights internationally. Members of the NHRF in 2025 were the Atlas Alliance, the Norwegian Centre for Human Rights, the Norwegian Confederation of Trade Unions (LO), Council on Ecumenical and International Relations (Church of Norway) and Amnesty International Norway. The NHRF provides support to organisations and groups in a selection of priority countries, as well as to projects that focus on the protection of human rights defenders globally. The work must be in line with the NHRF's overall strategy (2021-2025). Grantee partners can work locally, nationally and/or regionally to protect and promote human rights.

In 2025, Thailand, Indonesia, Sri Lanka, Colombia, Pakistan, India and Mexico were prioritised countries, and the NHRF had local consultants in all of these except Colombia, where the NHRF has its own country office.

The NHRF's secretariat is located in Oslo. The NHRF shares offices with the Norwegian Afghanistan Committee and the Nansen Centre for Peace and Dialogue. The NHRF also has an office in Colombia. In 2025, the NHRF used Knif Regnskapsbyrå as its accountant. The NHRF has a co-operation agreement on IT tasks with Iteam.

Continued operation

The annual accounts for 2025 have been prepared on a going concern basis. The members may, by a two-thirds majority, decide to discontinue the NHRF's operations. Closure must be approved by a two-thirds majority at two consecutive annual meetings, held at least six months apart and based on identical statutes. Member organisations may withdraw their participation in the NHRF at the end of a calendar year. At least six months' notice must be given.

In 2025, the majority of the NHRF's operations have been based on funding from the Norwegian Ministry of Foreign Affairs (2022-2025), now transferred to the Norwegian Agency for Development Cooperation (Norad), NICFI/Norad funding, managed by the Norwegian Embassy in Colombia (2021-2025), and funding from the Norwegian Embassy in Colombia (2025-2028). An application for continued funding from NICFI/Norad (2026-2028) was submitted and approved in 2025. We assess that these agreements and other expected income will ensure that the NHRF will operate for the years to come.

The NHRF has a deliberate strategy to increase support from other donors and has worked actively on fundraising during 2025. In 2025, the NHRF was granted support from among others Jamette & Sverre Markussens Hjelpefond, Oslo municipality, the Fritt Ord Foundation, Fagforbundet

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(Norwegian Union of Municipal and General Employees), Kriss Lee Festival and ProtectDefenders.eu, in addition to support from member organisations.

Future development

In 2025, the NHRF entered the final year of the current strategy period (2020-2025). During the year, the NHRF has therefore, through a participatory process, developed a new strategy for 2026-2030. The strategy will guide our work in the years to come. In addition, the NHRF undergoes an annual risk and vulnerability analysis (ROS analysis). In 2025, detailed reviews prepared by the secretariat were presented and discussed at board meetings in June and December.

The NHRF's work on and strengthening of results reporting continued in 2025. We have continued to use Impact Mapper as a system for data analysis in our monitoring, evaluation and learning (MELD) work. Reporting on the results of the NHRF's work and support for human rights organisations and human rights defenders was done through annual reports and reports to donors and the Board.

Annual accounts

The Board is of the opinion that the financial statements provide a correct overview of the NHRF's financial position at year-end. The annual accounts for 2025 show a result of NOK 167 385.

At the end of 2025, the NHRF's equity and security fund amounted to NOK 1 477 314.

The NHRF's total income decreased from NOK 69 646 164 in 2024 to 68 358 569 NOK in 2025.

Financial risk

All of the NHRF's assets are placed in an account with DnB, with the exception of NOK 824 915, which is placed in a deposit account with Nordea. There is no financial risk associated with these transactions.

Work environment and staff

At the end of 2025, the NHRF had 13 employees in Oslo and 15 employees in Colombia. All contracts and commitments are in line with donor agreements and available funds. Additionally, the NHRF had two interns from the Master's programme 'Theory and Practice of Human Rights' at the Norwegian Centre for Human Rights during the spring of 2025. In 2025, the NHRF also continued to use local consultants in Mexico, India, Pakistan, Thailand, Indonesia and Sri Lanka.

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During the year, the NHRF has continued to focus on the working environment. As in previous years, regular 'NHRF Global meetings' were held with the teams in Oslo and Colombia, as well as local consultants to build team spirit. The NHRF works actively to implement our common values Courage, Flexibility, Solidarity. Furthermore, an employee survey was conducted at both the head office in Oslo and the country office in Colombia, using the Great Place to Work survey, with follow-up processes in both offices.

The working environment is considered good. Employee appraisals were conducted early in the year, with mid-term appraisals in early autumn. All employees had weekly or biweekly catch-up meetings with their manager throughout the year. The staff at the Oslo office are covered by the collective agreement Standardoverenskomsten HK-NHO.

Total percentage of sick leave in Oslo for 2025 was 5,09 %. Of this, 3,4% was doctor-certified sick leave and 1,69% short-term absence, including care days.

Gender equality

The NHRF has a clear majority of female employees in the secretariat and at the country office in Colombia. The NHRF's Executive Director is a woman, while the management team otherwise consists of one woman and one man. In addition, the head of the Colombia office is a woman. Of the six local consultants in 2025, three were women and three men. In 2025, the NHRF's board consisted of four women and two men, and the chair is a woman.

In the NHRF's human rights work, organisational democracy and gender equality are central to the assessment of organisations that receive support. For a number of years, the NHRF has supported projects with women as the target group and given support to organisations with a demonstrable gender equality perspective. Women's active role in the projects and gender balance in the applicant organisations are emphasised in the assessment of new applications. For projects ongoing in 2025, 73% of the organisations were women-led. In 2025, the NHRF supported 9791 human rights defenders, of which at least 64% were women human rights defenders.

The NHRF has furthermore a focus on intersectional equality and supports organisations working with an intersectional approach with focus populations including indigenous communities, LGBTQ+. religious/ethnic minorities, youth and people with disabilities. In the assessment of new applications, the organisation's connection to and representation from the target communities is emphasised. Several of our grantee partners' work aligns with the Sustainable Development Goals on Gender Equality and Reduced Inequalities. A number of supported projects are also relevant to UN Security Council Resolution 1325 on Women, Peace and Security.

In 2025, the NHRF continued its support for measures to protect women human rights defenders in war and conflict zones such as Colombia. Women human rights defenders were particularly highlighted in our communication work, including in connection with the celebration of International Women's Day on 8 March.

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Anti-corruption and safeguarding work

Efforts to prevent corruption and misuse of funds are an integral feature of the NHRF's work. The NHRF has clear case handling routines and partnership assessments, uses references before granting support, maintains close contact with other donors, and liaises with a larger human rights network in the countries/themes being supported. In 2025, the NHRF also continued important anti-corruption measures such as reviewing and updating internal handbooks for financial control and anti-corruption work, continuing routines for review of partner audits, as well as experience-sharing and capacity-building within the team structure. The use of local consultants, field visits and meetings with organisations are other important tools. In 2025, the Norwegian Human Rights Fund carried out field visits via our local consultants to partners in India, Sri Lanka, Mexico, Pakistan, Indonesia, and Thailand as well as via staff field visits in Colombia. We also met with grantee partners digitally. All contracts and agreements entered into by the NHRF include an anti-corruption and safeguarding clause and focus on preventing sexual harassment. The NHRF has two manuals dealing with finance, a finance manual for grantee partners and an internal manual. In addition, we provide financial and administrative training to grantee partners in prioritised countries through seminars (physical or digital).

Environmental reporting

The NHRF's day-to-day operations do not cause any significant pollution. It is however still important for us to reduce our climate footprint where possible.

The NHRF undertakes several flights each year, which are considered the largest source of emissions for our climate footprint. While we consider this the largest emission source in connection with our work, the number of flights is relatively few, and we make conscious decisions regarding mode of transportation for travels. Modes of transportation like train or bus are the primary options where possible, e.g. on domestic travels. We largely have digital meetings to keep in touch with networks, donors and grantee partners in other countries. In addition, the NHRF has an active approach to energy use in the office, e.g. through solar shading.

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Norwegian Human Rights Fund
Fondo Noruego para los Derechos Humanos
Menneskerettighetsfondet

Oslo, 09 June 2026
On behalf of the Board of the Norwegian Human Rights Fund

Marit Sørheim
Chair of the Board

Wenche Fladen Nervold
Deputy Chair of the Board

Susanne Hendrika Fløtlo
Board member

Siri Blaser
Board member

Bjarte Økland
Board member

Amitabh Behar
Board member

Ingeborg Moa
Executive Director

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Bjarte Økland
Board member
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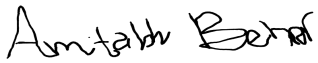
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