

DRC DANISH
REFUGEE
COUNCIL

A photograph of a woman in a yellow headscarf carrying a baby on her back. The woman is wearing a purple top and a dark blue patterned skirt. The baby is wearing a purple top and a green vest. They are standing in a dusty area with other people in the background. The sky is overcast.

Annual Report **2019**



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Marina Janell, Observer

Executive Management : Charlotte Slente, Secretary General

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Photos: All rights DRC
Design: DRC Global Communication and Fundraising

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Annual Council Meeting: The ordinary Annual Council Meeting will be held on 19 August 2020

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These 28 organisations are today members of the Danish Refugee Council:

ADRA
 Amnesty International
 CARE Denmark
 Confederation of Danish Employers
 The Danish Chamber of Commerce
 Danish People's Aid
 The Danish Adult Education Association
 Danish Authors' Society
 Council of Danish Artists
 Danish Youth Council
 The Danish Union of Teachers
 The Danish Musicians' Union
 The Jewish Community in Denmark
 FH, Danish Trade Union Confederation
 FOA
 Danish United Nations Association
 DanChurchAid
 The Confederation of Professionals in Denmark, FTF
 HK Denmark
 Churches' Integration Ministry (KIT)
 Women's Council in Denmark
 LGBT, Denmark
 ActionAid Denmark
 Oxfam IBIS
 Save the Children, Denmark
 St. George's Guilds in Denmark
 The Intercultural Christian Centre Denmark
 UNICEF Denmark

Financial Highlights

Development in the Danish Refugee Council 2016-2019

DKK million	2019	2018	2017	2016
Income-generating activities				
Public and private funds collected (restricted)	2,895	2,671	2,553	2,153
Private funds collected (unrestricted)	79	76	68	60
Income from own activities	211	371	505	606
Total income from income-generating activities	3,185	3,118	3,126	2,819
Expenses related to income-generating activities	2,758	2,562	2,521	2,104
Expenses related to own activities	223	356	375	478
Net financial income/expenses	-12	-10	25	-29
Profit from income-generating activities	216	210	205	266
Administrative expenses*	236	242	207	167
Profit/loss before special-purpose activities	-20	-32	-2	99
Special-purpose activities	9	14	17	18
Profit/loss for the year	-29	-46	-19	81
Balance Sheet				
Non-current assets	1	2	4	6
Current assets	1,119	959	1,107	977
Total assets	1,120	961	1,111	983
Equity – distributable funds	364	384	412	433
Equity – restricted funds	1	10	28	26
Total equity	365	394	440	459
Provisions	66	62	54	44
Other liabilities	689	505	617	480
Total equity and liabilities	1,120	961	1,111	983
Financial Ratios				
Profit margin on collection funds and income-generating activities	6.8	6.7	6.6	9.4
Administrative expense ratio*	7.4	7.8	6.6	5.9
Special-purpose activities ratio	0.3	0.4	0.5	0.6
Consolidation ratio	-0.9	-1.5	-0.6	2.9
Safety margin	11.4	12.5	14.2	16.8
Equity ratio	32.6	41.0	39.6	46.7
Share of restricted funding	90.9	85.6	81.7	76.4

The accounting policies have been changed effective from 1 January 2019, refer to the description in the summary of significant accounting policies.

***Administrative expenses**

The Danish Refugee Council calculates administrative expenses as total HQ expenses plus the year's capacity-building investments and strategic initiatives.

Foreword

According to the UN Refugee Agency, UNHCR, there were 79.5 million refugees and internally displaced persons in the world by the end of 2019. This is an all-time high that has increased from 70.8 million last year, and, sadly, the number may be expected to increase further also in the years ahead.

In times when more people are fleeing from violent conflicts around the world, are in a state of displacement for a longer period of time because crises become more and more complex and last longer, borders are closed, and human rights are violated, there is a huge need for the Danish Refugee Council (DRC) to deliver on what is the core of our vision: A decent life for all refugees. For DRC to provide sustainable solutions to today's complex crises, DRC must have a strong organisation – both in terms of human resources and in terms of IT systems enabling DRC to report on and measure the effectiveness of our activities. With the introduction of a new global Enterprise Resource Planning system in January 2019, DRC now has the right foundation in place to support a steadily growing global organisation. The Executive Committee and the Executive Management Team have made every effort to support the implementation of the new system. This is a huge task. The initial benefits have been reaped, which means that, going forward, DRC will be able to work in a more transparent and efficient manner to help more refugees and displaced persons.

While internationally, DRC has experienced general growth and realised the highest revenue in 2019 in the history of the Organisation, it is not the same in Denmark. In 2019, our focus in the Executive Committee and the Executive Management Team has been on adjusting the Integration Department after the decline in the number of refugees who obtain a residence permit in Denmark. In 2018, a fee was introduced for Danish language courses for self-supporting students. This amendment to Danish law led to a plunge in the number of students enrolled in our LearnDanish schools. Regretfully, it has not been possible in 2019 to turn the loss into a profit in Denmark. This is why adjustments will continue, with focus on profit-generating activities in 2020 to secure a reliable financial basis for the Organisation.

Management-wise, 2019 was a turbulent year. In the spring, the Executive Committee decided to part with then Secretary General Christian Friis Bach. In the following period, Head of HR Mads Egeskov Sørensen stepped in as Interim Secretary General. Former Secretary General Andreas Kamm kindly took seat as Honorary

President and assisted as external representative of the Organisation. This was a huge help that we are very grateful for.

In late 2019, Charlotte Slente took office as new Secretary General. She will spearhead the innovation of DRC, which is facing a changing world with new requirements as to what an organisation such as DRC must provide. Consolidation and innovation will guide Charlotte in her leadership.

The past year just underlines that we are living in an ever-changing world – for good or bad. Bad for the people being displaced. Yet good too because, in a time of crisis, we find new methods and partnerships that can help DRC help even more displaced persons.

The COVID-19 pandemic has caused a global recession – the deepest for decades. 265 million people will be at risk of starvation. Millions have lost or will lose their jobs. Peace-keeping operations will be threatened. Funding of humanitarian work will come under further pressure. The outcome will be a combined health, protection and unemployment crisis.

So 2020 holds heavy global tasks in store for DRC. This is why we are taking a step towards a global organisational structure that is to contribute to our becoming even better at responding effectively and agilely.

Despite persistent efforts in adjusting the LearnDanish and Interpretation Departments in 2020, we have sadly found to our cost that we need to phase out their activities over the next two years. This is a sad, yet regrettably necessary decision financially. We will concentrate and develop the integration activities in Denmark towards promoting employment and strengthening psychosocial activities. A warm thank you to the many employees who have assisted in integrating thousands of refugees by learning them Danish and providing a fine interpretation service.

The focus in 2020 will be on improved financial manoeuvrability. This is essential to innovation, a strong organisation, and the ability to contribute efficiently to solutions, internationally and nationally, politically and in the field, to the work for a decent and safe life for all refugees and displaced persons.

Agi Csonka / Chair
DRC Council

Charlotte Slente / Secretary General





Management's Review

2019

Annual Results

DRC closed 2019 with an income of DKK 3.2 billion, which is 2% up on the income in 2018. 2019 realised a loss of DKK 29 million against one of DKK 46 million in 2018.

Like in 2018, income was affected by the declining level of integration activities in Denmark while international activities continued to grow.

Major humanitarian challenges and crises around the world resulted in DRC's international activities accounting for more than DKK 2.8 billion and thus for 89% of total income compared to just under 85% in 2018, equivalent to a growth rate of 5 percentage points on 2018. Developments in Denmark's refugee affairs had a negative impact of 5% on 2019 income compared to 2018, and integration activities in Denmark went down by 43%. Yet again, DRC has undertaken extensive adjustments of the integration activities to respond to this change. The number of job years in this part of the Organisation has been reduced by 35% compared to 2018. These activities have contributed a loss of DKK 43 million in 2019 compared to a loss of DKK 16 million in 2018. It is primarily DRC's LearnDanish language schools that have contributed a loss in 2019.

DRC continues to focus on the implementation of a new global Enterprise Resource Planning (ERP) system, DRC Dynamics. With a total investment of nearly DKK 100 million until year-end 2019, this is the largest single investment ever in the Organisation's history. The system combines financial, supply chain and grant management with HR administration in one shared IT system. Implementation of the system has been a major change project for the entire Organisation and paves the way for much greater efficiency and transparency in the execution and monitoring of DRC's projects and relief work. The investment was initiated in 2016, and the system was launched in early 2019 and then put into operation. The project had costs of DKK 26 million in 2019. 2019 is the first year for which the financial statements are based on DRC Dynamics recordings.

The annual results were positively affected by a total realised and unrealised foreign exchange gain of DKK 12 million, which is included in the line item "Net financial income/expenses". The foreign exchange gain accounts for less than 0.4% of total income and is a known risk factor, especially in international operations. Further details on DRC's currency risks are provided in the risks section.

Finally, there has been DKK 8 million in losses on and provisions for international operations that are not covered by donor funds. This is DKK 4 million down on last year.

In recent years, DRC has been able to continuously strengthen our equity, which amounted to DKK 394 million at the beginning of 2019. It is this equity that has enabled us to make the multi-year strategic investments for the very purpose of equipping DRC for a future with new tasks and challenges. Unfortunately, the massive decline in integration activities in Denmark in 2019 and the increasing complexity of our work have been contributory to DRC recording a loss at year-end 2019 that is below expectations. This has had a negative impact on equity, which has decreased by 7% to stand at DKK 365 million at year-end 2019.

In 2020, DRC's Executive Committee decided to stop offering language courses and interpretation services, which means that two areas of operations will be phased out in Denmark. Over the next two years, this will cause a reduction of around 200 job years and a DKK 100 million decline in income in Denmark compared to 2019. Income for international operations is expected to see a slight increase, however, because of COVID-19 these estimates are subject to more uncertainty than what would normally be the case. A result close on break-even is expected for the coming year, if excluding the integration activities in Denmark which will generate a loss.

No events have occurred after the balance sheet date to this date, which would influence the evaluation of this Annual Report.





Our International Work

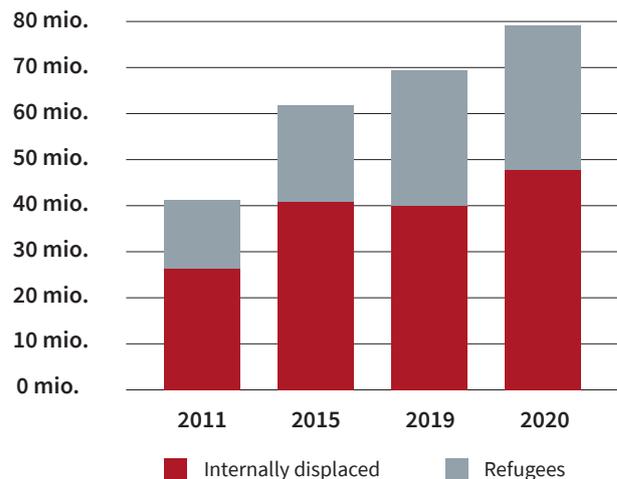
DRC provides relief assistance and long-term activities for refugees, internally displaced persons and their host communities in 40 countries around the globe. DRC's focus is on creating lasting solutions for displaced persons and on contributing to long-term development and stability in the countries and local communities concerned. Activities cover a wide field and are always based on the needs existing in each displacement situation.

In 2019, DRC assisted people fleeing their homes with emergency life-saving relief aid, established refugee camps and rehabilitated temporary housing, coordinated food supplies, distributed cash money, and sent out experts to UN emergency operations all over the world.

DRC provided legal aid, initiated activities to prevent sexual and gender-based violence, and advocated displaced persons' rights in national and international forums. DRC built capacity with and for local authorities and NGOs, provided teaching resources, and built or rebuilt schools. We helped displaced persons with vocational training programmes and start up small businesses of their own, and granted micro-credits. Finally, DRC supported the development of infrastructure such as roads, bridges, community centres, irrigation systems, latrines, and solar cell panels. DRC provided information on hygiene and education and trained people in procedures on how to store and handle weapons safely, provided conflict management training, and cleared mines in former battle areas.

All of this to give a refugee or a displaced person the opportunity to have a decent life and to support the community that has so generously volunteered to offer protection to people having fled their homes.

Development in no of forcibly displaced persons from 2011 to 2020

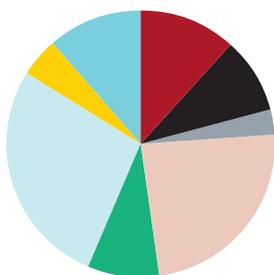
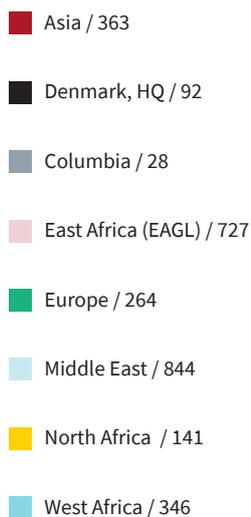


The figures indicate the number of refugees at the beginning of the year

Regional Consolidation

During 2019, DRC's six regional offices became more consolidated and contributed to the Organisation becoming more decentralised. As a result, the country offices were assigned to the following six regional units: Europe, the Middle East, Asia, North Africa, East Africa (EAGL (East Africa Great Lakes)), and West Africa. The need for our assistance in South and Central America escalated in 2019 because of the continuing rise in the number of displaced Venezuelans, and this assistance is led from our office in Columbia. Our regional offices ensure that all refugee situations are supported across borders, and they support our global presence and management.

Revenue by Region



The graph shows revenue for international operations by region in DKK million. East Africa (EAGL) and the Middle East are DRC's largest regions.

The Most Serious Crises

In 2019, over two thirds of the world's displaced persons came from five countries: Syria, Venezuela, Afghanistan, South Sudan and Myanmar. DRC is strongly represented in all of these crises - and in many other areas of conflict around the world.

Yemen, however, was the world's largest humanitarian crisis. DRC's many field offices rendered emergency assistance to people needing it the most. Working under difficult conditions, DRC takes a holistic approach to humanitarian assistance with focus on essentials such as water, sanitation and hygiene, access to housing, food security, and establishment and operation of camps as well as financial support and capacity building. In 2019, we positioned DRC as one of the leading organisations in establishing and operating camps and in emergency humanitarian assistance in Yemen.

Colombia

Over three million Venezuelans – or around 10% of the population – have fled their home country. The vast majority of them have taken refuge in the neighbouring countries, which are struggling to cope with the influx. The DRC country office in Columbia was set up in 2018 to accommodate the urgent needs of internally displaced persons, refugees, asylum seekers, migrants, and host communities.

In 2019, we have helped host communities as well as Venezuelan refugees and migrants by providing, for example, financial support, building and operating camps, distributing essentials, and creating jobs and programmes for battered women. Also, the Danish

Demining Group's demining activities have contributed to displaced Venezuelans one day being able to return safely to their homes.

Moreover, the Mixed Migration Centre in Latin America and the Caribbean was set up in 2019. The core activity is to collect data by means of interviews of refugees and migrants from Venezuela, Columbia and Peru, etc. while additional data are collected on other population groups that are moving across borders and on migratory routes, primarily bound for North America. The objective is to obtain more knowledge about what makes these people migrate and about the extent of violations they are exposed to – both physical violations and violations of their human rights.

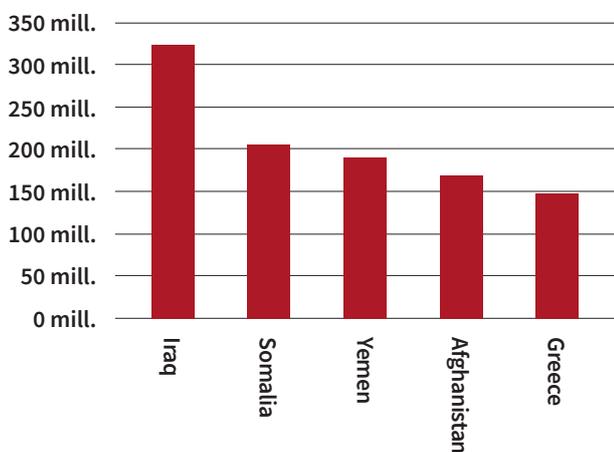
At Cox's Bazar in Bangladesh, nearly one million people find themselves in the third year of a deadlock in the world's largest refugee camp. In the meantime, the crisis in Syria is on its tenth year without any prospect of peace being within reach. DRC is massively and continuously represented in these long-standing and known crises, and at the same time we insist on making the world's invisible crises in, for instance, South Sudan, Ukraine and the Central African Republic more visible.

longer any global support and solidarity to assist the displaced persons or that it is otherwise difficult for DRC to maintain our presence.

Bosnia-Herzegovina

DRC set up offices in Bosnia-Herzegovina in 2019. After not having been in the country for nearly a decade, DRC was back again because many asylum seekers and migrants are trying to enter the EU by crossing the Croatian border. Here DRC advises on health care and protects people living in and outside the reception centres. As part of DRC's advocacy projects, which are largely directed at EU institutions, DRC records illegal, and sadly often violent, assaults on asylum seekers and migrants at the European borders, and reminds duty bearers of their responsibilities.

The Five Largest Country Operations in 2019



New and Discontinuing Country Operations

We regularly adjust our presence around the world – new country operations open because of new or escalating displacement situations, others are discontinued. At best because peace and stability has been installed, and a lasting solution has been found for the displaced persons. Unfortunately, the reasons for most shutdowns are that there is no

Italy

In Italy, DRC consolidated its previous investments by launching a project together with local professionals, among them, municipalities, a network of lawyers, and local NGOs. Because of its geographical location, Italy is a centre for many refugees and migrants coming to Europe via the Mediterranean Sea. The DRC core priorities in this country are integration support, securing access to housing and social programmes, legal aid, and referring to medical assistance for particularly vulnerable people. It has attracted national and European funding and the DRC can therefore intensify the support.

Iran

DRC shut down its Iran operations at the beginning of March 2019. This was done due to a generally untenable operations situation in the country, combined with a desire to create better conditions for internally displaced persons, host communities and returnees in Afghanistan. Iran is hosting between 2.5 and 3 million documented and undocumented Afghan refugees. With our work in Afghanistan, we hope to continue to serve as a back-up to the work done by other organisations and the Iranian Government for the many refugees in Iran.

Global Refugee Forum

In December 2019, DRC attended the UN Global Refugee Forum in Geneva. Here governments, NGOs and civil society and refugee organisations came together to develop specific initiatives to realise the UN Global Compact on Refugees – an agreement which was adopted at the end of 2018 and backed by the vast majority of countries in the world. The aim was to ensure more international solidarity and collaboration on the protection of refugees and development of the local communities housing most of the world's refugees.

During the Global Refugee Forum, DRC participated actively in meetings and panel debates and, as a specific commitment to working for long-term, sustainable solutions for the benefit of the world's refugees and displaced persons, DRC submitted 20 different pledges on initiatives to support the implementation of the principles under the Global Compact on Refugees Agreement in 2020 and in the years ahead.

Age, Gender and Diversity Policy

As part of our rights-based approach, DRC decided in 2019 to update and promote our policy on age, gender and diversity so that DRC's capacity for ensuring systematic incorporation of age, gender and diversity-specific analyses is strengthened and addressed across all operations for the purpose of enhancing equality and non-discrimination as well as involvement and participation.

Programme Innovation and Private Partnerships

In mid-2019, DRC rolled out the Programme Innovation Initiative with a worldwide structure for developing DRC's innovation framework and launching innovative projects around the globe. It was decided that DRC's innovation efforts should centre around alternative funding, climate and environment as well as forecasting (predictive modelling).

DRC's Code of Conduct

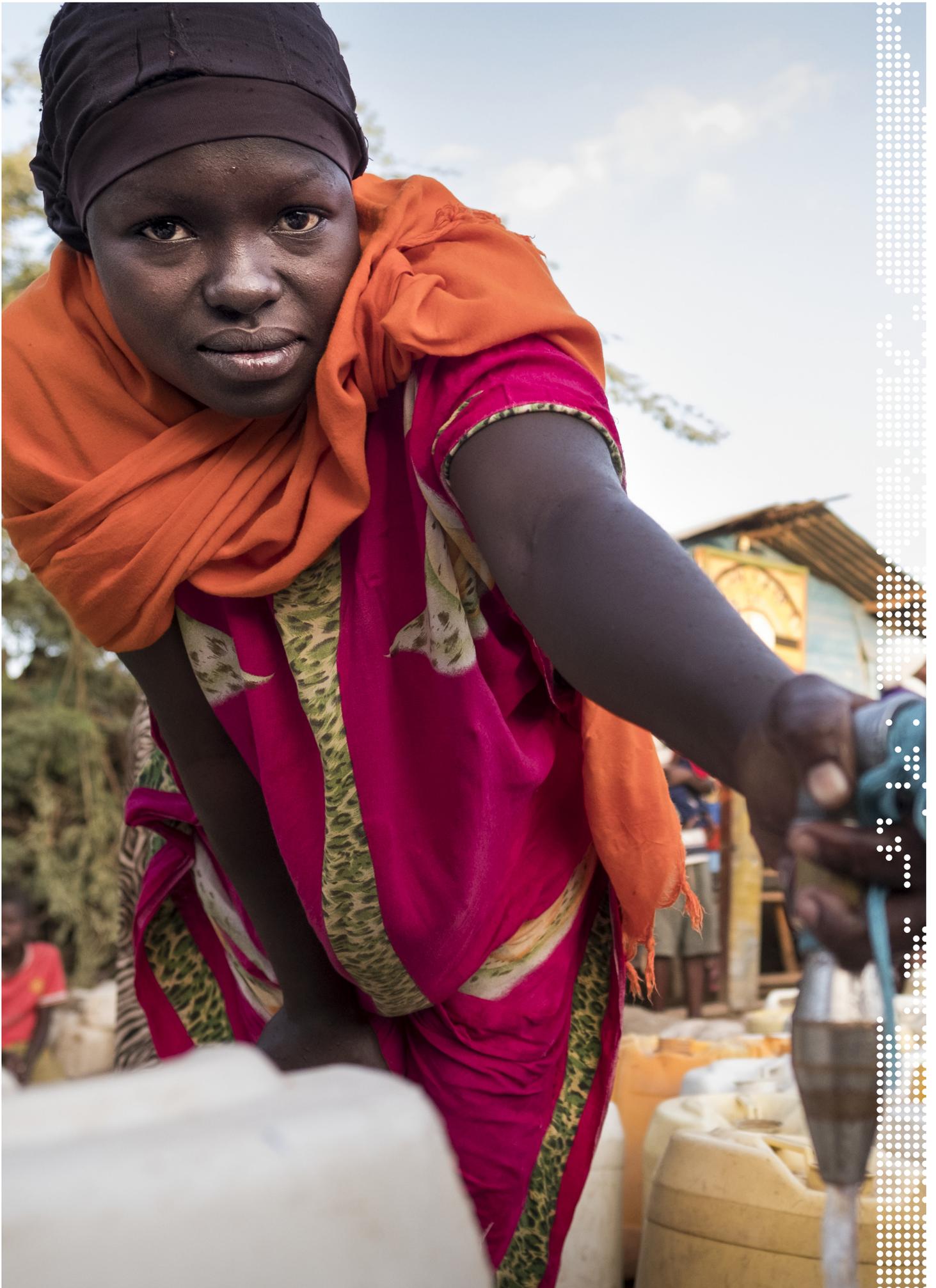
2019 was also a year when DRC put massive efforts into strengthening the Code of Conduct for employees and the whistle-blower system handling breaches of this Code (Code of Conduct Reporting Mechanism). Together, they constitute a cornerstone in DRC's commitments to accountability and integrity towards relief aid recipients in our international operations.

The 2019 annual report on the whistle-blower system describes, for instance, DRC's investment in staff dedicated to working with this system, which has resulted in more capacity to handle and review complaints. Also, 2019 saw higher commitment to local communities, relief aid recipients and employees about the right and opportunity to make a complaint. This has led to more complaints and higher internal focus on transparency and the protection of relief aid recipients.

Danida's Capacity Assessment

As part of DRC's strategic cooperation agreement with Danida, Danida made a capacity assessment of DRC in 2019, which focused partly on validating the documentation of DRC's programmatic results from 2015 to 2018 and partly on DRC's overall strategic, organisational, programmatic and financial management capacity to achieve the results desired from the cooperation agreement.

The conclusions from the assessment were generally positive, but they also included 13 recommendations on how to further improve DRC's capacity. The preparation of DRC's future five-year strategy for the work ahead includes some improvement measures based on Danida's recommendations and experience from DRC's own capacity assessment.



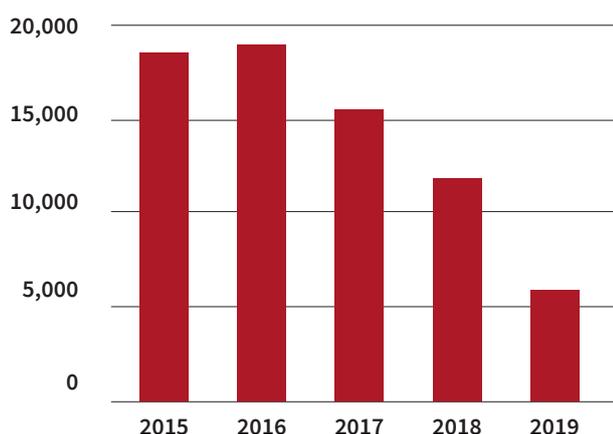
Our Work in Denmark

The tasks of DRC's Integration Department concerning the integration of refugees in Denmark include language teaching, interpretation, employment initiatives, social support for families and unaccompanied young people, and the operation of a nationwide network of volunteers. The Integration Department is also running a knowledge production and dissemination unit, various method development projects, and advocacy projects within integration.

For many years, the Integration Department's primary sources of income have been based on tasks related to the integration of refugees in Denmark, i.e. Danish language courses, interpretation services, employment, and psychosocial initiatives. So the level of activities in the Integration Department in 2019 reflects that the number of refugees having obtained a residence permit in Denmark was relatively low. Also, the Integration Department's activities and revenue were affected by changed rules for Danish language courses and by an increasing tendency among Danish municipalities to want to handle integration tasks themselves.

In 2019, our Integration Department carried out multiple staff adjustments and started developing a new business plan that is to produce sustainability and financial balance in the national integration tasks so that the Department may continue to bring quality into the integration efforts.

Learn Danish Course Participants



Danish Language Courses for Refugees

The decline in the number of refugees having obtained a residence permit, along with high course fees for self-supporting students and the loss of the schools in Aarhus and Vordingborg, caused a 52% reduction in the number of students. Exclusive of the two schools lost, the reduction was 20% on the other schools.

Employment

In 2019, 1,226 persons participated in an employment programme through the DRC Integration Department. Overall, this is about 12% down on the number in 2018. Our employment unit is experiencing an increasing interest in mentor/mentee relationships, and the share of these relationships in the total employment initiatives has gone up from 36% in 2018 to 44% in 2019.

Child and Family Department

The Child and Family Department has in 2019 worked on 144 different cases in 33 municipalities around the country. Compared to 2018, there has been a 40% drop in the number of cases, and this is attributable to the decline in the number of newly arrived refugees. On average, 20 young people have registered with our social support residence in Aarhus and with DRC's three group homes in Gentofte, Aarhus and Frederiksberg.

Interpretation Department

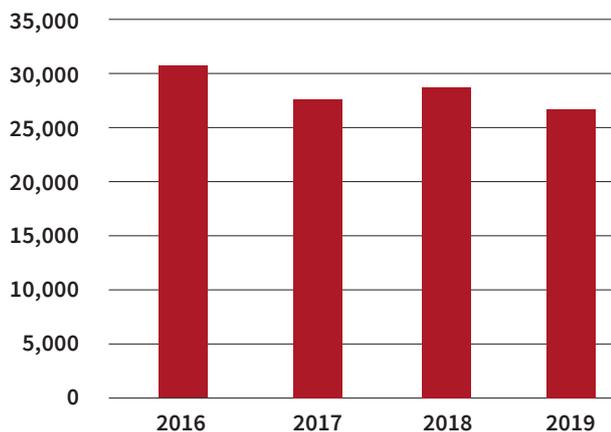
The Interpretation Department provided slightly over 50,000 interpretations across Denmark in 2019. This is a decrease of close on 10% from 2018. The Interpretation Department had framework agreements in 2019 with 31 Danish municipalities.

Volunteer Department

In 2019, 26,550 people sought advice and guidance from one of the 250 volunteer groups operated by DRC in Denmark. This is a little fewer than in 2018. The Volunteer Department had its grant from the Danish Ministry of Immigration and Integration prolonged in 2019 to support and further develop its network of volunteers. Also, DRC had the "Friends Pave the Way" project prolonged, which is a project together with the Danish Red Cross designed to improve the development of volunteers' skills. It is an offer to all newly arrived refugees and reunited family members who have been in Denmark for some time, but need

support to find a job or take an active part in Danish society. In 2019, the Volunteer Department and the Centre for Vulnerable Refugees made a study of how a number of amendments to immigration services legislation affect refugees' chances of integrating themselves into the Danish society. The Volunteer Department started two new projects in 2019: "New Mother on the Way", which supports mothers with an immigration background. The project is funded by the Danish Agency for International Recruitment and Integration. The other project launched was the "Parent Corps" project, which is to introduce parents with an immigration background to local association activities and which is supported by the National Board of Social Services.

Users of DRC's Volunteer Network



Centre for Vulnerable Refugees

Together with the Nordic Council of Ministers, the Centre for Vulnerable Refugees has issued the report "Employment and Traumatized Refugees". It is a study into recent research literature in the fields of mental vulnerability, traumas and PTSD, and identifies promising practices in the Nordic countries. The report has been presented at several large Nordic conferences and workshops.

In 2019, the Centre for Vulnerable Refugees and the Asylum Department together issued an information booklet based on the many amendments to immigration and integration law caused by the so-called "paradigm shift". The booklet was published in seven languages and available in both a hard-copy and electronic version.

Knowledge and Development Department

In 2019, 2,900 practitioners attended one or more of

The Value of Voluntary Work



7,382
volunteers



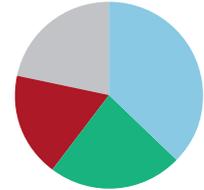
679,100
hours



67,910,000
DKK

Activities and Number of Users

- Homework assistance and language support: 10,104
- Advice regarding authorities: 6,257
- Network families: 4,844
- Other activities: 5,816



the 77 events held by the Knowledge and Development Department. These events are offered through a network of integration professionals in which 76 of Denmark's municipalities are represented. The Obel Family Fund has prolonged its grant for the "MindSpring" project, which, through group activities and peer-to-peer methods, aims to improve refugees' skills to arrange a new life in Denmark. The Knowledge and Development Department has also launched two new methods development projects: The neurosequential method "BrainWorks", which is funded by the National Board of Social Services and now used in activities for young people, and "Business Training, Capital Region", which builds on the employment initiatives for vulnerable refugees in four municipalities in the Capital Region of Denmark. The latter project is funded by the EU through the Danish Business Authority.

2019 Internal Development Initiatives in the Danish Operation

In 2019, LearnDanish implemented a new non-attendance recording system, in which students record their attendance by means of an app.

The Interpretation Department has developed and implemented an e-learning interpreter training programme and test of interpreters in collaboration with Netdansk, the LearnDanish online school.

The Volunteer Department has started developing a new volunteer database which will facilitate compliance with the EU General Data Protection Regulation.

Asylum Work in Denmark

DRC advises asylum seekers on legislation and processes from their arrival in Denmark and until they either receive a residence permit and leave the country.

As the number of asylum seekers in Denmark fell by around a fourth from 2018 to 2019, so did the number of cases dealt with in the Dublin procedure. This procedure is based on a EU-wide agreement that ensures that an asylum seeker's case is dealt with in one country only, often the first EU country in which the asylum seeker was registered. In 2018, DRC provided legal aid to 265 asylum seekers under the procedure, and in 2019 this figure was 211. The complexity of these cases, however, remained high and reflected, among other things, developments in the countries to which the asylum seekers were attempting to be transferred. DRC's legal assistance role in Dublin procedure cases helps to ensure the asylum seekers' right to fair treatment under the law.

In 2019, DRC dealt with 321 manifestly unfounded asylum application cases, a little fewer cases than in 2018 when they were at an extraordinary high of 378. The number of manifestly unfounded cases is often not linked to the total number of asylum seekers who come to Denmark in a given year, rather, this number is more closely linked to the countries from which the new asylum seekers come. When the Danish Immigration Service assesses an application as "manifestly unfounded", the asylum seeker does not have the immediate opportunity to have the case tried by the Refugee Appeals Board. DRC always holds an interview with the asylum seeker and has the opportunity to cast a veto, which means that the case must be tried by the Refugee Appeals Board anyway. Here, too, DRC helps to ensure that asylum seekers get fair treatment under the law. Besides direct consultancy to asylum seekers, DRC developed three country profiles, namely on Syria, Somalia and Gaza. Furthermore, DRC participated in a fact-finding mission to Eritrea. Background details about the countries that asylum seekers come from are vital in evaluating the risk of persecution, and DRC has many years of experience in obtaining and evaluating these details – details used by the Danish Immigration Service to consider applications for asylum.

Counselling Services

DRC handles the counselling services for rejected asylum seekers and has therefore set up offices at the return centres in Avnstrup, Sjælsmark and Kærshovedgård in order to provide residents who have been refused asylum advice on a daily basis. In the last couple of years, reintegration programmes have been established in a number of countries. It has therefore been possible for rejected asylum seekers to apply for reintegration support in, for example, Afghanistan, Iraq, Somalia, Morocco, Bangladesh, and Ethiopia. In 2019, reintegration programmes have been established in some more countries, and through the membership of ERSO, European Reintegration Support Organisations, it is now possible also to offer reintegration support in countries from which Denmark does not usually receive many asylum seekers, among them, Cameroon, DR Congo, Kenya, Senegal, and Uganda. In 2019, DRC provided counselling services to 810 persons and assisted 180 asylum seekers in seeking reintegration support.

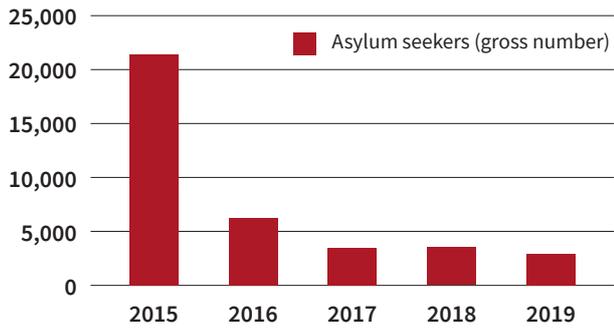
This task has in 2020 been taken over by the Danish Ministry of Immigration and Integration.

Repatriation

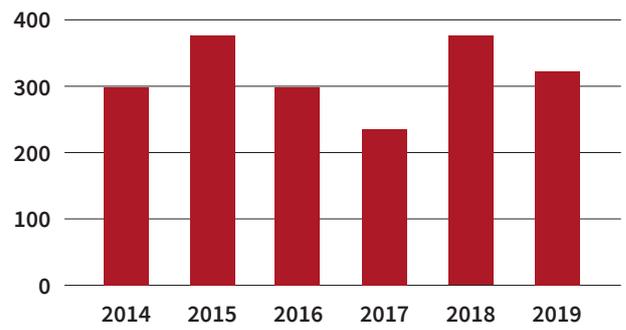
2019 saw a continuation of the massive political focus on repatriation – to return voluntarily to one's home country. DRC experienced a heavy increase in the number of inquiries from refugees, immigrants, cooperation partners and the press, and we responded to 7,900 inquiries. Many of them were a result of amendments to the Danish Act on Repatriation, which came into force on 1 March 2019, and of Syrians being given the opportunity to return to Syria with financial support.

DRC initiated 923 new cases in 2019 and provided counselling services to more than 2,300 refugees and immigrants who were considering returning to their native country or a former country of residence. A total of 502 refugees and immigrants left Denmark with support under the Danish Act on Repatriation – 100 Syrians repatriated to Syria and 76 Somalis repatriated to Somalia. 24 of the 76 Somalis had had their residence permit revoked or been refused renewal of their residence permit.

Asylum Seekers in Denmark



Manifestly Unfounded Asylum Applications



Private Fundraising and Partnerships

DRC's work is financed by a large number of donors. While the need for humanitarian aid is growing heavily, resources are becoming increasingly scarce. If we are to settle the complex and protracted challenges that displaced persons around the world are facing, we need to do this together. This is why DRC has expanded its strategic partnership with private players. Contributions from institutional donors are DRC's largest sources of funds, yet individuals, private foundations and firms are key players to ensure long-term solutions for people having fled their homes.

DRC's cooperation with Danish foundations is becoming more and more positive. The foundations increasingly enter into a strategic and long-term partnership, and DRC is experiencing foundation partners as active co-players who expect active involvement.

One example of this is a new ambitious partnership with the Novo Nordisk Foundation on a project that we prepared in 2019. This project will provide young Syrian refugees and vulnerable young Jordanians with better opportunities for getting an education and a job. The partnership also includes other NGOs that work together as a consortium. With a DKK 120 million grant authorised in early 2020, DRC can be part of a broader ecosystem to raise more funds from the private sector, the Jordanian authorities and other institutional donors. With more coordinated initiatives, the project aims to give young people in Jordan better opportunities to have a sustainable future, and it is an important contribution in trying to avoid losing a generation of Syrians. This will be a three-year project that will set a new agenda for how to achieve better results via broad partnerships by working together across sectors.

For several years now, we have been working closely with Ole Kirk's Foundation: The Emergency Aid Pool. The partnership has been renewed for yet another three-year period. The Emergency Aid Pool is flexible and may be brought into play fast. It may be used for staff who, from the moment a crisis breaks out, will be able to be quickly on site and save lives. Timing and early assistance are decisive in humanitarian crisis situations, and in various countries DRC has successfully applied funds from Ole Kirk's Foundation

strategically to ensure far larger and coherent initiatives. Colombia is a good example of the potential of the Emergency Aid Pool where, based on an initial donation of DKK 1.5 million, DRC was able to raise another DKK 60 million in additional funds from institutional donors like the UN, OFDA (Office of U.S. Foreign Disaster Assistance), and ECHO (European Civil Protection and Humanitarian Aid Operations) to help the many Venezuelan refugees arriving in Colombia.

In 2019, DRC has seen an increasing interest by private firms that want to contribute to achieving the UN's 17 Sustainable Development Goals (SDGs). To our satisfaction, more and more firms would like to work with the SDGs and to form partnerships and donate funds for humanitarian work.

Revenue from fundraising increased by 4% from 2018 to 2019. This was primarily due to growth in the number of private donors, achieved by investing in recruitment concepts, and to loyalty programmes for new and existing private donors. In 2019, DRC collected DKK 79.3 million.

DRC recruited a net number of 8,425 new regular donors, resulting in DRC at year-end 2019 having a database of 47,048 NETS-linked regular donors. The total donor database consists of approximately 58,500 donors who contributed a total of DKK 65.2 million. The combined database includes one-off donations and regular contributions not received through NETS. Revenue from private donors increased by DKK 1.7 million from DKK 43 million to just under DKK 44.7 million.

DKK 32 million was received from foundations in 2019.

DRC's national collection, our largest annual single campaign, contributed DKK 12.3 million. This is DKK 300,000 down on 2018. As in previous years, income from the major charities' national collections fell in general; among other things, this is due to the increased number of such collections. In light of this, DRC is most satisfied with the results and pleased that the fall has stabilised and that no less than 10,000 committed collectors went door to door.

Our Workforce

In Denmark, DRC had 700 job years. At 31 December 2019, there were 591 employees hired on expatriate contracts (exclusive of employees on contract through the UN) and 7,499 local employees in the international operations of DRC. In addition to its daily operations and important development areas, DRC has in 2019 had the following priorities: Staff development, good leadership, and job satisfaction and well-being.

DRC posted 2,921 vacancies in 2019 through its recruitment system. More than 230,000 candidates applied for jobs with DRC.

The following were employed on special terms in 2019: Unpaid internships: 11; wage subsidised: 3; educational internships: 30; vocational training apprenticeships: 1; and Danish Flexjob Scheme: 18.

Staff Development

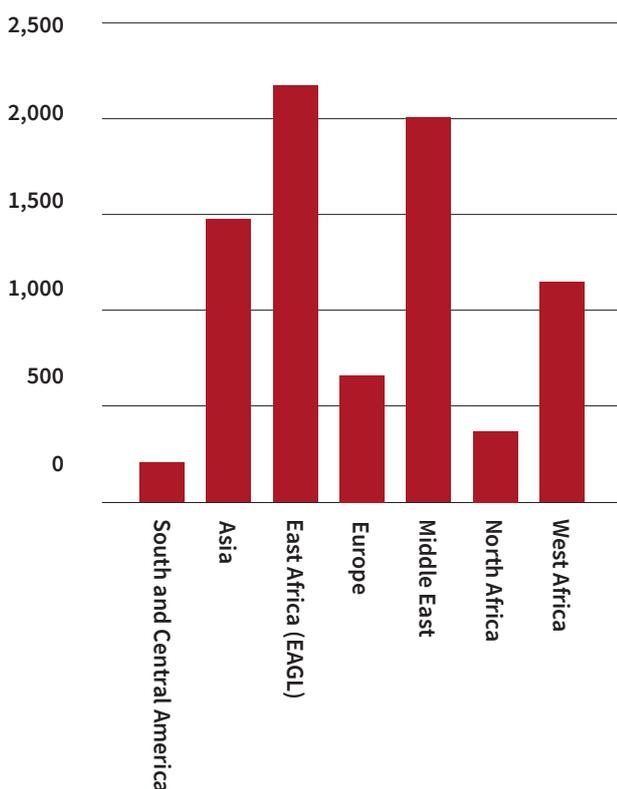
In March 2019, the global learning platform, DRC Learning, was launched. Throughout 2019, 2,092

employees enrolled in a total of 3,828 courses. The course opted for the most was "Introduction to the Code of Conduct". 1,405 employees completed this course in 2019. Employees have also taken 593 courses through our external partner, Learning in NGOs, and 50 courses through Cornell University.

Good Leadership

In the field of leadership, it was decided to have all managers complete a two-day internal management course, People Management Training. All managers in Denmark have completed the course and globally the number was over 500 in 2019. Because of the many and vital recruitments, the focus on capacity and quality was intensified in 2019 in the recruitment of managers by setting up a central, dedicated recruiting team. The team arranged 126 recruitments at senior management level, primarily in international operations. This has helped fill more senior management positions, improved career development, and lent more stability to many country operations.

Locally Employed



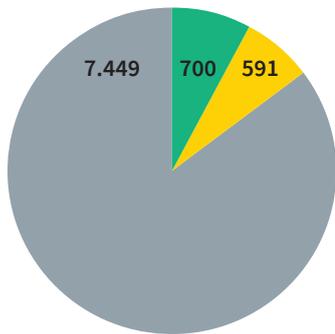
Employees by Region

Employment Type Region	Expatriates Number	%	Employed Nationally Number	%	Total
South and Central America	17	8.25%	189	91.75%	206
Asia	89	6.03%	1,386	93.97%	1,475
East Africa (EAGL)	154	7.09%	2,018	92.91%	2,172
Europe	24	3.63%	637	96.37%	661
Middle East	149	7.42%	1,858	92.58%	2,007
North Africa	55	14.82%	316	85.18%	371
West Africa	103	8.97%	1,045	91.03%	1,148
Total	591	7.35%	7,449	92.65%	8,040

Job Satisfaction and Well-Being

The focus on job satisfaction and well-being in both Danish and international operations has been massive from many quarters: EMT (Executive Management Team), HSU, LSU and departments. For example, a webinar was offered together with a psychological response unit because 2019 has been a very trying year with the role-out of DRC Dynamics, various crises, and huge organisational changes. An exit form is handed out to all employees when they leave DRC, and in 2019 we received over 1,000 forms. 92.6% say they are content with DRC as an employer. 94.4% would recommend others to work for DRC. In 2019, we also developed global principles, "Safeguarding through the employment cycle", in which we specify – based on DRC's Code of Conduct and other behavioural rules – the Organisation's, the managers' and the employees' role in preventing sexual harassment, violation, discrimination and bullying.

Employees



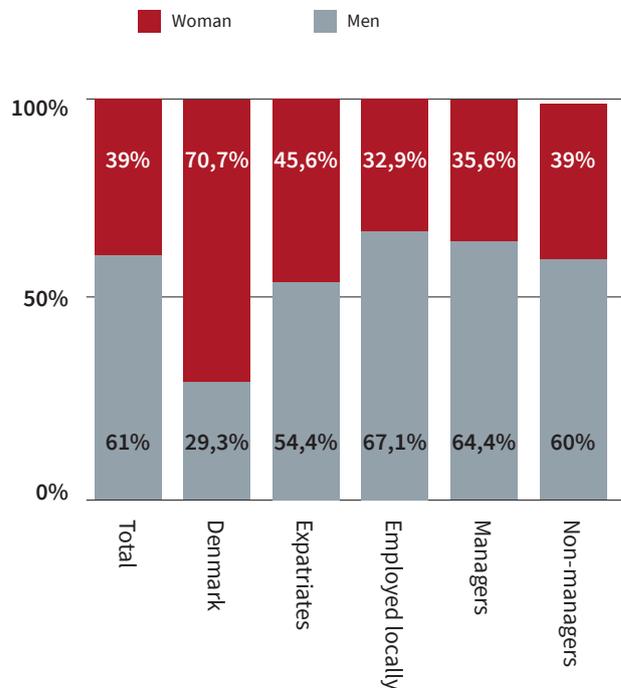
- International projects, locally employed
- International projects, expatriate contracts
- Employed in Denmark

Note that the figure for locally employed in international projects indicates employees, while the other figures indicate job years.

HR Legal Compliance

Finally, focus has been on enhancing the capacity and quality of the expertise in employee law to ensure HR legal compliance in areas such as employment contracts/conditions, residence permits, taxation, and GDPR in order to reduce the financial risks in these areas.

Employees by Gender



Workforce Analysis

HR Talent Management has analysed the workforce of DRC, People Analysis. It shows, among other things, that three out of four staff are employed locally outside Denmark. It also shows an average of eight staff per manager.

75% of the people in international operations are hired on temporary contracts. This is due to the way our work is financed. In Denmark, 25% are on temporary contracts. This leads to a total employee turnover rate of 32%. However, five out of six people were employed before 2019, so many staff have been employed longer but on multiple contracts and many have many years of service. HR Talent Management intends to use this analysis going forward and as input for the strategy for 2021-2025.



Risks

Financial Risks

In early 2019, DRC implemented a new Enterprise Resource Planning (ERP) system, DRC Dynamics, in the entire organisation. DRC Dynamics is an integrated ERP system, supporting the whole process from the point when an agreement is entered into with a donor to financially support a project, over project implementation management until the time when the project is completed and reported to the donor. This ambitious implementation has caused some initial challenges, particularly in using the system in some countries where their infrastructure and capacity have proven inadequate. Consequently, DRC has introduced some measures to support correct use of the system. However, this has not resolved all of the challenges. They have resulted in delays in the preparation of financial reports to donors in 2019, putting pressure on the liquidity of the Organisation because donor payments were delayed as well. This problem was solved in 2019, and the donors received their reports on time by the end of the year. The implementation of DRC Dynamics poses a risk in that some institutional donors respond negatively to delays in the reporting to donors that resulted from the change to the new system. This risk was communicated to donors in connection with that change. The change of system has also led to more uncertainty with respect to the break-down of certain financial statement items at financial year-end 2019 because of inadequate or incorrect recordings. This is described in more detail in Note 17.

Liquidity is a focal point for DRC, not least because the losses sustained in the past three financial years have reduced equity while operations have been increased. The Organisation has introduced more efficient procedures in 2019 for transferring liquidity to international operations.

DRC's extensive international operations are often influenced by fluctuating exchange rates and uncertain banking and transfer terms and conditions. Donor funds are often received at a different time than when they are used, and in the intervening time, DRC bears most of the risk of exchange rate fluctuations. The COVID-19 pandemic will increase the risk of such fluctuations in future.

Operational Risks

Unstable social conditions prevail in many of the countries that DRC operates in. This affects the efficiency with which many projects may be carried through since it may be difficult, for example, to get access to the areas in need of help. At the same time, DRC is experiencing cuts in donors' contributions to administrative expenses even though a strong support structure is a precondition for any efficient operation. An agreement often provides that the donor finances certain administrative expenses, primarily for safety measures, however, it is not always taken into consideration that funds are needed to cover increased expenses caused by an inadequate infrastructure, staff shortage or poor access to the relevant areas. Consequently, there is a risk that DRC will have to pay certain administrative expenses out of its own pocket.

The COVID-19 pandemic has had significant consequences for DRC – financially and operationally. This tendency is expected to continue in the years ahead.



Yet the pandemic has also brought new tasks in international operations whereas Danish operations have lost tasks in 2020, and DRC has opted to phase out some of these tasks, which will also have an effect in 2021.

Legislative Risks

Both national and international political steps may impose requirements on DRC to rapidly adjust its activities and to make organisational changes. With the ever-changing political landscape comes a risk of changes in the level of international donor funds on a global scale, and this may have an impact on DRC's income base. The COVID-19 pandemic is expected to aggravate this circumstance since there is a risk that, until the rich countries' GDP is back at its pre-COVID-19 pandemic level, they will reduce their donations to the developing countries.

DRC works in a number of countries where laws can change significantly - at short notice and even ret-

pectively. This is why it may often be difficult to observe regulations, resulting in financial risks. These risks have grown in recent years, particularly with respect to the legal frameworks governing employment contracts.

There has been an increasing tendency for local authorities to enforce laws on taxes or other charges on employees in the humanitarian aid sector, and this has not previously been the case.

Reputational Risks

DRC has detailed guidelines for staff and volunteers. However, there will always be a risk that our fundamental norms, values, and guidelines might be breached. The nature of DRC's activities, combined with the vulnerable communities that DRC operates in, may lead to human errors, resulting in bad press. This is a threat to trust and reputation, something DRC is dependent on in relation to the supporters of the Organisation, and not least the donors. This may lead to a narrowing of future funding opportunities. The above-mentioned factors have Management's special attention in view of the recent extensive coverage by the media who have their attention focused on this topic in the INGO sector. Management has an ongoing dialogue with the Organisation's donors and ensures compliance with the highest standards.



Statement by Management on the Annual Report

The Executive Committee and the Executive Management Team have today considered and approved the Annual Report of the Danish Refugee Council for the financial year 1 January – 31 December 2019.

The Annual Report has been presented in accordance with the requirements of the bylaws, the accounting provisions of the Danish Financial Statements Act governing reporting class A entities subject to the adjustments caused by the special nature of the Organisation, and ISOBRO's financial reporting guidelines for fundraising organisations.

Because of the implementation of a new ERP system on 1 January 2019, the calculation of certain financial statement items and the cash flow statement are subject to uncertainty.

In our opinion, the financial statements give a true and fair view of the Organisation's financial position at 31 December 2019 and of the results of its operations for

the financial year 1 January – 31 December 2019.

We also believe that business procedures and internal controls have been established to ensure that the transactions covered by the financial statements are in accordance with appropriations granted, legislation and other regulations, and with agreements entered into and usual practice, and that due account has been taken of financial considerations in the management of the funds and operations covered by the financial statements.

In addition, in our opinion, systems and procedures have been established that support financial prudence, productivity, and efficiency.

Furthermore, in our opinion, the management's review provides a fair review of developments in the Organisation's activities and financial position and a description of the special risks that can affect the Organisation. The Annual Report is recommended for adoption by the Annual Council Meeting.

Copenhagen, 5 August 2020

Charlotte Slente
Secretary General

Anne Mette Barfod
Chief Financial Officer, Global Finance

The Executive Committee of the Danish Refugee Council

Agi Csonka
Chair

Peter Kellermann Brandorff
Vice Chair

Sophie Rytter

Bettina Bach

Juliane Marie Neiiendam

Kim Simonsen

Rasmus Larsen Lindblom

Ibrahim Hakizimfura

Independent Auditor's Report

To the Council and the Executive Committee of the Danish Refugee Council

Opinion

We have audited the financial statements of the Danish Refugee Council for the financial year 1 January – 31 December 2019, which comprise the income statement, balance sheet, statement of changes in equity, cash flow statement and notes, including a summary of significant accounting policies. The financial statements are presented in accordance with the requirements of the bylaws, the accounting provisions of the Danish Financial Statements Act governing reporting class A entities subject to the adjustments caused by the special nature of the Organisation, and ISOBRO's financial reporting guidelines for fundraising organisations.

In our opinion, the financial statements give a true and fair view of the Organisation's financial position at 31 December 2019 and of the results of its operations and cash flows for the financial year 1 January – 31 December 2019 in accordance with the requirements of the bylaws, the accounting provisions of the Danish Financial Statements Act governing reporting class A entities subject to the adjustments caused by the special nature of the Organisation, and ISOBRO's financial reporting guidelines for fundraising organisations.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark as well as generally accepted public auditing standards as the audit is based on the provisions of the audit instructions on performing audits in connection with the Partnership Organisation's management of subsidised activities in developing countries.

Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the financial statements" section of this auditor's report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

We are independent of the Organisation in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Emphasis of matter affecting the financial statements

We refer to the risks section in the management's review and to Note 17, which states that, at the date of presentation of the Annual Report, Management is still in the process of clarifying incorrect and inadequate recordings on key financial statement items in the form of income related to income-generating activities (DKK 3,185,790 thousand), expenses related to income-generating activities (DKK 2,758,194 thousand), expenses related to own activities (DKK 223,031 thousand), international project aid receivable (DKK 564,587 thousand) and trade receivables (DKK 29,801 thousand) in assets, and international project aid, unexpended grants (DKK 554,061 thousand) in current liabilities, which have arisen in connection with the transition to a new IT system effective from 1 January 2019 and the use thereof. Consequently, the calculation of the financial statement items referred to above and the cash flow statement are subject to uncertainty. Our opinion has not been modified as a result of this matter.

Management's responsibilities for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the requirements of the bylaws, the accounting provisions of the Danish Financial Statements Act governing reporting class A entities subject to the adjustments caused by the special nature of the Organisation, and ISOBRO's financial reporting guidelines for fundraising organisations, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Organisation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting unless Management either intends to liquidate the Organisation or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, and generally accepted public accounting standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit conducted in accordance with ISAs and additional requirements applicable in Denmark, and generally accepted public accounting standards, we exercise professional judgement and maintain professional scepticism throughout the audit.

We also:

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organisation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of

accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events and conditions that may cast significant doubt on the Organisation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organisation to cease to continue as a going concern.

- Evaluate the overall presentation, structure and contents of the financial statements, including disclosures in the notes, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Statement on the management's review

Management is responsible for the management's review.

Our opinion on the financial statements does not cover the management's review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the management's review and, in doing so, consider whether the management's review is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated

Moreover, it is our responsibility to consider whether the management's review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, we conclude that the management's review is in accordance with the financial statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act. We did not identify any material misstatement of the management's review.

Report on other legal and regulatory requirements, statement on compliance audit and performance audit

Management is responsible for ensuring that the transactions covered by the financial statements are in accordance with appropriations granted, legislation and other regulations, and with agreements entered into and usual practice, and that due account has been taken of financial considerations in the management of the Organisation's funds and operations covered by the financial statements. Management is also responsible for setting up systems and processes supporting financial prudence, productivity and efficiency.

As part of our audit of the financial statements, it is our responsibility to perform compliance audit as well as performance audit of selected subject matters in accordance with the public auditing standards. In our compliance audit, we test the selected subject matters to obtain reasonable assurance about whether the examined transactions covered by the financial statements comply with appropriations granted, laws and other regulations, agreements and usual practice. In our performance audit, we make an assessment to obtain reasonable assurance about whether the systems, processes or transactions examined support the exercise of sound financial management in the administration of the Organisation's funds and operations covered by the financial statements.

If, based on the procedures performed, we conclude that material critical comments should be made, we are required to report this in this statement.

We have no significant critical comments to report in this connection.

Copenhagen, 5 August 2020

Deloitte Statsautoriseret Revisionspartnerskab Business Registration No. 33 96 35 56

Henrik Wellejus
State-Authorised
Public Accountant
MNE No. 24807

Christian Dalmoose Pedersen
State-Authorised
Public Accountant
MNE No. 24730

Income Statement 1 January – 31 December

Note		2019 DKK ´000	2018 DKK ´000
	Income-generating activities		
2	Public and private funds collected (restricted)	2,895,165	2,670,378
3	Private funds collected (unrestricted)	79,644	76,061
4	Income from own activities	210,981	371,277
	Total income from income-generating activities	3,185,790	3,117,716
5, 10	Expenses related to income-generating activities	2,758,194	2,561,675
6, 10	Expenses related to own activities	223,031	356,483
7	Net financial income/expenses	-11,575	-10,183
	Profit from income-generating activities	216,140	209,741
8, 10	Administrative expenses	235,853	241,761
	Loss before special-purpose activities	-19,713	-32,020
9	Special-purpose activities	9,246	14,483
	Loss for the year	-28,959	-46,503
	Loss for the year is transferred to equity as follows:		
	Unrestricted funds	-20,284	-28,503
	Changes in restricted funds		
	Relief pool	-8,000	0
	Designated for strategic measures, net	-675	-18,000
	Total	-8,675	-18,000
	Total distribution of loss	-28,959	-46,503

Balance Sheet at 31 December

Note		2019 DKK '000	2018 DKK '000
	Assets		
	Property, plant and equipment		
	Motor vehicles	647	1,752
	Fixtures and fittings and IT	60	103
	Total property, plant and equipment	707	1,855
11	Total non-current assets	707	1,855
	Current assets		
	Receivables		
	Project aid	564,587	205,891
	Trade receivables	29,801	61,542
	Other receivables	52,504	33,670
	Prepayments	6,890	1,384
	Total receivables	653,782	302,487
12	Cash and cash equivalents	465,246	657,024
	Total current assets	1.119,028	959,511
	Total assets	1.119,735	961,366
	Equity and liabilities		
	Equity		
	Unrestricted funds	363,449	383,733
	Restricted funds	1,100	9,775
	Total equity	364,549	393,508
13	Provisions	66,180	62,542
14	Non-current liabilities other than provisions	9,817	0
	Current liabilities other than provisions		
	Trade payables	39,169	13,340
	Project aid, unexpended grants	554,061	413,583
	Government allocations etc.	1,038	8
14	Other payables	84,921	78,344
	Deferred income	0	41
	Total current liabilities other than provisions	679,189	505,316
	Total equity and liabilities	1,119,735	961,366
	Note 15 Other liabilities	Note 16 Related parties	Note 17 Other disclosures

Statement of Changes in Equity for 2019

Equity

	Unrestricted funds (DKK '000)	Restricted funds		Total equity (DKK '000)
		Relief pool (DKK '000)	Strategic measures (DKK '000)	
Balance at 1 January	383,733	8,000	1,775	393,508
Loss for the year	-20,284	0	0	-20,284
Amount transferred for the year	0	-8,000	1,100	-6,900
Amount spent for the year	0	0	-1,775	-1,775
Balance at 31 December	363,449	0	1,100	364,549

Cash Flow Statement for 2019

Note		2019 DKK '000	2018 DKK '000
	Assets		
11	Loss for the year before financial income/expenses	-17,384	-36,320
	Depreciation, amortisation and impairment losses	1,425	-3,770
	Increase/decrease in receivables	-351,295	168,353
	Increase in provisions	3,638	8,219
	Increase/decrease in liabilities other than provisions	183,690	-267,869
		-179,926	-131,387
7	Net financial income/expenses	-11,575	-10,183
	Cash flows from operating activities	-191,501	-141,570
11	Acquisition of property, plant and equipment	-277	-1,578
11	Disposal of property, plant and equipment	0	7,915
	Cash flows from investing activities	-277	6,337
	Cash flow for the year	-191,778	-135,233
12	Cash and cash equivalents at 1 January	657,024	792,257
12	Cash and cash equivalents at 31 December	465,246	657,024

Note 1

Summary of Significant Accounting Policies

The Annual Report of the Danish Refugee Council (DRC) for 2019 has been presented in accordance with the requirements of the bylaws, the accounting provisions of the Danish Financial Statements Act governing reporting class A entities subject to the adjustments caused by the special nature of the Organisation, and ISOBRO's financial reporting guidelines for fundraising organisations.

From 1 January 2019, DRC has switched to a new ERP system and has, as part of this, decided to use daily updated exchange rates provided by OANDA.

Consequently, monetary balance sheet items are translated using the balance sheet date exchange rates provided by OANDA.

Previously, average monthly exchange rates were applied to daily transactions, and monetary line items were translated using the average exchange rate for December. The accounting effect of this change is immaterial, and the comparative figures have not been adjusted. Consequently, monetary balance sheet items are translated using the balance sheet date exchange rates provided by OANDA.

ISOBRO's guidelines have been departed from in the specification of collected funds in the income statement. The specification of collected funds has been changed from 1 January 2019 to the effect that it is now broken down by restricted and unrestricted funds to provide more information about the funds collected. Consequently, the financial ratio for public funding has been changed to reflect share of restricted funding. The comparative figures have been adjusted.

In the balance sheet, project grants receivable and unutilised project grants are determined per donor effective from 1 January 2019. Previously, they were determined on a project basis. The comparative figures have been adjusted.

The accounting policies applied are now as follows:

Basis of recognition and measurement

Assets and liabilities

Assets are values owned by DRC or amounts owed to the Organisation, be it cash, bank deposits, fixtures and fittings or IT equipment, etc. Amounts owed typically arise from trade receivables or other transactions

for which payment does not take place until after the balance sheet date. Amounts owed to the Organisation also include firm grant commitments provided by third parties prior to the balance sheet date but which will not be paid until after the balance sheet date. These amounts are also expenses paid prior to the balance sheet date concerning services etc. received in the period after the balance sheet date, such as rent, insurance premiums, subscriptions, etc.

Assets are recognised in the balance sheet when it is probable as a result of a prior event that future economic benefits will flow to the Organisation, and the value of each asset can be measured reliably. Liabilities are amounts owed to others, e.g. amounts owed for goods or services provided before the balance sheet date but will not be paid until after the balance sheet date as well as payroll-related items withheld on wages and salaries paid. Liabilities also include the value of services that DRC is under an obligation at the balance sheet date to provide to third parties. Such obligations may be to provide certain services that have not been rendered at the balance sheet date in return for consideration received before the balance sheet date.

Liabilities are recognised in the balance sheet when the Organisation has a legal or constructive obligation as a result of a prior event, and it is probable that future economic benefits will flow out of the Organisation, and the value of the liabilities can be measured reliably. On initial recognition, assets and liabilities are measured at cost. Measurement subsequent to initial recognition is effected as described below for each financial statement item.

Anticipated risks and losses that might arise before the time of presentation of the Annual Report and that confirm or invalidate affairs and conditions existing at the balance sheet date are considered on recognition and measurement.

Accounting estimates and judgements

Determining the carrying amount of certain assets and liabilities is subject to estimation and judgement. Future results will therefore be affected in so far as actual circumstances prove to differ from previous estimates and judgements. Estimates and judgements are based on assumptions, which are considered reasonable by Management. The principles for making accounting estimates material to financial reporting are consistent with those applied in previous years. The most significant accounting estimates are related to provisions.

Income and expenses

Income is amounts that have increased the Organisation's equity, i.e. the value of transactions, events etc. that has increased the Organisation's net assets.

Income from income-generating activities includes public funds collected, private funds collected and income from own activities.

Expenses are amounts that have been spent by the Organisation and so reduced its equity, i.e. the value of transactions, events etc. that has reduced the Organisation's net assets. Examples of such expenses are expenses related to income-generating activities, expenses related to own activities and expenses related to foreign currency translation adjustments. These expenses also comprise administrative expenses which include annual depreciation of the Organisation's property, plant and equipment. Recognition of income in the income statement is effected as described below for each financial statement item.

Income Statement**Income from income-generating activities**

Income of the Organisation comprises public and private funds collected as well as income from own activities.

Public and private funds collected (restricted)

Public funds collected comprise Danish and foreign institutional donors or authorities or private donors with whom a contract has been entered into. Such funds are recognised as and when utilised.

Private funds collected (unrestricted)

Private funds collected comprise contributions by private donors and enterprises by way of various collections and events, inheritance and gifts, and membership fees from member organisations. Such funds are recognised as income when received or when the fundraising results are available.

Income from own activities

Income from own activities comprises consultancy services provided in integration matters and interpreting services etc. as well as language school activities. Income is recognised at the time of provision of services to the recipient.

Expenses utilised for income-generating activities

Expenses utilised for income-generating activities comprise expenses directly attributable to the organisation of various fundraising events, expenses incurred for international activities, and expenses related to the Organisation's work with volunteer

networks and asylum counselling etc.

Expenses related to own activities comprise expenses directly attributable to income-generating activities.

Expenses related to own activities arise from the performance of various consultancy, integrating, interpreting and language school activities. The expenses include wages and salaries, rent, other external expenses as well as amortisation and depreciation directly attributable to the individual activities.

Expenses are charged to the income statement when incurred, and they are subjected to usual accrual accounting so as to cover the financial year to which they relate.

VAT refunds are recognised as income when received and recognised for proportionate reduction of the respective types of expenses as the refunds are considered an adjustment of amounts previously charged to the income statement.

In so far as expenses regarding international and Danish institutional donors and public authorities exceed the funds collected, any overspend is covered by the Organisation.

Net financial income or expenses

Financial income or expenses comprise interest income or expenses and realised and unrealised foreign exchange gains or losses. These items primarily arise from foreign currency translation adjustments related to the income-generating activities, for which reason they are presented within these activities.

Administrative expenses

Administrative expenses are calculated as total HQ expenditure, including HR, IT, finance, rental expenses, etc. Capacity-building expenses and expenses for strategic initiatives launched during the period are included in this financial statement item.

Expenses related to purpose-specific activities

Special-purpose expenses comprise expenses for the Organisation's General Secretariat, which is responsible for e.g. advocacy projects and the Organisation's own contribution to relief projects.

Balance Sheet**Property, plant, and equipment**

Buildings, leasehold improvements, motor vehicles, fixtures and fittings are measured at cost less accumulated depreciation and impairment losses.

Cost comprises the acquisition price, any costs directly

attributable to the acquisition, and any preparation costs of the asset until the time when it is ready to be put into operation. The basis of depreciation is cost plus revaluation and minus estimated residual value after the end of useful life.

Depreciation is provided according to the straight-line method based on the following assessment of the assets' expected useful lives:

Buildings	3-5 years
Leasehold improvements	3-5 years
Motor vehicles	2-4 years
Fixtures and fittings and IT	2-4 years

Depreciation is recognised in the income statement in the line items "Expenses related to own activities" and "Administrative expenses", respectively. Assets costing less than DKK 50,000 are expensed in the year of acquisition. All acquisitions financed by collected funds are charged to the income statement at the time of acquisition in so far as they took place at the donor's expense. Items of property, plant and equipment are written down to the lower of recoverable amount and carrying amount. Expenses related to DRC Dynamics have been charged to profit or loss in full.

Project aid receivable from public and private funds

Funds utilised, but not received at the time of use are recognised as a receivable in so far as a right to such funds has been obtained at the balance sheet date.

Receivables

Trade receivables are measured at amortised cost, which usually equals nominal value less write-downs for bad and doubtful debts.

Prepayments

Prepayments comprise incurred costs relating to subsequent financial years. Prepayments are measured at cost.

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and in hand.

Equity

Equity is composed of unrestricted capital and restricted capital. Restricted capital consists of DRC's relief pool and funds designated for special strategic purposes, which at the end of the financial year have been released for use in the subsequent financial year. Unrestricted capital consists of retained earnings that do not represent restricted funds.

Provisions

Provisions comprise expected expenses related to the discontinuance of operations. Provisions are recognised when, as a result of a past event, the Organisation has a legal or constructive obligation, and it is probable that an outflow of economic resources will be required to settle the obligation. Provisions are measured at net realisable value.

Project aid payable from public and private funds

Funds that are received before the time of use but with no expenses having been incurred at the balance sheet that are equivalent to the funds received, are recognised in the balance sheet as current liabilities.

Deferred income

Deferred income comprise payments received concerning income to be recognised in subsequent financial years.

Other liabilities

Other liabilities are measured at amortised cost.

Foreign currency translation

Foreign currency transactions are translated on an ongoing basis applying the daily updated exchange rates provided by OANDA. If donors require project-specific exchange rates according to contract, then such rates are used in so far as they do not vary significantly from the transaction date exchange rate.

Receivables, payables and other monetary items denominated in foreign currencies that have not been settled at the balance sheet date are translated using the 31 December 2019 exchange rates provided by OANDA.

Exchange differences arising between the rate used on the transaction date and the settling rate in effect at the payment date are recognised in the income statement in the line item "Net financial income and expenses".

Non-current assets acquired in foreign currencies are measured at the exchange rates in effect at the transaction date.

Financial ratios

Financial ratios are calculated in accordance with the recommendations of the sectoral organisation ISO-BRO. Financial ratios presented in the management's review have been calculated as follows:

Financial ratios	Calculation formula	Financial ratios reflect:
Profit margin on collection funds and income-generating activities	Profit from income-generating activities *100 Income from income-generating activities	The profit margin on collection funds reflects the share of funds recognised as income in the reporting period that remain for the Organisation net of expenses directly attributable to the generation of income.
Administrative expense ratio	Administrative expenses* 100 Income from income-generating activities	The administrative expense ratio reflects the share of the Organisation's total income incurred for administration and similar expenses.
Special-purpose activities ratio	Expenses related to special-purpose activities *100 Income from income-generating activities	The special-purpose activities ratio reflects the share of the Organisation's total income incurred for special-purpose activities in the reporting period in the form of expenses incurred that are directly attributable to the relevant activities.
Consolidation ratio	Profit/loss for the year * 100 Income from income-generating activities	The consolidation ratio reflects the share of the Organisation's total income incurred to consolidate its assets.
Safety margin	Equity *100 Total expenses for income-generating, special-purpose and general activities	The safety margin reflects to what degree equity at financial year-end can accommodate the expenses of the Organisation.
Equity ratio	Equity *100 Balance sheet total	The equity ratio reflects the Organisation's financial strength.
Share of restricted funding	Restricted funds collected *100 Income from income-generating activities	The share of restricted funding reflects the share of funding of the Organisation that is based on grants etc. from public authorities and private donors

Headcount

The average headcount in Denmark has been calculated based on the number of hours reported from the Organisation's payroll system to the Danish Tax Agency. Subsequently, the number of hours for employees in Denmark has been converted into job years based on an average of the annual number of 1924 hours per full-time employee. The number of employees remunerated abroad is based on the number of employees registered in the Organisation's ERP system. Volunteers are not included in this number.

Cash Flow Statement

The purpose of the cash flows statement is to provide information about the Organisation's cash flow for the financial year. The cash flow statement is divided into

cash flows regarding operating and investing activities and discloses where the funds come from, how they are spent, and what the cash generated from operating activities is invested in.

Cash flows from operating activities are calculated in accordance with the indirect method on the basis of profit/loss for the year before financial income and expenses, adjusted for non-cash operating items and working capital changes. For example, an increase in liabilities and payables would reflect saved outflow of cash and cash equivalents, for which reason such increase would be regarded as cash inflow. Similarly, a decrease in an amount receivable would reflect net receipts, for which reason this too would be regarded as cash inflow.

Note 2

	2019 DKK ´000	2018 DKK ´000
Public and private funds collected (restricted)*		
Project aid, pools etc.*	2,844,118	2,623,611
Funds from the DMII ***	3,800	3,900
Funds from the DMII: Grant for volunteer work ***	9,754	10,600
Funds from the DMII: Grants for asylum counselling, documentation etc. ***	8,900	7,900
Funds from the DMII: Grants for asylum counselling services ***	17,747	13,798
Funds from the DMII: Repatriation ***	4,300	3,400
Funds from the DMII: Centre for Vulnerable Refugees ***	1,100	1,100
Grants from local authorities ***	0	90
Allocation funds**	5,446	5,979
Total public and private funds (restricted), total	2,895,165	2,670,378

* Funds from the 2019 national charity event "Danmarksindsamlingen" total DKK 5.0 million, of which DKK 4.7 million has been transferred to the "Hjælp til tusindvis af sexmishandlede unge kvinder i Nigeria" project. To this should be added DKK 0.3 million spent by DRC on the administration of the project. A total of DKK 1.7 million was spent in 2019, leaving DKK 3.0 million to be spent in 2020. The DKK 3.0 million is included in Note 13 "Current liabilities other than provisions".

** The grant of DKK 5.4 million received in 2018 has been utilised in 2019 in accordance with the Organisation's object. The funds were allocated to projects concerning voluntary social activities and national advocacy projects. The grant of DKK 5.6 million provided in 2019 has been approved for carry-forward to 2020 and has been recognised in the line item "Other payables" in the financial statements for 2019.

*** Funds from the DMII= Danish Ministry of Immigration and Integration

Note 3

	2019 DKK ´000	2018 DKK ´000
Private funds collected (unrestricted)		
Private donations	65,193	60,947
Donations from private firms	0	658
Other events	2,141	1,558
Annual national collection	12,015	12,588
Membership fees from membership organisations	295	310
Total private funds collected (unrestricted)	79,644	76,061

Note 4

	2019 DKK ´000	2018 DKK ´000
Income from own activities		
Income from sales of consultancy services	80,933	122,215
Income from local authorities etc.	130,040	249,062
Total income from own activities	210,981	371,277

Note 5

	2019 DKK '000		2018 DKK '000
Expenses related to income-generating activities			
Expenses related to fundraising activities	34,613		32,801
Project-related expenses:			
Projects, pools etc.*	2,681,780		2,492,076
	2,716,393		2,524,877
Expenses related to the Danish Ministry of Immigration and Integration:			
Volunteer work	9,754	10,600	
Asylum counselling, documentation etc.	8,900	7,900	
Asylum counselling services	17,747	13,798	
Repatriation	4,300	3,400	
Centre for Vulnerable Refugees	1,100	1,100	36,798
Total expenses related to income-generating activities	2,758,194		2,561,675

*DKK 2,670 million thereof relates to international projects and other projects and pools, refer to the specification on page 40.

Note 6

	2019 DKK '000		2018 DKK '000
Expenses related to own activities			
Other external expenses		68,146	96,014
Payroll costs		154,885	260,469
Total expenses related to own activities		223,031	356,483

Note 7

	2019 DKK '000		2018 DKK '000
Net financial income/expenses			
Net interest income/expenses		572	344
Net other financial income		11,003	9,839
Total net financial income/expenses		11,575	10,183

Note 8

	2019 DKK '000	2018 DKK '000
Administrative expenses		
Other external expenses	104,569	113,312
Payroll costs	131,284	128,449
Total administrative expenses	235,853	241,761

Note 9

	2019 DKK '000	2018 DKK '000
Special-purpose activities		
Allocation funds	5,446	5,979
General Secretariat	3,800	3,900
Relief pool	0	4,604
Total special-purpose activities	9,246	14,483

Note 10

	2019 DKK '000	2018 DKK '000
Payroll costs		
Wages and salaries	681,673	687,960
Wages and salaries, local project staff abroad	574,395	551,336
Change in provision for holiday pay obligation	-10,115	-11,077
Total wages and salaries	1,245,953	1,228,219
Pension contributions	56,564	58,986
Social security costs	56,913	8,096
Total payroll costs	1,359,430	1,295,301
Of this, remuneration to the Secretary General, including pension contributions	1,007	1,152
The Executive Committee is not remunerated.		
Number of job years in Denmark and expats, including UN expats	1,318	1,421
Local project staff abroad	7,449	5,792*

* The 2018 number of local staff abroad is subject to some uncertainty as the figure is based on data from the ERP system close to the date of its entry into service at which time the quality of these data was not so good.

Note 11

	Buildings (DKK '000)	Motor vehicles (DKK '000)	Fixtures / fittings / IT (DKK '000)
Property, plant and equipment			
Cost			
Carrying amount at 1 January	3,098	11,381	1,427
Additions	0	277	0
Disposals	0	0	0
Carrying amount at 31 December	3,098	11,658	1,427
Depreciation and impairment losses			
Carrying amount at 1 January	3,098	9,629	1,324
Depreciation and impairment losses	0	1,382	43
Depreciation and impairment losses, disposals	0	0	0
Carrying amount at 31 December	3,098	11,011	1,367
Carrying amount at 31 December	0	647	60

Note 12

	2019 DKK '000	2018 DKK '000
Cash and cash equivalents		
HQ	206,549	465,153
Cash and cash equivalents in Denmark	8,682	51,807
Cash and cash equivalents outside Denmark	250,015	140,064
Total cash and cash equivalents	465,246	657,024

Note 13

	2019 DKK '000	2018 DKK '000
Provisions		
International termination benefit liabilities etc.	30,588	20,169
International projects	19,234	21,568
Other	16,358	20,805
Total provisions	66,180	62,542

Note 14

	2019 DKK '000	2018 DKK '000
Other payables		
Holiday pay	34,269	54,205
Other	50,652	24,139
Total other payables	84,921	78,344

The non-current liabilities of DKK 9,817 thousand regarding holiday pay have been recognised in non-current liabilities other than provisions.

Note 15

	2019 DKK '000	2018 DKK '000
Other liabilities		
Operating leases on photocopiers etc. (36 months)	117	642
Rent	42,059	37,906
Guarantee commitments	880	5,880
Total other liabilities	43,056	44,428

Note 16**Related parties**

The Danish Refugee Council is an umbrella organisation of non-partisan, voluntary national and international humanitarian organisations. Related parties are the Executive Committee and the Executive Management Team.

Note 17**Other disclosures**

At the date of presentation of this Annual Report, Management is still in the process of clarifying incorrect and inadequate recordings on key financial statement items in the form of income related to income-generating activities (DKK 3,185,790 thousand), expenses related to income-generating activities (DKK 2,758,194 thousand), expenses related to own activities (DKK 223,031 thousand), international project aid receivable (DKK 564,587 thousand) and trade receivables (DKK 29,801 thousand) in assets, and international project aid, unexpended grants (DKK 554,061 thousand) in current liabilities, which have arisen in connection with the transition to a new IT system effective from 1 January 2019 and the use thereof. Consequently, the calculation of the financial statement items referred to above and the cash flow statement are subject to uncertainty.

Management believes that, overall, the financial statements give a true and fair view of the Organisation's activities and financial position.

Specifications to Note 5

Grants utilised by international donor and other projects and pools by country and region in DKK'000

Country/Donor	DANIDA	DFID	ECHO	EU	MFA	OCHA	OTHER	SIDA	UN	UNDP	UNHCR	USG	WFP	Grand total
South and Central America	110	0	8,027	0	0	0	5,867	1,951	0	0	7,577	4,512	0	28,044
Colombia	110	0	8,027	0	0	0	5,867	1,951	0	0	7,577	4,512	0	28,044
Asia	38,400	2,794	94,289	14,035	31,757	27,692	22,711	12,613	45,720	328	57,512	15,283	0	383,145
Afghanistan	18,890	0	69,748	0	16,291	23,446	2,335	11,992	17,666	0	9,216	7,840	0	167,525
Bangladesh	6,087	0	13,978	0	0	0	2,177	0	17,164	284	41,358	0	0	79,346
Iran	0	0	0	0	0	0	1,354	0	0	0	0	0	0	1,354
Myanmar	8,092	2,794	10,119	0	15,282	4,202	6,954	619	11,166	0	6,365	7,443	0	87,071
Regional office Asia	5,331	0	444	0	184	44	6,927	2	9,734	44	273	0	0	22,983
Vietnam	0	0	0	0	0	0	4,864	0	0	0	0	0	0	4,864
Regional office East Africa (ENGL)	65,768	18,231	94,821	59,703	50,404	26,140	90,176	0	40,594	18,981	196,329	50,154	14,003	756,702
Burundi	442	323	0	0	0	0	329	0	0	0	1	0	0	1,095
DRCongo	1,795	0	545	1,592	0	-8	2,403	0	0	0	6,327	0	0	10,327
Ethiopia	2,343	0	4,529	0	0	0	8,334	0	2,930	0	60,338	566	0	79,040
Kenya	4,646	2,681	25,428	3,020	4,102	6,250	8,378	0	591	0	15,345	6,053	0	76,495
East Africa (ENGL)	8,100	0	5,854	0	-198	0	3,278	0	1,033	0	13,349	3,601	0	41,062
Somalia	6,257	1,563	10,526	18,772	5,673	1,047	11,934	0	1,949	0	3,601	3,088	522	64,932
Southern Sudan	7,289	0	9,954	2,653	40,827	18,832	49,719	0	32,284	0	23,012	18,085	1,923	204,538
Tanzania	22,782	0	14,194	0	0	0	3,993	0	0	0	42,368	13,620	1,461	117,359
Uganda	0	0	0	0	0	0	534	0	0	0	8,371	0	0	44,201
Uganda	12,154	128	10,960	27,810	10,960	19	1,274	0	568	0	29,544	8,742	15	91,613
Europe	71	0	30,916	5,501	9,408	19	49,899	7,958	152,240	2,258	9,314	10,905	0	283,351
Bosnia-Herzegovina	0	0	0	0	0	0	27	0	1,639	0	0	0	0	5,029
Georgia	0	0	1,892	2,455	0	0	8,383	0	0	806	1,342	0	0	20,258
Greece	0	0	0	0	0	0	3,299	0	138,039	0	0	0	0	143,231
Kosovo	0	0	6,013	0	1,490	0	2,299	4,302	14	1,452	0	1,219	0	13,557
Regional office Europe	71	0	13,706	27	-24	0	70	7	12,492	0	116	0	0	36,278
Serbia	0	0	6,002	3,019	671	0	4,210	3,649	0	0	5,868	9,666	0	22,728
Ukraine	0	0	4,875	0	0	0	22,728	0	0	0	1,988	0	0	35,992
Other projects and pools	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Middle East	75,092	45,187	79,572	31,002	12,527	43,399	245,662	13,952	15,309	1,090	68,361	175,406	38,488	845,213
Iraq	10,134	4,478	2,729	30,567	7,849	21,670	93,643	6,874	2,320	0	6,677	137,238	0	324,198
Jordan	13,188	0	0	0	0	1,899	45,488	0	0	0	23,091	20,630	0	83,295
Lebanon	13,468	223	15,063	0	0	552	4,327	80	0	0	23,005	0	0	64,421
Regional office Middle East	7,392	3,419	2,284	393	148	241	11,704	73	-17	0	5,078	2,001	7,703	33,865
Syria	1,077	0	7,769	41	0	106	21,774	5,494	0	0	5,126	7,026	1	85,481
Turkey	11,051	0	14,094	0	0	0	34,687	0	0	0	5,390	0	0	65,222
Yemen	18,782	0	37,633	0	4,530	18,931	34,239	1,431	13,006	1,090	20,994	8,491	29,605	188,731
North Africa	11,707	52,813	9,909	13,533	15,418	0	13,003	3,420	3	2,318	13,309	0	4,631	140,064
Algeria	0	0	0	1,904	0	0	3	0	3	0	1,766	0	0	3,676
Libya	992	6,148	1,487	2,035	12,375	0	10,325	2,810	0	0	1,009	0	0	37,181
Regional office North Africa	944	30,196	0	4,457	202	0	605	0	0	0	1,427	0	96	36,501
Sudan	7,799	13,545	83	4,617	83	0	1	0	0	2,318	0	0	0	42,648
Tunisia	1,972	3,924	99	520	2,758	0	2,069	610	0	0	9,106	0	0	20,058
Stand By Roster & HQ	32,969	11,303	3,988	-521	1,061	3	-145,658	3,857	1,952	4	23,630	2,220	1,911	-61,682
Stand By Roster	11,877	5,838	0	0	0	0	4,943	0	1,882	0	22,396	0	1,811	48,448
Programme Department	17,539	5,465	3,988	-521	1,061	3	-145,658	3,857	1,952	4	23,630	2,220	1,911	-61,682
DDG (Denmark)	33	0	2	-816	6	3	684	0	-31	0	2,888	0	0	38,276
Other	3,120	10	5	5	364	0	-156,107	0	0	0	299	7	100	3,795
West Africa	19,478	6,634	51,253	43,003	4,372	0	-156,107	1,583	827	1,048	24,773	115,570	12,288	-152,202
Burkina Faso	3,519	0	96	0	1,069	0	7,147	0	0	0	18,014	5,019	0	36,602
Cameroun	3,862	0	7,040	0	0	0	4,487	0	0	0	11,43	4,669	0	22,201
Central African Republic	2,698	0	3,248	0	0	0	8,408	0	0	1,048	1,139	12,626	0	63,583
Guinea	0	0	0	0	0	0	0	1,583	0	0	59	0	0	2,929
Mali	4,934	0	12,657	0	1,978	0	11,665	0	296	0	3,619	7,116	0	34,967
Niger	2,335	335	2,746	0	584	0	6,732	0	0	0	3,619	0	0	29,045
Nigeria	0	0	23,338	5,550	371	0	25,055	0	0	0	3	83,387	6,829	145,158
Regional office West Africa	2,130	0	-113	10,386	369	0	2,747	0	531	0	302	1,407	118	111,116
Grand total	245,195	142,837	372,775	164,252	124,946	97,234	349,131	45,534	287,055	26,027	402,304	374,050	71,291	2,670,438



DRC DANISH
REFUGEE
COUNCIL
• We are there



Photo : Peter Turnley / Corbis / VCG / Getty Images