

ANNUAL REPORT 2018

DRU DANISH
REFUGEE
COUNCIL



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Patron:	Her Royal Highness Crown Princess Mary
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Annual Council Meeting:	The ordinary Annual Council Meeting will be held on 23 May 2019

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Photos	All rights DRC
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Tryk	Gsb Grafisk

This annual report has been prepared in Danish and English, with the Danish version being valid in the event of any inconsistencies.

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THESE 28 ORGANISATIONS WERE MEMBERS OF THE DANISH REFUGEE COUNCIL:

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

FINANCIAL HIGHLIGHTS

Development in the Danish Refugee Council in 2016-2018

DKK million	2018	2017	2016
Income-generating activities			
Public funds collected	2,626	2,499	2,102
Private funds collected	121	122	111
Income from own activities	371	505	606
Total income from income-generating activities	3,118	3,126	2,819
Expenses related to income-generating activities	2,562	2,521	2,104
Expenses related to own activities	356	375	478
Net financial income/expenses	-10	25	-29
Profit from income-generating activities	210	205	266
Administrative expenses*	242	207	167
Loss before special-purpose activities	-32	-2	99
Special-purpose activities	14	17	18
Profit/loss for the year	-46	-19	81
Balance sheet			
Non-current assets	2	4	6
Current assets	1,255	1,263	1,099
Total assets	1,257	1,267	1,105
Equity – unrestricted funds	384	412	433
Equity – restricted funds	10	28	26
Total equity	394	440	459
Provisions	62	54	44
Other liabilities	801	773	602
Total equity and liabilities	1,257	1,267	1,105
Financial ratios			
Profit margin on collection funds and income-generating activities	6.7	6.6	9.4
Administrative expense ratio*	7.8	6.6	5.9
Special-purpose activities ratio	0.4	0.5	0.6
Consolidation ratio	-1.5	-0.6	2.9
Safety margin	12.5	14.2	16.8
Equity ratio	31.3	35.2	41.5
Share of public funding	84.2	79.9	74.6

*Administrative expenses. The Danish Refugee Council calculates administrative expenses as total HQ expenses plus the year's capacity-building investments and strategic initiatives, including the investment in a new ERP system.

Financial highlights are defined and calculated in accordance with ISOBRO's guidelines, refer to the description in the summary of significant accounting policies.

Effective from 2018, the Danish Refugee Council has decided to present its Annual Report in accordance with ISOBRO's financial reporting guidelines for fundraising organisations. The Danish Refugee Council has decided that the comparative financial highlights will only cover 2016 and 2017.

PREFACE

2018 HAS BEEN A CHALLENGING YEAR

I was appointed to the honourable post of chair of the Danish Refugee Council (DRC) in May 2018. The first few months of my tenure have revealed to me an organisation of impressive knowledge and vigour. DRC knows how to create sustainable solutions for refugees and displaced persons. Unfortunately, the needs have not diminished. Worldwide, the numbers of refugees and displaced persons were higher in 2018 than ever before. Several conflicts escalated, climate change worsened, and human rights came under increased pressure. These are factors that have affected our work in many countries and in many ways.

In the midst of all this, 2018 fortunately also brought some positive results. Following intense negotiations, the year ended with a large majority of the world's countries adopting two new global agreements on refugees and migrants. These agreements establish a stronger framework and guidelines for international cooperation and for DRC's work.

DRC faced a number of internal challenges in 2018, not least financially. The organisation has had to make adjustments, and we have been forced to close operations and adapt to new political realities. In this process, we have also found new opportunities and partnerships for the benefit of refugees and displaced persons.

At the same time, we have worked hard to develop and implement the largest investment so far in DRC's history, DRC Dynamics, an enterprise resource planning system that will be an important tool for documentation and effective implementation of our work in all parts of the organisation.

Personally, the most memorable experience in 2018 was probably my visit to Cox's Bazar in Bangladesh, where I visited Rohingya refugees who live under indescribable conditions in very underprivileged camps. Here I met willpower and drive that made a tremendous impression on me. Every day, men and women work to improve their

lives, supported by DRC in building dignified lives under harsh conditions.

The visit was also my first direct meeting with DRC's international work. I was impressed by both the very tangible activities and the complexity and scope of the work that the organisation performs: how many areas we are in, how long we are there, and, despite all odds, how sustainable the solutions we can deliver are.

Especially remarkable for me, too, has been the organisation's ability to mobilise volunteers – not only in Denmark but also in refugee camps and host communities where refugees are motivated and encouraged to be independent, active participants in their own lives.

It has been rewarding to experience that DRC, also in difficult times, is a player whose opinion matters, whether we contribute to solutions internationally or in Denmark, and whether we operate at the political level or in the field with concrete activities.

I would like to express my sincere gratitude for the warm welcome I have received in DRC and thank the many employees, volunteers, contributors, and business partners who make it possible for DRC to help millions of people worldwide.

Sincerely,
Agi Csonka
 Chair



Photo: DRC / Guri Frandsen

Chair Agi Csonka visiting Cox's Bazar in Bangladesh.

MANAGEMENT'S REVIEW 2018

ANNUAL RESULTS

DRC closed 2018 with an income of DKK 3,1 billion. Income in 2018 was at the same level as in 2017, with a decrease in 2018 of less than 0.3%. The result for the year was a loss of DKK 46,5 million.

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 2,6 billion, 5% higher than in 2017. DRC's international activities in 2018 comprised almost 85% of DRC's total income in 2018 compared to nearly 80% in 2017.

Developments in Denmark's refugee affairs had a negative impact on 2018 income derived from integration activities in Denmark, which fell by 26% compared to 2017. DRC has undertaken extensive adjustments to respond to this change, and the number of job years in this part of the organisation has been reduced by 53% compared to 2017. Overall, integration activities in Denmark contributed a loss of DKK 16 million in 2018.

DRC continues to focus on the implementation of a new global enterprise resource planning (ERP) system, DRC Dynamics. With a total investment until 2020 of approximately DKK 100 million, this is the largest single investment in DRC'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 project for the entire organisation and paves the way for much greater efficiency, transparency, and productivity in the execution and monitoring of our projects and relief efforts. The investment was initiated in 2016 and is expected to be completed by the beginning of 2019, after which the system will be in operation. The project had costs of DKK 50 million in 2018. Major strategic investments were also made in 2018 to ensure that DRC's international

capabilities were at the correct levels. Total investments increased from DKK 110 million in 2017 to DKK 125 million in 2018, which is reflected in the increase in the administrative expense ratio, which rose from 6.6% in 2017 to 7.8% in 2018.

The annual results were positively affected by a total realised and unrealised foreign exchange rate gain of just under DKK 11 million, which is included under the item net financial income/expenses. The foreign exchange rate gain is less than 0.5% of total revenue and is a known risk factor, especially in international operations. Further details on DRC's currency risks are presented in the risks section at the end of the management's review.

Finally, within the international areas of DRC activities, there were recorded losses/provisions of DKK 11 million, which are not covered by donor funds. The main reason for this increase is that several of the countries in which we operate have introduced taxation of humanitarian work. Such taxes apply to the salaries paid to our employees and the goods that are included in our activities. The risk arises especially when this taxation occurs retroactively or when the legislation of the country in question is unclear because such costs must, in the long run, be paid by the individual donors and not by the individual humanitarian organisations. Once again in 2018, it has been especially challenging to work in Turkey and the Central African Republic, to which the organisation's largest recorded losses and provisions for losses are related.

Regarding activities in Denmark, provisions of DKK 3 million were made to cover expenses for teachers' salaries as a consequence of the agreement reached with the teachers' union. This increase also has a negative impact on the annual results.

In recent years, DRC has been able to continuously strengthen our equity, which at the beginning of 2018 amounted to DKK 440 million. It is this equity that has enabled us to make the multi-year strategic investments to equip DRC for a future with new tasks and



challenges. Unfortunately, deferred investments from 2017, legislative changes, the large decline in integration activities in Denmark in 2018, and the increasing complexity of our work have contributed to a negative result for 2018 that is below expectations. This has had a negative impact on equity, which decreased by more than 10% to DKK 394 million by the end of 2018.

2018 was a year of major changes, external as well as internal, as described above and as further elaborated on in the coming pages. Expectations for the coming financial year are thus based on the many investments, initiatives, and adjustments that have been implemented in 2018, and which will form the solid foundation upon which we, as an organisation, will stand for the next year and for the coming years. Revenue is expected to be stable in the coming year. There will be a particular focus on increasing efficiency and productivity, and the level of investment is expected to be significantly reduced compared to 2018. We expect annual results close to break-even for the coming year.

No events which change the assessment of the annual report have occurred since the end of the financial year, from the balance sheet date, until today.

The national collection of 2018 was made in accordance with the three-year licence of 30 October 2015, cf. journal number 15-9220-00011, and in accordance with Denmark's Collection Act and related legislation.

Beginning with the financial year 2018, DRC has chosen to follow ISOBRO's financial reporting guidelines for member organisations with a single exception: foreign currency translation adjustments of certain monetary balance sheet items have been calculated at the average exchange rate for December, whereas ISOBRO's guidelines propose that foreign currency translation adjustments occur at the exchange rate valid at the balance sheet date. ISOBRO guidelines are intended to create more transparent and easily comparable financial statements for all member organisations. A number of financial ratios have been formulated that the organisations are recommended to follow. DRC has chosen to present the financial ratios as recommended. These appear in the statement of financial highlights. Calculation methods for the key figures are listed in note 1.

EXPECTATIONS FOR 2019

At a time when more and more people are forced to flee from violent conflicts, when borders are closed, and human rights are violated, it is more important than ever to fight for a dignified and safe life for all refugees. It is DRC's basic task through words and actions, also in 2019, to defend human dignity and rights. This is at the core of our vision: a dignified life for all refugees.

In 2019, our key reference point will be an updated strategy that places even more emphasis on dignity and human rights. We want to ensure that DRC increasingly contributes to addressing the great challenges the world is facing. We do this through our work with and contributions to the UN's Sustainable Development Goals and the two new global compacts for refugees and migration. We will focus on increased responsibility, openness, participation, and equal treatment in our work so that we become even better at protecting the most vulnerable people.

We will work to become better at measuring the outcomes and results of our work for refugees, displaced persons, and the local communities that host them. We have taken an important step in this direction with our new global ERP system, DRC Dynamics. We will continue this development with the increased use of digitalisation

and data to create and document solutions that are new, innovative, and effective.

We are working towards one comprehensive strategy that brings us together as one organisation spread across the many departments and countries in which we work.

The UN's Sustainable Development Goals have become part of our strategic work. In 2019, we will focus more on Goal 5, gender equality. We will strengthen our procurement policy with a focus on ethics and sustainability in order to further contribute to Goal 12 on responsible consumption and production. And we will focus more on Goal 13 on climate action, both within the organisation in our own climate policies, as well as externally in a world where climate change can lead to the displacement of millions of people.

Finally, Goal 17 has inspired us to place much more emphasis on partnerships with other organisations, public authorities, and not least private companies. It is through strong and effective partnerships that we can truly contribute to a better world and achieve the ambitious Sustainable Development Goals.

Sincerely,
Christian Friis Bach
 Secretary General



Christian Friis Bach experienced the scale of Yemen's extreme humanitarian disaster during a visit to the country. Here, he speaks with colleagues and displaced Yemenites about one of DRC's employment efforts that has helped displaced persons obtain renewed independence and the ability to support themselves.

DRC AND SUSTAINABLE DEVELOPMENT GOALS

The global commitment that forms the foundation of the UN's 17 Sustainable Development Goals (SDGs) is "To leave no one behind". This promise is entirely in line with DRC's mission to help refugees and displaced persons, protect their rights, and strengthen their future prospects.

Refugees and displaced persons are among the people who have the greatest needs relative to the SDGs.

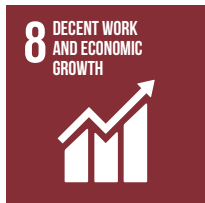
It is therefore crucial that DRC engages in the goals and helps to ensure that refugees are heard and remembered.

DRC will continue to contribute to achieving the SDGs through concrete activities, advocacy, and strategic partnerships. A review completed in 2018 shows that our work contributes to almost all 17 SDGs. The greatest positive effect, however, concentrates on five primary SDGs:



Refugees and displaced persons are especially disadvantaged regarding access to basic human rights. If rule of law, peace, and strong institutions were present everywhere, there would be no displacement. The root causes of displacement are violence, conflict, weak institutions, and fragile and dysfunctional societies.

DRC works to inform refugees and displaced persons of their rights, build the capacity of local authorities, and reduce conflict, violence, and access to weapons. Only progress towards Goal 16 will enable us to find sustainable solutions to displacement.



Refugees and displaced persons are far behind on the labour market because the effects of displacement put them at a natural disadvantage compared to host populations. Reducing these disadvantages will result in displaced persons more quickly becoming a resource in their new environments with the ability to build better futures for themselves, their families, and societies.

DRC works to secure equal access to the labour market and to create sustainable, decent jobs for the displaced people and host community members. This is done in close collaboration with private sector partners.



Displaced women are an especially vulnerable group that are left behind. They are exposed to greater risk of physical and sexual assault and face discrimination regarding access to a range of basic rights critical to their future prospects.

DRC works to protect women and other vulnerable groups by providing physical and psychosocial support and protection and by emphasising equality and equal opportunity in all aspects of our work.



Refugees and displaced persons are left behind economically when they lose their jobs, livelihoods, belongings, and land. The longer displacement lasts, the greater the risk that displaced persons lose their ability to be self-sufficient and instead become vulnerable to economic exploitation and dependent on aid.

DRC works to reduce this risk by providing emergency aid and long-term solutions such as job creation and ensuring equal access to social rights.



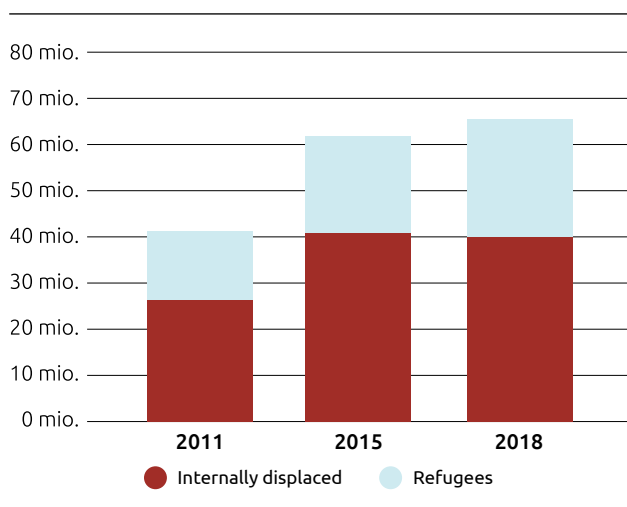
Refugees and displaced persons are also left behind in terms of education. Half of all refugees are children younger than 18. Losing access to education, meeting language barriers, and, at times, encountering discrimination in new school systems all create a great risk of a lost generation.

DRC works to provide education and support integration in host communities so that no generation is left behind.

INTERNATIONAL ACTIVITIES

DRC's international activities include both emergency assistance and long-term efforts for refugees, internally displaced persons, and host communities. In 2018, we provided assistance to 5,7 million people in nearly 40 countries. In crisis situations, such as those in Yemen, Syria, and Bangladesh, we ensure access to and distribute water, food, and hygiene sets, and we manage camps. Over the longer run, we contribute to sustainable solutions for both refugees and host communities, for example in the Balkans and Ukraine, where we rebuild homes and schools and work for social integration and, not least, economic recovery.

REFUGEES AND DISPLACED PERSONS WORLDWIDE 2011-2018



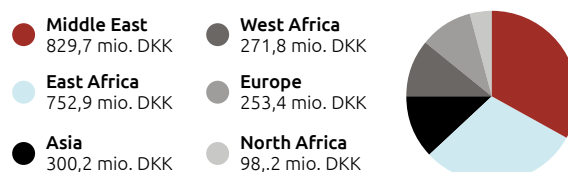
2018 was an extraordinarily busy year for our international operations. The displacement situation and conditions changed significantly in many regions, and the necessary adaptation of our operational presence and activities has required many resources. In Colombia, we have focused on increasing our operational capacity in order to ensure protection for more of Colombia's nearly 8 million internally displaced persons as well as for new refugees from Venezuela. In Pakistan, we have had to close all programme activities, while new initiatives in Italy and around the Mediterranean are

underway. As a result of the implementation of DRC Dynamics, most international operations have had to prioritise more resources than usual for internal processes and changes. We are proud to have almost reached the budget for 2018 despite increased external and internal pressure.

VISION FOR DRC'S REGIONAL PRESENCE IN NORTH AFRICA

DRC's management decided to organise all country operations in regional structures during the first half of 2018. Consequently, the international work and all country operations are now organised in seven regions, each with responsibility for overall strategic programme development, advocacy, and building external relations. As an example, DRC's North Africa Region established a small office in Tunis in 2018. The ambition for the North Africa Region is to achieve a position as a key player in migration and displacement issues in the Maghreb and the Mediterranean area in cooperation with DRC's operations in the Europe Region. North Africa has seen a dramatic increase in the number of displaced persons and refugees in addition to the challenges of handling large migration flows from south to north. DRC has been working in Libya since 2011 and is uniquely positioned there, with great knowledge of people on the move, their situation, and their needs for protection. This is due not least to our knowledge, skills, and the unique data collection done at our Mixed Migration Centre.

REVENUE BY REGION



The graph shows revenue for international activities by region in DKK million. East Africa and the Middle East are DRC's largest regions. Colombia, with revenue of DKK 1 million in 2018, is not included, but 2019 revenue there is expected to increase significantly.

The Mixed Migration Centre

The Mixed Migration Centre (MMC) was established in February 2018 as an independent body with activities under DRC's international management. The MMC collects detailed data on the causes of migration in most of the world and is a key player at the political level and in industry in general through its contribution of data, research, and analyses of mixed migration movements. The MMC published the *Mixed Migration Review in 2018*, its first global annual report, which contains an overview of evidence-based migration research.

A YEAR OF CHANGE FOR ASIA

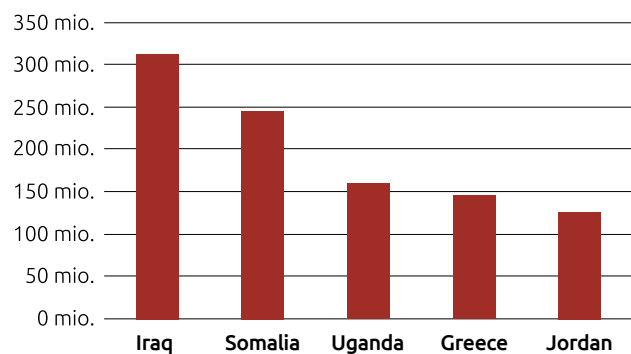
DRC's activities in the Asia Region underwent major changes in 2018. This is particularly true of the organisation's rapidly growing efforts in Cox's Bazar, Bangladesh, on behalf of Rohingya refugees from Myanmar. DRC ended activities in Pakistan in November 2018 after our registration was not renewed. The organisation also plans to phase out activities in Iran during the first half of 2019. These changes allow the Asia Region to intensify efforts in Afghanistan, which will be a focus area in 2019.

HUMANITARIAN NEEDS AND DIFFICULT WORKING CONDITIONS FOR NGOS IN THE MIDDLE EAST

DRC works with three major conflicts in the Middle East Region: Syria, Iraq, and Yemen. Iraq is still the organisation's largest country programme, and we significantly expanded our mine action activities and reintegration/return projects there in 2018. Jordan and Syria are also among the largest of DRC's country operations, testifying to the region's massive humanitarian needs. In Syria alone, 13 million civilians are in need of protection and humanitarian assistance, 5.6 million have fled the country, and 6.78 million are internally displaced within the country. DRC is present in both Syria and the neighbouring countries in which the vast majority of Syrian refugees reside. DRC

expected higher revenue in the region at the beginning of the year than was actually achieved; this was primarily because it was not possible until late in the year to get all the national permits necessary to carry out activities. For this reason, a number of activities were postponed to 2019.

THE FIVE LARGEST COUNTRY OPERATIONS IN 2018



DRC's efforts in Yemen

The situation in Yemen is very critical, with 22.2 million civilians in need of protection and humanitarian assistance and another 8.4 million affected by famine. Despite very difficult conditions and limited access to parts of the country, DRC has been able to carry out activities in the country for the sum of DKK 71 million. In addition to camp management, DRC in Yemen has special focus on child protection and ensuring access to housing and clean drinking water. DRC sees it as an important responsibility to use our professional knowledge of activities in Yemen to make the outside world aware of the situation in the country. In 2018, DRC co-authored six appeals to the UN and the parties to the conflict with a view to concluding peace agreements and securing humanitarian access. As 2019 begins, it appears that we will increase our activities in Yemen significantly during the year.

Internally displaced persons

The great consequences of humanitarian crises due to conflict in many places in the Middle East are reflected in the number of internally displaced persons. With 6.78 million people¹, Syria tops the world's list of countries with the most internally displaced persons. Iraq has the third highest number of internally displaced persons, 2.65 million. In the absence of political solutions to the conflicts, it is likely that the number of internally displaced persons will remain high in the coming years.

¹ Source: The Internal Displacement Monitoring Centre (IDMC).

A YEAR DEDICATED TO CODE OF CONDUCT COMPLIANCE AND TRANSPARENCY

In 2018, DRC put great emphasis on becoming even better at conducting accountable operations together with our partners, donors, and the people we help. DRC's Code of Conduct was launched in 2007, and the Code of Conduct Complaints Mechanism was launched globally by our International Department in 2012 to ensure objective handling and investigation of corruption, abuse, and other breaches of responsible conduct guidelines across regional and country operations. Together, they form the cornerstone of accountability and integrity for our international activities. In 2018, for the first time, the annual report on the Code of Conduct and an ongoing update on the number and types of complaints were launched on our Open DRC page at www.drc.ngo as part of the organisation's strategic focus on increased openness.

COMMERCIAL CONTRACTS – A NEW TREND IN THE HUMANITARIAN SECTOR

DRC has noted that an increasing number of donors in recent years have dedicated parts of their humanitarian funds to commercial contracts. These contracts are not only put out to tender to non-profit organisations;

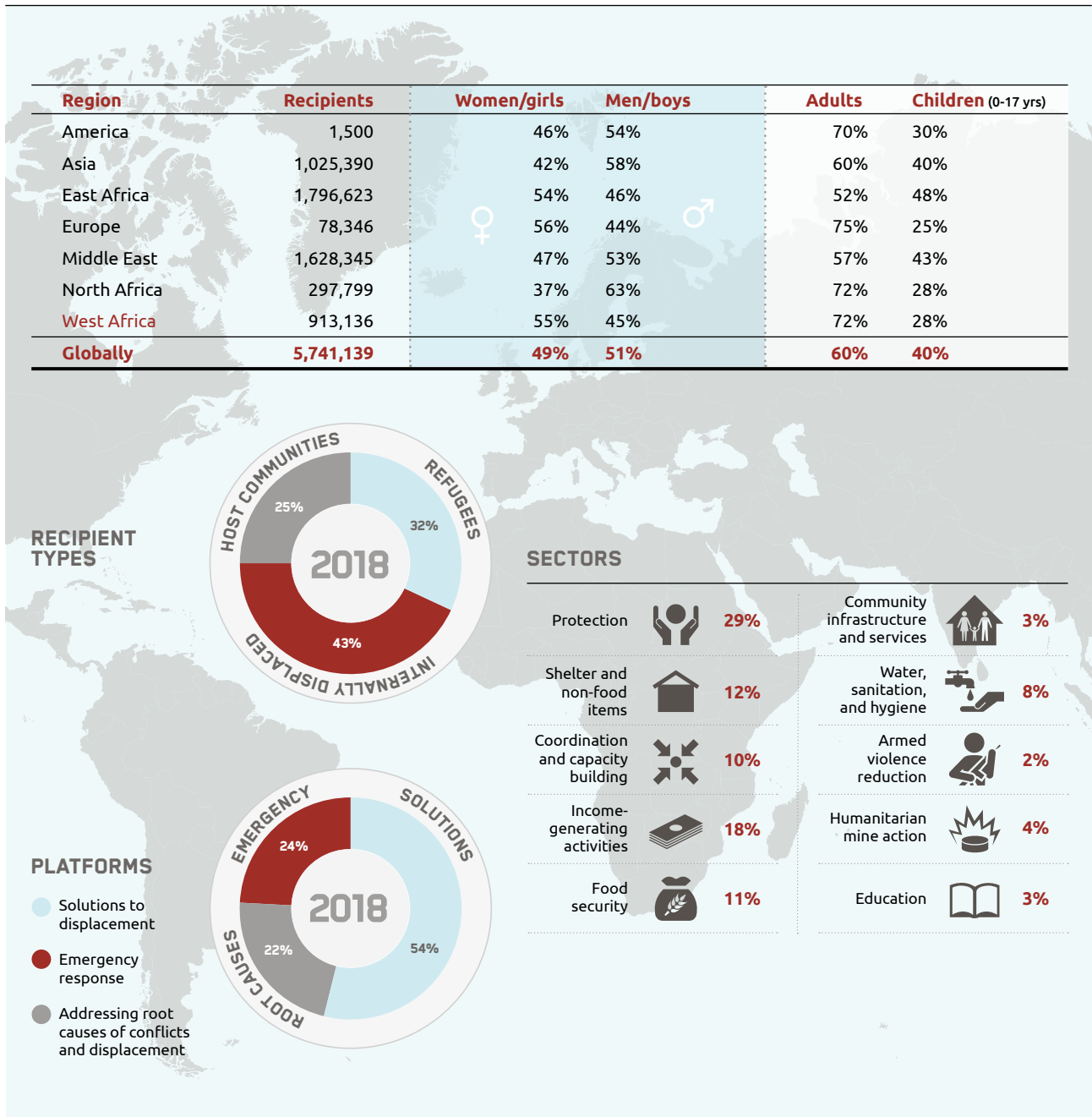
European and US donors now increasingly accept commercial companies as players in the sector. This creates an even more competitive tender environment in which private companies bid for contracts on an equal footing with humanitarian organisations. For DRC, which has extensive experience with large and often complex contracts with many partners, this is an exciting opportunity that leads the way to new types of partnerships. Commercial contracts have a different legal and financial basis compared with the type of contracts that finance most international activities, so the organisation has worked intensively in 2018 to build new competencies and expand our internal processes to include the preparation and quality assurance of this type of contract. This work will continue in 2019.

Unlike previous years, commercial contracts thus constitute a larger and more important part of DRC's portfolio, and are an important area to maintain a healthy financial situation in future. DRC negotiated contracts valued at DKK 206 million in January 2019.



Photo: DRC / Tobin Jones

DISTRIBUTION OF 2018 ACTIVITIES²



² The figures for the people who have received assistance are a qualified estimate and are not for audit purposes.

The figures reflect how many refugees and displaced persons received direct assistance through DRC in 2018 by region and worldwide. Gender and age data are included where available. The regional and global percentages of gender and age distribution of recipients are calculated based on the number of direct recipients by region and globally and for which DRC also has gender and age data. We do not have gender distribution data for Lebanon and Niger, which together represent 140,170 direct recipients, nor do we have age distribution data for Kenya, Lebanon, Mali, Niger, or Yemen, which collectively represent 414,418 direct recipients.

INTEGRATION WORK IN DENMARK

DRC's most important tasks concerning the integration of refugees in Denmark include language teaching, interpretation, employment initiatives, and social support for families and unaccompanied young people.

The number of refugees who received residence permits in Denmark continued to fall in 2018. As a result, both **Lærdansk** (the DRC organisation that provides courses in Danish as a foreign language) and Integrationsnet (the DRC organisation that provides consultancy services to Danish municipalities regarding employment and social integration) were referred about 20% fewer students than the year before. Overall, DRC's Integration Department experienced a revenue decline of 32.5% in 2018, which necessitated organisational changes. Integrationsnet's revenue decline was greatest within child and family services. This is partly due to the significantly lower number of refugees who are housed by the municipalities, and partly due to the municipalities' own increased capacity, which has resulted in them taking over many tasks.

Lærdansk's activity level has also been affected by the change in legislation as per 1 July 2018, which stipulates that self-supporting students must now pay a fee of DKK 12,000 for a complete course in Danish. As a result, two out of three self-supporting persons, who previously accounted for 70% of Lærdansk's total student group, have opted out of the offer.

Lærdansk opened two new schools on January 1, 2018, in Favrskov and Næstved, after winning tenders, but lost the tender for the school in Sønderborg, which we have been running since 2008. We also lost the tender for municipal language education in Aarhus, which will be significant from 2019. We still have other Danish teaching activities in Aarhus but expect 2019 revenue from these of DKK 26 million, DKK 17 million less than if we had won the total tender.

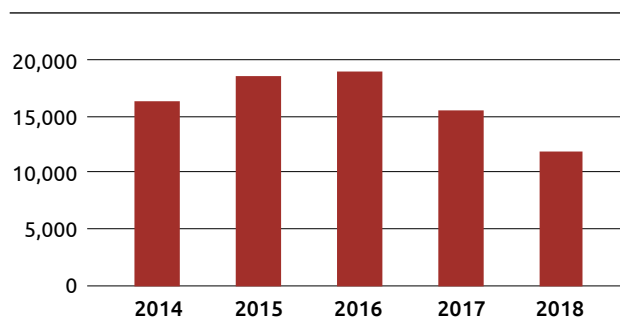
Integrationsnet continued to operate a social support residence for nine children and youths aged 10 to 18 (with the possibility of extension up to 23 years of age). Integrationsnet has also run seven residences for a total of 40 young people up to the age of 18 and continuing social support for young people beyond the age of 18. As a result of the declining number of residents in 2018, Integrationsnet closed two of these residences and merged two others, so that by the end of 2018, four remained.

DRC's Child and Family Department assisted in 239 cases for vulnerable refugee families and individuals who received therapy and/or social support. While fewer refugees were referred to the Child and Family Department in 2018, Integrationsnet's special services for refugees with trauma and for especially complicated refugee cases have been in increasing demand.

Integrationsnet's employment efforts: a total of 1,400 people participated in employment-enhancement activities in 2018. Approximately one-third of these were mentor/mentee relationships, which increased by 36% compared with 2017. A number of activities were specifically dedicated to women, which was new in 2018.

The Interpretation Department provided 55,500 interpretations across Denmark in 2018. This is a decrease of 12% from 2017, which reflects the general decline in the organisation's portfolio of tasks. The Interpretation Department did, however, win back two joint municipal tenders and increased its delivery of written translations by almost 50%. The Interpretation Department's rate of ability to deliver was almost 98%, a small increase compared to the previous year.

LÆRDANSK COURSE PARTICIPANTS

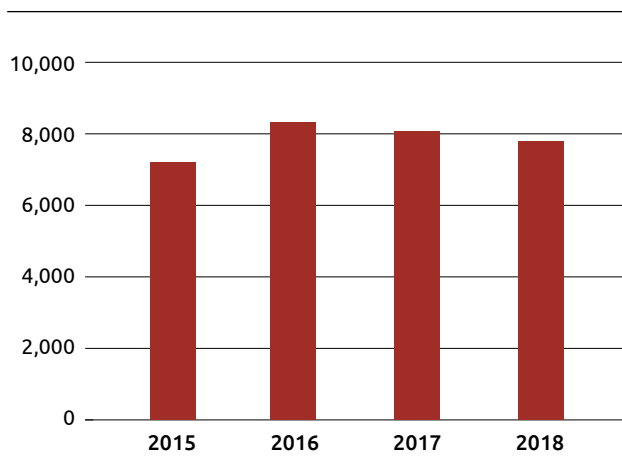


The Centre for Vulnerable Refugees provided training in three major projects concerning gender, gender equality, and social control to 140 professionals and volunteers in Copenhagen, who then initiated activities to prevent social control for approximately 570 parents.

For the "Right to Gender Equality" campaign on behalf of the Department for Gender Equality at the Danish Ministry of Foreign Affairs, we established and educated a nationwide teaching corps, developed teaching materials, and provided the first 34 teaching days for newly arrived refugees, reunited family members, and other immigrants throughout the country.

The Knowledge and Development Unit collects knowledge from DRC's Integration Department and communicates it through courses, conferences, and networks. We ensure internal documentation and quality assurance and run cross-organisational projects for method development. In 2018, we held more than 50 courses and teaching days and reached more than 2,400 professionals. We also reach integration professionals via direct consultancy and through our network, which now covers 76 municipalities.

NUMBER OF VOLUNTEERS



THE VALUE OF VOLUNTARY WORK



7,775
Volunteers



715,300
Hours



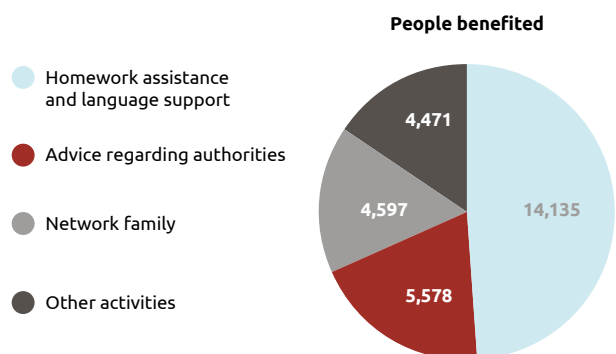
71,530,000
DKK

VOLUNTEER ACTIVITIES

DRC's voluntary network contributes greatly to integration efforts in Denmark. Refugees' opportunities to take an active part in Danish society are strengthened through contact with volunteers who can support them in learning the Danish language, improving their knowledge of Danish society, and increasing their knowledge of and contact with the Danish labour market and education system. Through meeting volunteers, refugees also strengthen their social relations.

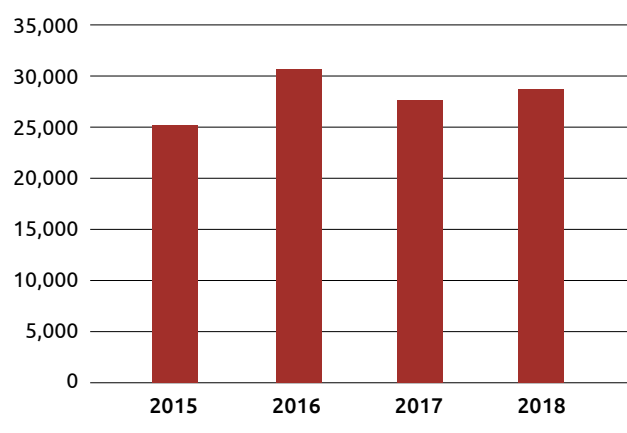
In 2018, DRC volunteers experienced the consequences of the many legislative tightening measures that have been introduced since 2015. As something new, many of them are involved in practical tasks such as collecting and distributing clothes, furniture, and food. Volunteers also indicate that their efforts have become more challenging

ACTIVITY 2018



and require greater mental resources because the target group is under greater pressure than before. Volunteers have sought more advice and support from professionals than we have previously seen.

USERS OF DRC'S VOLUNTEER NETWORK



A total of 7,775 people volunteered for DRC in Denmark, and 28,781 people made use of our volunteer network. As in previous years, the largest areas of volunteer activities during the year were homework assistance and support for learning Danish; 14,135 people benefited from these efforts. In second place comes providing advice regarding communication with Danish authorities, where 5,578 people received help, while 4,597 people were in contact with a network family provided by DRC volunteers.

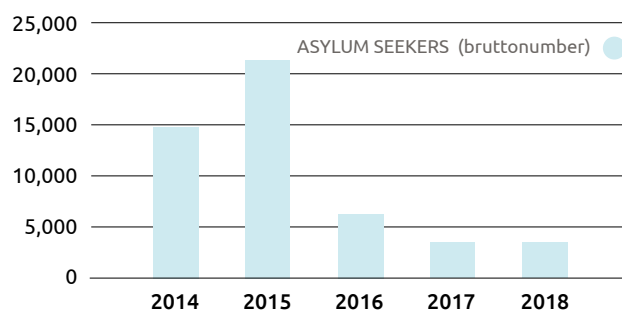
ASYLUM WORK IN DENMARK

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

As the number of asylum seekers in Denmark fell from 2017 to 2018, the number of cases dealt with in the Dublin procedure also decreased. The procedure is based on an 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 applicant was registered.

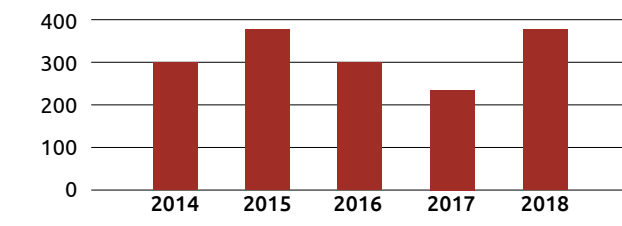
In 2017, we provided legal aid to 541 asylum seekers; this figure dropped to 265 in 2018. The complexity of these cases, however, remained high and reflected, among other things, developments in the countries to which the applicants were attempting to be transferred. DRC's legal assistance in Dublin procedure cases helps to ensure the asylum seekers' right to fair treatment under the law.

ASYLUM SEEKERS ARRIVING IN DENMARK



In 2018, we dealt with 378 manifestly unfounded asylum application cases, considerably more than in 2017, when the figure was 235. 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. In 2018, a large number of asylum seekers came from Georgia; this, in part, explains the high number of manifestly unfounded cases. When the Danish Immigration Service assesses an application as "manifestly unfounded", the applicant does not have the immediate opportunity to have the case tried by the

MANIFESTLY UNFOUNDED ASYLUM APPLICATIONS



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, we help to ensure asylum seekers get fair treatment under the law.

In addition to direct counselling of asylum seekers, we prepared one country profile, on Yemen. We also participated in three fact-finding missions with the Danish Immigration Service in Georgia, Lebanon, and Syria. Information about the countries from which asylum seekers come is important for assessing the risk of persecution, and DRC has extensive experience in obtaining and evaluating this background information.

In 2018, DRC won the tender for running the Advisory Service for rejected asylum seekers from 1 April 2018 to the end of 2020. We have therefore established 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 course of 2018, reintegration programmes were 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, Pakistan, and Ethiopia, as well as financial support to return to Iran. In 2018, DRC provided counselling services to 858 persons and assisted 251 asylum seekers in seeking reintegration support.

REPATRIATION

There was increased political focus on repatriation in 2018. We answered significantly more inquiries than before – more than 6,000 – from refugees and immigrants, partners, and other stakeholders. We initiated 626 new cases and provided counselling services to more than 1,000 refugees and immigrants who were considering returning to their country of origin or a former country of residence. A total of 360 refugees and immigrants left Denmark with support provided under the repatriation law.

FUNDRAISING

DRC's work is financed by a large number of donors. While the need for humanitarian aid is growing significantly, resources are becoming increasingly scarce. This requires us to find ways to leverage the collective strength of broader donor segments. Therefore, individuals, private foundations, and private companies are becoming more and more important as a supplement to institutional donors.

Given this situation, it is gratifying to experience closer dialogue with and increasing flexibility from private funds concerning what grants can be used for and how they should be used. This makes it easier for us to tailor effective solutions where they are most needed. A particularly innovative and flexible grant that we received from Ole Kirk's Foundation enabled several effective emergency operations, including rapid deployment of aid to displaced Rohingya people in Cox's Bazar, Bangladesh.

At the same time, an increasing number of private companies are turning to DRC to establish collaborative relations and to contribute money for humanitarian work. We have observed that more and more companies are working with the UN's 17 Sustainable Development Goals. We can come together around these goals to undertake effective action in partnership.

Revenue from fundraising increased by 13% from 2017 to DKK 75.8 million in 2018. This was primarily due to growth in the number of private contributors, achieved by investing in recruitment concepts, and to loyalty programmes for new and existing private donors.

DRC recruited 13,000 new regular givers in 2018; the total number of regular givers grew from approximately 42,000 to approximately 47,000. The total donor database consists of approximately 57,000 donors who contributed a total of DKK 61 million.

Revenue from private donors increased by DKK 4.7 million, from DKK 38 million in 2017 to just under DKK 43 million in 2018.

DRC used DKK 44.4 million in funds and special funds received from Ole Kirk's Foundation and the A.P. Moller Relief Foundation, Danmarks Indsamling, and others.

DRC's national collection, our largest annual campaign, contributed DKK 12.6 million, DKK 2.6 million less than in 2017. 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, we are satisfied with the results and are pleased that we had our third largest national collection in 2018 with more than 10,000 collectors going door to door.

OUR WORKFORCE

As of 31 December 2018, DRC's International Department had 5,792 local employees as well as employees hired under expatriate contracts corresponding to 577 job years. In Denmark, DRC had 844 employees.

More than 220,000 candidates applied for jobs with DRC in 2018, 45% more than in 2017. We posted 2,809 vacancies through our recruitment system, 31% more than in 2017. This was primarily due to the fact that we began operations in some new places and shut down programmes or operations in other places or countries. This change is also a consequence of the increased use of our digital recruitment platform, which leads to greater efficiency and faster recruitment. However, the large number of new employees places great demands on our recruitment functions and management, both of which are important priorities in our HR strategy and planning for the coming years. This also applies to another focus area, learning, including learning from the employees who resign from DRC, all of whom receive an exit questionnaire. In 2018, 93% of those who completed exit questionnaires expressed satisfaction with DRC as an employer; this is the same level as 2017.

DRC's Danish organisation employed the following on special terms in 2018: unpaid internships, 55; wage subsidised, 3; educational internships, 6; vocational training apprenticeships, 4; Danish Flexjob Scheme, 25.

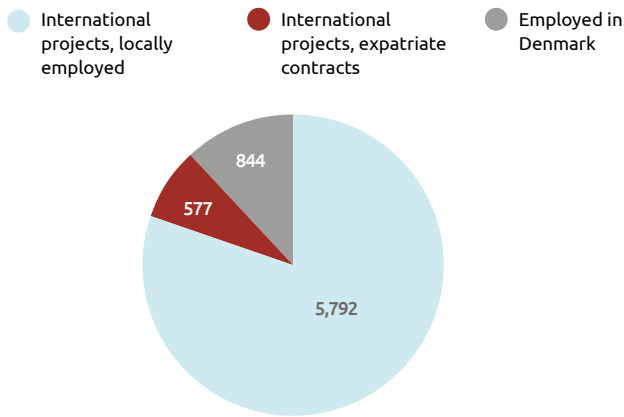


EMPLOYEE WELFARE

In 2018, DRC carried out the legally required workplace risk assessment survey in Denmark. As it is our employees who create DRC and our results, their well-being and work culture are strategic priorities. The overall well-being score was 3.9 on a scale of 1 to 5 (low to high), which corresponds to the result of the previous survey in 2015. The result is in part influenced by major changes in DRC over the past three years, which as expected have had a negative impact on well-being for some time. The greatest change in the survey was an increase in satisfaction with management from 3.8 to 4.1. Management is an important area that we have worked on in a number of ways, including a new management concept, mandatory management training, and follow-up on workplace risk assessment survey results for all managers.

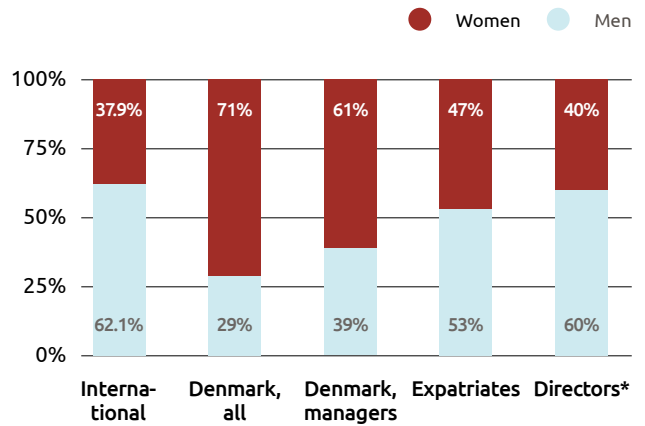
Based on the overall workplace risk assessment survey results, we have also focused on potential for improvements, including the relationship between time and tasks; a working group under the Main Cooperation Committee will prepare an action plan for "work/life balance" in the organisation. At the same time, all managers prepared action plans based on workplace risk assessment survey results for their own areas as of 1 September 2018.

AVERAGE JOB YEARS 2018



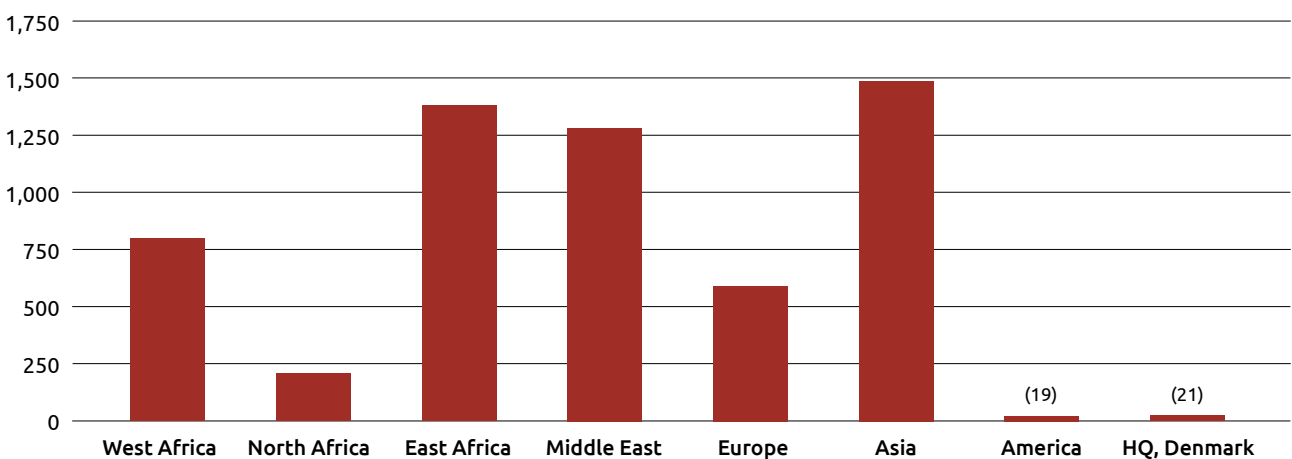
Note that the figure for locally employed in international projects indicates employees, while the other figures indicate job years. All figures at 31 December 2018.

EMPLOYEES BY GENDER



*Includes directors at headquarters and regional/country directors

LOCALLY EMPLOYED



RISKS

FINANCIAL RISKS

Due to its large foreign exchange exposure in connection with international activities, DRC is heavily influenced by unstable exchange rates and uncertain banking and transfer terms and conditions. Donor funds for international activities are often received at a different time than when they are used, and DRC bears most of the risk of fluctuations in the value of these funds.

OPERATING RISKS

DRC's activities are greatly influenced by the special conditions that prevail in international relief and reconstruction work, including difficulties in operating in areas where infrastructure and institutions do not function well. The funds allocated for administrative expenses by donors are so limited that it is not always possible to cover a number of unforeseen expenses that may arise in connection with the international activities.

Many DRC activities are carried out as projects financed by donor funds. These funds are subject to a number of stipulations when given. The conditions upon which a project is based can change as the project is implemented, and errors can occur in connection with the implementation. This could lead to the donor assessing that the stipulations connected to the awarded funds were not sufficiently met and then choosing not to cover an activity completely.

A donor's right to audit projects is often included in donor contracts. When these audits are conducted, auditors will focus on whether DRC has fulfilled the project's purpose. Audits that have not been completed by the balance sheet date may result in a slight uncertainty as to whether DRC must cover certain incurred project costs that the auditors do not consider to be in accordance with the donor's requirements and the stipulations of the contract.

Costs for the above will be covered through DRC's unrestricted equity.

LEGISLATIVE RISKS

Political decisions concerning refugees and integration, both nationally and internationally, can result in demands for flexibility and organisational changes. This risk recently became manifest when the Danish Parliament passed tax legislation in February 2018, and with the political tightening of regulations concerning refugees that were implemented in 2018.

Since DRC works in a number of countries where legislative frameworks are not well defined and legislation can change significantly – at short notice and even retrospectively – there are risks concerning legislative compliance and derived financial risks.

These risks have become evident in recent years, especially concerning the legal frameworks for our employment contracts. There has been an increasing tendency for local authorities to impose taxes or other fees on employees in the humanitarian sector who were previously exempted.

REPUTATIONAL RISKS

Although DRC has a detailed Code of Conduct and this is communicated to all employees, there is always a risk that our fundamental norms, values, and guidelines might be breached. Such breaches could result in negative press coverage and resulting damage, for example fewer regular supporters and decreased institutional donor generosity. The above-mentioned factors have management's special attention, and there is an ongoing dialogue about this with the organisation's donors.

MANAGEMENT STATEMENT

The Executive Committee and the Executive Management Team have today considered and approved the annual report for the financial year 1 January – 31 December 2018 for the Danish Refugee Council.

The annual report has been prepared 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 2018 and of the results of its operations for the financial year 1 January – 31 December 2018.

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, laws and other regulations, agreements entered into, and usual practice, and that due account has been taken of financial considerations in the management of the funds and operations of the organisation 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 operations and financial conditions and a description of the special risks that can affect the organisation.

The annual report is recommended for approval by the Board of Representatives.

Copenhagen, 11 April 2019

Christian Friis Bach
Secretary General

Anne Mette Barfod
Director of Global Finance and IT

The Executive Committee of the Danish Refugee Council

Agi Csonka
Chair

Peter Kellermann Brandorff
Vice Chair

Ilse Fjalland

Birgit Buddegård

Juliane Marie Neiiendam

Kim Simonsen

Rasmus Larsen Lindblom

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 to 31 December 2018, 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 prepared 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 2018 and of the results of its operations and cash flows for the financial year 1 January to 31 December 2018 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.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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 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:

- Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of 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 or 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 the appropriations, laws and other regulations, agreements and usual practice, and that financial consideration has been made when managing the funds and operations covered by the financial statements. Management is also responsible for establishing systems and processes supporting economy, 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 the appropriations, 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 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.

Copenhagen, 11 April 2019

Deloitte | Statsautoriseret Revisionspartnerselskab | Business Registration no. 33 96 35 56

Henrik Wellejus

State-Authorised Public Accountant
Identification no. mne24807

Christian Dalmose Pedersen

State-Authorised Public Accountant
Identification no. mne24730

INCOME STATEMENT 1 JANUARY - 31 DECEMBER

Note		2018 DKK'000	2017 DKK'000
	Income-generating activities		
2	Public funds collected	2,625,944	2,499,133
3	Private funds collected	120,495	121,861
4	Income from own activities	371,277	505,049
	Total income from income-generating activities	3,117,716	3,126,043
5, 10	Expenses related to income-generating activities	2,561,675	2,521,428
6, 10	Expenses related to own activities	356,483	374,735
7	Net financial income/expenses	-10,183	24,767
	Profit from income-generating activities	209,741	205,113
8, 10	Administrative expenses	241,761	207,420
	Loss before special-purpose activities	-32,020	-2,307
9	Special-purpose activities	14,483	16,703
	LOSS FOR THE YEAR	-46,503	-19,010

Loss for the year is transferred to equity as follows:

Unrestricted funds	-28,503	-21,051
Changes in restricted funds		
Designated for strategic measures, net	-18,000	2,041
Total	-18,000	2,041
Total distribution of loss	-46,503	-19,010

BALANCE SHEET AT 31 DECEMBER

Note		2018 DKK'000	2017 DKK'000
	ASSETS		
11	Property, plant, and equipment		
	Buildings	-	-
	Leasehold improvements	-	2,094
	Motor vehicles	1,752	2,043
	Fixtures and fittings and IT	103	285
	Total property, plant and equipment	1,855	4,422
	Total non-current assets	1,855	4,422
	Current assets		
	Receivables		
	International project aid	495,402	334,109
	Other project aid	4,370	2,777
	Earmarked collection funds and foundation grants	1,495	6,557
	Trade receivables	61,542	93,968
	Other receivables	33,670	32,439
	Prepayments	1,384	990
	Total receivables	597,863	470,840
12	Cash and cash equivalents	657,024	792,257
	Total current assets	1,254,887	1,263,097
	TOTAL ASSETS	1,256,742	1,267,519
	EQUITY AND LIABILITIES		
	Equity		
	Unrestricted funds	383,733	412,236
	Equity – Total unrestricted funds	383,733	412,236
	Restricted funds		
	Restricted funds	9,775	27,775
	Equity – Total restricted funds	9,775	27,775
	Total equity	393,508	440,011
13	Provisions	62,542	54,323
	Current liabilities other than provisions		
	Trade payables	13,340	19,986
	International project aid, unexpended grants	676,077	620,125
	Other project aid, unexpended grants	1,132	1,292
	Earmarked collection funds and foundation grants	31,750	40,098
	Government allocations etc,	8	-
14	Other payables	78,344	91,167
	Deferred income	41	517
	Total current liabilities other than provisions	800,692	773,185
	Total equity and liabilities	1,256,742	1,267,519

Note 15 Other liabilities

Note 16 Related parties

STATEMENT OF CHANGES IN EQUITY FOR 2018

Equity

	Unrestricted funds DKK'000	Restricted funds		Total equity DKK'000
		Relief pool DKK'000	Strategic measures DKK'000	
Balance at 1 January	412,236	8,000	19,775	440,011
Loss for the year	-28,503			-28,503
Amount transferred for the year		4,604	1,775	6,379
Amount spent for the year		-4,604	-19,775	-24,379
Balance at 31 December	383,733	8,000	1,775	393,508

CASH FLOW STATEMENT FOR 2018

Note		2018 DKK'000	2017 DKK'000
	Cash flow statement		
	Loss for the year before financial income/expenses	-36,320	-43,777
11	Depreciation, amortisation and impairment losses	-3,770	2,884
	Increase in receivables	-127,023	-31,130
	Increase in provisions	8,219	9,978
	Increase in current liabilities other than provisions	27,507	171,668
	Cash flows from financial income/expenses	-131,387	109,623
7	Net financial income/expenses	-10,183	24,767
	Cash flows from operating activities	-141,570	134,390
11	Acquisition of property, plant and equipment	-1,578	-2,868
11	Disposal of property, plant and equipment	7,915	1,274
	Cash flows from investing activities	6,337	-1,594
	Cash flow for the year	-135,233	132,796
12	Cash and cash equivalents at 1 January	792,257	659,461
12	Cash and cash equivalents at 31 December	657,024	792,257

NOTE 1

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Annual Report of the Danish Refugee Council for 2018 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.

Effective from 2018, the Danish Refugee Council has decided to present its Annual Report in accordance with ISOBRO's financial reporting guidelines for fundraising organisations and to change its accounting policy for recognising funds allocated by the National Board of Social Services.

Preparing the Annual Report under ISOBRO's financial reporting guidelines has not resulted in any changes in the Organisation's recognition and measurement principles but solely in the presentation of line items and disclosures in the Annual Report. Consequently, the presentation of the income statement and the cash flow statement has been changed so as to now be consistent with ISOBRO's financial reporting guidelines. Comparative figures have been adjusted to reflect the change in layout, and the description of the accounting policies applied has been adjusted as well to reflect the change in layout.

The Danish Refugee Council has opted to derogate from ISOBRO's financial reporting guidelines in the following area:

- Foreign currency translation adjustment of certain monetary balance sheet items is effected at the average exchange rate for December as opposed to foreign currency translation adjustment at the balance sheet date exchange rate as prescribed by the financial reporting guidelines.

The reason for derogating from this guideline is that the Danish Refugee Council's IT systems do not support foreign currency translation of certain monetary balance sheet items applying the balance sheet date exchange rate.

Up to and including 2017, funds allocated by the National Board of Social Services were recognised when received, whereas from the financial year 2018 such funds are recognised applying the same principles as for other public funds collected, i.e. the funds allocated are recognised as and when utilised. Allocation funds granted in 2018 were not received until in 2019.

Allocation funds are included in the income statement item "Public funds collected". This change has caused profit or loss for 2018 to be positively affected by DKK 5,979 thousand, the balance sheet total at 31 December 2018 to go up by DKK 5,979 thousand, and equity at 31 December 2018 to go up by DKK 5,979 thousand.

The comparative figures in the income statement, in the balance sheet and in the statement of financial highlights have been adjusted to reflect the change in accounting policies applied.

The accounting policies applied are now as follows:

BASIS OF RECOGNITION AND MEASUREMENT

ASSETS AND LIABILITIES

Assets are values owned by the Danish Refugee Council 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

NOTE 1, continued

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 the Danish Refugee Council 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.

NOTE 1, continued

PUBLIC FUNDS COLLECTED

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

PRIVATE FUNDS COLLECTED

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. Private funds collected also consist of funds from foundations etc. that are subject to a specific purpose. Such funds are recognised as and when utilised.

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 and rental expenses. Capacity-building expenses and expenses for strategic initiatives launched during the period are included in this financial statement item.

EXPENSES RELATED TO SPECIAL-PURPOSE 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.

NOTE 1, continued

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 (compounds)	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 "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.

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 the Danish Refugee Council'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.

NOTE 1, continued

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

Transactions denominated in foreign currencies are translated on a current basis using the previous month's average monthly exchange rates of Danmarks Nationalbank (the Danish central bank) for a number of specific currencies in so far as such rates do not vary significantly from the transaction date exchange rate. For all other currencies for which the exchange rates of Danmarks Nationalbank are not used, the market rates of the European Central Bank (ECB) on the penultimate day of the previous month are used. 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 Danmarks Nationalbank's average monthly exchange rates for the month for a number of specific currencies. For all other currencies for which the exchange rates of Danmarks Nationalbank are not used, the market rates of the European Central Bank (ECB) on the penultimate day of the month are used.

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.

NOTE 1, continued

FINANCIAL RATIOS

Financial ratios are calculated in accordance with the recommendations of the sectoral organisation ISOBRO. 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, etc.	$\frac{\text{Profit from income-generating activities} * 100}{\text{Income from income-generating activities}}$	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	$\frac{\text{Administrative expenses} * 100}{\text{Income from income-generating activities}}$	The administrative expense ratio reflects the share of the Organisation's total income incurred for administration and similar expenses.
Special-purpose activities ratio	$\frac{\text{Expenses related to special-purpose activities} * 100}{\text{Income from income-generating activities}}$	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	$\frac{\text{Profit/loss for the year} * 100}{\text{Income from income-generating activities}}$	The consolidation ratio reflects the share of the Organisation's total income incurred to consolidate its assets.
Safety margin	$\frac{\text{Equity} * 100}{\text{Total expenses for income-generating, special-purpose and general activities}}$	The safety margin reflects to what degree equity at financial year-end can accommodate the expenses of the Organisation.
Equity ratio	$\frac{\text{Equity} * 100}{\text{Balance sheet total}}$	The equity ratio reflects the Organisation's financial strength.
Share of public funding	$\frac{\text{Public funds collected} * 100}{\text{Income from income-generating activities}}$	The share of public funding reflects the share of funding of the Organisation that is based on grants etc. from public authorities.

HEADCOUNT

The average headcount in Denmark have 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 full-time equivalents (FTE) 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 flow 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

	2018 DKK'000	2017 DKK'000
Public funds collected		
International donors, project aid	2,566,615	2,446,704
Other projects and pools, Denmark	12,562	8,079
Funds from the Danish Ministry of Immigration and Integration: Grant to the General Secretariat	3,900	3,900
Funds from the Danish Ministry of Immigration and Integration: Grant for volunteer work	10,600	10,400
Funds from the Danish Ministry of Immigration and Integration: Grants for asylum counselling, documentation, etc,	7,900	9,888
Funds from the Danish Ministry of Immigration and Integration: Grants for asylum counselling services	13,798	8,800
Funds from the Danish Ministry of Immigration and Integration: Repatriation	3,400	3,400
Funds from the Danish Ministry of Immigration and Integration: Centre for Vulnerable Refugees	1,100	1,100
Grants from local authorities	90	630
Allocation funds*	5,979	6,232
Total public funds collected	2,625,944	2,499,133

NOTE 3

	2018 DKK'000	2017 DKK'000
Private funds collected		
Private donations	60,947	49,138
Donations from private firms	658	705
Other events	1,558	2,507
Annual national collection	12,588	15,190
Earmarked collection funds and foundation grants**	44,434	54,005
Membership fees from membership organisations	310	316
Total private funds collected	120,495	121,861

NOTE 4

	2018 DKK'000	2017 DKK'000
Income from own activities		
Income from sales of consultancy services	122,215	181,222
Income from local authorities	215,767	288,507
Teaching services and other services sold	33,295	35,320
Total income from own activities	371,277	505,049

*The grant received in 2017 has been recognised as income and utilised in 2018 in accordance with the Organisation's objectives. The funds were allocated to projects to promote voluntary social activities and national advocacy projects. The grant of DKK 5.4 million provided in 2018 has been approved for carry-forward to 2019 and will be evident from the financial statements for 2019.

**Funds from the 2018 national charity event "Danmarksindsamlingen" total DKK 5.4 million, of which DKK 5.1 million has been transferred to the "Flygtningelejren er mit hjem for yemenitiske børn i Djibouti" project. To this should be added DKK 0.3 million spent by the Danish Refugee Council on the administration of the project. A total of DKK 0.9 million was spent in 2018, leaving DKK 4.5 million to be spent in 2019. The DKK 4.5 million has been recognised in current liabilities in the line item "Earmarked collection funds and foundation grants" showing a balance of DKK 31.8 million.

NOTE 5

	2018 DKK'000	2017 DKK'000
Expenses related to income-generating activities		
Expenses related to fundraising activities	32,801	29,379
Projektrelaterede omkostninger:		
International projects*	2,434,982	2,395,747
Projects and pools, Denmark*	12,562	8,079
Expenses related to earmarked collection funds and foundation grants	44,334 2,491,978	54,005 2,457,831
Expenses related to the Dansih Ministry of Integration:		
Volunteer work	10,600	10,400
Partnership agreements with local authorities	98	630
Asylum counselling, documentation etc.	7,900	9,888
Asylum counselling services	13,798	8,800
Repatriation	3,400	3,400
Centre for Vulnerable Refugees	1,100 36,896	1,100 34,218
Total expenses related to income-generating activities	2,561,675	2,521,428

NOTE 6

	2018 DKK'000	2017 DKK'000
Expenses related to own activities		
Other external expenses	96,014	96,459
Payroll costs	260,469	278,276
Total expenses related to own activities	356,483	374,735

NOTE 7

	2018 DKK'000	2017 DKK'000
Net financial income/expenses		
Net interest income/expenses	-344	-382
Net other financial income	-9,839	25,149
Total net financial income/expenses	-10,183	24,767

*DKK 2.411 million thereof relates to "International projects" and "Other projects and pools", refer to the specification on page 39.

NOTE 8

	2018 DKK'000	2017 DKK'000
Administrative expenses		
Other external expenses	113,312	85,064
Payroll costs	128,449	122,356
Total administrative expenses	241,761	207,420

NOTE 9

	2018 DKK'000	2017 DKK'000
Special-purpose activities		
Allocation Funds*	5,979	6,232
General Secretariat	3,900	3,900
Relief pool	4,604	6,571
Total special-purpose activities	14,483	16,703

NOTE 10

	2018 DKK'000	2017 DKK'000
Payroll costs		
Wages and salaries	687,960	606,368
Wages and salaries, local project staff abroad	551,336	490,934
Change in provision for holiday pay obligation	-11,077	-4,363
Total wages and salaries	1,228,219	1,092,939
Pension contributions	58,986	64,772
Social security costs	8,096	6,147
Total payroll costs	1,295,301	1,163,858

Of this, remuneration to the Secretary General, including pension contributions

	1,152	1,030
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The Executive Committee is not remunerated,

Number of FTEs, Denmark and expats	1,421	1,585
Number of FTEs, local project staff abroad	5,792	6,107

*The grant received in 2017 has been recognised as income and utilised in 2018 in accordance with the Organisation's objectives. The funds were allocated to projects to promote voluntary social activities and national advocacy projects. The grant of DKK 5.4 million provided in 2018 has been approved for carry-forward to 2019 and will be evident from the financial statements for 2019.

NOTE 11**Property, plant, and equipment**

	Buildings DKK'000	Leasehold improvements DKK'000	Motor vehicles DKK'000	Fixtures and fittings and IT DKK'000
Cost				
Carrying amount at 1 January	3,265	5,442	10,976	2,560
Additions	-	-	1,578	-
Disposals	167	5,442	1,173	1,133
Carrying amount at 31 December	3,098	-	11,381	1,427
Depreciation and impairment losses				
Carrying amount at 1 January	3,265	3,348	8,933	2,275
Depreciation and impairment losses	-	2,094	1,613	182
Depreciation and impairment losses, disposals	167	5,442	917	1,133
Carrying amount at 31 December	3,098	-	9,629	1,324
Carrying amount at 31 December 2018	-	-	1,752	103

NOTE 12

	2018 DKK'000	2017 DKK'000
Cash and cash equivalents		
HQ	465,153	568,624
Cash and cash equivalents in Denmark	51,807	78,884
Cash and cash equivalents outside Denmark	140,064	144,749
Total cash and cash equivalents	657,024	792,257

NOTE 13

	2018 DKK'000	2017 DKK'000
Provisions		
International termination benefit liabilities etc	20,169	16,591
International projects	21,568	18,357
Other	20,805	19,375
Total provisions	62,542	54,323

NOTE 14

	2018 DKK'000	2017 DKK'000
Other payables		
Holiday pay	54,205	65,282
Other	24,139	25,885
Total other payables	78,344	91,167

NOTE 15

	2018 DKK'000	2017 DKK'000
Other liabilities		
Operating leases on photocopiers, etc,	642	2,184
Rental commitments	37,906	55,851
Guarantee commitments	5,880	6,280
Total other liabilities	44,428	64,315

NOTE 16**Related parties**

The Danish Refugee Council is a confederation of non-partisan, voluntary national and international humanitarian organisations.

Related parties are the Executive Committee and the Executive Management Team.

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
AMERICAS				5			1,717	2,101				686		4,509
Colombia				5			1,717	2,101				686		4,509
ASIA	33,389	2,255	53,517	6,477	25,126	11,273	34,798	12,310	16,488		72,624	17,428	3,091	288,776
Argentina	18,833		23,341	6,477	8,626	6,347	12,555	10,813	4,624		10,435	4,776		106,827
Bangladesh			7,871	2,311			9,153				57,073			79,499
Cambodia														201
Iran	3,727		10,901		14,321		-5,055	0			5,116			23,894
Laos		2,876	2,255					0	11,364		5,116			20,752
Myanmar		2,603												2,603
Pakistan		3,039												3,239
Regional Office Asia					272									272
Sri Lanka														0
Vietnam					2,179									2,179
EAST AFRICA	100,132	36,722	120,113	63,803	1,913	35,383	77,075	3,383	32,190	10,295	186,800	60,638	16,105	744,552
Dibouti	336		981	1,729			301				-15	144	0	3,476
DR Congo			6,025				9,868		8,139		2,369			26,401
Ethiopia	6,429		21,336	13,914	1,905	10,020	1,764	1,369	1,166		16,372	4,539		77,445
Kenya	7,128	1,518	3,750	2,403			3,941	15	1,440		19,390	6,368	2,884	47,382
Regional Office HoV	6,068	117	37	21,856	8	-2	2,792		1,440		20,927	34,748	2,013	32,331
Somalia	33,121	18,896	33,686	1,231		25,365	56,721	3,282	16,695	74	55,275	8,139	2,013	246,685
South Sudan	28,595		12,156			1,270	1,270	86	74	10,295	9,887	8,139	10,290	116,933
Tanzania		7,899	6,735				-7		858		62,595			35,662
Uganda	18,455		35,407	22,670		425			3,818		158,237		-125	158,237
EUROPE	1,323	7,802	154,281	18,909	10,576	42,227	42,227	8,387	4,296	607	14,577	12,491		275,476
Bosnia-Herzegovina							0				2,011			2,186
Georgia	440		143,999	4,859	10,576		-22			500	2,882	1,117		20,352
Greece							-446				-79			143,474
Kosovo							1,812	4,412		107		2,355		21,429
Macedonia							1				358			472
Montenegro							0							0
Regional Office Europe														27
Serbia	0		3,040	638			4,966		2,908		5,116	-1		16,667
Switzerland	883	7,802	5,778	556			22,806	3,948	1,034		4,027	2,563		10,220
Ukraine							12,562				262	6,457		48,087
Other projects and pools														12,562
MIDDLE EAST	80,464	93,447	150,862	5,823	4,182	68,529	155,106	22,228	47,406	189	36,999	130,235	22,702	818,172
Iraq	18,145	35,791	34,060	1,798	2,735	20,322	77,247	11,164	14,575	16	3,024	97,161	-68	314,172
Jordan	8,261	0	62,472	1,798		441	32,533		4,085		16,294	16,294		125,684
Lebanon	15,831	14	13,136	3,139		-33	407	3,326	11,284		16,155	-26		75,462
Regional Office MENA	7,125	3,430	406	530		1,325	1,325	6,389	5,403		6,97	697	12,229	13,513
Syria	3,571	50,408	-1,135	1,415		3,108	10,144	6,389	5,403		4,117	15,604		99,024
Turkey	7,899	0	31,740	3,108		29,263	29,263	3	16,141	173	6,288	0		75,193
Yemen	19,632	0	10,183	356	32	44,691	4,387	4,387	3,330	505	3,330	505	10,541	115,124
NORTH AFRICA	3,834	22,361	10,923	19,253	2,318	8,195	8,195	4,826	848	7,129	13,071	1,352	4,119	98,229
Algeria			1,452			362		732			1,908			4,454
Egypt						0								0
Libya		6,176	3,077	15,885	678		8,532	4,094	151	3	10,530	1,352		50,478
Sudan	3,834	104	6,394	561	1,640		-700	697	7,126		633		4,119	25,014
Tunisia		16,081					1							18,283
STAND BY ROSTER & HQ	32,076	4,038	1,364	1,488	1,640		-162,553	244	1,441	143	27,400	0	4,135	-90,224
Americas											105		5	114
Asia											180		365	1,200
Denmark	32,076	4,038	1,364	1,488			4,816	244	570	143	20,905	0	2,120	65,644
East Africa											4,211			6,331
Europe											178		24	529
Middle East							155		196		53			77
North Africa											575		459	1,034
Other							-167,923		0		1,213		1,158	-167,923
West Africa							399				1,213			2,770
WEST AFRICA	21,366	14,143	40,988	45,424	7,258	5,468	5,468	4,309	18,746	7,813	17,427	68,154	20,671	271,767
Burkina Faso	4,284		7,311				-39		9,211		6,241			27,228
Ghana	532		1,765		2,390		0					355		5,042
Cameroon	6,908		1,261				40	1,066	449	7,349	5,046	10,420		53,036
Central African Republic							6					2,014		3,122
Guinea	2						-207		9			-15		-204
Ivory Coast							0							0
Liberia	5						0				-13		0	29,933
Mali	5,719	1,061	4,563	7,295	4,868		3,668		0		5,520		0	29,933
Niger	2,148		9,590				12		9,077		6,345		0	29,257
Nigeria			11,982				1,961				464			117,590
Regional Office West Africa	1,759		1,101					3,243						6,103
Senegal							27				633			660
GRAND TOTAL	272,584	180,768	532,048	161,182	51,373	115,185	162,033	57,788	121,415	26,176	368,898	290,984	70,823	2,411,257

Photo: DRC / Martin Thaulow

