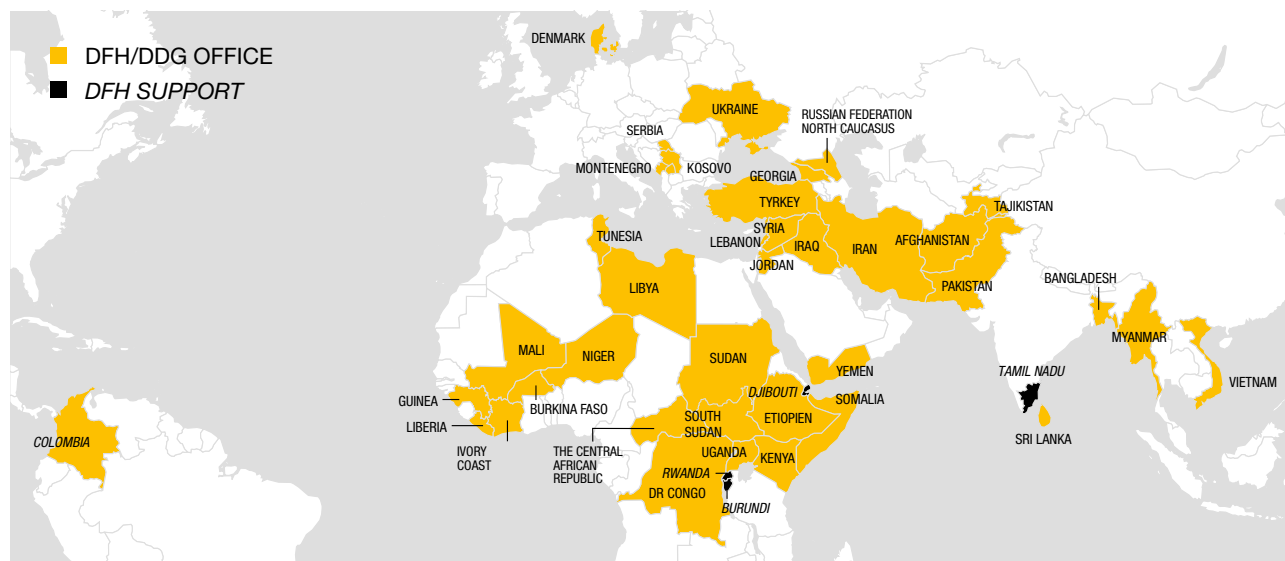




## ■ DRC PRESENCE IN 2014



When war and violence breaks out, flight is often the only option. Fleeing from persecution also means leaving behind family, home, work, school, rights and dreams. Displaced persons find themselves on the run through no fault of their own and they are entitled to help. The Danish Refugee Council is committed to assisting displaced persons to find protection and durable solutions.

## ■ DANISH REFUGEE COUNCIL MEMBER ORGANISATIONS

ADRA Denmark	FOA – Trade and Labour
Amnesty International	Ibis
CARE Denmark	LGBT, Denmark
Churches´ Integration Service	MS ActionAid Denmark
Council of Danish Artists	Salaried Employee´s and Civil Servants Confederation
DanChurchAid	Sct. Georgs Gilderne in Denmark
Danish Authors´ Society	The Danish Association of Youth Clubs
The Danish Chamber of Commerce	The Danish Confederation of Trade Unions
Danish Employers´ Confederation	The Danish Order of Saint John
Danish Musician Union	The Danish Union of Teachers
Danish People´s Aid	The Inter-Cultural Christian Centre
Danish Save the Children	The Jewish Community in Denmark
Danish United Nations Association	The Union of Commercial and Clerical Employees in Denmark
Danish Youth Council	UNICEF, Denmark
Engineers without Frontiers	Women´s Council in Denmark

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 Page 30 Leila Alaoui | Page 43 Rebecca Carter | Page 16, 17, 20, 24 Danish Refugee Council.

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## ■ 2014 AT A GLANCE

### **Bloodshed in CAR**

In January, fighting in the Central African Republic displaced vast numbers of people. DRC supplied hundreds of tonnes of food to internally displaced people in camps around the capital of Bangui.

### **New Dublin legal aid**

DRC was asked to provide legal aid to asylum seekers falling under the Dublin procedure who wish to appeal to the Danish Refugee Appeals Board.

### **Record cold winter in the Middle East**

DRC provided winter assistance in Syria, Iraq and Lebanon, where cold and snow hit millions of refugees and internally displaced people. Supplies included blankets, winter clothes and heaters.

### **New counselling service**

DRC signed a contract with the Danish Immigration Service to provide counselling services for rejected asylum seekers, the purpose being to ensure independent resolution of asylum seekers' cases.

### **More volunteers at Lærdansk language centres**

DRC's Lærdansk language centres offer extra tuition and conversation skills training provided by local volunteers. 2014 saw increasing interest from students as well as volunteers.

### **Additional crisis in Iraq**

In June, extremist rebel groups captured Mosul, a city of over a million people, and half a million people were put to flight. DRC runs a number of the camps receiving displaced people in the Kurdistan Region of Iraq.

### **DRC project receives City Hall tribute**

The Mind Your Own Business project, in which minority boys start their own businesses with the help of mentors, received tribute from Frank Jensen, the Lord Mayor of Copenhagen.

### **Water for South Sudanese refugees**

Flooding in refugee camps in Ethiopia contaminated the drinking water supply of 100,000 refugees from South Sudan. DRC distributed 200 millions of litres of clean drinking water among refugees in 2014.

### **Specialised language training**

Lærdansk focused on vulnerable students in 2014. Efforts included the preparation of material on traumatised refugees for teachers and the development of new digital tools for students with non-written languages.

### **Acute emergency aid to Ukraine**

In November 2014, DRC initiated acute relief operations for internally displaced people in Ukraine, where fighting has put more than 1 million people to flight.

### **Ebola in West Africa**

DRC reorganised its work in West Africa to curtail the effects of the Ebola outbreak. Efforts included the distribution of emergency aid and the provision of logistics support to control the virus.

### **Integration in Aarhus**

In 2014, Integration Network took over the integration work in Aarhus Municipality. Based on a holistic approach, the work is targeted at employment, language training, network families and psychosocial efforts.

## ■ FINANCIAL HIGHLIGHTS

The total activities of the Danish Refugee Council have developed as follows in the years 2010-2014

DKKkm	2010	2011	2012	2013	2014
<b>Collected funds</b>					
Income	46	56	49	63	66
Collected funds used	40	48	57	72	63
<b>Total collected funds</b>	<b>7</b>	<b>8</b>	<b>-8</b>	<b>-9</b>	<b>3</b>
<b>Own funds</b>					
Income, language centres	283	322	327	288	302
Income, integration, etc.	62	75	96	87	97
Income, other	2	1	1	6	28
Expenses, language centres	247	268	283	243	245
Expenses, integration, etc.	48	64	87	81	89
Expenses, other	14	26	16	15	20
<b>Own funds, net</b>	<b>38</b>	<b>40</b>	<b>38</b>	<b>42</b>	<b>73</b>
<b>Donated funds</b>					
Grants/used for international project work	720	924	1,194	1,719	1,691
Grants/used for other projects, funds, etc.	12	19	10	12	10
Government grants, etc.					
Income/used, all activities	29	25	29	32	39
Total income	1,155	1,422	1,707	2,207	2,232
Total expenses	1,110	1,374	1,677	2,174	2,156
<b>Net result</b>	<b>45</b>	<b>48</b>	<b>30</b>	<b>33</b>	<b>76</b>
Balance sheet items					
Total assets	465	546	613	810	842
Equity	141	189	220	253	329

### Average number of full-time employees

Headquarters in Borbjerggade, Copenhagen	172	181	186	197	225
Language tuition centres	360	397	374	338	324
Regional employees, Integration Network & Volunteer Network	65	100	131	132	127
Expatriates in international projects	123	153	154	283	353
Local staff in international projects	3,500	3,900	4,200	4,300	4,665
Expatriates via DRC Roster	26	46	50	76	96
Volunteers in Denmark (no. of persons)	4,900	5,300	6,400	5,100	5,169

### Administrative expenses

Administrative expenses covers all administrative expenses in Headquarter as well as the capacity building investments made during same period.

Administrative expenses	81,909	84,296	95,953	104,487	114,766
Capacity building investments	3,894	8,544	10,595	11,127	21,650
<b>Total costs</b>	<b>85,803</b>	<b>92,840</b>	<b>106,548</b>	<b>115,614</b>	<b>136,416</b>
Percentage of revenue	7,4%	6,5%	6,2%	5,3%	6,2%





## ■ 2014: A KEY PLAYER IN A CRISIS-RIDDEN WORLD



There are currently 51 million refugees and internally displaced people in the world – the largest number since the Second World War. For the first time ever, the UN has declared as many as four L3 emergencies, the classification for the most severe crises. Danish Refugee Council is a key humanitarian player in all of these four emergencies that are taking place in Syria, Iraq, South Sudan and the Central African Republic. Concurrently, DRC is heavily involved in the humanitarian work in a number of other areas plagued by instability, conflict and massive humanitarian needs, including Afghanistan and Somalia, and in November 2014, emergency aid programmes were established in Ukraine.

The 2014 level of assistance was the same as in 2013, at an international budget of DKK 1.7 billion. The 5,000 people in our international department have provided emergency aid, demining assistance and long-term solutions for 2.5 million refugees and displaced people in 36 of the world's hot spots. However, the record number of emergencies means that there is a strong mismatch between the need for humanitarian assistance and the resources made available by private and institutional donors. Sadly, our assistance is needed more than ever before.

### **The world's emergencies are also felt in Denmark**

More than 90% of the world's refugees and internally displaced

people are still in their neighbouring areas – their own or neighbouring countries. Even so, Europe and Denmark are also affected by the world's conflicts. The number of asylum seekers has increased and in Denmark the reception of 15,000 asylum seekers in 2014 has given rise to political initiatives and intense debate.

Through the media and current dialogue with Danish politicians, DRC has maintained a strong voice in this debate, defending the fundamental rights of asylum seekers.

Concurrently, DRC is making a considerable contribution in relation to the increasing number of asylum seekers. Our legal consultants provide counselling during the asylum procedure, our integration department provides a range of professional services to local authorities through Lærdansk centres and Integration Network, and our more than 5,000 volunteers are heavily involved in positive integration efforts across the country.

We do our best at the national as well as international level. However, our best is never good enough, and we work continuously to improve and expand our efforts.

I would like to thank our many employees, cooperation partners, contributors and donors who make it possible for us to develop our organisation and our national and international work.

**Andreas Kamm**

Secretary General

## ■ ADVOCACY EFFORTS

**Immigration and refugee policy was a key political subject in 2014. DRC participated in the debate, defending the fundamental rights of refugees and asylum seekers. Concurrently, the Organisation has maintained a global perspective, insisting that the inflow of asylum applicants to Denmark and the rest of Europe should be seen in the context of a global refugee crisis.**

---

### Growing influx of asylum seekers to Denmark

DRC has pleaded that:

- Refugee flows are created in the world's conflict zones
- The inflow of asylum seekers to Denmark reflects global refugee flows
- Neighbouring areas house 90% of the world's refugees and internally displaced people
- The number of asylum seekers coming to Europe and Denmark is relatively moderate
- Pan-European solutions for the handling of asylum seekers are required

### Temporary protected status for refugees and postponed family reunification

DRC has pleaded that:

- This conflicts with the right to family life laid down in the European Convention on Human Rights
- It is primarily women and children in a very vulnerable situation that are left in the neighbouring areas
- In a situation characterised by historically large refugee numbers, the response from European governments should not be national measures that erode the rights of asylum seekers and refugees but a common, pan-European solution

### The Danish Immigration Service's fact-finding report on Eritrea

DRC has pleaded that:

- Sufficient background material on the human rights situation in Eritrea was already available, and so there was no reason to put the cases on hold
- The conclusions of the report were primarily based on anonymous sources without any firsthand knowledge of the matters discussed
- The report should be withdrawn as it does not provide an accurate and complete picture of the situation in Eritrea

2014 also saw DRC solidify its role as a key player on the national political scene. The Organisation participates in important political forums and popular events and is frequently invited to participate in bilateral discussions with central ministers,

spokesmen and political players in the fields of asylum, integration and international humanitarian work.

### People Meeting on Bornholm

In 2014, for the first time in the Organisation's history, DRC participated in the People Meeting, the annual political festival held on the island of Bornholm. The Organisation's first appearance at this event was a great success. The overall purpose of attending was to break down some of the myths that the Organisation is often confronted with in the course of its work:

**Myth:** Europe and Denmark receive a major share of the world's refugees.

**Truth:** Neighbouring areas – the poorest and most unstable countries and regions in the world – house more than 90% of the world's refugees and internally displaced people.

**Myth:** DRC works to get as many as possible of the world's refugees and internally displaced people to Denmark.

**Truth:** DRC provides emergency aid, demining assistance and long-term solutions for 2.5 million people in neighbouring areas – the world's poorest and most unstable areas.

The programme covered a wide field, from discussions on whether Denmark is a refugee magnet state through prejudices against DRC to a meta-debate on the refugee debate and the use of celebrities in NGO contexts. In well-attended sessions, DRC debated a broad range of subjects with central politicians and opinion makers. As the People Meeting has proven a relevant platform for DRC and its advocacy efforts, the Organisation plans to return to Bornholm in 2015.

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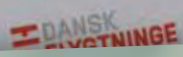
### WE ARE THERE'

In 2014, DRC and Sunrise, a communications agency, developed and launched a branding campaign setting out to raise awareness of the organisation and its work and to strengthen the perception of DRC as a leading, international, professional humanitarian player. The campaign includes advertising on the internet, TV and print as well as on own platforms and social media – under the payoff line 'We are there'.

---



**EN AF DANMARKS STØRSTE  
ENERGILEVERANDØRER**  
hedder Dansk Flygtningehjælp



Dansk Flygtningehjælp er Danmarks største humanitære NGO.  
Vi er lige nu til stede i 36 brændpunkter verden over - med op  
mod 6.000 medarbejdere. Alene i 2013 fik 2,5 millioner mennesker  
gavn af vores hjælp, direkte i nærrområderne. Vores evne til  
effektivt at indkøbe og uddøle fodevarer har gjort os til en af  
FN's foretrukne partnere.

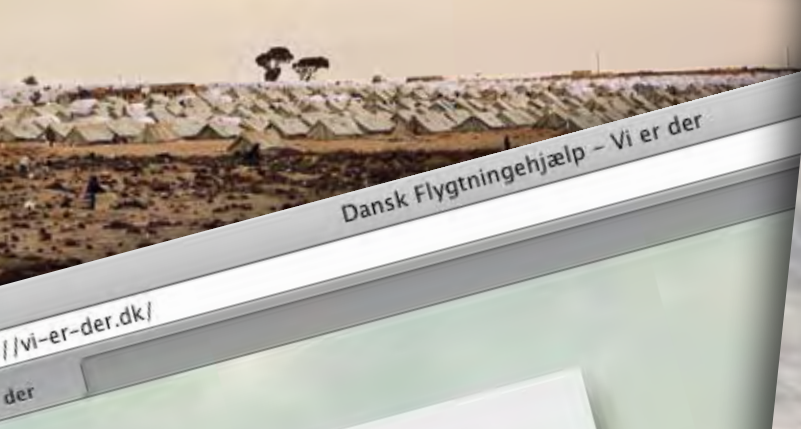


**EN AF DANMARKS  
STØRSTE ENTREPRENØR-  
VIRKSOMHEDER**  
hedder Dansk Flygtningehjælp



**EN AF DANMARKS  
MEST ERFARNE  
LOGISTIKVIRKSOMHEDER**  
hedder Dansk Flygtningehjælp

Dansk Flygtningehjælp er Danmarks største humanitære NGO.  
Vi er lige nu til stede i 36 brændpunkter verden over - med op  
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gavn af vores hjælp, direkte i nærrområderne. Vores evne til  
hurtigt og effektivt at rykke ud, når behovet opstår, har gjort  
os til en af FN's foretrukne partnere.



Dansk Flygtningehjælp - Vi er der

/vi-er-der.dk/  
der

**DANMARKS STØRSTE  
ENTREPRENØRVIRKSOMHEDER**  
hedder Dansk Flygtningehjælp

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FN's foretrukne partnere.



... vi mere gør >



## INTERNATIONAL PROJECT AID

### A WORLD IN CRISIS – MISMATCH BETWEEN NEEDS AND RESOURCES

**2014 saw the culmination of a negative global development with more humanitarian emergencies, and of a greater length and complexity, than ever before. More than 51 million people across the world are on the run, and the international community has never faced a more serious challenge than the present one – the need for humanitarian aid is far bigger than the resources available.**

Syria represents the world's gravest humanitarian crisis with up to 200,000 casualties, 7.6 million internally displaced people and 3.5 million registered refugees in neighbouring countries such as Lebanon, Jordan, Turkey and Iraq. At the same time, however, another three emergencies are raging in Iraq, South Sudan and the Central African Republic, which have all been categorised by the UN as so-called Level 3 emergencies – the classification for the most severe humanitarian crises.

Neither the international community nor DRC has ever faced a similar challenge. DRC is a key humanitarian player in the world's four gravest emergencies, while at the same time the Organisation is confronted with a number of other serious challenges such as the Ebola outbreak in West Africa, imminent food insecurity in Somalia, instability in Afghanistan and the conflict in Ukraine.

#### Longer and more complex emergencies

The world's emergencies are gradually becoming longer and

more complex. The United Nations High Commissioner for Refugees, UNHCR, defines a protracted refugee situation as a situation involving more than 25,000 refugees who have been in exile for more than five years. The world is currently faced with more than 30 such situations. At the same time, the average exile time for the world's refugees has gone up from nine years in the early 1990s to a current level of around 20 years.

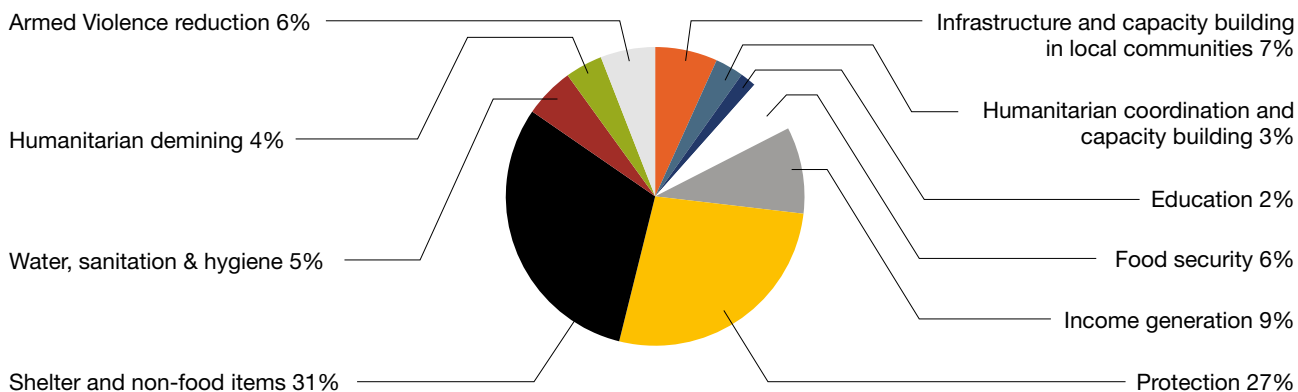
These emergencies have also become more complex and prone to a vicious circle of war, persecution, food shortage and poverty. Global climate change is another, increasingly influential factor in this development. This is the scenario playing out in a number of the world's most vulnerable states such as Somalia, Iraq and Afghanistan, areas characterised by instability, non-existent civil society, limited or no regulatory control and insufficient or poorly distributed resources.

#### Donor funds out of step with needs

There is a mismatch between the need and the funds available for humanitarian aid. According to the UN, the global need for humanitarian assistance in 2014 totalled DKK 115 billion, of which only 52% was funded. This is the lowest share ever.

DRC has many years of experience in handling complex and protracted emergencies in the world's most unstable areas. No doubt, this is instrumental in attracting donor funds from the UN, the EU, Danida and governments across the world. However, the need goes beyond resources and like any other humanitarian aid provider, DRC is forced to prioritise and focus efforts to an unprecedented degree.

#### International projects by activity, 2014





## DRC REINFORCING ITS RESPONSE CAPACITY

DRC is continuously working to optimise its ability to deliver acute, effective and strategic relief efforts. In 2013, a special Division for Emergency, Supply and Safety (DESS) was set up to bring together the Organisation's competences within relief aid, safety, UN seconding and demining. The dual purpose of setting up the DESS unit was to reinforce DRC's position and influence in relation to international coordination of emergency operations under the auspices of, e.g., the UN, and to secure the necessary specialist support for the Organisation's own relief operations – including the ability to respond quickly and effectively to acute disasters and emergencies.

In 2014, DESS was supplemented with the Emergency Protection, Assistance and Coordination Team (EMPACT), consisting of experienced relief experts who can be posted at short notice when required.

### Corporate Emergencies

When DRC needs to respond to an extraordinarily extensive, acute and complex crisis, the International Director can declare a Corporate Emergency to ensure the necessary coordination, competences and resource allocation. Here, DESS plays a crucial role. Three times since DESS' establishment in 2013 has DRC declared a Corporate Emergency: in the Central African Republic, Iraq and South Sudan.

## CENTRAL AFRICAN REPUBLIC (CAR)

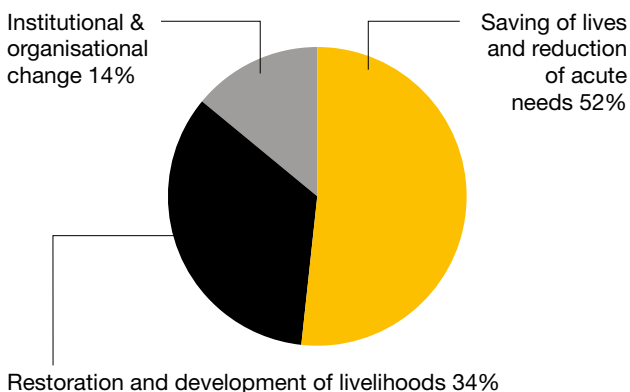
CAR suffers under political instability and battles for government power, persistent violence and poverty. Killings, assaults and persecution of the civilian population by armed groups are everyday events. A total of 430,000 people have been displaced, and the UN estimates that 2.7 million people are in need of humanitarian assistance.

DRC is among the leading humanitarian NGOs in CAR and has won great praise for its relief work in the country. Efforts focus, among other things, on operating refugee camps, protection, distribution of emergency aid packages and food and conflict resolution for internally displaced people and host families in the capital of Bangui and several of the most fragile provinces in the northern part of the country.

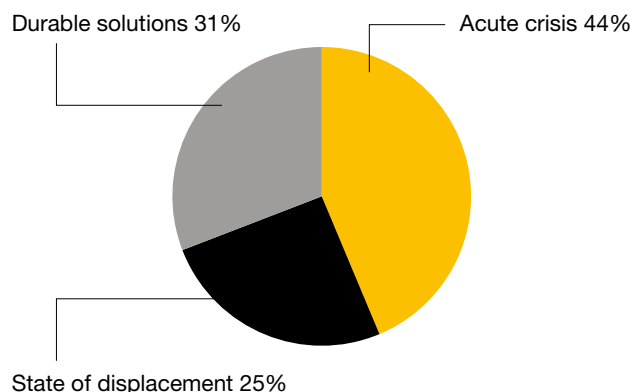
## IRAQ

In Iraq, the situation is still characterised by sectarian tension and instability. At the same time, fighting between government forces and armed rebel groups has been escalating since the beginning of 2014. Killings, assaults and compulsory conversion of the civilian population are systematic in areas controlled by the rebels, and tensions, assaults and persecution across religious affiliations are common throughout the country. 5.2 million Iraqis are in need of humanitarian assistance, and the UN estimates that more than 2 million people were displaced in 2014. The autonomous Kurdistan Region in the northern part of Iraq has received a large share of these people – on top of the more than 200,000 Syrian refugees already in the region.

### International projects by purpose, 2014



### International efforts by situations, 2014



DRC provides relief efforts in the autonomous Kurdistan Region in northern Iraq as well as in central Iraq and the disputed border regions between the Kurdistan Region and central Iraq. Efforts are targeted at internally displaced Iraqis and Syrian refugees, both those who have sought protection in camps and the many internally displaced people who live outside the camps or in inaccessible areas.

DRC is responsible for operating a number of refugee and displaced people camps in Iraqi Kurdistan and for distributing relief supplies. During the coldest months, relief efforts mainly consist of handing out blankets, warm clothes, tarpaulins, heaters and kerosene.

### SOUTH SUDAN

The conflict in South Sudan continues to disrupt the lives of millions of people. 1.5 million people were displaced in 2014 alone, and 1.5 million people are faced with severe food insecurity. At the same time, humanitarian relief work is made difficult by poor infrastructure, and especially during the rainy season, getting assistance to those in need is a lengthy and difficult process.

As in Iraq, DRC is in charge of running a number of refugee camps in the unrest-ridden border region between South Sudan and Sudan. However, relief operations also comprise the

hundreds of thousands of internally displaced people in the Upper Nile and Unity states who live in more provisional camps or seek shelter in local villages. DRC has leveraged its regional presence to reach out to a total of 350,000 South Sudanese on the run from war and destruction in South Sudan and the neighbouring countries of Uganda, Kenya and Ethiopia.

DRC's efforts include, among other things, protection, relief supplies, shelter, water and sanitation. Specialised assistance for disabled people and particularly vulnerable groups of internally displaced people are also an integral part of DRC's efforts.

### EXIT STRATEGIES – WHEN OPERATIONS ARE DISCONTINUED

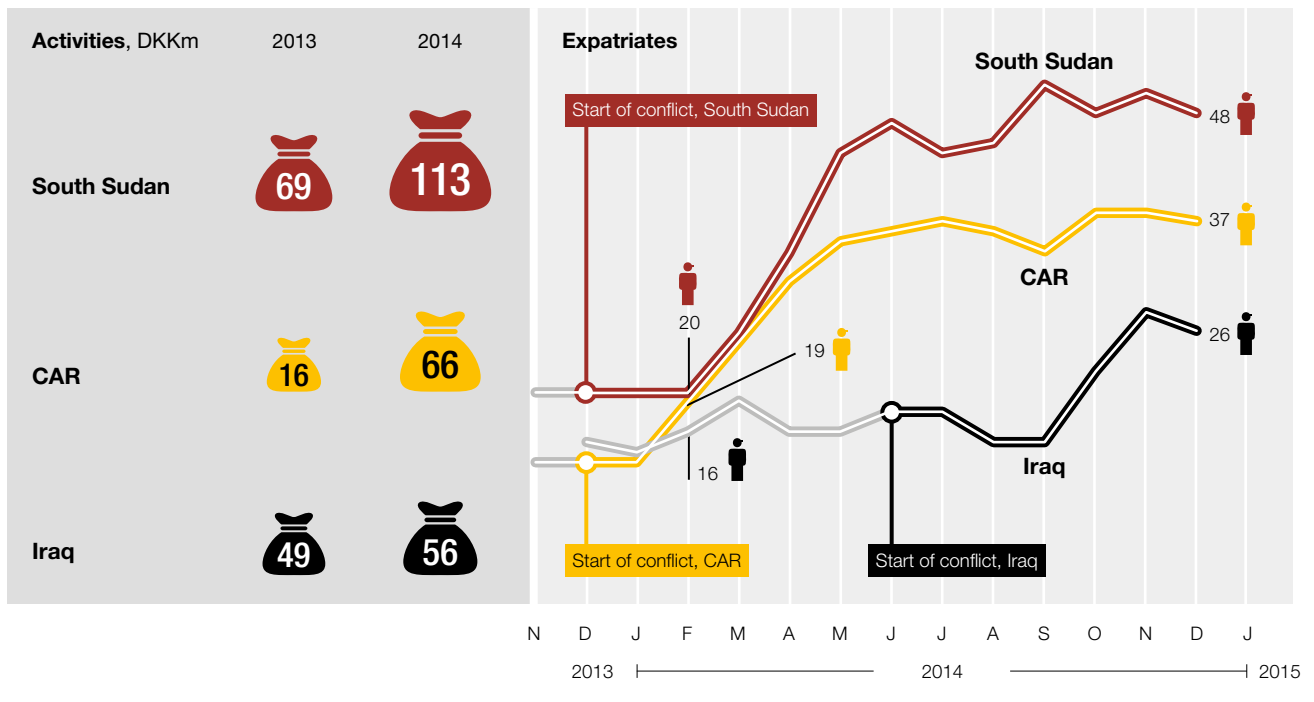
DRC works to provide durable solutions for the world's refugees and displaced people. Accordingly, the humanitarian work comprises the full circle from the acute emergency aid phase through the reconstruction phase, conflict resolution and capacity building to stabilisation of communities and the repatriation of refugees and displaced people. When DRC phases out humanitarian operations or terminates efforts in a country or region, it is crucial that this is done in a responsible manner.

DRC left Bosnia in 2010 after 18 years in the country and the completion of one of the largest, most complex and





## DRC activities and expatriates in the crises of South Sudan, CAR and Iraq



longest operations in the Organisation's history. The experience gained in Bosnia forms a cornerstone of DRC's Exit Strategies, which are today an integral part of its strategic programme work.

### Terminating projects responsibly

With DRC working in some of the world's most unstable areas, the decision to phase out or end humanitarian operations will always reflect the local context. However, the decision is made on the basis of fixed criteria.

At the general level, it is essential that:

- The rights of refugees and internally displaced persons are protected by national and international institutions
- It is unlikely that new violent conflicts will break out
- It is unlikely that new displacements will take place

At the practical level, circumstances may make it necessary to end efforts when:

- Funding is no longer available
- Employees and/or those we help are exposed to serious risk
- The Organisation faces political pressure from authorities

In 2014, DRC ended its programmes in Northern Caucasus and Sri Lanka after 17 and 14 years, respectively.

## NORTHERN CAUCASUS

### – from emergency assistance to long-term solutions

DRC wound up 17 years' work in Northern Caucasus in 2014. From the provision of acute emergency assistance during the wars in Chechnya to reconstruction efforts and development of long-term solutions for the displaced population, DRC has been the key humanitarian player in the region.

Acute emergency efforts included the distribution of food to half a million displaced people in Chechnya and neighbouring republic Ingushetia. Restructuring efforts began to gather momentum in 2000, and DRC completed more than one hundred major infrastructure projects and repaired 12,000 houses. Afterwards followed targeted psychosocial efforts for traumatised displaced people and previously displaced people and a range of initiatives to train, educate and empower the population to earn income through agricultural projects, microloans and microcredit for the start-up of small businesses. Capacity building of local NGOs and communities was a key element of the last phase of DRC's work in the region.

DRC and its demining unit, Danish Demining Group (DDG), have worked in Georgia, Chechnya, Ingushetia, North Ossetia and Dagestan.

**DRC DANISH  
REFUGEE  
COUNCIL**







## ■ INTEGRATION

2014 saw an increasing inflow of refugees to Denmark, primarily from Syria. As a result, DRC's national efforts were extra busy throughout the year. The task was accomplished through a range of special efforts in Lærdansk, Integration Network and Volunteer Network.

### LÆRDANSK

Lærdansk language centres across the country have seen refugees make up an increasing share of students. Even so, the majority of students are still foreigners who come to Denmark to work or study. Even though refugees make up a minority share of students, the growing number of refugees brings new challenges and new expectations for language centres and teachers. The task is not just to teach the Danish language and culture; many students are traumatised by their experiences in their home countries.

The number of Lærdansk students totalled 16,190 in 2014, an increase of just under 14% compared with 2013, when the number was 14,219. Of these 16,190 students, 6,099 participated in the new course concept called Arbejdsmarkedsrettet Dansk (job-oriented Danish), which was introduced at the beginning of 2014.

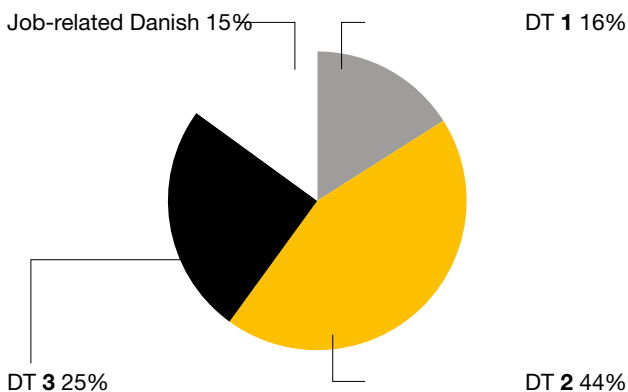
#### Lærdansk ABC helps students all the way from A to Z

The Lærdansk ABC programme was finalised in 2014 now enabling students to access exercises for beginners online.

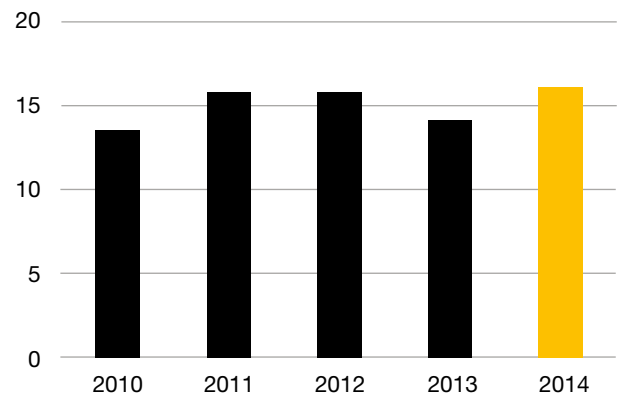


Lærdansk ABC is directed towards the students with the weakest backgrounds. Students do not even need to know the letters, not even in their own language, as the exercises are largely sound-based. As Lærdansk ABC is available online, students can work with the exercises independently, either at home or at school study centres. This allows students to work with the exercises at the pace and in the order they prefer. Naturally, Lærdansk ABC cannot replace ordinary class teaching, the programme releases classroom resources that may be spent on other aspects of the Danish language.

#### Students by module



#### Number of students in the past five years







**INTEGRATION NETWORK**

It goes without saying that the growing number of refugees means an increasing number of citizens in municipal integration programmes. As a result, the number of Integration Network employees has gone up. On 1 January 2015, the number of Integration Network employees totaled 226, up from 176 the year before. This is an increase of 28%.

In 2014, a total number of 785 citizens participated in Integration Network's job-oriented activities.

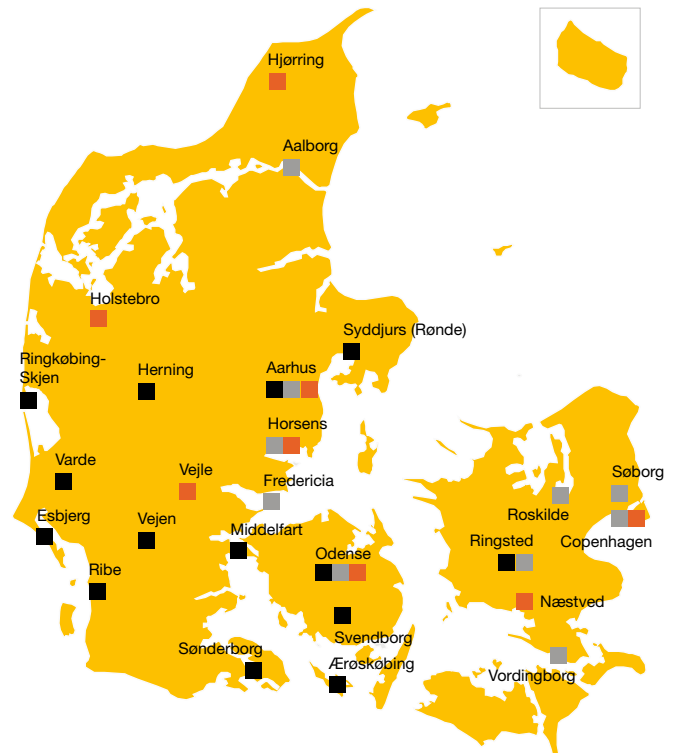
**Case – a holistic integration programme**

In Aarhus Municipality, local government and Integration Network have worked closely together around a programme for newly arrived refugees. The programme is based on a holistic approach, including an introduction to Danish society, language training and job-oriented activities as well as psychosocial efforts for traumatised refugees and volunteer efforts such as network families. The programme has been developed in co-operation with Aarhus Municipality, and Integration Network is involved all the way. The all-inclusive programme is having a significant impact, according to Lene Brink, Head of Department at Job & Integration at Job Centre Aarhus:

”The newly arrived get off to a good start. Integration Network assigns importance to the capacity to support oneself and is seeing strong results from its job-directed efforts. When efforts are concentrated in the start-up phase, we save time and facilitate coordination so that the refugees get off to a quicker start. Efforts are dynamic and aligned with national and local politics and individual requirements”, says Lene Brink.

**DRC presence**

- Lærdansk language centres, incl. Sub-departments
- Integration network offices
- Volunteer counselor groups





**VOLUNTEER NETWORK**

The increasing inflow of refugees to Denmark in 2014 has also affected Volunteer Network’s activities. An extraordinarily large number of families have signed up as voluntary network families for refugees. Volunteer Network added 193 new network families in 2014 against 103 in 2013. Volunteer Network is generally experiencing great support for its voluntary work.

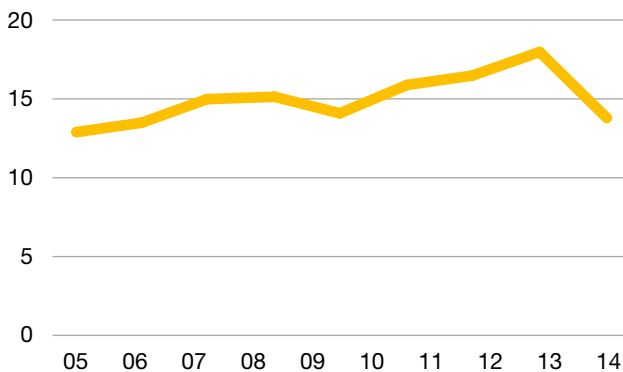
**Massive demand for voluntary programmes**

According to a number of surveys completed by DRC in 2014, there is still massive demand for Volunteer Network’s programmes. First of all, ethnic minority children still seek voluntary tuition. 68% of the 61 contact persons participating in a survey for Volunteer Network reported that demand is at the same or a higher level compared with August 2014, when schools started offering extended tuition as a result of the Folkeskole Reform.

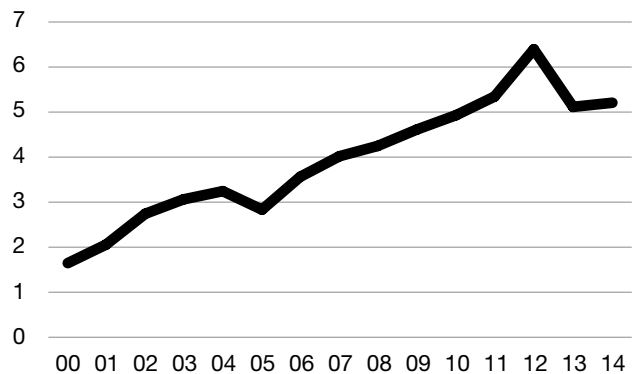
In addition, a much greater than expected number of adults received tuition from Volunteer Network in 2014. The initial target was 2,300, but a total number of 3,955 were coached by DRC’s volunteers in the year.

Volunteer Network was in contact with 13,693 ethnic minority users in 2014, a decrease of 4,290 users compared with 2013. The decrease can be ascribed to resource-related shutdowns of a limited number of volunteer groups and to insufficient resources in a small number of groups relative to the number of registered users. Considering the amount of available resources, there is still considerable demand for the Network’s programmes. Volunteer Network’s national network includes 5,169 volunteers, of whom 517 have ethnic minority backgrounds, corresponding to 10% of the total number of volunteers. Over the past three years, Volunteer Network has maintained a stable number of minority background volunteers, in line with its strategic target.

**Number of people covered by voluntary work programmes in 1,000, 2005-2014**



**Number of volunteers 2000 - 2014 in 1,000**



### Mind Your Own Business

Boys from Urbanplanen, a housing estate on western Amager, design statement T-shirts, a group from Blågårds Plads organises races in Nørrebro, and a group of boys from Vejle wash your car while you do your shopping. These are just a few of the microbusinesses that have succeeded under the Mind Your Own Business programme. Thanks to a strategic partnership with TrygFonden entered into in the autumn of 2013, Mind Your Own Business was able to increase the number of microbusinesses in 2014.

A new season was kicked off on 22 November 2014, when eight selected groups from across the country gathered at partner organisation Boston Consulting Group (BCG) in Copenhagen for the Mind Your Own Business Venture Camp 2014.

In addition to the selected groups of motivated boys, a large number of mentoring businesses from corporate Denmark and

voluntary venture pilots were present. The purpose of the event was for the boys to develop and present a business plan for their work over the coming seven months with a view to creating their own successful microbusiness.

### Cities with Mind Your Own Business projects:

Aabenraa, Horsens, Aarhus, Randers, Halsnæs, Nivå, Kokkedal, Copenhagen

### Mind Your Own Business mentoring businesses:

Microsoft, Boston Consulting Group, LaserTryk, Lyngby Boldklub, Soulland, Mannov, Business Park Randers, ABENA, Intellia



Boys from the three micro-enterprises: G for Gentlemen (Urbanplanen), Nørrebroløbet (the Nørrebro run) and B-N1C3 (Tingbjerg) standing together at the Nørrebro run



## ■ ASYLUM COUNSELLING

On 1 January 2014, the amended Dublin Regulation (Dublin III) entered into force. For Danish purposes, this means, among other things, that complaints concerning transfer decisions are now handled by the Refugee Appeals Board instead of the Ministry of Justice. Moreover, appeals will automatically act as a stay of execution, and applicants have access to free legal assistance from DRC. In addition to counselling and preparation of individual pleadings for the Refugee Appeals Board, DRC has faced a considerable task in collecting background information on a large number of countries, including Italy, Bulgaria, Malta, Cyprus and Hungary, as this information is not always easily accessible. This work included field trips to Bulgaria and Italy and extensive use of the DRC's large network of humanitarian organisations across Europe. In spite of the now rather extensive documentation of the conditions in these countries, and although families are regularly separated as a result of decisions made by the Danish Immigration Service, the rate of reversal in these cases remains very low.

### **Counselling for rejected asylum seekers**

In May 2014, DRC set up a special counselling service for rejected asylum seekers. Counselling is based on the specific situation and needs of each individual applicant and sets out to

help applicants to fully understand their situation and to guide them as to their possibilities, if any, for obtaining a residence permit on another basis and for obtaining support in connection with a return to their home country. The Danish Red Cross handles counselling services at their own centres, while DRC is in charge of counselling services at the remaining centres, which are run by local authorities and which house more than half of all asylum seekers. Demand for counselling services among rejected asylum seekers has proven massive, and in a small-scale efficiency study performed by DRC, all applicants were very satisfied to be able to seek guidance from an independent organisation.

### **Increase in the number of applicants seeking advice**

The increasing inflow of asylum seekers to Denmark has naturally triggered an increase in the number of applicants seeking advice from DRC. The number rose from 8,240 in 2013 to 12,171 in 2014, an increase of 48%





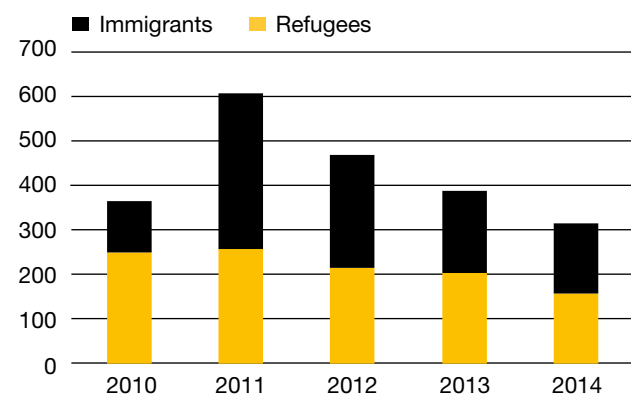
## ■ REPATRIATION



In early 2014, the Danish Parliament decided to make the experimental amendments to the Danish Repatriation Act that took permanent effect on 1 January 2010. The amendments included an extension of the target group, increased repatriation support, adjustments of reintegration support and special supplementary reintegration support for certain foreigners. These improvements have triggered a strong increase in the number of repatriates since 2010. In 2014, a total of 320 people returned to their home country backed by financial support provided under the Repatriation Act. 279 of these were adults and 41 were children under the age of 18.

The largest groups of repatriates were from Bosnia and Herzegovina (73 persons) and Turkey (70 persons).

Repatriate immigrants/refugees 2010-2014



## ■ KNOWLEDGE RESOURCES

DRC carries out a broad variety of activities, both nationally and internationally, requiring manifold professional competences as well as specific skills in relation to individual activity areas. Continuous efforts, all revolving around DRC's values, are being made to strengthen and develop competences and to ensure knowledge sharing and anchoring.

### INTERNATIONAL ADVOCACY AND NETWORKING

DRC participates in international standard and method development and advocacy work through participation in five global cluster working groups under the UN's Protection programme, including Child Protection Working Group, Food Security, Early Recovery, Shelter and Camp Coordination & Camp Management.

DRC works closely with the UN, particularly UNHCR under a strategic collaboration agreement, OCHA (Office for Coordination of Humanitarian Affairs) and IASC (Inter-Agency Standing Committee). DRC also participates in local coordination forums under the UN's humanitarian clusters.

DRC is an active member of a number of international organisations and cooperation forums, including:

- ECRE – European Council on Refugees and Exiles. DRC's Secretary General has chaired the council since 2009.
- ICVA – International Council of Voluntary Agencies.
- VOICE – Voluntary Organisations in Cooperation in Emergencies.
- HAP – Humanitarian Accountability Partnership.
- European Inter-Agency Security Forum. DRC has been a member of the Steering Committee since 2013.

DRC's demining unit, Danish Demining Group (DDG), participates in the international cooperation on quality development in humanitarian demining, etc., through memberships of:

- International Mine Action Standards (Review Board). DDG is represented on the Board.
- Expert Reference Group for the UN's Coordinating Action on Small Arms (CASA). DDG is represented as an expert.
- Advisory Board of Geneva International Centre for Humanitarian Demining (GICHD).
- Global Alliance on Armed Violence.

In association with nine other NGOs, DDG has set up a global network to coordinate the work to reduce armed violence.



### Geneva office ensures a bigger say

In September 2013, DRC opened its own office in Geneva, which helped to consolidate the Organisation's position in 2014. DRC's extensive experience from its leading operational role in some of the world's conflict zones has provided a strong platform for getting a bigger say in decision-making processes across UN agencies and leading humanitarian organisations.

DRC maintains strategic focus on areas that:

- have a direct influence on our field operations, including the Transformative Agenda and the Refugee Coordination Model
- make a great impact, including the World Humanitarian Summit and the Whole-of-System Review of Protection in Humanitarian Crises
- lay down technical guidelines and standards, including in relation to the protection of refugees and internally displaced people.

Among the tangible results of our hard work are three positive developments in particular:

- DRC regularly receives invitations to participate in bilateral discussions with humanitarian organisations, UN organisations and central member states.
- DRC is a key participant in a range of formal collaborative groups, including the UNHCR Refugee Coordination Model roll-out group and the OCHA's Transformative Agenda advisory group.
- DRC is one of two NGOs represented in the Emergency Directors Group, which appoints humanitarian coordinators and relief coordinators and analyses operational challenges and opportunities in a number of the world's hot spots.

### Solutions Alliance – developing new solutions

DRC has played a pivotal role in establishing the Solutions Alliance, which brings together UN agencies, NGOs and governments to develop new, durable solutions for the world's refugees and displaced people.

Starting in 2015, DRC acts as secretariat for the Solutions Alliance. Permanent members currently include the Danish and Colombian governments, the United Nations High Commissioner for Refugees (UNHCR), the United Nations Development Programme (UNDP) and the International Rescue Committee (IRC).

The Solutions Alliance is an offshoot of Roundtable on Solutions, an international conference for UN agencies, NGOs and governments from across the world that was held in Copenhagen in April 2014. In November 2014, DRC co-hosted an event that presented specific challenges and solution models in relation to displacements in Somalia in the Horn of Africa.

### THE ROSTER

#### – more stationings than ever before

DRC's Roster includes around 600 international specialists who may be posted at short notice for typical periods of 3-6 months whenever the UN needs expert assistance.

In 2014, DRC posted 233 experts in protection, relief and camp management, logistics, reconstruction and water and sanitation to assist in UN operations in the world's hot spots. 80% of these operations were handled by the United Nations High Commissioner for Refugees (UNHCR). This is the largest number of stationings ever.

Concurrently, the UNHCR-DRC Investigation Specialist Roster was established. This Roster comprises experts with special knowledge of financial irregularities and violations of codes of conduct for humanitarian personnel, who may be called in to assist the UN and NGO partners in ensuring transparency and accountability in humanitarian operations.

### DANISH DEMINING GROUP

#### – new technology

DRC's demining unit, Danish Demining Group (DDG), works in a number of the world's battle zones and fragile states. Its operations include clearance of mines and unexploded ordnance, small arms safety improvement, conflict resolution and facilitation of cooperation between those in power and local communities.

In 2014, DDG introduced new technology to facilitate the work to prevent accidents involving mines and unexploded ordnance. Pilot projects with web portals and text messages have been launched in Ukraine and Vietnam to ensure systematic collection of information from the local population on mines and unexploded ordnance in local communities. The project sets out to inform the local population about unexploded ordnance from current and previous conflicts. In the Ukraine, the problem is acute, while in Vietnam, unexploded ordnance from the Vietnam War 40 years ago continue to surface.

In association with Maersk Group, DDG set up demining programmes in Vietnam in 2014 to clear some of the poorest areas of the country, where unexploded mines and ordnance continue to kill and mutilate people.





## INTEGRATION

### ABC learning

In 2014, Lærdansk finalised Lærdansk ABC, an online learning programme with exercises directed towards level 1 students, those with the weakest backgrounds. It is a completely new learning system which primarily works via sounds, and the students do not even need to know the letters. Furthermore, Lærdansk ABC is an online programme allowing the students to work independently, either at home or in school study centres. Lærdansk ABC is based on a Dutch programme, and Lærdansk is the only Danish language centre with a licence to use the programme. The technical development still takes place in the Netherlands, while the Danish content is developed and refined by Lærdansk.

### Interpretation Services

DRC's Interpretation Services offer interpretation and translations to and from around 65 different languages. Successful interpretation requires more than just language skills. Accordingly, DRC's interpreters have extensive insights into Danish culture, institutions and law.

DRC's Interpretation Services have experienced increasing demand for interpretation assistance in the past year. In 2014, Interpretation Services provided 37,442 interpretations compared with 28,426 in 2013, an increase of 32%.

In 2014, Interpretation Services signed new cooperation agreements with 15 local governments across the country. The number of interpreters has increased from 444 at 31 December 2013 to 709 at 31 December 2014.

## ASYLUM

### ATCR chairmanship

From July 2013 to July 2014, Denmark chaired the Annual Tripartite Consultations on Resettlement (ATCR), a unique co-operation forum for UNHCR, governments and NGOs involved in resettlement. The chairmanship involved the planning of two meetings in cooperation with UNHCR, the first of which took place in Copenhagen in February 2014 and the second, which was somewhat larger and included around 200 participants, in Geneva in July 2014. The chairmanship was managed by the Danish Immigration Service, while DRC was NGO Focal Point. The Danish chairmanship placed special focus on the situation in Syria and a reform of ATCR to ensure more efficient and operational meetings and better utilisation of the combined knowledge of participants.

## ■ SPECIAL FINANCIAL RISKS

SPECIAL RISKS DRC's activities are invariably subject to the special conditions applying to international emergency aid and reconstruction work, including the challenges of carrying out activities in areas that lack well-functioning structures and institutions. Appropriated administration funds are limited and do not cover unforeseen expenses arising in connection with international activities. In the areas where DRC operates, there is a potential risk of expenses occurring due to illicit enrichment. Such expenses are covered by DRC's own funds.

A special risk relates to rapid changes to the overall composition of activities, including the total level of activity. This requires flexibility and speedy alignment in relation to contracts, donor terms, personnel and leases.

Political decisions in the refugee and integration area, nationally as well as internationally, may also place increased demands on flexibility and organisational adjustments.

Due to the organisation's significant currency exposure from international activities, DRC is highly affected by unstable foreign exchange rates and uncertainty regarding banking and transfer conditions in relation to international activities.

A special risk relates to liquidity insofar as donors often hold back last instalments until the financial statements have been approved. Given DRC's level of activity, this often poses a challenge for the organisation's liquidity.

The past few years and 2013 in particular have seen a growing trend among local authorities to subject stationed staff to taxation, sometimes even with retrospective application. It is crucial that donors put pressure on local authorities to exempt the staff of humanitarian organisations from taxation as such costs will ultimately be paid by donors, not the humanitarian organisations.

The above noted situation has management's upmost attention and as a result DRC is in continuous dialog with its donors. The organisations financial structure is such that it has equity of a size which ensures economic stability.

The above noted situation has managements upmost attention and as a result DRC is in continuous dialog with its donors.

The organisations financial structures is such that it has equity of a size which ensures economic stability.



## ■ STATEMENT BY THE MANAGEMENT

Today, the executive committee and management have discussed and approved the annual report of the Danish Refugee Council for the financial year 1 January - 31 December 2014.

The annual report has been prepared in accordance with the Danish Financial Statements Act.

In our opinion, the financial statements give a true and fair view of the organisation's financial position at 31 December 2014

and of the results of its operations for the financial year 1 January- 31 December 2014.

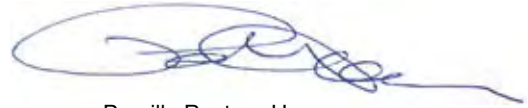
In our opinion, the management's review includes a fair review of developments in the organisation's operations and financial matters, the results of the organisation's operations and its financial position.

We recommend the adoption of the annual report by the Council.

Copenhagen, 23<sup>rd</sup> April 2015



Andreas Kamm  
General Secretary



Pernille Rostrup Hansen  
Head of Finance

### Executive Committee of the Danish Refugee Council



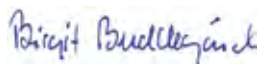
Stig Glent-Madsen  
Chairman



Bent Nicolajsen  
Deputy chairman



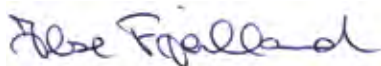
Bent Lexner



Birgit Buddegård



Hans-Henrik Lund



Ilse Fjalland



Peter Kellermann Brandorff



## INDEPENDENT AUDITORS' REPORT

### To the council of the Danish Refugee Council

We have audited the financial statements of the Danish Refugee Council for the financial year 1 January – 31 December 2014, which comprise income statement, balance sheet and notes, including a summary of significant accounting policies. The financial statements are prepared in accordance with the Danish Financial Statements Act.

### Management's responsibility for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Danish Financial Statements Act. Further, Management is responsible for such internal control that it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, for selecting and applying appropriate accounting policies and for making accounting estimates that are reasonable in the circumstances.

In addition, Management is responsible for ensuring that the transactions comprised by the financial statements are consistent with appropriations granted and agreements entered into.

### Auditors' responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with international standards on auditing, additional requirements under Danish audit regulation and auditing standards generally accepted in Denmark as regards public enterprises. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance as to whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors con-

sider internal control relevant to the Organisation's preparation of financial statements that give a true and fair view 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Management, as well as evaluating the overall presentation of the financial statements.

Further, the audit comprises an assessment as to whether business procedures and internal controls have been established for relevant areas (consumption of public funds) to ensure that the transactions comprised by the financial statements are consistent with appropriations granted and agreements entered into.

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

Our audit has not resulted in any qualification.

### Opinion

In our opinion, the financial statements give a true and fair view of the Organisation's financial position at 31 December 2014 and of the results of its operations for the financial year 1 January – 31 December 2014 in accordance with the Danish Financial Statements Act.

In our opinion, business procedures and internal controls have been established for relevant areas (consumption of public funds) to ensure that the transactions comprised by the financial statements are consistent with appropriations granted and agreements entered into.

### Statement on the Management's review

Pursuant to the Danish Financial Statements Act, we have read the Management's review. We have not performed any other procedures in addition to the audit of the financial statements. On this basis, it is our opinion that the information provided in the Management's review is consistent with the financial statements.

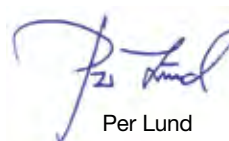
Copenhagen, 23 April 2015

Ernst & Young | Godkendt Revisionspartnerselskab



Svend Duelund Jensen

State Authorised Public Accountant



Per Lund

State Authorised Public Accountant

## ■ ACCOUNTING POLICIES

### GENERAL

The annual report of the Danish Refugee Council for 2013 has been prepared in accordance with the provisions applying to reporting class A enterprises under the Danish Financial Statements Act. In certain respects, the financial information exceeds the minimum disclosure requirements for reporting class A enterprises.

Terms and classifications have been aligned with the general provisions of the Danish Financial Statements Act, taking into account the special structure of the organisation.

The accounting policy used is unchanged from the previous year.

There has been a change in the supplication of principles for transfer of own funds to equity. Please refer to the section Equity.

### INCOME STATEMENT

Collected funds are recognised as income when received and expensed when allocated, provided that the projects are in progress. Costs concerning planned national collection campaigns are recognised in the collection year. For earmarked collected funds, see donated funds.

Own funds comprise income from school-related activities and from international projects, which is recognised as activities are carried out, and income from sales of counselling and interpretation services, which is recognised when invoiced.

Donated funds and earmarked donations from private founda-

tions are recognised as income when used. Any additional costs relating to projects are covered as funds used under other own funds. Income and expenses for the year concerning project assistance will always be equal in size.

Government grants are recognised as income when used. Income and expenses for the year will always be equal in size.

Financial income and expenses comprise interest, foreign exchange gains and losses and capital gains and losses on securities.

Financial income and expenses are included in the main categories of the income statement.

### Foreign currency translation

Transactions denominated in foreign currencies are translated using the average monthly exchange rates fixed by Danmarks Nationalbank (the Danish central bank) in the previous month. For currencies not comprised by the rates fixed by Danmarks Nationalbank, the monthly rates fixed by the EU are used. Only donors with project-specific requirements in respect of exchange rates are exempted from this policy.

### BALANCE SHEET

#### Property, plant and equipment

Land and buildings and fixtures, fittings, tools and equipment are measured at cost less accumulated depreciation. Land is not depreciated. Cost comprises the purchase price and any costs directly attributable to the acquisition until the date when the asset is available for use.



Depreciation is provided according to the straight-line method, based on the following expected useful lives:

■ Cars	2-4 years
■ Tools and equipment	2-4 years
■ IT	3 years
■ Buildings in Denmark depreciated to expected residual value	50 years,
■ Compounds abroad	3-5 years

Depreciation is recognised in the income statement under own funds. Acquisitions with a cost of less than DKK 50,000 are expensed in the year of acquisition.

The carrying amount of property, plant and equipment is reduced to the recoverable amount if this is lower than the carrying amount.

Gains and losses on the disposal of property, plant and equipment are stated as the difference between the selling price less costs to sell and the carrying amount at the date of disposal. Gains or losses are recognised in the income statement.

#### **Donated funds**

Donated funds received before the time of use are recognised in the balance sheet as payables. Used donated funds not received at the time of use are recognised as receivables.

#### **Receivables**

Trade receivables are measured at amortised cost. Impairment losses are charged based on individual assessments.

#### **Cash and cash equivalents**

Cash and cash equivalents comprise cash and bank deposits in Denmark.

#### **Prepayments and deferred income**

Prepayments comprise prepaid expenses regarding subsequent reporting years.

Deferred income comprises payments received concerning income in subsequent financial years.

#### **Equity**

Equity is divided into Own funds and International funds. International funds comprise collected funds and other international funds, including DRC's relief pool. Own funds cannot exceed 20% of the total revenue for the year. Any excess amount is transferred to International funds.

#### **Provisions**

Provisions comprise expected expenses relating to the discontinuance of activities, including tax liabilities for posted staff. Provisions are recognised when, as a result of past events, the organisation has a legal or a constructive obligation and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation. Provisions are measured at net realisable value.

#### **Other liabilities**

Other liabilities are measured at net realisable value.







## INCOME STATEMENT FOR THE FINANCIAL YEAR 1 JANUARY - 31 DECEMBER

1. JANUARY - 31. DECEMBER

Note	2014 DKK'000	2013 DKK'000
<b>1 Collected funds</b>		
Collected funds - income	65,731	62,520
Collected funds used	62,688	71,509
<b>Total collected funds</b>	<b>3,043</b>	<b>-8,989</b>
<b>2 Own funds</b>		
Own funds - income	426,636	381,088
Own funds used	353,374	338,870
<b>Total own funds</b>	<b>73,262</b>	<b>42,218</b>
<b>3 Donated funds</b>		
Donated funds - income	1,701,371	1,731,909
Donated funds used	1,701,371	1,731,909
<b>Total donated funds</b>	<b>0</b>	<b>0</b>
<b>4 Government grants, etc.</b>		
Government grants, etc. - Income	38,666	31,757
Government grants, etc. - Used	38,666	31,757
<b>Total Government Budget appropriations etc.</b>	<b>0</b>	<b>0</b>
<b>RESULTS FOR THE YEAR</b>	<b>76,305</b>	<b>33,229</b>
Total income	2,232,404	2,207,274
Total expenses	-2,156,099	-2,174,045
<b>Result for the year</b>	<b>76,305</b>	<b>33,229</b>
<b>The results for the year are transferred to equity as follows</b>		
Own funds	86,101	42,218
<b>Equity - total own funds</b>	<b>86,101</b>	<b>42,218</b>
Relief pool	-14,594	-6,655
Other international funds	4,798	-2,334
<b>Equity - total international funds</b>	<b>-9,796</b>	<b>-8,989</b>
<b>Total appropriation of results</b>	<b>76,305</b>	<b>33,229</b>

**BALANCE SHEET AT 31 DECEMBER**  
**ASSETS**

Note	2014 DKK'000	2013 DKK'000
<b>5</b>	<b>Property, plant and equipment</b>	
	Land and buildings	5,982
	Fixtures, fittings, tools and equipment	1,564
	<b>Total property, plant and equipment</b>	<b>7,546</b>
	<b>Total fixed assets</b>	<b>7,546</b>
	<b>Current assets</b>	
	<b>Receivables</b>	
<b>3</b>	International project aid	434,215
<b>3</b>	Other project aid	2,217
<b>4</b>	Government grants, etc.	-
	Trade receivables	55,365
	Other receivables	28,079
	Prepayments	3,690
	<b>Total receivables</b>	<b>523,566</b>
<b>3, 6</b>	<b>Cash and cash equivalents</b>	<b>310,793</b>
	<b>Total current assets</b>	<b>834,359</b>
	<b>TOTAL ASSETS</b>	<b>841,905</b>
		<b>809,672</b>



**BALANCE SHEET AT 31 DECEMBER**  
**EQUITY AND LIABILITIES**

Note	2014 DKK'000	2013 DKK'000
<b>Equity</b>		
Own funds	283,738	198,177
<b>Equity - total own funds</b>	<b>283,738</b>	<b>198,177</b>
Relief pool	10,700	25,294
Other international funds	34,300	29,502
<b>Equity - total international funds</b>	<b>45,000</b>	<b>54,796</b>
<b>7 Total equity</b>	<b>328,738</b>	<b>252,973</b>
<b>8 Provisions</b>	<b>34,652</b>	<b>26,169</b>
<b>Short-term liabilities</b>		
Trade payables	24,986	11,457
<b>3 International project aid, unused grants</b>	<b>354,710</b>	<b>431,062</b>
<b>3 Other project aid, unused grants</b>	<b>4,277</b>	<b>2,149</b>
<b>4 Government grants, etc.</b>	<b>12</b>	<b>12</b>
<b>9 Other payables</b>	<b>88,733</b>	<b>80,268</b>
Deferred income	5,797	5,582
<b>Total short-term liabilities</b>	<b>478,515</b>	<b>530,530</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>841,905</b>	<b>809,672</b>

Note 10 Net financials

Note 11 Contingent liabilities

Note 12 Payroll costs

Note 13 Related parties

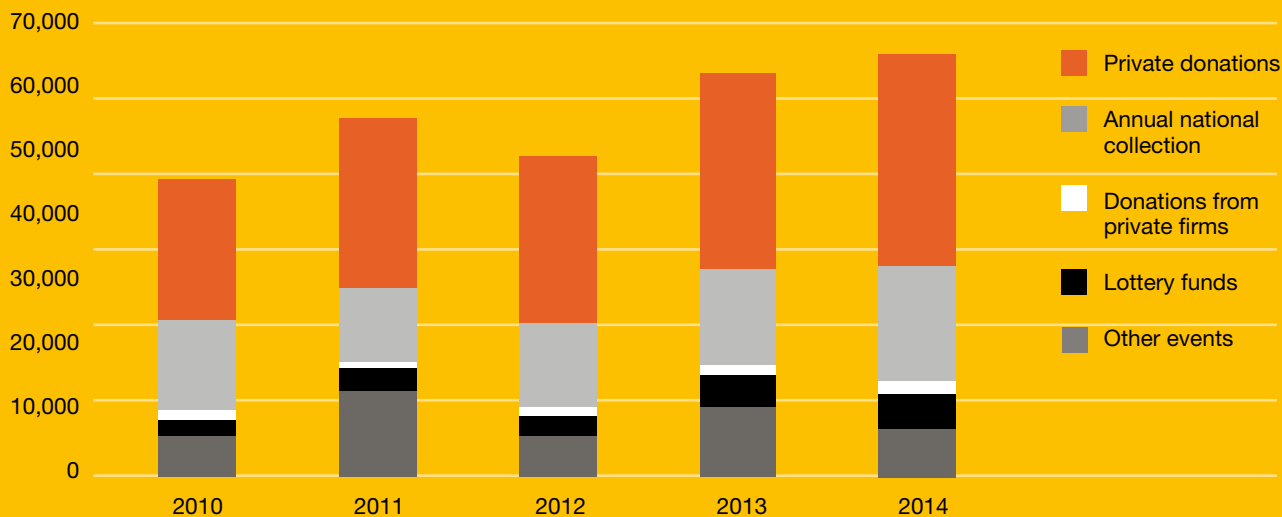
## NOTE 1

	2014 DKK'000	2013 DKK'000
<b>Collected funds</b>		
Private donations	32,864	30,197
Donations from private firms	2,203	1,471
Other events*	7,378	10,870
Annual national collection	17,844	14,738
Lottery funds	5,442	5,080
Other collected funds	-	164
<b>Total income**</b>	<b>65,731</b>	<b>62,520</b>
<b>Collected funds used</b>		
Collection-related costs	20,477	20,969
Lottery funds used	5,080	2,908
Used for International activities*	36,948	47,632
Used for National activities	183	
<b>Collected funds used</b>	<b>62,688</b>	<b>71,509</b>
<b>Total collected funds</b>	<b>3,043</b>	<b>-8,989</b>

\* Including funds totalling DKK 5,807 thousand from the national charity event 'Danmarksindsamlingen 2014', of which DKK 5,458 thousand has been transferred to the project "Female Headed Households" in Myanmar. Available for the project by the end of 2014 is DKK 4,031 thousand, to be used in 2015.

\*\* To this should be added contributions from foundations totalling DKK 17.6 million. In 2013, contributions from foundations totalled DKK 10.2 million.

**Collected funds DKK'000**



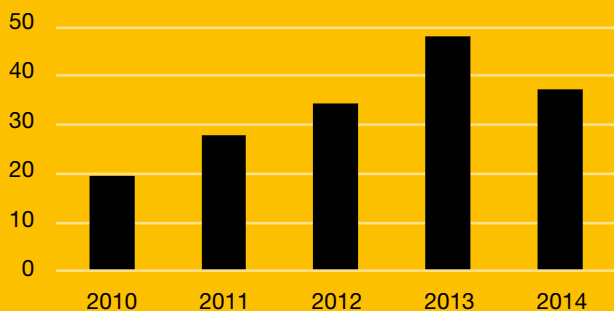
The 2014 national collection produced the best result in 15 years. Themed **Acute emergency relief and protection**, the collection generated a total of DKK 17,8 million – an increase of 21% relative to 2013.

Total collected funds grew by 5% from 2013 to 2014. In addition to higher income from the national collection, private donations

increased by 9%. The number of private donors exceeded 40,000, who contributed an average of DKK 800.

The primary source of other collected funds was 'Danmarksindsamlingen' (DKK 6.9 million). The lower level of income in 2014 compared with 2013 can be put down to a smaller number of special collections.

**Collected funds used for international activities, DKKm**



Collected funds are used to fund international activities. In 2014, a total of DKK 37 million was allocated to a range of activities, including DKK 6.9 million for Sudan, DKK 6.7 million for the Horn of Africa, DKK 5.3 million for the Middle East and DKK 3.8 million for the crisis in the Central African Republic.

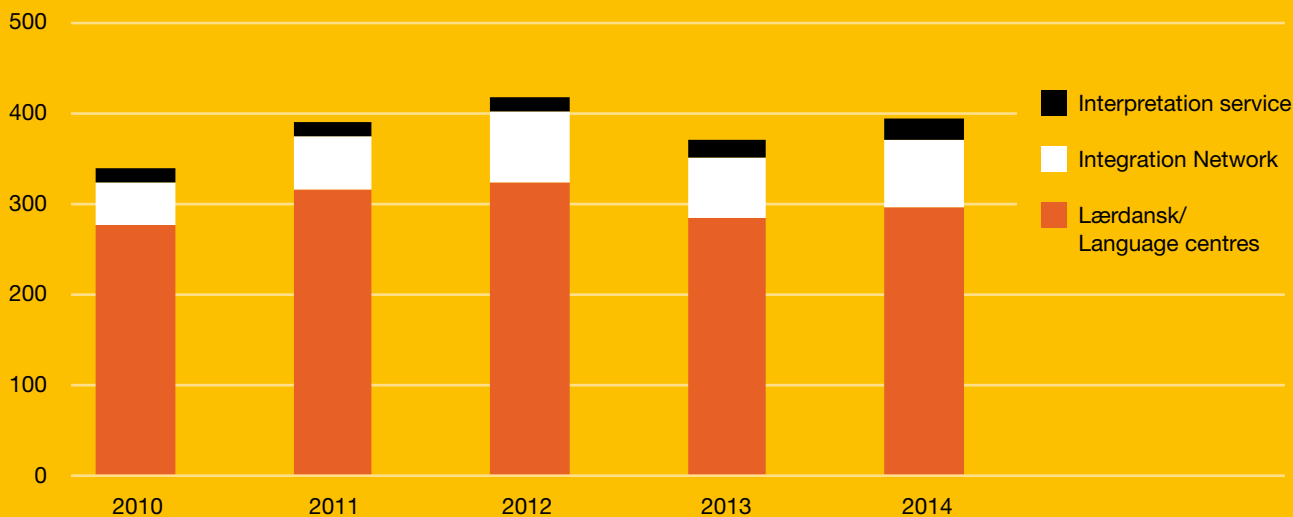
In addition, a total of DKK 14 million from the Organisation's own funds was allocated to international relief operations, taking the total amount allocated to international activities to DKK 52 million, in addition to activities funded by donors.



## NOTE 2

	2014 DKK'000	2013 DKK'000
<b>Own funds</b>		
<b>Integration, excluding Lærdansk/language centres</b>		
Sales of other consulting services	74,669	70,223
Interpretation etc.	21,981	16,572
<b>Total income</b>	<b>96,650</b>	<b>86,795</b>
Wages and salaries	63,027	60,716
Other external expenses	25,923	20,365
<b>Total expenses</b>	<b>88,950</b>	<b>81,081</b>
<b>Total</b>	<b>7,700</b>	<b>5,714</b>
<b>Lærdansk, language centre activities</b>		
Income from local authorities	297,453	283,121
Teaching services sold etc.	4,507	4,930
<b>Total income</b>	<b>301,960</b>	<b>288,051</b>
Wages and salaries	164,072	174,523
Other external expenses etc.	80,596	68,804
<b>Total expenses</b>	<b>244,668</b>	<b>243,327</b>
<b>Total</b>	<b>57,292</b>	<b>44,724</b>
<b>Pool funds</b>		
Relief pool	14,594	6,655
Other pools	-	453
<b>Total expenses</b>	<b>14,594</b>	<b>7,108</b>
<b>Total</b>	<b>-14,594</b>	<b>-7,108</b>
<b>Other own funds</b>		
Other income, net	13,944	5,638
Membership fees from member organisations	304	303
Glamsbjerg, rent	338	301
Unrealized exchangeregulations, net	13,440	-
<b>Total income</b>	<b>28,026</b>	<b>6,242</b>
Property expenses	43	21
Realized financial expenses, net	5,119	1,573
Unrealized exchangeregulations, net	-	5,760
<b>Total expenses</b>	<b>5,162</b>	<b>7,354</b>
<b>Total</b>	<b>22,864</b>	<b>-1,112</b>
Own funds - total income	426,636	381,088
Own funds - total expenses	353,374	338,870
<b>Total own funds</b>	<b>73,262</b>	<b>42,218</b>

**Income, Integration, DKKm**



**Integration:** All three Integration areas reported growth in 2014. Lærdansk, comprising language training activities at 13 language schools, reported 5% growth. Behind this growth were two opposing factors, the first being 14% growth in the number of students relative to 2013 to a total of 15,168, boosted by the growing inflow of refugees. The share of Lærdansk students made up by refugees has increased by 45% compared with 2013. The opposing factor is new contract terms for the individual schools. The relatively strong result from school activities should be seen in the light of these changes, as costs at the beginning of the year had been adjusted to the new contract terms, while adjustments relating to the additional inflow of new students were made during the year, meaning that the full effect will not show until 2015.

The primary activities of Integration Network are psychosocial activities (53%), job activities (35%) and home activities (8%). Integration Network reported growth of 6% between 2013 and 2014.

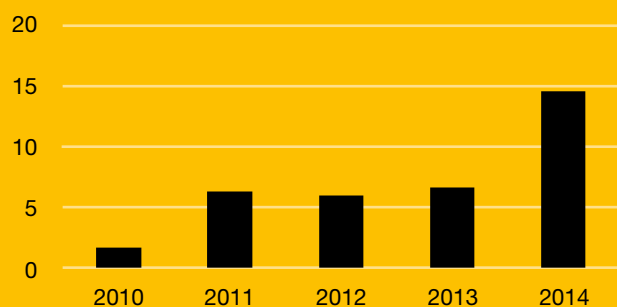
Interpretation Services won a number of new contracts in 2014, which helps to explain the impressive 33% growth reported by this area.

A total amount of DKK 10 million of the income generated by Integration activities has been set aside for growth initiatives in 2015.

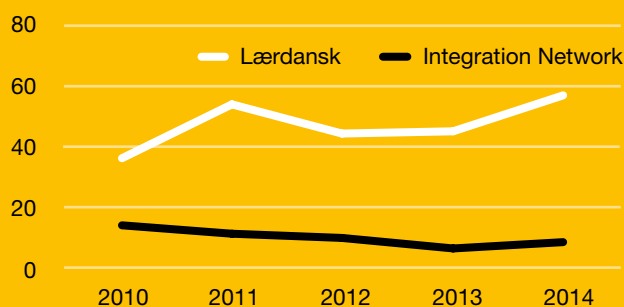
**Relief pool:** DRC's own relief pool enables the Organisation to respond quickly to emergencies. Of the DKK 14 million spent in 2014, DKK 4.5 million was allocated to South Sudan, DKK 2.8 million to Iraq and DKK 2.1 million to the Central African Republic.

**Other own funds:** These funds are primarily related to international activities. However, a major share is also related to realised and unrealised exchange adjustments as a result of DRC's substantial exposure to foreign currency movements with 76% of activities being carried out in foreign currencies.

**Relief pool funds used, DKKm**



**Integration total income, DKKm**



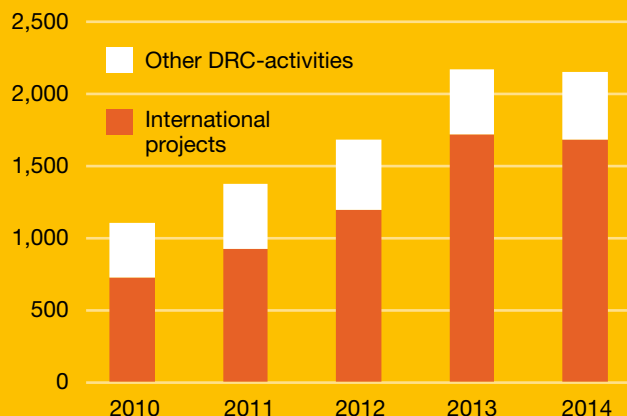
## NOTE 3

	2014	2013
	DKK'000	DKK'000
<b>Donated funds</b>		
<b>International projects</b>		
Carrying amount at 1 January	-10,688	-100,247
Correction, prior years	-347	859
Grants received for international project aid	1,566,063	1,895,002
UN grants used	639,276	919,945
EU grants used	414,263	303,248
DANIDA grants used	188,669	173,609
SIDA grants used	103,080	80,065
US grants used	87,869	83,431
Foundation grants used	9,056	3,972
<b>Other grants used</b>	249,271	155,178
	<b>1,691,484</b>	<b>1,719,448</b>
Net movement cash/bank	-98,817	83,449
Net movement outlays	1,057	1,006
Funds returned re, completed projects	15,418	6,464
Net provision for impairment losses	25,391	-4,065
<b>Carrying amount at 31 December</b>	<b>-79,505</b>	<b>-10,688</b>
<b>The carrying amount of international projects is stated as follows in the balance sheet:</b>		
Receivables*	434,215	441,748
Payables, unused grants	354,710	431,062
<b>Other project grants and pool funds</b>		
Carrying amount at 1 January	884	-1,432
Grants, projects and pool funds	11,063	14,777
<b>Used, projects and pool funds</b>	<b>9,887</b>	<b>12,461</b>
<b>Carrying amount at 31 December</b>	<b>2,060</b>	<b>884</b>
<b>The carrying amount of other project grants and pool funds is stated as follows in the balance sheet:</b>		
Receivables	2,217	1,265
Payables unused	4,277	2,149
<b>Donated funds - income</b>	<b>1,701,371</b>	<b>1,731,909</b>
<b>Donated funds - expenses</b>	<b>1,701,371</b>	<b>1,731,909</b>

\* Of which cash outside Denmark amounts to DKK 145,273 thousand. In 2013, the amount was DKK 244,171 thousand.

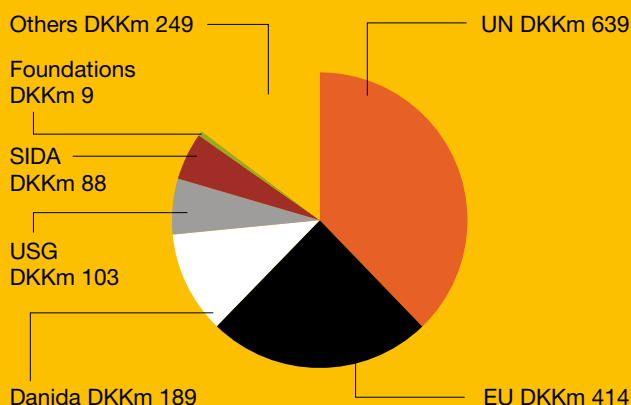


**DRC activities, DKKm**



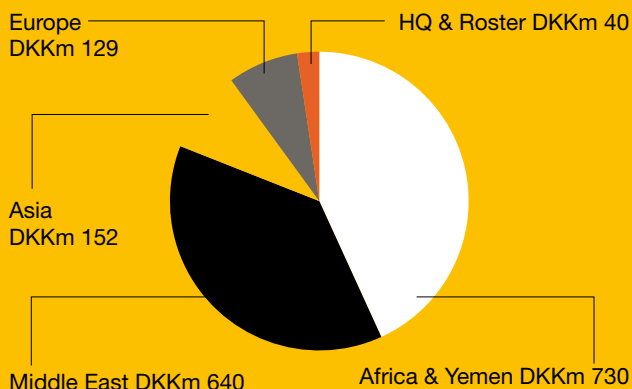
The level of DRC’s total activities and the level of international activities were both broadly unchanged compared with 2013. International donor-funded activities account for 76% of DRC’s total activities. 2014 may thus be characterised as a year of consolidation following a number of years with average increases in the level of international activities in excess of 30%.

**Donors 2014**



DRC’s funding base is substantial and broadly based, comprising around 100 donors. The UN remains the organisation’s largest donor, accounting for 38% of the total level of international activities. The UN’s share has gone down from 54% in 2013, which was characterised by a number of large procurement contracts in connection with the crisis in Syria.

**Geographical split, 2013**

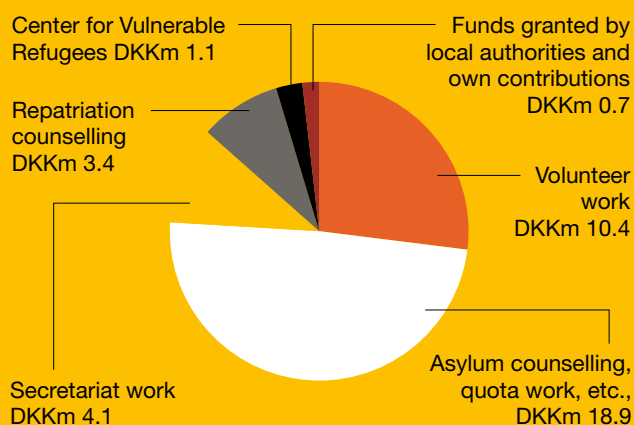


The Syria crisis remains one of the organisation’s main areas of action. More than 1/3 of DRC’s activities are carried out in the Middle East and North Africa. The largest single area of action in 2014 was Africa, with the activities in Somalia and Sudan accounting for 31% and 21%, respectively, of the activities carried out in this region.

**NOTE 4**

	2014 Grant DKK'000	2014 Income DKK'000	2014 Expences DKK'000	2014 Results DKK'000	2013 Expences DKK'000
<b>Government grants, etc.</b>					
Secretariat work and General Secretariat	4,100	4,100	4,100	-	3,843
Grants for volunteer work	10,419	10,431	10,431	-	11,000
Grants from local authorities, own contributions, etc.	700	700	700	-	537
Grants for asylum counselling, documentation, etc.	16,278	17,593	17,593	-	10,793
Grants for quota work, travel planning etc.	750	1,342	1,342	-	1,085
Repatriation work	3,400	3,400	3,400	-	3,400
Center for Vulnerable Refugees (CUF)	1,100	1,100	1,100	-	1,099
<b>Total government grants, etc.</b>	<b>36,747</b>	<b>38,666</b>	<b>38,666</b>	<b>-</b>	<b>31.757</b>
<b>The carrying amount of government grants, etc. is stated as follows in the balance sheet:</b>					
Receivables			-		-
Payables, unused grants			12		12
<b>Government grants, etc. - total income</b>			<b>38,666</b>		<b>31.757</b>
<b>Government grants, etc. - total expenses</b>			<b>38,666</b>		<b>31.757</b>
<b>Total</b>			<b>0</b>		<b>0</b>

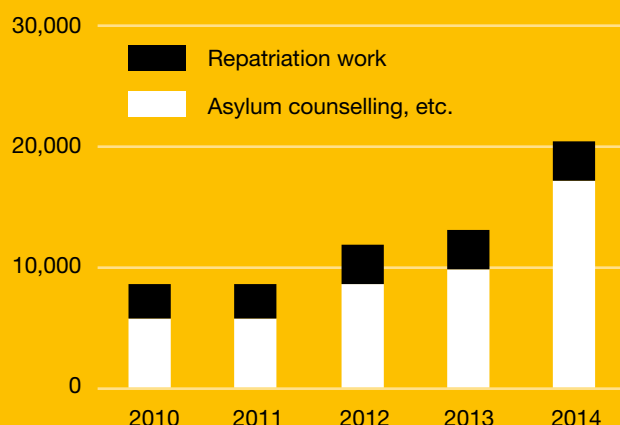
**Expenses, activities funded by government grants, 2014**



Government grant-funded activities are subject to performance contracts, framework agreements or other agreements under which quarterly and annual reporting is to be provided.

Government grants increased by 22% in 2014, due mainly to new grants for counselling services for rejected asylum seekers.

**Grants, asylum counselling and repatriation, DKK'000**



DRC has witnessed a strong increase in the number of asylum applicants seeking counselling. In 2014, 12,171 persons received counselling under one of DRC's counselling programmes. This represents an increase of 48% over 2013 and an increase of 359% over the past four years.

1.7% of DRC's total activities are funded by government grants.

## NOTE 5

DKK'000

Property, plant and equipment	Land and buildings	Cars	Fixtures, fittings and it
Cost			
Carrying amount at 1 January	10,859	6,502	3,988
Additions	-	1,284	-
Disposals	-	533	1,629
<b>Carrying amount at 31 December</b>	<b>10,859</b>	<b>7,253</b>	<b>2,359</b>
<b>Depreciation</b>			
Carrying amount at 1 January	4,060	4,406	3,672
Depreciation and impairment losses	817	1,836	200
Disposals	-	437	1,629
<b>Carrying amount at 31 December*</b>	<b>4,877</b>	<b>5,805</b>	<b>2,243</b>
<b>Carrying amount at 31 December 2014</b>	<b>5,982</b>	<b>1,448</b>	<b>116</b>

\* The property in Glamsbjerg is sold on 1 January 2015 at carrying amount

## NOTE 6

Cash and cash equivalents	2014	2013
Headquarters	254,876	237,173
Lærdansk/language centres	55,917	37,795
<b>Total cash and cash equivalents</b>	<b>310,793</b>	<b>274,968</b>

## NOTE 7

## Equity

Equity - Own funds	Own funds	Total Own funds
Balance at 1 January	198,177	198,177
Result for the year	86,101	86,101
Correction, prior years	-540	-540
<b>Balance at 31 December</b>	<b>283,738</b>	<b>283,738</b>

Equity - International fund	Relief-pool	Other International funds	Total International funds
Balance at 1 January	25,294	29,502	54,796
Transferred	-	4,798	4,798
Used	14,594	-	14,594
<b>Balance at 31 December</b>	<b>10,700</b>	<b>34,300</b>	<b>45,000</b>

Total equity	Total available equity	Total Tied-up equity	Total equity
Balance at 1 January	198,177	54,796	252,973
Result for the year/net transfer	86,101	-9,796	76,305
Correction, prior years	-540	-	-540
<b>Balance at 31 December</b>	<b>283,738</b>	<b>45,000</b>	<b>328,738</b>



<b>NOTE 8</b>	DKK'000	
<b>Provisions</b>	<b>2014</b>	<b>2013</b>
international termination liabilities, etc.	6,241	4,832
International projects	19,071	14,761
Other	9,340	6,576
<b>Total provisions</b>	<b>34,652</b>	<b>26,169</b>

**NOTE 9****Other payables**

Compensated absence	49,102	42,867
Special purposes and annual national collection, unused grants	2,430	2,647
Other	37,201	34,754
<b>Total</b>	<b>88,733</b>	<b>80,268</b>

**NOTE 10****Net financials**

Net interest, banks	503	382
Net interest, projects	92	19
Net capital and exchange gains and other interest income	-	1,733
<b>Total financial income</b>	<b>595</b>	<b>2,134</b>
Interest, payables	7	61
Net interest, projects	-	-
Net capital and exchange losses and other interest expenses	1,460	-
<b>Total financial expenses</b>	<b>1,467</b>	<b>61</b>
<b>Net financials</b>	<b>-872</b>	<b>2,073</b>

**NOTE 11****Contingent liabilities**

Operating leases concerning copiers expiring in 2015-2017 amount to DKK 1,8 million over the lease term.  
Guarantee obligations amount to DKK 8,6 million,

**NOTE 12****Payroll costs**

Wages and salaries	272,870	240,336
Expat supplements	557	743
Wages and salaries, local project staff abroad	252,773	193,206
Wages and salaries, lærdansk/language centres	138,413	153,847
Adjustment of provision for compensated absence	6,234	-373
<b>Total wages and salaries</b>	<b>670,847</b>	<b>587,759</b>
Pensions	44,255	43,801
Social security costs	4,681	4,558
<b>Total</b>	<b>719,783</b>	<b>636,118</b>
The average number of employees in Denmark and expats is	1,029	1,026
The average number of local staff abroad is	4,665	4,324

**NOTE 13****Related parties**

The Danish Refugee Council is a confederation of non-partisan, voluntary national and humanitarian and international organisations. Related parties are the Executive Committee and the Organisational Management. The Organisational Management receives fixed remuneration (employment terms according to the Danish Salaries Employment Act), The Executive Committee receives no remuneration.



## ■ ORGANISATION DETAILS

Name	>	<b>The Danish Refugee Council</b>
Address	>	<b>Borgergade 10, DK-1300 Copenhagen K</b>
Telephone	>	<b>+45 3373 5000</b>
Fax	>	<b>+45 3332 8448</b>
Website	>	<b>www.flygtning.dk</b>
E-mail	>	<b>drc@drc.dk</b>
Registration no.	>	<b>20699310</b>
Founded	>	<b>1956</b>
Registered office	>	<b>Copenhagen</b>
Executive committee	>	<b>Stig Glent-Madsen</b> (chairman)
	>	<b>Bent Nicolajsen</b> (deputy chairman)
	>	<b>Bent Lexner</b>
	>	<b>Birgit Buddegård</b>
	>	<b>Hans-Henrik Lund</b>
	>	<b>Ilse Fjalland</b>
	>	<b>Peter Kellermann Brandorff</b>
General management	>	<b>Andreas Kamm</b> , Secretary General
	>	<b>Ann Mary Olsen</b> , International Director
	>	<b>Anette Christoffersen</b> , Director of Integration in Denmark
	>	<b>Eva Singer</b> , Head of Asylum & Repatriation
	>	<b>Peter Hermann Kamph</b> , Head of Communications & Fundraising
	>	<b>Pernille Rostrup Hansen</b> , Head of Finance
	>	<b>Karl Lönn</b> , interim Head of HR
Protector	>	<b>Her Royal Highness Crown Princess Mary of Denmark</b>
Auditors	>	<b>Ernst &amp; Young, Osvald Helmuths Vej 4, 2000 Frederiksberg</b>
Council meeting	>	<b>The annual council meeting is held on 21 May 2015</b>

2014