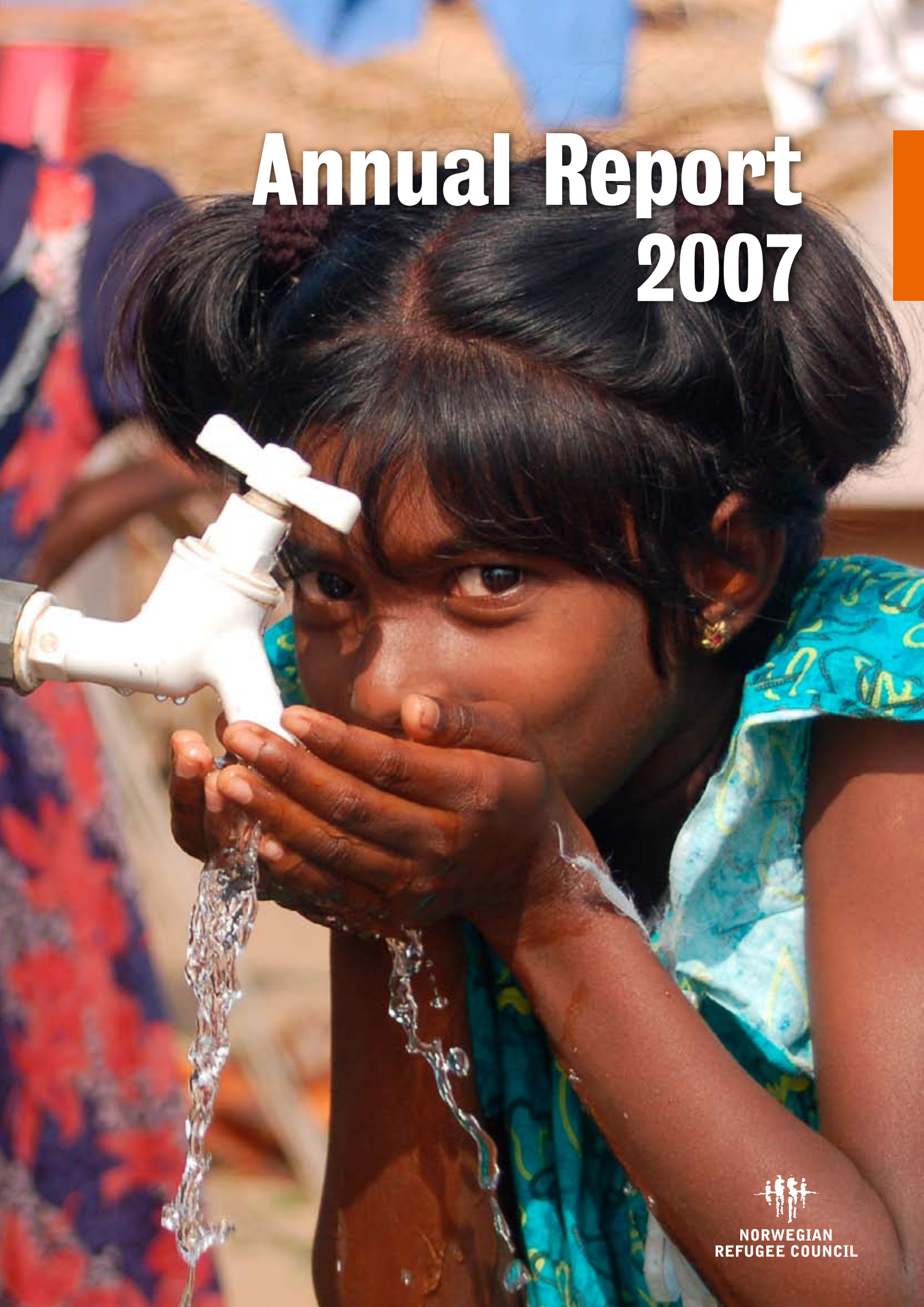


Annual Report 2007



NORWEGIAN
REFUGEE COUNCIL

JANUARY

As a follow up to the influx of Somali refugees to Kenya due to flooding and escalated conflict, a multi-sector technical assessment was undertaken in Dadaab refugee camps in Kenya. With support from UNHCR, NRC decided to start up an extensive shelter programme in the camps inhabited mostly by refugees from South Central Somalia.



Part of NRC team in Nepal. PHOTO: NRC

FEBRUARY

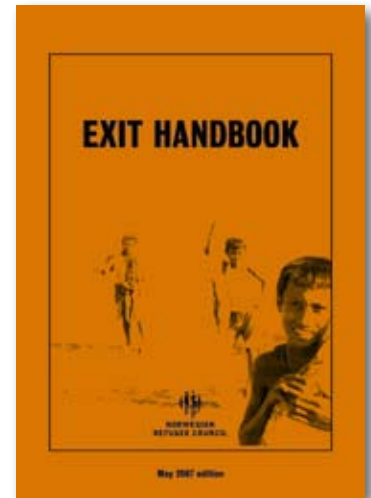
An agreement was signed with the Nepalese authorities, and NRC could launch its ICLA programme in several districts in Nepal. An assessment to Central African Republic this month resulted in the establishment of a new NRC programme, focusing on emergency education and protection issues. NRC opened field office in Mogadishu, South Central Somalia.

MARCH

The "Handbook on Housing and Property Restitution for Refugees and Displaced Persons: Implementing the Pinheiro Principles" was published. The handbook was the result of a collaborative effort between the UN and NRC/IDMC.

APRIL

NRC Exit Handbook was published, and became an important tool for countries phasing out.



JULY

Programme coordinators and controllers from the NRC Head Office participated in a USAID Workshop in Brighton, U.K.

AUGUST

NRC initiated negotiations with authorities in Damascus, Syria, regarding support to Iraqi refugees. A team of NRC shelter trainers held two workshops in Somalia. As members of the global Emergency Shelter Cluster, NRC has taken on the responsibility for developing field training modules on cluster coordination and shelter solutions. The events gathered 25 - 30 local actors, including international and local NGOs, local authorities and UN bodies.

SEPTEMBER

NRC made an agreement with the Norwegian Ministry of Foreign Affairs to administer a new standby force for peace mediation. The standby force is comprised of a group of peace mediation experts and will be administered by NRC and be at the disposal of the UN. The group will cover various subject areas including security issues, transitional justice and human rights, via constitutions and formulating peace agreements, to the distribution of wealth and sharing of power. Members of NORSTAFF with education background were trained on recent developments within the field of Education in Emergencies. A Global Camp Management Workshop was conducted in Gulu, Northern Uganda.

OCTOBER

In response to the escalating IDP crisis, NRC launched a Camp Management Programme in North Kivu, DR Congo, including four camps west of Goma. NRC Country Directors attended a global seminar in Istanbul, discussing, among other topics, a revision of the Emergency Food Security and Distribution Policy. NRC started its camp management capacity building project in Somali refugee camps in Kenya (Dadaab). Refugee ambassador Liv Arnesen visited NRC's activities in Kenya and Burundi to learn about NRC's field activities. The Secretary General of NRC visited DR Congo and Burundi together with the other SGs of the five big Norwegian NGOs.



Liv Arnesen visiting Kenya
PHOTO: NRC



PHOTO: PATRIK EKLÖF

NRC responded to the massive displacement in the Eastern parts of DR Congo.



NRC Country Directors seminar at Hadeland. PHOTO: ASTRID SEHL

MAY

The semi-annual NRC Country Director Seminar was held at Hadeland, Norway. Distribution of NFIs (non-food items) was undertaken by NRC in Mogadishu.

JUNE

The Norwegian Minister of Development, Erik Solheim, visited Ivory Coast and Liberia, including NRC's activities in Liberia. On the World Refugee Day, 20 June, a hand-over ceremony was organised for 52 families in the Lachin district of Azerbaijan. The families had spent up to 15 years in dilapidated hostel rooms with shared facilities, and were now given the privacy of their own dwellings.



Liv Arnesen and Pål Anders Ullevålseter were appointed NRC ambassadors on the world Refugee Day, 20. June. PHOTO: NRC

NOVEMBER

A ceremony was arranged in Luanda to mark the official closing of NRC's Angola programme.

The Norwegian Crown Prince visited shelters built by NRC on his visit to Burundi.

NRC was a co-facilitator in a capacity building workshop for trainers from English-speaking African countries on the INEE Minimum Standards for Education in Emergencies.

NRC took part in discussions with UNICEF in New York on the implementation of the Cluster Approach to Education in Emergencies. NRC sent an assessment team to Chad.

DECEMBER

NRC Azerbaijan officially closed its activities targeting IDPs in the country for more than a decade.

On 10 December, NRC's Camp Management team and hundreds of young boys and girls from Amida camp in northern Uganda celebrated the International Human Rights Day.

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Elisabeth Rasmusson was heartily welcomed by the internally displaced people in DR Congo, who receive assistance from NRC.

PHOTO: PATRIK EKLØF

SECRETARY GENERAL

Most of the world's refugees and internally displaced persons are found in Africa and Asia, where they are refugees in poor neighbouring countries or displaced in their own home country. Many have lost almost all their possessions, but have been able to maintain their dignity and self-respect, and not least their hope that the crisis will one day be over, and that they can go back home. In NRC's role as a humanitarian organisation and active advocate it is essential to keep this in mind, and we are often reminded of this when we are travelling in NRC's programme countries. Many situations can be painful to observe, but there are also glimmers of hope. NRC's employees are making a formidable effort to help as many as possible, and many receive such help: new homes are built, school tents are replaced by school buildings, and women receive free legal counselling.

At the start of 2007, more than 38 million people were living as refugees in various parts of the world. Of these, close to two thirds were displaced within their own home countries. At the same time, the number of wars and major conflicts are increasing. For the first time in many years, the number of refugees and displaced persons has increased.

Humanitarian organisations often find that providing help to people in need is rendered difficult because we are denied access to a humanitarian space, either because the authorities are obstructive, or because the security situation is very unsatisfactory. Nevertheless, we can see that the effort is worthwhile. Many conflicts are settled, and humanitarian crises are solved. Therefore, NRC engages not only in humanitarian aid, we also act as the refugees' advocates towards governments, the UN, the European Union and other organisations. One example of our active advocacy work has been Uganda, where we now see that displaced persons have been able to return home in the north, and NRC is present to assist in this

process. It will require several years to rebuild northern Uganda after more than twenty years of war.

In 2007, NRC started its operations in the Central African Republic. The humanitarian situation in this country has been defined as one of the world's forgotten crises. Investments in infrastructure and services have been deficient for many years, and a large proportion of the population lives below the poverty line. Over the last couple of years, the humanitarian situation has deteriorated as a consequence of armed struggle between insurgent groups. More than 200 000 of the country's population of 4.3 million have become displaced, and more than 70 000 have fled to the neighbouring countries of Chad, Cameroon and Sudan. NRC has launched an education programme in the north-eastern part of the country. In the longer term, other activities to protect the displaced population will also be initiated.

Throughout the last fifteen years, NRC has amassed a depth of experience in recruitment to the emergency stand-

Mandate of the Norwegian Refugee Council

The Norwegian Refugee Council is to promote and protect the rights of displaced people, whether internally or outside their own country, regardless of race, religion, nationality and political opinion. This is to be done through independent, fearless advocacy work, both nationally and internationally, by providing humanitarian assistance in emergency situations and by strengthening UN organisations' capacity to provide and coordinate international assistance and protection. The Norwegian Refugee Council is to have viable, sustainable solutions as objective and guiding principle for its advocacy work and emergency relief efforts.



Joyful children in IDP camp in Sri Lanka. PHOTO: SUJEEWA DE SILVA



PHOTO: KRISTIN SVORTE

by forces. The latest addition to this activity consists of a standby force for peace arbitration, the establishment of which has been commissioned to NRC by the Norwegian Ministry of Foreign Affairs. Members of the force will be seconded to the UN, in the same manner that the other standby forces have contributed to several UN organisations for many years.

NRC is very pleased to have been able to recruit two refugee ambassadors during the preceding year, Arctic

explorer Liv Arnesen and motorcyclist Pål Anders Ullevålseter. Both have a strong social engagement, and have also proven that they can handle extreme environments, as millions of refugees must do every day.

In order to make the voice of the refugees heard, NRC's office in Geneva has launched a special website for people who have become refugees. The website is called "IDP Voices", and will function as a platform where displaced persons can tell their own stories from the time

before, during and after they were driven away from their homes. The new website will provide a unique opportunity for its readers to understand how conflicts affect those who are directly involved (www.idpvoices.org).

NRC's internet shop, established in the autumn of 2007, represents a further new initiative. The shop was well visited during the Christmas period, and will be available year-round to socially engaged people who wish to give support to refugees. With an invitation to visit these websites.

2007 was a year of high activity for the Norwegian Refugee Council. We are well comfortable with the performance of the organisation, but we will never be satisfied as long there is a need for an organisation like NRC. Therefore are we still going to work hard for the rights of the world's refugees and internally displaced.

Elisabeth Rasmusson
Secretary General

Implementing five core activities

Food Security and Distribution

Through its Food Security and Distribution core activity, NRC intends to protect and promote the right to adequate food of refugees, internally displaced persons (IDPs) and returnees, and thus to safeguard lives, preserve nutritional status and contribute to livelihoods and recovery.

NRC provides food to refugees, internally displaced persons (IDPs) and returnees. Distributions may cover 100% of a person's daily food requirement (2100 kcal/person/day) or less, depending on the context. Food distribution may be general – everybody receives food, or targeted – the most vulnerable persons within the population receive food. NRC food distributions are often implemented in partnership with World Food Programme (WFP).

NRC also distributes different types of non-food items according to the needs of the beneficiaries: household kits (mattress, blanket, plastic sheeting, container), kitchen sets, hygiene kits, clothes, etc.

In order to promote education, alleviate short-term hunger and improve cognitive learning, NRC provides food to schools and monitors Food for Education programmes. These projects are often implemented in partnership with WFP.

NRC implements Food Security and Livelihood projects that aim at promoting self reliance and supporting durable solutions as soon as the situation allows. NRC operations are geared towards food accessibility, availability and utilisation. By supporting agricultural production and income generation, NRC aims at securing food needs of the people in the longer term. Furthermore, NRC may consider environmental conservation activities as natural resource degradation leads – among others – to food insecurity.

NRC also supports local organisations with training and advises on food security and distribution.

Building shelters and schools

Refugees and IDPs need shelter during their displacement. The Norwegian Refugee Council assists in providing shelter and protection from violence, whether in a camp or other temporary living quarters. However, it is equally important to provide long term solutions, supporting recovery and peace building after conflicts. A major part of our shelter programs are linked to permanent housing for refugees and IDPs who often return to find their own homes destroyed or occupied.

The Norwegian Refugee Council also takes responsibility for the building and reconstruction of school buildings where they have been destroyed or where the existing schools do not have the capacity to take on large groups of new students.

The Norwegian Refugee Council has implemented shelter projects for more than 20 years in most of the major conflict affected regions. In 2007 NRC had about 80 shelter and school construction programs running in 17 of the 21 programme countries. The construction activity constitutes about 50% of the operational budget of the organisation.

Education

Because of wars, displacement and exile, millions of children and youth have lost out on their education. NRC has made this backlog of out-of-school individuals a special target group hoping that they will be able to enter or return to the school system, or to receive training that will enable them to secure paid work and a livelihood.

Preparing to respond rapidly to educational needs while ensuring that activities have a longer term perspective and impact, NRC always works with education authorities and communities. Acceptance by Ministries of Education and cooperation with regional and local inspectors and other staff entails recognition of educational programmes, and of teachers and learners receiving



their certificates.

National or generic educational materials are used, adapted and developed as relevant. NRC has introduced a number of education and training models for rapid adaptation and implementation where needed.

Good educational programmes depend most of all on well prepared trainers and teachers. Planning and training for an agreed programme are conducted in cooperation with national and/or local education officials.

The education models used by NRC are the Teacher Emergency Package (TEP) for 9-12-year-olds, the Youth Education Pack (YEP) for 14-18-year-olds, Accelerated Learning Programmes (ALP) for over-age children, and Peer Education which trains young people to act as trainers for their peers.

Management of refugee- and IDP camps

Whilst camps do not provide durable solutions to situations of displacement caused by conflict or natural disaster, they are often the only refuge for com-



Building temporary shelters in Sri Lanka. PHOTO: SUJEEWA DE SILVA

munities who have been forced to flee their homes and are seeking safety, shelter and material assistance.

It is estimated that around a quarter of all displaced communities live in camps or camp-like settings. With a wide range of stakeholders involved in the life of a camp, it is important that camps are managed effectively, as part of a comprehensive humanitarian relief response. Camp management aims to ensure that gaps in assistance and protection are identified, that standards are maintained, and that the fundamental human right to life with dignity is upheld for the camp community.

NRC as the Camp Management Agency, coordinates closely with a wide range of stakeholders working in camps and camp-like settings, including humanitarian actors, governments and authorities, camp communities and members of the host community, amongst others. NRC collects data and disseminates information, which ensures provision in key sectors, like water, food, health and shelter, through on-site coordination of all activities

and services within one camp.

The Camp Management Agency actively promotes the participation of camp residents in the daily activities of the camp; developing self-management and effective governance through camp committees, with the aim of reducing dependency and harnessing the skills and capacities of the women and men, girls and boys affected by displacement.

Information, counselling and legal assistance

NRC assists persons displaced due to conflict to achieve durable solutions and to fulfil their rights. Within this broader framework, NRC's activities on information, counselling and legal assistance (ICLA) are designed to provide assistance to IDPs, refugees and returnees to make free and informed decisions. This is achieved through the provision of information and free legal assistance to remove legal and other obstacles.

Displaced persons lack basic information that enables them to make informed decisions on whether to return, stay in the location of refuge, or find a third

place to settle. ICLA provides them with accurate and credible information to make such a decision. The focus is on the conditions in their areas of origin, resettlement or integration and on the legal or other obstacles they might face.

Refugees and IDPs face legal obstruction, abuse, discrimination or simply lack of action by governments that hinder return or local integration. Often they do not have access to protection mechanisms such as administrative bodies, law enforcement officials or courts. Lack of access to housing and property, to legal identity, or discrimination in accessing labour or education rights, constitute frequent legal obstacles to durable solutions. ICLA programmes assist them in obtaining an adequate response from the authorities regarding their rights.

>> AFRICA

Africa remains the continent with the highest numbers of people who have been displaced by conflicts

At the beginning of the year 11.8 million of the world's 24.5 million internally displaced persons (IDPs) were found on the African continent. In addition, UNHCR figures show that African countries host 2.4 million refugees.

While the year 2007 witnessed the consolidation of peace in several African countries and an improvement in some ongoing conflict situations, notably in Uganda, Ivory Coast and Liberia where thousands of IDPs and refugees have been able to start or continue to return home, a significant deterioration has been recorded in other countries.

Intensified conflict and crisis in Somalia, DR Congo and Chad, already listed among the ten worst IDP situations in the world at the end of 2006, produced fresh flows of IDPs and refugees. In these three countries alone, hundreds of thousands more were forced to flee their homes in 2007. In less than a year the number of IDPs in Chad more than doubled and more than 300 000 people had been forced to flee as a result of the escalating conflict in North Kivu in north-eastern DR Congo. The situations in the Darfur areas of Sudan, Chad and in south and central Somalia were particularly alarming because of the severe access problems for humanitarian organisations. These escalating crises situations cast a dark shadow over any prospects for IDP and refugee returns and peaceful solutions to the conflicts in the short term.

The Norwegian Refugee Council had operations in ten African countries during 2007: Angola, Burundi, the Central African Republic, DR Congo, Ivory Coast, Kenya, Liberia, Somalia, Sudan and Uganda. A new programme was established in the Central African Republic during the year, and at the end of 2007 an assessment mission visited war-torn Chad to determine whether NRC should establish a programme in the east of the country.

Sudan

Capital: Khartoum
Population: 38.6 million
Refugees from other countries: 222 720
Internally displaced persons: 6 000 000
Refugees in other countries: 523 030

NRC activities: Provided education for a total of 4847 students. Supported recent returnees in South Sudan and the Transitional Areas by providing Accelerated Learning Programmes to 3954 students. Provided Youth Education Programmes (YEP) to 893 students to help both youths and young adults achieve basic education standards and critical life skills through occupational training. Built large permanent school infrastructure in central and southern Sudan to increase the very limited capacity. Provided information, counselling and legal assistance (ICLA) to 30 930 returning IDPs and refugees, linking areas of displacement with areas of return in South Sudan. Formal return counselling and production of video documentaries as well as information sheets on living conditions in areas of planned return, were used.

Ivory Coast

Capital: Yamoussoukro
Population: 19.3 million
Refugees from other countries: 24 650
Internally displaced persons: 709 000
Refugees in other countries: 22 230

NRC activities: Became operational in Abidjan, the west and the north of the country on both sides of the line of control. Provided education for 1649 students. The educational programme covered both catch-up classes and vocational training. This has been complimented by school construction and rehabilitation. Constructed ten new classrooms and rehabilitated 15 classrooms. Provided information, counselling and legal assistance (ICLA) to 345 persons. Established eight ICLA centres and held 25 workshops on the Guiding Principles with a total of 644 people trained. Focus was on obtaining identity documents as well as addressing property issues related to return. Provided protection monitoring, visiting 33 sites in the West and Centre/North and conducting 525 interviews.

Liberia

Capital: Monrovia
Population: 3.8 million
Refugees from other countries: 10 470
Internally displaced persons: Unknown
Refugees in other countries: 91 540

NRC activities: Provided literacy and numeracy training for 7 200 children and 2 200 adults. Gave 300 teachers instruction in child-friendly teaching methods. Monitored the implementation of school feeding activities in more than 700 schools. Provided vocational and literacy training to 350 youths. Dug wells and latrines and constructed and rebuilt schools. Built more than 3 000 houses for vulnerable returned IDPs and refugees. Monitored the situation for returning refugees and IDPs and mapped lack of infrastructure and basic social services. Reported on protection incidents. Provided information, counselling and legal assistance (ICLA) to returned refugees and IDPs, focusing on resolving land and property disputes.

Angola

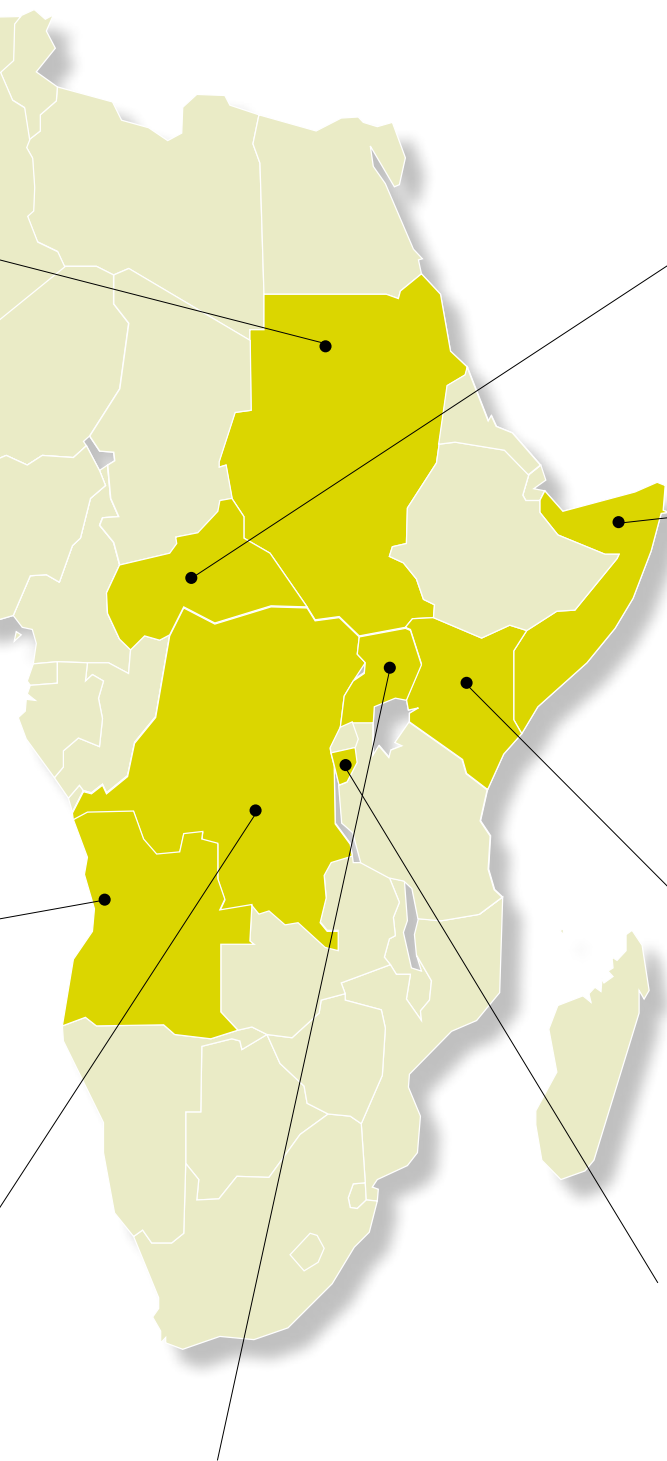
Capital: Luanda
Population: 17.0 million
Refugees from other countries: 12 070
Internally displaced persons: 20 000
Refugees in other countries: 186 160

NRC activities: Educated teachers: 28 000 students are being taught by 1 100 teachers. Distributed seeds and equipment for food production to 45 000 refugees and IDPs. Constructed schools for children and young adults. Provided human rights education to 30 000 returnees, local leaders and officials.

Democratic Republic of the Congo

Capital: Kinshasa
Population: 62.6 million
Refugees from other countries: 177 390
Internally displaced persons: 1 400 000
Refugees in other countries: 370 370

NRC activities: Managed five camps with more than 54 000 IDPs in North Kivu, in cooperation with UNHCR. Educated internally displaced teachers and provided basic education for returnee children between the age of 10 - 13 and young adults between the ages of 14 - 22 who have never attended school as a result of the war. Constructed and equipped classrooms and school buildings. Provided support for house reconstruction. Monitored return and displacement, provided information, counselling and legal assistance (ICLA) to IDPs, and informed local authorities and military personnel about the Guiding Principles on Internal Displacement. Mapped the lack of infrastructure in local communities in North Kivu in collaboration with UNICEF. Distributed non-food items and constructed schools in these communities, and sensitized the local population on the right to education.



Central African Republic

Capital: Bangui
Population: 4.3 million
Refugees from other countries: 7 540
Internally displaced persons: 197 000
Refugees in other countries: 98 000

NRC activities: Established a country office in the summer of 2007. Opened 36 schools and provided primary education for 11 300 students between the age of 6-13 years through the Emergency Education Programme. Conducted seminars introducing humanitarian law, refugee law and IDP guiding principles for members of the police, the army, the parent teachers associations and NRC's national staff.

Somalia

Capital: Mogadishu
Population: 8.7 million
Refugees from other countries: 457 360
Internally displaced persons: 1 000 000
Refugees in other countries: 900

NRC activities: Distributed non food items to nearly 100 000 people and gave hygiene and sanitary assistance to more than 80 000 people in Mogadishue and surroundings. Assisted 34 000 people in Somaliland. 3400 children received Alternative Basic Education (ABE) and 146 teachers were trained. 400 adults received literacy and numeracy education. Three YEP centres were opened with 180 students. National Strategy and Plan of Action on Female Participation in Education was developed for the Ministry of Education in Somaliland, and a Core Team of Gender Resources was established. 50 classrooms, 14 offices, 20 latrines and 10 canteens were built for schools in Somaliland.

Burundi

Capital: Bujumbura
Population: 8.5 million
Refugees from other countries: 24 480
Internally displaced persons: 100 000
Refugees in other countries: 375 730

NRC activities: Managed and provided services to 18 000 Congolese refugees in two refugee camps and a temporary centre for refugees, in collaboration with UNHCR. Services provided in the camps and the centre included primary education, water supply, maintenance and construction of houses and social infrastructure, distribution of food and non-food items. Provided education for 23 767 children and young adults (for the school years 2006-2007 and 2007-2008). Trained 25 teachers on participatory methodologies and child-oriented approach. Trained 225 primary school teachers, school directors, communal and provincial State inspectors on child-oriented/participatory methodology. Provided information, counselling and legal assistance (ICLA) to 665 IDPs, returned refugees, expelled persons and the members of the residing population. Organised 44 training workshops on family law on the local level and 62 sensitisation campaigns. Conducted protection monitoring and advocacy work.

Kenya

Capital: Nairobi
Population: 37.5 Million
Refugees from other countries: 265 730
Internally displaced persons: 300 000
Refugees in other countries: 7500

NRC activities: Assisted more than 30 000 Somali refugees in Dadaab refugee camps. Distributed non-food items to 8000 internally displaced people in Nairobi slums. Two YEP centres were established in Dadaab and 240 youth got education. Classrooms, latrines and admin block were constructed in the schools. Shelter were built for 2585 beneficiaries. A camp management training for UN agencies and NOGs was undertaken.

Uganda

Capital: Kampala
Population: 30.9 Million
Refugees from other countries: 228 960
Internally displaced persons: 1 119 000
Refugees in other countries: 21 000

NRC activities: Carried out monthly food distribution to 755 000 IDPs, of which 66 000 were schoolchildren and youth, in 131 camps and return sites. Delivered emergency non-food items in 35 locations. Provided teacher training and ran educational programmes for vulnerable young adults. Rehabilitated and built classrooms. Ran programmes for better, safer access to food and livelihoods reaching 8 500 households. Provided information, counselling and legal assistance (ICLA) to IDPs and refugees. Provided camp management and monitored return in 15 camps and 50 return sites, covering a population of 160 000.



Colombia

Capital: Bogotá

Population: 46.2 million

Refugees from other countries: 170

Internally displaced persons:

2.4 – 4 million

Refugees in other countries: 551 000

NRC activities: Provided legal and psycho-social assistance (ICLA) through legal clinics of three universities and public attention units for IDPs. Provided follow-up and advice to the students responsible for legal assistance, improving capacity and coordination between public institutions responsible for IDP protection and assistance. Litigated so-called "landmark cases" on internal displacement, and projects that aim at improving public policies related to displacement. Ran educational programmes for out-of-school IDP children and adolescents. Targeting Colombians displaced to Panama, Ecuador and Venezuela, expanded its regional refugee programme to provide legal and psycho-social assistance through capacity-building and advocacy, focusing on improved education for Colombian children.

Afghanistan

Capital: Kabul

Population: 27.1 million

Refugees from other countries: 40

Internally displaced persons:

161 000

Refugees in other countries: 3 057 400

NRC activities: Provided information, counselling and legal assistance (ICLA) to returnees and IDPs seeking access to the civil justice system on land and/or property issues or in need of assistance to recover legal status documents. Facilitated teacher training programme for approximately 1 800 uncertified teachers and more than 1 000 certified teachers on best practices in education. Trained more than 400 teachers in conflict resolution and peace education. Trained more than 300 community leaders and elders on conflict resolution. Performed outreach campaigns on the right to education, meeting with more than 800 community leaders and parents, and resulting in 260 children (among whom 145 were girls) returning to school. Constructed and rehabilitated eight schools, with ten additional schools to be finalised in the next year. Provided family dwellings to approximately 2 000 families among the most vulnerable Afghan returnees.

» SOUTH-AMERICA

The conflict in Colombia continues to displace around 200 000 people every year.

In 2007 NRC had projects in the areas of Magdalena, Nariño and Norte de Santander, all heavily affected by the conflict. The conflict hit the department of Nariño particularly hard this year, and NRC is in the process of expanding its programmes in this region in response to the deteriorating situation. NRC is placing particular emphasis on advocacy, with a focus on the state of impunity in Colombia regarding the crime of displacement, reparation to

victims of forced displacement, and improvement of the Colombian state's response to the IDP situation in terms of assistance and protection.

The Norwegian Refugee Council has offices in Bogotá, Pasto, Santa Marta and Cucuta in Colombia. The Venezuelan office is situated in San Cristobal; the Ecuadorian in Quito; and the Panamanian in Panama City.

Pakistan

Capital: Islamabad

Population: 163.9 million

Refugees from other countries:

2 034 760

Internally displaced persons: Unknown

Refugees in other countries: 31 860

NRC activities: Provided information and legal assistance (ICLA) concerning legal obstacles to the return of Afghan refugees, with particular emphasis on ownership, financial issues and family law. In total, 23 275 cases were handled. In collaboration with the Government of Pakistan, assisted with legal advice and information counselling to those internally displaced as a consequence of the October 2005 earthquake and July 2007 cyclones.

» ASIA

A gradual worsening of the security situation in the Asian countries where the Norwegian Refugee Council works.

The restrictions on humanitarian space led to reduced access to large groups of IDPs and refugees, particularly in Sri Lanka, Afghanistan and Pakistan. In Sri Lanka access to IDPs became more difficult by the day in the north, while access slightly improved towards the end of the year in the resettlement communities in the east. However, significant challenges remain for the IDPs who have returned to their villages and for the humanitarian organisations assisting them, due to the continuing activities of armed groups.

In Afghanistan, humanitarian organisations' access to large groups of IDPs deteriorated, especially in the southern part of the country. The blurring of the distinctions between humanitarian and military activities raised serious humanitarian and operational concerns. In Afghanistan the Norwegian Refugee Council played an active role in establishing civil-military guidelines between the humanitarian community and ISAF. Many refugees returned home from Iran and Pakistan during 2007. This included forced returns because of the closure of camps in Pakistan, putting heavy pressure on an already exhausted response community in Afghanistan.

The Norwegian Refugee Council has offices in five Asian countries: Timor-Leste, Afghanistan, Pakistan, Sri Lanka and Nepal.



Nepal
Capital: Kathmandu
Population: 28.2 million
Refugees from other countries: 130 680
Internally displaced persons: 50 000 – 70 000
Refugees in other countries: 3 360

NRC activities: Provided information, counselling and legal assistance (ICLA), thus supporting the return and integration of IDPs after the peace process following the 10-year civil war developed in a positive direction. Developed ICLA programmes in a large number of districts covering urban, rural, displacement and return areas, in order to support the most vulnerable IDPs willing to integrate or return. Collaborated with the new Nepalese government to develop durable solutions for IDPs. Worked closely with the Peace and Reconstruction Ministry to get IDP policy and IDP directives approved and implemented. Launched an advocacy campaign targeting Bhutanese refugees with the aim of facilitating their access to durable solutions.

Sri Lanka
Capital: Colombo
Population: 19.3 million
Refugees from other countries: 180
Internally displaced persons: 460 000
Refugees in other countries: more than 134 950

NRC activities: Continued activities in response to the need for protection and assistance caused by the tsunami disaster and the escalating ethnic conflict. Provided 7538 new shelters and repaired 419 shelters for IDPs. Built eight Temporary Learning Centres and reconstructed two schools and two community centres. Built and upgraded latrines and sanitary facilities in IDP sites. In total, 73 817 people benefited from NRC's shelter programme activities. Improved conditions in IDP sites through capacity-building and care and maintenance activities. Conducted 72 camp management trainings in four districts with 1482 trainee beneficiaries. Advocated for equitable treatment, protection, and distribution to conflict-affected and tsunami-affected IDPs and communities. Provided information, counselling and legal assistance (ICLA) to IDPs and vulnerable populations and handled a total of 6820 individual cases.

Timor Leste
Capital: Dili
Population: 1.2 million
Refugees from other countries: 0
Internally displaced persons: 100 000
Refugees in other countries: 10

NRC activities: Constructed 432 temporary homes for IDPs in the area surrounding Dili. Advised the Government of Timor-Leste on the rehabilitation of damaged houses. (Approximately 6 000 houses were destroyed in Dili during a few days of violence in April-May 2006). Managed five camps for internally displaced in and around Dili and provided protection for 2453 IDPs living in these camps.



THE MIDDLE EAST

In 2007, the Iraqi displacement crisis reached a peak with 2.2 million IDPs and two million refugees in the neighbouring countries, primarily Syria and Jordan.

The crisis placed a heavy burden on host countries and communities, and is likely to require international attention and aid for years ahead. NRC started projects to assist Iraqi refugees in Lebanon, and will expand these in 2008.

The protracted plight of the Palestinian refugees is another main concern for NRC in the Middle East. In Lebanon, NRC started improving the housing conditions of some of the poorest Palestinian refugees, while at the same time contributing to the reconstruction of Nahr al-Bared refugee camp which was razed to the ground during fighting last spring and summer. Furthermore, NRC helped repair more than 2 000 homes of Lebanese returnees after the July 2006 war between Hizbollah and Israel. In the same period, NRC provided 63 000 work days to residents of two Gaza municipalities. NRC has Country Offices in Beirut, and Jerusalem.

Lebanon
Capital: Beirut
Population: 4.1 million
Refugees from other countries: 464 300
Internally displaced persons: 90 000 – 390 000
Refugees in other countries: 13 090

NRC activities: Reconstructed houses damaged in the war between Hizbollah and Israel, preparing the ground for the return of approximately 1000 IDP families. Secured water proofing for 1650 additional houses. Refurbished the Gaza compound, supporting over 900 residents from 242 Palestinian refugee families in Beirut. Through a project aimed at facilitating enrolment of Iraqi refugee children in Lebanese schools, catch-up learning programmes and psycho-social support was provided to 50 Iraqi refugee children. Provided teacher training to help the local community meet the needs of children affected by conflict and displacement. Provided community outreach components, such as parent's advisory and support groups and an adult learning programme.

PALESTINIAN TERRITORIES
Population: 4.0 million
Refugees from other countries: 1 793 900
Internally displaced persons: 25 000 – 115 000
Refugees in other countries: 4 904 000

NRC activities: Created 63 000 work days in the Gaza municipalities of Rafah and Deir al-Balah in 2006-07, as a part of a job creation project. Sent an assessment team to the Palestinian Territories in December to explore the possibilities of the continued development of NRC's programme activities.

» EUROPE

In the Caucasus, the yet-to-be-resolved conflicts in the self-proclaimed republics of South Ossetia and Abkhazia in Georgia and the conflicts between Armenia and Azerbaijan regarding the province of Ngorno Karabakh, continued to be the main challenges.

In 2007 the Norwegian Refugee Council was a central actor in the Georgian authorities' efforts to develop a comprehensive strategy for the country's internally displaced population. For the first time, local integration is becoming an alternative solution to return. This has given NRC the opportunity to invest in more long-term, individual shelter solutions. The privatisation of collective centres, housing approximately 50 % of the IDPs, resulted in the need for legal assistance to the residents in order to protect their rights during the process of moving out.

In Azerbaijan, the Chechen refugees' continued need for humanitarian assistance and their lack of status has been a challenge. So have the efforts to promote sustainable solutions for the hundreds of thousands of IDPs who, due to their economic plight, are still dependent upon external assistance.

After 12 years of activities in Armenia, the Norwegian Refugee Council completed its efforts to secure permanent dwellings for all the refugees who lived in railroad cars and other temporary housing. At the end of 2007 NRC concluded their programmes in Armenia and Azerbaijan. NRC's regional office in Georgia will continue to monitor the situation in the two countries.

GEORGIA

Capital: Tbilisi
Population: 4.4 million
Refugees from other countries: 2 500
Internally displaced persons: 220 000
Refugees in other countries: 23 100

NRC activities: Provided IDPs and returnees with information, counselling and legal assistance (ICLA) in obtaining personal documents, confirming ownership rights and pension entitlement, and gaining access to public services. A total of 3000 individual IDPs in Georgia proper and more than 17 000 in groups benefited from the assistance. Was involved in 2 500 legal cases, with 60% favourably resolved. Initiated legal assistance to returnees in Abkhazia. Built individual houses for IDPs in Georgia proper and in South Ossetia on privately owned land plots. Rehabilitated war-affected houses for returnees in Abkhazia. Rehabilitated schools for IDPs and returnees. Trained 800 IDPs and local teachers in new teaching methods and provided HIV/AIDS information to 3 000 young people. Provided 2 000 children with after-school activities. Cooperated with NGO partners in Central Asia and supported their work for refugees and IDPs.

Armenia

Capital: Yerevan
Population: 3.0 million
Refugees from other countries: 4 570
Internally displaced persons: 8 400
Refugees in other countries: 15 440

NRC activities: Built houses and flats, rehabilitated community centres, built and reconstructed schools and carried out water projects. In October 2007, NRC phased out its activities in Armenia. During its 12 years of presence in the country, NRC built 1 214 family shelters: 741 individual houses and 68 new apartments. 305 families were accommodated in two hostels. In addition, NRC assisted with 28 water projects, constructed and rehabilitated 53 schools, constructed four community centres and constructed five playgrounds for children. NRC will continue to monitor the situation for refugees and IDPs from its office in Georgia.

Azerbaijan

Capital: Baku
Population: 8.5 million
Refugees from other countries: 2 350
Internally displaced persons: 690 000
Refugees in other countries: 15 910

NRC activities: Built and rehabilitated houses for IDPs. Repaired infrastructure and organised communities to promote self-sufficient livelihoods. Provided IDPs and returnees with counselling and legal assistance (ICLA) in obtaining personal documents, confirming ownership rights and pension entitlement, and gaining access to public services. Trained and instructed 2 000 local representatives in the protection of refugees and IDPs. Distributed food each month to 2 000 Chechen refugees and assisted 300 Chechen schoolchildren in accessing education. Organised vocational and skills training for 250 Chechen youth. NRC phased out its programmes in the Azerbaijan in 2007; having previously secured the future of the human rights education project and micro credit programme under the umbrella of other organisations, the legal assistance and Chechen refugee assistance projects was handed over to partner organisations to ensure continued assistance to the most vulnerable. NRC will maintain a small office in Azerbaijan until medio 2008.

NRC Brussels

NRC's presence in Brussels is aiming to put refugee- and IDP related issues high on the political agenda of the EU's external assistance dimension.

In 2007 NRC Europe continued to work closely with the European Union, ensuring that refugee- and IDP related issues, such as the displacement crisis in North Kivu in DR Congo, the increase in Iraqi refugee populations in Syria and the continuing crisis in Northern

Uganda, were not forgotten. These issues, amongst others, were highlighted through activities like awareness-raising events in the Parliament, recommendations for parliamentary resolutions, and the provision of information to parliamentary delegations on field missions. In addition, NRC Europe worked closely with the Council of the European Union and the European Commission both regarding advocacy issues and to further enhance financial

cooperation between NRC and the EU.

The European Union remains one of NRC's main partners in carrying out humanitarian aid work. The European Commission, together with its Member States, contributes with more than half of the entire humanitarian and development assistance in the world and is a key player in setting the political agenda that has an influence on refugees and IDPs around the world.

NRC Geneva

The Norwegian Refugee Council's Geneva office had a productive and exciting year, working closely with NRC field offices and Head Office to ensure that NRC's overarching objectives are met.

The focus of the Geneva office in 2007 has been to continue to draw national and international attention to the plight of 25 million IDPs whose specific protection needs fall outside of the conventional protection standards provided to refugees. As the international community continues to work towards an improved response to IDPs, NRC's Geneva office worked alongside key partners, specifically UNHCR, OCHA's Displacement and Protection Support Section and the UN Representative on the Human Rights of IDPs, to develop a framework for improved response mechanisms.

Through the Internal Displacement Monitoring Centre (IDMC), the Geneva office continued to strengthen its position as the primary source of information and analysis on internal displacement. The yearly report on trends and developments with regard to internal displacement worldwide was successfully launched in Geneva, Brussels, New York and Washington in the spring. The IDMC published over 30 country profile updates during the year, as well as a number of special country reports, drawing attention to IDP situations requiring improved responses and



“Internal Displacement: Global Overview of Trends and Developments in 2006” in April 2007. PHOTO: NRC

making policy recommendations. The Geneva office continued to partake in efforts to improve the framework of protection provided to IDPs, including authoring chapters of the IDP Protection Handbook and the Property Handbook, working to develop guidelines on how to identify and quantify displaced populations, and undertaking field studies on IDPs displaced in urban areas. IDMC has also commissioned a study on non-conflict displacement, a topic which is becoming of growing importance to the international community.

NRC's Geneva office has been involved in the Protection Cluster Working Group, and actively participating in the inter-agency task force on training. Matching this, the IDMC has continued to provide training to field-based actors such as national human rights institutions, governments, and

humanitarian and civil society organisations.

A new website was developed and launched by IDMC in June 2007. “IDP Voices” lets people who have been uprooted within their own country's borders tell their life stories, in their own words, providing a platform for authentic oral testimony. The stories give visitors a chance to grasp the impact of the conflict at first hand, and appreciate the extraordinary courage of people determined to let the world know what happened to them. This project complements the more analytical and quantitative information usually produced by IDMC. Developed in collaboration with NRC and the London-based Panos development media agency, the project has got under way in Colombia and in Georgia.



NRC's ICLA-teams visit IDPs in Kabul, Afghanistan. Maryam, 10, is one of many returning refugees from Pakistan, who now are internally displaced.

PHOTO: ASTRID SEHL

Advocacy and information

More than 40 million people are currently displaced worldwide. Stricter asylum regulations and hostility towards refugees have made it increasingly difficult for the displaced to reach safety and get the protection they are entitled to by international law. In 2007 the Norwegian Refugee Council increased its efforts to put displacement, protection and refugee and IDP rights on the national and international agenda.

As part of the overall reorganisation of NRC's Head Office, a new Advocacy and Information Department was established in June 2007. The new department consists of the former Advocacy Department, Communications Department and Programme Norway.

The Advocacy and Information Department is divided into two sections: the Advocacy Section and the Information Section.

The main tasks of the Advocacy Section are:

- Policy-making and implementation
- Advocacy activities
- Providing legal expertise on refugee and IDP related issues
- Research and analysis
- Monitoring and highlighting neglected refugee/IDP situations
- Information and Counselling on Return and Repatriation (INCOR)

The main tasks of the Information Section are:

- External communication (including media, website and publications)
- Internal communication (including intranet)
- Community outreach (seminars and lectures)
- Trainings

Protection at the core

Protecting the rights of displaced persons was central when NRC was founded, and still remains at the core of all its activities. Refugee law, human rights and international humanitarian law are thus the main reference tools used by NRC, at both field and international levels.

Advocacy work is one of main pillars of NRC, and includes - among other things - applying political pressure to promote the rights of refugees and IDPs. As a field-based organisation, NRC has first-hand knowledge of the situation for displaced persons: why they are fleeing and who the perpetrators are. NRC uses this knowledge to address the relevant authorities to protect the rights of the displaced. In addition, NRC targets local and national authorities, the UN, other organisations and regional bodies such as the African Union (AU) and the European Union (EU), when displaced people do not receive the humanitarian assistance they need, when they are the direct victims of human rights violations or when they are denied durable solutions to their displacement.

In order to improve the flow of information between the field and Head Office and to enhance NRC's advocacy role in the field, NRC has developed the position of Protection and Advocacy Advisers within the various country programmes. By increasing and professionalising the advocacy work in the field, NRC is able to put the rights of refugees and internally displaced persons at the top of the political agenda, both on a national and international basis.

The countries that received the most international attention in 2007 were Afghanistan, Somalia, Sudan and Iraq, and the Advocacy and Information Department has closely followed the developments in these countries. The advocacy section has focused on Afghanistan, Somalia and the Democratic Republic of Congo in particular. Massive displacement is taking place in all three countries and NRC has raised its concern within the countries themselves, and with both the EU and the UN.

In preparation for the annual meeting of the UNHCR Executive Committee in Geneva in October, NRC provided extensive input to the Norwegian

Ministry of Foreign Affairs with regard to IDP rights, UNHCR reform and the situation for displaced people in the DR Congo, Bhutan and Western Sahara. The same input was provided to the international umbrella organisation ICVA (International Council of Voluntary Agencies) who incorporated many of the views in their statement to the UNHCR Executive Committee. NRC's recommendations were also adopted and mirrored in the statements of several national missions to the UN in Geneva. NRC also participated at the sixth session of the UN Human Rights Council in Geneva in October.

NRC worked closely with several Norwegian political parties, both in government and in opposition, to develop input on both refugee and country-specific policies. Moreover, NRC has been in regular contact with foreign embassies and governments throughout the year in order to promote the rights of refugees and internally displaced persons. In 2007 the Advocacy Section also participated in a parliamentary hearing on proposed new immigration legislation, which, so far, looks



NRC gives information, counselling and legal assistance to returnees and IDPs in Afghanistan, among others from this Kabul office. PHOTO: ASTRID SEHL

encouraging for those in need of protection. NRC also participated at the EU hearing regarding the future of the Common European Asylum System.

Neglected refugee crises

Not all refugee crises receive international attention. NRC monitors the so-called neglected refugee crises, and in 2007 the Advocacy Section had a particular focus on the Saharawi refugees in Algeria and the Bhutanese refugees in Nepal.

In February, NRC participated in a humanitarian assessment mission to the Saharawi refugee camps in Algeria, together with the Norwegian MFA. NRC has subsequently carried out an extensive advocacy campaign for the rights of the Saharawi refugees, addressing, amongst others, the Norwegian authorities and political parties, UNHCR and other international organisations.

In August NRC sent an assessment mission to Nepal and Bhutan, to study both the situation of the ethnic Nepali refugees from Bhutan living in Nepal, and the situation in Bhutan itself. As a result, an advocacy campaign was designed to draw greater international

attention to the plight of these refugees, and to lobby for change. Meetings were held with embassies, refugee organisations, the Norwegian authorities, and UN agencies in the region and in Geneva.

Information and Counselling on Return and Repatriation (INCOR)

As part of the Head Office reorganisation, the INCOR project was incorporated into the Advocacy Section in 2007. INCOR was established in 1995 to provide information and counselling about return and repatriation to asylum seekers and refugees.

For INCOR the main focus in 2007 was on the Afghanistan project, which was implemented as part of the tripartite agreement between the UNHCR and the Norwegian and Afghan governments in 2006. An Afghan lawyer, working for NRC in Afghanistan, was engaged by INCOR to provide detailed answers to a variety of legal problems that could be encountered by asylum seekers returning to Afghanistan from Norway. The project team visited reception centres spanning the length

and breadth of Norway.

INCOR visited Afghanistan and Pakistan this year, in order to gain further information and knowledge about the repatriation process from Pakistan to Afghanistan and knowledge about the experiences faced by Afghan returnees.

INCOR was further strengthened by the recruitment of a specialist in working with problems involving children. This competence was much appreciated by many local communities, reception centres and individuals that contacted INCOR for a variety of reasons related to return involving children, be they unaccompanied minors or families with children.

Furthermore, INCOR published information on NRC's web pages, in addition to the publication *Veien videre* and newsletters related to Afghanistan.

Afghanistan in focus

Afghanistan was the country that attracted most media attention of all NRC programme countries in 2007. In addition to the focus on the forced return of rejected Afghan asylum seekers, the media coverage also included the situation on the ground in Afghanistan and Norway's military presence in the country. NRC has participated in debate programmes on TV and radio, written comment articles and given numerous interviews on the humanitarian situation in Afghanistan.

In the first half of 2007, NRC also drew the media's attention to increased displacement in Somalia and Iraq. In addition, the media have covered NRC advocacy campaigns on neglected crises such as in Nepal, Bhutan and Western Sahara. This advocacy work and the resulting media attention have contributed to politicians taking action on these issues. NRC has facilitated field visits in 2007 for journalists and photographers in programme countries such as Colombia, Afghanistan, Sri Lanka, Liberia, Burundi and DR Congo.

In addition to addressing the media,

efforts have been made in 2007 to make NRC more visible – and accessible – to a wider audience through the Internet. NRC's English language website has been improved for the benefit of an international audience, and in March, NRC won the "Farmand prize" for the best website in the category for small and medium-sized enterprises in Norway.

NRC intranet was launched in May. It is available for all NRC staff throughout the world, and gives access to information, toolkits, policies and other important documents.

On World Refugee Day, 20 June, NRC released its fourth annual report on the state of the world's refugees and internally displaced persons – "Flyktningregnskapet 2007". This unique reference tool is widely distributed to politicians, asylum centres, journalists and universities, amongst others.

The report: Internal Displacement: Global Overview of Trends and Displacement in 2006, launched by NRC's Internal Displaced Monitoring Centre (IDMC) also received extensive coverage,

both in the international and Norwegian media.

During the autumn, NRC participated in a UNHCR-initiated campaign where independent organisations in the Nordic countries joined together to advocate for the safe return of asylum seekers. The Keep Them Safe campaign urged the governments of the Nordic countries to follow the UNHCR guidelines on protecting people fleeing from violence, and not to send asylum seekers back to places where their lives might be in danger.

Community outreach

During 2007, NRC's Information Team – totalling 50 volunteers – gave more than 70 lectures throughout Norway to businesses, schools and community groups on the global refugee situation and the work of international organisations. All members have worked abroad through NRC's standby forces, and are thus able to draw upon their own field experiences in their lectures. The team members also contributed to several campaigns, such as World Refugee Day, Walk the World, and the Scouts'



Fariha Wakil Zada, information counsellor in Herat, Afghanistan, on one of her many community visits. PHOTO: ASTRID SEHL

New strategic unit established

The Strategic Management Support Unit (SMS) was established in June 2007. The purpose and role of SMS, on behalf of NRC Management Group, are to ensure organisational alignment and learning through strategic quality implementation, strategy and policy monitoring, evaluation, coordination and facilitation.

annual charity collection.

A number of lectures and seminars on the world refugee situation were also given by NRC staff. Universities, schools, businesses and journalists were amongst the groups attending NRC lectures. In addition, lectures and seminars were offered to partners with whom NRC has cooperation agreements, such as the Norwegian Scout Association and The Confederation of Unions for Professionals (Unio).

Courses

With its internationally recognised expertise on refugees and internally displaced people, NRC has developed a variety of courses aimed at those working with refugees in Norway. In total, 200 government and municipal employees took part in NRC courses throughout 2007.

Each course, attended by 30-40 participants, is specifically designed for the particular needs and wishes of the different groups. Usually, the course includes a general introduction to the global refugee situation, followed by topics tailored to the participants' work with refugees in Norway. Coping mechanisms and information about return and repatriation are two of the topics that participants find most useful in relation to their work.

Reception centre staff is another important target group for NRC. Indeed, NRC has projects in many of the countries from which refugees and asylum seekers come to Norway, and knowledge about these countries is valuable in order to understand their backgrounds. The Counselling Service (Veilednings-tjenesten) was therefore fully booked in 2007. Nine reception centres signed up for the service, and 20 courses were arranged in total.

NRC also offers an in-depth course, which includes a field trip, to key individuals working with refugees in Norway. The course included an introductory seminar, a two week field trip and a post-return debriefing session.

Planning and monitoring

This year NRC has continued to strengthen its focus on strategic planning and reporting. At the Head Office online electronic reporting related to strategy and the Annual Plan of Action has been introduced. All NRC staff, through NRC Intranet strategy module, can now follow the organisational ability to achieve its strategic objectives, performance targets and to meet initiative deadlines. The Management Group conducts monthly strategy meetings to discuss progress and decide on corrective actions to be taken, if necessary.

At the field level, the balanced score-card strategic planning methodology was introduced to a number of Country Offices. NRC Colombia, Liberia, Afghanistan/Pakistan, Uganda, DR Congo, Kenya/Somalia, Ivory Coast, Burundi, Caucasus, Timor Leste and Europe all hosted strategic workshops with participation from the Head Office, focusing on holistic programme planning and balancing external and internal strategies. Through the workshops, valuable experience from strategic planning has been obtained. Planning processes will continuously improve as lessons learned are implemented.

Core activity database

The SMS Unit has been working closely with Head Office departments and the country offices to develop a global database which can store key project data. This process has effectively started the performance and indicator development discussion which will also facilitate selection of key performance indicators in the strategic management process. Furthermore, the system will be accessible via the existing intranet and is also envisioned

to collaborate with other NRC management information systems, such as the financial system, to produce holistic reporting.

Evaluation work

SMS is responsible for the follow-up of NRC's evaluation policy. Evaluations of varying scope have been completed, with corresponding management responses produced. In 2006 the Norwegian Ministry of Foreign Affairs and the Norwegian Agency for Development Cooperation (Norad) examined NRC's ability to deliver in accordance with its mandate. The report confirmed that measures implemented to strengthen the organisation's internal processes are both relevant and necessary. SMS coordinated the follow-up of the management response. NRC is a full member of the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP). SMS represented NRC at ALNAP's biannual meetings.

NRC Youth

Other large Norwegian humanitarian organisations have for many years benefited from the support of enthusiastic and dedicated youth organisations. In November, NRC Youth was formally established. By the end of the year the new youth organisation numbered approximately 50 members. Through involving themselves in NRC's activities, members of NRC Youth will work actively with humanitarian issues, advocacy and dissemination of information. Much of the responsibility is decentralised to the local groups, who will each work on a specific issue, and independently handle everything from political development to planning and execution of their work.

Strengthening Human Resources

The Human Resources function was strengthened by the formation of the new Human Resources Department in June 2007. The department includes the Recruitment Section and the Personnel Section which covers the Salary Unit and the Training Unit.

With the new organisation model in place, NRC will be better able to timely serve both field and Head Office staff, increase efficiency and streamline processes. HR is thus placed high on NRC's agenda as a strategic focus area.

The individual and organisational human resources competency, both at field and Head Office level, is a key criterion for NRC's operational success.

Optimising the resources of NRC staff, needs a systematic approach to enhance the performance and development of the organisation and for developing our institutional competence in a sustainable manner. A number of tools and methodologies are in the process of being introduced throughout the organisation towards this end.



Introducing Web-based recruitment system

In 2007 the HR recruitment section implemented a web-based recruitment system. The system, WebCruiter, was implemented in November 2007. WebCruiter enables NRC to recruit in a more systematic and professional way. Furthermore the system will strengthen the communication and involvement from the Country Directors for the recruitments to their Country Offices.

Variation of recruitments

HR has in 2007 recruited to a variation of different positions and rosters. In addition to regular recruitments to NORSTAFF, the section has supported the Emergency Response Department with recruitment

to various standby forces and special assignments, like; NORAFRIC, NORDEM, GenCap, ProCap, and MSU (for further information see paragraph about the Standby Forces). As an initiative to strengthen the international experience for Norwegians, NRC continued its trainee program. Furthermore the section supported the Ministry of Foreign Affairs with recruitment of Junior Expert Officers.

Field visits and use of recruitment tools

In 2007, members of the section were able to visit NRC's Country offices, to give general HR-support and more specific on

recruitment issues. Field trips gave the section essential knowledge in order to be able to support the International Programme Department with recruitments of international staff to our different country offices. In 2007 the recruitment section has also focused on using more professional test tools in our recruitment processes and started the use of OPQ32 (Occupational Personality Questionnaire) in a more systematic way. Furthermore, the section has developed more professional guides and design for different types of recruitment processes. A recruitment toolkit will be finalized in early 2008.



PHOTO: SUJEEWA DE SILVA

Key activities

Field support

The section has during 2007 performed several field visits, both planned and on request. Subjects have been management support, revision and provision of processes and routines, and conflict management support.

Management support

In September 2007, the Management Group approved the mandate for the project Organisational Culture and leadership in NRC. The aim of this project is to develop and implement a professional and well reasoned Management Support and Development System.

Revised Code of Conduct

The revised NRC Code of Conduct was presented to the organisation in October 2007, and a workshop was subsequently conducted at the Country Director seminar in Istanbul. During 2008 the Code of Conduct will be implemented in NRC country programmes.

Internationalisation

From a rather balanced nationality of the NRC staff (expatriates), we have today more than 70% of our staff being non-Norwegian. Also in the Head Office the number of non-Norwegians has increased. This creates a lot of challenges related to both tax and other employer related tasks and responsibilities. The section was reinforced in 2007, and will be further strengthened in 2008 in order to be able to comply with the demands, in particular related to legal subjects.

Employee Survey 2007

The Head Office survey for 2007 shows an overall score slightly higher than 2006, but there are still several important areas to be improved. A trend from 2006 is the potential of a better inter-organisational communication.

The training unit

The NRC Induction Course aims at providing NRC staff with an overview of NRC's framework and activities and is specially targeted to meet the learning needs of field staff. Experts from relevant Head Office departments are involved as course instructors. 85 employees participated in the Induction Course in 2007, and the participants assessed the course as "time well spent".

The NRC Training Package in English and French is available through NRC's intranet. The package consists of tools for planning and facilitating basic training to national staff and includes the following modules: NRC's Mandate and Values,

Global Displacement, Introduction to NRC Protection, Code of Conduct for Humanitarian Agencies, The Humanitarian Principles and NRC Core Activities.

The NRC Trainer Pool consists of 16 individuals representing 15 NRC Country Offices. Their main task is to facilitate training of national staff in the modules presented in the NRC training package. Training is ongoing in their respective Programme Countries. .

Operating one of the worlds largest Emergency rosters

The Norwegian Refugee Council (NRC) operates one of the world's largest emergency rosters, with over 800 men and women ready to deploy anywhere in the world within 72 hours.

Through the emergency rosters, NRC offers personnel at the disposal of UN agencies that work with emergency aid and the protection of refugees and internally displaced persons, (IDPs). The organisation also deploys personnel to international monitoring missions.

The emergency rosters are composed of lawyers, social scientists, teachers, logistics personnel, communications technicians, co-ordinators and other specialists. NRC's Emergency Response Department works to rapidly second personnel to the UN in connection with acute crises and disasters, in addition to longer-running problems. In 2007, around 400 people were on assignment with the UN, many secondments supporting humanitarian work with the massive numbers of refugees fleeing Iraq. Indeed, in 2007, NRC seconded personnel to most of the UN organisations in countries neighbouring Iraq.

Special Assignments

During the past 16 years, NRC has

acquired solid experience within the field of emergency rosters, and is today one of the most important contributors to many of the UN's organisations. Great trust has also been placed in NRC, with three special rosters being administered by the organisation.

Peace Negotiation Experts for the Mediation Support Unit, MSU

In 2006 NRC accepted an assignment from the Norwegian Ministry of Foreign Affairs, to administer a new standby team for mediation support. Norway finances a full-time Standby Team of international mediation experts, administered by NRC, and at the UN's disposal. The first experts were recruited during the course of 2007.

The Standby Team will be composed of a team-leader and five international mediation experts with technical expertise on security arrangements, transitional justice and human rights, constitution-making in the context of comprehensive peace, wealth-sharing

and power-sharing. The group will support the UN's mediation endeavours, and will represent a considerable strengthening of the UN. Establishing a standby team of mediation experts is part of a long-term strategy of strengthened good offices capacity within mediation of disputes, and the standby-team will be a part of the Department of Political Affairs's newly established unit for mediation support – the Mediation Support Unit, (MSU).

Protection Capacity – PROCAP

PROCAP is a partnership project between OCHA, UNHCR, OHCHR and UNICEF, which specifically aims to strengthen the protection and rights of IDPs. By seconding senior protection experts to UN operations, the project contributes to improving the UN's preparation for protecting IDPs in humanitarian crises. The project also involves a training component of UN's Standby partners, as well as an internet library of resources.

NRC has five emergency rosters: NORSTAFF, NORAFRIC, MORMIDEAST, NORASIA and NORDEM – the last of these in partnership with the Centre for Human Rights.

NORSTAFF is an emergency roster of around 500 men and women with various professional backgrounds. The roster is mostly used for UN assignments, though members are also sent on special assignment with other organisations.

NORAFRIC is composed of 54 African members from various professions.

The roster is used for the same type of assignment as NORSTAFF

NORMIDEAST has 37 members from the Middle East and neighbouring countries. The roster gives the UN access to qualified personnel who also have knowledge of the region, including language and religion.

NORASIA was founded in 2007 to expand the field of recruitment to humanitarian operations. The roster provides the UN with access to 21 qualified personnel from Afghanistan and Pakistan.

NORDEM has around 300 members who cover areas of work such as observing elections, monitoring human rights, providing advice regarding elections, investigations into serious breaches of human rights, development of democratic institutions, and democratisation work in general.

The Emergency Response Department also administers several special projects for the seconding of experts to the UN.

The project started in 2005, and NRC recruits, employs and deploys members of the PROCAP team. In 2006-7, a total of 15 senior protection experts have undertaken 33 assignments in 17 countries. At the same time, 107 members of UN standby partner organisations have completed a course in protection and rights.

Gender Capacity – GENCAP

The aim of GENCAP is to both support and increase the focus on gender equality and gender mainstreaming in the UN's humanitarian assistance, as outlined in UN Security Council resolution 1325 on women, peace and security. The GENCAP project was developed out of work in the Inter Agency Standing Committee, (IASC), in which both UN and voluntary organisations coordinate humanitarian activities and exchange experience.

On behalf of the IASC, NRC has been given the responsibility of establishing and maintaining an international emergency roster of senior gender-experts.

At short notice members of this roster can be deployed to emergency operations with acute need, and will operate as advisors to UN humanitarian coordinators and teams in the field. The roster was established in 2007 and consists of 15 persons from around the world who are ready for assignment, and two full-time advisors on a continual rotation with various UN missions. In the second half of 2007, the members of the roster were seconded to eight assignments. New recruitment is planned for 2008.



Food distribution
in Goldhap Refugee
Camp, Nepal.

PHOTO: UNHCR/B. RAUNIAR

Depending on a wide range of donors and partners

The Norwegian Refugee Council provides rapid, effective assistance to displaced persons worldwide. To be able to do this, NRC depends on a wide range of donors and partners.

NRC has gained knowledge and capacity over the years to implement projects for refugees, IDPs and returnees through its core activities. It is a challenge to secure project funding, and requires continuous efforts. The more funding NRC is able to obtain, the more people can be assisted. NRC's donor base has increased over the last years, and by the end of 2007, NRC projects internationally, including IDMC in Geneva, were funded by 31 different donors.

Norwegian Partners

The Norwegian Ministry of Foreign Affairs is still the greatest contributor to NRC projects, and during 2007 has funded one or more projects in all NRC programme countries. The Norwegian Agency for Development Cooperation (Norad) is another major donor, mainly to projects in Africa. Statoil co-funded some projects in the Caucasus region and in Angola in 2007.

European Union

The second largest European donor was the Directorate General for Humanitarian Aid (DG ECHO), which doubled its funding to NRC in 2007. This was



Pål Anders Ullevålseter taking part in the "Fight Hunger" campaign.

PHOTO: NRC

mainly due to large Grant Agreements in Lebanon and Pakistan. NRC signed an agreement with EuropeAid (EU's development fund) for the first time in 2007.

UN Agencies

The third largest donor in 2006 was UNHCR. In 2007 the Strategic Partnership Agreement with UNHCR was renewed, and the number of contracts with UNHCR increased in the field. Other major UN agencies to fund NRC were UNICEF, mainly on education projects, and the World Food Programme (WFP) on food distribution projects. Separate humanitarian funds have been implemented by the UN, and NRC has received funding through these, i.e. to projects in Sudan.

USA

NRC signed one additional contract with the United States Agency for International Development (USAID) in Nepal this year, and the first contract has been signed with the Bureau for Population, Refugees and Migration (BPRM) in Afghanistan. In addition to funding through the US Government, NRC also received funding from the Tides Foundation in 2007. As a member of the Clinton Global Initiative, NRC participated in the Annual Meeting of the Initiative in New York.

Other international donors

Apart from the above mentioned international donors, the Swedish International Development Agency (SIDA) is NRC's fourth largest donor. In addition funding is received from a number of different countries, including Denmark, the Netherlands and Switzerland.



Norwegian external relations

Attracting new and loyal private donors has top priority in NRC's fundraising work, and NRC puts great effort and resources into its Customer Relations Management. A special adviser was employed and a new database set up in 2007.

Cooperation with Norwegian organisations and the corporate sector provides NRC with important financial and professional support. Cooperation with Statoil in particular has been strengthened in the course of the year. In addition to their support in Azerbaijan, Georgia and Angola, Statoil's contributions to earthquake disaster victims in Pakistan were of considerable importance to NRC operation. NRC is also grateful for all smaller and larger contributions from the corporate sector that enable the organisation to provide assistance to an increasing number of beneficiaries.



From the Refugee Race in March 2007 which raised income for NRC. PHOTO: NRC

NRC is also prioritising the development and maintenance of a network of organisations. The Norwegian Scout Association is a key partner. Once again the Association mobilised thousands of members for the annual collecting campaign in April, which this year was in aid of the humanitarian crisis in Sri Lanka.

New products and channels

In 2007 NRC has increased its efforts in product development and finding new channels to market these products. The new NRC website has added great value to these efforts.

In November NRC launched a web-shop to create new opportunities for the public to support NRC projects and for NRC to generate income. Through the online marketplace, www.gavermedmening.no, conscientious consumers can choose from a variety of products, including goats, chickens, kitchen tools and school desks – products

which benefit refugees and IDPs in our project countries. The web-shop attracted much media attention before Christmas, and has proved to be a great success.

Awareness and income

Finding new markets and points of contact has been a particular focus for the External Relations department. Over the last year, the organisation has entered new arenas, whilst strengthening already existing ones. One of the new arenas NRC joined in 2007 was one of Norway's biggest ski races, Flyktningrennet (the Refugee Race), which took place in March. NRC's participation in the event resulted in raised income and awareness for the organisation.

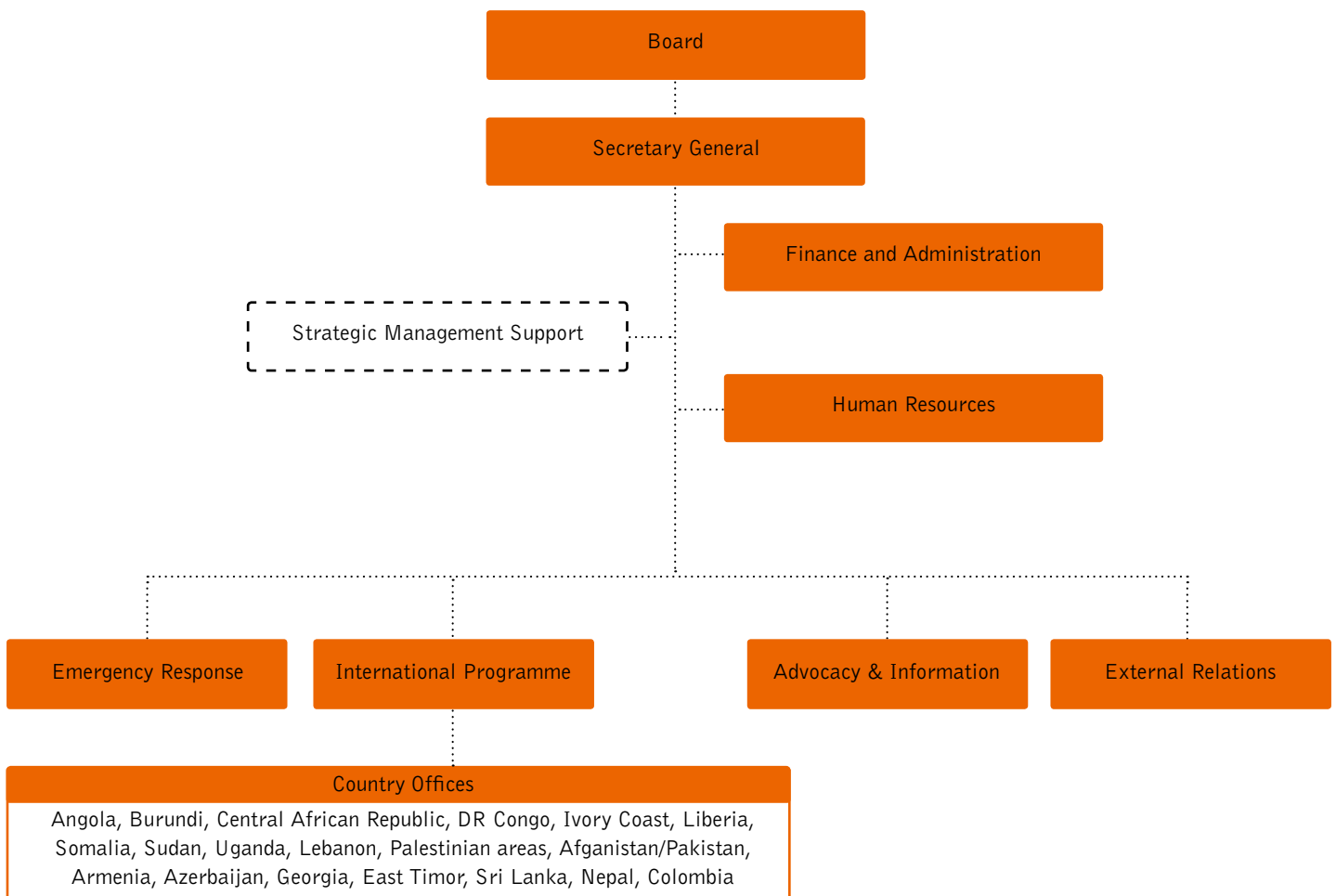
On World Refugee Day 2007, NRC proudly announced its first Refugee Ambassadors. At a public event in Oslo, Mrs Liv Arnesen and Mr Pål Anders Ullevålseter, were congratulated on their appointments. Both are well

known in Norway and abroad for their achievements within polar expeditions and off-road motorcycle competitions respectively. Arnesen visited NRC projects in Burundi and Kenya in October 2007, with Ullevålseter's field trip scheduled for 2008.

In addition, NRC collaborated with the World Food Programme (WFP) on the international event "Walk the World", a part of the worldwide "Fight Hunger" campaign, which Ullevålseter helped to promote.

NRC continued to receive income from gaming machines in 2007, although to a lesser extent than in previous years due to new government regulations. NRC's goal is to replace these funds with more reliable sources of income. The greatest support in this regard comes from the organisation's regular donors, who choose the most cost-efficient way of supporting NRC's work.

Organisational Chart 2007



Sources: IDMC, The Annual Refugee Account 2006 (Flyktningregnskapet 2006), The World Factbook. The figures for internally displaced persons are taken from the IDMC's website.

Accounts 2007

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The Norwegian Refugee Council's Annual Report for 2007

2007 was a busy year for the Norwegian Refugee Council, with the main focus on establishing programmes in new countries, active advocacy work both in Norway and internationally, vital assignments for the organisation's emergency forces and an increased focus on the organisation's marketing work.

The NRC's mandate states that the foundation "is to promote and protect the rights of displaced people, whether internally or outside their own country, regardless of race, religion, nationality and political opinion." Throughout 2007 the organisation's staff of almost 2000 employees in 20 countries has worked effectively towards the goal of giving refugees the support they need. The past year has contributed to establishing NRC as a leading international organisation concerned with providing emergency aid to refugees and internally displaced persons.

Programme Activity

NRC's assistance to refugees and internally displaced people in conflict areas around the world increased in 2007 by 13 percent. NRC had field offices in 18 countries, liaison offices in Geneva and Brussels, and additional project activity in Chechnya, Chad, Syria, Ecuador, Panama and Venezuela. The strategy for 2007 was to lay the groundwork for more controlled growth than in previous years, by giving both the headquarters and field offices the opportunity to develop administrative procedures and technical support mechanisms to handle the increased amount of work.

The Central African Republic was established as a new programme country, whilst the organization phased out its operations in Armenia in autumn 2007. In Azerbaijan and Angola, programme activity was phased out at the turn of the year, and the administrative work is to be concluded in the first half of 2008. The main programme countries were Uganda, DR Congo, Afghanistan, Lebanon, Sudan, Sri Lanka and Somalia.

In Pakistan and Sri Lanka, aid to the victims of the earthquake and tsunami, respectively, was phased out, except from a smaller component in Pakistan which will finish in November 2008.

The biggest challenge and risk-factor in 2007 was the steadily worsening security situation, particularly in Afghanistan, Somalia, DR Congo and Sri Lanka. In spite of this, NRC managed to deliver extensive humanitarian assistance in extremely demanding and inaccessible areas. The increased risk has forced the organisation to prioritise human and economic resources to a greater extent than previously, both in order to protect our personnel to the highest possible degree, and to make our operations possible in the most hazardous areas.

In 2007, NRC strengthened its cooperation with the UN, both by actively participating in policy and coordination processes on global and local plans, and as a partner at project level. The greatest increase in financial support at project level came from UNDP and UNICEF, with a small increase from UNHCR.

Of NRC's five core activities, the building of schools and shelter was the largest, making up 39 percent of programme operations; education constituted 22 percent, information and legal assistance 18 percent, camp management 8 percent, distribution 4 percent, and other items 9 percent.

The organisation is constantly working to develop its quality within the profession. In 2007 a handbook on phasing out operations in programme countries was completed, and a handbook on establishing programme

countries will be finished in 2008. In addition, a range of programmes in the field have been evaluated, and projects have been carried out to make the organisation more professional and efficient.

Active Advocacy Work

NRC completely reorganised its advocacy work in 2007 by merging the Advocacy Unit, Norwegian Department and Communication Department into one department, the Advocacy and Information Department. By uniting the three departments previously involved in advocacy and information work into one large and powerful department, the organisation has professionalised its advocacy work, and has further pushed the rights of refugees and internally displaced persons onto the political agenda, both nationally and internationally.

Continuing to be central to this work are the Protection and Advocacy Advisors that, to date, NRC now employs at twelve field offices. Their role is to strengthen the field office's ability to collect information and produce analyses related to the most pressing protection issues faced by the displaced. In the past year, NRC has had a particular focus on Colombia, and the dramatically worsening situations in DR Congo, Somalia and Afghanistan.

Furthermore, NRC distinguished itself in the Norwegian debate regarding the government's use of the UNHCR's recommendations.

The Norwegian Refugee Council acknowledges that the guidelines are nonbinding, but believes the state should adhere to them unless it can justify diverging from them.



Afghanistan remains high on the NRC Agenda. In June 2008, Secretary General Elisabeth Rasmusson travelled with UN Emergency Relief Coordinator John Holmes to look at the humanitarian situation in the country. PHOTO: SILJE VIK PEDERSEN

Focussing on forgotten or neglected conflicts is an important part of NRC's advocacy work. Proposals from NRC after a visit to Saharawi refugees in Algeria led to wide media coverage and interest from the Norwegian Ministry of Foreign Affairs. NRC also instigated advocacy work for Bhutanese refugees in 2007. A combination of media initiatives, network building, and multi-channel political lobbying helped push Bhutan – and the situation for Bhutanese refugees – up the political agenda, both in Norway and internationally.

In 2007, the information and counselling project, INCOR, had a primary focus on the return to Afghanistan. A programme of information and advice, with Afghans living in Norway as the target audience, was an important link in the tripartite agreement between Norway, Afghanistan and the UNHCR. The Norwegian government and UNHCR have committed themselves to providing information, and both partners chose NRC's INCOR project to carry out the work.

2007 was also a good year for NRC

with regards to information work. The organisation maintained a monthly average of between 15 and 20 million potential recipients to NRC related news items. NRC is on average the fourth most cited humanitarian organisation in Norway. NRC's Informer Group, comprised of members of the emergency standby force, also has a role to play in information work. The group's aim is to create awareness about the international refugee and internally displaced persons situation, and about the work of NRC in their local communities. In order to increase capacity, the Informer Group was extended to 60 members in 2007.

Growth of the Emergency Standby Forces

At the end of 2007, the emergency standby forces, (NORSTAFF, NORAFRIC, NORMIDEAST, NORASIA and NORDEM), had a total of 800 members. These are ready to be deployed anywhere in the world at 72 hours notice to help the UN and other international organisations with humanitarian assistance,

emergency aid, election monitoring and peace operations.

The establishment of NORASIA, an emergency standby force to which members were recruited primarily from Afghanistan and Pakistan, was a new initiative in 2007 to further greater diversity in global emergency response. The force is built upon the same principle as NORAFRIC and NORMIDEAST, whereby personnel from the region will contribute their regional, cultural and linguistic expertise in a variety of international assignments.

During 2007, there was also a drive to recruit new members for the NORAFRIC emergency standby force. A total of 19 new members, with backgrounds in social studies, political science and protection, were appointed to the force. The need for French-speaking personnel has also increased over the past few years, and it has been important to recruit members who can use French at a professional level. Of the 19 who were recruited, 17 were French-speakers.

The Emergency Response Department was also asked to recruit for, and



PHOTO: SILJE VIK PEDERSEN

to administer, a new special force, the Mediation Support Unit, (MSU). The aim of this project is to establish a group comprised of six experts in peace negotiations. The experts will be at the disposal of the UN and will be able to deploy worldwide on short notice. Other special assignments from the UN and the Norwegian Ministry of Foreign Affairs that are administered by the Emergency Response Department, are the PROCAP and GENCAP forces. These forces are comprised of experts who are seconded to the UN under special agreements. In 2007, after agreement with the Norwegian Ministry of Foreign Affairs, the project HC/RC was initiated, which aims to identify, recruit and qualify top Norwegian candidates

to higher positions in the UN system, particularly as Humanitarian- and Resident Coordinators.

NRC's experts are in great demand, and the organisation's quality and expertise has led it to constantly increase its activities.

Financial Position and Sources of Income

NRC's economic growth continued in 2007. Total operating revenue was 792 million Norwegian kroner, compared to 715 million in 2006. Short term assets were 388 million kroner at the end of the year, against short term liabilities of 253 million kroner, a relation of 1.5. This is regarded as satisfactory, and liquidity is also good. Despite the

negative annual result, liquidity was 15 million kroner better at the end of the year than at the beginning. This is due to a net increase in (financial) advances for projects from donors. The foundation has no long term liabilities.

The foundation's financial situation is exposed to changes in the currency markets, due to the fact that a significant amount of both income and expenditure is in foreign currencies. Donors carry most of the currency risks, but the foundation agrees to forward contracts to reduce these risks. Because the foundation has no interest-carrying debt, an increase in interest rates will bring improved results.

The foundation's efforts to diversify its donor-base also made a positive



impact in 2007. Consequently, the dependence on the Norwegian government has been further reduced. In 2007 we received significant grants from foreign donors in the vast majority of programme countries. The biggest foreign contributors were the UN, the EU, (through ECHO), and the Swedish Agency for International Development Cooperation (SIDA). Alongside this, the Norwegian Ministry of Foreign Affairs continues to be our most important contributor and strategic partner in the majority of programme countries, as well as with regards seconding personnel to the UN. Great importance is placed on the continuing development of this excellent partnership.

The year's negative result of

9.9 million kroner is covered by additional equity. The change in result from 2006 must be viewed in the context that the remaining funds from the television fundraising event in 1998 have been spent, and that the revenue from slot machines was discontinued from 1st July 2007.

In 2007 the foundation received financial support from private individuals, organisations, and the business community. The annual result shows that an increase in such support is a condition for the foundation to continue to grow - and to maintain the necessary independence when working for the world's refugees and internally displaced persons. The board stresses the need to increase NRC's non-earmarked funds, and several initiatives have been launched to achieve this. The accounts are built upon the assumption of continued operation, and the board confirms this condition to be in place.

Organisational Initiatives in 2007

Organisational Adjustments: Several internal and external evaluations/ investigations/analyses revealed circumstances which indicated that NRC had the potential for improvement with regards to the way in which the organisation was structured. To action these discoveries and improve the organisation required several strategies. One of these strategies was to carry out an organisational adjustment such that the head office was optimally organised in relation to the strategic goals. A project group with representatives from all departments in the head office was reduced, and a new organisational model was initiated on the 1st June. The model consists of four line departments, two staff departments, and a small staff unit. The new model involved the setting up of a separate Human Resource, (HR), Department, the merging of the Advocacy Unit, Norwegian Department and Communication Department into one department, the Advocacy and Information Department, and the creation of the staff unit Strategic Management Support, (SMS). The six heads of departments, together with the head of the staff unit and the Secretary General comprise NRC's management group.

Working Environment: In 2007, NRC also carried out an employee survey for those working at the head office in Oslo. To provide a genuine basis for comparison, the survey was structured according to that of 2006. The response rate increased from 92 percent in 2006 to 93.5 percent in 2007, and the 'worker satisfaction' score also increased, from 4.23 in 2006 to 4.52 in 2007, out of a possible 6. The results from 2007 show that employees score particularly high on motivation and job satisfaction, with questions relating to the employee's own tasks, responsibilities, and sense that the job is valuable, also get high scores. Areas for improvement include cooperation between departments, sufficient time to complete work assignments, and the management committee's handling of change and overall perspective. As a result of the survey departmental strategy plans have been produced, and the management committee has its own priorities and an overarching strategy plan for the entire organisation.

The Working Environment Committee, (AMU), was continued, with the Secretary General and heads of the International- and Human Resources Departments representing management, and a staff safety officer and the unions representing the employees.

In addition, management carried out the annual employee dialogues for 2007.

The Secretary General and the head of the HR Department held regular meetings with the unions, and the former also held general staff meetings.

The agreement with Atlas Medical Centre as the organisation's medical provider is to be continued. The organisation co-operates with the Centre for Trauma Psychology, in cases where individual employees require psychological follow-up and care both during and after field trips. Field staff experience challenging living conditions, and are exposed to dangerous diseases. The organisation is constantly focussed on this. No work injuries were reported at the headquarters during 2007.

Sick-Leave: The total number of work days at the head office lost to illness in 2007 was 1471, which corresponds to 5.1 percent, and is a reduction from 5.6 percent the previous year. The level

represents a slight increase in sick-leave with a doctor's note, and a decrease in self-attested sick-leave. The organisation does not have a particularly high rate of sick-leave in comparison with other businesses, and further aims to reduce sick-leave to around 4 percent. The opportunities and commitments contained in the document Inclusive Workplace, [Inkluderende Arbeidsliv], were continued, something which entails a continual focus on following up those on sick-leave, with the goal of taking care of and helping the long-term sick back to work.

Gender Ratio and Employees with Non-Western Backgrounds: NRC has an overall gender ratio of 47 percent women and 53 percent men. At the head office, the breakdown is 61 percent women and 39 percent men. At the country director level the balance is 50 percent women and 50 percent men, whilst in the management committee at the head office the breakdown is 43 percent women and 57 percent men. Board members in 2007 were 30 percent women and 70 percent men – something that the board will take into consideration when electing new board members in 2008. Men earn on average 1.8 percent more than women at the head office. 16 percent of employees at the head office have a non-Norwegian background, of whom 6 percent are non-Western.

Environment: With regards to the external environment, NRC tries to minimise its use of planes and other types of transportation. NRC is also aware that refugee camps operations can have consequences for the environment, and attempts to conduct its work in the least damaging manner. In 2007, NRC began an extensive climate analysis which will be completed in spring 2008. One of the main conclusions in this will be regarding the implementation of climate initiatives.

Continual Improvement: NRC is constantly working to improve its operations. In this task the Strategic Management Support unit plays an important role, as it works to ensure that NRC has a continual focus on the bigger picture, on targets, on quality assurance and improvement; together with coordinating the organisation's strategy and targeting processes. Balanced targets were introduced in 2006 as a strategy and monitoring tool, and were extended to a range of country offices in 2007. A project to prepare a core activity database with corresponding indicators was initiated, and several organisational evaluations were completed to secure learning and continual improvement.

The Work of the Board

Board Meetings: The board has undertaken eight meetings, (including one to plan strategy), and handled 73 cases in

2007. The board agreed to appoint a new Secretary General after Tomas Colin Archer's departure at the end of 2007. Elisabeth Rasmussen became the new Secretary General of NRC on 14th January 2008.

Board Member Elections: Mads Henrik Almaas has been elected to the board as a staff representative replacing Kine Brox Brodtkorb, and Jannicke Storm was elected vice-staff representative replacing Espen Ruud. Mads Henrik Almaas joined the board 10th September 2007.

Board members Arne Pran and Jan A. Erichsen left the board 5th December 2007 after having served for the maximum duration of three terms. At board meeting 01/08 on 17th January 2008 Vidar Helgesen and Skjoldvor Fjeldvær were elected to serve as new external board members. They joined the board 25th February 2008, and replaced Arne Pran and Jan A. Erichsen.

Skjoldvor Fjeldvær has almost 30 years experience with migration, refugees, asylum seekers and immigrants. She is currently the assistant director of the Directorate for Integration and Diversity [Integrerings- og mangfoldsdirektoratet]. Fjeldvær has ten years experience from NRC as head of the strategy department and INCOR project, as well as having been Country Director in Uganda and project leader in Vietnam.

Throughout his carrier, Vidar Helgesen has displayed a visible



Marianne E. Johnsen
Acting Chairman

Marianne E. Johnsen



Kai Gjesdal Henriksen
Acting Vice Chairman

Kai Gjesdal Henriksen



Vidar Helgesen
Board Member

Vidar Helgesen



Ronald Craig
Board Member

Ronald L. Craig



Grete Brochmann
Board Member

Grete Brochmann

engagement for refugee issues, democracy, peace and reconciliation processes, and UN-policies. Since 2006, Helgesen has been the Secretary General of the International Institute for Democracy and Electoral Assistance (IDEA) in Stockholm. Helgesen was State Secretary of the Norwegian Ministry of Foreign Affairs from 2001 to 2005, and he has previously been Special Advisor to the President of the International Red Cross. Today he sits in the advisory group of the UN's Peace Building Fund.

In addition, Grethe Brochmann who has had leave from the board from the second half of 2007, will resume in autumn 2008.

Field Trips: As in previous years, board members undertook field trips in 2007.

In 2007, board members took part in one of the following two trips:

Middle-East; 4th-11th February 2007: Kai Gjesdal Henriksen, Ronald Craig and Kine Brox Brodtkorb visited the Middle-East from the 4th to the 11th February. The main impression left on the delegation was the prevailing pessimistic atmosphere amongst the local population, characterised by little hope for the future. The delegation concluded the visit by affirming that it is important NRC retains its presence in the area.

Geneva; 18th-20th September 2007: From the 18th-20th September a field trip to Geneva was undertaken, which the board members themselves

summed up as being extremely useful. In Geneva, chairperson of the board Marianne Elisabeth Johnsen, and board members Bernt Bull, Jan A. Erichsen, Marit Backe and Mads Henrik Almaas, received information on NRC's cooperation with the UN on different levels, and met various UN organisations. In addition, the field trip visited NRC Geneva's Internal Displacement Monitoring Centre, (IDMC), the visit being an important initiative in strengthening the bonds between Oslo and Geneva.

Board Work: In 2007, the board was particularly engaged in beginning a process to consolidate the organisation and manage the priorities for NRC's total resources. Amongst other things, this led to the organisational adjustments that were completed in 2007.

The work of the board is characterised by good teamwork, and a good composition in relation to the professionalism, knowledge, experience and competence of its members. The year has also seen good cooperation between the board and the administration. The board wishes to express its sincere thanks to all co-workers in the organisation for the tremendous efforts they made in 2007.

We Will Continue to Make a Difference:

In 2006 we marked 60 years of NRC. 2007 proved that NRC continues to be a vital organisation, with steady growth, and which continues to help numerous

refugees and internally displaced people. Yet there remains a great need for additional help and support to the world's displaced. In the years to come, there will be enormous challenges connected to the increasing number of civil wars, the particularly difficult situation of internally displaced persons, and UN reforms.

It is the board's conviction that NRC is well equipped to meet the challenges ahead.

Oslo, 08.05.2008



Harald Stabell
Board Member



Bernt Bull
Board Member



Skjoldvor Fjellvær
Board Member



Marit Backe
Staff representative



Mads Almaas
Staff representative



Elisabeth Rasmusson
Secretary General

Profit and loss statement

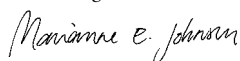
(All figures in NOK 1 000)	Notes	2007	2006
Operating revenue			
Project revenue from external donors	2,5	754 564	650 421
Collected funds, for restricted usage	1,3,5	5 768	26 730
Collected funds, for general usage	4	31 688	37 215
Other income		95	465
Total operating revenue		792 115	714 831
Operating costs			
Project materials etc		437 638	384 562
Salaries and social costs	6	339 444	292 895
Other operating costs		31 771	28 722
Depreciation of fixed assets	7	1 225	319
Total operating costs		810 078	706 498
Operating result		-17 963	8 333
Financial items			
Interest income		7 614	3 251
allocated as restricted funds	3	0	- 159
Income from shares and bonds	8	1 422	3 172
Foreign exchange gains / (losses)		-1 002	- 167
Financial costs		0	- 80
Net financial items		8 034	6 017
Net result		-9 929	14 350
Appropriation of net result:			
Transfer (from) / to emergency fund	11	0	- 82 527
Transfer to other equity		-9 929	96 877
Sum appropriation of net result		-9 929	14 350

Balance sheet as per 31 December

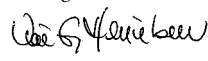
(All figures in NOK 1 000)	Notes	2007	2006
ASSETS			
Long term assets			
Long term receivables	9	35	35
Fixed assets	7	2 279	1 593
Total long term assets		2 314	1 628
Short term assets			
Short term receivables, donors	1	55 520	41 640
Short term receivables		8 995	14 426
Shares and bonds	8	56 699	55 277
Bank deposits and cash	1,10	267 080	251 962
Total short term assets		388 294	363 305
Total assets		390 608	364 933
EQUITY AND LIABILITIES			
Equity			
Foundation capital		1 000	1 000
Contingency fund		49 000	49 000
Total paid-in capital		50 000	50 000
Other equity		86 948	96 877
Total earned equity	11	86 948	96 877
Total equity		136 948	146 877
Short term liabilities			
Trade accounts payable		5 892	4 291
Government fees		14 081	13 542
Project funds received as advancements	2	201 631	163 629
Collected funds, with restriction on usage	1,3	806	5 948
Other short term liabilities		31 250	30 646
Total short term liabilities		253 660	218 056
Total equity and liabilities		390 608	364 933

Oslo, May 8th 2008

Marianne E. Johnsen
Acting Chairman



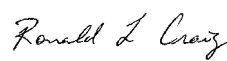
Kai Gjesdal Henriksen
Acting Vice Chairman



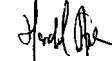
Vidar Helgesen
Board Member



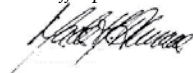
Ronald Craig
Board Member



Harald Stabell
Board Member




Mads Almaas
Staff representative



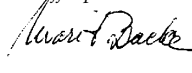
Bernt Bull
Board Member



Skjoldvor Fjeldvær
Board Member



Marit Backe
Staff representative



Elisabeth K. Rasmusson
Secretary General



Cash flow analysis

(All figures in NOK 1 000)	2007	2006
Cash flow generated by operations		
Net result	-9 929	14 350
Depreciation of fixed assets	1 225	319
Increase(+) / Decrease(-) of project advancements	24 122	39 638
Change in other short term receivables & liabilities	3 033	-15 817
(A) Net cash flow from operations	18 451	38 490
Cash flow spent on investments in fixed assets		
Investments in fixed assets(-)	-1 911	-1 912
(B) Cash spent on investments in fixed assets	-3 333	-5 084
Cash flow from long term financing		
Increase(-) / Decrease(+) in long-term receivables	0	0
(C) Net cash effect of long term financing	0	0
A+B+C Net changes in cash flow during the year	15 118	33 406
Bank deposits and Cash Jan 1st *	251 962	218 556
Bank deposits and Cash Dec 31st	267 080	251 962

Notes to the 2007 Financial Statements

The Norwegian Refugee Council (NRC) is a non-profit humanitarian foundation. Its activities are financed through project contributions from donors such as the Norwegian Ministry of Foreign Affairs (MFA), NORAD, the UN system and EU, and also with own funds collected through fundraising.

In 2007, NRC-projects were conducted in 20 countries, some of which experience considerable lack of stability. Consequently, a relatively high risk applies to human resources and finances alike. The financial risk, however, is rarely the responsibility of NRC.

The donors will normally carry the risk of financial loss caused by

acts of war or robbery, provided appropriate security measures have been taken. All NRC-employees in Norway and abroad are insured, removing all liability of the foundation in the event of war, other unrest or accidents. Similarly, all material is insured.

On March 13th 1997, NRC was organized as a foundation, with a foundation capital of NOK 1 mill. Being a foundation, NRC's financial statements must be submitted to Regnskapsregisteret in Brønnøysund, Norway. The foundation is tax-exempt. The financial statement adheres to the 1998 accounting regulations and accepted accounting principles.

NOTE 1 Accounting principles

Principles of revenue-recognition

Project funds are often received from donor early in the project-phase and are recorded as received advancements in the balance sheet. Recognition of revenue is done concurrently with the progress of each project.

Income from marketing activities (fundraising from individuals, organizations and companies, plus lotteries etc) are recognized as revenue when received, except funds with specific restrictions on usage. These are capitalized in the balance sheet when received and recognized as revenue when used.

Classification and evaluation of balance sheet items

Short term assets and liabilities include items which are due for payment within one year from the balance sheet day, and items connected to operation of the projects. From 2007 receivables from donors are classified as short term assets. These were in previous years classified as advancements, together with project funds received. The balance of 2006 is therefore re-classified to make the two years comparable.

Other items are classified as fixed assets/long-term liabilities. Shares and bonds are measured at their actual value on the balance sheet day.

Long-term assets are valued at the lowest of acquisition cost and fair value. Write-downs to fair value are carried out when the decrease in value can not be considered temporary, and must be considered necessary according to generally accepted accounting principles. The write-downs

are reversed when the basis for write-downs no longer exists. Long-term liabilities are included in the balance sheet at fair value on the balance sheet day.

Fixed assets

Fixed assets with an expected economic useful life of more than three years and a cost of more than NOK 15 000, are capitalized in the balance sheet and depreciated over their economic useful life. Maintenance of fixed assets are charged directly to p&l, while additional investments and/or improvements are added to the purchase price of the fixed asset and depreciated accordingly with the same. Fixed assets procured for usage in the field are charged directly to p&l at the time of procurement.

Receivables

Receivables are included in the balance sheet at face value less deduction of provisions for expected loss. Provisions for bad debts are based upon individual assessments of each receivable.

Foreign exchange

Balance sheet items in foreign currencies are converted at the exchange rate at the day of balance, except bank deposits and cash acquired for usage in donorfinanced projects. These are maintained at the rate of acquisition, because this is the rate used when the donors approve and compensate for costs paid in foreign currencies. Foreign exchange gains and losses are included as financial items in the p&l.

NOTE 2 Project revenue from external donors

(All figures in NOK 1 000)	2007	2006
Received in cash from Norwegian Government sources	506 299	428 777
Received in cash from UNHCR	76 250	77 922
Received in cash from ECHO	63 357	45 002
Received in cash from other donors	132 780	138 358
Gross received project funds from external donors	778 686	690 059
Increase (-) of net project funds received as advancement	-24 122	-39 638
Project revenue from external donors	754 564	650 421

NOTE 3 Collected funds, with restriction on usage

(All figures in NOK 1 000)	2007	2006
Telethon funds as per Jan 1st	0	9 319
Telethon funds spent on projects *	0	-9 478
Interest income on Telethon funds	0	159
Telethon funds as per Dec 31st	0	0
Other collected funds with restriction on usage, as per Jan 1st	5 948	9 053
Other collected funds with restriction on usage, received	626	14 147
Other collected funds with restriction on usage, spent on projects *	-5 768	-17 252
Other collected funds with restriction on usage, as per Dec 31st	806	5 948
Total collected funds with restriction on usage, as per Dec 31st	806	5 948
* Total spent on projects, e.g. recognized revenue in the p&l.	5 768	26 730

NOTE 4 Collected funds, for general usage

(All figures in NOK 1 000)	2007	2006
Gross income	31 688	37 215
Operating expenses	-20 143	-17 991
Net income from collected funds, for general usage	11 545	19 224

NOTE 5 Project revenue split on donors, countries and regions

(All figures in NOK 1 000)

Region	Land	Collected	Financed by													Sum		
			MFA Norway	ECHO EU	UNHCR UN	SIDA Sweden	NORAD Norway	UNDP UN	UNGEF UN	WFP UN	EC EU	St.Vlucht. Holland	DANIDA Denmark	SDC Switzerl.	USAID USA		STATOIL Norway	Others
ASIA	Afghanistan	38 523	3 251	5 014								991	2 187		597	50 562		
	Armenia	11 866	3 973	1 262											79	11 944		
	Azerbaijan	13 745	249	3 164	1 330										631	20 328		
	Georgia	18 092	40 635	2 918											802	23 508		
	Indonesia	538	1 022	44												787		
	Lebanon	589	5 659	25 875												49 859		
	Nepal	261	8 588	4 190												4 865		
	Pakistan	2 831	2 909	2 935												4 865		
	Palestine Territories	873	2 909	2 935												2 942		
	Russia / Central Asia	12 158	13 513	36 880												445		
	Sri Lanka	3 125	8 588	4 190		4 074										2 840		
	Syria	1 539	3 774	3 774												1 539		
	Timor Leste	12 298	20 701	639												328		
	Secondments	61 318	20 701	639												1 803		
Sum		5 387	205 645	63 377	42 467	1 330	4 074	0	0	0	2 627	3 691	3 597	2 187	2 062	1 879	9 475	347 797
AFRICA	Angola	12 945	5 849	4 410	1 657											15 467		
	Burundi	328	13 311	5 437	5 437	3 178										32 864		
	Ivory Coast	11 008	1 224	2 627	2 627											15 096		
	Congo D.R.	25 076	4 755	3 987	8 806											395		
	Liberia	19 798	9 747	4 031	4 031											1 532		
	Central African Republic	3 277	662		662											902		
	Somalia	21 132	12 610	2 189	2 189											4 841		
	Sudan	2 058	1 328	2 548	2 548											3 352		
	Uganda	1	35 633	2 909	5 043											839		
	Other countries	230	2 909	2 935	5 043											502		
	Secondments		20 701	639												855		
	Sum		2 617	187 025	13 513	36 880	33 000	3 178	18 375	10 320	7 456	3 099	1 261	787	0	865	10 453	328 829
	EUROPE	Switzerland / Belgium	2 316	2 539	1 093	1 290											9 122	
		Norway		3 926	174	1 098	4 726										4 818	
Secondments			15 889													9 530		
Sum			2 316	22 354	0	1 267	2 388	4 726	0	0	0	0	0	0	0	1 182	25 419	
AMERICA	Colombia	1 026	13 724	3 774		9 344										1 142		
	Other		419													419		
	Secondments		1 377													1 377		
Sum		1 026	15 520	3 774	0	9 344	0	0	0	0	0	0	0	0	0	1 142	31 690	
TOTAL		11 346	430 545	80 664	80 614	36 718	21 323	18 375	10 320	7 456	5 725	4 952	4 383	3 069	3 244	2 744	44 541	766 020
Donor's share (ex secondments)		2%	51%	12%	12%	6%	3%	3%	2%	1%	1%	1%	1%	0,5 %	0,4 %	5%	100%	

NOTE 6 Salaries etc.

(All figures in NOK 1 000)	2007	2006
Salaries	293 793	254 354
Social security allowance	16 050	14 812
Other benefits	29 601	23 729
Gross salary costs	339 444	292 895

The Secretary General was in 2007 paid NOK 768 660 in salaries and NOK 7 311 in other allowances, totalling NOK 775 971. NOK 150 000 in remuneration was paid to the Board members in 2007. The fee to Ernst & Young AS for ordinary audit for 2007 is estimated to NOK 220 000. In addition, NOK 2 563 787 was paid for project audits performed in Norway and abroad. These audits were performed by a number of different auditors. The audit fees are included under «Other operating costs» and «Project materials etc», respectively.

At the end of the year there were 129 employees at the head office in Oslo and 2 100 local employees in other countries. In addition, 419 employees were employed by NRC in Oslo, for service abroad. A total of 867 persons were employed by NRC in Oslo in 2007 for service abroad.

All* employees paying tax to Norway are members of Statens Pensjonskasse, so that the new rules of Obligatorisk Tjenestepensjon (OTP) are fulfilled.

* The secondees; who work for miscellenous UN-organizations abroad, are not members of the pension scheme. It is unclear whether they too are affected by the new rules on OTP. This is still being investigated in cooperation with relevant authorities.

NOTE 7 Fixed assets

(All figures in NOK 1 000)	Furniture, IT, equipm.
Acquisition cost as per Jan 1st 2007	1 912
Investments in 2007	1 911
Divestments in 2007	0
Acquisition cost as per Dec 31st 2007	3 823
Accumulated depreciation/write-downs as per 1.1 2006	- 319
Depreciation in 2007	- 1 225
Divestments in 2007	0
Accumulated depreciation/write-downs Dec 31st 2007	- 1 544
Net book value at Dec 31st 2007	2 279
Depreciation rate (linear)	33 %

NRC's head office on three and a half floor in Grensen 17 Oslo, is rented from Storebrand Eiendom. The rental contract runs until 1. jan 2010, the annual rental fee is about NOK 4 million.

NOTE 8 Shares and bonds

Surplus funds are invested in the market through professional investors.
At yearend, the portfolio had the following composition:

(All figures in NOK 1 000) Name	Acquisition cost	Value 31.12 2006	Inv./ (sale) 2007	Amount	Yield 2007 %	Value 31.12 2007
DnB NOR Lang Obligasjon 20	0	24 227	-23 937	- 290	-1,2 %	0
DnB NOR Likviditet 20 (IV)	34 341	20 368	12 432	1 339	5,0 %	34 139
DnB NOR Obligasjon II	6 201	0	6 044	128	2,1 %	6 172
Total bonds	40 542	44 595	-5 461	1 177	2,5 %	40 311
DnB NOR Norge Selektiv (II)	0	9 672	-10 606	934	9,7 %	0
DnB NOR Norden (III)	16 023	0	16 067	- 824	-5,1 %	15 243
ABN AMRO	500	1 010	0	135	13,4 %	1 145
Total shares	16 523	10 682	5 461	245	1,8 %	16 388
DnB NOR Cash deposit						
Total shares and bonds	57 065	55 277	0	1 422	2,6 %	56 699

Booked value equals market value both in 2006 and 2007.

NOTE 9 Long-term receivables

In 2001, 10 of Norways largest humanitarian organizations started a co-operation on games on the internet.

In this connection, two companies were established:

«De 10 Humanitaere AS» where each organization paid in NOK 15.000 for 10% of the share capital.

In addition, each organization granted a loan of NOK 100 000 to «De 10 Humanitaere AS», of which NOK 20 000 is not yet paid back.

The loan, totalling NOK 1 mill, was used to acquire 51 % of the company «Norskspill.no AS».

NOTE 10 Bank deposits and cash

Of the bank deposits, NOK 7,0 mill is tied up on a separate account for tax deducted from employees, NOK 7,0 mill is deposited as guarantee for lotteries and NOK 1,8 mill as deposit for the rental contract for the head office in Oslo.

NOTE 11 Earned equity

(All figures in NOK 1 000)	2007	2006
Emergency fund as per Jan 1st	0	82 527
Transferred (from) / to the emergency fund	0	- 82 527
Emergency fund as per Dec 31st	0	82 527
Other equity as per Jan 1st	96 877	0
Transfer to Other equity	- 9 929	96 877
Other equity as per Dec 31st	86 948	96 877
Total Earned equity as per Dec 31st	86 948	96 877

NOTE 12 Currency risk

All project funds used in the field are converted to USD or EURO.

During periods with significant currency fluctuations, the foundation runs a certain risk of currency loss, as most of the donor funds are granted in NOK. In many cases the donors accept to carry the currency risks. In addition, the risk is reduced through usage of forward contracts.

NOTE 13 Activity accounting

(All figures in NOK 1 000)	2007	2006
Generating restricted funds		
Project revenue from external donors	754 564	650 421
Collected funds, for restricted usage	5 768	26 730
Generating free funds		
Collected funds, for general usage	31 688	37 215
Other income	95	465
Total revenue generated	792 115	714 831
Net financial items	8 034	6 017
Costs to generate collected funds	- 20 143	- 17 991
Gross generated for operations	780 006	702 857
Costs for administration and project-support *	- 54 302	- 44 296
Net generated for operations	725 704	658 561
Spent on operations abroad	-726 773	-638 460
Spent on information-related activities	-8 860	-5 751
Sum spent on operations	-735 633	-644 211
Activity-result	-9 929	14 350

*This item contains in addition to administrative functions like accounting, HR and running of the office etc, also management and NRC-financed project support functions based in Norway.

Auditor's report



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Medlemmer av Den norske Revisorforening

To the Board of Directors of
The Foundation Norwegian Refugee Council

Auditor's report for 2007

We have audited the annual financial statements of The Norwegian Refugee Council as of 31 December 2007, showing a loss of NOK 9 929 000. We have also audited the information in the Directors' report concerning the financial statements, the going concern assumption, and the proposal for the coverage of the loss. The financial statements comprise the balance sheet, the statements of income and cash flows and the accompanying notes. The regulations of the Accounting Act and accounting standards, principles and practices generally accepted in Norway have been applied in the preparation of the financial statements. These financial statements and the Directors' report are the responsibility of the Company's Board of Directors. Our responsibility is to express an opinion on these financial statements and on other information according to the requirements of the Norwegian Act on Auditing and Auditors and the Foundation Act.

We conducted our audit in accordance with laws, regulations and auditing standards and practices generally accepted in Norway, including the auditing standards adopted by the Norwegian Institute of Public Accountants. Those standards and practices require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. To the extent required by law and auditing standards, an audit also comprises a review of the management of the Company's financial affairs and its accounting and internal control systems. We believe that our audit provides a reasonable basis for our opinion.

In our opinion,

- the financial statements have been prepared in accordance with laws and regulations and present fairly, in all material respects the financial position of the Company as of 31 December 2007, and the results of its operations and its cash flows for the year then ended, in accordance with accounting standards, principles and practices generally accepted in Norway
- the Company's management has fulfilled its duty to properly record and document the Company's accounting information as required by law and generally accepted bookkeeping practice in Norway
- the information in the Directors' report concerning the financial statements, the going concern assumption, and the proposal for the coverage of the loss is consistent with the financial statements and comply with law and regulations.

Nothing has come to our attention that causes us to believe that the asset management of and distribution from the Foundation has not been made in accordance with law, the object of the Foundation and its statutes.

Oslo, May 8th 2008
ERNST & YOUNG AS


Tommy Romskaug
State Authorised Public Accountant (Norway)

Note: The translation to English has been prepared for information purposes only.

A member firm of Ernst & Young Global Limited



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