

Snapshot

Annual Report **2025** Snapshot



Thank you!

DRC extends its sincere gratitude to its partners, donors and volunteers, whose continued trust and dedication make its work possible. From institutional partners to individual supporters, and from local volunteers to global advocates, your commitment enables DRC to reach people displaced by conflict and disaster when they need it most. In a year marked by uncertainty and change, your solidarity has strengthened DRC's resolve and ensured it could continue delivering protection, assistance and hope to communities around the world.



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 The Intercultural Christian Centre Denmark

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Foreword



Founded in 1956, DRC has worked for 70 years to support refugees and displaced people in their pursuit of a dignified life. As Denmark's largest humanitarian NGO and a leading international organisation, we work across displacement journeys – from acute crisis to long-term solutions – assisting, protecting and empowering people forced to flee.

In 2025, that mission remained as urgent as ever. Across the world, conflict, climate shocks and protracted crises continued to force millions of people to flee from their homes. 2025 was another year of an alarming erosion of respect for International Humanitarian Law. Wars and armed conflicts became more protracted and intense, with widespread disregard for the protection of civilians, humanitarian personnel, and civilian infrastructure. All of this increases humanitarian needs while challenging our humanitarian space to operate.

At the same time, the humanitarian sector is undergoing a structural transition. Needs are rising faster than resources. Major reductions in funding for humanitarian assistance fundamentally impacted humanitarian organisations – including DRC. In particular, the funding cuts from the U.S. government, which accounted for about 20% of DRC's overall funding, forced us to make very difficult decisions and painful prioritisations in 2025. As a result, we are closing our operations in six countries – Burundi, Central African Republic, Georgia, Kosovo, Mexico, and Tanzania – leaving DRC operational in 28 countries and have had to reduce our global workforce from approximately 7 500 to 5 800.

In this challenging year, we managed to land a solid operational performance with a revenue of DKK 3,451 million. Foreign exchange fluctuations had the most significant financial impact during 2025 resulting in DKK 49 million losses and combined with other operational related losses and costs associated with the necessary organisational restructuring contributed to the -DKK 46,5 million results.

Despite these profound changes and challenges, DRC continued to provide emergency humanitarian assistance and protection in the world's worst humanitarian crises, while supporting durable and sustainable solutions for displaced families and communities. In Sudan, where conflict escalated dramatically in 2025,

we rapidly mobilised emergency responses in Darfur, supporting families with cash assistance, protection services and access to basic needs in a highly volatile context. In Afghanistan, after a major earthquake in August, we provided earthquake-resistant housing, livelihood inputs and legal aid, helping communities stabilise and rebuild.

In the Gaza Strip, we scaled up partner-led site management across dozens of displacement sites, improving coordination, access to services and information for hundreds of thousands of displaced people in one of the world's most constrained operating environments. In countries such as Cameroon, Nigeria and Lebanon, we supported displaced people to strengthen self-reliance through livelihoods, legal assistance and community-based solutions. Through anticipatory action, we used forecasting and early warning models to act before crises escalated, reducing displacement risks and avoiding higher humanitarian costs.

As we approach our 70th anniversary in 2026, our commitment remains unchanged: to protect people forced to flee and support them towards a dignified life. The challenges ahead are significant, but so too is our collective responsibility as part of the broader humanitarian sector – and our shared capacity – to meet them.

None of this work would be possible without the dedication of our staff, the trust of communities, our partners, donors, and volunteers around the world. Your support allows DRC to remain present in difficult places and principled in complex contexts.

Thank you as always for your support,



Carsten Stendevad
DRC Chair

Charlotte Slente
Secretary General

About DRC

Supporting refugees and displaced people towards a dignified life



Founded in 1956, DRC has worked for 70 years to support displaced people in their pursuit of a dignified life. As Denmark's largest humanitarian non-governmental organisation (NGO) and a leading international organisation, DRC works in nearly 30 countries with a dedicated team of around 6 000 employees and thousands of volunteers. In a world of growing displacement and complex crises, DRC's mission is more relevant than ever: **assist refugees and the displaced, protect their rights and empower them towards a better future.**

What DRC does:

- works during displacement at all stages: in the acute crisis, in exile, when settling and integrating into a new place or upon return;
- provides protection and life-saving humanitarian assistance;
- supports displaced people in becoming self-reliant and included in hosting societies;
- works with civil society and responsible authorities to promote the protection of rights and peaceful coexistence.

DRC's approach

Displacement is a long-term reality, not a short-term crisis. It is a journey that begins with crisis and, for many people, extends into years of uncertainty. DRC's Response Framework is built around this reality. Its approach

connects life-saving emergency response with long-term solutions, ensuring people affected by displacement are supported not only to survive, but to rebuild their lives with dignity.

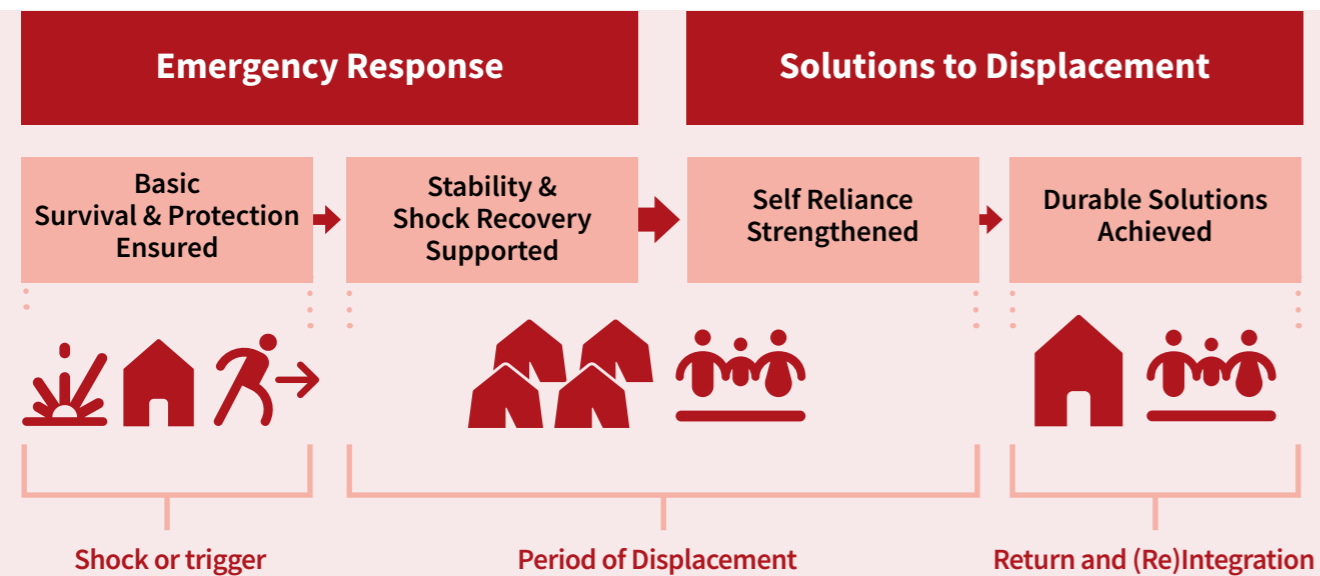
At the heart of DRC's approach are two integrated response platforms:

- **Emergency Response** – delivering rapid, principled and high-quality assistance and protection to shocks, while preparing the ground for recovery from day one.
- **Solutions** – supporting self-reliance and durable solutions so that displaced people can regain autonomy and access rights, and integrate safely and sustainably.

The Response Framework enables the organisation to work agilely across the phases of displacement, offering tailored responses that match the evolving needs of displacement-affected populations. Emergency and solutions responses are not applied in isolation but often work side by side, providing life-saving support to some communities while helping others progress toward self-reliance and durable solutions.

DRC's comparative strength lies in an agile, integrated way of working that **combines rapid emergency assistance with early planning for recovery and solutions**. Its Response Framework allows emergency and solutions interventions to operate side by side, underpinned by multisector expertise in protection, economic recovery, peacebuilding and shelter/WASH, while systematically working 'as locally as possible, as internationally as necessary' to reinforce local actors and systems rather than replace them.

This integrated approach allows DRC to respond at scale, adapt to the context and deliver lasting impact for people affected by displacement.



Closing the 2020–2025 Strategy

12 Strategic Initiatives



In 2021, DRC launched its Strategy 2025, which established the organisation's vision of increasing protection and enhancing inclusion for the many people and communities in the world affected by displacement – whether in acute crisis, in exile, when integrating into a new place or upon return to their homes.

At the basis of the Strategy are 12 initiatives, which translated DRC's vision into concrete actions across programmes, partnerships, advocacy and internal ways of working.

2025 marked the culmination of Strategy 2025 and laid the groundwork for DRC's next strategy. Looking back, it was marked by stronger alignment and coherence across the organisation: by organising around a common direction across all countries, DRC improved the quality of its assistance and collaboration to help people affected by conflict and displacement to lead a dignified life.

Beyond the activities delivered, the strategy strengthened people's ability to make decisions about their own futures, from safer access to services to greater participation in community leadership and local solutions.

Successful examples of Strategy 2025 in action include 'community-centred greening', supporting women decision-makers in Bangladesh – where cyclones and landslides repeatedly threaten refugee camps; strengthening equitable partnerships in Kenya, with five local organisations supported to thrive; and working alongside communities in Colombia to prevent gender-based-violence (GBV) – targeting adolescents at high risk,

as well as Indigenous and afro-descendent communities disproportionately affected by discrimination.

While each DRC Country Operation focused on the strategic initiatives most relevant to its context, the organisation also built new tools, policies and capacities that will outlast the duration of the strategy, so that it can continue integrating these approaches while defining DRC's next strategy.

Implementing the strategy also shed light on improvement areas to how DRC works. The organisation must push beyond tracking 'outputs' to ensuring 'outcomes' for people affected by displacement, including what changes or improves for them as a result of DRC's contributions. Its teams would also have benefited from a simpler strategy that does not risk a 'policy to practice gap' for delivering on its commitments. Accounting for these learnings is underway and will provide an opportunity to deepen the roots of Strategy 2025 principles, enhance impact assessment and ensure clear yet feasible commitments that strengthen how DRC works within its updated Response Framework.

In 2026, DRC will develop a new strategy that builds on these lessons. It will reflect on what worked well, address where it faced challenges and anticipate the profound changes shaping the humanitarian sector. By focusing on its strengths while simplifying its commitments, the next strategy will position DRC to respond to emerging displacement crises with clarity, relevance and impact in an increasingly complex environment.

Where DRC works

Algeria

Algeria plays a significant role in regional migration dynamics as both a transit and destination country. Refugees and migrants, particularly from sub-Saharan Africa, often face precarious living conditions, limited legal protections and barriers to accessing essential services, heightening humanitarian and protection concerns.

Afghanistan

Afghanistan faces one of the world's most severe humanitarian crises, with 21.9 million people – 45% of the population – requiring assistance. Existing displacement challenges have been compounded by the return of over five million people. Decades of conflict, economic collapse and political instability have created urgent needs for protection, food security and healthcare across the nation.

Bangladesh

Bangladesh hosts nearly 1.1 million Rohingya refugees in the world's largest refugee settlement, primarily in the Cox's Bazar district. These refugees fled violence and persecution in Myanmar and now live in overcrowded camps. With 84% of refugees unable to return due to safety concerns, Bangladesh continues to face significant humanitarian pressures in supporting this protracted displacement crisis.

Burkina Faso

Escalating armed violence and intercommunal conflict have displaced over two million people in Burkina Faso, creating one of the world's fastest-growing humanitarian crises. Widespread insecurity has disrupted livelihoods, markets and basic services, leaving millions in urgent need of protection, food assistance and shelter across conflict-affected regions.

Burundi

Burundi continues to experience the long-term effects of political instability, economic fragility and periodic insecurity. Although displacement levels have fluctuated in recent years, returns remain fragile and many communities face limited access to livelihoods, land and basic services, contributing to ongoing humanitarian and protection needs.

Cameroon

Cameroon faces overlapping crises driven by armed conflict in the Northwest and Southwest regions, Boko Haram violence in the Far North and refugee inflows from neighbouring countries. Ongoing insecurity has displaced hundreds of thousands internally, while access to protection, education, healthcare and livelihoods remains severely constrained.

Central African Republic

Years of chronic instability, armed group activity and weak state presence have left the Central African Republic in a protracted humanitarian crisis. Recurrent violence continues to displace communities internally and across borders, while limited infrastructure and services expose vulnerable populations to heightened protection risks and food insecurity.

Chad

Chad is heavily affected by regional instability, hosting large refugee populations from Sudan, Central African Republic and Nigeria while facing its own internal displacement. Climate shocks, poverty and limited public services compound humanitarian pressures, particularly in border regions where communities struggle with food insecurity and protection concerns.

Colombia

Colombia continues to face internal displacement driven by armed group activity, territorial disputes and violence in rural areas. The country also hosts large numbers of refugees and migrants from Venezuela, placing pressure on public services while protection risks, poverty and inequality persist.

Denmark

Denmark's asylum landscape features many asylum seekers and refugees, requiring comprehensive support and integration services. Legal aid and early counselling are vital for navigating the process. With shrinking tolerance and asylum space, evidence-based advocacy is essential to ensure dignified living conditions, empower minority ethnic individuals, and challenge misconceptions about asylum seekers.

Kenya

Recurrent climate shocks, particularly prolonged drought followed by severe flooding, have displaced communities in arid and coastal regions. Chronic poverty, resource competition and insecurity in border areas compound humanitarian needs, while regional crises continue to drive refugee arrivals into the country. **Regional office.**

Lebanon

Lebanon remains at the forefront of the Syrian refugee crisis, hosting an estimated 1.7 million refugees in 2025. The country's severe economic crisis has pushed over 80% of Palestine refugees into poverty. Recent Israeli offensives and conflict with Hezbollah in southern Lebanon have further displaced over 113,000 people, compounding the already dire humanitarian situation.

Libya

Political fragmentation, armed conflict and economic instability have left Libya with ongoing protection risks for internally displaced people, migrants and refugees. As a key transit country along Mediterranean migration routes, detention, exploitation and limited access to services expose vulnerable populations to significant humanitarian needs.

Mali

Persistent armed conflict, intercommunal violence and political instability continue to displace communities across Mali, particularly in central and northern regions. Insecurity has disrupted agricultural production, markets and social services, deepening food insecurity and protection risks for millions already affected by climate variability and poverty.

Iraq

In 2025, Iraq continues to grapple with the legacy of conflict, with over 1.1 million people remaining internally displaced. The country also hosts over 280,000 refugees from other countries. While many have returned home, significant humanitarian needs persist, particularly for those in long-term displacement.

Jordan

In 2025, Jordan continues to host over 586,600 registered refugees, the majority of whom are Syrians living outside of formal camps. After more than a decade of displacement, refugees are facing increasing poverty and vulnerability, placing a significant strain on the country's resources and infrastructure. **Regional office.**

Kosovo

Kosovo's displacement crisis reflects the legacy of past conflicts and ongoing ethnic tensions. Hundreds of thousands of people were displaced during the 1998–1999 war, with many remaining unable to return. Minority communities continue to face significant obstacles in accessing their rights, property restitution and achieving durable solutions, requiring sustained humanitarian engagement.

Myanmar

Since the 2021 military coup, Myanmar's humanitarian crisis has deepened dramatically. An estimated 3.6 million people are internally displaced, with 21.9 million requiring humanitarian assistance. Armed conflict across the country has left millions facing displacement, violence and severe shortages of food, healthcare and shelter, especially for the Rohingya minority.

Mexico

Mexico is a major transit and destination country for people fleeing violence, persecution and economic hardship across Latin America and the Caribbean. Record asylum claims, internal displacement linked to organised crime and strained public services have generated significant protection and humanitarian needs along migration routes.

Niger

Niger faces escalating insecurity linked to armed groups operating across the Sahel and Lake Chad Basin, driving displacement internally and across borders. Chronic poverty, drought and flooding compound humanitarian needs, leaving communities with limited access to livelihoods, protection services and essential infrastructure.

Republic of the Congo

Decades of chronic conflict, especially in the east, have displaced millions internally and abroad, with civilians trapped by violence, food insecurity and a deteriorating humanitarian situation that undermines safety and basic needs.

Senegal

Regional office.

Somalia

Decades of conflict, political instability and climate extremes have created one of the world's most protracted displacement crises. Recurrent droughts and floods have devastated livelihoods, leaving millions internally displaced and highly dependent on humanitarian assistance for survival and protection.

Serbia

Serbia faces a protracted displacement crisis, hosting one of Europe's largest populations of internally displaced persons, with over 200,000 IDPs from Kosovo. In 2025, the country also continues to be a major transit route for refugees and migrants, with thousands of new arrivals registered in government centers, all requiring humanitarian assistance and protection.

South Sudan

Ongoing political instability and intercommunal violence, including in neighbouring countries, combined with widespread flooding and economic collapse, have forced millions of South Sudanese to flee their homes. Displacement remains cyclical and protracted, with communities facing acute protection risks and severe food insecurity.

Sudan

Intense conflict since 2023 has plunged Sudan into one of the world's worst humanitarian crises, displacing millions inside and across borders. The conflict has increased protection risks and decimated livelihoods, while increasing famine and disease outbreaks. Ethnic violence and regional spillover deepen the crisis amid failed ceasefires and fragmented mediation.

Syria

After more than a decade of conflict, the humanitarian crisis in Syria remains immense. In 2025, an estimated 16.5 million people require humanitarian assistance, including 7.1 million internally displaced persons. While over 1.2 million Syrians have voluntarily returned, the needs of the population continue to be staggering.

Tanzania

Tanzania hosts significant refugee populations, primarily from Burundi and the Democratic Republic of the Congo, many of whom have lived in protracted displacement for years. While regional instability continues to drive arrivals, limited livelihood opportunities, pressure on host communities and restricted access to durable solutions sustain humanitarian and protection needs.

Türkiye

Türkiye hosts the world's largest refugee population, with 2.6 million refugees in mid-2025, including 2.5 million Syrians under temporary protection. While over 596,000 Syrians have returned home from neighboring countries, the large refugee population in Türkiye continues to require significant humanitarian support.

Tunisia

Tunisia has become an important transit point for mixed migration flows toward Europe. Economic hardship, political uncertainty and limited asylum frameworks create vulnerabilities for refugees and migrants, many of whom face exploitation, detention and restricted access to protection and basic services.

Uganda

Uganda hosts one of Africa's largest refugee populations, mainly from South Sudan, the Democratic Republic of the Congo and Sudan, as regional conflicts and insecurity continue to push families across borders in search of protection and support. The scale and duration of displacement place sustained pressure on services, livelihoods and host communities.

Ukraine

The ongoing Russian invasion has triggered a massive humanitarian emergency in Ukraine. As of 2025, 3.8 million people remain internally displaced, while 5.75 million refugees have fled to neighbouring countries and beyond. Over 12.7 million people in Ukraine require humanitarian assistance due to widespread destruction, displacement and ongoing violence.

Venezuela

A prolonged socio-economic crisis, political instability and declining public services have driven widespread displacement and humanitarian needs in Venezuela. Limited access to healthcare, food and basic utilities continues to affect millions, while recurrent natural hazards further strain vulnerable communities.

Yemen

After 11 years of conflict, two thirds of Yemenis are in dire need of aid, key public services are on the brink, food insecurity has reached alarming levels, the economy is in decay and millions remain displaced including thousands of migrants. Unprecedented humanitarian funding cuts are only worsening the crisis.

2025 in brief

2025

7 502 200
people were reached
by DRC projects

with **10%** receiving multiple forms of assistance.

Among them:

- **59%** were displaced people (internally displaced and refugees)
- **32%** were members of host communities
- **9%** were people at risk of displacement

An additional **3 252 100** people were reached through mass dissemination and generation of information.

Strengthening local response remained central to the organisation's approach. DRC engaged with **204 local actors** through partnerships, as well as providing capacity building and/ or financial support to **386 local actors**.

In response to the situations people faced, including displacement, return, protracted crisis, and heightened protection risks, DRC provided tailored support:

- **265 200 people** received skills development and capacity-strengthening support
- **1 712 000 people** received cash assistance or essential items to meet immediate needs

Accountability to affected populations remained a priority.

- **76% of people** reported being fully satisfied with the support received, **18%** said mostly
- **72% of people** felt their views were taken into account in the assistance provided, **27%** said mostly

Together, these figures show both the scale of DRC's response and the quality of engagement with communities, ensuring that assistance is not only delivered, but trusted and shaped by the people it serves.

Figures in the report are rounded to the nearest 100.

DRC'S IMPACT

DRC's approach



A comprehensive response to displacement

DRC's Response Framework defines how we respond to displacement across different contexts and stages – from the first days of crisis to the achievement of durable solutions. People are at the centre of this framework: displaced populations and the communities that host, support, or reintegrate them.

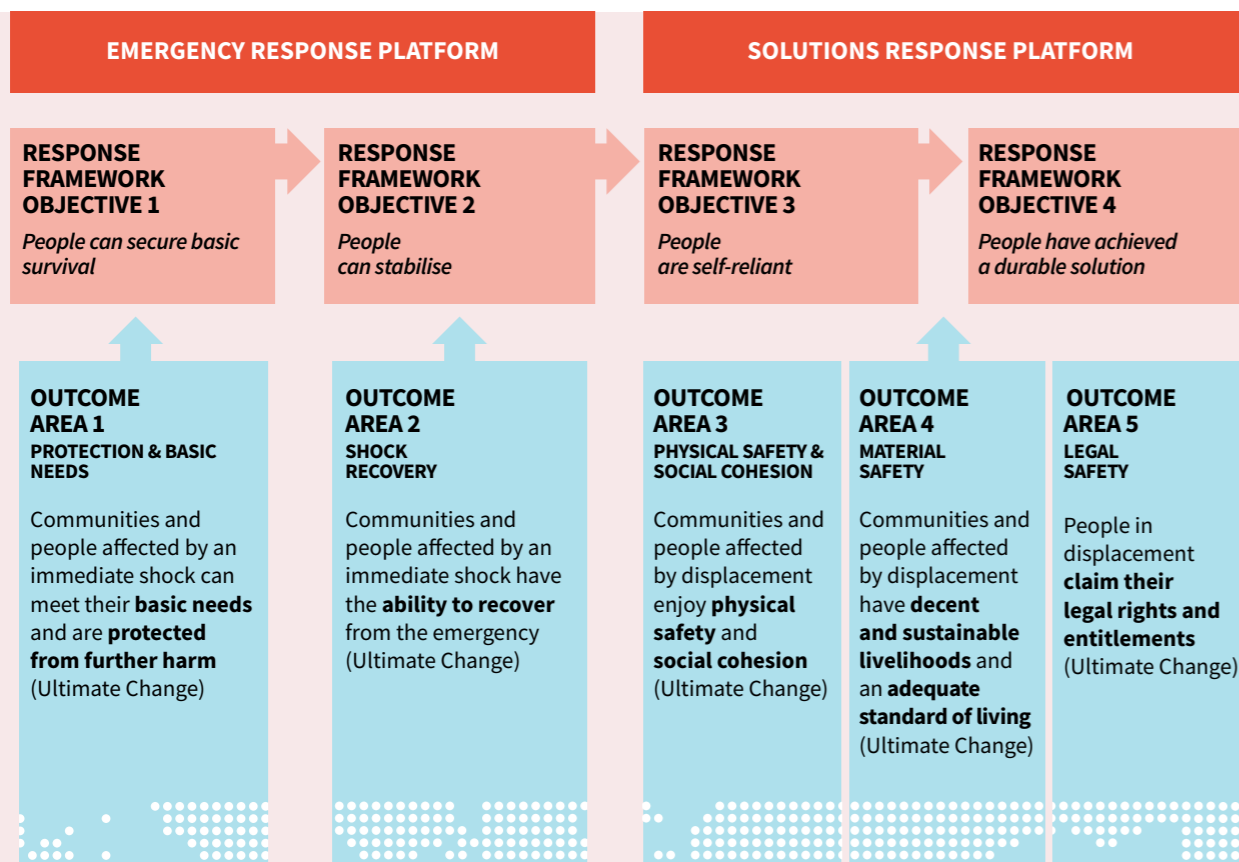
We work with:

- **Refugees and asylum seekers**
- **Internally displaced people**
- **Shock-affected populations**
- **Host, return, and integration communities**
- **People on the move along mixed migration routes**

The Framework recognises that displacement is driven primarily by conflict, increasingly compounded by climate change, and unfolds across countries of origin, transit, and host settings.

Two response platforms, one connected pathway

Rather than operating in isolation, our two mutually reinforcing response platforms (emergency and solutions) form a continuum, allowing DRC to adapt as contexts evolve.



Clear outcomes for people affected by displacement

Through the two platforms, DRC contributes to four overarching objectives, depending on context:

- **Basic survival and protection**
- **Stabilisation and shock recovery**
- **Strengthened self-reliance during displacement**
- **Achievement of durable solutions**

These objectives are delivered through key outcome areas, including physical safety, social cohesion, livelihoods, adequate living standards, and access to rights.

Sector expertise applied across contexts

Underpinning all responses are DRC's four Core Sectors, applied flexibly across emergencies and solutions programming. This sectoral expertise is tailored specifically to displacement contexts and reinforced by:

- **Protection and rights-based approaches**
- **Climate and environment as a cross-cutting priority**
- **Localisation as a central component**

How DRC delivers added value

DRC's Response Framework enables it to:

- **Respond across different contexts and stages of displacement, informing strategic entry, transition, and exit**
- **Consider local capacity as a first line of response**
- **Respond rapidly and consistently across regions and countries**
- **Deliver appropriate, cost-efficient, and evidence-driven programming**

DRC's four Core Sectors



Protection

Ensures that people affected by displacement fully enjoy their human rights and are free from displacement-related protection needs. Interventions are delivered through six sub-sectors: Community-Based Protection, Child Protection, Gender-Based Violence, Legal Aid, Mental Health and Psychosocial Support, and Protection Information Management.



Economic Recovery

Provides life-saving assistance to meet immediate needs while enabling self-reliance and resilience to future shocks. Interventions are delivered through three sub-sectors: Food Security, Financial Inclusion, and Decent Livelihoods.



Humanitarian Disarmament and Peacebuilding

Protects communities, reduces violence, and builds conditions for sustainable peace. Addresses immediate safety needs, strengthens local capacities to mitigate and eliminate weapon-related risks, and tackles drivers of armed violence. Delivered through two sub-sectors: Humanitarian Disarmament and Peacebuilding.



Shelter & Settlements, WASH and Infrastructure

Focuses on providing immediate Shelter and Settlements assistance, essential household items (HHIs), and WASH and infrastructure services to ensure crisis-affected families are protected from risks and have access to safe, dignified, and adequate living environments, while supporting their transition toward longer-term recovery and resilience. This is delivered through three sub-sectors: WASH, Shelter and Settlements, and Infrastructure.



2025

22 emergencies declared across 15 countries

3 717 900 individuals assisted through emergency responses

Responding to emergencies

DRC declared 22 emergencies across 15 countries in 2025, triggering mobilisations of DRC's global resources within 72 hours of the shock, including fast-track procedures for the affected country. Overall, 3 659 900 individuals supported to addressing immediate basic needs.

Global Emergency Response Fund and Emergency Reserve Fund

The Global Emergency Response Fund pools several institutional and foundation donors to provide rapid

support for sudden-onset crises; in 2025, more than EUR 4.55 million was distributed throughout DRC emergency responses. In addition, the Emergency Reserve Fund, DRC's flexible internal funding, was used to support operations in the Gaza Strip up to around EUR 85 000.

Under the DRC's Emergency Unit supervision and reporting system, these funds are intended to kick-start emergency interventions addressing unforeseen shocks and emergencies and ensure life-saving needs are met.

Deployable Emergency Team (EMPACT)

EMPACT is a specialised global team comprising 15 highly skilled senior emergency specialists. The team is prepared for rapid deployment within 48 hours to areas where humanitarian needs are most pressing;

in 2025, they were deployed to emergency areas on 37 occasions.

Access and engagement

DRC is committed to being "there" for the hardest to reach populations to address their needs, whether that requires navigating remote or challenging roads and infrastructure or leading complex negotiations with armed groups and de-facto authorities. To safely reach these underserved communities, our team develops

comprehensive engagement strategies and equips frontline staff with actionable plans. Through direct technical support and specialized workshops, we help country teams navigating rapidly changing contexts across Burkina Faso, Cameroon, Ethiopia, Gaza, Myanmar, Niger, South Sudan, Sudan, Syria and Yemen. This work is anchored in DRC's localisation ambitions: our access strategies are developed through equitable, trust-based partnerships with local actors.



Country impact story

Beyond emergency – supporting stability and recovery in Afghanistan

Following the earthquake on 31 August 2025, which left 500 000 people in urgent need of humanitarian assistance, DRC's Outcome Area 2 response focused on supporting communities to regain stability. Activities included constructing earthquake-resistant shelters, providing livestock and agricultural kits, supporting small business recovery, offering legal aid and providing Explosive Ordnance Risk education. Through these Outcome Area 2 efforts, DRC ensures communities can strengthen their capacity to recover and to cope with future shocks.

Emergency response in North Darfur

The conflict in Sudan has created the world's largest displacement crisis. After 18 months of deteriorating humanitarian conditions, the siege of El Fasher concluded with the fall of the city on 26 October, accompanied by serious allegations of mass killings, detentions, extortions, torture and widespread use of sexual violence. The escalation of violence in El Fasher and the surrounding areas has significantly worsened the humanitarian situation across all of Darfur and the neighbouring towns and states. In the immediate aftermath of the fall of the city, at least 89 000 fled to Tawila, a town 60 km away from El Fasher, where the number of displaced people had already reached 500 000 as of September 2025.

In response to this rapid escalation, DRC declared a medium emergency in August 2025 to mobilise additional resources and provide rapid assistance.

Under DRC's Outcome Area 1, DRC and local partners in North Darfur focused on ensuring that affected populations' basic needs were met and that they were protected from further harm through the provision of multisectoral and resilience assistance.

DRC focused on access to food and clean water, shelter and other basic services, cash assistance and providing critical protection services for highly vulnerable families and survivors of gender-based violence (GBV).

While humanitarian needs in North Darfur remain extremely acute, the operating context has stabilised. DRC has established a strong operational presence, built durable partnerships with local actors and secured funding to sustain multisectoral emergency programming at scale. It continues to respond to urgent humanitarian needs in North Darfur, actively seeks additional funding and remains ready to scale up rapidly in response to future shocks.

Country impact story



Site management and coordination

2025

11 countries with specific site management programming

Over **1.7** million displaced persons assisted through effective site management

76 sites managed in the Gaza Strip

DRC delivered site management programming across 10 countries in 2025, rapidly scaling up in new displacement emergencies while strengthening local leadership and capacity in protracted contexts to facilitate solutions.

DRC site management has ensured that displaced communities can access timely, accurate information, coordinated life-saving assistance and essential protection services, in safe, dignified and inclusive environments across a wide range of displacement settings, including planned camps and informal self-settled sites, collective centres and transit sites, and increasingly through area-based approaches.

Since site management transitioned into the Emergency Platform at the start of 2025, it has been embedded as a core element of DRC's response to sudden displacement. This strengthens the efficiency, effectiveness and accountability of humanitarian action from the onset of crises. In 2025, the Roving Emergency Site Management Adviser (EMPACT) deployed to new displacement responses in Chad, the Gaza Strip (oPt) and Sudan to support rapid scale-up, reinforcing coordination and technical leadership. In Sudan's Darfur region alone, DRC worked with a local partner to expand site management to 35 sites hosting 345 000 individuals, enhancing the coordination of assistance and protection for communities displaced by ongoing conflict. DRC significantly strengthened and scaled its site management programme in the Gaza Strip in 2025, becoming the first organisation to establish a site management presence in Gaza City and North Gaza Governorates through a partner-led approach.

At the global level, DRC maintained a role within the Global Strategic Advisory Group of the Global Camp Coordination and Camp Management Cluster, contributing to strategic planning and to preparations under the Humanitarian Reset for the establishment of the new Shelter, Land and Site Coordination Cluster.



Country impact story

Site management in the Gaza Strip

DRC has worked closely with Palestinian partners in the Gaza Strip to deliver a highly agile site management programme across 76 sites reaching 240,000 people. Mobile teams reach hard-to-access and high-risk areas, while trained site committees coordinate daily services and monitor emerging needs in real time. This approach has allowed DRC Site Management to actively track the highest-priority needs identified by affected communities, even as displacement patterns shift rapidly. By maintaining a presence in areas largely neglected by other actors and engaging in targeted advocacy, site management teams played a key role in expanding essential services to reach those most in need.

Anticipatory action

2025

13 countries engaged in anticipatory action programming

EUR **1.7 million** pre-positioned to establish DRC's Global Anticipatory Action for Displacement Fund as financing instrument for anticipatory action activations

11 countries and 258 subnational units covered by the Anticipatory Humanitarian Action for Displacement (AHEAD) model

DRC strengthened its anticipatory action for displacement portfolio in 2025 by consolidating learning, refining its analytical frameworks and reinforcing its system-level positioning amid rising needs and shrinking resources. Drawing on activation evidence, DRC translated operational experience into clearer guidance, organisational standards and a more coherent model, laying the foundation for scaled implementation.

Scaling anticipatory action for displacement

The Anticipatory Humanitarian Action for Displacement (AHEAD) model expanded subnational forecasting to 11 countries, producing projections 3 to 4 months in advance and aligned with operational decision-making. DRC improved the model's structure, data inputs and validation throughout the year to enhance accuracy and usability.

Learning from 2024 anticipatory action activations in Burkina Faso and South Sudan was consolidated and confirmed proof of concept. In South Sudan, anticipatory interventions likely prevented the forced displacement of 2 800 to 7 000 people and generated EUR 6.60 in averted response costs for every euro invested.

DRC established the Global Anticipatory Action for Displacement Fund to strengthen financial readiness, securing EUR 1.6 million in seed funding to enable predictable and flexible future activations.

DRC supported displacement-focused anticipatory action planning with at-risk communities and partners across 13 countries, identifying early warning indicators and feasible pre-agreed actions. In Venezuela, for example, this included strengthening municipal and community early warning systems and developing contingency and anticipatory plans covering over 20 000 people.

Global leadership and systemic change

In 2025, DRC focused on advancing anticipatory action beyond climate hazards to conflict, displacement and protection. By co-convening global and regional platforms and launching the International Organization for Migration (IOM)–DRC Global Working Group on Anticipatory Action for Displacement, it addressed fragmentation in tools and data. In the Horn of Africa, DRC supported government-led roadmaps integrating displacement into multi-hazard frameworks and delivered regional conflict-sensitive training and cross-agency guidance.



Country impact story

When formal systems fall short: community insights on anticipating conflict-induced displacement

DRC conducted a multi-country Integrated Context Analysis across seven countries under the global AHEAD project, drawing on 73 focus groups and 184 key informant interviews, the largest dataset to date on community-level conflict and displacement early warning. The findings showed that displacement risk follows predictable conflict, governance and access dynamics, and that effective anticipatory action must be conflict-sensitive, locally grounded and informed by subnational analysis.

About the Global Displacement Forecast

In our modern era of "polycrises," where conflict and climate shocks collide, reacting to disaster is no longer enough. By using data-driven foresight, we move beyond reactive aid to anticipate where help is needed most, preserving humanity before the breaking point.

2026 Outlook: a world in motion

Displacement is set to surge across primary regions, with the highest absolute growth driven by Sudan and Myanmar. Conflict-induced uprooting will also accelerate significantly across Venezuela, South Sudan, and the Occupied Palestinian Territory throughout 2026 as complex crises continue.



How DRC predicts the future: the Foresight model

The Foresight model can, with a high degree of accuracy, forecast the cumulative number of forcibly displaced people one to three years into the future. The model uses more than 120 indicators related to conflict, governance, economy, environment and population/society to forecast future displacement.

The model has been employed to forecast the cumulative number of people displaced from 27 countries, accounting for approximately 93% of all global displacement. In 2025, the average absolute error on the forecast was 8%.

The landscape for 2026 and 2027 is marked by a complex interplay between temporary statistical declines and a looming rebound in global suffering. In the Global Displacement Forecast Report 2026, we dive more into the data.

- **The 2025 paradox:** Global displacement saw an unprecedented decline of approximately 3.5 million people in 2025—one of the largest decreases ever recorded by UNHCR. However, this does not necessarily mean conditions have improved as a large share of the drops are due to forced returns, including 1.8 million Afghans uprooted from Iran and Pakistan, and the coercive closure of IDP camps by the M23 in DR Congo. Some improvements have been seen in Syria, where the number of displaced is estimated to have decreased by 1 million people.
- **The 2026–2027 rebound:** The current dip is a temporary anomaly. Projections show global displacement will rise by 4.2 million people by the end of 2027. Sub-Saharan Africa will host the largest share of this growth, with an estimated 1.9 million additional people displaced by the end of 2026.
- **Anticipatory action:** The report examines the case for anticipatory action for displacement. The ability to forecast movement is more than a technical achievement; it is a "strategic and moral imperative" to protect lives and restore dignity through proactive response.

The goal of the report is to utilize the critical window offered by Foresight to better prepare for, mitigate, and respond to impending future crises. Evidence from our work shows that responding before crises escalate can deliver measurable benefits in protecting lives, livelihoods, and dignity, while also being an efficient use of limited resources. It can help to improve food security, decrease protection risks, and act as protective buffer to safeguard development gains.

Durable solutions and self-reliance

2025

28 countries with durable solutions and self-reliance programmes

3 784 200 individuals assisted through solutions response

With the number of forcibly displaced persons at a staggering 117,3million, according to UNHCR's Refugee Data Finder and IDMC's GRID 2025, and most of them unable to find durable solutions to their displacement for years or even decades, it is critical that responses go beyond emergency assistance. DRC therefore works to enable sustained resolution of displacement for refugees and internally displaced persons under its Solutions to Displacement Platform. This entails the re-establishment of self-reliance and eventual (re)integration in a safe and sustainable manner for displaced persons, either through return, local integration or settlement elsewhere. DRC contributes to this objective by supporting communities and people affected by displacement to:

- **enjoy physical safety and social cohesion;**
- **have decent and sustainable livelihoods and an adequate standard of living;**
- **claim their legal rights and entitlements.**

DRC supports displaced persons through sector-specific interventions in Protection, Economic Recovery, Humanitarian Disarmament and Peacebuilding, and Water, Sanitation and Hygiene (WASH), Shelter and Infrastructure. DRC applies four overarching approaches to ensure maximum impact from its work: introducing solutions from the start and ensuring timely transitions from emergency aid; strengthening interim self-reliance; working through and with local actors and systems; and integrating climate and environmental considerations across all solutions efforts.

DRC's interventions in 2025 ranged from 'solutions from the start' initiatives in fragile contexts such as Sudan, to

self-reliance projects in protracted refugee situations such as Lebanon, and return and reintegration support in contexts such as Nigeria and Syria. DRC is represented and active in national and regional durable solutions working groups across the world and has a seat on the Global Durable Solutions Working Group in Geneva.

Over the year, DRC placed strong emphasis on building a robust evidence base for durable solutions, developing tools that offer a structured way to identify barriers and generate actionable analysis. This resulted in a Global Durable Solutions Analysis Tool and a Community-Driven Monitoring Toolkit, developed specifically to enable displacement-affected communities themselves to produce data and track progress toward solutions.



Country impact story

A focus on self-reliance and durable solutions in Cameroon

An estimated 2.1 million people are forcibly displaced in Cameroon, including nearly 1 million internally displaced persons, 700,000 returnees, and over 400,000 refugees and asylum seekers. Around 3.3 million people need humanitarian assistance, with over 2.7 million facing acute food insecurity. Cameroon is affected by multiple crises, including conflicts in the Lake Chad Basin and the Anglophone crisis in the North-West. Since 2017, DRC has actively responded to these crises, addressing both emergency needs and long-term development goals.

Solide - a cross-border programme for the promotion of durable solutions to displacement situations in Cameroon and the Central African Republic

DRC has implemented a cross-border project in the East and Adamawa regions since 2022, supporting refugees fleeing violence and political instability in the Central African Republic. The project strengthens the resilience of vulnerable refugee and host communities using a step by step approach, giving the right support in the right order. The project provides cash transfers to help people meet basic needs such as food, facilitates training for people to learn new skills and earn an income and supports local leaders and community groups, so that they can plan for the future and take charge of the solutions. The project pays particular attention to environmental sustainability and climate-smart practices, and the programme is rooted in strong partnerships that build the capacities of local actors and systems.

The following outcomes were achieved under phase I of the Solide project (42 months):

- **6 600 beneficiaries received birth certificates**
- **18 000 people improved their access to water through construction and/or rehabilitation of 36 water supply systems**
- **1000 Income-Generating Activities (IGA) were supported**
- **23 community microprojects supported to strengthen peace and social cohesion**

Country impact story





2025

1 305 000 people reached with protection programming

30 countries with protection programming

5 countries where partners received partnerships and technical support (Ecuador, India, Indonesia, Malaysia and Peru)

Protection

DRC's protection response aims to reduce immediate protection risk and help people stay safe, access support and uphold their dignity. It includes prevention and response to gender-based violence (GBV), legal aid, child protection, mental health and psychosocial support, community-based protection, protection information management, and support to protection cluster co-ordination.

Conflict and displacement continued to have a devastating impact on civilians in 2025. According to the Global Protection Cluster, an estimated 395 million people across 23 countries faced protection risks in October 2025. Many were exposed to violence, coercion and deliberate deprivation. Serious patterns continued during the year, including deliberate, indiscriminate and disproportionate attacks that killed and injured civilians. The erosion of respect for international humanitarian law and human rights law, more complex

conflicts and more fighting in urban areas further increased protection risks.

At the same time, access to international protection became more restricted. More restrictive asylum policies, tighter border controls and containment measures limited people's ability to seek protection and obtain refugee status. Within conflict-affected countries, humanitarian access constraints also limited DRC's ability to reach people most at risk. Declining global funding placed further pressure on the protection sector, increasing the risk that protection would be sidelined as needs continued to grow.

Despite these challenges, DRC delivered responses tailored to the context and informed by protection analysis. Responses prioritised life-saving support for people facing immediate threats, including case management and specialised support for survivors of violence. Recognising the severe psychological impact of conflict and displacement, DRC implemented MHPSS to address immediate and longer-term distress, while

working with communities to strengthen self-protection and mitigate protection risks. Through legal aid, DRC helped affected people claim their rights, obtain documentation, secure housing, land and property rights, and access asylum and justice systems. DRC's GBV and child protection work responded to the specific risks

faced by children, women and diverse groups through tailored, survivor-centred and inclusive approaches. DRC's protection response across all contexts sought not only to address immediate protection risks, but to strengthen protective environments and support people to exercise their rights in safety and dignity.



Country impact story

A comprehensive approach to protection in Nigeria

In Nigeria, DRC's country protection analysis identified three priority risks - GBV, abductions and kidnappings, and attacks on civilians. These risks shaped the country's strategy and supported the Centrality of Protection. The analysis showed how displacement increased GBV risks, how armed groups and economic pressures contributed to abductions, and how farmers and internally displaced persons faced targeted violence. DRC's protection monitoring analysis informed both protection programming and integration of protection into WASH, Shelter and Economic Recovery sectoral interventions, including triggering rapid multi-purpose cash assistance support and guided targeting criteria for affected people impacted by the priority risks. DRC's multi-level advocacy helped ensure on-going protection risks informed life-saving responses, strategic planning, and resource allocation.

ProLAC - Improving Protection Analysis Across Latin America

ProLAC was established in 2024 by DRC and the Norwegian Refugee Council (NRC) in response to growing protection crises and the fragmented approaches to protection analysis in Latin America. ProLAC is a harmonised regional protection monitoring and analysis system that informs humanitarian programming and advocacy. Localisation is central to ProLAC. Half of its nine partner organisations across 10 countries in Latin America are local organisations, helping ensure a stronger local role in protection analysis.

ProLAC uses the Global Protection Cluster's Protection Analytical Framework and 15 standardised protection risks to systematically capture threats, vulnerabilities, and capacities of conflict and displacement-affected populations. By using common terminology, tools and analytical processes, ProLAC helps organisations across the region work with a shared analytical approach, compare data more easily and strengthen joint protection

analysis. ProLAC also provides ongoing capacity building and technical support to partner organisations to ensure data quality and analytical consistency.

A major milestone in 2025 was the publication of Internal Displacement and Other Situations of Violence in Contexts of Organised Crime in Latin America, which contributed to the mandate of Paula Gaviria Betancur, United Nations Special Rapporteur on the human rights of internally displaced persons, who joined the launch. ProLAC also contributed directly to the 2025 regional Protection Sector's (R4V and REDLAC) Regional Protection Analysis for Latin America. Beyond its regional role, ProLAC supported joint analyses among partners in Ecuador, Mexico, Peru and Venezuela, and findings were used by national protection clusters, working groups, and the human rights ombudsman's office.

To date, ProLAC has proven to be an effective model for evidence-driven humanitarian action, strengthening accountability, collaboration and localisation to improve protection outcomes across the region.

Country impact story

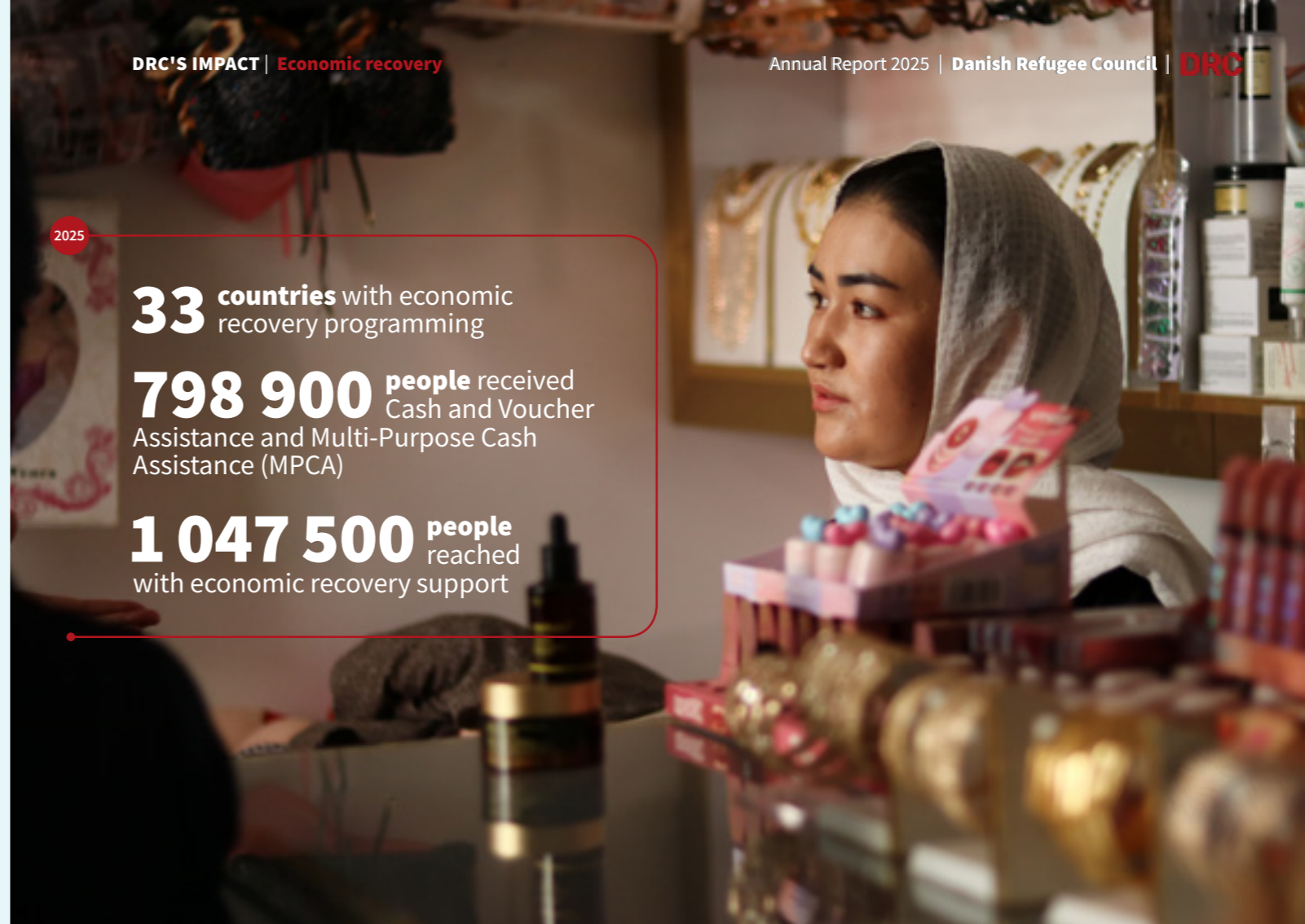


2025

33 countries with economic recovery programming

798 900 people received Cash and Voucher Assistance and Multi-Purpose Cash Assistance (MPCA)

1 047 500 people reached with economic recovery support



Economic recovery

Protecting and strengthening livelihoods is vital as displacement rises faster than available aid, trapping vulnerable people in deepening poverty. DRC's economic recovery approach supports a shift from emergency assistance to self reliance by combining life-saving help with efforts that build safe, sustainable income opportunities. The approach delivers an integrated package across three linked areas: food security, financial inclusion and decent livelihoods. Economic recovery interventions were implemented across 33 countries in 2025.

DRC's food security response is largely delivered through cash assistance for people facing extreme hunger in countries such as Mali, South Sudan, Sudan and Yemen, while working closely with community-led initiatives. Alongside meeting urgent food needs, DRC supports early livelihood recovery by helping farmers access agricultural inputs and by assisting small

entrepreneurs along the food value chain. Increasingly, anticipatory action measures – such as early cash transfers – protect purchasing power and reduce the impact of predictable shocks. To promote year-round, diverse food production and ecological restoration, DRC applies regenerative agriculture and sustainable natural resource management in refugee-hosting and agro-pastoralist areas across Kenya and Uganda (with continual planned expansion).

Decent livelihoods initiatives throughout 2025 placed strong emphasis on helping employers and workers align with decent work principles, including environmental requirements, while also engaging regulators to improve legal standards and their enforcement. To support displaced people in moving out of poverty, DRC continued scaling the proven Graduation Approach, which has reached 7 657 households – 28 671 individuals – since 2020. In 2025, DRC expanded its protection-adapted Graduation Approach in Chad to 738 households and launched a Green Graduation programme in Sokoto, Nigeria. DRC also advanced a systems-focused Graduation pilot in Kakuma, Kenya, strengthening livelihoods, skills and climate-resilient opportunities.

DRC is investing in youth-centric programmes in fragile contexts such as Algeria, Bangladesh, Colombia, Jordan, Nigeria and Tunisia, where young people face insecurity and major barriers to economic inclusion. These programmes address priorities voiced by displacement-affected youth, respond to growing global youth demographics and recognise young people's unique challenges and strengths, including their digital skills, climate awareness and leadership through refugee-led organisations. gender-based violence response in Burundi, and cash assistance in Somalia. In Myanmar, Bangladesh, and Ukraine, we prioritised equitable partnerships, ensuring local actors led humanitarian responses.

As the climate crisis fuels displacement, our commitment to sustainability has never been more critical. In Uganda, we promoted regenerative agriculture and tree-planting, while creating economic opportunities for refugees. In the Middle East, we piloted sustainable water management projects in drought-affected areas of Iraq and Syria.

None of this would be possible without our staff, partners, donors, and supporters. As we look ahead, we know 2025 will bring new challenges, particularly with shifting global funding, including from the U.S., which will have significant implications for humanitarian aid worldwide. Reduced funding risks scaling back critical programmes at a time when displacement is at record.



Country impact story

Linking emergencies to solutions response in Yemen: cash and voucher assistance across the nexus

DRC leads the Cash Consortium of Yemen with support from the European Union (EU) Directorate-General for European Civil Protection and Humanitarian Aid Operations (ECHO) and the United Kingdom's Foreign, Commonwealth & Development Office (FCDO), providing life-saving Multi-Purpose Cash Assistance (MPCA) to 36 644 households in 2025. In parallel, the EU-funded AMAL Cash+ programme provides recipients of MPCA with climate-adapted livelihood skills for self-reliance, promotes sustainable natural resource management and develops the capacity of local actors for long-term impact.

Promoting safe financial inclusion in Kenya

Kenya hosts 835 836 refugees and asylum seekers (UNHCR data, January 2026). Most find themselves in protracted displacement (sometimes for up to 27 years), with no prospect of returning home and dwindling access to humanitarian assistance. Refugees want to provide for themselves and contribute to the Kenyan economy, but despite an increasingly progressive legal framework, they continue to face challenges in accessing financial services in support of their livelihoods as financial institutions remain hesitant to lend to them.

Against this backdrop, DRC Kenya – through the Supporting Displacement-Affected Communities in Kenya with Entrepreneurship Development (SDACKED) project (2023–2027) works to address key barriers to entrepreneurship development and create inclusive systems for financial access and support services among displacement-affected communities in Nairobi and Mandera, with a particular focus on women and youth.

DRC Kenya partners with the Swedish International Development Cooperation Agency (SIDA) and Kenya's largest commercial bank, KCB, to help displacement-affected people be able to access financial products and services as customers. Through a blended finance

mechanism, SIDA provides about EUR 4.2 million, 7-year unfunded loan portfolio guarantee to KCB to help incentivise and de-risk lending. In parallel, DRC delivers technical assistance and capacity building to displacement-affected clients and KCB bank staff to bridge the gap in capacity and meeting banking requirements.

In 2025, this transformative partnership has:

- supported 3 100 entrepreneurs to become loan-ready for formal finance (i.e. support for collecting all Know Your Customer documents, facilitating registrations and setting up bank accounts);
- trained 5 250 entrepreneurs on loan readiness, financial literacy and business development services in partnership with the KCB Foundation;
- disbursed almost EUR 300 000 of commercial loans (a total of 72 loans) to refugee-supporting and refugee-owned businesses with zero defaults;
- deployed 12 loans (around EUR 66 000) through a revolving fund targeted at highly vulnerable groups (i.e. protection survivors, sex workers and refugees with disabilities) with a 100% repayment rate.

Country impact story



2025

22 countries with humanitarian disarmament and peacebuilding programming

218 000 individuals engaged in peacebuilding activities

2 655 800 individuals benefited from humanitarian disarmament interventions

14 million square metres of land released for safe civilian use (2 000 football pitches)



Humanitarian disarmament and peacebuilding

In 2025, the Danish Refugee Council's Humanitarian Disarmament and Peacebuilding (HDP) sector operated across some of the world's most fragile and conflict-affected contexts, addressing both the immediate and long-term impacts of violence. Conflict continued to drive displacement and humanitarian need, and DRC focused on reducing explosive threats, strengthening community resilience, and supporting locally led peace initiatives.

Humanitarian Mine Action activities were implemented in Afghanistan, Colombia, Ethiopia, Libya, Occupied Palestinian Territory, Myanmar, Nigeria, South Sudan, Sudan, Ukraine, and Yemen. More than 1.5 million people received Explosive Ordnance Risk Education, helping communities recognize and avoid deadly hazards. DRC released over 14 million square metres of land for safe civilian use, equivalent to nearly 2 000 football pitches, allowing agriculture, reconstruction, and safe return. Teams responded to calls to dispose explosive ordnances and carried out 1 192 tasks found outside of known,

surveyed minefields and removed 5 928 explosive items, significantly reducing life-threatening risks. In parallel, over 3 300 survivors and indirect victims received victim assistance services, supporting recovery and inclusion.

Peacebuilding programming was carried out in 15 countries across Africa, the Middle East, Europe, and Asia. More than 45 300 people participated in mediation processes, dialogue forums, community safety planning, and conflict management training. These efforts reduced tensions, prevented violence, and strengthened trust between communities and local actors. Initiatives supported community-led peace agreements, improved cooperation around natural resource management and access to water and services and rehabilitated jointly prioritized infrastructure. Additionally, over 20 000 people joined cultural and recreational activities promoting social cohesion and peaceful coexistence.

Security governance engagement promoted dialogue between civilians, authorities, and security providers, improving accountability and confidence in safety systems. Advocacy efforts reinforced international humanitarian law, civilian protection norms, and peacebuilding frameworks.

Across programmes, DRC strengthened conflict analysis and conflict sensitivity to ensure assistance reduced

harm and improved local dynamics. Integrated with livelihoods and protection programming, HDP contributed to nexus approaches that reduce risk, build trust, and support sustainable recovery.

A specific priority in 2025 was the inclusion of women and youth, enabling them to participate meaningfully in conflict management, peace initiatives, and community decision-making processes.

Restoring safe land and livelihoods in Ukraine

Ukraine remains one of the most mine-contaminated countries in the world, with large areas unsafe due to explosive ordnance. The contamination threatens civilians, restricts movement, and prevents agriculture and recovery.

Through its Humanitarian Mine Action programme, DRC clears hazards, educates communities on safe behaviour, and restores access to land and livelihoods. Specialised teams survey, mark, and clear contaminated areas using strict safety protocols and dedicated equipment in highly dangerous environments.

In 2025, Veronika, a 36-year-old from Mykolaiv, joined DRC's demining team. After completing a

five-week training combining theory and practical exercises in detection and excavation, she began working in farmland affected by shelling and occupation in 2022–2023. "Every time my detector signals, my heart races," she says. "But the training prepares you. We follow strict protocols to stay safe."

She works alongside colleagues from diverse backgrounds, many displaced by the conflict. "Everything is about discipline, teamwork, and safety," adds teammate Hennadii.

By training local deminers and deploying professional clearance teams, DRC helps make communities safer and supports Ukraine's recovery and return to productive livelihoods.

Country impact story



Restoring safe access through community-led peacebuilding in Central Darfur, Sudan

During Sudan's ongoing conflict, DRC supported locally led peacebuilding in Central Darfur, demonstrating how community solutions can improve safety and livelihoods even during war.

Peace and Reconciliation Committees (PRCs) facilitated a Social Fabric Agreement that restored safe movement and market access for more than 500,000 people. The agreement reopened the key Nyala-Zalingei corridor through Nertiti, reconnecting towns to regional markets and humanitarian routes.

When fighting escalated in 2023, the road became unsafe and largely closed. Traders were forced onto

longer routes, transport costs rose, and food shortages deepened tensions. In response, PRCs — including traditional leaders, women, youth, displaced people, and pastoralists — led dialogue with communities and armed actors, supported technically by DRC.

The agreement reduced harassment and unofficial fees, improved access to grazing land, and encouraged disputes to be handled through community mechanisms rather than violence. Travel times shortened, goods became more available, and small businesses reopened. As one woman along the corridor explained, she could now meet household needs independently.

The process strengthened trust in local mediation structures and showed how community-driven peacebuilding can reduce violence and enable recovery, even in active conflict settings.

Country impact story



2025

20 countries with shelter, WASH and infrastructure projects

1 628 400 individuals reached through Shelter, WASH and Infrastructure interventions with 18% benefiting from shelter assistance, 74% from WASH activities and 11% from infrastructure initiatives



Shelter, WASH and Infrastructure

The Shelter & Settlements sector was formally recognized within DRC in 2020, marking a significant milestone in strengthening specialized programming in displacement-affected contexts. In 2025, DRC took a further strategic step by establishing a global Core Sector Unit at headquarters, bringing together WASH, Shelter & Settlements, and Infrastructure (SWI). This integration created a more coherent and locally grounded approach, improving cost-efficiency, operational impact, and the ability to move beyond short-term emergency responses toward safer, more sustainable, and self-reliant living environments. It also enabled DRC to address immediate humanitarian needs while embedding critical long-term components — such as Housing, Land and Property (HLP) rights, risk reduction, and sustainability — from the outset. By promoting dignified and safe living conditions, DRC reduces displacement-related vulnerabilities, restores access to essential services, and strengthens community stability — key pillars for achieving durable solutions.

At the beginning of 2025, DRC expanded SWI programming across East and West Africa, the Great Lakes, and the Middle East and North Africa, linking emergency shelter and WASH responses with longer-term, disaster-resilient housing, settlement planning, infrastructure rehabilitation, and area-based approaches.

As the new Core Sector began to take shape, the impact of the U.S. funding crisis in 2025 also continued to unfold. Many SWI activities were reset at the end of the year, and Country office teams reduced due to the funding freeze. In response, the sector adapted to this new reality with reduced technical capabilities across country offices while strengthening its ability to map strategic programme opportunities, drive fundraising, knowledge-sharing, and cross-sectoral collaboration.

Despite these challenges, DRC's SWI approach remained focused on delivering integrated, high-impact solutions that combine emergency

assistance with recovery-oriented, climate-resilient, and risk-informed interventions. Throughout 2025, programmes contributed to reducing protection risks — including gender-based violence and disease outbreaks — preventing secondary displacement, and enabling longer-term recovery. From emergency WASH and shelter support to climate-adaptive infrastructure and sustainable settlement planning, DRC's work continued to promote dignity, safety, and resilience for displaced communities.

In 2025, SWI also aligned its strategic vision with the Response Framework, grounded in a rights-based and resilience-focused approach across the Humanitarian–Development–Peace Nexus. At the start of the year, DRC implemented SWI programming in over 20 countries, decreasing to 14 by year's end due to funding constraints.



Country impact story

Life-saving support: Restoring dignity through the provision of essential shelter and WASH support to displaced women and children in Northeast Nigeria

In 2025, DRC transformed the lives of families – mostly women and children – in Bama, Banki, and Ngala, many living in overcrowded, harsh conditions after secondary displacements in camp setting. Hygiene promotion reached 31,522 people, and 42 water points restored. Thirty household latrines were built and 200 hygiene kits, 250 shelter repair kits, and 570 Non Food Items were distributed, significantly improving sanitation, water access, personal hygiene, and providing safe, and dignified shelter for families.

Integrated recovery in Ukraine: rebuilding lives and services in Mykolaiv

In Ukraine, more than three years of conflict have left homes, essential services, and public infrastructure severely damaged, while millions of people remain displaced or living under constant threat of attack. In southern Ukraine's Mykolaiv region, needs range from safe housing and access to healthcare to functional schools and learning environments. Against this backdrop, the Danish Refugee Council (DRC) supports people to rebuild dignity and resilience by rehabilitating critical infrastructure and strengthening community services.

DRC's shelter and infrastructure work in Ukraine focuses on restoring damaged buildings and public services in a way that meets every day needs and supports long-term recovery. In Mykolaiv City Hospital No.1, DRC led the transformation of a previously unused floor into a fully accessible gynaecology department spanning over 500 m², equipped with modern surgical and diagnostic facilities. Thanks to this renovation, up to 1,200 women annually can now access comprehensive care, including conflict-related gender-based violence services, directly in their region—services that were previously unavailable locally.

Alongside healthcare improvements, DRC renovated the third floor of Professor Aleksandrov Lyceum in Mykolaiv, converting shell-damaged classrooms, laboratories, and corridors into a safe, modern learning space. Nearly 600 m² of previously unusable area now supports STEM education with new furniture, interactive whiteboards, and inclusive facilities that help students continue their education safely.

These are just two among 20 social facilities rehabilitated by DRC and partners in 2025, supporting an estimated 250,000 people to safely and sustainably access water, education, health, and social protection services across Mykolaiv oblast. Since the beginning of its operation, the team has also repaired nearly 6,000 conflict-damaged homes, allowing 14,000+ people to return to safe, dignified living conditions, carried out WASH repairs and initiated a governance project in Mykolaiv, as well as an energy security project covering 43 facilities across Ukraine.

These projects exemplify DRC's integrated approach: combining shelter, WASH, and infrastructure rehabilitation with community-driven solutions that strengthen services for local populations. By restoring essential facilities and enabling access to education and healthcare, DRC contributes to the stability of communities, supports protective environments, and lays foundations for longer-term recovery and locally led renewal.

Country impact story



Climate adaptation

DRC's Climate and Environment work supports displacement-affected populations to cope with and adapt to climate change, land degradation and shrinking access to natural resources, across all programmatic sectors. Central to this approach is co-creation with partners and communities, ensuring climate actions are locally grounded, ecologically sound and aligned with governance systems, social structures and traditional knowledge.

In 2025, DRC country offices continued embedding this approach by weaving climate action dialogues into diverse activities.

In **Yemen**, the Economic recovery, Shelter, WASH and Infrastructure teams worked with communities facing recurring flash floods and prolonged dry seasons. Yemeni civil society organisations and affected populations used participatory processes to co-design solutions based on local environmental knowledge while strengthening coordination between communities, civil society and local authorities.

In **Kenya**, peacebuilding teams and local partners engaged with pastoralist communities living in harsh, drought-prone landscapes. Alternative livelihoods reduced conflict over dwindling resources, while traditional Turkana weather-forecasting ceremonies, paired with meteorological data, supported joint climate action planning between communities and local government.

In **Uganda**, efforts centred on land management – from regenerative agriculture in and around refugee settlements to restoring degraded watersheds. Activities began with community vision boards mapping climatic, economic, social, and cultural risks and opportunities. These boards guide community-identified actions with stakeholders over 1 to 5-year periods in line with a changing climate.

In **Venezuela**, disaster preparedness initiatives expanded climate planning into community-based early warning systems. Across **Ethiopia, Iraq, Mali,**

Syria and many other contexts, DRC integrated climate and environmental risk analysis into programme design. Together, these examples reflect DRC's commitment to meaningful dialogue and community-led climate action, helping displacement-affected populations adapt and thrive in increasingly fragile environments.



Country impact story

Restoring resilience: water management and landscape rehabilitation in Uganda

Also, in Uganda, under the Danida-funded Uganda Refugee Resilience Initiative (URRI), DRC and local partners restored degraded landscapes in Obongi and Yumbe districts by constructing 3 water storage dams holding 32.4 million litres and rehabilitating another 2.5-million-litre dam in Moyo district, improving water access for farmers across three districts. Approximately 800 m of riverbank were stabilized and 600m of bioswales excavated in Moyo district, reducing flash-flood risks and protecting farmland while strengthening resilience and watershed health.

Standby Roster

2025

154 experts deployed, supporting 45 country operations

Over **7 million** in turnover

The DRC Standby Roster is a core component of the global humanitarian response architecture, providing rapid and reliable surge capacity to United Nations partners and DRC operations worldwide. For more than three decades, the Standby Roster has supported emergency response, protection and durable solutions by deploying highly skilled experts to sudden-onset crises and protracted displacement contexts. Through long-standing institutional partnerships, the Standby Roster enables humanitarian actors to scale up operations quickly and maintain critical functions in complex and high-risk environments.

In 2025, the DRC Standby Roster advanced climate action by recruiting 18 climate change and renewable energy experts and by implementing several deployments, including:

- **Energy specialist supporting the Food and Agriculture Organization (FAO) of the United Nations in Burkina Faso;**
- **Resilience and climate officer supporting the World Food Programme (WFP) in Yemen;**
- **Climate change officer supporting WFP Cameroon.**

In Protection, the DRC Standby Roster further developed and strengthened its pilot GBV, child protection, and asylum capacity schemes through 16 deployments to emergency and protracted crises, including to Panama and Uganda, where a senior roving GBV expert worked in both locations to improve coordination and deliver survivor-centred responses. DRC Standby Roster deployments also substantially supported global resettlement efforts as resettlement experts deployed by the DRC Standby Roster helped more than 4,600 refugees to secure resettlement in 2025. Additional deployments supported protection and child protection activities with UNHCR, the United Nations Children's Fund (UNICEF) and DRC in Burundi, Chad, Mauritania and Myanmar.

In addition to deployments to United Nations partners, the DRC Standby Roster also supported several DRC emergency operations in contexts such as Afghanistan, Chad and Syria.

Monitoring missions that focused on activities in Kenya, the Democratic Republic of the Congo, Thailand, Myanmar and Uganda in 2025 reinforced deployment quality, partner alignment and duty of care, informing targeted improvements to operational effectiveness and accountability.



Country impact story

Promoting access for humanitarian assistance in Sudan

In 2025, following the escalation of conflict in Sudan, the DRC Standby Roster deployed Shojaat Ali to Khartoum as an Access Officer with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). The deployment focused on negotiating humanitarian access, engagement with the authorities, strengthened inter-agency coordination and advocacy for principled, safe, and sustained access, contributing to the continuity of humanitarian presence and the delivery of life-saving assistance in a highly constrained operating environment.

Collaboration with local actors

2025

204 local/national partners in 2025

919 200 people reached through local/national partners in 2025

DRC believes that crisis responses are strongest when led by local actors closest to affected communities. Community groups, civil society organisations, authorities and the private sector are often first responders, with deep contextual knowledge and the ability to sustain solutions. Guided by the principle *as local as possible, as international as necessary*, DRC strengthens local initiatives and systems, implementing directly only where it adds clear value. In emergencies, DRC works alongside local responders to expand reach and quality, stepping in only where critical gaps exist. For longer-term impact, DRC prioritises building institutional and technical capacity and promoting locally led approaches that support peacebuilding and sustainable development.

Under its Vision 2030, DRC continued to advance locally led humanitarian action in 2025. This included

providing faster and more predictable funding through localised rapid response mechanisms, enabling local actors to lead immediate, life-saving responses. Building on experience in Burkina Faso, Mali, Myanmar and Niger this approach expanded to Cameroon and Colombia.

DRC also scaled up efforts to channel funding directly to affected communities through Group Cash Transfers (GCTs), which empower community groups to identify priorities and manage activities themselves. In 2025, GCTs were used in Myanmar, Sudan and Uganda, helping to shift power and resources closer to communities.

Capacity development remains central to DRC's partnership model. In 2025, this included an incubation hub in Cameroon offering mentoring and operational support; a Partner Exchange Programme in Kenya to strengthen peer learning across technical areas; and 6-month secondments of technical staff to partners in Myanmar to support specialised protection and mine action work.

As well as direct support, DRC addresses system-wide barriers to local leadership. Through an EU-funded initiative, DRC helped introduce shared 'due diligence passporting' to reduce repeated compliance checks and refocus partnerships on sustainable, locally led action.

Finally, Vision 2030 drives internal reforms within DRC. In 2025, global emergency procedures were adapted to fast-track partnerships and funding for local first responders, enabling quicker, more equitable support when shocks occur.



Policy and advocacy

While navigating rapidly changing funding landscapes and the ramifications of aid cuts, DRC also sought to influence decision makers and donors at the global, regional and national levels to improve the lives of displaced populations and protect the rights of refugees.

In March, DRC's Secretary General briefed the UN Security Council on the dire humanitarian situation in eastern Democratic Republic of Congo. At the time of the briefing, 98% of the Danish Refugee Council's individual case management in informal sites were for rape, including of girls younger than five. The Danish Refugee Council's public and private influencing on DR Congo then continued throughout the year.

In **Brussels**, DRC leveraged key fora including the European Humanitarian Forum (EHF) in May, Senior Officials Meetings (SOM) on Ukraine, Sudan, Yemen and Afghanistan, and the 6-month Danish presidency of the EU, to bring evidence-based messages and recommendation on humanitarian emergencies and protracted crises. During the Danish Presidency of the EU, DRC accentuated calls on the humanitarian reset, safeguarding human rights in migration management in EU policy and on strengthened humanitarian diplomacy, among many issues.

In **Geneva**, DRC combined official speeches at high-level international events, with focused bilateral meetings to influence decision makers shaping refugee policies. Meetings with major donors — including the EU, Germany, and Sweden — directly addressed the financial crisis. Donors acknowledged that shifting political priorities and increased defence spending are creating long-term cuts to humanitarian aid, widening

the global solidarity gap. Conversations with OCHA and other partners focused on practical steps to strengthen local capacity and bridge the gap between emergency response and development. In December, the Danish Refugee Council provided the civil society remarks at the opening session of the Global Refugee Forum (GRF) Progress Review 2025. DRC's message was clear: some of the world's poorest countries are carrying the heaviest responsibility, yet they are being left behind by an international system that is failing to fund them adequately.

To mark its first year in **Germany**, DRC's representation in Berlin started the year with a high-level event which discussed how to protect forcibly displaced communities in fragile contexts. The event brought together German civil society, decision makers and other stakeholders, to rethink, innovate and solve the protection challenges for forcibly displaced people. Together with DRC's partner, Palestinian Agricultural Development Association (PARC), and Oxfam, DRC was honoured to contribute to the German Federal Foreign Office strategic discussions on humanitarian priorities in the Occupied Palestinian Territory. DRC was also invited to contribute to the session on Afghanistan. The year in Berlin culminated with the Global Dialogue Platform on Anticipatory Action, where DRC's experts from around the globe brought a clear message: displacement can be anticipated, and DRC is already doing it.

In parallel, DRC strengthened its communications impact to support advocacy: elevating its public profile through high-level media engagement across outlets such as CNN, the BBC and Al-Jazeera, while opinion pieces in outlets such as Newsweek reinforced key messages. DRC expanded reach, trust and influence among decision-makers and the wider public through credible crisis communications, innovative storytelling campaigns and growing digital channels, including Instagram and global awareness days.



Country impact story

Strengthening local leadership in Yemen

Over four years with DRC, the Afaq Shababia Foundation (ASF) evolved from a project-dependent to a sustainable local partner. Targeted support strengthened internal systems, research and grants functions, as well as long-term planning. ASF shifted from reactive delivery to evidence-based design and equal donor engagement, diversified funding and boosted credibility, and now leads coordination and advocacy, illustrating how long-term local investment delivers sustainable impact.



2025

8 800 people reached
Top 3 countries of origin
 who have sought asylum in DK in 2025:
Eritrea, Afghanistan, Syria

Legal aid and asylum in Denmark

DRC Asylum provides legal aid to asylum seekers in Denmark at all stages of the asylum procedures. It also provides return counselling to rejected asylum seekers and repatriation counselling to refugees residing in Denmark.

In 2025, it offered its services at asylum centres and detention facilities, at its office in Copenhagen and through video conferencing, phone, email and pamphlets.

In total, it reached 8 796 people with direct legal services (dissemination of legal information, legal counselling, legal assistance and legal representation) and other counselling services (return counselling and repatriation counselling).

In terms of the Dublin Procedure, DRC offers legal representation for anyone who wants to appeal a Danish Dublin decision; in 2025, it represented 208 people in their appeal against transfer to another

European country. Furthermore, it processed 107 cases under the 'manifestly unfounded' procedure, where DRC has an official role ensuring due process.

DRC provides impartial and non-directive return counselling to rejected asylum seekers with the purpose of empowering them to make an informed decision about their future. In 2025, DRC held 1 096 return counselling sessions with 396 rejected asylum seekers. Over the same period, DRC supported 86 people seeking reintegration support through a local reintegration partner or cash support for returnees to countries without a reintegration partner. In addition, DRC assisted 42 people subjected to trafficking with reintegration assistance.

In 2025, DRC initiated 1 959 new repatriation cases covering 4 084 people, which was twice as many cases and people as in 2024. The increased interest for repatriation was mostly due to the changes that took place in Syria in December 2024. DRC held several counselling

Country impact story

Repatriation and legal counselling in Syria

The change of government in Syria had a big impact on DRCs counselling activities. Syrian refugees residing legally in Denmark contacted us to inquire about voluntary repatriation and the risk that refugee statuses will be revoked. Similarly, the need for legal aid for Syrian asylum seekers increased significantly. DRC advocated for the rights of Syrians to choose their own path.



Country impact story

Strategic litigation around Article 31 and CJEU

DRC engages in strategic litigation to improve the legal environment for asylum seekers and refugees in Denmark where important rights are at stake. In 2025, it engaged in cases that led to landmark supreme court decisions on the non-criminalisation of irregular entry of refugees to Denmark with reference to Article 31 of the Refugee Convention. DRC further represented a vulnerable Afghan asylum seeker in the first ever case referred from the Danish Refugee Appeals Board to the Court of Justice of the European Union. The case concerned effective access to the asylum procedure, including the interpretation of time limits under the Dublin Regulation.





2025

4350 volunteers reached

400 200 hours

Work valued at over EUR **5 million**

Integration in Denmark

In 2025, DRC Integration delivered professional, volunteer-based and project-based initiatives in and across 80 municipalities in Denmark. With five business areas – Children & Family, Employment, Volunteers, Projects, and Knowledge & Development – the department’s work covers a wide arena. DRC Integration reaches both the primary target group of refugees and people with an ethnic minority background, as well as professionals and volunteers, through a broad range of initiatives that support integration in Denmark.

In terms of children and families, DRC’s services focused on meeting the complex and changing needs of some of the country’s most vulnerable families with children. Key activities included family treatment, assessment, supervised contact, and support and contact persons for unaccompanied minors. Children & Family handled 203 cases in 2025, compared with 176 in 2024.

DRC’s employment services specialise in helping refugees and people with an ethnic minority background gain access to the labour market and maintains a strong network among Danish companies. Despite significant municipal budget cuts in 2025, DRC experienced growing demand for job-oriented initiatives, including group training and one-to-one mentoring. In 2025, 1 197 people participated in an employment-related programme, compared with 1 103 in 2024.

DRC’s projects generate new knowledge and develop services within school, leisure activities, mental health, trauma, well-being and inclusion. Several projects were expanded through new grants in 2025. This includes DRC’s leisure services, which helps children and young people join local clubs and associations in collaboration with municipalities, and the holistic psychosocial initiative MindSpring. In a new development in 2025, DRC received funding for

an employment project in which volunteer role models help ethnic minority women move closer to employment through safe women’s communities. A total of 2,769 refugees and people with an ethnic minority background participated in DRC projects in 2025.

In the area of knowledge and development, which includes the Centre for Vulnerable Refugees (CUF), DRC developed new materials, films, and handbooks in 2025, delivered extensive training and advisory

activities, and revised the legal handbook covering rules for refugees, family-reunified individuals, and immigrants requiring support. In total, 425 refugees and people with an ethnic minority background, 2,021 professionals, and 630 volunteers participated in Knowledge & Development’s courses and advisory services in 2025. The portal ‘Welcome to Denmark’, which provides information about life in Denmark in six languages, had 8,698 unique visitors in 2025 from both Denmark and abroad.



Country impact story

Volunteer initiatives and community commitment in action

In 2025, 22,188 people made use of DRC’s volunteer initiatives – a decline due primarily to there being fewer new asylum seekers and new legislation. At the same time, DRC strengthened its 4,350 volunteers through training, supervision, and a new course for coordinators within volunteer groups. The number of supervisions increased from 95 to 195. Collaboration with DFUNK – Danish Refugee Youth – expanded social and volunteer communities for young people. This is made possible through funds from the National Board of Social Services (Udlovningsmidler).

The value of this voluntary work is significant; based on all volunteers in the network contributing 2 hours a week for 46 weeks a year, it totalled over EUR 5 million in 2025.

Country impact story

From arrival to belonging - holistic support for quota refugees

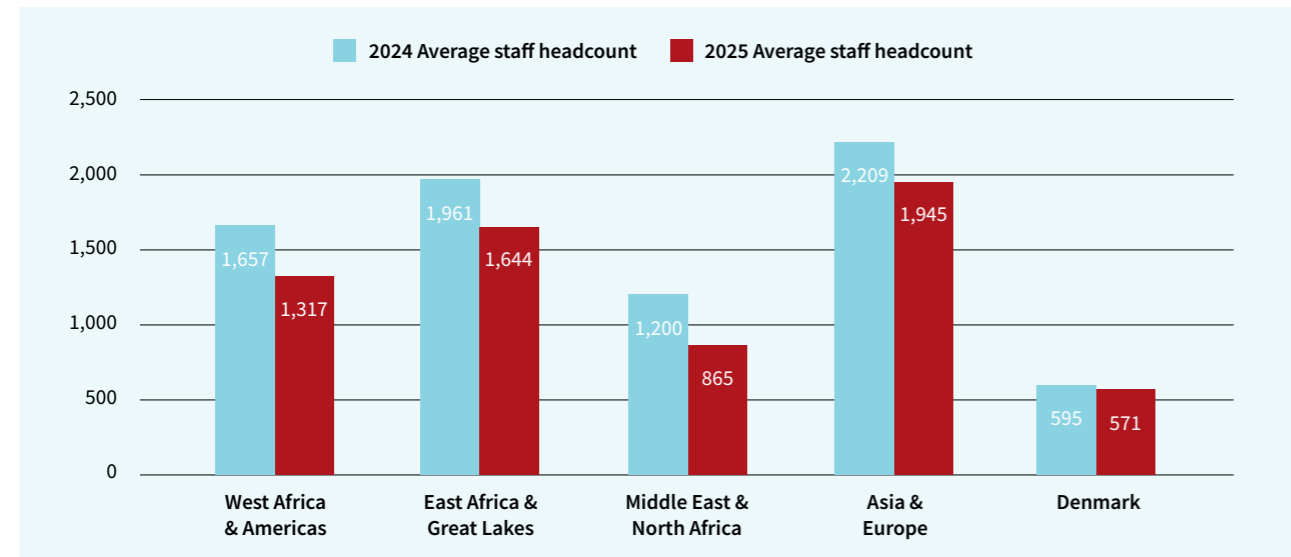
In 2025, Danish municipalities received 357 resettlement refugees from DR Congo and Afghanistan. A resettlement refugee is a person recognised by UNHCR and resettled in a third country under a national quota, rather than seeking asylum independently. They are typically among the most vulnerable and cannot safely remain in their country of origin or first country of refuge. DRC supported the reception of resettlement refugees in several municipalities, mainly through mentoring programmes. The refugees received assistance with everyday structures, navigating public systems, language school enrolment, access to health services, and school or daycare for their children. In addition, they were offered networking opportunities and practical support from a DRC volunteer. The services were supplemented by films targeted at resettlement refugees about everyday life in Denmark, as well as materials aimed at professionals and volunteers. DRC’s services for resettlement refugees are examples of holistic solutions, where professional expertise, volunteer engagement, projects, and knowledge work together for the benefit of refugees and people with ethnic minority backgrounds as they begin their integration into Danish society.



DRC'S PEOPLE

Workforce

The people who make up DRC's global workforce are dedicated to supporting, developing, and safeguarding colleagues as they deliver our humanitarian mission every day. The direct implications of the US executive orders are clearly visible in the workforce numbers for DRC this year. During 2025, an average of 6 342 employees delivered humanitarian assistance across all operations, a reduction of almost 17% compared to 2024.



The most noticeable change in staff numbers was seen in the Middle East and North Africa (MENA) region, experiencing notably higher employee departures relative to average staff numbers compared to other geographies, with an average staff reduction year over year of around 335 employees, or 28%. The direct impact of the US executive order globally resulted in reprioritization and a decision to close operations in Central African Republic, Burundi, Tanzania, Georgia, Kosovo and Mexico.

The severe funding cuts and necessary restructuring of the way DRC is organized contributed to an all-time high staff turnover of 56.5%.

Gender distribution and contract type

During the 2020–2025 strategic period, DRC monitored two main areas: the balance between staff on national versus international contracts, and gender representation in managerial roles.

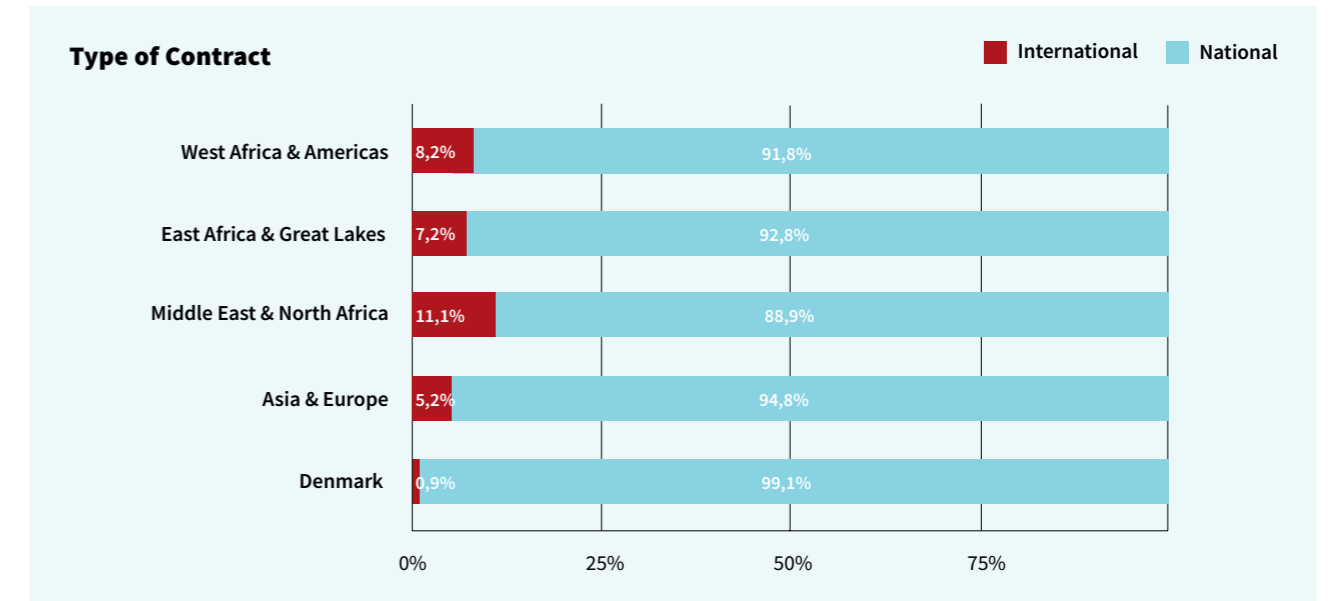
At the organisational level, we are making steady progress toward our key performance indicator of having 50% of managers on national contracts. Senior management shows particularly positive development, increasing from 41% in 2024 to 44% in 2025.

On gender balance, we are currently closer to achieving the target of 50% female representation within senior management than within the overall managerial population. Although the share of female senior managers decreased slightly from 42% to 40%, the overall proportion of female managers increased from 33% to 34%.



Most of DRC's employees are hired on national terms of employment, ensuring a close connection to each country's context and challenges. When a position calls for specific qualifications or other circumstances, DRC hires staff on international terms of employment.

All employees are hired in accordance with local legislation. In 2025, DRC had an average of 426 employees on international contract terms, which represents less than 7% of the total workforce, with the highest proportion of staff on expatriate contracts in MENA (11.1%) and the lowest outside of Denmark in Asia-Europe (5.2%).



2025 was an unprecedented year, with significant funding challenges and position cuts, and recruitment activity reflected this context. Overall, we advertised approximately 2 100 vacancies, down 20% from 2024, but the interest remained high, resulting in a higher average number of applications per job, up by 7% from 2024.

Navigating change: Staff well-being and engagement

During a period of extensive and challenging organisational change, we prioritized staff well-being and engagement by establishing local and global talent pools to support internal mobility for affected staff and launching dedicated well-being resources. Human Resources and Legal played an instrumental role in facilitating smooth transitions and maintaining operational integrity throughout staff changes, country operation closures, and donor agreement management. Despite major changes, we maintained a strong level of staff engagement across DRC, with a stable score of 7.9 out of 10 - above the non-profit sector benchmark and reflecting employees' continued commitment to their work and the organisation.

Sustainability and decarbonisation

2025

50% emission reduction target by 2030 across global operations

47 facilities powered fully or partially by solar across 14 countries

Global warehouse assessment across **74** facilities

DRC transformed its environmental pledges into measurable progress in 2025. It launched a Global Decarbonisation Roadmap, targeting a 50% reduction in greenhouse gas emissions by 2030, proving that climate action and humanitarian effectiveness go hand in hand.

Finalised in 2025, DRC's Global Decarbonisation Roadmap provides a structured plan to reduce emissions from energy use, transport, procurement and logistics. Two roadmaps were completed in 2025: the Global Roadmap and Afghanistan's contextualised plan. Roadmap development workshops are also

actively underway in Burkina Faso, Iraq, Kenya, Somalia and Uganda, each adapting the framework to local infrastructure and operational contexts.

Evidence-based decision-making underpins this transition. Between 2024 and 2025, DRC conducted global assessments of fleet emissions, warehouse operations, energy use and waste management to identify where the organisation could have the greatest impact. Reviews across dozens of facilities highlighted clear opportunities: renewable energy, circular practices and smarter logistics can significantly cut emissions while improving operational efficiency. Findings are already informing new environmental standards, staff training and operating procedures across country programmes. By embracing circular economy principles such as repair, reuse and recycle, DRC is not only reducing waste but also achieving potential cost savings of up to 16%, strengthening both environmental performance and financial sustainability.

Renewable energy is a key focus: 47 facilities in 14 countries now run fully or partly on solar power, reducing dependence on diesel while improving energy reliability and lowering costs. Progress is already visible at country level. Afghanistan has fully solarised all offices. In Burkina Faso, teams plant one tree per shelter constructed and prioritise durable, low-impact materials in emergency responses. Iraq has introduced laptops made from 90% recycled plastic, while Kenya has implemented office waste segregation and partnerships with licensed recyclers, demonstrating how practical actions in the field translate strategy into measurable results.

Country impact story

Kenya – 'Waste assessment driving global change'

DRC's waste management assessments in East Africa analysed waste volumes, disposal practices and recycling opportunities across operations. The findings revealed strong potential for composting, local recycling partnerships and improved waste sorting. These insights now inform global waste policies and procedures, helping reduce emissions, cut costs and embed environmentally responsible practices across humanitarian operation.



Safeguarding and Code of Conduct

DRC advanced its Safeguarding and Code of Conduct agenda in two key areas in 2025, marking solid progress from 2024. First, the Global Safeguarding–Monitoring, Evaluation, Accountability and Learning (Accountability to Affected Populations) collaboration was consolidated, aiming at enhancing organisational accountability by identifying linkages, challenges, and good practices. This process led to a shared workplan focusing on stronger engagement across teams and the standardization of tools and practices across Code of Conduct Reporting Mechanism and Community Feedback Mechanisms systems. Second, DRC successfully achieved full rollout and completion of its enhanced Protection from Sexual Exploitation, Abuse and Harassment (PSEAH) training package for all staff and dedicated focal points, reinforcing prevention and survivor-centered approaches as core organisational commitments.

Notably, 2025 saw a relatively significant decrease in the number of reports of suspected misconduct received (538) – a finding currently assessed as being correlated to the consequences of the funding cuts. This drop is particularly striking as it comes immediately after a 'record' year for the Code of Conduct Reporting Mechanism indicating substantial trust in its whistleblowing mechanism and reporting channels.

Acknowledging the decrease, DRC strove to maintain a strong focus on maintaining operationality and proper functioning of its reporting channels and processes throughout 2025. This was further evidenced by the translation this year of DRC's newly harmonized Misconduct Reporting Form into a number of languages (Arabic, Danish, English, French, Spanish and Ukrainian) to enable maximum access to the reporting channels.

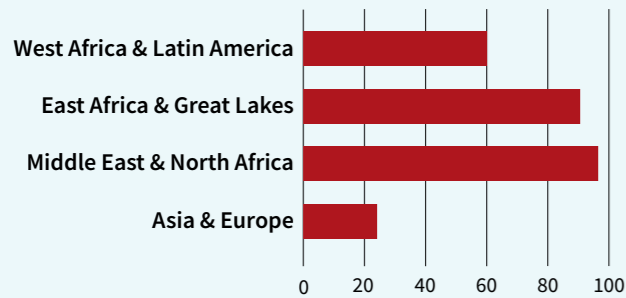
Regarding the nature of allegations, the most common reported category in 2025 was 'breach of duty' (ahead of fraud and corruption), notably because of its broad definitional scope. It is worth noting that any report of suspected misconduct often contains multiple types of allegations.

Type of allegation	Suspected	Percentage
Breach of duty	290	28%
Corruption/fraud	268	26%
Abuse of authority	159	15%
Other/unspecified	76	7%
Workplace harassment	65	6%
Racism/discrimination	45	4%
Sexual exploitation and abuse	43	4%
Theft	34	3%
Sexual harassment	31	3%
Retaliation	21	2%
Violence/assault	16	2%

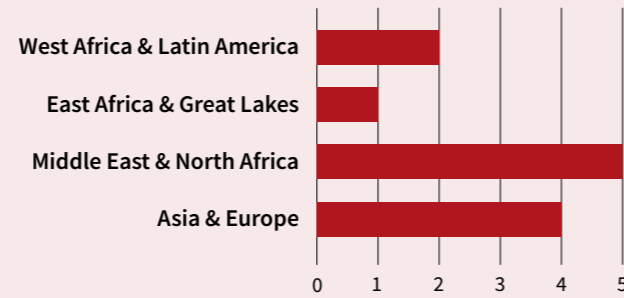
Additionally, internal alignment and compliance on the Code of Conduct and Protection from Sexual Exploitation, Abuse and Harassment (PSEAH) were strengthened through collaboration with DRC's programme and policy functions across the board, ensuring coherence on contractual standards and reporting practices. Several external PSEAH assessments for several stakeholders, including the United Nations, ECHO, and FCDO, were successfully completed, reflecting continuous and systemic growth in compliance and accountability across all levels of the organisation.

Health, safety and security

Global Safety Incident Reports



Incidents & Crisis Management Operations



Incident and crisis management

The DRC Safety Unit reported and responded to 291 incidents globally in 2025. Most were handled at area level through routine Safety Risk Management System procedures, and involved the loss or theft of equipment, damage to vehicles and property, temporary access constraints, and staff injuries or illness.

Eleven incidents reached a higher risk threshold and triggered Incident Management Team (IMT) responses. Four involved medical evacuations or complex health issues. Five resulted from authorities forcing office closures or seizing equipment in the Gaza Strip, Libya, Tunisia, Venezuela and Houthi-controlled Yemen, significantly affecting access. Another five IMT activations followed staff or civilian deaths or serious injuries in Myanmar, Ukraine and Yemen.

A major incident occurred at a DRC demining site in Chernihiv, Ukraine, where an explosion killed two staff members, injured nine others and damaged assets. Investigations determined that the strike came from a Russian Iskander-variant missile that mistook the demining activity for a Ukrainian military operation. Minor corrective measures were introduced, but the residual risk of operating in active conflict zones remains an accepted operational risk.

One ongoing crisis concerned the arbitrary detention of a DRC staff member in Venezuela, beginning in September 2024 and continuing throughout 2025. A Crisis Management Team (CMT) comprising country,

regional and global leadership coordinated the response. Without direct access to the detainee, efforts focused on supporting the family, providing legal assistance, lobbying political actors and conducting public media advocacy for release.

Safety training and capacity strengthening

DRC Safety trained 798 staff on safety-related courses over the year. Participation declined due to United States funding cuts and an organisational travel ban, which caused multiple cancellations, including all CMT workshops.

Training included Hazardous Environment Awareness Training (HEAT) in Denmark, Kenya and Jordan for 33 DRC and 30 non-DRC staff, and Hazardous Environment Individual Safety Training across 12 high-risk countries for 620 DRC and 37 non-DRC staff. Three Training-of-Trainers courses qualified eight internal safety trainers. Online refresher courses reached 31 participants, while Family Liaison Support trained seven staff and Advanced Safe Driver Training in Tunisia trained six staff. IMT workshops held in Iraq, Lebanon, Nigeria, South Sudan and Syria trained 26 staff.

The Qualified Safety Trainer course is now delivered alongside global HEAT training to reduce costs and strengthen internal capacity. DRC now coordinates with NRC to exchange trainers, particularly for Advanced Safe Driver Training, improving efficiency and cross-organisational learning.

Managing risks

DRC operates in highly complex humanitarian environments shaped by conflict dynamics, climate shocks, economic pressures, geopolitical change, and rising humanitarian needs. Risk management remains a core management discipline, supporting leadership to navigate funding volatility, uphold duty of care, and sustain program quality while operating at scale. It was instrumental in 2025, a year of significant donor reductions – guiding trade-offs to ensure that despite a challenging external environment, DRC maintained operational continuity, protected critical programming, and adapted to new sector dynamics with foresight and discipline.

DRC has further strengthened the identification and oversight of its most critical enterprise risks. Through structured engagement across senior leadership, DRC executive management identified five key, interconnected enterprise risks in 2025 that influence DRC's strategic and operational performance and to which DRC continues to respond.

Volatile funding landscape and strategic position

Funding contraction, increased earmarking, and intensified competition continue to limit flexibility and pose a risk to scale, staffing, and delivery models. DRC is therefore strengthening financial steering, forecasting, multi-year scenario planning, and budget discipline, alongside stronger proposal quality assurance and minimum financial thresholds to protect cost recovery and reduce exposure.

Bureaucratic and administrative impediments

Complex and often shifting legal and administrative requirements can constrain access, elevate compliance risks, and create ethical dilemmas when access conditions conflict with humanitarian principles. In response, DRC is strengthening access analysis, legal

monitoring, and escalation pathways, while clarifying guidance on principled decision making through defined red and bottom lines.

Safety and security in volatile contexts

Insecurity and natural hazards elevate duty of care risks and may shift operations from delivery to containment. Accordingly, DRC is strengthening preparedness, contingency planning, crisis readiness, and staff training, supported by clear risk-acceptance decision-making and strengthened context-specific safety protocols aligned with global standards.

Programme quality and competitive delivery

Operational pressure and agility limitations to shift between emergency and solutions programming can weaken demonstrated results and value for money. DRC is therefore investing in outcome focused monitoring, performance management, proposal development, and technical support, while rolling out DRC's Response Framework and global Theory of Change to reinforce evidence generation and donor confidence in an increasingly competitive sector.

Organisational resilience and operational demands

High workloads, alignment challenges, and growing integrity expectations risk straining execution and oversight. In response, DRC is improving prioritization and strengthening staff engagement follow-up, while boosting efficiency and quality through datadriven foresight, automation, better accountability mechanisms, and the responsible use of AI.

Together, these five risks enable DRC to be proactive in our operations across the globe.



Financial management review

In 2025, DRC operated with a in highly volatile financial, political, and operational environment characterised by shifting donor priorities, foreign exchange losses, and internal restructuring. Despite these external and internal pressures, the organisation delivered a solid operational performance, closing the year with total revenue of DKK 3.45 billion. Although this represents a decrease from the 2024 level (DKK 3.7 billion), the outcome reflects strong delivery especially in the light of disruptions linked to US Government funding and the phased closure of several country operations. Institutional donors remained DRC’s primary source of funding, accounting for more than 90% of total annual income.

Operational Dynamics Affecting Finance in 2025

Operational closures – In line with the strategic decisions taken in 2023-24 to optimise DRC’s the global footprint, the organisation advanced the next phase of consolidation during 2025. Following the 2024 closures in Poland, Moldova, Greece, Bosnia and Herzegovina, and Italy, DRC proceeded with the planned drawdown in Djibouti and Serbia, both scheduled for closure in 2025. These measures are central to long term cost containment and efficiency.

Impact of US Government Stop Work Orders – The most significant operational and financial disruption in 2025 was the 90-day US Government Stop Work Order issued in January. Given the substantial share of US funding in several country portfolios, the freeze created a potential 20% reduction in activities, delayed implementation, and deferred revenue recognition. Although funding partially resumed later in the year, the interruption contributed to the lower overall revenue level and increased uncertainty across multiple country offices.

Major country operations – Despite these challenges, DRC sustained or expanded critical humanitarian responses in high needs and conflict affected contexts. Ukraine and Yemen remained the largest portfolios and

maintained delivery in volatile environments. In Syria and the wider MENA region, political and operational challenges continued to affect programme scale and predictability.

Program Spending

Inflationary pressures, high logistics costs, and tighter donor compliance frameworks continued to drive up programme delivery costs in 2025. At the same time, DRC pursued internal efficiency measures introduced in earlier years – including procurement optimisation, digitalisation, and structural adjustments as part of the organisational redesign.

Financial Items

Supported by prudent cash management DRC maintained a strong liquidity position throughout the year, with approximately DKK 1 billion available.

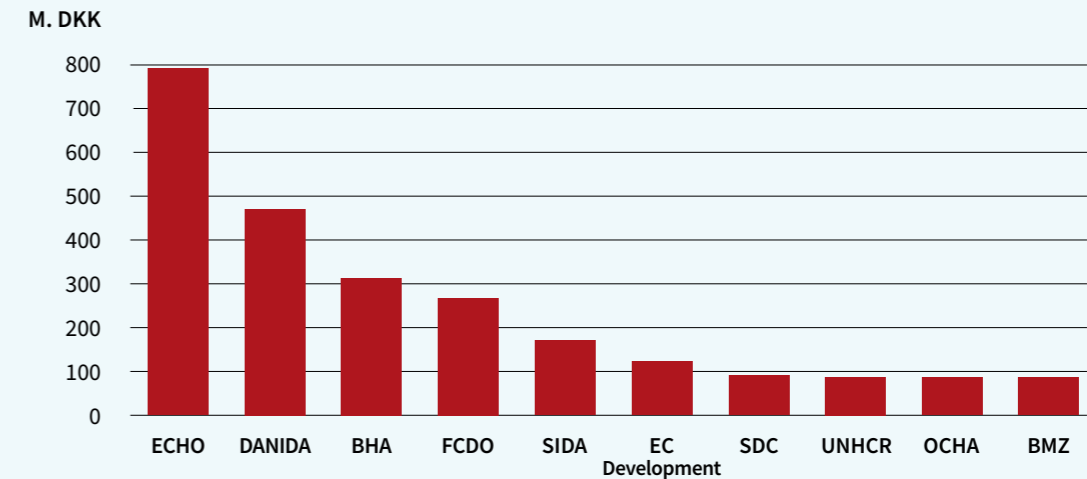
Foreign exchange fluctuations had the most significant financial impact during 2025 resulting in DKK 49 million losses. These losses, combined with other operational related losses and costs associated with the organisational restructuring, contribute to the -DKK 46,5 million financial results for 2025. Interest income remained positive at DKK 23 million.

Overall Financial Position

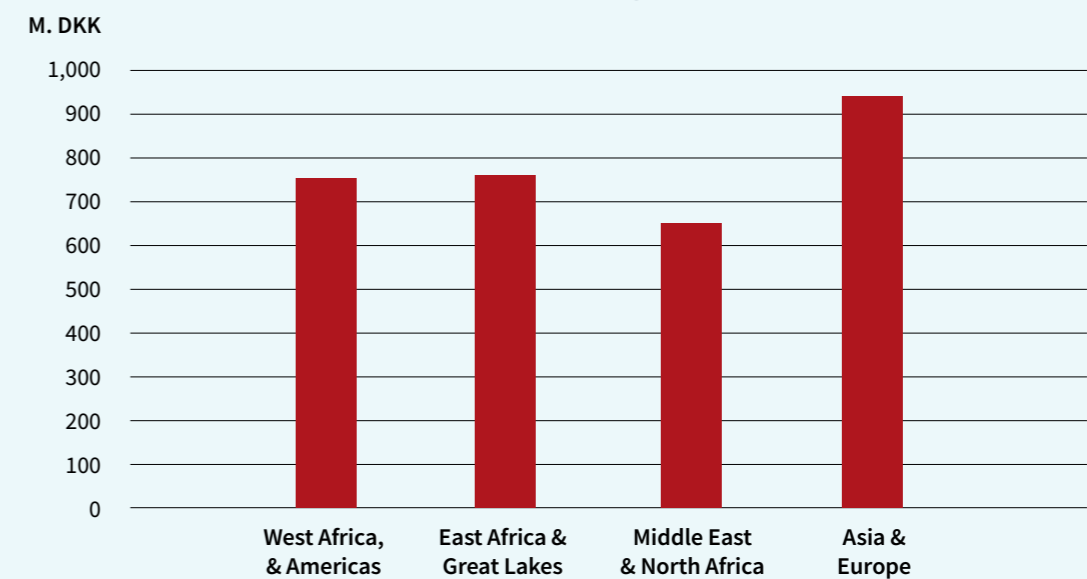
With full year revenue of DKK 3,451 million and a -DKK 46,5 million results, 2025 reflects a year marked by external funding disruptions, foreign exchange volatility, and significant internal transition. Notwithstanding these challenges, DRC enters 2026 in a robust financial position, supported by strong liquidity, a reinforced reserves framework, and a streamlined operating model. The organisation remains focused on navigating continued funding uncertainty while ensuring that resources are directed toward delivering principled, lifesaving humanitarian assistance to displacement affected populations worldwide.



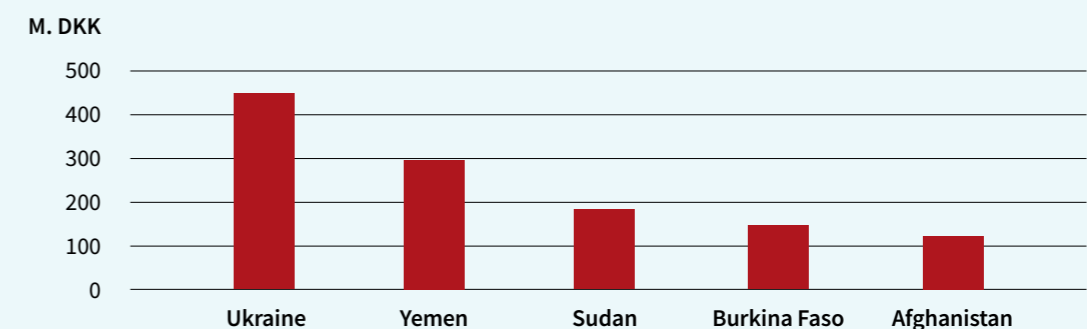
DRC top 10 individual donors in 2025



Turnover by DRC region in 2025



DRC 5 largest country operations, 2025 (turnover)



Financial highlights

DKK in millions	2025	2024	2023	2022	2021
Income-generating activities					
Public and private funds collected (restricted)	3,331	3,560	3,455	3,177	2,938
Private funds collected (unrestricted)	79	72	83	97	86
Income from own activities	41	39	33	28	99
Total income from income-generating activities	3,451	3,671	3,572	3,302	3,123
Expenses related to income-generating activities	3,224	3,503	3,338	3,085	2,841
Expenses related to own activities	37	34	29	23	106
Net financial income/expenses	28	-48	8	4	-2
Result from income-generating activities	163	183	197	189	196
Administrative expenses*	198	188	186	175	163
Result/loss before special-purpose activities	-35	-4	11	14	33
Special-purpose activities	12	9	10	7	8
Profit/loss for the year	-47	-13	1	7	25
Profit/loss for the year after usage of reserves	-44	-7	1	7	25
Balance Sheet					
Non-current assets	5	4	3	3	1
Current assets	2,268	1,978	1,809	1,846	1,317
Total assets	2,273	1,982	1,812	1,849	1,318
Equity-distributable funds	306	352	362	392	385
Equity-restricted funds	27	28	31	0	0
Total equity	333	380	393	392	385
Provisions	16	16	34	61	69
Other liabilities	1,924	1,586	1,385	1,396	864
Total equity and liabilities	2,273	1,982	1,812	1,849	1,318
Financial Ratios					
Profit margin on collection funds and income-generating activities	4.7	5.0	5.5	5.7	6.3
Administrative expense ratio*	5.7	5.1	5.2	5.3	5.2
Special-purpose activities ratio	0.3	0.2	0.3	0.2	0.3
Consolidation ratio	-1.3	-0.4	0.0	0.2	0.8
Safety margin	9.5	10.3	11.0	11.9	12.4
Equity ratio	14.7	19.2	21.7	21.2	29.2
Share of restricted funding	96.5	97.0	96.7	96.2	94.1

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

Management statement on the annual report

The Board of Directors and the Executive Management Team have considered and approved the annual report for the financial year of 1 January – 31 December 2025 for the Danish Refugee Council.

The annual report has been prepared in accordance with the requirements of the bylaws, the accounting provisions of the Danish Financial Statements Act governing reporting class A entities subject to the adjustments caused by the special nature of the organization, and ISOBRO's financial reporting guidelines for fundraising organizations.

Fundraising is conducted in accordance with "Indsamlingsloven" and related "Bekendtgørelse nr. 160 af 26. februar 2020".

In our opinion, the financial statements give a true and fair view of the organization's financial position on 31 December 2025 and of the results of its operations for the financial year 1 January – 31 December 2025.

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

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

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

Copenhagen, 19 May 2026

Charlotte Slente
Secretary General

Pia Løvengren Ravn
Chief Financial Officer

**The Board of Directors of
the Danish Refugee Council**

Carsten Stendevad
Chair

Ulla Næsby Tawiah
Deputy Chair

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East Africa Great Lakes Hub

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