

NRC

NORWEGIAN
REFUGEE COUNCIL



Annual Report from the Board 2018

MAY 2019

Cover photo: AFGHANISTAN/Badghis: In 2018 thousands were displaced from their homes because of conflict, drought and lack of food. The Norwegian Refugee Council (NRC) was working around the clock to ensure that the most vulnerable families received shelter to be able to make it through the winter.

Photo: Enayatullah Azad/NRC

Annual Report from the Board 2018 | 05.2019

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NRC's mandate and organisational set-up

The Norwegian Refugee Council is an independent humanitarian organisation working to protect the rights of displaced and vulnerable people during crises. NRC provides assistance to meet immediate humanitarian needs, prevent further displacement and contribute to durable solutions. NRC is Norway's largest international humanitarian organisation and widely recognised as a leading field-based displacement agency within the international humanitarian community. NRC is a rights-based organisation and is committed to the humanitarian principles of humanity, neutrality, independence and impartiality.

In 2018, NRC worked in both new and protracted crises across 31 countries. NRC's main activity is the delivery of humanitarian aid through programme activities in the field. It specialises in six areas of expertise, or "core competencies": shelter and settlements; livelihoods and food security; information, counselling and legal assistance (ICLA); education; camp management; and water, sanitation and hygiene promotion (WASH).

NRC advocates towards decision-makers in order to obtain full respect for the rights of displaced and vulnerable people. It advocates at local, national, regional and global levels, basing messages and strategies on first-hand experience and specialised expertise.

NRC's Internal Displacement Monitoring Centre (IDMC) in Geneva is a global leader in monitoring, reporting on and advocating for people displaced within their own country.

NORCAP is the Norwegian Refugee Council's global provider of expertise to the humanitarian, development and peacebuilding sectors. It builds partnerships with international organisations and national actors to protect lives, rights and livelihoods. NORCAP provides expert personnel and collaborates with partners to identify needs and to establish common goals and projects. It helps strengthen partner capacity and improve coordination and collaboration.

NRC's country programmes are managed and coordinated by four regional offices. The regional office for the Middle East is based in Amman, the East Africa and Yemen region in Nairobi and the Asia, Europe and Latin-America region in Oslo. The Central and West Africa regional office moved from Oslo to Dakar in July 2018.

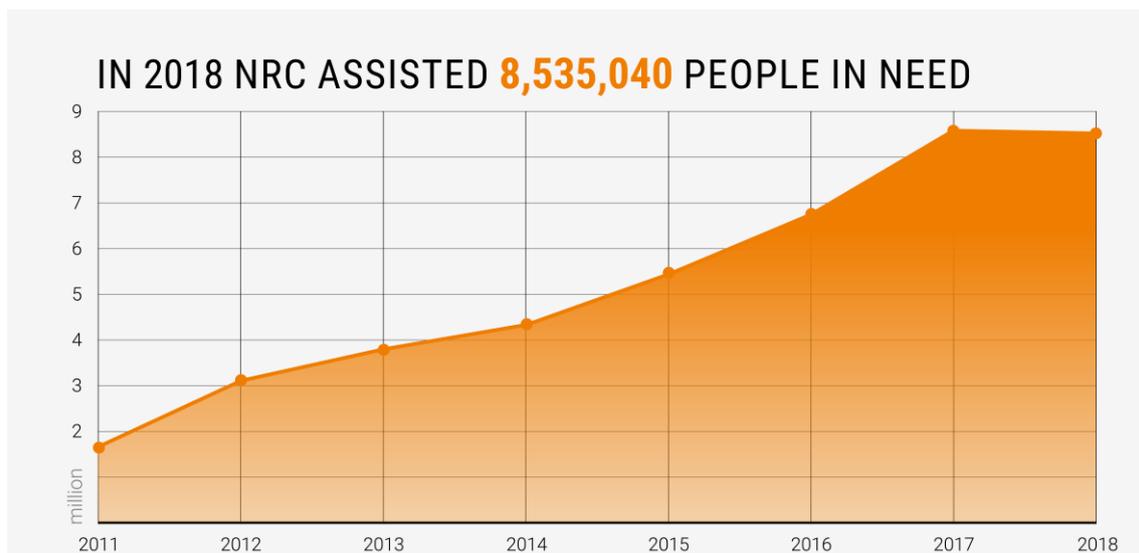
In addition, during 2018 NRC had representation offices in Brussels, Geneva, Dubai (for the Gulf countries), Berlin, Washington DC and liaison functions in London and Addis Ababa (liaison to the African Union). These representation offices have been established to ensure close and ongoing dialogue with decision-makers and partners around the world. At the end of 2018, it was decided to initiate a closure of the Gulf office and this will be completed during the first half of 2019.

NRC's head office is located in Oslo, from where NRC participates actively in Norwegian public discussions and engages in a broad range of information, advocacy and fundraising efforts on displacement issues that target decision-makers, civil society and the public at large.

At the end of 2018, approximately 14,500 people worked with and for displaced people on behalf of NRC. Of these, NRC employed a total of 7,700 staff members (including NORCAP deployees). Most of the staff are hired nationally to work for one of NRC's country programmes, and a small number are based at the head office in Oslo or at the representation offices.

Programmes

NRC assisted over 8.5 million people in need across 31 countries in 2018. This was a 2.3 percent decrease compared to 2017.



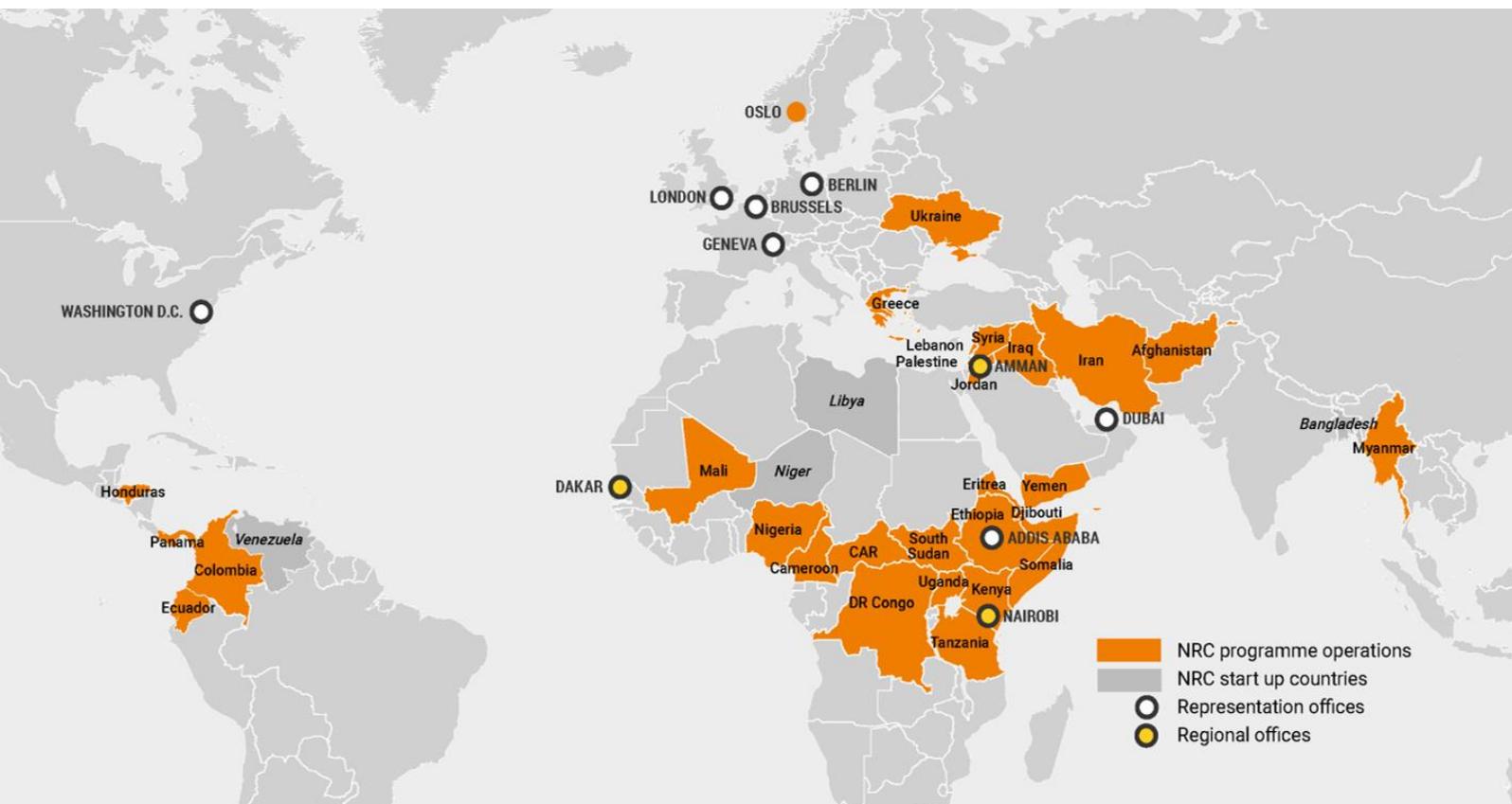
The distribution of the people assisted changed across the regions in 2018, with a reduction in the Middle East, and an increase in the three other regions. The reduction in the Middle East was largely driven by changes in the conflicts in Iraq and Syria, which led to a drop in large-scale emergency programmes coupled with greater integration of programmes and more complex and targeted interventions. At the same time there was an increase in emergency programming in the East Africa and Yemen region, including large food distributions in South Sudan.

The increase in the smaller regions (Asia, Europe and Latin America; and Central and West Africa) was partly a result of the escalating crises in Venezuela, DR Congo and the Lake Chad region. In response to the situation in Venezuela, NRC scaled up

its activities within the country as well as in the neighbouring countries. NRC established a stronger presence in Central and West Africa by opening a regional office in Dakar, Senegal. The new country office in Cameroon also enabled NRC to better respond to the Lake Chad crisis, as well as to the growing conflict and displacement crisis in the English-speaking South-West region of the country. Due to the expansion of programmes in Central and West Africa in particular, and through targeted advocacy efforts, NRC boosted its response to neglected crises during 2018.

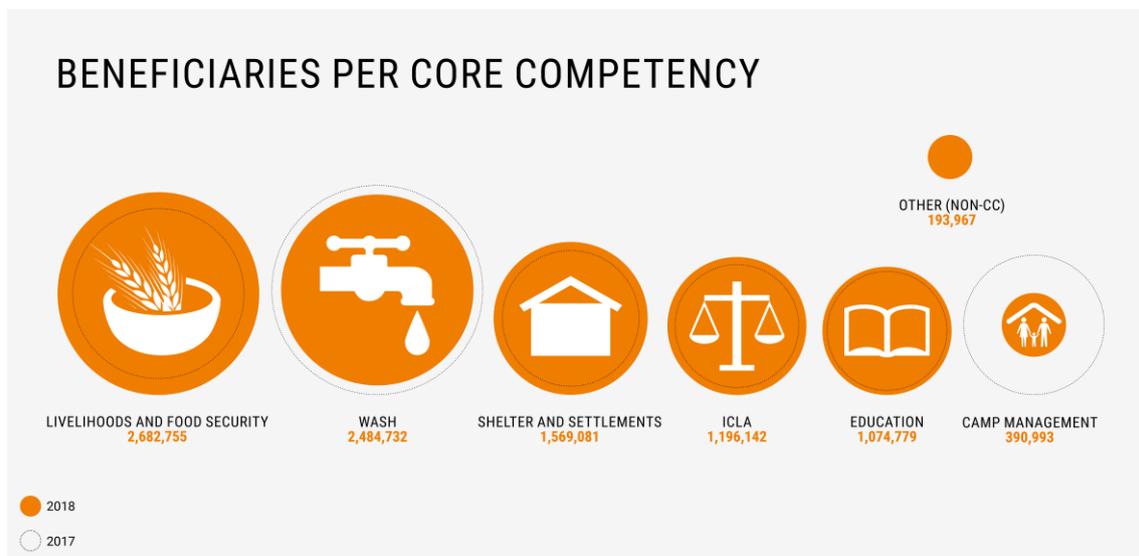
NRC established a light presence in Tripoli and Benghazi in Libya. The focus will initially be on supporting internally displaced people, but a response to mixed migration will also be assessed. Furthermore, NRC obtained registration in Niger but has not established a programme yet. At the end of 2018, NRC also obtained legal registration in Bangladesh allowing NRC to start direct implementation of activities during 2019. Since 2017, NRC has been working in Bangladesh through a local NGO partner, Coast Trust, providing assistance to refugees and host communities through Education and Information, Counselling and Legal Assistance (ICLA) activities.

In 2018, NRC ended its country programme in Greece, handing over all remaining activities to peer organisations and UNHCR.



In terms of the type of support NRC provided, there was a large increase in livelihoods and food security in 2018, and smaller increases in shelter, education and ICLA. There was a drop in the number assisted through camp management and WASH compared to 2017, among others due to the contextual changes in the Middle East.

NRC continued to improve its programme quality in 2018, not only through continuous development of its six core competencies, but also through the development of more programmes integrating several core competencies, the distribution of cash as a programme modality and strengthening of its protection work.



NRC Global Strategy 2018-2020

2018 marked the first year of NRC's Global Strategy 2018-2020. The strategy has four main ambitions:

- 1) Be a leading displacement agency in hard to reach areas
- 2) Be a champion for durable solutions
- 3) Becoming a leader in using data and technology to deliver better
- 4) Being a great organisation to work for

During 2018, the focus was on defining the scope of and developing plans for how to reach these ambitions.

Be a leading displacement agency in hard to reach areas

In 2018, NRC worked in 31 countries worldwide of which 19 were considered 'inaccessible', 'nearly inaccessible' or 'accessible with high access constraints' according to ACAPS Global Access Ranking. ACAPS is an independent project specialising in humanitarian needs analysis and assessment.

NRC's ability to respond in these countries was a result of significant improvements in its capacity to access and operate in protracted complex emergencies over the past ten years. However, there is a need to invest further in addressing the challenges that prevent effective humanitarian response in hard to reach areas.

Humanitarian space is shrinking and risk increasing in many operating environments. The ambition for NRC to be a leading displacement organisation in hard to reach areas implies not only meeting basic needs through quality and sustained programming, but also to apply an innovation lens and test out new approaches and methodologies. With a wealth of practical experience operating in difficult areas, NRC aims to further strengthen its ability to stay and deliver in such contexts.

In 2018, a global roadmap was developed focused on three key goals: getting and maintaining humanitarian access, delivering sustained and quality programming in hard to reach areas, and evidence-based advocacy. The organisation developed its approach to classifying hard to reach areas and institutionalised the ambition in internal strategy and planning processes. NRC also worked with other organisations to enhance delivery in hard to reach areas, including through a series of trainings on access and negotiations.

For 2019, priorities will include developing technical resources and tools for programming in hard to reach areas, strengthening the ability to engage with assertive governments and non-state actors, expanding access and negotiation skills training, and gathering data in partnership with ACAPS and others to inform programme targeting.

Be a champion for durable solutions

By durable solutions NRC means that displaced people can return home, integrate in the host community, or be allowed to resettle in a third location. Durable solutions have been part of NRC's programming for many years, but with this ambition NRC will pursue the following objectives during 2018-20: (1) strengthening NRC's recognition as a key organisation working to support durable solutions; (2) mobilising more funding for durable solutions, both from humanitarian and development donors; (3) being a strong, experienced and principled voice in promoting durable solutions; and (4) forging key strategic partnerships on durable solutions.

In 2018, two regions developed contextualised frameworks for durable solutions, several regions took part in relevant networks and the ambition was institutionalised in country strategies. In addition, NRC secured multi-year funding for eight countries and increased its funding from development donors.

Going forward, NRC will strengthen the ability to measure its contribution to durable solutions and build capacity to mobilise funding for durable solutions programming. NRC will also develop its core competencies further in terms of their durable solutions component and expand its engagement in the global durable solutions debate.

Becoming a leader in using data and technology to deliver better

The aim of this ambition is to use technology and data in NRC's programmes and interaction with its stakeholders (displaced people, host communities, partners, donors, staff and others). Furthermore, it implies re-thinking how NRC operates and engages with stakeholders and how it conducts business and core processes. This will involve building new skillsets and culture within the organisation.

Working with Accenture Development Partners, NRC developed a strategy in 2018 for the implementation of the digital ambition. To implement the strategy, a Digital team was established in Berlin. The team has acted as a catalyst for the design and delivery of key solutions such as Cycles, a digital solution for NRC's project cycle management processes. Additional capacity was also established within the Field Operations department and several key initiatives were launched, such as a digital transformation project for NRC's Information, Counselling and Legal Assistance programmes. Efforts to improve connectivity in order to enable cloud applications were successfully implemented in West Africa. Most of the investments so far have focused on back-office applications and this is likely to continue in 2019.

In 2019, increased focus will be placed on governance and system architecture design, as well as on identifying a financing model for sustaining digital developments and investments over the long-term. NRC will also focus on cybersecurity capacity and awareness, staffing up and developing digital skills among staff, and delivering products such as NRC Cycles and Core – a new programme beneficiary database.

Be a great organisation to work for

In 2018, NRC developed a framework defining what it means for NRC to be a great organisation to work for and how to get there. NRC will focus on five areas: 1) attracting and recruiting staff; 2) engaging staff; 3) developing staff; 4) providing appropriate staff care; and 5) retaining staff. Ninety-two per cent of NRC staff say they would recommend NRC as a good organisation to work for, but there is still significant room to improve in the areas identified.

The focus in 2018 has been on getting the basics in place for effective talent management. NRC chose a supplier for a Human Resource Management (HRM) system and implementation will start in 2019. NRC also established a learning and development function and developed a strategy for the coming years, focused on improving the onboarding of new staff and capacity building of managers and leaders.

Besides on-going work on learning and development, the main focus in 2019 will be on ensuring that NRC attracts the right type of talents, further develop its tools for recruitment and the development of a global talent and succession management programme. The new HRM system (NRC People) will also enable the organisation to track progress towards this ambition.

NORCAP

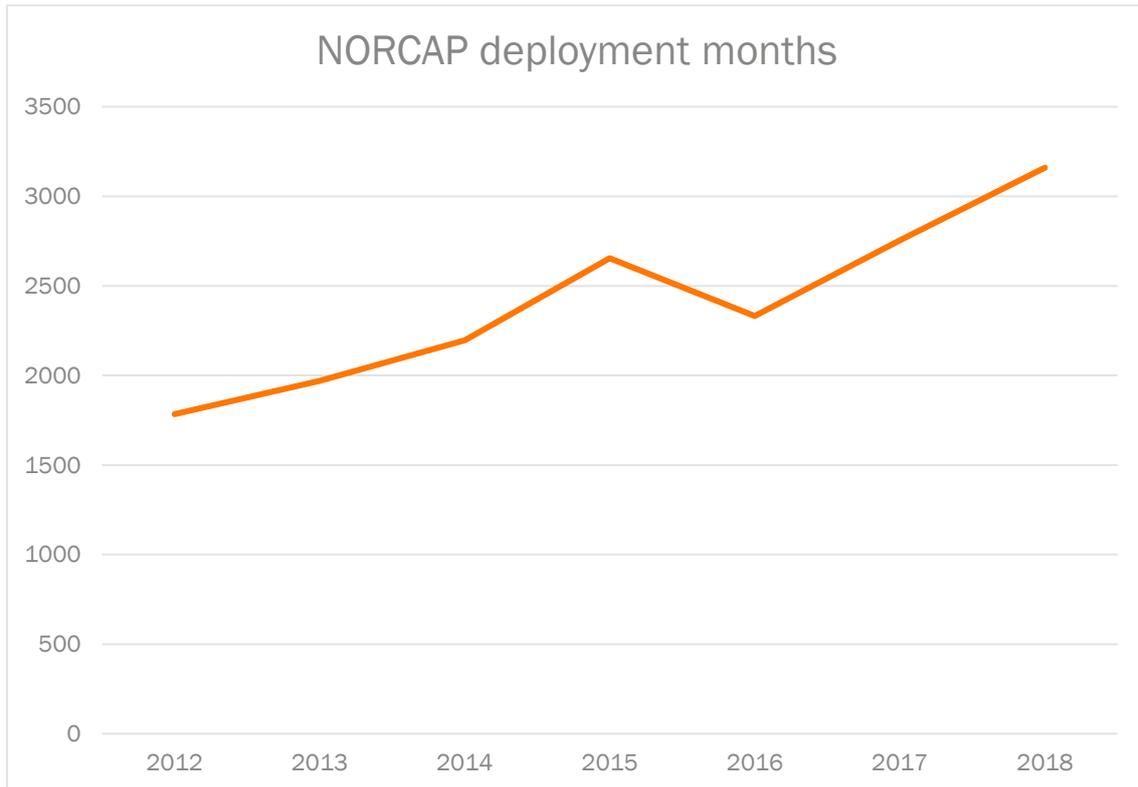
Over the past decade, NORCAP has made a shift from being a transactional standby partner – filling gaps in UN response – towards becoming a more transformational actor working to solve capacity challenges across the peace, humanitarian and development sectors. Deployment of experts is still an important way of achieving this, but it is no longer the only one. The first year of the NORCAP 2018-20 strategy has further accelerated this shift.

NORCAP is increasingly advocating and working with national and international partners to develop joint projects to boost expertise and capacity in key thematic areas, such as cash programming, climate services, education and gender-based violence.

During 2018, NORCAP contributed 3,160 person-months of support to partners in the peace, humanitarian and development sectors. The elections observers improved democratic accountability in 15 elections worldwide. In Ukraine, civilian observers contributed to maintain a fragile ceasefire. Overall, partners were highly satisfied with the services of the experts deployed but there is still a need to improve the systems to learn more about the impact and sustainability for the end-users, i.e. people in need.

NORCAP focused its project development and fund-raising efforts on a limited number of thematic areas, i.e. cash programming, climate services, education and combatting gender-based violence. This strongly contributed to the success of the two former and has laid the ground for success on the two latter in 2019.

NORCAP reached its budget targets for 2018 and is well placed to do the same in 2019. Still, as the number of donors increase, compliance with reporting needs to be further systematised.



Advocating for the rights of displaced people

NRC advocacy in 2018, both private and public, resulted in significant changes to policy and practice that had a direct positive impact on the lives of thousands of displaced people.

For example, NRC convinced several governments to make it easier for refugees and internally displaced people to obtain identity documents. Having identity documents is crucial to obtain access to fundamental services such as health and education, and in many cases, just to move around. NRC successfully advocated for access to housing, land and property documents, and for access to work permits and other documents necessary for displaced people to earn a living. In several countries, NRC also successfully advocated for a halt to forced returns of displaced people to unsafe conditions.

On the global level, NRC's advocacy efforts in 2018 focused on Yemen, Syria and the situation in the Lake Chad Basin. Advocacy efforts on Yemen centred on the impact of the lack of imports of humanitarian aid and commercial goods, contributing to pressure on the Saudi-led coalition to ease the blockade of the country and refrain from a sustained military campaign against Yemen's main port, which would have had devastating consequences for Yemen's civilian population. On Syria, NRC highlighted, among other issues, the need for returns to be voluntary,

safe, and dignified. Regarding the Lake Chad Basin, NRC worked to ensure that donors recognise that there are still significant humanitarian needs that will not be met if there is too much focus on efforts to establish government control (i.e. “stabilisation”).

NRC used media actively in 2018 to advocate for change in these and other situations. An example where public advocacy played a key role was in highlighting the potential detrimental consequences of an attack on the Hodeidah port in Yemen cited above.

The media work was also pivotal in the efforts to shed light on the lack of international support for humanitarian crises worldwide as it reminded donors and stakeholders about people affected by crises and that they should continue to provide humanitarian support to affected countries.

NRC has increasingly established itself as an expert on neglected crises and NRC’s annual neglected displacement crises list received good international media coverage. NRC also managed to draw media attention to several neglected crises, including to the Democratic Republic of the Congo and the Central African Republic.

NRC’s work to advance how the international community responds to humanitarian crises saw significant progress in improving humanitarian funding; more and more organisations and donors are agreeing to measures that reduce administrative work, for example using the same reporting standards. An increasing number of donors is also agreeing to provide more flexible and longer-term funding.

At the same time, several donors are introducing vague conditions in their grant agreements, particularly related to counterterrorism. These clauses do little to prevent aid diversion to proscribed groups, but unfairly transfer risk to operational organisations working in very difficult areas. The result could be that organisations decide that they can no longer try to assist the most vulnerable people living in these areas because of the legal risk involved. NRC dedicated significant advocacy resources to push back against this practice.

NRC also dedicated significant resources in 2018 to engaging with the development of the Global Compact on Refugees and to ensure that disaster and climate displacement are on the global policy agenda.

NRC continued contributing with an international perspective and experience to Norwegian refugee and asylum debates through media, briefings, panel discussions and private meetings with politicians and government officials. Main issues have included Norwegian adherence to the Refugee Convention, increased international funding, European responsibility sharing, such as relocation of asylum seekers from Greece, and maintaining a generous resettlement quota. Actual impact has been lower than in previous years, with generally reduced public and political interest in forced displacement in the Norwegian context.

The Internal Displacement Monitoring Centre (IDMC) continued its work to improve the protection of and assistance to internally displaced people. To mark the 20-year anniversary of both the UN Guiding Principles on Internal Displacement and the organisation itself, IDMC organised a series of key events, including its first displacement data roundtable and first internal displacement conference, which brought together a wide audience. In 2018, IDMC produced a total of 38 publications that were widely cited by the media, academic, and international community; its flagship report, the annual Global Report on Internal Displacement, provided a historical review of normative frameworks and progress made toward reducing internal displacement over the past 20 years.

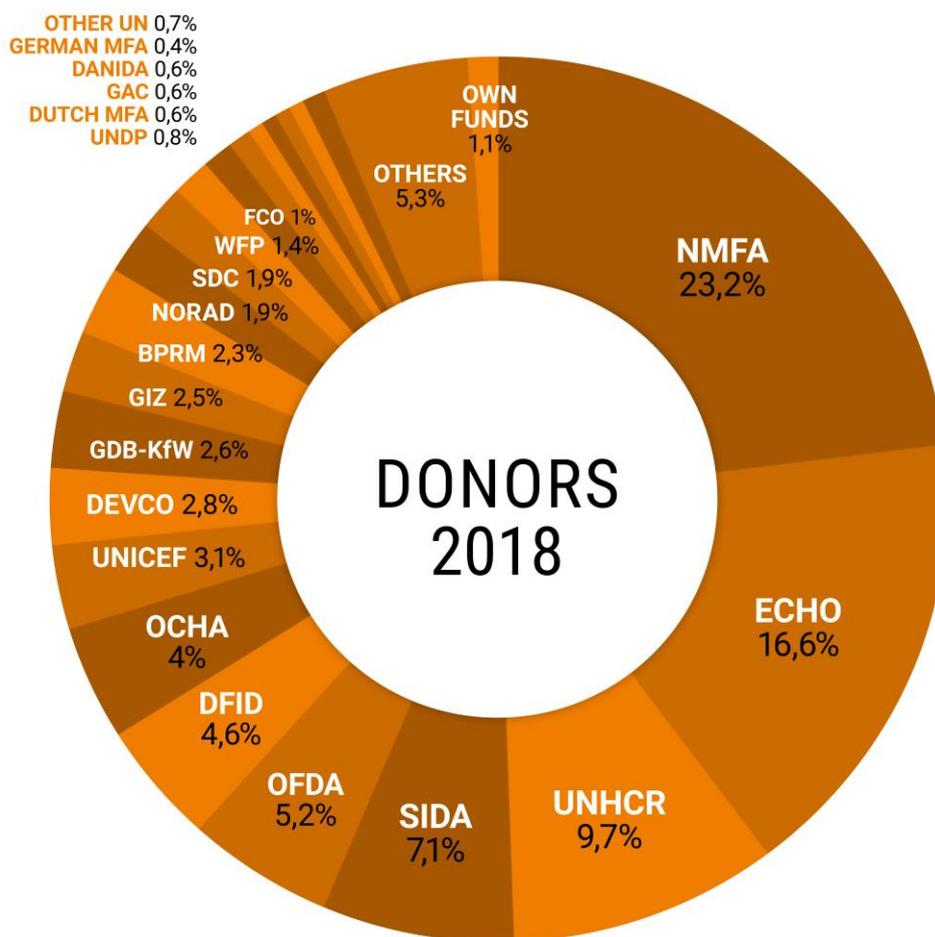
Finance and revenue base

NRC's financial income continued to grow in 2018, but at a slower pace than in recent years. The total income in 2018 was NOK 4.21 billion, an increase of 4 per cent from the year before.

The annual accounts showed a positive result of NOK 4 million. In 2018, the equity with external restrictions was reduced by NOK 8 million, to zero. Equity with internal restrictions was reduced by NOK 3 million and other equity was strengthened by NOK 14 million. The total equity is assessed to be of a reasonable size. By the end of the year, current assets amounted to NOK 1.661 billion, against a short-term debt of NOK 1.241 billion. The debt ratio was 1.34, which is satisfactory. The organisation has no long-term debt and although there are large variations during a year, liquidity is in general good. Surplus liquidity is invested in money market and bond funds, not in the stock market.

In terms of income, the volume from 2017 to 2018 shifted slightly from the Middle East and East Africa, the two regions where NRC traditionally have the highest income, to Central and West Africa, as well as Asia, Europe and Latin America.

NRC continued to receive substantial amounts from almost all major institutional donors and to expand its donor base. The Norwegian Ministry of Foreign Affairs (NMFA, 23%), ECHO (17%), UNHCR (10%) and Sida (7%) remained NRC's four largest donors in 2018, and its most important strategic partners. For the first time the Office of U.S Foreign Disaster Assistance (OFDA) became NRC's 5th largest donor (5%), closely followed by DFID (just below 5%), and OCHA (4%). Funding from US and German donors, and donors with a development focus, grew the most in 2018. For 2019, NRC expects a similar level of funding from its major institutional donors.



NORCAP

In 2018, NORCAP was very successful in terms of securing additional crisis funding from the NMFA and managed to fundraise approximately NOK 50 million in addition to the 3-year frame agreement. Fundraising efforts for the NORCAP growth areas Cash, Climate, Education and Gender-based Violence were reasonably successful in 2018 and the establishment and fostering of new strategic partnerships will continue in 2019.

Private sector fundraising

Contributions from individual and corporate donors are a crucial source of income. NRC therefore has an ambition to significantly increase the level of funding from the private sector over the coming years, including through expansion beyond the Norwegian market.

Private fundraising generated NOK 128.7 million in 2018, which is an all-time high. The main source of income was regular individual donors. At the end of the year, NRC had 28,445 regular individual donors in Norway and 3,488 in Sweden, who

have signed up to donate on a monthly basis. The average monthly donation per donor was NOK 262 in Norway and NOK 190 in Sweden. The total growth in active regular donors in 2018 was 34 per cent for these two markets.

Income from single donations from both digital and direct mail has improved as a result of more focus on income generating activities in all channels.

Corporate partnerships generated NOK 9.9 million. In addition, NRC received pro bono services from the corporate sector at a value of NOK 13.4 million.

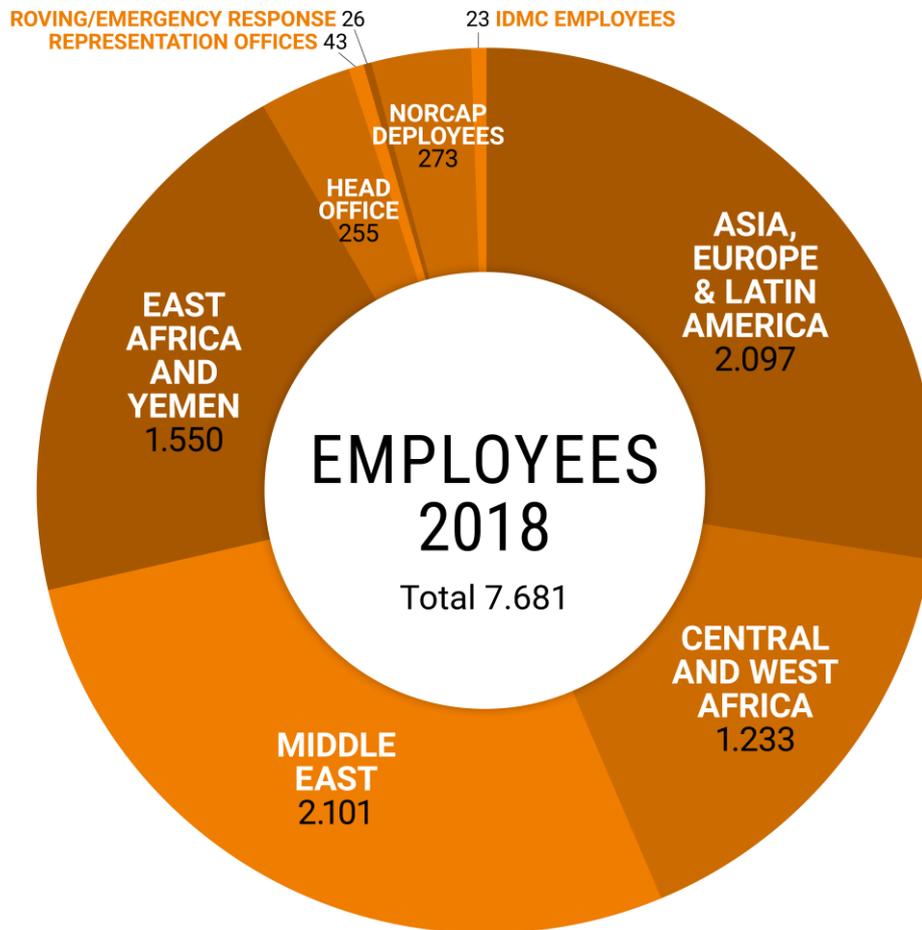
The Scouts campaign in December generated NOK 770,000, earmarked to NRC's work in Uganda. This was the last year of a two-year focus on Uganda. Over the coming two years, the Scouts campaign will focus on Tanzania.

Human resources

NRC's Human Resources (HR) policy is to ensure equal opportunities and rights, and to prevent discrimination based on ethnic origin, nationality, language, gender, sexual orientation, religion or beliefs.

At the end of 2018, around 14,500 people worked for NRC to deliver humanitarian assistance. About 7,700 were employees, including 6,500 national staff. Around 6,800 were incentive, daily and other types of workers, typically displaced people or members of the local community.

A breakdown of regular employees by region/office is presented in the chart below:



Numbers as of 31 December 2018. Excludes incentive, daily and other types of workers.

Nationality, gender distribution and immigrant backgrounds

NRC's 493 employees on international contracts represented 77 different nationalities. The two largest groups were employees from the United Kingdom and France, followed by the United States, Kenya, Italy, Canada, Norway, Spain, Pakistan, the Ivory Coast, Uganda and Ethiopia. Thirty-three per cent of employees at the head office in Oslo had an immigrant background, defined as having immigrated to Norway or having parents who were both born outside of Norway.

The distribution of gender at the head office in Oslo was 62 per cent women and 38 per cent men at the end of 2018; management at head office comprised 51 per cent women and 49 per cent men. Gender distribution among senior management at head office was 57 per cent women and 43 per cent men, and in the Board of Directors, there were five men and five women. Among staff in advisory roles and

line managers, men and women at head office were at approximately even salary levels.

At the regional and country office level, gender distribution was 58 per cent male and 42 per cent female among international staff. There were 65 per cent men and 35 per cent women among national staff. At the country and regional office level, NRC struggles to secure a good gender balance in some senior positions. In 2019, NRC will continue the work to improve its recruitment practices to ensure that more women are recruited.

At the representation offices the national staff gender distribution was 33 per cent male and 66 per cent female. Within expert deployments, the gender distribution among experts deployed was 56 per cent male and 44 per cent female. In IDMC, the gender distribution was 50/50 men and women.

One of NRC's strategic objectives for 2018-2020 emphasise that NRC will expand leadership development at all levels, focusing on developing and creating leadership opportunities for national staff and for women. Furthermore, it will strive for gender balance in NRC's leadership at all levels. In 2018, female country directors raised concerns about the low numbers of women in senior leadership positions in the field. A female staff survey was developed to get further data and acquire more in-depth knowledge in order to put the right measures in place. Sixty-three per cent of NRC's female staff globally (in grade 5 and above) responded to the survey.

The results of the survey will be used to develop measures aimed at achieving a better gender balance in NRC, both at a global level and at a local level within each country office. By the end of 2018, NRC developed an action plan for future initiatives within recruitment, learning and development, attraction and employer branding. Since the female staff survey, there has been a positive trend in the proportion of female staff in management positions at country level, especially among female country directors, with an increase from 19 per cent in 2017 to 30 per cent by the end of 2018.

Duty of care

For NRC to reach its ambitions and ensure quality assistance, staff need to feel reasonably safe and supported.

In 2017, NRC developed Duty of Care Standards that are mandatory for all country offices. The main focus in 2018 was on awareness raising and ensuring implementation of the standards. NRC developed a Duty of Care Toolbox including generic presentations, leaflets and posters. Duty of care was presented and discussed in staff meetings and workshops across the organisation. The duty of care eLearning was launched. The eLearning module recreates field and management decision scenarios and helps staff to test and assess their decisions and choices against NRC's standards. From January till December, 700 staff

completed the module. Compliance with the Duty of Care Standards improved during 2018, showing an increased awareness of, but not yet full compliance with the standards. Continuous support, training and monitoring are still needed.

When it comes to staff care, Medfit was introduced. This is a health screening system for international staff. Accident insurance was offered for daily and incentive workers. On the security side, NRC continued Hostile Environment Awareness Trainings (HEAT), security trainings for national staff and crisis management trainings. In 2018, NRC developed a new reporting system that will provide an overview and case management of all incidents, accidents and breaches to internal regulations involving security, HR, IT security and GDPR, corruption and sexual exploitation and abuse. This has been a result of cross-departmental cooperation.

The Global Staff Survey, with a participation rate of 74 per cent, shows that the organisation still has some challenges. Based on the results, the Senior Management Group is following up with concrete initiatives on bullying and sexual exploitation and abuse (SEA), safety & security, work related stress and learning & development.

NRC will ensure a more holistic approach by introducing a Health, Safety and Security Risk Management Policy for all staff in 2019. The new HRM system will also provide better data and overview on duty of care-related components. Other important elements will be the new reporting system; a Global Health, Safety and Security Training Strategy; Health Guidelines; and a pilot in peer support. In addition, NRC will further evaluate and develop measures for staff in hard to reach areas and daily and incentive workers. A Global Awareness Campaign will include important messages to staff groups on health, safety, security and the working environment.

Incidents

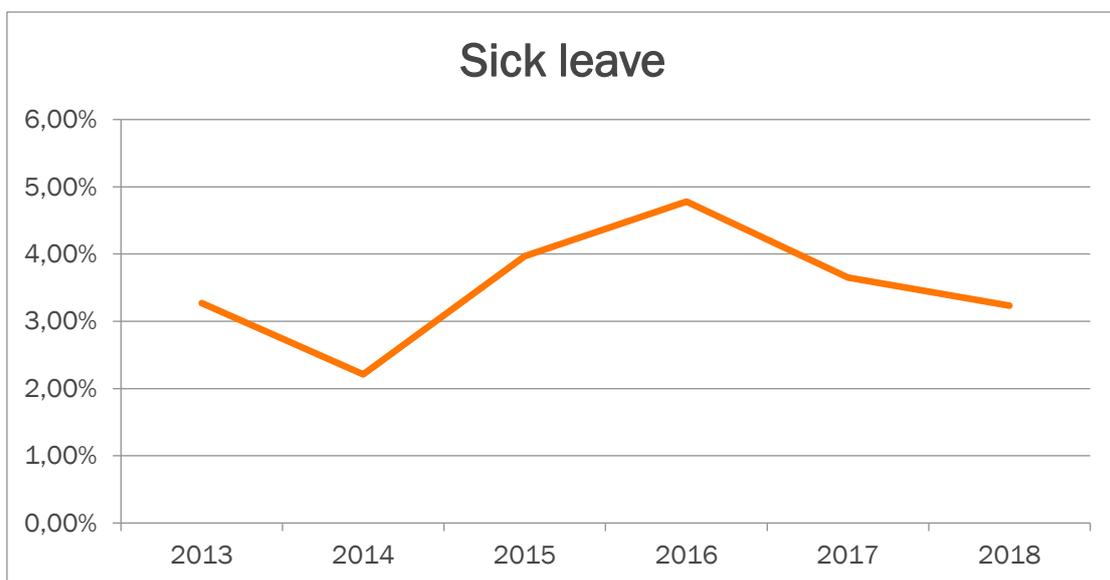
In total, NRC recorded 621 incidents related to its field operations in 2018. 1,074 NRC staff were involved in an incident. Out of these, 874 were national staff and 200 international staff. The most common incidents, as in 2017, were burglary/robbery/theft, intimidation/treats and harassments, and road traffic incidents. The three categories accounted for around 36 per cent of all incidents.

Forty-seven incidents resulted in NRC staff being injured and one driver died as a result of a traffic accident. More than half of all incidents had a moderate or lower impact on NRC staff and operations. In 152 cases, field operations were delayed, or incidents resulted in temporary hibernation or relocation. In 85 cases, field operations were suspended. 41 per cent of all incidents occurred in Iraq, Lebanon and Syria.

As the new incident reporting system is rolled out globally in 2019, the expectation is a higher number of reports but also better data quality enabling more targeted mitigating measures. For 2019, training and awareness raising among national staff will also be prioritised.

Sick leave

In 2018, the sick leave rate at head office was 3.23 per cent, compared to 3.65 per cent in 2017. This was lower than the national average. NRC upheld opportunities and commitments within the Norwegian government's Letter of Intent regarding a more inclusive working life (the IA Agreement) to facilitate an inclusive work environment for its staff.



Environmental impact

The organisation's operations did not result in any significant environmental impact.

Board of Directors

The following people constituted the Board in 2018:

- Harald Norvik (Chairman of the Board)
- Hege Marie Norheim (Deputy Chair)
- Kiran Aziz
- Lisa Ann Cooper
- Walter Kälin
- Sturla Stålsett
- Claus Sørensen (from May 2018)
- Joséphine Goube (from February 2018)
- Anne Huser (Board member elected by staff)
- Jeremy Francis (Board member elected by staff)

The Board conducted five ordinary Board meetings and two Board seminars. The Board discussed 55 agenda items throughout the year. Members of the Board visited the Democratic Republic of the Congo (DRC) country office in March.

The Board and the administration had a close and productive collaboration. Board meetings and seminars consisted of comprehensive discussions focusing on among others audit and risk, organisational development and impact of NRC programmes.

The Board thanks NRC's employees for their dedication and hard work and looks forward to continued cooperation in 2019.

The Board confirms that the conditions for continued operations are fulfilled.

Oslo, 9 May 2019



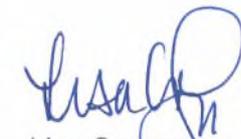
Harald Norvik
Chairman of the Board



Hege Norheim
Deputy Chair



Kiran Aziz
Board member



Lisa Cooper
Board member



Joséphine Goube
Board member



Walter Kälin
Board member



Sturla Ståsett
Board member



Claus Sørensen
Board member



Jeremy Francis
Board member elected by staff



Anne Huser
Board member elected by staff



Jan Egeland
Secretary General



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