

# **Annual Report from the Board**

2024

Cover photo: Nasson Song Promoco/NRC.
A woman smiles while NRC staff support Sudanese refugees receiving birth certificates for their children in Aboutengué Camp, Chad.





## **Table of contents**

## **INTRODUCTION**

Message from the Board Chair and the	04
Secretary General	
NRC's mandate and organisational setup	05
Where we worked	07

## **CONTEXT**

Global humanitarian needs	10
Neglected crises	11
NRC's priority crises	12
2025 and Beyond	13

## **NRC RESPONSE**

Overview	14
Education	15
Cameroon	17
Information, counselling and legal assistance	18
Niger	20
Livelihoods and food security	21
Sudan	22
Protection from violence	23
Colombia	24
Shelter and settlements	25
Palestine	26
Water, sanitation and hygiene promotion	27
Ukraine	28
Cash and voucher assistance	29
Local actors	30
Core Humanitarian Standard	31
Emergency response	32
NRC Global Strategy	33
Policy and advocacy	36
NORCAP	38
NRC's people	40
Health, safety and security	42
Finance and revenue base	43
Risk management	46
Environmental impact	48
The Board	50

Ahmed and his little brother are playing house inside their caravan in Azraq Camp.

# Message from the Board Chair and the Secretary General

In the Norwegian Refugee Council's 78-year-long history, we have never witnessed as many refugees and internally displaced people as in 2024. The number of forcibly displaced people reached a record high of 120 million, with humanitarian needs massively increasing. NRC's 15,000 humanitarian workers continued working throughout the year for nearly 10 million victims of conflict and displacement. These efforts represent rare glimmers of hope in wars that have caused devastation for decades. Too few conflicts have been resolved while new wars are breaking out, leaving millions of people in great need and often dependent on humanitarian support to survive.

Last year's dramatic developments in countries like Myanmar, Afghanistan, Sudan, Palestine and Syria show that the effective services NRC provides, often in hard-to-reach areas, are needed like never before.

To meet the growing needs, we are continuing to step up our work to provide education, legal assistance, livelihoods and food security, protection from violence, shelter and settlements, and water, sanitation and hygiene to people displaced by violence and conflict in across 40 countries.

Our humanitarian field workers are operating in increasingly complex environments with many

parties to conflict and often assertive authorities, while humanitarian funding is levelling off. NRC's efforts to highlight the underfunded and neglected crises continue to be crucial through global news media and with decision makers. Our local and regional humanitarian diplomacy for vulnerable communities has often been successful. It is crucial that we stand firmly by the humanitarian principles of humanity, impartiality, neutrality and independence in all our work in an age when aid is too often politicised.

The rapidly increasing costs in and of humanitarian operations and the reduction in humanitarian funding have had an impact on the entire humanitarian sector, including NRC. In 2024, NRC carried out an organisational change programme, "2025 and Beyond", to reduce administrative costs and establish a more scalable structure.

Thus far, 2025 has produced even greater challenges to our humanitarian mission, with unprecedented cuts in funding by one of our largest donors, the United States. We will continue to work hard to make our operations efficient and sustainable for the future, as we adapt to an ever-changing humanitarian landscape and serve communities in great need in the best possible way.





Mistrie Slegen Lond
Jan Eggland

## Mandate and organisational setup

The Norwegian Refugee Council (NRC) is an independent humanitarian organisation working to protect the rights of displacement-affected people during crises. NRC provides assistance to meet immediate humanitarian needs, prevents further displacement and contributes to durable solutions.

NRC is Norway's largest international humanitarian organisation and is widely recognised as a leading field-based displacement agency within the international humanitarian community. It is a rights-based organisation and is committed to the humanitarian principles of humanity, neutrality, independence and impartiality. NRC is registered as a foundation under Norwegian law.

NRC specialises in six areas of expertise, also known as "core competencies" within the organisation.



**EDUCATION** 



INFORMATION, COUNSELLING AND LEGAL ASSISTANCE



LIVELIHOODS AND FOOD SECURITY



**PROTECTION FROM VIOLENCE** 



**SHELTER AND SETTLEMENTS** 



WATER, SANITATION AND HYGIENE PROMOTION

In 2024, NRC worked in both new and protracted crises across 42 countries. Its main activity is the delivery of humanitarian aid through programme activities in the field.

NRC advocates towards decision-makers to obtain full respect for the rights of displaced and vulnerable people. It advocates at local, national, regional and global levels, basing its 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 provides expert personnel and collaborates with partners to identify needs and establish common goals and projects. It helps strengthen partner capacity and improve coordination and collaboration.



An NRC staff member walks in Gaza, where solid waste has piled up due to fuel shortages, impacting essential services and increasing the risk of disease



NRC's country offices were managed and coordinated by six regional offices. In April 2024, the Asia and Latin America office was divided into two separate regional offices.

The regional office for Latin America is based in Bogota and the regional office for Asia is based in Oslo. The regional office for the Middle East and North Africa is based in Amman, the East and Southern Africa office in Nairobi, the Central and West Africa office in Dakar, and the Central and Eastern Europe office in Warsaw.

During 2024, NRC also had representation offices in Brussels, Geneva, Berlin, London and Washington, D.C. Representation offices have been established to ensure close and ongoing dialogue with decision-makers and partners around the world.

NRC's head office is located in Oslo. From here, NRC participates actively in Norwegian public discussions, engaging in a broad range of information, advocacy and fundraising efforts targeting decision-makers, civil society and the public at large.



**COUNTRY OFFICES** 

REPRESENTATION OFFICES

An NRC staff member talks to a group at a site for internally displaced people in Kanyaruchinya, just outside Goma, DR Congo.

## 2024 overview

## Where we worked

## **Asia**

#### Iran

One of the countries hosting the most refugees in the world. Most of them came from Afghanistan after the 2021 regime change.

### Afghanistan

Decades of war, political unrest and economic turmoil have forced families from their homes and left millions of people in chronic poverty. The UN estimates that more than half of the country's population is currently in need of humanitarian assistance.

### Bangladesh

Over a million Rohingya refugees have fled violence in Myanmar and settled in Cox's Bazar, which now hosts one of the largest and most overcrowded refugee camps in the world.

#### Myanmar

The overall humanitarian situation worsened due to active fighting, economic fragility, and environmental disasters such as cyclones and flooding.

## **Latin America**



Widespread violence and organised crime forces many families from their homes each year. It is also an origin, transit and destination country for refugees and migrants alike.

### Honduras

Organised crime and war-like levels of violence are forcing tens of thousands of people to flee their homes. The crisis is exacerbated by devastating disasters and mixed migration of people from all over the world, travelling northwards.

#### Guatemala

More than five million people in Guatemala need humanitarian assistance. Much of the population live with the effects of organised crime, food insecurity and extreme weather events.

### El Salvador

El Salvador has a long history of violence, and over 750,000 people are now thought to need protection. The danger – combined with food insecurity, disasters, climate change and inadequate access to basic services – has forced many families to flee their homes or leave the country altogether.

#### Panama

The number of refugees and migrants passing through Panama is at an all-time high. Many arrive after crossing the Darién Gap — often referred to as the world's most dangerous jungle — in a bid to reach the United States.

#### **Ecuador**

Ecuador is considered to be one of the most violent countries in Latin America. Record numbers of people are fleeing the country, many of them braving the notorious Darién Gap in an attempt to reach the United States. Ecuador is also home to a huge population of refugees from other countries.

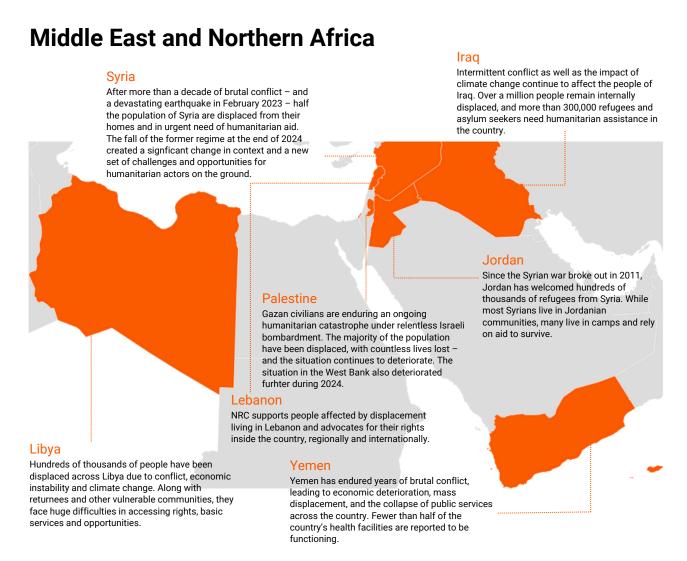
#### Venezuela

At least 7 million people in the country are in need of assistance, and an estimated 7 million more have left the country. Over half of migrants, asylum seekers and refugees crossing the Darién Gap are from Venezuela.

#### Colombia

Six decades of armed conflict have left Colombia facing the most prolonged and serious humanitarian crisis in the Americas. Millions of people have been forcibly displaced and are in urgent need of help – along with an unprecedented number of people from neighbouring Venezuela.





## **East and Southern Africa**

#### **South Sudan**

After the conflict in Sudan broke out in 2023, many people were displaced to South Sudan. There they face food shortages, economic turmoil, a lack of basic services and the ever-increasing challenges of climate change.

#### **Ethiopia**

In recent years, Ethiopia has suffered armed conflict, political unrest and economic instability, as well as disasters and devastating droughts, resulting in millions of displacements.

### **Uganda**

Uganda hosts over 1.7 million refugees and asylum seekers. Most come from South Sudan or the Democratic Republic of the Congo, while others are from countries like Eritrea, Somalia and Burundi.

#### Mozambique

In 2017, extreme violence erupted in northern Mozambique's Cabo Delgado province and soon spread to other nearby areas. This conflict – coupled with disasters, such as Cyclone Freddy – has driven millions of people from their homes.

#### Sudan

The armed conflict in Sudan has by now become the largest humanitarian crisis in the world, with nearly 14 million people displaced, both internally and across borders.

#### Djibouti

Djibouti is one of the smallest countries in Africa, but hosts tens of thousands of refugees from across the region. Many fleeing conflict in their own countries. Others have been forced from their homes by years of drought or flash flooding.

#### Somalia

Three decades of conflict – combined with severe droughts and food shortages – mean that Somalia is home to a huge population of displaced people and one of the worst humanitarian crises in the world.

#### Kenya

Kenya hosts more than 654,000 registered refugees and asylum seekers in the two camps Kakuma and Dadaab, as well as in urban areas. Most of the refugees are from Somalia and South Sudan. Some have lived in Kenya for decades, while many fled there during the 2010 drought and the civil war in South Sudan.

### Tanzania

The conflicts in Burundi and DR Congo brought thousands of refugees across the border to Tanzania. Many now live in Mtendeli and Nduta refugee camps, which lack adequate shelter, drinking water, education facilities and other basic services, due to limited funding.

## **Central and West Africa**

#### Mali

In 2012, armed groups took control of Mali's northern regions. Violence soon spread to central and southern parts of the country. Conflict has forced thousands of families to flee.

## **Burkina Faso**

The past few years have seen recurrent attacks by armed groups across Burkina Faso, as well as two military takeovers. Roughly one million civilians livie in besieged communities and at least another two million have been forced to flee as the situation continues to deteriorate.

#### **Nigeria**

The most populous country in Africa, Nigeria has suffered decades of political instability, economic inequality and brutal violence. Tensions between various communities, particularly over land and resources, have led to violent clashes and the displacement of thousands of people.

#### Niger

Under pressure from violence by non-state groups, the country hosts more than 700,000 refugees and internally displaced people. It is one of the poorest countries in the world, with 4.5 million people in need.

#### Chac

Since the outbreak of conflict in Sudan in April 2023, over 720,000 refugees and 220,000 returnees have crossed into eastern Chad – with thousands more arriving every week.

### **Central African Republic**

As a result of armed conflicts since 2013, thousands of families have fled their homes and are now living elsewhere in the country – either with host families, or in crowded makeshift settlements.

### **DR Congo**

Violence in the country is widespread, with more than 120 non-state armed groups in the east of the country alone. As a result, over eight million Congolese have fled their homes.

## Cameroon

One of the most neglected crises in the world.

Over the past few years, thousands of families in

Cameroon have been displaced from their homes
due to armed conflict, political unrest and extreme
weather events.

## Global humanitarian needs

323.4 122.6

million people in need in the world1

million people forcibly displaced<sup>2</sup>

75+

1 in 67

million people internally displaced<sup>3</sup>

people worldwide are forcibly displaced

References available at the end of the report.

According to the United Nations' Global Humanitarian Overview, there were an estimated 323.4 million people in need in the world in 2024. Across 77 countries, they experienced a disruption or a threat to their physical security, basic rights, dignity, living conditions or livelihoods, and lacked the access to basic services, goods and social protection to re-establish them. Of those, humanitarian actors targeted 197.7 million people to receive support during the year.

Many in such severe situations find themselves forced to flee, either beyond or within the borders of their country of residence. This displacement adds several new dimensions of insecurity, including family separation, restriction of freedom of movement, loss of legal documentation and/or property, and exposure to the risk of further displacement.

NRC's Internal Displacement Monitoring Centre (IDMC) monitors the number of IDPs and the number of internal displacements (this is the number of forced movements of people within the borders of their country recorded during the year, and it includes repeated and multiple movements.) Each year, IDMC's Global Report on Internal Displacement (GRID) outlines the state of internal displacement and how it affects people around the world.

Internally displaced people, or IDPs, are those who have been forced to flee their homes as a result of conflict, violence or disasters, and who have not crossed an internationally recognised State border.



The number of IDPs is increasing each year as more people flee, adding to the numbers of those who have been living in displacement for years or even decades and have not yet achieved a durable solution.

million internal displacements 20.5 caused by conflict and violence

million internal displacements 26.4 caused by disasters

Figures from IDMC's GRID report, 2024.

Every year, the number of forcibly displaced people continues to rise. In 2024, more than 120 million people were forced to flee their homes worldwide.

Displaced families evacuating from Rafah.

## **Neglected crises**

Each year, NRC publishes a flagship report<sup>4</sup> reviewing the 10 most neglected displacement crises in the world, focusing on the contexts and people whose suffering rarely makes international headlines. With media reach and political engagement varying between "negligible" and "little", and humanitarian funding rarely surpassing 50 per cent of the amount needed, these crises receive limited assistance and are rarely at the centre of international diplomacy.



"The ever-widening gap between needs and humanitarian response is compounding vulnerabilities, especially for displaced populations. Of the 39 countries analysed, 14 were less than 40 per cent funded in 2023 – up from five in 2022. This lack of funding, and the often short-term nature of any funding that does come in, is adding to the neglect. The humanitarian response remains inadequate and falls short of covering the most basic, urgent needs of populations."

The report published in 2024 named Burkina Faso as the world's most neglected crisis in 2023. Engulfed in conflict since 2019, the country tops the neglected crises list for the second year running. With a record-high 707,000 new displacements within the country's borders, the humanitarian crisis continued unabated in 2023, while hundreds of thousands of people were cut off from aid in besieged. The countries featured in the report have had long-lasting crises with repercussions locally and in neighbouring countries. For all of them, the future is predictably difficult without adequate humanitarian funding and attention.

## To learn more, visit the full report here

In Dori, Burkina Faso, IDPs from the Torodi camp are forced to fetch water from far away, which sometimes leads to sexual violence. The normalisation of neglect is exacerbating needs and deepening despair.



## **Priority crises**

NRC has a Crisis Activation System to reinforce operational delivery with clear, predictable and rapid support in large-scale emergencies. In 2024, the Secretary General declared the following humanitarian crises as "priority crises" for the organisation:

## **SUDAN**

The ongoing conflict in Sudan remains one of the world's most severe humanitarian crises, with a caseload exceeding 30 million people by the end of 2024. Sudan was declared a priority crisis in 2023, a status which was maintained throughout 2024.

#### 10.6 million

people were displaced within Sudan at the end of June, the highest figure ever recorded for a single country<sup>5</sup>

#### 1.6 million

new displacements within the country were recorded in the first half of 2024<sup>5</sup>

## **LEBANON**

In September 2024, Lebanon faced the largest escalation of conflict since the 2006 war, leading to significant displacement both within Lebanon and cross-border to Syria. NRC's response in Lebanon was declared a priority crisis in October 2024.

## **Over 778K**

people with refugee status are hosted in Lebanon<sup>6</sup>

#### 1 in 6

people in Lebanon is a displaced person from another country<sup>2</sup>

NRC's rapid response team in Gedaref, Sudan, registering people who have been internally displaced.

#### **PALESTINE**

Due to the continued scale, increased severity and significant humanitarian impact, Palestine was declared a priority crisis in 2023, a status which extended into 2024.

#### 1.9 million

people were living in internal displacement at the end of June<sup>6</sup> out of an estimated total population of 5M

### 3.1 million

people are estimated to be in need of humanitarian assistance<sup>7</sup>

Consequently, NRC had declared three priority crises in the autumn of 2024.

Through the Crisis Activation System established in late 2023, a priority crisis declaration ensures NRC has:

- Clear and short decision-making lines that facilitate quick action
- Concrete support to the country offices leading the response
- Optimised information flow
- Authorisation to use emergency procedures for support functions
- Informed decision-making to allocate additional internal resources



## 2025 and Beyond

The world is faced with rapidly growing global humanitarian needs at a time when humanitarian funding is levelling off. Like many other humanitarian organisations, NRC saw that growth in costs had outpaced the growth in income towards the end of 2023. To address this situation, the Secretary General launched a year-long programme called "2025 and Beyond" to ensure that NRC maintained a sustainable balance between income and expenditure, and that it was organised to deliver quality programmes more efficiently. Costs at NRC's head office and regional levels were reduced by approximately NOK 80 million to avoid future deficits and produce balanced budgets for 2025 and beyond.

Through this programme, the setup of NRC's regional offices was reviewed. Some of their responsibilities were pooled at the global level, including programme and investigation expertise. The Asia and Latin America regional office and the Central and Eastern Europe regional office were redesigned and evolved into the EurAsia regional office (a virtually-based regional office from spring 2025) and the Latin America regional office, based in Bogota.

NRC also carried out a revision of the structure of country offices to strengthen scalability, potential multi-country setups and local partnership management. At head office, units were merged to increase efficiency, and savings in non-personnel costs were implemented. Lastly, NRC's Global Strategy 2022–2025 was extended until 2026. The subobjectives were reduced in number and overall consolidated.

The Joda border crossing between Sudan and South Sudan, which has received a large number of displaced people fleeing the Sudan war.



## Our response

NRC reached **9,119,297 unique participants** across 39 country offices during 2024



1,213,789



Information, counselling and legal assistance

1,384,458



Livelihoods and food security

1,630,074



**Protection from violence** 

420,556



**Shelter and settlements** 

1,410,380



Water, sanitation and hygiene promotion

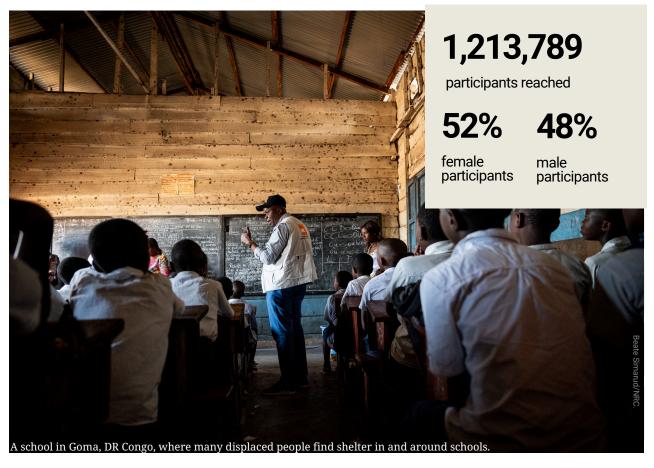
3,224,624

Other

Other - including cash and voucher assistance

1,928,930





A QUALITY EDUCATION PROVIDES CHILDREN AND YOUNG PEOPLE WITH THE SKILLS AND CONFIDENCE THEY NEED TO ALLOW THEM TO LIVE LIVES THAT THEY HAVE REASON TO VALUE. EDUCATION CREATES THE VOICE THROUGH WHICH OTHER RIGHTS CAN BE CLAIMED AND PROTECTED.

Displacement has a devastating impact on learning, and often leads to education being denied or interrupted. Children and young people may suffer from traumatic experiences and a loss of the social networks that provide protection and support. The capacity of education systems to deliver quality education is often significantly reduced during displacement, and host communities often struggle to integrate displaced children in existing educational facilities and systems. NRC aims to ensure that all displacement-affected children and young people enjoy high-quality, safe and inclusive learning opportunities relevant to their psychosocial, emotional and cognitive development and needs, right from the start of an emergency.

## WHAT NRC DOES

We promote and support the transition and inclusion of both internally displaced and refugee children and young people into formal education systems, so they benefit from an accredited education.

Recognising that governments are the primary duty-bearer, we support them to uphold their duties, including through teacher professional development and curriculum development. As not all children and young people are able to participate in formal education, we provide flexible and, if possible, accredited non-formal education opportunities relevant to individual learning needs.

We provide young people with opportunities for post-primary education, including technical, vocational and tertiary education, supporting them to engage meaningfully in their communities and access livelihood opportunities.

## **Education in emergencies**

Education is lifesaving and strengthens crisisaffected communities' recovery and resilience. Actively engaging the community, especially children and young people, from the first phase of an emergency gives them the opportunity to effectively participate in and contribute to the provision of humanitarian assistance and social cohesion in their communities.

NRC's 'acute humanitarian response in education' grant, funded by the LEGO Foundation, enables the organisation to mobilise and respond rapidly in the event of an acute crisis to ensure children's safety, wellbeing and resilience, by learning through play.



Children participating in education activities organised by NRC in north-west Syria.

## **Better Learning Programme**

The Better Learning Programme (BLP) is NRC's flagship psychological support service (PSS) intervention. It aims to improve the wellbeing and learning outcomes of displacement-affected children and youth. It also improves the support network around the child by reinforcing the capacity of teachers, facilitators and parents to promote children's wellbeing.

The BLP was developed in collaboration with the University of Tromsø and first delivered in the Middle East in 2012. Since then, NRC has successfully implemented the programme across its global operations, reaching 34 countries in 2024.

In the final semester of the 2023–2024 school year, between 50% and 80% of children reported improved wellbeing in six out of nine countries where BLP results were collected.

### A HOLISTIC APPROACH

The BLP supports children's recovery from the traumatic events experienced during conflict and displacement by improving conditions for learning. The programme mobilises a child's support network of caregivers, teachers and counsellors, taking a multi-layered approach to restore a sense of normality and hope.

### **FLUID AND RESPONSIVE**

The BLP can be implemented by any teacher or counsellor who has been trained in the approach, making it ideal for emergency and under-resourced humanitarian settings. This level of flexibility allows for quick adaptation according to differing levels of emergency and other contextual challenges.



In response to the challenges posed by the war in Ukraine, and the subsequent arrival of over 350,000 refugee children into schools in Poland, the BLP was adapted into a stress reduction programme tailored to the needs of Polish learners and teachers during 2024.

You can learn more about this project and its results here.

Teachers in Poland at a Better Learning Programme training session in April 2024.



For the past decade, recurrent attacks by nonstate armed groups in the Far North region have forced over 573,000 people to flee within Cameroon. At the same time, thousands of families have been driven from their homes in the Southwest and Northwest regions, with hundreds of thousands of people displaced within the country and almost 90,000 fleeing to neighbouring Nigeria as refugees.

29M 181K 410K 16K

total new country internal population<sup>8</sup> displace

new people with internal refugee status<sup>10</sup>

people with asylum seeker

## NRC collaborates with communities and local authorities to support children's access to quality education.

- Train primary school teachers in psychosocial support and inclusive education.
- Support access to accelerated education for outof-school children.
- Assist in providing emergency resources for vulnerable schools and children to enhance teaching and learning.
- Support transition to and retention in formal basic education.
- Support pupils' parents in improving their economic circumstances so they can sustain their children's enrolment in formal schools.

During 2024, over 600,000 children in the Far North region of Cameroon were out of school. Over the years, clashes between armed groups in the region have resulted in the destruction or closure of 119 schools, making it difficult for many to resume their formal education.

NRC, alongside its partners, is helping children by introducing innovative teaching and learning methods, rolling out a programme of catch-up and remedial classes. Although thousands of children are once again missing school during the 2024–2025 academic year, some 5,000 have a renewed sense of hope and enthusiasm, thanks to the classes carried out in the Far North region.

The programme was set up to reintegrate children into formal education but also provided an opportunity to address their psychosocial support needs, helping them to overcome trauma where they had experienced conflict and displacement. You can read more about this programme, delivered in collaboration with Cameroon's Ministry of Basic Education <a href="here">here</a>.



## 42,483

people reached through NRC education programmes in Cameroon

## 1 Information, counselling and



NRC'S ICLA ACTIVITIES SUPPORT PEOPLE TO CLAIM AND EXERCISE THEIR RIGHTS THROUGH INFORMATION, COUNSELLING, LEGAL ASSISTANCE, COLLABORATIVE DISPUTE RESOLUTION, CAPACITY BUILDING AND ADVOCACY.

From not daring to cross a checkpoint out of fear of not having the correct documentation, to not registering a child's birth in the right place at the right time, or going through lengthy and costly processes due to misunderstanding local rules – displaced people face many legal and bureaucratic barriers.

Legal and institutional frameworks, whether statutory, customary or religious, can either contribute to displacement and discrimination or serve as instruments of protection and empowerment. People affected by displacement often need help to understand, interpret and navigate these frameworks.

NRC's Information, Counselling and Legal Assistance (ICLA) programmes enable people affected by displacement to claim and exercise their rights and to find lasting solutions. They also help prevent displacement for those at risk. ICLA activities are implemented in accordance with international humanitarian protection standards and principles. They promote understanding and respect for the rights of affected people and the obligations of duty bearers under international law.

ICLA programmes observe local legal, cultural and social norms without compromising NRC's commitment to promote and respect rights established by international law. This includes the use of judicial or administrative remedies, customary or religious mechanisms, collaborative dispute resolution methodologies, and transitional justice mechanisms.

## Housing, land and property (HLP)

Finding housing or accessing land while in displacement can be one of the toughest challenges.

When displaced people return after a conflict ends, they may find their homes and lands destroyed or occupied by others, and they may have lost or lack the means to demonstrate their relationship to their homes or lands.



Amena, a Rohingya IDP in Bangladesh receiving advice from ICLA staff.

In the refugee camps of Bangladesh, the host community often takes rent from refugees for housing and payment from humanitarian agencies for building infrastructure. Since land tenure in the camps is complex, land disputes are likely. NRC works in an integrated approach with its ICLA, Education, Shelter and Settlements, and WASH programmes to identify sites for building shelters and other infrastructure. We check the authenticity of property documents and negotiate with landowners to ensure there are no obstacles to implementation.

As part of the Global Protection Cluster, NRC co-leads the HLP Area of Responsibility, which seeks to strengthen coordination and influence, and advocates for the inclusion of HLP across clusters and sectors in humanitarian response.

## **KOBLI**

NRC's ICLA teams have an abundance of knowledge about the laws and regulations of the contexts in which they operate. They liaise with authorities and legal partners, and continuously research legalities concerning people who have been forced to flee. However, up until recently this invaluable knowledge had limited reach.

To address this challenge, NRC's digital ICLA platform, KOBLI, was created. Through KOBLI, launched in Lebanon in 2023, project participants have access to the information that ICLA experts have compiled in a simple and efficient way.

While the ICLA programme teams can log in to the platform and add content in multiple formats, participants can browse through online information about various legal scenarios, interact with a chatbot, and track their progress through several self-help tools.

During 2024, KOBLI was expanded to Ukraine, Jordan, Moldova and Iraq. Preparations are ongoing to expand into an additional six countries.

Read more about KOBLI and its purpose



Niger hosts more than 700,000 refugees and internally displaced people. It is one of the poorest countries in the world, with over 4 million people in need and over 3 million expected to experience food insecurity by the time the lean season arrives.

28M 2M 370K 52K

total new people with refugee status 10 people with asylum seeker status 11 people wi

## NRC's ICLA teams assist affected communities.

- Help people access information on legal and civil documentation processes.
- Support people affected by displacement to obtain the civil and identity documentation they need to access rights and services.
- Support them to understand and protect their housing, land and property rights.
- Organise capacity-building sessions for local authorities and civil documentation officials on issues pertaining to land and civil documentation.
- Lead the housing, land and property rights working group to build capacity and advocate with authorities, humanitarian actors and other stakeholders.
- Advocate and contribute to durable solutions for displaced households.

only those with birth certificates will be able to pass their exams.

In Niger, civil documents are crucial for accessing basic services. Children without birth certificates suffer severe consequences – they are unable to continue their education, participate in exams or access certain rights as Nigerien citizens. With only 62.9 per cent of births registered in 2023, many children are at risk of falling through cracks in the system.

In Madaoua, a town in the Tahoua region, NRC worked with administrators to meet this challenge. NRC equipped 81 communes across the country with essential tools such as computers, printers and solar panels to digitise 240,925 civil status records.<sup>12</sup>

Mobile teams now go from village to village digitising civil status documents, particularly birth certificates. Citizens no longer have to go to great lengths to obtain their birth certificates from the registry office – instead, the registry office comes to them.



31,630

people reached through ICLA programmes in Niger

## Livelihoods and food security



participants reached

female participants

male participants

NRC PROVIDES FOOD ASSISTANCE TO PREVENT LOSS OF LIFE, AND CONTRIBUTES TO THE REHABILITATION OF LOCAL FOOD AND MARKET SYSTEMS. WE ALSO PROMOTE LIVELIHOOD STRATEGIES THAT PROTECT, RECOVER AND STRENGTHEN INDIVIDUALS' AND HOUSEHOLDS' ABILITIES TO EARN A LIVING.

To prevent repeated displacement, we support engagement in social and economic opportunities that reinforce the adaptive capacity of systems, individuals, families and communities affected by displacement.

Ongoing liquidity challenges have made it increasingly difficult to deliver essential cash to communities in Kadugli, South Kordofan (Sudan). In partnership with Last Mile Technology, we are distributing vital cash assistance through electronic vouchers, which communities can use at a variety of traders.

When food assistance is needed, NRC aims to use cash and voucher assistance (CVA) whenever it is the most appropriate modality for the context and is in line with people's preferences. NRC also supports people to restore and protect their livelihoods. In most conflict and displacement contexts, trade and business are still happening, and NRC has a special focus on emergency food market and livelihoods support in fragile contexts.

In 2024, NRC adopted a new strategic direction for Livelihoods and Food Security (LFS) programming:

Enabling displacement-affected people, especially in hardto-reach locations, to meet basic food needs and transit to restoring and protecting livelihoods through a localised, market-based approach for improved self-reliance.



2024 saw war continue to rage across Sudan - bringing fear, destruction and indiscriminate violence to yet more communities across the country. With millions of people displaced, hunger soaring and famine declared in five areas, Sudan slid deeper into the world's worst humanitarian crisis. Half its population is urgently in need of help.

49M 4M 832K 43K

total new people with refugee status of status s

### NRC's LFS staff in Sudan

- Support vulnerable, food-insecure IDPs and refugees through cash-based interventions and market support.
- Support access to immediate food assistance through communal kitchens, cash for food, and multi-purpose cash assistance.
- Provide refugee, IDP and vulnerable host communities with soft and technical skills as well as cash grants for demand-driven small business projects.
- Assist IDP and host community families with safe access to small backyard gardens and support them with seeds, tools and appropriate training.
- Support displacement-affected and host communities with improved natural resource management.

With Sudan's economy in freefall, food prices have soared, and millions of families can't afford the essentials they need to survive. In 2024, NRC used a two-pronged approach to support people in areas with high levels of food insecurity.

On a community level, NRC launched a programme to help bakeries cover the cost of flour – allowing them, in turn, to halve the price of bread. In total, we reached over 900 bakeries in Darfur, helping them to continue production, while turning out an affordable food product for their customers. On a family level, NRC delivered cash assistance, focusing on the most vulnerable families first.<sup>13</sup>

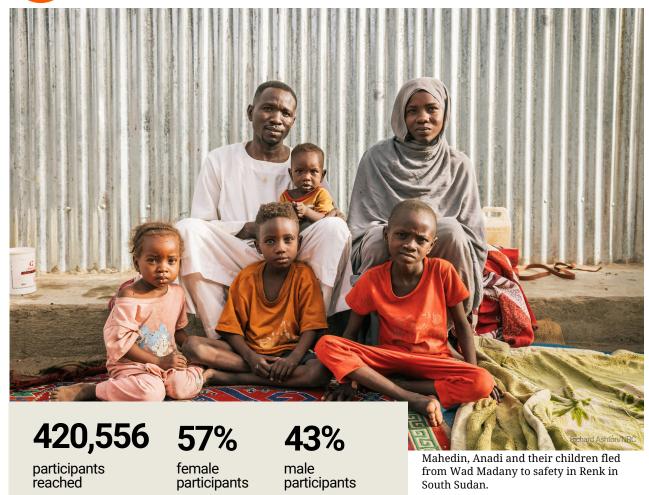
Together with the Danish Refugee Council and Mercy Corps, NRC published a report titled "If Bullets Miss, Hunger Won't: Hunger and Conflict in Sudan", revealing the ways in which the conflict and widespread violations of international humanitarian law have led to suffering and starvation countrywide.<sup>14</sup>



## 201,662

people reached through LFS programmes in Sudan

## Protection from violence



NRC'S PROTECTION FROM VIOLENCE (PFV) ACTIVITIES COMPRISE OUR EFFORTS TO PREVENT VIOLENCE, COERCION AND DELIBERATE DEPRIVATION, AND THE SERVICES THAT WE PROVIDE TO INDIVIDUALS TO MITIGATE THE IMPACT OF VIOLENCE WHEN IT DOES OCCUR.

When people are forced to flee their homes, they often experience ongoing threats to their safety. NRC works to ensure displaced people and communities are protected by preventing and responding to violence, coercion, and actions taken by others to deny them their rights.

Protection in its broadest sense has always been part of NRC's DNA. NRC ensures that all its activities – programmes as well as policy and advocacy work – contribute to protection outcomes and meet rigorous standards, so they are safe, participatory, accountable and dignified for the communities and people we work with. NRC's PfV activities are implemented in four ways:

## 1 Community safety and violence prevention

There is growing recognition that the most effective protection measures are those that involve the people and communities at risk from violence and empower them to protect themselves. In many cases, civilians engage daily with armed groups and national authorities to protect themselves, their families and communities. In other cases, they must engage with others within and across their own communities. NRC supports these activities through civilian self-protection and humanitarian mediation work.

## 2 Individual protection services

Some protection response services, such as those involving child protection and gender-based violence, are well-established and defined. However, many civilians experience protection violations for which there are limited response options. For example, excombatants may be targeted because of their links to opposition groups, while older community members may be exploited because of their perceived vulnerabilities. NRC provides protection case management and individual assistance for those who fall outside the mainstream humanitarian response.

## 3 Site management

Camps and other settlements for displaced people should be safe environments. NRC recognises that effective site management leads to a reduction in protection risks and threats. Through site coordination and community engagement activities, we work to ensure that the assistance and protection provided in these sites are in line with laws, guidelines, agreed standards, and the wishes of the communities themselves.

## 4 | Thought leadership and influence

NRC works to mobilise and influence the humanitarian community to invest in specialised protection services and consciously contribute to better protection outcomes. We engage in protection monitoring and take leadership roles in protection coordination systems and policy mechanisms.



Confined people in Arauca, north-east Colombia, receive key protection messages from NRC to ensure that they know their rights.

Colombia's armed conflicts have worsened and reached pre-Peace Agreement levels. Some 5.1 million people are now living in displacement due to armed conflict and violence. Abuse, threats, landmines and recruitment by armed groups continue to force people to flee. In rural areas, armed groups control the lives of large parts of the population, including preventing them from leaving their communities, a situation known as "confinement".

Through civilian self-protection, NRC has helped communities to design early warning systems, evacuation plans, safe shelters, codes of conduct, communication campaigns, and mapping of minecontaminated areas.

## **COLOMBIA**

52M 32K 1.7K 32K

total new population new people with refugee status st

"Living in a territory under confinement really affects you psychologically because we're constantly scared, thinking that if we go out at certain times, who knows what might happen. And seeing that our neighbours are taken away, and we can't do anything, seeing that our neighbours... two or three days later, we find them on a road, lifeless. So, that's what it's like to live in confinement."

Quote from a project participant.



19,395

people reached through Protection from Violence programmes in Colombia

## Shelter and settlements



WORKING HAND-IN-HAND WITH OTHER NRC ACTIVITIES IN THE FIELD THROUGH AN INTEGRATED APPROACH, NRC'S SHELTER AND SETTLEMENTS ACTIVITIES CREATE HOMES AND BUILD COMMUNITIES TO PROTECT PEOPLE FROM THE RISKS OF DISPLACEMENT AND ENABLE THEM TO LIVE IN DIGNITY.

participants

participants

Providing a safe place for families and communities to call "home" can be life-saving. As of 2024, 91 million people are in urgent need of shelter support, as outlined in NRC's State of Shelter report. This is more than double the scale of the emergency shelter crisis in 2019, when 37.5 million people needed shelter support.

reached

NRC facilitates access to temporary shelter during the emergency phase of a crisis, including provision of clothes, fuel, extra blankets, and materials to improve and insulate shelters.

In protracted displacement, and for durable solutions, more robust shelters are essential to support families who have been displaced for extended periods to live in dignity. NRC's shelter and settlements response is based on learning from displaced people about what makes a shelter a home and how to transform a settlement into a community.

Arkoum Camp, Chad.





In October 2023, attacks by Palestinian armed groups resulted in the deaths of approximately 1,200 Israelis and foreign nationals, with over 250 people taken hostage. In response, Israel launched devastating strikes on Gaza, leaving entire communities in ruins. Many homes were demolished, leaving families in desperate need of shelter. The Israeli siege severely restricted aid access, resulting in critical shortages of food, clean water and medical supplies that put countless lives at risk.

5M	3M	3.1M	1.9M
total	new internal displacements <sup>9</sup>	people	people in
country		in	need of
population <sup>8</sup>		need <sup>7</sup>	shelter <sup>7</sup>

Approximately 1.4 million people in Gaza – two thirds of the population – needed shelter by December 2024. Over 200,000 houses have been destroyed across Gaza since the war started in October 2023. People have been forced to move multiple times – the average is around five, but some have been forced to uproot as many as 11 times.

The ability of NRC and other humanitarian actors to support people in securing meaningful shelter was incredibly limited due to physical and political constraints.

Ali and his family live on the fourth floor of a bombed-out apartment building in Khan Yunis, Gaza. They have improvised stairs so that they can reach their home through the rubble of the rest of the building. The floors and walls have huge holes in them. Ali explains: "We have fled for our lives too many times. It is better to be here, at home, even if it is in ruins."

At certain times during the year, as little as two truckloads of shelter materials made it into Gaza each month.

## NRC's Shelter and Settlements team in Palestine:

- Provided shelter for families living in substandard war-damaged homes.
- Provided support and technical assistance to people repairing their war-torn homes to ensure that they have adequate shelter and that the repairs meet minimum safety standards.
- Distributed essential household materials, including mattresses and blankets for households to meet their basic needs.
- Supported families affected by the escalation in hostilities and the economic crisis with cash-forrent to prevent eviction and exploitation.



## 189,432

people reached through Shelter and Settlements programmes in Palestine

## Water, sanitation and hygiene



NRC'S WATER, SANITATION AND HYGIENE PROMOTION (WASH) PROGRAMMES SEEK TO SAVE LIVES, PREVENT DISEASES, PROMOTE DIGNITY, AND SUPPORT ACCESS TO BETTER LIVING CONDITIONS AND LIVELIHOOD OPPORTUNITIES.

participants

participants

NRC's WASH teams do this through direct interventions, in collaboration with our Shelter, Education, and Livelihoods and Food Security programmes, and through partnerships with other organisations. The mode of operation we choose depends primarily on the WASH needs of the people we are working with, and the quickest and most effective way to meet those needs.

reached

We recognise that the need for water and sanitation goes beyond public health concerns. The absence of functioning, safe, sex-segregated latrines or toilets can discourage children and young people, especially girls, from attending school. We actively support the right to education by ensuring safe WASH facilities at schools are accessible to all students and teachers.

## NRC's WASH activities focus on five areas:

- Supplying safe water for drinking, cooking, personal hygiene and household cleaning.
- Providing and maintaining latrines or toilets segregated by gender or family unit that are safe for women, girls, men and boys to use at all times.
- Active disease surveillance and increased vigilance on water quality and sanitation practices during disease outbreaks.
- Solid waste management and site drainage activities, to reduce standing water and garbage where disease-carrying mosquitos or vermin can breed.
- Hygiene promotion and community mobilisation to promote safe hygiene and health-seeking behaviours, and to empower displaced people to take an active role in WASH operations.



In a village in Kharkiv, Viera is receiving a winterisation and hygiene kit from NRC.

In 2024, the violence intensified in Ukraine, with sustained aerial attacks on civilians and infrastructure across much of the country. At the same time, fighting on the frontlines led to increased evacuations. As a result, millions of families remain displaced within Ukraine or have sought refuge in neighbouring countries such as Poland and Romania. Many more continue to live in unsafe areas, enduring constant shelling and attacks.

38M 287K 2,508 1,669

total new people with refugee status 10 asylum seeker status 11 asylum seeker

## WINTERISATION

To help families survive the cold winter, NRC provides core relief items, such as hygiene kits, blankets and stoves. We also support with repairs and rehabilitation for collective shelters hosting displaced people, conflict-damaged homes, and critical community infrastructure such as schools and water networks. Broad shelter support is also needed for host communities and vulnerable populations throughout the colder months.

The lives of Ukrainians along the frontline are only getting more difficult. Constant shelling and attacks limit access to basic services and humanitarian assistance, while posing a continual threat to people living there. One in five households report limited access to safe water, with over half of these limitations directly attributed to the war.

During 2024, attacks on Ukrainian infrastructure increased, leaving over one million Ukrainians without electricity each time. The loss of energy cut off essential water supplies as well as access to heating, at a time when temperatures were below freezing.

Going into the third winter of war, NRC repaired infrastructure and provided hygiene promotion kits to families along the frontlines to improve their access to clean water and sanitation.

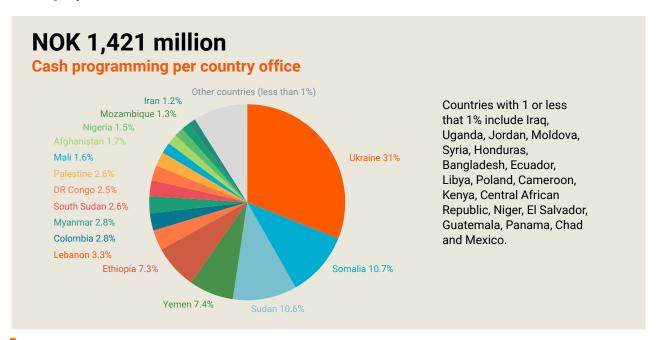


## 50,006

people reached through WASH programmes in Ukraine

## Cash and voucher assistance

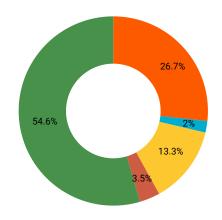
NRC's cash programming continues to evolve and expand. Cash and voucher assistance (CVA) involves providing cash transfers or vouchers directly to individuals, households or communities, rather than to governments or other state actors. Cash and voucher assistance allows people affected by crises to decide how best to meet their basic needs, thereby increasing their choice and dignity.



NRC'S POLICY IS TO USE CASH WHENEVER APPROPRIATE, AS IT IS COST-EFFICIENT, OFTEN PREFERRED BY PROJECT PARTICIPANTS AND STRENGTHENS LOCAL MARKETS.

In 2024, NRC established a global framework agreement with RedRose, a global cash service provider that is present and able to support most NRC country offices and is integrated with most relevant financial service providers.

#### implemented as cash programming in 2024





Mohammad Omar, 32, participated in NRC's digital cash initiative in Maiwand district of Kandahar province, Afghanistan. An e-card like the one NRC provided him can be used to purchase food items.

- Cash multi-purpose
- Voucher
- Cash conditional
- Cash unconditional
- Cash for work

## **Collaboration with local actors**



Spoko Cafe is run by GPAS, one of NRC's partner organisations, in Warsaw. More than 1,200 young people from 21 countries, mainly Ukraine, have already used this unique integration space in the centre of Warsaw. The café is visited daily by young people between 14–22 years old.

NRC believes that a stronger role for local actors at all levels of the humanitarian response is essential to achieve lasting and sustainable change for people in need.

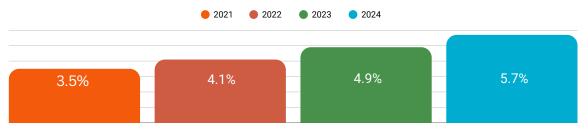
In 2024, NRC further developed its policy on partnerships with local actors. We outlined partnership principles related collaboration with the local private sector, local authorities, civil society and local academia.

We also implemented flexible mini-grants for local actors, providing a more flexible alternative for rapid response and one-off limited projects responding to emergency needs.

### NRC partners in order to:

- Complement the efforts and interventions of local actors and systems for an improved response.
- Build relationships and trust, increasing acceptance and accountability to affected populations. With their greater contextual knowledge, local actors often have stronger links to communities, which can be central in ensuring accountability to affected populations.
- **Exchange expertise and engage in mutual learning.** Partnerships can bring a particular technical expertise that NRC may not have, and vice versa.
- Develop networking, advocacy and investment in system change. NRC aims to be fair and reliable in its partnerships and apply best practice approaches, including those being championed through the Grand Bargain 2.0 and the Inter-Agency Standing Committee (IASC).
- Provide a strategy for sustainability and exit. Local actors that have a long-term perspective in working towards durable solutions may be considered successor organisations following NRC's exit.
- Enhance capacity and reach. There are an increasing number of contexts where the needs of NRC's target groups are assessed to be critical, but NRC's direct field access is prevented. Remotely managed partnerships with local actors present on the ground may be chosen as an access strategy of last resort, to reach populations in critical need.

## % of total implementation conducted through and with local actors



## **Core Humanitarian Standard**

In 2023, NRC joined the Core Humanitarian Standard (CHS) alliance with the commitment to undertake an assessment within two years. The Core Humanitarian Standard on Quality and Accountability is a globally recognised voluntary standard that sets out nine commitments that organisations and individuals can use to improve the quality and effectiveness of their humanitarian response.

The CHS focuses on the communities and people affected by crisis as the centre of humanitarian action. The core standard describes the essential elements of principled, accountable and high-quality humanitarian aid. It is a voluntary and measurable standard. The CHS is the result of a global consultation process which draws together key elements of existing humanitarian standards and commitments.

During 2024, NRC undertook the initial audit and was successfully certified. The audit served as a valuable learning opportunity for the organisation, providing insights into operations and identifying ways to improve commitments and accountability. As a certified organisation, NRC will continue to ensure quality and accountability remains at the core of its work.

## NRC has nine obligations as a CHS-certified organisation. Our assistance:

- is relevant to the target groups and adapted to their cultural and social context
- is effective and timely
- is based on clear communication and on the participation and feedback of the target groups
- strengthens local capacities and avoids negative effects
- accepts and addresses any complaints
- coordinates with other actors and complements their efforts
- is based on knowledge, experience and learning from our own work and that of others
- is carried out by competent staff who are supported to do their job effectively and are treated fairly and respectfully
- is based on the efficient and responsible management of resources



A young girl practises the alphabet on a blackboard in an open-air classroom at Kencho Woyiza, southern Ethiopia, after the local school was wiped out by landslides. Ethiopia is one of the countries that the CHS Alliance team visited.

## **Emergency response**

NRC'S EMERGENCY RESPONSE SECTION LEADS THE ORGANISATION'S OVERALL CAPACITY TO RESPOND TO NEW AND EMERGING HUMANITARIAN CRISES, INCLUDING THROUGH ACTIVE MONITORING, INNOVATION AND SYSTEM DEVELOPMENT, CRISIS ACTIVATION AND EMERGENCY DEPLOYMENTS.

Working across all organisational levels, the Emergency Response Section (ERS) provides guidance and capacity to enable country offices to respond to emerging crises. It also leads on the establishment of new country start-ups to respond to critical humanitarian needs.

## **Deployment mechanisms**

In 2024, the ERS expanded its capacity across its three deployment mechanisms, to better support country offices to rapidly scale up and respond to emergencies.

### Global Roving & Emergency Response Teams

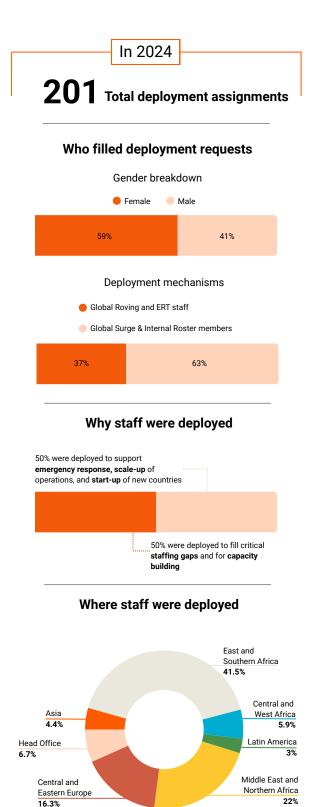
NRC now has 30 Global Roving and Emergency Response Team (ERT) positions. Continued strengthening of the section's diversity, including language skills to better support operations in French and Spanish speaking country offices, is key. Among the team members, two thirds speak French, a quarter speak Spanish and some speak Arabic.

## **Surge Capacity Roster**

NRC has a Surge Capacity Roster of former staff which has grown to approximately 300 members, across all functions. In 2024, an additional 100 members were added to the roster, a significant increase from 2023.

## **Internal Emergency Response Roster**

NRC's Internal Emergency Response Roster is linked to NRC's Crisis Activation System, and is a pool of pre-identified, qualified and experienced staff who can temporarily deploy to an emergency response at short notice. The roster was officially launched in June 2024. Since then, 52 staff members have been registered and many were deployed to Sudan, Lebanon and Haiti. In 2025, NRC aims to further develop the roster.



## NRC Global Strategy 2022-2026

Vision	Rights respected, people protected					
Ambition 2030	NRC works to ensure that by 2030, those forced to flee are safer and can exercise their rights, quickly access the services needed to regain control of their lives, and are able to become self-reliant and find solutions.					
Strategy 2022–2026 global objectives	pe	placement-affected eople can access ality services and protection	people are safe and can exercise their rights  Displaced people secure durable solutions			
Sub-	Accelerate	Quality, accountabilit and learning in our response	У	Changes to laws, policies and practices to ensure rights, protection and a principled humanitarian response		
objectives	Consolidate	Self-reliance and durable solutions for people in protracted displacement		Integrating climate and environment in our response		
	Digital transformation					
Enablers	ers Grow partnerships, diversify resources					ırces
	Value and build our people					

# NRC Global Strategy 2022-2026

NRC's Global Strategy 2022–2026 provides the organisation with a comprehensive blueprint for action across thematic areas, categorised as *sub-objectives* and *strategic enablers*. This strategy framework ensures organisational focus and progress towards achieving the 2030 ambition by:

STRENGTHENING ORGANISATIONAL
ACCOUNTABILITY
PROVIDING A TRANSPARENT FRAMEWORK BY
WHICH TO MAKE DECISIONS
ENABLING ADEQUATE PLANNING FOR AND
ALLOCATION OF RESOURCES
ALLOWING GREATER SCOPE FOR
CONTEXTUALISED RESPONSES AT THE
REGIONAL AND COUNTRY LEVEL

The Board decided to extend the Global Strategy period by one year to 2026 to allow the organisation an additional year to work on the prioritised areas within each roadmap, finalise ongoing work and prepare for institutionalisation.

In 2024, significant progress and completion of work have been achieved across these areas. These accomplishments are a result of the dedication of NRC staff in developing,

implementing and institutionalising new policies, guidance, work practices, systems and tools.

## **Accelerate**

During this strategy period, NRC is significantly expanding its engagement and investments in several key areas: quality programming, advocacy, climate and environment in programming, and collaboration with local actors.

In 2024, NRC achieved a significant milestone by obtaining a certification against the **Core Humanitarian Standard (CHS)** for quality and accountability. As a certified organisation, NRC will continue to ensure that quality and accountability remain at the core of its work. You can read more about the CHS certification on page 31 of this report.

### **NEAT+**

NRC remains focused on considering the environmental impact of its programming. A key tool for this is the Nexus Environmental Assessment Tool (NEAT+).

#### From November 2022 to October 2024

- 870 humanitarian actors trained
- Trainings in 26 countries across 43 locations

### During 2024

- · 22 environmental risk screenings using NEAT+
- Mitigation measures for NRC projects in 17 countries

Environmental risk screening has been integrated into NRC's Project Cycle Management to ensure its systematic application.



A solar energy system installed in a school rehabilitated by NRC in Aleppo, Syria.

34

## **Consolidate**

In this strategy period, NRC aims to further strengthen and institutionalise its work in the areas of durable solutions, hard to reach, humanitarian policy and protection.

As of 2024, 13 out of 39 country offices are actively working towards durable solutions.

NRC continues to lead in access coordination and trained 1,012 humanitarians on access and negotiations in 2024. This includes peer NGOs, donors, agencies and local organisations. A significant milestone is the finalisation of the Access Minimum Standards, ready for implementation in 2025.

Within the field of humanitarian policy, NRC has focused on increasing understanding and capacity for the protection of civilians, delivering guidance, tools and training both internally and externally. In the work to finalise the framework for the Protection from Violence core competency, **21 learning exercises** were completed and will inform an evaluation to be conducted in 2025.

## **Enablers**

**Enablers** refer to strategic efforts aimed at enhancing NRC's internal processes, systems and support functions to ensure efficient and effective operations and service delivery.

In 2024, NRC completed several key data management initiatives. A **data responsibility practice** was established, defining the organisational approach, guidelines, tools, boundaries, roles and responsibilities for the safe, ethical and effective management of personal and non-personal data. Additionally, e-learning modules were developed and implemented for NRC and the sector.

With the establishment of **NRC Collect**, a new internal platform, NRC has taken a decisive step toward professionalising its data collection processes, ensuring full control over user access and data management, and compliance with both internal and external data protection

regulations. Meanwhile, **NRC Exchange** was launched to serve as an internal repository of data sets to improve data sharing across the organisation for better decision-making.

A key objective within digital transformation is to leverage digital tools to automate and streamline processes, thus enhancing the efficiency and quality of NRC's operations and aid delivery. In 2025, several digital systems are under development, while others are expanding their functionality and services, and being rolled out to additional contexts and locations.

To reduce NRC's environmental footprint, following the publication of the 2023 carbon footprint report, individual carbon data analysis was provided to all NRC country offices. Workshops were held with key country offices and core competencies to explore decarbonisation opportunities. Energy efficiency e-learning was launched and solarisation promoted, with examples shared across all country offices. This resulted in a pipeline of solarisation projects in 15 country offices for implementation in 2025.



Mama Sharon is one of the 179 people who received a cash grant to support income generating activities in the Southwest region of Cameroon, enabling them to build up their resilience and restore dignity.

## Policy and advocacy

NRC'S ADVOCACY CURRENTLY HAS TWO MAIN THEMATIC OBJECTIVES:
TO PROTECT HUMANITARIAN ACCESS AND TO ADDRESS THE FUNDING GAP. OUR AIM IS TO IMPROVE COMMUNITIES' ACCESS TO SERVICES AND SUPPORT, AND TO INCREASE TIMELY, PREDICTABLE AND FLEXIBLE FUNDING TO MEET THE NEEDS DUE TO CONSECUTIVE YEARS OF RECORD-BREAKING DISPLACEMENT.

In 2024, NRC prioritised three crises for collective advocacy and media efforts: **Afghanistan, Sudan,** and **the Central Sahel**. The devastating situation for civilians in Gaza and the spillover into neighbouring countries including Lebanon and Syria also featured prominently in our public and private advocacy work.

In **Afghanistan**, NRC advocated with policy makers across influential capitals for them to maintain engagement with the de facto authorities so that aid could continue to reach those most in need.

In **Sudan**, NRC's advocacy contributed to the reopening of a border crossing for much-needed aid into Darfur and action from the UN Security Council on the protection of civilians caught in the vicious conflict.

In the **Sahel**, NRC led data collection efforts to demonstrate humanitarian needs in towns blockaded by armed groups, and to highlight the challenges facing aid groups trying to overcome government-imposed restrictions when responding to humanitarian needs. In **Gaza**, despite facing huge obstacles, our teams stayed to deliver what little aid was allowed in, conduct media interviews from devastated areas, and continue providing evidence-based analysis to support advocacy efforts.

In addition to the priority crises, NRC's advocacy engagement continued across many other contexts – such as **Colombia**, where NRC successfully engaged with the government to formally endorse the Safe Schools Declaration and dedicate resources to better respond to attacks on education facilities.

NRC also stepped up engagement efforts around our two global advocacy goals: protecting humanitarian access and addressing the funding gap.



Secretary General Jan Egeland conducting an interview with a journalist during a visit to Dori, Burkina Faso.

#### Protecting humanitarian access

NRC encouraged diplomatic efforts to address humanitarian challenges such as restricted access to aid deliveries and operational constraints. NRC advocated for mitigating the impact of sanctions and counterterrorism measures on humanitarian work. This contributed to a significant win for the humanitarian sector at the end of 2024: the UN Security Council unanimously adopted the indefinite application of humanitarian exemptions in sanctions regimes targeting IS group and Al-Qaeda.



In 2024 NRC published a revised version of the <u>Toolkit</u> for <u>Principled Humanitarian</u> Action: <u>Managing Sanctions</u> and Counterterrorism Risk.

This toolkit is designed for use by a wide variety of staff, from headquarters to the field, ranging from those responsible for programme implementation or partnerships with donors, to those with operational, risk management, or advocacy and policy responsibilities.

# Addressing the humanitarian funding gap

NRC published several reports: from highlighting the need for donors to stay engaged during political crises (Weathering the Storm) to the role of non-traditional donors in an increasingly complex global aid landscape; and from new approaches to financing NGO-led crisis response mechanisms (Out of the Ordinary) to a reference tool for policymakers and practitioners to enhance the effectiveness of humanitarian programming (Catalogue of Quality Funding Practices).







A core part of NRC's work is **protecting civilians in situations of conflict**. Recognising the complexity of many protection measures under international humanitarian law, NRC developed a series of <u>Protection of Civilians</u> and Access Explainers as a resource for the broader humanitarian and diplomatic community. Furthermore, NRC continues to contribute to **interagency coordination systems**, promoting increased efficiency and coherence of humanitarian responses. At the end of 2024, NRC held over 150 coordination and leadership roles at national and subnational levels.

Public advocacy and media work included a wide range of crises contexts. NRC's Secretary General continued to be a prominent voice in the media, securing coverage from top tier outlets such as BBC Hard Talk, Channel 4 News, and CNN's Amanpour. His visits to NRC operations in countries including Ukraine, Sudan, Syria, Gaza, Lebanon, Colombia and Chad received widespread coverage in European and US outlets, including in key donor countries.



NRC published a photo essay on Burkina Faso in Al Jazeera on 3 June 2024.

Burkina Faso topped the list of <a href="mailto:the-world's most neglected displacement crises">the-world's most neglected displacement crises</a> as featured in NRC's annual flagship report and <a href="mailto:the-world-this">this</a> impactful photo essay. The list was used to lobby for an increase in quality humanitarian assistance to neglected crises.



### NORCAP

NORCAP is a global provider of aid expertise and solutions, and is part of the Norwegian Refugee Council.

NORCAP works to improve aid to better protect and empower people affected by crisis and climate change by **providing expertise and solutions to humanitarian, development and peacebuilding partners.** 

# NORCAP's strategic objectives, 2022–2026 strategy

- Invest in local and national capacity and enhance participation of people at risk.
- Protect people in crisis and conflict.
- Promote climate action and sustainable responses.
- Improve effectiveness of multilateral institutions and responses.
- Promote a renewed commitment to democracy and human rights.

Assignments 628
Countries 79

Supported organisations 5

In 2024, NORCAP invested in local and national capacity through a new community engagement and accountability strategy, training 52 non-specialists and partnering with governments and local actors across Africa, Europe and the Middle East.

NORCAP's Lake Chad Localisation
Programme strengthened civil society
participation and local leadership across
Nigeria, Niger, Chad and Cameroon. Key
achievements include increased humanitarian
funding for local and women-led
organisations, greater civil society
representation in coordination mechanisms,
and stronger national NGO platforms. These
efforts enhance local ownership and
governance in humanitarian response.
NORCAP also remained at the forefront of
global cash coordination, linking shockresponsive social protection with anticipatory
action.

In protection, NORCAP reinforced the South Sudan peace process by strengthening monitoring mechanisms (the Reconstituted Joint Monitoring and Evaluation Commission and Ceasefire and Transitional Security Arrangement Monitoring and Verification Mechanism) for the peace agreement, ceasefire and security arrangements, while enhancing African Union compliance frameworks. Ten PSEA (protection from sexual exploitation and abuse) coordinators were assigned to high-risk regions, and over 340 humanitarian leaders were trained in advocacy and gender-sensitive decision-making.



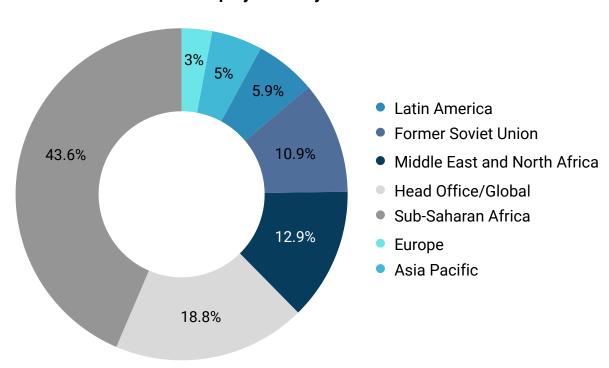
Training participants engaging South Sudanese refugees in Uganda in a focus group discussion on environmental issues.

To promote democracy and human rights, NORCAP supported 15 election observation missions with 76 Norwegian election observers. NORCAP also provided insights and mitigation strategies for UN peace operations to counter misinformation, disinformation, malinformation and hate speech (MDMH).

NORCAP advanced climate action and sustainable responses by supporting 17
African meteorological services in launching early warning websites and expanding smallholder farmers' access to insurance. In 2024, NORCAP remained the largest global provider of humanitarian energy expertise, surpassing 100 assignments since its inception to ten of the world's biggest crises.

To enhance multilateral responses, NORCAP established a new rapid response team, supported 21 emergency assignments in Ukraine, and helped unite all African nations behind a common position in global tax negotiations. NORCAP also secured an agreement with UNFPA to institutionalise the Regional Emergency GBV Advisor (REGA) Mechanism.

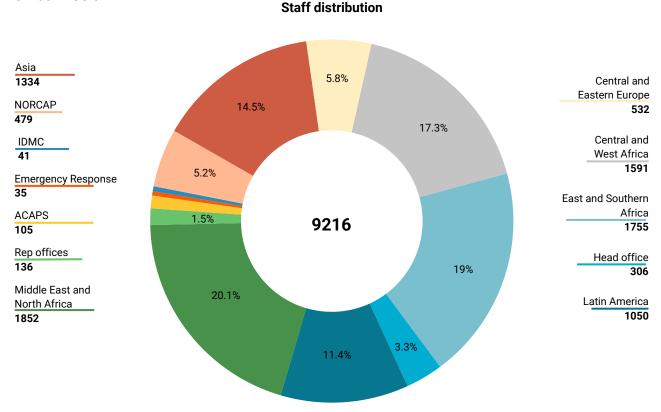
#### NORCAP deployments by location 2024



# NRC's people

At the end of 2024, 15,216 people worked for NRC delivering humanitarian assistance. Of these 9,216 were employees, and approximately 6,000 were engaged as incentive, daily or other types of workers.

The job that they performed frequently took place in demanding environments, often in hard-to-reach areas. NRC nurtures a conscious and respectful workplace, and looks beyond differences in culture, religion, race or gender. The dedication of NRC's staff to improving the lives and rights of displaced people runs throughout the organisation, whether we work in the field or in the head office in Oslo.



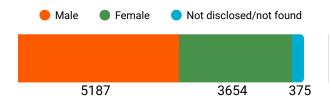
#### Diversity, equity and inclusion (DEI)

To achieve NRC's mission, a diverse and capable workforce is NRC's most important asset. NRC works systematically to build a positive working culture in which all staff feel valued and supported and have a sense of belonging. This includes work to ensure equality and non-discrimination, promoting equal opportunities regardless of gender, age, race, ethnicity, faith and beliefs, disability, sexual orientation, and gender identity.

NRC's HR policy promotes equality and the prevention of discrimination, harassment, sexual harassment and gender-based violence. The Code of Conduct establishes NRC's commitment to non-discrimination, equal opportunity, fair employment, courtesy, dignity and respect for different customs and cultures.

NRC's annual head office report on equality and non-discrimination, available on the <u>NRC website</u>, provides further details on the measures the organisation took in 2024, and the progress made to make DEI an inherent value in NRC.





#### Nationality, gender and immigrant background

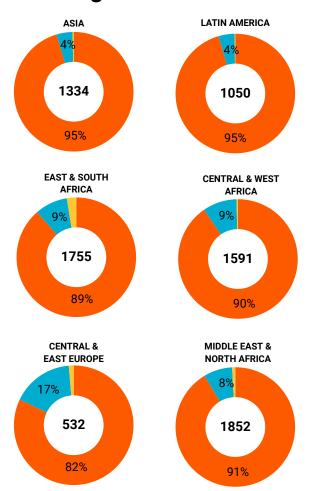
Most of NRC's staff are national employees and many were themselves once forcibly displaced. This gives us unique insight into the environments where we work. NRC hires international staff for field programmes when circumstances or the requirements of the job justify it. NRC does not work with volunteers, and our staff are hired according to local regulations.

Among the total staff population, NRC had staff from **134 different nationalities** in 2024. The top 3 nationalities were Afghan, Burmese and Palestinian.

NRC had 624 employees with international contracts. The top 3 nationalities were: Kenyan, French and Italian.

The gender distribution among NRC's country directors in 2024 demonstrated balanced gender representation, with 17 women, 13 men, and 3 opting to not disclose their gender.

# **Contract type distribution across regions**



#### **Duty of care**

International

NRC's duty of care towards its staff remains high on the organisation's agenda. NRC has continued to work on securing systems and procedures related to the health, wellbeing, safety and security of staff, particularly in high-risk contexts impacted by conflict. This has been achieved through continued strengthening of NRC's psychosocial support systems, and further development and adjustment of human resources (HR). Throughout 2024, HR worked closely with health, safety and security (HSS) to update procedures related to insurance, collaboration with local actors, proof of life and medical clearance.

National

Consultant

# Health, safety and security

The Health, Safety and Security (HSS) global function works to mitigate risks and provide guidance to staff to ensure that humanitarian operations can continue safely and effectively in volatile settings.

In 2024, the HSS section was driven by the need to balance operational criticalities – support to emergency responses such as the escalation of violence in the Democratic Republic of the Congo or the difficulties of aid delivery in Gaza – and regular operational and strategic requirements.

#### HSS incidents

A total of **972** HSS-related incidents were reported in 2024, a **32 per cent increase** compared to the 2023 figure of 738. The increase is due partly to an improvement in the culture of notifying and documenting incidents. This culture, however, varies across NRC's operations. As NRC is a humanitarian NGO working in challenging environments in more than 40 countries, a high number of incidents is to be expected.

#### Top 5 incident types in 2024

Road traffic incidents were particularly high in Syria and Jordan, due to frequent movements in high-density areas and camps.

Coercion and intimidation were prevalent in Afghanistan and Syria, reflecting increased threats against staff by authorities and armed groups.

Theft was a significant issue in Syria and Lebanon, indicating security vulnerabilities at NRC premises.

**Aerial bombing** was a major risk in Palestine and Ukraine.

**Burglaries** were frequent occurrences in Burkina Faso and Cameroon.

Road traffic incidents remain the most frequently reported incident. While the majority are minor, a few led to fatalities in 2024.

Coercion and intimidation cases are widespread, reflecting increasing pressure on staff from armed groups, authorities and local communities. Conflict-related threats such as aerial bombing, crossfire and infrastructure destruction highlight operational risks in volatile environments, and often lead to hibernation, evacuations, and disruption of activities. Theft and burglary pose significant security challenges, exposing vulnerabilities in NRC premises, asset protection, and logistics security. Movement restrictions and denial of access continue to obstruct humanitarian efforts, often due to bureaucratic barriers, security-imposed restrictions, and ongoing conflict.

Arrest and detention cases present a legal and administrative risk for staff, necessitating stronger engagement with authorities and legal preparedness.



NRC cars on the road between Oicha and Beni, DR Congo.

# Finance and revenue base

#### **Activity accounts overview (NOK 1 000)**

	2024	2023
Total contributions from institutional donors	8,664,671	7,601,300
Total contributions from sponsors and fundraising	483,761	462,892
Net financial income	141,777	33,197
Total income	9,290,209	8,097,390
Total cost to humanitarian activities	9,034,665	7,967,044
Administration costs	111,243	52,167
Fundraising	134,777	126,118
Total costs	9,280,685	8,145,330
Net activity result	9,524	-47,940

In 2024, NRC's total annual income was USD 864 million (NOK 9.29 billion), which represents an 15 per cent increase (in NOK) compared to 2023. NRC has a healthy financial situation, with a robust balance sheet and a small surplus for 2024.

NRC's Core Equity without restrictions is USD 70 million (NOK 752 million), 8.1% of the total income in 2024. By the end of 2024, total current assets amounted to USD 384 million (NOK 4.129 million), against a short-term liability of USD 307 million (NOK 3.303 million). The 2024 activity result of USD 886 530 (NOK 9.5 million) has been added to the organisation's equity.

The short-term debt ratio (liability over assets) is 0.80 and the organisation has no long-term debt. Although there are variations throughout the year, the organisational cash reserves and cash flow is deemed satisfactory. Surplus liquidity is invested in the money market and bond funds.

During 2023 and 2024, the organisation has experienced a need for continued focus to ensure a sustainable balance between income and expenses for the future. Some targeted

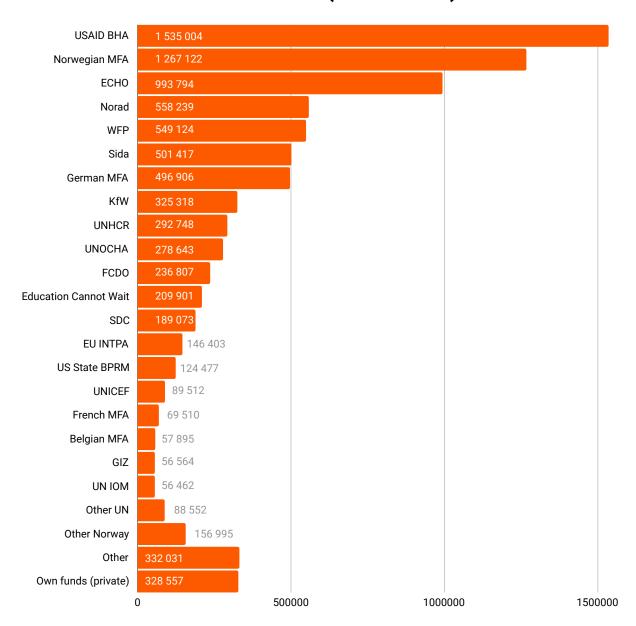
cost savings identified through the '2025 and Beyond' cost reduction programme were realised in 2024, while the bulk will be implemented in the 2025 budget.

Overall, NRC expects to maintain its 2025 budget at the same level as in 2024. However, US Government donors are likely to significantly reduce their funding for NRC in 2025 and onwards, per the new US administration's policies. Moreover, NRC expects that it will become even more challenging to mobilise additional institutional funding from governments due to reductions in aid budgets or increasing pressure on budgets because of the high number of humanitarian emergencies.

Forecasts for 2025 per March show a 7% drop in income compared to 2024, and there is little visibility on the consequences for 2026 and onwards. Consequently, NRC conducted a large restructure and reprioritisation programme in early 2025 to ensure its costs are sustainable even with a potentially lower income base in the future.

For more information on NRC's finances in 2024, please view the activity accounts for 2024 published on NRC's website.

#### Institutional donors in 2024 (NOK 1 000)

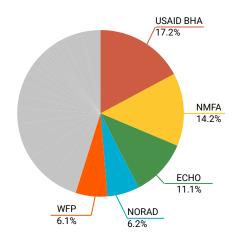


Note: Other donors/partners include Danida, Global Affairs Canada, Qatar Charity, World Bank.

# NRC's five top donors provided over 50 per cent of the total institutional donor income in

2024: USAID Bureau of Humanitarian
Assistance, the Norwegian Ministry of Foreign
Affairs, European Civil Protection and
Humanitarian Aid Operations (ECHO), the
Norwegian Agency for Development
Cooperation (Norad) and Sida. NRC also
implemented a significant amount of in-kind
assistance provided by the World Food
Programme (WFP).

#### NRC's top five donors

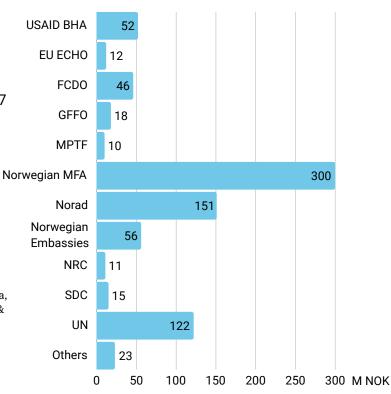


#### **NORCAP funding**

In 2024, NORCAP's implementation totalled USD 75.4 million (NOK 818 million), slightly above the initial budget of USD 75.3 million (NOK 816.7 million).

NORCAP's expenditures amounted to USD 65.6 million (NOK 712 million), while ACAPS' expenditures were USD 9.7 million (NOK 106 million).

Note: Other donors/partners include GAC-Canada, the Belgian and Danish Embassies, UK-MET, EU & EEA, BRC, Sida, Save the Children, Mercy Corps, DRC World Bank, Start-fund and Craf'd.



#### **Private sector fundraising**

Private organisations, foundations, corporations, impact investors, capital markets and philanthropists are important partners for NRC. They help NRC to enable change and innovation through their expertise, networks, and flexible funding approaches.

In 2024, private fundraising generated a value of NOK 483 million from cash donations, grants and pro bono resources, at a cost of NOK 174 million for fundraising and public engagement. Thus, for every NOK 1 spent, NRC generated NOK 3 of resources to help deliver its mission. Improving profitability, especially of regular donor recruitment, continues to be a priority.

New partnerships were built with Novo Nordic Foundation, Centre Disaster Philanthropy, AKO Foundation and Peter Opsvik AS, in addition to maintaining ongoing partnerships with organisations like IKEA Foundation, Hilton Foundation, the LEGO Foundation, Gates Foundation, Porticus, Boston Consulting Group (BCG), CMS Kluge, Paul Krohn Holding and others. Private sector organisations also matched funding for NRC's humanitarian innovation grant from Innovation Norway.

NRC is grateful to all generous regular donors who give every month. Private individuals represented one-third of all private fundraising in 2024.

Distribution of private sector funding

# Private sector organisations and foundations Pro bono Individual donations NOK 157 million NOK 186 million

# Risk management

Throughout 2024, risk management efforts continued to focus on strengthening the organisational capacity to manage the risks affecting NRC globally. There was a particular focus on the high risks: the risk of exposing project participants to further harm, the risk of disclosing confidential information, major corruption events, and the risk of sexual exploitation and abuse.

NRC continued to provide managers with improved systems and tools to manage key organisational risks. In 2024, NRC launched a new Personal Data and Privacy Policy to reflect data responsbility commitments, including the processing of biometric data and how the organisation manages personal data of children.

A recommendations tracking tool was established to streamline and enhance monitoring of key recommendations for NRC, including follow-up of annual/statutory audits, donor audits, investigations, donor feedback and external evaluation.



Saif searches for phone coverage in Al-Rajihi camp, Yemen.

#### Sexual exploitation and abuse and sexual harassment

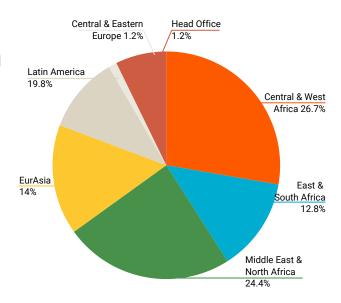
A total of 83 cases of misconduct relating to sexual exploitation, abuse and sexual harassment (SEAH) were reported to NRC in 2024, which is 29 per cent higher than in 2023. 69 per cent of NRC's country offices reported at least one incident. Each allegation and complaint were evaluated based on set criteria and followed up in accordance with NRC procedures and the Speak Up system, which is NRC's whistleblowing mechanism.

61 per cent of allegations involved sexual exploitation and abuse and 27 per cent involved sexual harassment. NRC investigated eight allegations involving child sexual abuse and five allegations of child rape.

Of the allegations received in 2024, 55 cases were moved to fact finding or investigation, six were moved to HR for follow-up, and two cases were followed up through NRC's programme response.

Only one of 84 alleged subjects of concern were female, while the rest were male. 35 per cent of substantiated findings were related to staff in managerial positions. Some 95 per cent of survivors were female, of which 60 per cent were project participants.

#### SEAH incidents per region

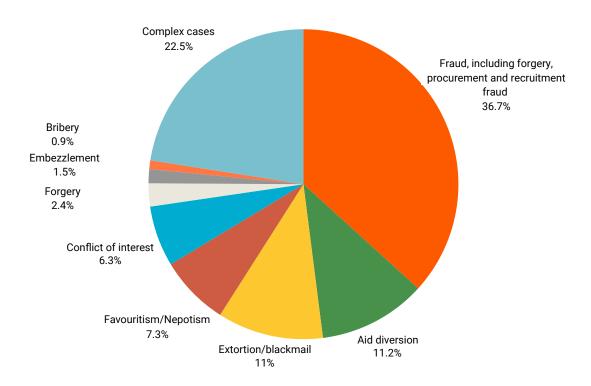


#### Corruption

A total of 205 corruption cases were reported to NRC in 2024. This is slight increase (1%) from 2023 when there was a total of 203 reported cases. Each report was evaluated and responded to in accordance with NRC's Speak Up procedures.

The top case profiles were: (1) fraud, including procurement and recruitment fraud (37%); (2) aid diversion (11%); and (3) extortion (11%).

To date, 110 of these cases have been closed. Ninety-four (94) were closed in 2024 and 16 were closed in 2025. The remaining 95 cases are still under investigation.



All cases of alleged financial corruption or misconduct from the previous year are briefly summarised on <a href="NRC's website">NRC's website</a> in June of each year.

#### **Transparency**

NRC maps its supply chain in accordance with the Norwegian Transparency Act, which requires organisations to provide the general public with information on how they address the impact of partners and suppliers on fundamental human rights and working conditions. During 2024, no negative consequences of NRC's partnerships were discovered.

Further information on actions taken by NRC in 2024 to ensure compliance with the Transparency Act is outlined in an annual report published on <a href="NRC's website">NRC's website</a>.

# **Environmental impact**

NRC is committed to reducing its environmental NRC's carbon footprint for 2024 was 155,613 impact through working with local communities, donors and staff. The climate crisis increasingly affects the people we work with, as displacement-affected contexts are especially vulnerable to climate risks.

2024 marked another year of more severe and intense climate-related events: heatwaves, droughts, floods and epidemics. As a result, several countries already facing humanitarian crises experienced a further increase in humanitarian needs. This requires NRC to adopt greater environmental awareness in its humanitarian response and reduce its environmental footprint.

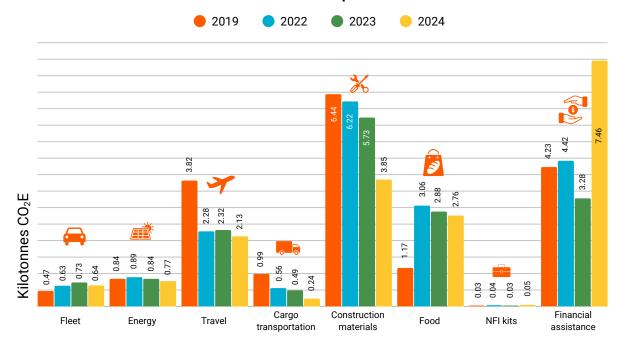
NRC's carbon footprint report outlines an analysis to understand and reduce the organisation's carbon emissions. Internally, dashboards and carbon target calculator tools put location-specific data in the hands of stakeholders across NRC to inform reduction targets and actions. Carbon reduction initiatives are ongoing, and NRC has prioritised reducing energy emissions through the transition from diesel generators to solar power.

kilotonnes of CO<sub>2</sub> equivalent, which is a decrease of 0.4 per cent compared to the 2019 baseline per staff member (FTE).

In 2024, NRC's carbon footprint rose back to the baseline due to an increase in the quantity of aid delivered. However, the core emissions from travel, vehicles and energy fell by 31 per cent per staff member compared to the baseline. This indicates that NRC is becoming a more carbon-efficient organisation across its operations. In 2024, there were reductions in emissions in almost every category except financial assistance, where we saw a significant increase as we delivered more aid to more displacement-affected people.

Emissions from programme activities vary per the type and location of needs being responded to each year. This volatility is to be expected and is not a cause for concern. NRC's current focus is on transitioning from the use of diesel generators to solar power. NRC's South Sudan country office completed the largest implementation in 2024, and a pipeline for the solarisation of 15 country offices was established in 2024, to be implemented in 2025.

#### **Emissions from activities per staff member**



#### NORCAP energy and sustainable response

NORCAP continues to work towards promoting climate action and sustainable responses in the humanitarian sector. In 2024, NORCAP contributed with the deployment of energy experts as part of the Decarbonising Humanitarian Energy (DHE) programme in Niger, Nigeria and the Sahel region. The DHE project is implemented by a consortium of leading organisations and stakeholders through the DHE Multi-Partner Trust Fund, including NORCAP, the United Nations Development Programme and the Global Platform for Action (GPA).

Throughout 2024, NORCAP experts contributed to the coordination, project development, assessment and implementation of decarbonising and energy access initiatives as part of the DHE programme.



Nik Mohammad, 55, complains of a poor yield as the result of drought in his area of Badghis, Afghanistan.

# **NRC Board**

The following people constituted the Board in 2024:

- Kristin Skogen Lund (incoming Board Chair, December 2024)
- Amira Malik Miller (Deputy Board Chair)
- Kiran Aziz
- Walter Kälin
- Claus Sørensen
- Jemilah Mahmood
- Sturla Stålsett
- Randi Marjamaa
- Jacopo Caridi (Board member elected by staff from October 2024)
- Karim Irani (Board member elected by staff from March 2024)
- Elisabeth Ånes Rydland (Board member elected by staff from March 2024)

#### Outgoing Board members in 2024:

- Harald Norvik (Board Chair until December 2024)
- Pauline Ballaman (Board member elected by staff until October 2024)
- Lilia Granja (Board member elected by staff until March 2024)

The Board conducted four regular Board meetings and two Board seminars discussing 66 agenda items during 2024.

The Board Audit and Risk Committee met four times throughout the year. The Committee assists the Board and management by providing independent oversight, advice and guidance on the adequacy of NRC's:

- risk management
- internal controls and frameworks for compliance and safeguarding
- internal audit activity, external auditors, and other providers of assurance
- financial statements and public accountability reporting

Board meetings and seminars in 2024 focused on, among other issues:

- the 2025 and Beyond programme
- strategic direction
- funding gap
- localisation

The Board evaluation in 2024 confirmed that the relationship between the Board and the administration is good and constructive.

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

The Board thanks NRC's employees for their dedication and hard work throughout the year. The Board looks forward to continued cooperation in 2025.

The Board and the Secretary General's responsibilities for the governance of NRC are covered by liability insurance through If P&C Insurance Ltd. The insurance covers the insured parties' liability for pure financial loss in the capacity of directors and officers that may incur anywhere in the world according to the Norwegian Foundations Act.

#### Oslo, 7 May 2025

Mistrie Slegen Lond Kristin Skogen Lund Chair of the Board

Jan Egeland Secretary General

Walter Kälin Board Member

Randi Marjamaa Board Member

Jemilah Mahmood Board Member

Ole Jacob Sending Board Member

Oh James Seuld

Kaela Glass

Board Member elected by staff

Amira Malik Miller Deputy Chair

Claus Sørensen Board Member

Kiran Aziz Board Member

Martin Griffiths Board Member

Karim Irani

Board Member elected by staff

Jacopo Caridi

Board Member elected by staff

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