

ANNUAL REPORT 2016



The **Norwegian Refugee Council** is an independent humanitarian organisation helping people forced to flee.

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Abu Ibrahim hugs his ten-year-old daughter Yamama in Zaatari camp, Jordan. Although Syrian girls don't traditionally practise the martial arts, Abu Ibrahim believes Yamama's taekwondo classes will help her develop a strong personality. "I see good coming out of this," he says.

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Queries should be directed to info@nrc.no

The production team expresses their gratitude to the NRC staff who contributed to this report.

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DELIVERING THROUGH A BLEAK, CHALLENGING YEAR

2016 was a year when many crises worsened, with more people displaced than at any time in our generation.

At the beginning of 2016, over 65 million people had fled across a border as a refugee or asylum seeker, or were living displaced within their own country.

We see every day that our work is more crucial and needed than ever before. With operations in 31 countries and experts deployed in many more, NRC offers displaced people a lifeline, so they can live with dignity until they can find a lasting solution to their situation.

We assisted more than 6.8 million people in 2016 through our sectors of expertise: camp management; education; food security; information, counselling and legal assistance (ICLA); shelter; and water, sanitation and hygiene (WASH). We strive for quality while reaching as many as possible. We integrate our activities across sectors, keep our work grounded in the humanitarian principles, put protection against abuse at the centre of our efforts, and endeavour to reach those most in need.

In many of the contexts where we operate, we have seen how displaced people have their most basic rights violated. This protection crisis is at times, even greater than the assistance crisis. On the ground, humanitarian agencies are struggling to reach people in insecure areas, leaving them with little and inadequate support. This year was no exception. We have therefore strengthened our capacity

to respond in emergency situations. Our rapid response teams are conducting assessments, supporting existing operations and helping set up new programmes.

We have also engaged in discussions with key donors on how to adapt donor requirements to realities in high-risk areas. With the acceptance of new guidelines by the Directorate-General for European Civil Protection and Humanitarian Aid Operations (ECHO) and the Norwegian Ministry of Foreign Affairs (NMFA) in 2016, we have increased our ability to stay and deliver in hard-to-reach places of war-torn countries like Syria.

Syria's war has challenged NRC and the whole humanitarian community to the extreme. Many other serious crises have been overshadowed by the violence in the Middle East. In Nigeria, humanitarian needs have exploded. Four out of five people in Yemen need humanitarian assistance. The numbers of civilians killed and displaced in Afghanistan are increasing, but attention and funding has waned. Our teams have overcome many challenges by finding local solutions, adapting to realities on the ground and innovating to find new and improved ways to reach people in need. Read about our cash work on page 23.

At the end of 2016, more than 12,500 people worked with and for displaced people on behalf of NRC as international



Photo: NRC

staff members, national staff members, deployees and incentive daily workers. Through our expert capacity NORCAP, we deployed specialists on hundreds of missions to humanitarian crises. We do what we can to keep our staff, partners and the displaced people we serve both safe and well. Routine conflict analysis and security risk assessments, meanwhile, help us prepare for difficult operational environments.

NRC's presence on the ground and our ability to convey eyewitness accounts have positioned us as a voice of authority in international media. We have also succeeded in bringing the attention of global media and policymakers to neglected crises such as Yemen and Somalia. Our communication efforts amplify the voices of displaced people, where they might otherwise not have an opportunity to be heard. In 2016, NRC was seen in global media for weeks when people were trapped in the crossfire during the Fallujah offensive. Stories like Hasna's, which you can read on page 63, are haunting. But they need to be told.

Despite the obvious needs, many crises competed for funding and attention throughout the year. There have been increases in humanitarian budgets, but they seldom meet the demands. NRC has become a lead influencer in efforts to improve humanitarian financing. In our own operations we are dedicated to a cost-conscious culture, striving

to channel as much available funding as possible to the people we assist.

Although 2016 was a grim and challenging year, there were also positive developments. We were able to formally close our operation in Côte d'Ivoire as the displaced people in that country are no longer experiencing a humanitarian crisis. In Colombia, the signing of a peace agreement and plan to compensate war survivors and the displaced is paving a new direction for our work. Globally, the humanitarian community and governments made concrete commitments at the World Humanitarian Summit in May 2016 to relieve displaced people's suffering.

Every day, we draw inspiration from the resourcefulness of the people we assist. They all seek to regain full control over their lives and futures. Our job is to help them help themselves. We enter 2017 equipped with strong programmes, steady deployment capacity, solid advocacy tools and unwavering determination.


JAN EGELAND
 Secretary General, Norwegian Refugee Council

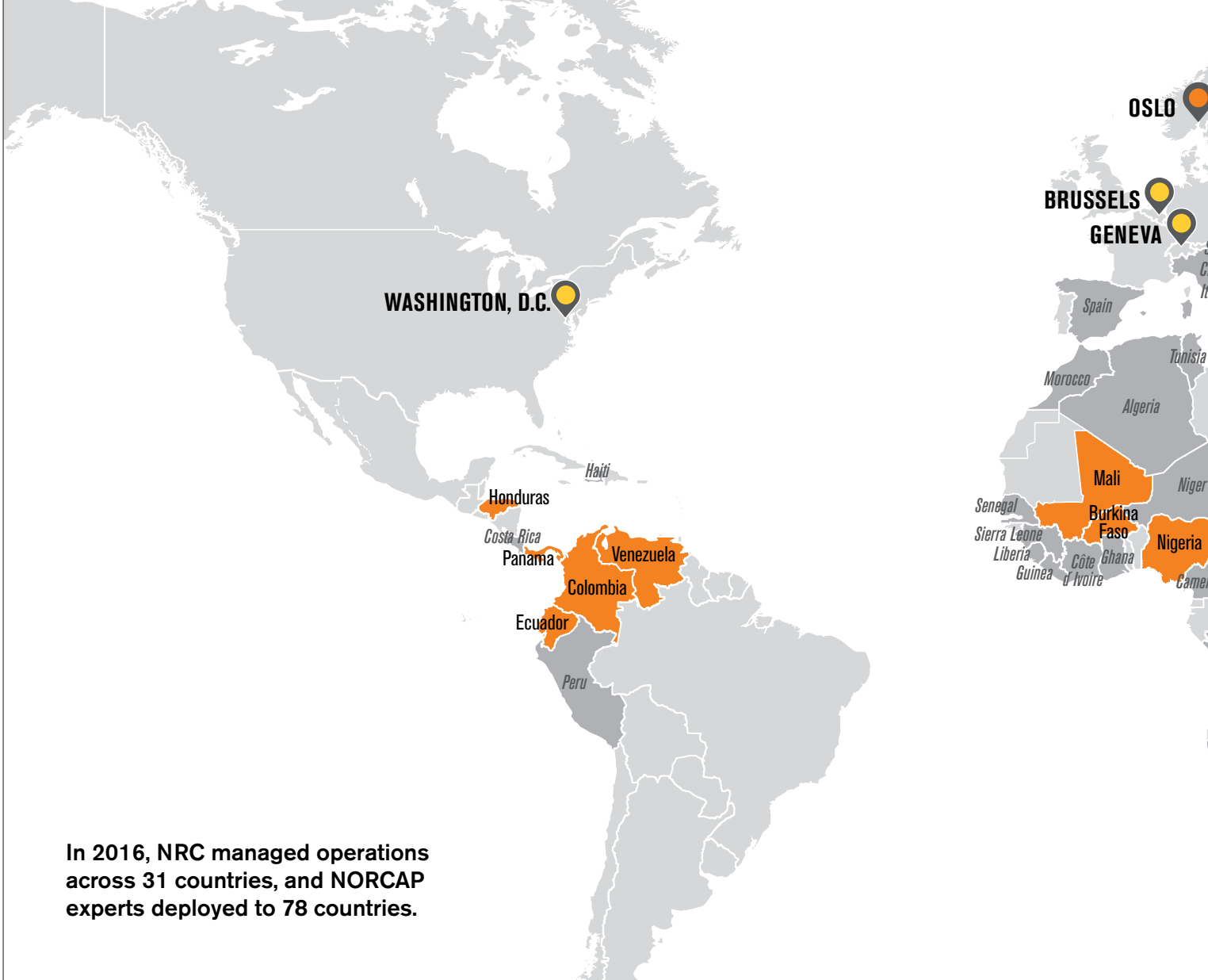


Photo: Albert Gonzalez Farran/NRC

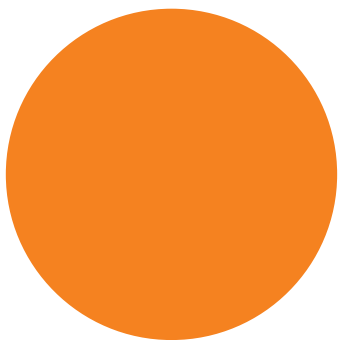
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OVERVIEW AND MAIN ACHIEVEMENTS

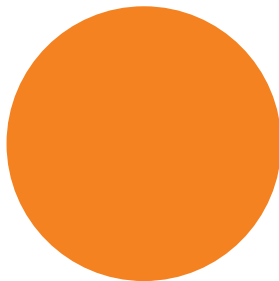
WHERE WE ARE



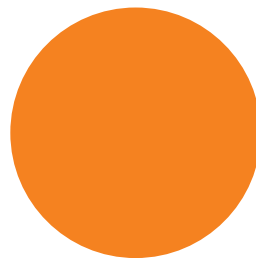
In 2016, NRC managed operations across 31 countries, and NORCAP experts deployed to 78 countries.



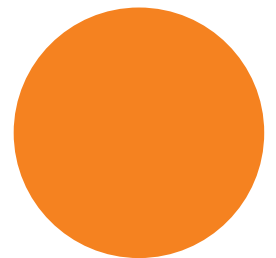
Yemen
1,385,718



South Sudan
951,353



Iraq
785,786



Syria
742,804



Mali
161,497



CAR
142,578



Ethiopia
138,576



Jordan
134,895



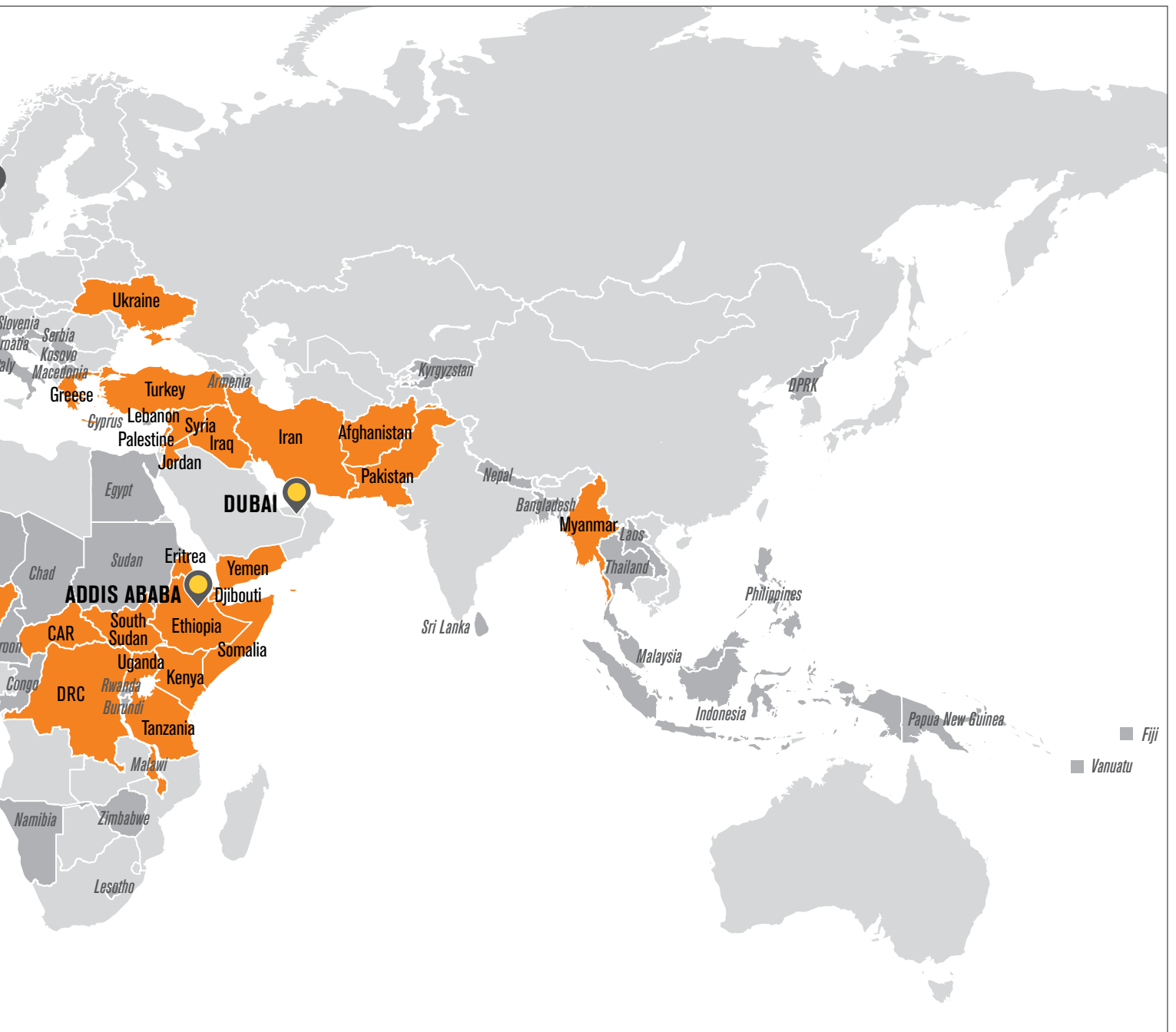
Colombia
96,755



Nigeria
87,523

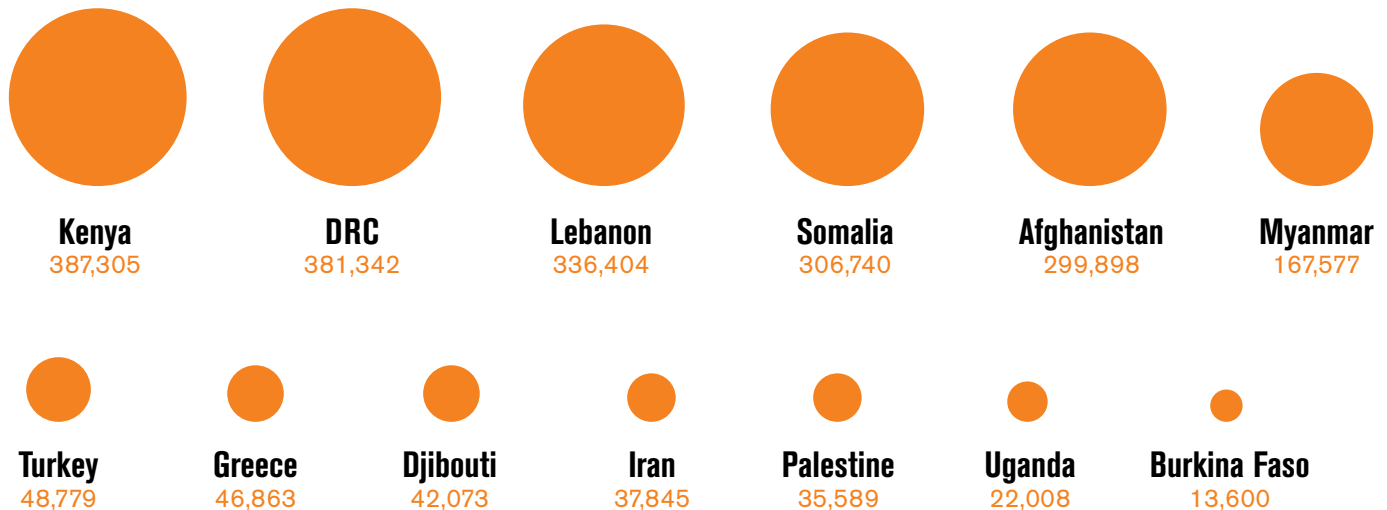


Ukraine
71,252



In 2016, NRC reached **6,835,624** individual people in need of humanitarian aid through our programmes.

WHO WE REACH



GLOBAL ADVOCACY

NRC's advocacy objective has never waived: improve the lives of displaced people. With evidence from our field work, we advocate at the global, regional and country levels.

In 2016, NRC saw worsening crises in the Horn of Africa and the wider Lake Chad Basin. We witnessed new record displacement numbers in Afghanistan, as hundreds of thousands of refugees were forced to return from Pakistan and Europe. Brutal tactics of siege and starvation persisted in the Syrian conflict. A general tendency toward stricter asylum and protection systems continued, both in Europe and in the Horn of Africa. These trends framed NRC's advocacy efforts.

Alternative procedures

Complying with standard operating procedures has been challenging for humanitarian organisations working in high-risk areas. In 2016, NRC reached an agreement with ECHO on "alternative procedures", which aims to ensure the best possible programmatic and operational compliance in high-risk areas. NRC raised these discussions with ECHO in the context of Syria, and we collaborated to produce policies and practices to meet this objective.

A best practice has emerged, where challenges identified from the field result in adjustments acceptable both for NRC and our donors. This enables us to deliver assistance without bringing staff, partners or the people we serve in harm's way. We will use this precedent for negotiating exemptions in other challenging operating contexts, where necessary.

Protecting children

In December 2016, NRC influenced the UN High Commissioner's Dialogue on Protection Challenges to strengthen the protection of children on the move, where we contributed with field-based input. We also continued to lead on policy development related to counterterrorism measures and countering violent extremism.

The Syrian regional crisis

In 2016, we produced a private briefing paper on access challenges inside Syria and continued to lobby extensively on the importance of renewing UN Security Council resolution 2165 and its implementation. We highlighted the obligations for sustained humanitarian access throughout Syria as well as for civilian protection. We also continued to be a leading voice on protection issues related to legal status. NRC produced a policy briefing paper ahead of the February 2016 conference in London, "Supporting Syria". The conference resulted in commitments by Jordanian and Lebanese authorities to expand support to refugees in exchange for greater international financing. We have also

led Brussels-based work around the development of EU compacts, which helped ensure that legal status issues for refugees are currently covered in the draft compacts.

The Afghan regional crisis

In Iran, the government's efforts to address Afghans' needs have been commendable. Yet humanitarian access and space remain challenging. In 2016, NRC and the International Consortium of Refugees in Iran successfully advocated with the Government of Iran to enable a joint NGO assessment of refugees' needs. This increased the humanitarian space by allowing access to vulnerable Afghans in new locations across eight provinces.

Advocacy in Europe

In Europe, NRC undertook individual and collective advocacy work to persuade the EU to improve its refugee and migration policies, to share responsibility across member states, to uphold international commitments and to improve reception conditions.

By dedicating an advocacy adviser to underreported crises, NRC Europe was able to help bring many neglected countries back on the agenda in EU discussions, where they had otherwise been excluded. This position allowed NRC to keep colleagues in the field updated with relevant developments in the EU, and enabled us to raise the profile of humanitarian issues on South Sudan, Yemen and the Latin American region in the European Forum. Notable achievements included the lobbying for the inclusion of a humanitarian component at the Brussels Conference on Afghanistan and the Brussels Conference on the Central African Republic.

The Lake Chad Basin regional crisis

Regarding our operations in West Africa, we worked to raise the profile of the situation in north-east Nigeria and the wider Lake Chad Basin crisis. We have established a strong relationship with the UN's Regional Humanitarian Coordinator for the Sahel and hosted several round-tables inviting other Norwegian NGOs to engage in discussions with him in Oslo. In 2016, these meetings led to the first discussions encouraging the NMFA to host a conference on the Lake Chad Basin in March 2017.

Read more about NRC's advocacy efforts in Chapter 3, *Snapshots from the field*, and in Chapter 4, *Thematic areas*.

NORCAP: NRC'S EXPERT DEPLOYMENT CAPACITY

NORCAP, our expert deployment capacity, aims to improve international and local capacity to prevent, prepare for, respond to and recover from crises. We do this by delivering the right expertise, building strategic partnerships and advocating for more effective action.

Confronted with an increasing number of complex and large-scale emergencies, the need for effective and well-coordinated assistance has grown dramatically. In 2016, the wars in Syria and Iraq continued to displace millions of people. In the Sahel region, weak state institutions and climate change helped fuel armed conflict, human rights abuses and extreme poverty – creating the largest of the world's interconnected crises. Millions were on the brink of famine in Somalia, South Sudan and Yemen.

Throughout the year, NORCAP supported humanitarian and development actors as they worked on the ground to save lives, build resilient communities, ensure peaceful transitions from conflict and promote sustainable governance. Our rosters provided the UN, international organisations and national stakeholders with more than 500 expert missions in 2016, who altogether contributed with over 2,300 months of work.

Advancing the sector

Meeting basic needs in complex emergencies and sudden-onset disasters must go hand-in-hand with addressing long-term vulnerabilities. We work strategically with our partners to identify and address critical competency needs in the humanitarian and development sectors. Over the years we have worked with the UN and other partners to develop specialised projects, which are strengthening the humanitarian response within the areas of protection (ProCap), gender mainstreaming (GenCap), needs assessments (ACAPS) and cash and markets (CashCap).

We also develop innovative partnerships to advance new ways of working. Climate change is increasing the frequency and magnitude of disasters. The 2015-2016 El Niño demonstrated the need to build systems preparing for and mitigating the effects of extreme weather. In 2016, we stepped up our work in support of the Global Framework for Climate Services, in western and eastern Africa. The collaboration with the Intergovernmental Authority on



Development's Climate Prediction and Applications Centre in Nairobi led to improved abilities to process weather data as well as developing climate and weather products. They introduced their first tailored products giving vital information about the start and end of the rainy season as well as the onset and duration of damaging dry spells. While donors, multinational institutions, NGOs and national institutions are making large investments in resilience, there is a need for improved coordination to avoid duplication and ensure efforts pull in the same direction.

We successfully rolled out CashCap in 2016 to broaden the reach and improve effectiveness of cash transfers. Fourteen CashCap experts supported various UN agencies, international NGOs and clusters in 2016. As a multi-agency support resource, CashCap experts provided strategic leadership, particularly to ensure that responders plan and monitor cash interventions jointly across sectors – known as multipurpose cash. Feedback confirmed that CashCap experts are seen as neutral and independent,

promoting quality in a response and not representing any particular agency. They are strategically placed to promote cooperation between partners and sectors, and to create linkages between humanitarian, recovery and development efforts.

Right person, right place, right time

Our rosters are well-balanced in terms of experience, languages, gender and nationality. This enables us to deploy people with the right technical competencies, cultural awareness and interpersonal skills needed on the ground in a wide range of contexts and crises. We actively sought to bridge the gaps between preparedness, humanitarian and development efforts at national and regional levels, by identifying personnel with experience in diverse phases of assistance and deploying them before, during and after the onset of a crisis.

While ensuring the ability of the humanitarian community to scale up in the aftermath of disasters, our deployments normally last between six and 18 months – meaning that they also bring continuity to the response compared to most internal surge capacities. NORCAP responded to several sudden-onset disasters during the year. Our experts were on the ground within 48 hours of the major earthquake in Ecuador in April 2016. Because of their knowledge of the region and their language skills, the employees managed to build bridges between authorities, UN and local communities. Our cash and markets, protection and logistics experts are still contributing to response and recovery efforts after Hurricane Matthew struck Haiti in October 2016.

Our employees also supported the scale-up of humanitarian efforts in complex emergencies like the ones in the Lake Chad Basin, Iraq and South Sudan.

Lasting contribution

Our experts strengthen the organisations they deploy to by developing the capacity of their staff and systems. Good handovers and deployments hosted by, or in close collaboration with, national authorities also help to ensure sustainability. Our collaboration with Greece's migration authorities resulted in improved coordination between central authorities, humanitarians and other stakeholders working with migrants and refugees in Fylakio and Lesbos. A capacity building team helped develop manuals and training sessions, including on humanitarian principles and international standards, to standardise procedures and ensure proper induction of frontline officials.

Our dedicated and experienced cluster coordinators have contributed to the sharing of knowledge and resources across responders. In doing so, they have reduced gaps and the duplication of efforts. In Iraq, our Camp Coordination and Camp Management (CCCM) cluster coordinators supported the development and transition to a mobile CCCM approach, which includes closer coordination with other sectors, such as shelter and WASH, and enables more flexibility and better responses.

NORCAP'S LAKE CHAD BASIN RESPONSE

In 2016, NORCAP stepped up support to UN agencies in response to the complex crises in the Lake Chad Basin. A majority of experts were deployed to north-east Nigeria. While addressing protection and urgent needs like food security have been a priority, it will be important to use the current inflow of humanitarian support to set the stage for recovery and development efforts. With this in mind, NORCAP supported FAO with a coordination and information manager for the food security sector working group. CashCap, meanwhile, deployed experts to provide technical and coordination support within cash transfer programming. The aim is to strengthen both life-saving interventions and longer-term preparedness, response and resilience.



NORCAP shelter experts were deployed to IOM in Maiduguri. Photo: Tommy Sandlökk/NORCAP

NORCAP KEY FIGURES 2016

Provided **500+** deployments

Worked **194** person-years

Supported **34** organisations

Worked in **78** countries

Recruited **152** new experts



NORCAP logistics expert, Hassane Djibrine Djaranabi (right) with a WFP colleague in the logistics hub outside Jeremie, Haiti. Photo: Ingrid Prestetun/NRC

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PROGRAMME ACTIVITIES



STRENGTHENING OUR PROGRAMMES

Given the increased difficulties in many of our operations, NRC emphasised programme development aimed at ensuring displaced people in hard-to-reach areas could still access assistance and protection in a responsible and accountable way.



NRC staff, forced to postpone an emergency distribution, seek shelter from a sand storm in Al Waffa camp in Iraq. NRC works in more dangerous places than ever before. *Photo: Balil Jaloob/NRC*

NRC works in highly complex and challenging environments, and our priority is to improve the quality of programme design and management in all of our country operations. NRC works in more dangerous places than ever before, and many of the places where we have been present are becoming more dangerous and difficult. These increased access challenges in our operations have prompted us to refine the way our programme sectors adjust to such contexts. As part of this, we look to improve how we measure and document our results, which in turn enhance the effectiveness of our programmes on the ground.

In 2016, NRC began to revise our programme policy. We more clearly defined our six core activities in the field and integrated learning from three years' work on urban displacement contexts. Revising our programme policy provides better guidance to our programme staff in the field, helping them to sharpen and systematise their work.

As part of the Learning in Emergencies – one million initiative, NRC continued to scale up our education programmes in 2016, working towards a four-fold increase in recipients over the 2014-2017 period. In six countries, a new internal innovation fund launched education-related projects, such

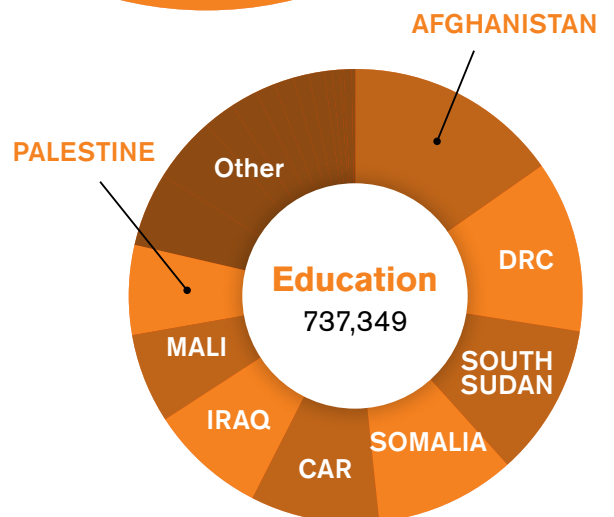
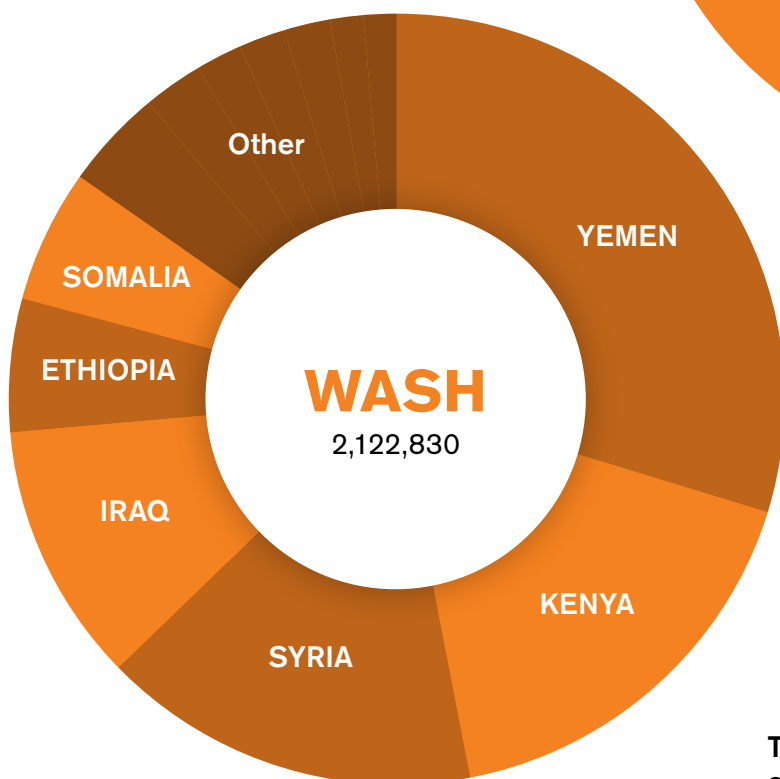
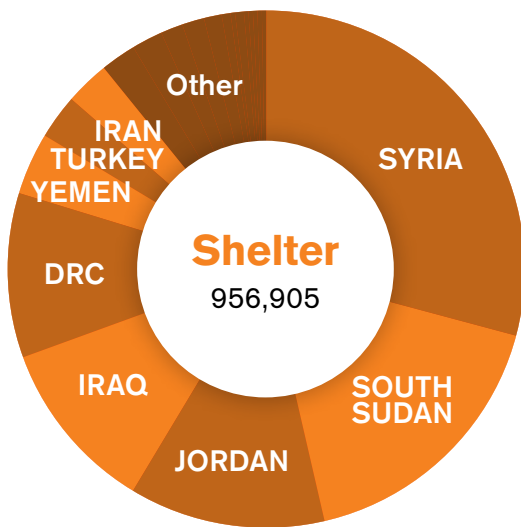
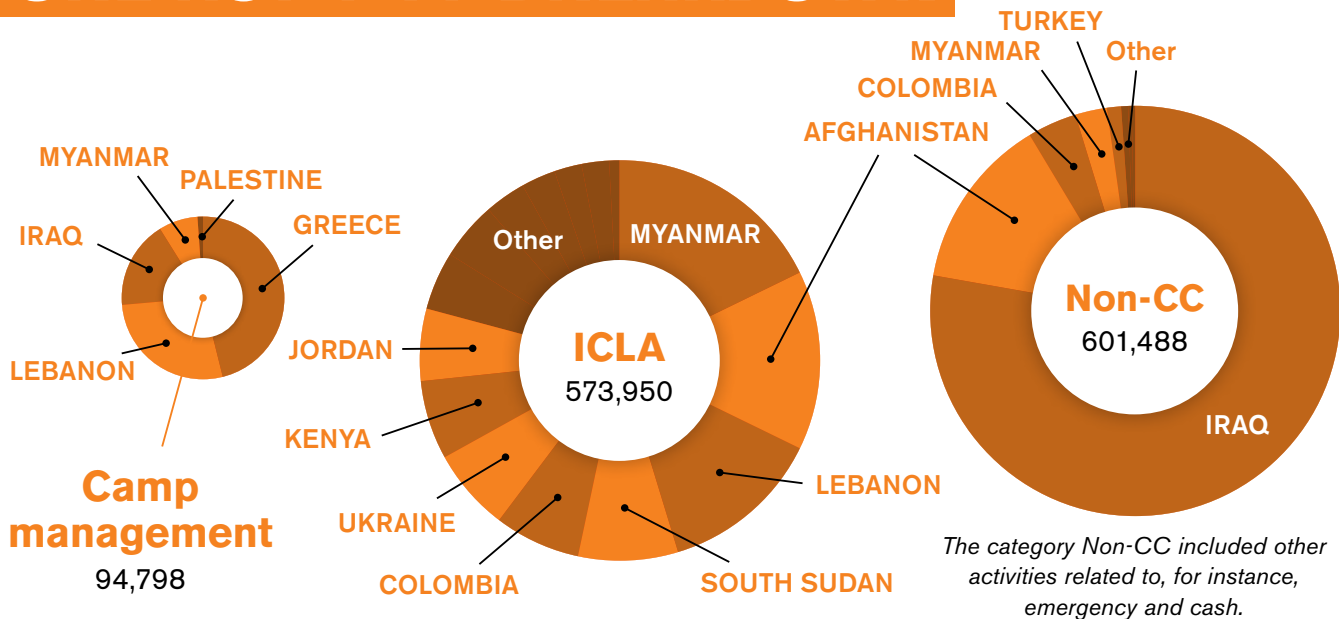
as e-learning, to reach more children and youth with quality learning programmes.

After three years of piloting gender-based violence (GBV) activities, NRC decided not to develop GBV as a core programme activity. Rather, we will review the lessons from these pilots to build and sharpen our gender and protection mainstreaming approach within existing programming.

In 2016, cash-based interventions represented ten per cent of NRC's global assistance. We worked to generally improve our capacity to deliver cash-based assistance through our core activities as well as multi-purpose cash assistance, and particularly concentrated our efforts in high-risk areas. This led to the development of an NRC website on remote cash programming, including a full set of guidelines, toolkits and trainings. We made these materials available to all humanitarian actors.

This chapter reports on the development of the technical aspects of our work as well as through specific cases that exemplify how our activities help better everyday life for displaced people. Later chapters also show how we work across sectors to carry out a coordinated and holistic response on the ground.

CORE ACTIVITY BREAKDOWN



The number of people directly benefitting from each NRC core activity in 2016, and where.

INNOVATION FOR ACCESS

In 2016, NRC continued our focus on access in order to stay and deliver quality programmes in high-risk areas.



An NRC staff member speaks with a displaced Iraqi family. In 2016, newly displaced families from Fallujah fled to camps in Amiriyat al-Fallujah, Anbar, where NRC teams worked day and night to give them safe drinking water, food parcels and basic hygiene items.
Photo: NRC

Innovative approaches and technology can help us overcome access obstacles, and this has become an area of investment for NRC. We established an internal fund to support innovative projects in, or in support of, operations in high risk areas. Funded through NRC's partnership agreement with DFID, a committee selected projects based on criteria including innovative character, relevance for access, and use of new technology and partners. We launched seven projects in Afghanistan, DRC, Iraq, Kenya, Nigeria, South Sudan and Syria. In Iraq, for example, NRC used remote technologies to hold focus group discussions and interviews, to find early warning indicators of siege areas. This will help us prepare programmes for future displacement influxes, as well as information for our access negotiations. Several promising practices emerged, which NRC will test in different locations in 2017.

In addition to spurring these practices, the fund produced important lessons related to innovation. In parallel to the NRC innovation fund, we collaborated with Tinkr, a company specialising in creative innovation, to understand how NRC can promote innovation internally. The learning

from both initiatives placed NRC in a position to take on a lead role in a collaborative project on humanitarian innovation, funded by Innovation Norway, involving the Norwegian Red Cross, Norwegian Church Aid and Save the Children Norway. This project will run through 2017.

Access negotiations trainings

Since 2013, NRC has partnered with Conflict Dynamics International (CDI) in conflict-affected contexts, to build field staff capacity on issues related to humanitarian access and negotiations. In 2016, we worked with CDI to provide tailored trainings for country teams and interagency coordination bodies in Yemen and Nigeria. The trainings emphasised access methodology and humanitarian access negotiations. To promote sustainability, NRC and CDI organised our first joint training of trainers-style workshop in November 2016. Participants included a cross-section of NRC staff who had notable involvement in access negotiations, training, coordination and advocacy, and included representatives from all regions and all levels of the organisation. This workshop marked a shift in NRC's approach to capacity building on these issues, and reflected a

commitment to developing an in-house training model informed by our specific mission, programmes and policies.

Building upon events on access and negotiations held in 2016, NRC began to work with InterAction to develop a self-audit tool that will enable NGOs to assess their strengths and weaknesses in humanitarian negotiations. We shared our experiences at the Annual Meeting of Frontline Negotiators, organised by the Centre of Competence on Humanitarian Negotiation in Geneva, in October 2016.

Conflict analysis and sensitivity

In 2016, NRC worked to enhance our understanding of contextual dynamics and developments, and how this impacts our response. In the Middle East regional office, NRC's conflict and access adviser piloted a new conflict-sensitive approach to programme planning, to strengthen our conflict-sensitive analysis. Through the expertise of this regional post, we were able to explore how we can better customise a conflict sensitivity framework – which includes analysis of root causes, trends and access, as well as scenario forecasting – for NRC. We also piloted conflict sensitivity analysis and training for NRC's Syria Response Office.

Local partnerships

Partnering with local actors enables NRC to supplement our global technical expertise with local, contextual knowledge, and helps us to network with local authorities and other key stakeholders. Working with partners can enable NRC to achieve principled access in a complex, insecure operating environment, while also strengthening the local humanitarian response. Throughout the year, NRC established tools and guidelines to support our staff and country programmes in their engagement with local partners.

The challenge of working in high-risk areas and the pervading counterterrorism context in particular have been important considerations for NRC's policies and practice. We have drafted a toolkit, building on our experiences in Syria and Iraq, which will be finalised in 2017.

Advocacy, coordination and research

NRC has been a leading voice on access and humanitarian principles in the humanitarian sector. In 2016, we significantly advanced access coordination at the field level, with fellow agencies, and at the global level, helping to increase focus on humanitarian negotiations. We promoted inter-agency access efforts in the field and through our co-chair role in the IASC Reference Group on principled humanitarian action.

NRC has contributed heavily to the follow-up study to OCHA's 2011 landmark report, *Stay and Deliver*, which looked at how the humanitarian sector could improve its ability to carry out programmes in high risk areas. As one of the steering committee members, NRC commissioned and managed the study together with OCHA and the Jindal School of International Affairs. The study will be released in early 2017.

At the regional and country levels, NRC was a leader in access coordination. In Amman, we led an inter-INGO forum to advise the Durable Solutions Platform on issues relating to conflict and access. We did this on behalf of NRC, IRC and the Danish Refugee Council. In Nigeria, Afghanistan, Yemen and Iraq, where NRC employs full-time access advisers, we either led, or co-led with OCHA, access coordination bodies in-country.

Humanitarian principles

In 2016, NRC dedicated significant resources to keep humanitarian principles on the agenda, in both the field and in the sector's global fora. Our advocacy was vital in ensuring that principled humanitarian action remained a priority at the World Humanitarian Summit (WHS). NRC's reputation for raising awareness on the importance of principled humanitarian action led to an invitation to plan, coordinate and co-host the WHS Special Session on Humanitarian Principles. We provided a strategic expert voice throughout the event planning, which strengthened the relevance of the panel for NGOs and states.

In August 2016, NRC and Handicap International launched a joint study entitled *Challenges to Principled Humanitarian Action: Perspective from Four Countries*. The study, based on four case studies (South Sudan, Colombia, Nepal and Syria), examined the perceived and actual challenges humanitarians face when trying to uphold a principled approach. A key finding was that, although a majority of humanitarians and donors are aware of the humanitarian principles, interpreting and implementing them remains difficult in practice. The report was well received, and there was a consensus on the need to better operationalise the humanitarian principles. As a follow-up, several inter-agency workshops took place in DRC, Nigeria and Greece, to reflect on how to better operationalise the principles in these specific contexts.

Since 2013, the ICRC and NRC have brought together diplomatic representatives from the permanent missions to the UN in Geneva for a series of private Chatham House dialogues, to discuss the application of humanitarian principles, humanitarian policy and dilemmas in providing principled aid in emergency responses. In 2016, NRC, in partnership with ICRC, facilitated three of these diplomatic dialogues. They addressed the humanitarian and development nexus in protracted crisis, education in emergencies and cash programming. Member state representatives were invited to reflect on how principled humanitarian action is impacted in each of these intervention modalities.

In Greece, NRC joined 15 representatives of INGOs, ICRC, IFRC, UNHCR and IOM to engage in a collective reflection on key dilemmas faced by humanitarian actors in the country. We shared lessons learned on how we had addressed dilemmas so far, gave recommendations for addressing future dilemmas, helped develop common positions for private and public advocacy, and helped define ways forward to uphold the humanitarian principles. As part of the recommendations produced from the event, NRC will look into the applicability and scope of the humanitarian principles in the context of mixed migration.

CAMP MANAGEMENT

NOT JUST CAMPS

NRC uses camp management approaches to optimise humanitarian assistance in urban settings and where there is protracted displacement outside of formal camps.



An informal tented settlement in Lebanon's Bekaa valley.
Photo: Hassan Choubassy/NRC

Camp management principles and approaches can help address issues faced by informal camp and out-of-camp populations. They face common issues: weak coordination of services, limited access to protection and services, poor identification and referral processes for the vulnerable, and inadequate participation mechanisms in humanitarian response. Camp management programming can improve these flaws by establishing mechanisms to enhance communication with communities, to promote participation and community engagement, and to support local structures for better coordination of services. In 2016, our camp management teams focused efforts on informal tented settlements and urban areas.

Management and informal tented settlements

In Lebanon, NRC developed the Collective Site Management and Coordination approach to respond to the sizable number of refugees living in informal tented settlements – a type of collective site. Here, we aimed to enhance their dignity and living conditions by improving the efficiency, equity and appropriateness of service provision. We did this primarily by establishing community structures to support the coordination of services and to encourage participation from the affected communities. NRC trained community representatives so they could coordinate directly with service providers and develop their own community-based solutions to the problems they faced.

Management in urban areas

In 2016, we adapted and applied the same approach for non-camp areas, to facilitate access to services and protection for refugees both living in informal tented settlements and within the host community. Known as the Urban Displacement and Out of Camp (UDOC) approach, NRC applied it to urban neighbourhoods with a high number of refugees. We are currently testing UDOC in several locations, including Lebanon, Greece, Gaza and Afghanistan.

FOOD SECURITY

FARMING IN CONFLICT

In rural Damascus, NRC collaborates with a local organisation to recover livestock farming as a means to improve food security and protect livelihoods.



A Syrian refugee herds sheep in Lebanon. This photo has been used for illustrative purposes and does not depict the specific situation described here. *Photo: Tiril Skarstein/NRC*

The impact of the Syrian conflict on people's food security in rural Damascus is immense. Besieged areas are among the most severely affected. Many farmers in these areas, once important food providers, have lost their livestock to shelling, lack of veterinary services, or because they were no longer able to feed them.

In these besieged areas, food has become scarce and markets have collapsed. The absence of any locally produced dairy foods – an important element of any diet – has led to food insecurity and malnutrition. People are barely surviving, and faced with supply disruptions and price spikes, they have exhausted their savings. They have resorted to actions like child labour and selling their possessions to find ways to eat.

NRC is working with a local organisation to help vulnerable farming families reactivate their livestock production and to create income opportunities.

In 2016, NRC supported 86 families, providing them with dairy cows, start-up fodder and supplementary feed and breeding services. We also trained them in animal husbandry and business skills. Out of an estimated 2,500 farming families, more than 600 accessed free veterinary services, which were provided through mobile clinics. All together, these efforts have and will continue to help improve self-reliance and recovery.

Despite their difficulties among continued armed clashes, the local communities can benefit from this safety net, which helps protect their livelihoods, and provides access to nutritious foods and opportunities to generate income.

ICLA

ATTAINING LEGAL IDENTITY

NRC's ICLA programmes support displaced people in conflict-affected countries as they claim their rights. Our aim is to empower people to survive displacement and build new lives.



Forty-year-old Zia Gull has seven children, and her family is so poor that she could not apply for an ID card by herself. NRC helped her obtain the document in Kabul, Afghanistan.
Photo: Enayatullah Azad/NRC

For many displaced people, moving freely and accessing food, housing and education depends on being able to prove their legal identity. But they often face obstacles that prevent them from gaining legal documentation, and in turn, humanitarian assistance. NRC's ICLA teams assist displaced people with obtaining identity and civil documents so that they can enjoy their rights.

ICLA, HLP and Afghan women

In Afghanistan's conservative society, displaced women are often denied such rights. Eight out of ten internally displaced women don't have identity papers – known as tazkera.

Obtaining tazkera is challenging for them. It includes travelling back to their place of origin, with the security risks, transport costs and cultural limitations on free movement that entails, all which become formidable obstacles. When these obstacles are unaddressed, displaced women – many of whom have lost male breadwinners – are likely to remain impoverished and vulnerable.

Our response

NRC has successfully advocated for the Afghan government's Population Registration Department to develop new tazkera processes. We now support the Department's pilot project deploying mobile teams to informal IDP settlements in Herat, where there are many without tazkera.

This new procedure overcomes many of the present challenges. It enables more displaced women like Zia to obtain tazkera, and in turn, allows them to access basic services and potentially own land in the future.

Read NRC's report on civil documentation in Afghanistan:
www.nrc.no/civil-documentation-in-afghanistan

SHELTER

BUILDING HOUSES AND HOMES

In 2016, NRC Lebanon made changes to our rent-free accommodation programme. Now we have greater flexibility in meeting the needs of the most vulnerable families.



Ghalyia and her family were kicked out after not being able to pay rent in Minieh, northern Lebanon. They saw an NRC car and told us about their case. "After a week we moved into this house," she says. *Photo: Nasser Kabbara/NRC*

NRC's shelter programme in Lebanon provides rent-free accommodation in urban areas, where Syrian refugees often struggle to obtain security of tenure in adequate rental housing. Our teams upgrade substandard, uninhabitable buildings in exchange for rent-free hosting periods, so that even the most vulnerable families can find a safe place to live. Our shelter projects foster improved relations with the host community through investment in local properties and markets. In addition they increase, albeit on a modest scale, the quantity of affordable low income housing stock in Lebanon.

Based on initial lessons from these programmes, NRC commissioned an external evaluation. The evaluation found that our approach resulted in increased acceptance amongst the local Lebanese, as they too benefited from the housing upgrades. The evaluation also noted that improvements could be made in ensuring the ability of families to remain in the apartments following the expiration of the rent-free period. Many of the most vulnerable struggled to afford rental payments for the units once the rent-free period had expired.

Recognising this, NRC Lebanon sought to extend the rent-free periods for these families so they could stay in the same apartments. To do so, we made additional upgrades to properties. These additional upgrades enabled NRC to target a wider range of properties, which brings families closer to the essential services they require, and relieves them of having to move and start all over.

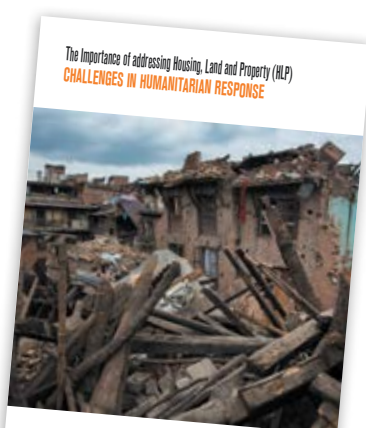
PROGRAMMING TOGETHER FOR HOUSING, LAND AND PROPERTY RIGHTS

In 2016, two of NRC's core programmes – shelter and legal assistance (ICLA) – continued their joint work to support displaced people's housing, land and property (HLP) rights, and to lead coordination in the field and globally. We also reviewed our dispute resolution activities and strengthened staff capacity.

HLP rights are about having a home, free from the fear of forced eviction. Land and homes should offer shelter, safety and the ability to secure a livelihood. Common HLP issues in emergencies include: tenure discrimination leading to unequal assistance; loss of HLP documentation; lack of access to land for shelter, livelihoods and water; land and property conflicts; forced evictions; secondary occupation; land grabbing; restitution; and disinheritance, particularly of women.

If HLP issues are not addressed from the outset of an emergency, they can undermine humanitarian work and exclude the most vulnerable. Understanding and addressing HLP issues ensures a more equitable and sustainable response. It ultimately protects, supports and strengthens the security and resilience of those affected by conflict and disasters. Weak protection of HLP rights exacerbates the negative impacts of a crisis, especially on the displaced.

The Importance of Addressing HLP Challenges in Humanitarian Response describes the dangers of neglecting housing, land and property rights and highlights the importance of a larger humanitarian response in the sector.



of Red Cross and Red Crescent Societies (IFRC), entitled *The Importance of Addressing HLP issues in Humanitarian Response*, to describe the dangers of neglecting HLP and to focus efforts on rallying sectoral responses.

From our shelter experiences, NRC published operational guidance based on lessons learned from 10 field operations. The guidance describes how our shelter solutions consider both local laws and the diversity of tenure systems in place. This is part of NRC's efforts to develop an operational definition of security of tenure, which will help us better adapt programmes to meet displaced people's shelter needs.

Access to land for the most vulnerable

Like many humanitarian actors, NRC faces the challenge of assisting people with no access to land. Unfortunately, providing shelter often requires proof of land ownership. As a result, people who don't have this, who are often among the most vulnerable, are excluded from shelter programmes. Some organisations provide emergency or temporary shelter on public land, which may be supplemented with advocacy by officials for site allocation. However, as is the case in Kabul, Afghanistan, in the absence of permission from authorities, there are often only limited ways to support people in informal settlements.

Nevertheless, in Somalia for example, NRC managed to obtain land access for those otherwise landless. In collaboration with the local government in Baidoa, we assisted 130 internally displaced families in obtaining land titles, so that they now can be included in shelter programmes. It will also help to protect them from forced eviction.

Strengthening operational response

In 2016, NRC brought partners and donors together in Geneva to kick-start a stronger operational response to HLP issues from the onset of a crisis. We co-authored a state-of-the-system report with the International Federation

NRC's dispute resolution programmes

Since humanitarian interventions such as shelter and livelihood support often depend on access to HLP, disagreements over HLP can hinder programme implementation. Displaced people particularly struggle, as they lack the

power to negotiate their interests. This increases their vulnerabilities and prevents them from finding lasting solutions. In 2016, NRC carried out an internal review of our HLP dispute resolution activities. We found that greater attention must be given to the rights of vulnerable groups. The review also highlighted the effectiveness of combining dispute resolution approaches with shelter programming, which ensures that our projects don't increase harm and that they provide more sustainable outcomes.

Applying dispute resolution methodologies is also key to facilitating access to housing and land. Our DRC programme helped internally displaced people negotiate temporary access to land for agriculture and sustenance. In Jordan, ICLA teams facilitated agreements between refugees and landlords to pre-empt disputes that could lead to eviction. They also intervened when disputes occurred.

Building HLP and dispute resolution capacity

NRC continued to develop sector standards, through our unique combination of legal expertise and technical shelter knowledge. In 2016, NRC applied lessons learned from the past six years' work on security of tenure in humanitarian shelter operations by training over 150 staff and shelter sector partners in Jordan, Gaza, Ukraine and Geneva.

The guidelines and training material, available in English, French and Arabic, are based on extensive and updated experience from HLP programming during various emergencies, as well as our expertise in leading HLP in humanitarian response globally. In addition, we held the training of trainers in coordination with the Global Shelter Cluster. The training will continue throughout 2017.

NRC has seen that dispute resolution is becoming an essential feature of legal programmes, so we further adapted our training package to local contexts. International and national staff from 20 countries attended a training of trainers on dispute resolution related to legal issues. Our aim is to become a direct provider of dispute resolution services not only to displaced people, but also to other humanitarian organisations and programmes.

Leading HLP globally and in the field

In 2016, we consolidated our role as lead of the HLP Area of Responsibility under the Global Protection Cluster and sought to strengthen critical linkages with the Shelter Cluster.

NRC organised two global HLP events in Geneva, the first one bringing together the Special Rapporteur on the Right to Adequate Housing, as well as other humanitarian actors. These included the Global Protection Cluster, the Global Shelter Cluster and the Global CCCM Cluster to discuss the right to adequate housing as a framework for HLP work. The second event, co-organised with the Global Protection Cluster, was on Protecting Housing, Land and Property Rights, and had wide field participation.

NRC continued to coordinate, or take a key role, in HLP working groups at the operational level in Afghanistan, CAR, DRC, Iraq, Palestine, Somalia, South Sudan and Ukraine. We are looking at supporting new coordination mechanisms in Nigeria and Syria. In Ukraine, our work included the HLP working group's joint response to compensation for housing destroyed or damaged during the conflict.



An NRC staff member presents a certificate of completion to a community leader at an HLP rights workshop in Maiduguri, Nigeria. In the local communities where displaced Nigerians have sought refuge, land disputes are often settled by these local leaders. NRC trains them on settling disputes in a collaborative manner. *Photo: Rosalyn Velds/NRC*

WASH

QUEUING FOR WATER

Clean water is a critical need for all displaced people, yet the burden to collect water often falls on women. In Uganda, NRC drills boreholes to save them time.



In Uganda's Bidi Bidi camp, people would sometimes wait nearly two hours for clean water. Now, thanks a borehole drilled by NRC, clean water is always available. *Photo: Tiril Skarstein/NRC*

Alice is a fifty-year-old mother of seven. She fled South Sudan in October 2016, after her husband died and two of her children disappeared. She and the rest of her family now live in a basic shelter in Bidi Bidi camp, north-west Uganda, which is home to over 300,000 South Sudanese refugees.

"When we arrived at the camp, I spent a lot of time collecting water," explains Alice. Although trucks delivered water twice a day to tanks near her shelter, there was always a long queue of people at the taps. Sometimes Alice would spend nearly two hours waiting for her turn, only to find the tank empty. "I had to collect dirty water from nearby streams so I could cook for my children," she says.

In October 2016, NRC scaled up our WASH activities and in November, we drilled a new borehole that connects to the tanks through a piped water supply connection. Today, clean water is continuously available.

"It now takes me just a few minutes to collect water, when it used to take hours," Alice reports.

Alice is a member of the community's water user committee, which is open to camp residents and local Ugandans. As the WASH lead agency in Zone 3 in Bidi Bidi settlement camp, NRC trains committee members on how to keep their drinking water safe. Members then bring this knowledge home. Alice tells us: "My children don't get sick so often."

Although drilling new boreholes isn't a viable option in all countries where NRC works, recognising the water burden on women, and taking concrete steps to reduce their hardship, is central to all of our WASH programmes. As of the time that Alice was in our programme, our WASH services had supported over 50,000 people in Uganda.

EDUCATION

LEARNING AGAINST THE ODDS

South Sudan's education system has been hit hard by conflict. NRC's flexible education programmes give children, especially girls, a new chance to complete their education.



Benjamin (left) and Nyamandong are pictured at their school in Juba, South Sudan. Displaced for nearly three years, Nyamandong wants to become Minister of Education of South Sudan. But she says that education is not very suitable at the site. *Photo: Albert Gonzalez Farran/NRC*

According to the UN Educational, Scientific and Cultural Organization, the number of children learning in South Sudan is one of the lowest in the world. Just three out of ten adults, and 15 per cent of women, are able to read and write, according to the World Bank. Internally displaced children, especially girls, are among the least likely to go to school.

Through a flexible and age-appropriate accelerated education programme, NRC gives children and youth who have lost years of schooling the chance to complete their basic education. Together with the South Sudanese Ministry of Education, we have given more than 6,500 girls and boys four years of condensed learning, corresponding to eight years of primary school.

NRC designed the programme so that it takes extra care of girls. We hire female staff, who also serve as role models; we raise awareness of gender among teachers and communities; we train girls as peer educators; we provide female learners with learning materials and sanitary kits. Over the past five years, female enrolment has increased by 95 percentage points. Average attendance for girls has increased by 38 percentage points, compared to 24 percentage points for boys.

Fourteen-year-old Sheema, a female student in this programme, tells us: "Houses can collapse, money can finish, business can end, but education is one thing which stays with one forever and cannot be taken away."

USING CASH IN HIGH-RISK AREAS

Over the past few years, we have significantly increased the scope of our cash-based interventions. This type of assistance brings greater freedom and choice to those who receive them, and allows for a more flexible programming approach.



Ataullah counts the money he has just received from NRC's unconditional cash grant project in Faryab, Afghanistan. He can use the grant for anything he and his family needs. Photo: Enayatullah Azad/NRC

In 2016, ten per cent of NRC's total turnover comprised cash based interventions. This is higher than the global average, which is estimated to be approximately six per cent. NRC used cash and vouchers in more than 100 projects across 20 countries. These projects constituted an integral part of all our core activities in the field.

Cash-based programmes allow us to adapt to the contexts we are working in and to use a range of approaches. In Iraq, we provided recently displaced people from Mosul unrestricted cash payments so they could meet whatever needs they had. In DRC, we gave vouchers to food insecure families, and in Lebanon, we provided more focused cash support that allowed people to pay for rent or rebuild their homes.

Cash-based interventions

NRC has been developing a niche expertise: using cash in high-risk areas, where access is a challenge and remote approaches might be necessary. In hard-to-reach places, cash-based interventions have the potential to give appropriate support to the most vulnerable. However, the risks linked to cash become even more prominent when handled remotely. They are proving particularly challenging for humanitarian responses in Syria, Iraq, Yemen and Somalia.

Exploring, developing and applying cash resources in remote programming emergencies have become areas of special focus for the organisation's Remote Cash Project. It brings together areas of our technical and operational

strengths: cash based interventions, accessing hard-to-reach areas, and the legal impact of counter-terrorism legislation on the humanitarian sector.

Achievements in 2016

In 2016, we developed technical guidance for the use of cash based interventions in remote emergency programming. This guidance has been shared with other organisations working in similar contexts. We also developed two packages on training staff remotely and the technical aspects of designing and implementing cash based interventions in remote emergency programming contexts. To go along with this, we created a technical resource base for NRC staff and other organisations. Finally, we developed leadership and support focal points to help other organisations operating in similar contexts. We continue to demonstrate leadership in this area.

In 2017, NRC will continue to develop this work to support our country offices and our partners so that we can reach more people in high-risk contexts.

Leveraging technology

NRC has been increasing our use of technology for the delivery of cash transfers. From an electronic voucher system to increase access to food items, to mobile phones for the transfer of cash, we're working to maximise our impact through technological advances. We see investing in technology as vital to our ability to transfer aid efficiently, safely and effectively. In 2017, we aim to build on these achievements to better the lives of the displaced people we assist.



In Nigeria, displaced women queue with their e-vouchers ready, which allows them to collect their monthly food assistance. At least 5.1 m Nigerians in the north-eastern part of the country have been affected by a food crisis. Photo: Rosalyn Velds/NRC

PLACING PROTECTION AT THE CENTRE OF OUR WORK

A commitment to protection is at the core of NRC's mission. We aim to reduce risks of harm and abuse, and realise displaced people's rights. NRC integrates protection across programmes and in every stage of our work, strongly linked with gender and the prevention of gender-based violence.

At NRC, we work to reduce risks and achieve protection outcomes; to ensure safety, dignity, and access to impartial assistance; to assist people as they claim their rights; and to arrange for participation and accountability. Our approach brings together protection, gender and gender-based violence, recognising that looking at these issues holistically makes mainstreaming more effective. In 2016, various global and field initiatives strengthened protection in NRC.

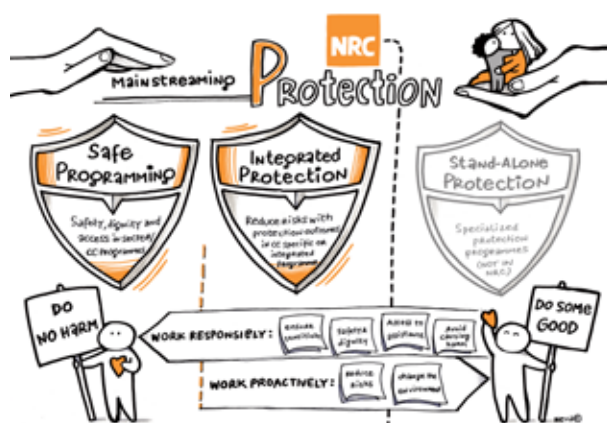
A global tool: the Protection Resource Pack

In 2016, we developed a Protection Resource Pack to support practical implementation of the NRC Protection Policy. The pack clarifies protection principles, sets out criteria for protection mainstreaming in each phase of the project cycle, and provides tools for how to mainstream protection. It touches on strategies such as protection analysis, reducing protection risks in programmes, and offering safe referrals of protection cases, including GBV and child protection. The tools also consider how gender, age, and disability may make a person more vulnerable to harm and abuse, and how to mitigate such risks and ensure access to assistance. The resources build on good practice, experience, and tools from NRC country programmes, the Global Protection Cluster and humanitarian partners. We have made them available to staff in Arabic, English, French, and Spanish, accompanied by generic training modules.

Protection in the Syria response

In 2016, NRC's Syria response office worked to place protection at the heart of all our activities. Through the adoption of a comprehensive protection mainstreaming strategy, NRC was able to increase the protection knowledge and capacities of field staff and partners. The strategy included embedding protection focal points in core activity programmes at area offices, and providing intensive humanitarian and protection training to local partners inside Syria. This translated into better adherence to humanitarian principles and more responsive, improved assistance to the people and partners we serve.

We focused on increasing the safety of our beneficiaries and partners in high conflict areas. For example, we adapted distribution systems to reduce the risks of our affiliates being placed in jeopardy of attack. NRC and local partners delivered assistance door-to-door to ensure vulnerable groups received the assistance they are entitled to. We worked with our partners to find ways to attract and retain more female field staff, so that we could engage more women in designing our shelter and WASH facilities, to maximise their safety, privacy and dignity. We listened to communities through improved feedback mechanisms, and adjusted the way we prioritise assistance to reduce tensions between internally displaced and host community members.



Participation and accountability in Jordan

In Zaatari refugee camp in Jordan, NRC restructured the main non-food item and cash distribution centre, to address an information gap that had been identified about the provision of our services. We constructed a post-distribution services zone, where Syrian refugees can now access information about NRC services in the camp. The zone also offers an opportunity for other agencies to share information with the camp community. The NRC community relations teams took ownership of the process and

coordinated with other programmes in the area to develop a series of frequently asked questions about different NRC services. This system aimed to ensure honest and reliable information.

The post-distribution services zone also hosts the complaints, response and feedback mechanism for staff who record in-person complaints and feedback about services in the camp. This initiative to strengthen accountability and community engagement was part of our effort to mainstream protection. The protection team provided technical support and capacity building to programme teams. Together, they identified protection risks and developed action plans to address these complaints. The project ensured that ownership of protection mainstreaming activities remained with the programmes who implemented them.

Gender-based violence: working with adolescent girls

In 2016, NRC scaled up our work with adolescent girls as a part of our commitment to prevent gender-based violence. Why adolescent girls?

Conflict and displacement forces girls into unfamiliar roles. Often, a girl or young woman must assume roles and responsibilities that restrict their mobility and visibility, increasing their isolation and breaking bonds with their peers and with other social networks. She may suddenly find herself in charge of an entire household or forced to provide most of the economic support for her family. A girl who has spent her young life shrouded and kept behind closed doors by her family to ensure her virtue may find herself suddenly thrust into a very adult world, where sexual exploitation and abuse is a common reality.

Survivors of rape may be punished and rejected by their families and wider communities. Or, a daughter's young body might be bartered by her family as a desperate means of getting money, food and other vital goods and services.

In conflict situations, young women must somehow cross over from childhood to adulthood while confronting the brutality of war. Stripped of safety and security, where caregivers do not feel able to protect and provide for their families, young people need support and guidance, especially during this critical time in their development. They need to know whom to trust and how they can contribute in positive ways to their family, school and community life. Too often there is nowhere to turn. In the midst of conflict, humanitarian assistance has typically focused on meeting the survival needs of young children, while adolescents are overlooked.

In 2016, using the Adolescent toolkit developed by UNFPA and UNICEF, NRC led training sessions for over 550 displaced girls, aged 13 to 21, in Iraq and Colombia. The initiative provided adolescent girls the opportunity to learn life skills, a chance for social participation and leadership, and the opportunity to partake in formal and informal education via NRC's education programme. Overarching topics covered in these sessions included safety at the community and family level; reproductive health; understanding vulnerabilities and how to get support; and how to establish and build support networks. Both the format and content of the programme empowered these girls, enabled them with assets and enhanced their agency. In 2017 this initiative will continue, and we hope to expand into more countries in the future.



An NRC colleague shares leaflets about the complaints, response and feedback mechanism (CRFM) for Syrian refugees receiving assistance in the distribution centre in Zaatari camp, Jordan. The protection team assisted in the mapping and development of the CRFM before it was handed over to a dedicated team. *Photo: Hussein Amri/NRC*

PROTECTION IN SCHOOLS

School-related gender-based violence in emergency settings is a critical barrier to quality education. NRC is committed to ensuring that schools are safe, inclusive and free from any form of sexual exploitation and abuse.

As a fundamental human right, education is integral to the development of each individual's full potential. However, an estimated 246 million learners experience violence because of their gender every year. While gender-based violence (GBV) occurs in all school environments, children and adolescents who are displaced are at greater risk. The breakdown of community support systems and high levels of stress magnify the levels of violence in schools.

In addition, education systems in crisis contexts are often severely constrained. Physical and human resources are diminished. School days are often split, with learners attending morning or afternoon classes – which leads to adolescents travelling long distances to and from school in the evening. Girls often cite feeling unsafe, in or on their way to school, as a reason for not attending. As children, parents and communities all attach a high value to education, the desire to succeed in school makes learners even more susceptible to abuse within the learning environment.

Designing a training course

To combat sexually exploitative or abusive behaviour by all education personnel towards learners, in 2016 we refined and finalised a Protection from Sexual Exploitation and Abuse (P-SEA) in Education Toolkit. This toolkit served as part of a global initiative on the prevention of, and protection from, school-related GBV. The P-SEA Toolkit aims to improve how NRC education staff, and, where possible, education partners – including Ministries of Education, teachers and school principals – respond to reports of school-related GBV within NRC education programmes. This means that NRC education teams are responsible for making learners, parents, teachers and education staff aware that SEA is a violation, for identifying ways to reduce risks, and for helping implement reporting and response systems.

The toolkit's training manuals provide core skills for safe education programming, risk mitigation and ensuring quality protective responses. The use of the toolkit will enhance NRC's existing education work, enforce our zero tolerance policy on violations and increase adherence to the Inter-Agency Network for Education in Emergencies (INEE) minimum standards where learning environments are expected to be free from harm.

We developed the training manuals based on the experiences of a sexual and gender-based violence project piloted by NRC in Liberia. The materials from this project provided a good basis to further develop our education

programme's approach to SEA. The P-SEA Toolkit consists of three manuals: 1) guidelines for NRC education programmes, 2) a staff training manual, and 3) a teacher training manual. Together, these documents provide the tools, knowledge and processes to better equip NRC's education teams in preventing and responding to reported cases of sexual exploitation and abuse. We began work with the intention that all education staff should be trained on the toolkit, so that they can take protective and preventative steps in all learning environments where NRC operates.

In 2017, it is hoped that all country offices with education programming will roll out the toolkit and make it part of their regular programming. We envision this not as a separate initiative, but as something to be included in all NRC's education work.

Training our teams

In 2016, we translated the P-SEA training manuals from English into Arabic, French and Spanish for our country offices. In October 2016, a four-day training of trainers took place with participants from 16 country offices, as well as participation from Head Office in Oslo and the regional office in Nairobi. The training introduced education staff to this approach, and advised them on assisting sexually abused and exploited survivors in schools. The training also counselled staff on how to report cases in a confidential manner that does not cause physical, emotional or psychological harm to the survivor.

NRC works in a diverse range of countries, both geographically and culturally. Discussions during the training were, therefore, crucial to understanding the cultural nuances of both dealing with instances of sexual exploitation and abuse in schools as well as cultivating approaches that would be necessary to successfully train on this topic in the various contexts where we work, as well as responding in a safe and appropriate manner.

A real strength has been the collaboration between NRC's global education team and the gender-based violence adviser at Head Office. This workflow ensured that we drew upon expertise from relevant thematic areas to complement and strengthen NRC's core education activities in the field.

Country offices saw great value in the inclusion of experts in the P-SEA Toolkit's training, who came from child protection, gender-based violence and ICLA backgrounds. We see this as a best practice.

3

SNAPSHOTS FROM THE FIELD



2016: A YEAR OF OBSTACLES

In our field operations, we strive to balance the need to reach large numbers of people fleeing conflict areas while also reaching populations in high-risk areas – often among the most vulnerable and underserved in a crisis.

In 2016, NRC reached more than 6.8 million individual people. We managed operations in 31 countries: Afghanistan, Burkina Faso, the Central African Republic (CAR), Colombia, DRC, Djibouti, Ecuador, Eritrea, Ethiopia, Greece, Honduras, Iran, Iraq, Jordan, Kenya, Lebanon, Mali, Myanmar, Nigeria, Pakistan, Palestine, Panama, Somalia, South Sudan, Syria, Tanzania, Turkey, Uganda, Ukraine, Venezuela and Yemen.

In 2016, we established new emergency programmes in Tanzania as a response to the crisis in Burundi, and we officially established Greece as a new country programme. In Europe, we stopped our programmes in Serbia, where influxes had reduced after the EU/Turkey deal and border closures, to devote those resources to the greater needs in Greece. In Côte d'Ivoire, NRC finished our activities by the end of 2015 and exited fully by the end of March 2016.

Accessing hard-to-reach and high-risk areas

A key factor in providing assistance to the most vulnerable displaced people is our ability to reach people in high-risk areas. Humanitarian agencies often struggle to reach populations in volatile and insecure areas. As this chapter illustrates, in 2016 we improved our ability to stay and deliver in such contexts. The process of strengthening our emergency response capacity allowed us to conduct assessments, establish operations in new countries, and provide surge capacity within existing country programmes.

Unfolding emergencies

NRC continued to strengthen our emergency response capacity in 2016. In response to renewed fighting in South Sudan, NRC scaled up our operations, both inside the country and in several locations in Uganda. In Iraq, NRC responded to the emergencies related to Fallujah and Mosul. In Afghanistan, new internal conflicts coupled with the high numbers of Afghans returning from Pakistan led to a significant scale up in NRC's emergency response. In Pakistan we had a limited operation, but worked in Balochistan to help relieve the Afghan refugee crisis. In Yemen, NRC provided emergency assistance across the country. The drought in the Horn of Africa affected several countries, and NRC responded with emergency programmes in Ethiopia and Somalia. We were also instrumental in bringing the Lake Chad Basin regional crisis, with Nigeria at the centre, on the international aid agenda.

Interlinking our operations

In 2016 we saw again how a crisis in one country quickly impacts its neighbours. The effects of Boko Haram in Nigeria, for example, have influenced NRC's plans for scale-up in the Lake Chad Basin region in 2017.

The emergence of four famines – in Yemen, South Sudan, Nigeria and Somalia – has also reinforced the way we link our expanding presence in these areas.

Forward thinking

Our efforts in the field are directly linked with NRC's overall global strategic priorities. For 2016, a main focus was to increase our ability to help where it is most needed in hard-to-reach areas. NRC will in 2017 continue to prioritise access by strengthening our negotiation capacity, our cash programming and monitoring and evaluation of our access work. We will analyse these efforts to determine what kind of programmes we can deliver in hard-to-reach areas – such as education and cash – to bolster our impact.

Geographically, our major operations will be centred around the regional crisis linked to Syria and Iraq, the four countries affected by famine and conflict, namely Yemen, Somalia, South Sudan and Nigeria, the greater Lake Chad crises as well as Afghanistan.

This chapter features a selection of our country operations in 2016, both large-scale crises as well as those that tend to be overlooked. More information on all our country programmes can be found on our website: www.nrc.no.





A woman carries water at the UN Protection of Civilians site in Juba, South Sudan. Since the start of the crisis, millions have been displaced and are in need of humanitarian assistance.
Photo: Albert Gonzalez Farran/NRC



Many refugees in Kenya's Kakuma camp complain that the firewood provided for cooking is not enough. Many collect firewood outside the camp, often resulting in conflicts with the host community. *Photo: Christian Jepsen/NRC*

KENYA

SHRINKING ASYLUM SPACE AND UNCERTAIN FUTURES

Heavily dependent on humanitarian assistance, and with little prospects of returning home or permanently settling, half a million refugees faced uncertainty in Kenya.

In 2016, Kenya hosted close to 500,000 refugees and asylum seekers, the majority of whom were from Somalia and South Sudan. Many of these people were second or third generation refugees. In Kenya, the authorities pursue an encampment policy, where refugees must live in camps. Most displaced people were located in Dadaab camp, with 270,000 people, and Kakuma camp, with 160,000 residents. In both camps, freedom of movement remained limited and working opportunities were constrained.

Losing choice, dignity and safety

In May 2016, the Government of Kenya announced their intention to close Dadaab by the end of the year; they later

extended the date to May 2017. The government also disbanded its Department of Refugee Affairs, tasked with refugee registration and camp management, and revoked *prima facie* refugee status of asylum seekers from Somalia.

Anxiety among Somali refugees, particularly in Dadaab, led to an upsurge in enrolment to the Voluntary Return Programme (Volrep). Poor conditions and insecurity in the 12 designated return areas of Somalia, however, contributed to a lack in both basic services and the means to uphold returnees' property rights. This meant that refugees returning, both spontaneously and through the Volrep, risked becoming internally displaced in Somalia.

At the end of 2016, the Horn of Africa entered widespread drought, exacerbated by conflict, particularly in South Sudan. This may lead to additional people seeking refuge in Kenya. Kenya also remained disaster-prone and affected by drought and inter-communal clashes, which was compounded by competition for political representation and natural resources. The arid and semi-arid lands (ASALs) in the northern part of the country were particularly hard hit. People there suffered from poor nutrition, ethnic conflict, insecurity and, consequently, internal displacement. No accurate figures for internally displaced people in Kenya exist, but NRC worked with more than 20,000 people in Mandera County.

Transforming lives and promoting durable solutions

In 2016, NRC worked to reach the most vulnerable families. We primarily targeted refugees in Dadaab and Kakuma camps and internally displaced Kenyans in Mandera, and also ensured assistance to the often-marginalised host communities. NRC's key priorities in 2016 were safe and voluntary returns to Somalia in line with international standards; advocating for local integration; and the recognition of refugees' and IDPs' rights in Kenya. We reached a total of 387,305 people, half of whom were women. We promoted WASH activities, offered primary school classes and vocational training, and distributed food and basic household items. Throughout 2016, we expanded our ICLA programming.

ICLA: a vital service

Our ICLA activities were particularly relevant in Dadaab camps, where refugees required accurate and up-to-date information to make an informed decision on whether to stay in Kenya, or return to Somalia spontaneously or through the Volrep. Together with NRC Somalia, we created a cross-border project providing returnees with reliable information, and upon their return to Somalia, offering participation in projects promoting livelihoods as well as land and property rights.

In Mandera, we carried out emergency and resilience programming with an ICLA component, to assist displaced people as they obtained civil documentation and claimed their right to land in the areas where they settled.

Lessons learned

In 2016, we strengthened our cross-border approach to better protect refugees repatriating. We also invested in communities' capacity to assist themselves, by reducing continual short-term relief measures and instead building resilience, which is increasingly defining the assistance provided with the communities with whom we work. Cash-based interventions continued to be our preferred mechanism of assistance in both camp and out-of-camp operations. We also acknowledged the importance of partnerships with national and international organisations in facilitating access to hard-to-reach areas. Using the lessons learned, we will for 2017 design an integrated approach that links relief, rehabilitation and recovery to development, with creating sustainable livelihoods as the common denominator.

KENYA

Country office established: 2007

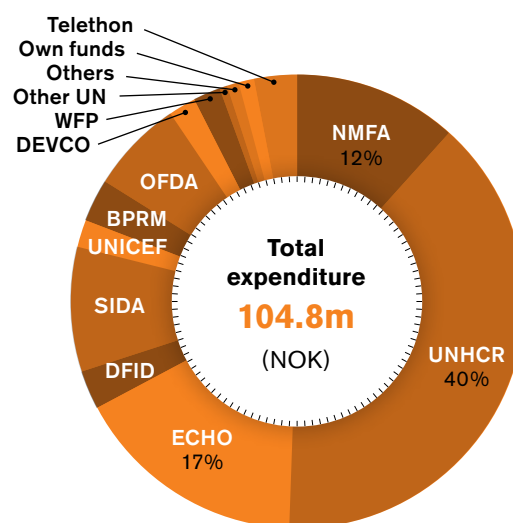
Areas of operation:

Nairobi, Dadaab, Kakuma, Mandera

International staff: 7

National staff: 258

DONORS 2016



SELECTED OUTPUTS 2016

Total receivers of direct assistance	387 305
Education NFI kits distributed	226
Learners enrolled	4 118
Teachers trained	38
People receiving cash/vouchers (FS)	3 835
Food distributed (in kilograms)	4 049 899
Legal assistance cases closed	3
Legal assistance cases opened	3
People receiving counselling services	8 488
People receiving legal assistance	206
Shelters built or rehabilitated and handed over	60
Latrines constructed or rehabilitated	8 243
Water points constructed or rehabilitated	426
People received training (WASH)	3 973

Excerpted from NRC Main Achievements 2016.



An NRC staff member issues a cash voucher to ninety-year-old Karu, an internally displaced widow in Bullabulli, Nigeria. This is the first time she has received this type of assistance, and with the flexibility of the voucher, she can purchase the food and household items that her family needs. In 2016, NRC strove to use cash-based assistance in more innovative ways. *Photo: Ingrid Prestetun/NRC*

NIGERIA

SAVING LIVES IN THE NORTH-EAST

The situation in north-eastern Nigeria took a turn for the worse in 2016, with more than 14 million in need of life-saving humanitarian assistance. NRC responded with full-scale programming to alleviate the suffering.

The violent conflict that erupted in north-east Nigeria in 2009 has been intensifying since 2015. Millions of people have been forcefully displaced as they flee attacks from Boko Haram and the government's counterinsurgency activities.

The bigger picture: crisis around Lake Chad

The wider Lake Chad crisis, affecting north-eastern Nigeria, Chad, Cameroon and Niger, is currently the world's most extensive humanitarian crisis. Throughout the region, more

than three million people have been displaced. Seven million are dependent on food aid, half a million children are malnourished and 14 million children without schooling. The crisis is unfolding in a context characterised by extreme poverty, inequality, corruption, government neglect and political abuse of power. Several groups are fighting for access over limited resources in an area that stretches across porous borders, where both people and goods are highly mobile. Adding to the complexity of the crisis, natural resources are under critical pressure. The water level in

Lake Chad has dramatically decreased, at a time when the population's dependency on the lake has doubled and food production has dropped dramatically.

The fighting between insurgent groups and governments in the region has destroyed roads, school buildings, health centres and hospitals. The ability to deliver social services is deteriorating in communities of north-eastern Nigeria and across the borders in Niger, Chad and Cameroon.

According to the 2017 UN humanitarian response plan, more than 14 million people in Nigeria alone are in need of humanitarian assistance, with the largest concentrations in the states of Borno, Adamawa and Yobe. Eight and a half million people need urgent life-saving assistance.

Coordination improved, but gaps remained

Over the course of 2016, the Nigerian government established an Inter-Ministerial Task Force (IMTF) to support the humanitarian response. A Chief Humanitarian Coordinator, responsible for liaison with the UN Humanitarian Country Team, was appointed. As a result, the government endorsed the 2017 humanitarian response plan and even created its own humanitarian plan, aiming to assist 7.1 million people, approximately half of the people in need.

The government, however, declined to accept the declaration of Nigeria as an L3 emergency, forcing UN agencies and INGOs to establish internal emergency mechanisms to trigger the surge capacity required to adequately respond to the crisis.



Women cooking for the displaced families living in Bakasi camp in Maiduguri, Nigeria. Photo: Ingrid Prestetun/NRC

Expanding our response

In 2016, NRC Nigeria assisted approximately 90,000 individuals through shelter, NFI, WASH, food security, livelihood and ICLA services. Through our projects, families received shelters and food assistance. Some benefitted from backyard kitchen gardening and income-generating activities. Many were able to access safe water points and sanitation infrastructure. Every person benefitting from our shelter projects also received support to obtain security of tenure documents to prevent further displacement. We offered support to people so they could file for legal and civil documentation. Our ICLA teams also offered information on housing, land and property rights, as well as identity and civil documents.

NIGERIA

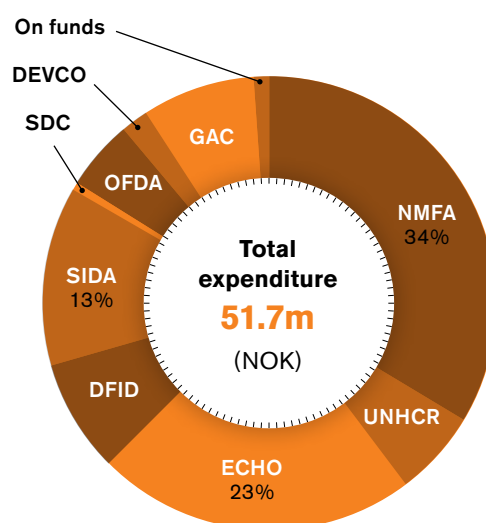
Country office established: 2015

Areas of operation: Abuja, Adamawa and Borno state

International staff: 16

National staff: 220

DONORS 2016



SELECTED OUTPUTS 2016

Total receivers of direct assistance	87 523
People receiving cash/vouchers (FS)	11 234
People receiving counselling services	1 664
People receiving legal assistance	2 472
People receiving shelter NFI kits	7 873
Shelters built or rehabilitated and handed over	2 137
Latrines constructed or rehabilitated	90
Water points constructed or rehabilitated	50

Excerpted from *NRC Main Achievements 2016*.



An NRC shelter expert supervises carpenters constructing temporary shelters in Bakasi camp in Maiduguri, Nigeria.
 Photo: Ingrid Prestetun/NRC

We extended our programme areas in Borno state from two to three local government areas: Jere, Maiduguri and Monguno. Although we attempted further expansion in Borno state outside of these areas, we were unable to do so because of insurgency and counterinsurgency activities. By the end of 2016, most of the southern, central and northern areas were reachable only by helicopters. We did expand programme presence to one additional state, Adamawa state, through an ICLA programme in consortium with DRC, IRC and Save the Children Fund. NRC will continue to expand into new areas as the security situation allows.

Lessons learned in 2016

Integration and coordination among our core activities in the field and with other partners is essential to our success. We must remain able to tailor assistance to needs and deliver aid across all sectors. In 2016, we found the inclusion of food security and livelihoods support to be particularly important, as it reduced the risk of recipients trading delivered goods to cover other essential needs.

Community engagement remains key in mainstreaming protection and securing communities' acceptance of aid. Despite our efforts, communities initially proved to be hesitant to share crucial information on their preferences. We will direct more efforts toward coordinating with communities on their needs before we complete projects.

The operational context remains volatile, and hampers operations. Throughout 2016, armed opposition groups conducted attacks, which led to road blocks and imposed

restrictions on movement for all actors. As long as restrictions are in force, we cannot carry out our planned activities.

Our 2017 strategy

In 2017, we will scale up activities as new areas become accessible and funding becomes available. NRC will target the internally displaced, returnees and affected host communities, with a particular focus on hard-to-reach areas and newly accessible areas. We will advocate on issues related to the food crisis. We aim to highlight the issue of secondary displacement and induced and premature returns. We will push for the integration of protection as part of the humanitarian response, in line with the humanitarian principles, and improved coordination and quality of delivery.



Aisha, Abba and Maryam play with a toy car outside of their house in Bakasi camp. Photo: Ingrid Prestetun/NRC

STORY FROM THE FIELD

SURVIVING ON ONE MEAL A DAY

In north-east Nigeria, humanitarian needs are reaching critical levels. Almost 15 million people are in need of humanitarian assistance. Kaltima knows this first-hand.

Kaltima's two-year-old son has just been registered at a screening centre for children suffering from malnutrition. At just 7.5 kilos, he's at risk of suffering from acute malnutrition. She was referred to the centre by NRC staff working in Shuwari, an informal settlement in north-east Nigeria. NRC is working to improve the population's understanding of good hygiene practices. Malnutrition screening is part of their job.

They live on only one meal a day, Kaltima explains. The food situation is desperate. Clean water, sanitation services and adequate shelter are scarce.

Kaltima's husband was killed when fleeing Boko Haram attacks in the town of Mafa, Borno state. Although she's relieved she has found safety, Kaltima finds it difficult to get by. It's very hard to find work.

"Sometimes there is no food," says Kaltima. "We only have water." She's referring to the borehole where hundreds of families collect water every day. NRC drilled the borehole last year, and it's the only safe source of drinking water for families living in Shuwari. In a region where 75 per cent of the water, sanitation and hygiene infrastructure is destroyed, the borehole offers a lifeline.



Kaltima and her two-year old son in Shuwari settlement, Maiduguri. Photo: Rosalyn Velds/NRC



A group of girls play outside after school in the Protection of Civilian site for displaced people in Juba, South Sudan.
Photo: Adriane Ohanesian/NRC

SOUTH SUDAN

RESPONDING TO CRISIS

In 2016, the humanitarian crisis in South Sudan deepened and spread, causing tremendous pain and suffering.

South Sudan saw multiple, interlocking threats throughout the year: armed conflict and intercommunal violence, economic decline, disease, and climatic shocks. More than three million people have been forced to flee their homes since the conflict began in December 2013. This includes nearly two million internally displaced people – half of them children – and more than a million refugees who have fled to neighbouring countries.

At the beginning of the year, the humanitarian community responded to a crisis largely concentrated in the Greater Upper Nile region. By year's end, however, large areas throughout the country faced mounting humanitarian needs. Food insecurity and malnutrition hit unprecedented levels, disease was widespread and destitution in urban areas spiked. In July 2016, fighting erupted in the capital city Juba between the Sudan People Liberation Movement in

Opposition (SPLM-IO) party, and the national army, the Sudan People's Liberation Army (SPLA). The clash served as an omen of the large-scale displacement and violence that would follow.

Regional context

The humanitarian needs of South Sudanese refugees have continued to rise over the past three years. The conflict is characterised by violations of international human rights and humanitarian law. The level of refugee displacement surged from 400,000 in 2014, to 1.28 million as of October 2016. By the end of 2017, projections anticipate more than 1.8 million.

Addressing the needs of South Sudanese refugees has become a regional imperative, especially considering that the majority affected are women, children and youth

our ICLA colleagues to help youth obtain civil documentation, and with our food security colleagues to offer a youth programme with agricultural plots. NRC designed a school garden pilot project and a mobile rapid response with an education in emergency component.

We established youth educational centres in Akobo and Juba for the first time, giving youth an alternative to violence by giving them a safe space to learn. Once again, we achieved higher levels of attendance for females than males in 32 accelerated learning centres. NRC also began accelerated learning programming in the protracted emergency areas of Minkaman and Duk counties. As the surge in violence in July 2016 permeated throughout the country, the economic decline and food insecurity affected student attendance. We provided teachers training and advocated for armed actors and internally displaced people to vacate schools. We achieved strong results in enterprise-based vocational training in struggling markets.

During this challenging year, we learned a number of lessons that we will apply to our 2017 programming. For instance, the distribution of school bags to students and teachers in Leer allowed the communities to move with their supplies when displacement occurred in July. This will now be standard for all NRC scholastic distributions countrywide. Additionally, we observed that pupils dropped out of our youth educational centres to return to find food for their families. Going forward, we must strengthen the centre's meals, add agriculture courses, and offer seed distributions to mitigate this and related problems.

Fighting disease through clean water

In 2016, water and sanitation related diseases were exacerbated by the ongoing conflict. The majority of cases reported were in Juba. By the start of August, fatality was 2.9 per cent above the emergency threshold.

In 2016, NRC's WASH projects supported 48,247 people in the country, including 17,565 women and girls. We rehabilitated boreholes, and constructed latrines and handwashing stations. We also de-sludged latrine units, promoted hygiene practices, delivered timely hygiene messages and bolstered the capacity of local WASH committees.

The major problems in all conflict-affected states included limited or absent infrastructure, poor quality of water, a lack of awareness and behavioural practices related to hygiene, inadequate institutional capacities and limited community ownership, and low participation in service delivery. In 2017, NRC will work to address these problems by providing the hardware required for access to safe water and sanitation facilities. We will also continue to pursue and enhance our target communities' ability to maintain hygienic standards.

Community participation

The conflict has created a high demand for shelter support – both emergency and transitional – in South Sudan. Many have lost their properties or have seen them severely damaged, and are displaced. This has left people with limited resources to survive. In 2016, NRC shelter efforts reached over 222,000 people across South Sudan. We adopted

owner-driven approaches that enabled these people to participate in the construction of their shelters and to acquire basic rehabilitation skills so they could do maintenance themselves. We also set up transitional learning spaces and other related infrastructure to support NRC's education and food security programmes. We also distributed mosquito nets, kitchen sets, collapsible jerry cans, blankets, soap, tents and sleeping mats in hard-to-reach areas.

The conflict has created poorly functioning markets throughout the majority of the country, which in turn made it difficult to find shelter materials. Most markets in conflict zones were burned down and destroyed. Schools were damaged or occupied by either armed forces or by internally displaced people, who had no other shelter. This had huge implications on our provision of assistance, especially during the rainy season when roads were impassable.

Overcoming legal barriers

In 2016, NRC's ICLA programme implemented several projects centred around three thematic areas: housing, land and property rights, legal identity documentation, and the use of collaborative dispute resolution to solve minor disputes at the community level. The programme supported 43,813 people throughout the country, including the former states of Northern and Western Bahr el Ghazal, Warrap, Jonglei and Central Equatoria. Here, our ICLA interventions included trainings, information sessions through community campaigns, drama presentations, radio messaging and legal assistance.

NRC helped around 1,200 people as they obtained land documentation and increased their security of tenure. We also supported an additional 1,000 people obtain their nationality documentation, which allowed them to exercise their rights and access services. We paired our sensitisation campaigns on peaceful coexistence with trainings on how to use collaborative dispute resolutions methodologies to resolve minor conflicts. Overall, this helped reduce the number of conflicts in various communities.

Among the programme's main achievements were two collective cases where the government, in collaboration with host communities, agreed to survey and allocate land to two groups of returnees. The first group were from Kuajok (the former state of Warrap) and included 34 female-headed households. The second group included 500 households in Apada settlement (the former state of Northern Bahr el Ghazal).

During the year, we experienced first-hand the extremely low capacity and limited resources of the administrative authorities both at national and state levels. This led to delays in providing services.

In 2017, our ICLA teams will increase their emphasis on capacity building to NRC's main administrative partners. Despite legal provisions recognising women's equal rights to land, there were multiple cultural barriers limiting their actual ability to exercise those rights. We will work to find creative ways to overcome them.

STORY FROM THE FIELD

NEVER TOO LATE TO LEARN

In the midst of a conflict that has brought South Sudan to its knees, NRC still finds inspiring stories of people determined to overcome hardship and shape their destiny.

One young woman has her eyes on the prize: acquiring an education that can help her become self-dependent and a confident change-maker. Josephina Deng, who's 29, is enrolled in the third level of an accelerated learning programme at the Sunrise Evening School in the town of Turalei. She knows what she needs to learn.

"I come from a farming background," she explains. "Culturally, a married woman is expected to do farming and produce food for her family. I am a mother of four children, three daughters and one son."

As she was visiting a neighbour in Turalei, Josephina happened to hear an announcement broadcast through the local radio. Interested community members could register for adult learning programmes. The following day, she went to register. The admission criteria were simple: one had to be an internally displaced person, returnee or a member of the host community. She began attending first level classes.

Josephina would practise reading posters and advertisements around town. Her confidence started to grow. "When I completed the basic level, my teacher could see

my level of enthusiasm, and she encouraged me to continue," she recalls.

A better, organised life

It's the little things. Josephina can now use her phone independently, and tell time. She can read her family's medical prescriptions and help her children with their homework.

"When my phone rings I can read the names and know who is calling," Josephina says. "Before, I used to ask the people calling to identify themselves and they would often be offended – especially those who did not know that I was illiterate." Josephina is sad for her friends who had to drop out of school. She is trying to encourage more women to join the adult learning programme.

"Now that I have tasted the fruits of education, I want to learn more and more," she declares. "It is never too late for education." NRC continues to support women like Josephina in South Sudan, giving adults the opportunity to learn. This gives students self-esteem through a self-improvement process – with a sense of normalcy – that taps into their inherent potential and capabilities.



"Little by little, I started to understand the logic of reading, writing and counting numbers from one up to one thousand," says Josephina, a student at one in NRC's accelerated learning programmes. This photo has been used for illustrative purposes and does not depict the specific situation described here. Photo: Adriane Ohanesian/NRC



These South Sudanese refugees have just arrived in Uganda. Sitting outside the Nyumanzi reception centre, they're waiting to be transported to a settlement. NRC assists refugees who have crossed into northern Uganda after the renewed fighting in South Sudan.
Photo: Sofi Lundin/NRC

UGANDA

RESPONDING IN THE WEST NILE REGION

In 2016, Uganda's refugee situation was shaped by drought in the country, conflict in Burundi, and conflict and drought in South Sudan.

Uganda has a unique set of laws and regulations that help protect refugees. The Refugee Act of 2006 recognises their right to free movement, to work, to establish businesses, and to public facilities like health care and schooling. Uganda has also incorporated refugee protection and assistance programmes into its National Development Plan.

By the end of 2016, Uganda was hosting over one million refugees from neighbouring countries. Most of them were South Sudanese. After the renewal of conflict in South Sudan in July 2016, more than 500,000 refugees crossed the border to Uganda and settled in the West Nile region.

In addition to violence, food insecurity was the other main

push factor for refugees in Uganda. To address the prolonged, large-scale influx, the government opened settlements in West Nile: Bidi Bidi, now at its full capacity of 272,000, and Palorinya, also at its 140,000 limit. A new settlement opened to receive new arrivals: Imvepi in Arua District-West Nile.

Assisting refugees from South Sudan

The West Nile region of Uganda is NRC's main programme area, and where a majority of South Sudanese refugees have settled. It is also where aid is needed the most. Basic services, infrastructure and food security are generally poor, both in refugee settlements and in the local communities. In 2016, refugees' most prominent needs were shelter,

water, food and hygiene. NRC provided non-food items, education, livelihoods and WASH services to various households in the settlements.

Expanding our response

In 2016, we reached more than 20,000 people. We secured implementing partner status with UNHCR, which was, first and foremost, recognition of our successful contribution in previous years.

As a result of the unprecedented refugee influx in 2016, NRC expanded our operation to Yumbe, a new district in the West Nile region. We continued to provide timely, relevant assistance, both immediate and long-term. Our activities centred around children and youth, providing quality education at the accelerated learning programme centres and vocational skills training at the youth centres. We helped pupils in our accelerated learning programme sit for end-of-year national examinations. We also saw the graduation of the first class at our youth centre.

Additionally, NRC provided WASH services such as clean water, constructing boreholes and latrines. We helped build livelihoods through the distribution of agricultural tools and seeds, and distributed cash transfer grants to displaced and local communities.

Evaluating our work

In early 2016, we conducted an end of project evaluation assessing our Sida grant on vocational skills training and small business enterprises. For the remainder of the year, we incorporated the evaluation's recommendations. One example is our removal of certain obsolete trade skills offered in the vocational centre (poultry and horticulture) and replacing them with new, more relevant courses (plumbing, water pipe installation and motorcycle repair).

NRC will continue to address challenges and weaknesses we have experienced in the course of our partnerships. We want to see returns on our key advocacy efforts to support local government officials in better understanding the importance of accelerated learning, and to help young people find employment.

Integrated response

By using complementary and integrated approaches, ICLA and shelter programming have been included as new core activities in our Uganda operation. Our aim will be to strengthen our urban refugee programming and respond to the shelter needs of the daily influx of refugees from South Sudan. We will focus our food security and livelihoods activities on responding to the drought situation, through continued distributions of agricultural tools and cash grants to refugee and host communities.

In addition to establishing an office in Kampala, NRC plans to expand into new locations in West Nile – Palorinya and Imvepi settlements in Moyo and Arua districts, respectively, to continue providing protection and humanitarian assistance to the unrelenting flow of refugees from South Sudan.

UGANDA

Country office established:

1997 (re-registration 2014)

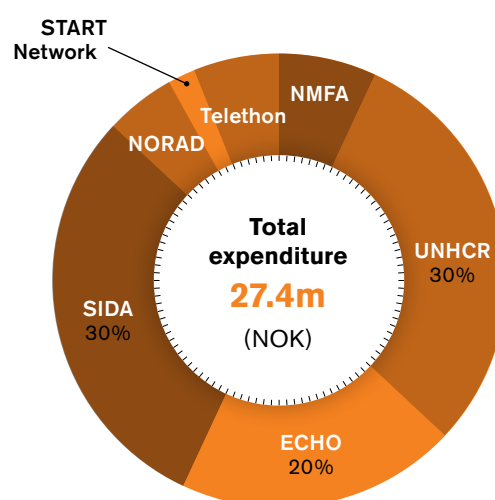
Areas of operation:

Kampala, Adjumani, Arua and Yumbe

International staff: 2

National staff: 40

DONORS 2016



SELECTED OUTPUTS 2016

Total receivers of direct assistance	22 008
Learners enrolled	1 274
Teachers trained	25
People receiving cash/vouchers (FS)	200
Water points constructed or rehabilitated	5
People received training (WASH)	841

Excerpted from *NRC Main Achievements 2016*.



At just five years old, Hussein's childhood has already been marked by poverty and uncertainty. He and his family live in a makeshift tent, made of sticks and blankets, in Al Hudaydah – the westernmost region of Yemen. Hudaydah is one of the most at-risk areas in Yemen.
Photo: Nuha Mohammed/NRC

YEMEN

EMERGENCY PROGRAMMING

Yemen faces a protracted conflict that has led to the displacement of 2.2 million people. In 2016, the economy was on the brink of collapse and an estimated 18.8 million people were in need of humanitarian assistance.

The end of 2016 marked more than 19 months of conflict in Yemen and considerable deterioration of the political and humanitarian situation there. Already one of the poorest countries in the world, Yemen was facing significant humanitarian needs before the upsurge in fighting in March 2015.

Protection of civilians challenged

Over a year and a half of conflict has taken an unacceptable toll on civilians' lives and basic rights, with high numbers of human casualties and violations of rights reported. State and non-state actors, with limited or no understanding of humanitarian principles, have contributed to the

denial or delay of assistance to affected people. Efforts by the international community to find a political solution to the crisis have not born fruit. Air strikes and ground fighting continued in several regions throughout the year, resulting in new displacements. A fragile cessation of hostilities accompanied the UN-sponsored peace talks that took place in Kuwait between 10 April and 6 August 2016. With the collapse of these talks, Yemen saw a reescalation of hostilities. Ground fighting increased, and airstrikes resumed in Sana'a and increased in the north of the country. Civilian infrastructure was targeted, including bridges, schools, hospitals, factories and power stations.

Growing humanitarian needs

The conflict has exacerbated chronic vulnerabilities, leaving nearly 20 million people in need of humanitarian and protection assistance. This figure includes 10.3 million people who urgently required immediate, life-saving assistance.

Despite efforts by humanitarian organisations, millions remained food insecure, including seven million people who were critically food insecure. Around 14 million people required assistance with safe drinking water and sanitation, including eight million who were in acute need. Over four million people needed emergency shelter or essential household items – the internally displaced, host communities and returnees alike. About two million school-aged children were out of school and needed support to fulfil their right to education. More than 1,600 schools were rendered unfit for use, as they suffered conflict-related damage, were sheltering displaced people, or were occupied by armed groups.

Our response

During the year, NRC supported over a million displacement-affected people, including internally displaced people, returnees and host communities. We assisted them so they could receive basic services such as food, water, shelter and education.

Mixed approaches to ensure food security

We helped selected vulnerable households secure food for their families by providing them with unconditional cash transfers and in-kind food distribution. This intervention reduced malnutrition among children and breastfeeding mothers. Where appropriate, we helped Yemenis improve their livelihoods by diversifying their income sources. We offered training in income generating activities such as agricultural production, and provided farm tools and seeds.

NRC also brought the most vulnerable households a freedom of choice by disbursing monthly cash grants in periods ranging from three to five months. This enabled recipients to purchase food and other basic household items through local suppliers. These cash grant purchases, in turn, helped boost the local economy.

With our food distributions, we improved daily food rations from one to two or three meals per day. Families supported with cash and food vouchers reported an improvement in the variety of food they consumed. In total, we reached 718,844 people through food security related projects.

Addressing outbreaks of disease

Lack of clean water, inadequate sanitation facilities and poor hygiene practices have contributed to regular outbreaks of diseases and epidemics. Among the displaced, outbreaks were even more prevalent.

To address this, NRC provided water for domestic use through trucking services, and distributed hygiene kits to displaced people in Amran, Hudeidah, Lahj and Taiz Governorates. The hygiene kits included a bar of soap, washing powder, a washing basin, two water jerry cans, a plastic water jug and re-usable female sanitary towels.

YEMEN

Country office established: 2012

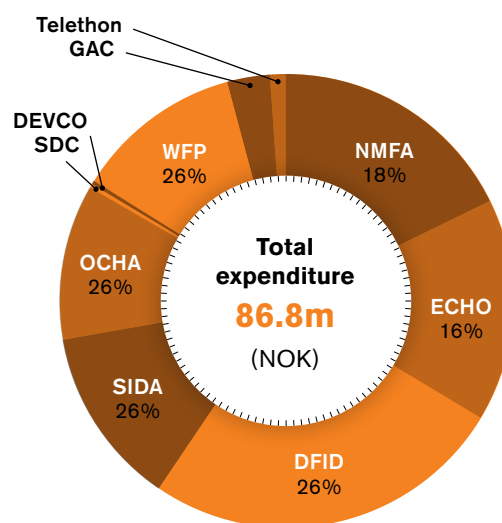
Areas of operation:

Sana'a, Aden, Taiz, Turba, Hodeidah, Amran

International staff: 9

National staff: 72

DONORS 2016



SELECTED OUTPUTS 2016

Total receivers of direct assistance		1 385 718
People receiving cash/vouchers (FS)		28 779
Food distributed (in kilograms)		1 803 000
People receiving non-food items		32 994
Shelters built or rehabilitated and handed over		540
Latrines constructed or rehabilitated		81
People receiving training (WASH)		49 302

Excerpted from *NRC Main Achievements 2016*.

We supplemented these initiatives with hygiene promotion and awareness campaigns, carried out at the community level in collaboration with community volunteers. The messages aimed to improve hygiene practices and helped minimise the spread of water-borne infections. We also supported the rehabilitation of water systems and the provision of water pumping equipment in Amran, Hodeidah, Hajjah, and Lahj Governorates. To ensure ownership and effective maintenance of the rehabilitated facilities, we enlisted the participation of local authorities, community leaders and project recipients in each location. In 2016, we reached 626,601 individuals with our WASH services.

Large shelter needs, little funding

Violence, displacement and returns in some areas drove up shelter demands in affected regions. Displaced families continued to live in dire conditions in open spaces and public buildings, or were hosted by friends and relatives in crowded, unhygienic conditions. Despite the increase in displacement and shelter needs, the sector remained critically underfunded at seven per cent of the humanitarian plan requirement, leaving a huge gap.



A man points to the remains of his home, destroyed by airstrikes in Sana'a. Photo: Karl Schembri/NRC

NRC provided emergency shelter kits to selected vulnerable households, so they could erect their own temporary shelters. The kits included plastic sheets, tools and wood. Where appropriate, we provided households with cash grants so they could rent alternative accommodation. Our rental subsidies for displaced people living with relatives or friends in urban centres helped ease the pressure on host families, as the IDPs were then able to seek alternative accommodation. We also managed to provide temporary shelters in addition to the rental subsidies we offered. In some cases, we gave families household items such as mattresses, sleeping mats, blankets, mosquito nets, water buckets and kitchen utensils. In 2016, NRC's shelter projects benefited 36,937 individuals.

Enabling children to go back to school

NRC's education programming in Yemen aims to bring displacement-affected children and youth a quality, relevant basic education in a safe and protective learning environment. In 2016, we carried out an education project in Lahj Governorate targeting out-of-school children in both the

displaced and the host communities. We constructed new classrooms, rehabilitated damaged classrooms and distributed scholastic materials to students in four selected schools. We also repaired a damaged textbook warehouse in Aden Governorate. The project, which we implemented in consultation and collaboration with education stakeholders, including the Ministry of Education, benefited 3,400 schoolchildren. The construction and rehabilitation of classrooms in the target schools resulted in a 15 per cent increase in learning spaces and an 18 per cent increase in student enrolment.

In 2016, we co-launched a campaign in Lahj Governorate with the Ministry of Education. Entitled Back to school, the campaign aimed to encourage the enrolment of more school aged children. The campaign focused on girls, who are more prone to dropping out of school because of unfavourable social practices like early marriage.

Increasing access to people in need

In Yemen, NRC joined advocacy initiatives aimed at increasing awareness of protection needs and improving humanitarian access to affected communities. We did this in collaboration with partner INGOs, and saw positive results in the form of increased donor support and improved collaboration with local authorities in project areas. Largely owing to these advocacy initiatives, the UN increased the presence of its experienced and senior staff in the in-country hubs.

2016 obstacles

Weak state institutions, little rule of law and continued conflict posed challenges to our project implementation. We dealt with different, and sometimes conflicting, demands from local authorities and other actors. Access constraints, mainly arising from bureaucratic impediments, have been a big challenge and are expected to continue.

A key fragility indicator of the Yemen context is our inability to recruit and retain adequately skilled and experienced personnel for longer periods of time. This is because of the high-risk context. The skills required for the positions in Yemen are not always readily available with local recruitment, which results in our delivery of a programme with stretched human resources. To address this, we have recruited senior national staff who can work alongside international staff and are able to step in for short periods, in the event that international staff have to be evacuated.

Forward thinking

Due to the protracted nature of the conflict in Yemen, NRC will, in the foreseeable future, continue to focus on the provision of life-saving assistance.

In 2017, we aim to engage in advocacy initiatives at the national and local levels, to increase the protection and dignity of affected Yemenis. We will also advocate improving access to those in need of humanitarian assistance.

STORY FROM THE FIELD

A'AISH'S STORY

After fleeing her home, A'aish is now squatting in an abandoned building. NRC provides her with emergency assistance so she can feed her family and keep them safe.

Two years ago, during fierce air bombing, A'aish and her two children fled their home in Haradh, a city close to the border with Saudi Arabia. A'aish, a 35-year-old widow and mother of two, is one of 2.2 million Yemenis who have been internally displaced as a result of the conflict.

“We came here with empty hands. We did not have clothes or mattresses, we had nothing. When we first came the neighbours gave us some basics to live on.”

The escalation of the violence, which started in March 2015, has resulted in eight out of ten Yemenis being in need of some form of aid. One in four goes to bed hungry.

A'aish and her young family fled to Az-Zuhrah city in Hudeidah Governorate and sought refuge in an abandoned building along with other internally displaced people.

To help them, NRC has offered water, hygiene and sanitation assistance. We've also given her cash vouchers so that A'aish can pay rent and buy the food her family needs. Our teams routinely visit A'aish to see how she is coping.

“We came here with empty hands,” she says. “We did not have clothes or mattresses, we had nothing. When we first came, the neighbours gave us some basics to live on.”

A'aish tells us that she spent most of the money she received to buy food for her children, and a small amount to buy them proper clothes. Her desire is to let her children live in dignity.



A'aish's children, seven-year-old Amina and four-year-old Aisha, at their adopted home in Hodaydah. Photo: Nuha Mohammed/NRC

BURKINA FASO / MALI

Country office established: 2013

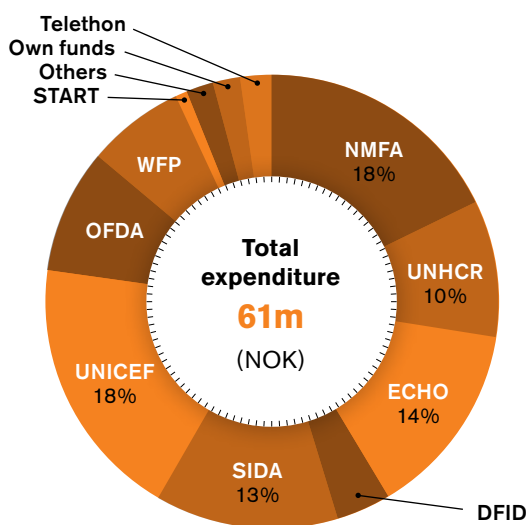
Areas of operation:

Bamako, Mopti, Timbuktu, Kidal and Gao

International staff: 9

National staff: 117

DONORS 2016



SELECTED OUTPUTS 2016

Total receivers of direct assistance	175 097
Education NFI kits distributed	45 545
Learners enrolled	15 856
Teachers trained	1 223
Food distributed (in kilograms)	2 313 621
Legal assistance cases closed	2 911
Legal assistance cases opened	3 917
People receiving counselling services	4 687
People receiving legal assistance	3 195
Shelters built or rehabilitated and handed over	360
People receiving cash/vouchers (FS)	32 738

Excerpted from *NRC Main Achievements 2016*.

CAR

Country office established: 2014

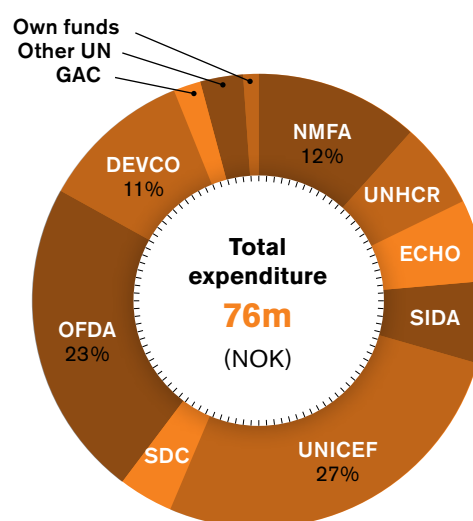
Areas of operation:

Bangui, Sibut, Carnot and Ndélé

International staff: 18

National staff: 2046

DONORS 2016



SELECTED OUTPUTS 2016

Total receivers of direct assistance	142 578
Education NFI kits distributed	9 378
Learners enrolled	410
Teachers trained	115
People receiving counselling services	238
People receiving shelter NFI kits	4 240
Shelters built or rehabilitated and handed over	68

Excerpted from *NRC Main Achievements 2016*.

DJIBOUTI

Country office established: 2013

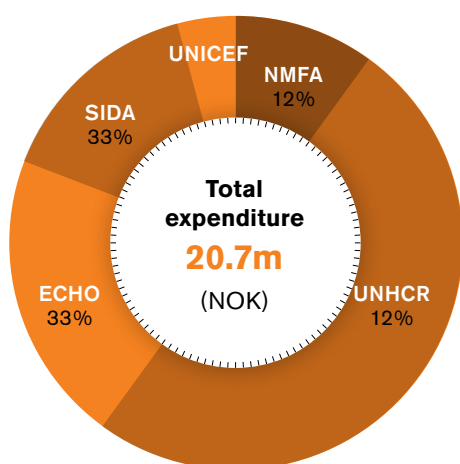
Areas of operation:

Djibouti City, Obock and Ali Sabieh

International staff: 2

National staff: 27

DONORS 2016



SELECTED OUTPUTS 2016

Total receivers of direct assistance	42 073
People receiving cash/vouchers (FS)	190
Shelters built or rehabilitated and handed over	30
Latrines constructed or rehabilitated	399
Water points constructed or rehabilitated	18

Excerpted from *NRC Main Achievements 2016*.

DRC

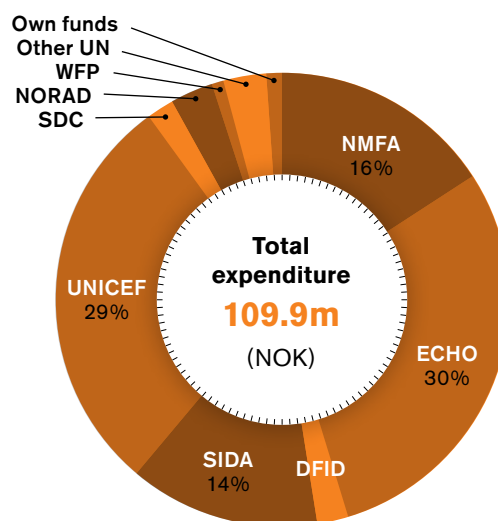
Country office established: 2001

Areas of operation: Goma, Beni, Bukavu, Kinshasa, Baraka, Kirumba, Mpati, Kitchanga

International staff: 13

National staff: 230

DONORS 2016



SELECTED OUTPUTS 2016

Total receivers of direct assistance	381 342
Education NFI kits distributed	58 812
Learners enrolled	24 671
Teachers trained	5 333
People receiving cash/vouchers (FS)	216 339
People receiving counselling services	1 473
People receiving legal assistance	2 014
Legal assistance cases closed	336
Legal assistance cases opened	583
People receiving shelter NFI kits	18 677

Excerpted from *NRC Main Achievements 2016*.

ETHIOPIA

Country office established: 2011

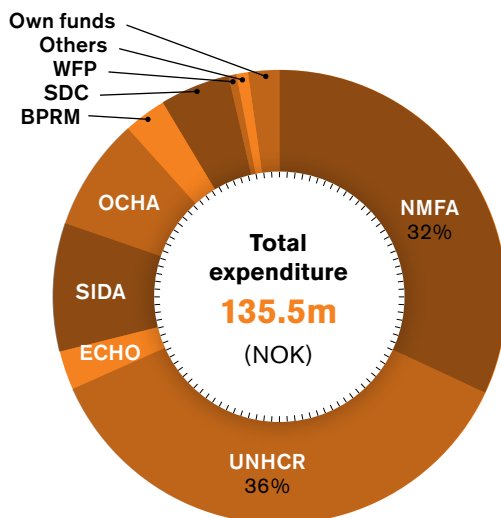
Areas of operation: Addis Abeba, Gambella, Assosa, Dollo Ado, Shire, Jijiga

International staff: 10

National staff: 336

Refugee staff: 500+

DONORS 2016



SOMALIA

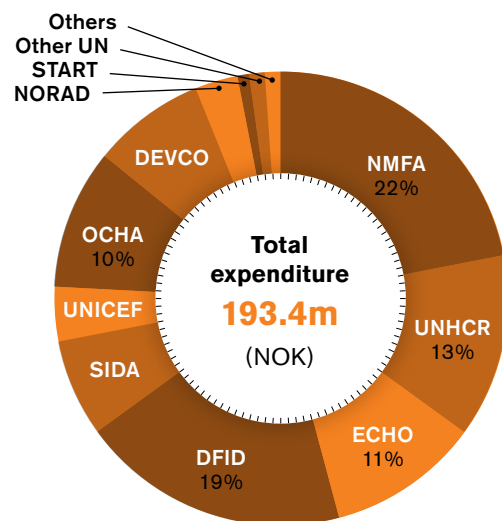
Country office established: 2004

Areas of operation: Mogadishu; Bossaso, Galkayo and Garowe (Puntland); Hargeisa and Erigavo (Somaliland); Kismayo, Baidoa, Dollow and Dhobley (South Central)

International staff: 10

National staff: 222

DONORS 2016



SELECTED OUTPUTS 2016

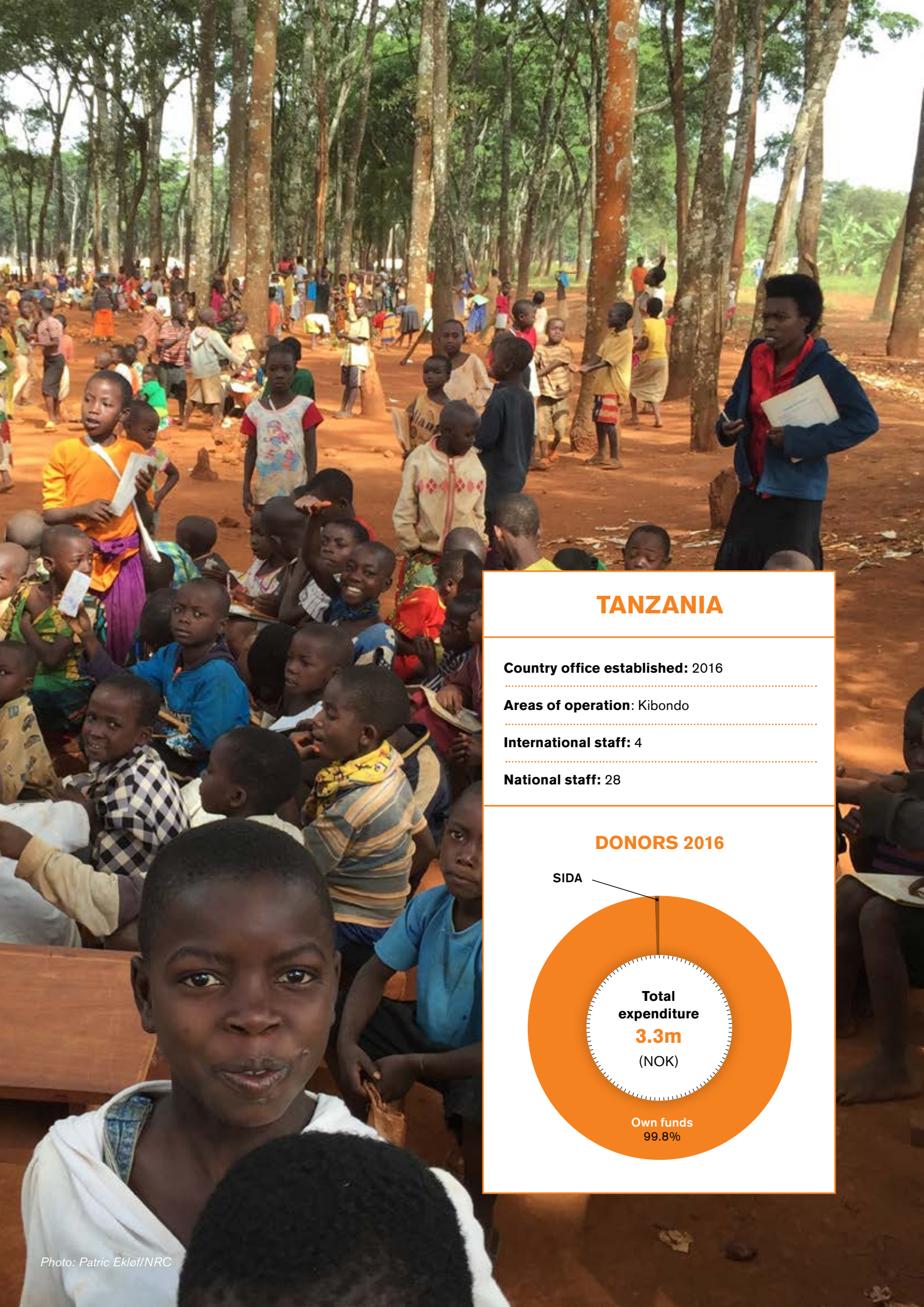
Total receivers of direct assistance	138 576
Education NFI kits distributed	1 934
Learners enrolled	13 820
Teachers trained	347
People receiving shelter NFI kits	2 600
Shelters built or rehabilitated and handed over	466
Latrines constructed or rehabilitated	502
People receiving training (WASH)	19 000
People receiving cash/vouchers (FS)	328

Excerpted from *NRC Main Achievements 2016*.

SELECTED OUTPUTS 2016

Total receivers of direct assistance	306 740
Education NFI kits distributed	17 583
Learners enrolled	35 527
Teachers trained	926
People receiving cash/vouchers (FS)	49 306
Legal assistance cases closed	487
Legal assistance cases opened	532
People receiving counselling services	1 686
People receiving legal assistance	9 882
People receiving shelter NFI kits	6 290
Shelters built or rehabilitated and handed over	1 858
Latrines constructed or rehabilitated	1 306
Water points constructed or rehabilitated	145
People receiving training (WASH)	6 338

Excerpted from *NRC Main Achievements 2016*.



TANZANIA

Country office established: 2016

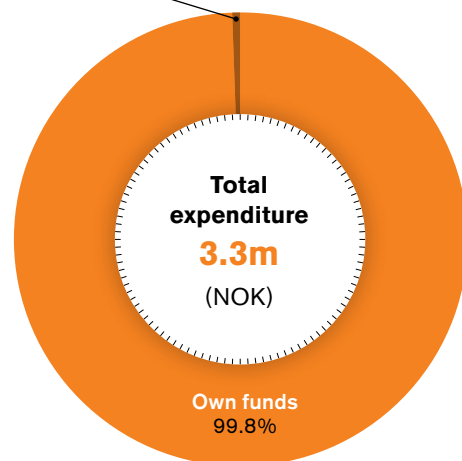
Areas of operation: Kibondo

International staff: 4

National staff: 28

DONORS 2016

SIDA





A lorry laden with household belongings and family members zooms towards Jalalabad after clearing the border in Mohmand Dara district, eastern Afghanistan, as thousands of families suddenly felt forced to return to Afghanistan. Photo: Jim Huylebroek/NRC

AFGHANISTAN

CONFLICT AND REGIONAL RETURNS

The conflict in Afghanistan continued to intensify in 2016. It was a record year for internal displacement, with cases of people displaced by conflict reported in 31 out of the country's 34 provinces.

Afghanistan has endured decades of armed conflict, human rights violations, social upheaval and endemic natural hazards, leaving the country mired in an overwhelming humanitarian crisis. A rapid succession of emergencies has left people in many parts of the country hugely vulnerable. Those worst affected have nothing left to fall back on and are entirely dependent on humanitarian assistance.

Fragile and deteriorating situation

The number of incidents instigated by armed opposition groups across Afghanistan has consistently increased over the last five years. According to the UN Assistance Mission in Afghanistan's (UNAMA), 2016 saw the highest number of civilian casualties ever recorded.

In October, the Taliban launched an assault on the city of Kunduz, which forced around 118,000 people to flee. NRC

was forced to temporarily evacuate our office in Kunduz, but quickly returned to operations.

Afghans on the move

Afghanistan continued to be the second largest country of origin for refugees, only exceeded by Syria. In addition, over one million people were on the move within Afghanistan, including newly displaced and newly returning Afghans. The majority of people returning home from Pakistan, and were second generation refugees.

Many returning undocumented and registered refugees settled in eastern Afghanistan. As opposed to registered returnees, who are entitled to assistance, undocumented refugees do not have the same eligibility and risk being denied support. NRC was the first humanitarian organisation to raise awareness about this surge in displacement

and we advocated for a more equitable response between the two groups, underlining that assistance should be based on needs rather than status. This position ultimately saw the mobilisation of NGO and donor communities and a more equitable balance of assistance.

Scaling up assistance

By the end of 2016, we had supported approximately 35,000 undocumented returnees in the eastern region through emergency and transitional shelters, as well as cash-based interventions. We offered 5,000 returnee children a safe learning environment with temporary learning spaces. As no formal camps or large-scale reception facilities were established, we provided camp management services like information on accessing services and rights, in out-of-camp settings. We established eight community outreach centres in areas with many returnees.

We also continued our countrywide programming, assisting almost 300,000 people through shelter, ICLA, and education services as well as a cash assistance. We continued to bring schooling to the refugee population from Waziristan residing in south-eastern Afghanistan, who entered their third year in displacement.

Obstacles hindering our work

The total funding appeal for Afghanistan in 2016 amounted to USD 496 million. However, only USD 270 million was received. Monitoring data remained weak, with significant numbers of undocumented or unregistered people. Restrictions on humanitarian access continued to be an issue, particularly because of diminishing state control.

Gender equality was a critical issue; women and girls often don't receive support. We volunteered to co-chair the Gender in Humanitarian Action Taskforce with UN Women, which promotes gender sensitivity in the humanitarian response. We also recruited a female Humanitarian Access Coordinator to examine the issue more systematically. She and others led a fact-finding mission during the returnee crisis to document the risk of child marriages among undocumented returnees. We also started recruiting adequate numbers of female employees, to engage directly with female-headed households and women.

Critical assessments

Our largest research endeavour in 2016 was with the think tank Samuel Hall. Entitled Access to Tazkera and Other Civil Documentation in Afghanistan, the study outlined the harsh gender bias in legal civil documentation, as well as systemic barriers displaced people face in gaining or recovering their legal identities. The study laid the groundwork for our advocacy to reform the system, and spurred support for new legal procedures to be introduced in 2017.

NRC also commissioned a study on differing humanitarian needs in easy-to-access and hard-to-access areas – areas contested militarily or where there was a weak state presence. The initial findings of this research piece improved the assessment results of the UN's Humanitarian Needs Overview for 2017.

AFGHANISTAN

Country Office established: 2003

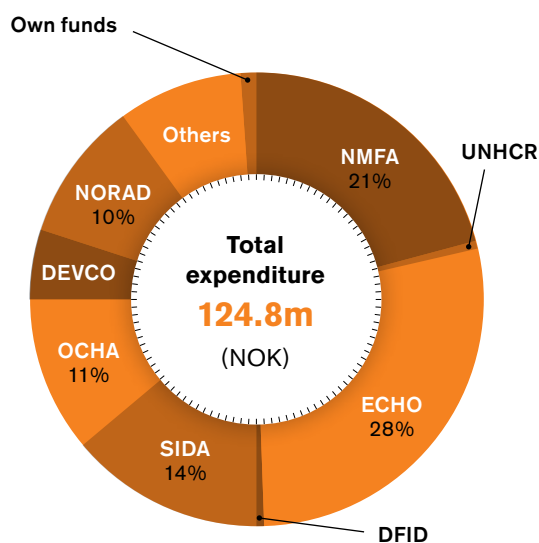
Areas of operation:

Balkh, Faryab, Herat, Kabul, Kandahar, Khost, Kunduz, Nangarhar, Sar-i-Pul and Badghis

International staff: 17

National staff: 1037

DONORS 2016



SELECTED OUTPUTS 2016

Total receivers of direct assistance	299 898
Education NFI kits distributed	30 565
Learners enrolled	15 090
Teachers trained	644
Legal assistance cases closed	2 554
Legal assistance cases opened	3 143
People receiving counselling services	7 091
People receiving legal assistance	15 023
Latrines constructed or rehabilitated	2 173
People receiving shelter NFI kits	13 333
Shelters built or rehabilitated and handed over	2 173
Water points constructed or rehabilitated	26

Excerpted from NRC Main Achievements 2016.

IRAN

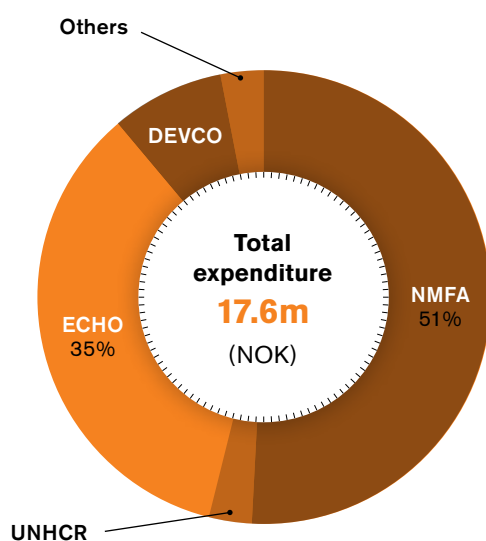
Country office established: 2012

Areas of operation: Tehran and Kerman

International staff: 5

National staff: 27

DONORS 2016



SELECTED OUTPUTS 2016

Total receivers of direct assistance	37 845
Learners enrolled	604
Legal assistance cases closed	40
Legal assistance cases opened	134
People receiving counselling services	234
People receiving legal assistance	134
People receiving shelter NFI kits	5 361
Latrines constructed or rehabilitated	37
Water points constructed or rehabilitated	5
People receiving training (WASH)	938
People receiving cash/vouchers (FS)	2 715

Excerpted from *NRC Main Achievements 2016*.

MYANMAR

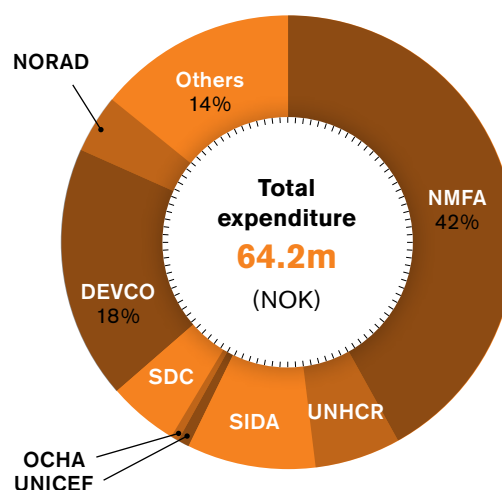
Country office established: 2008

Areas of operation: Yangon, Hpa An (Kayah State), Thaton (Mon State), Loikaw (Kayah State), Taunggyi (Shan State), Dawei and Myeik (Tanintharyi Region), Bamoh (Kachin State) and Sittwe (Rakhine State)

International staff: 10

National staff: 255

DONORS 2016



SELECTED OUTPUTS 2016

Total receivers of direct assistance	167 577
Education NFI kits distributed	6 679
Learners enrolled	10 222
Teachers trained	283
People receiving counselling services	19 122
Latrines constructed or rehabilitated	147
Schools constructed or rehabilitated	24
Shelters built or rehabilitated and handed over	7
Latrines constructed or rehabilitated	147
Water points constructed or rehabilitated	12
People receiving training (WASH)	4 719
People receiving information services (Camp management)	5 072

Excerpted from *NRC Main Achievements 2016*.

PAKISTAN

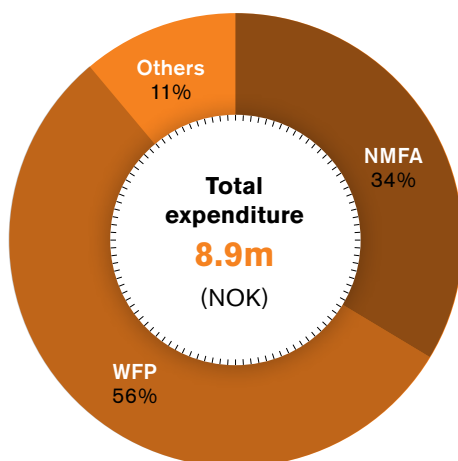
Country office established: 2001

Areas of operation: Islamabad and Quetta

International staff: 0

National staff: 17

DONORS 2016





Five-year-old Farshad from Afghanistan is kept detained at Chios in Greece together with his family while they are waiting for a chance to seek asylum. *Photo: Tiril Skarstein/NRC*

GREECE

A TESTING GROUND FOR EUROPE

NRC started working in Greece in 2015 on the island of Chios, where refugees and migrants were arriving in large numbers. In April 2016, we expanded our operations to Macedonia province in northern Greece.

2016 marked a distinct shift in the way European states and institutions responded to the thousands of children, women and men crossing the Mediterranean. Over the winter, Greece's neighbouring countries closed their border and on 20 March, the EU-Turkey statement declared an intention to stop the influx of people seeking international protection in Europe, and to return those who had arrived. Greece went from being a transit country to hosting nearly

60,000 stranded refugees and migrants. Although the influx lessened dramatically after March, many continued to risk a sea-crossing.

Challenging situations

The reception and living conditions both on the Greek mainland and on the islands did not meet international humanitarian standards. When reception facilities on the

islands turned into closed detention facilities, NRC was one of several humanitarian actors who stopped operating in them. When they opened, NRC re-engaged. On the mainland, children, women and men were made to live in tents in open warehouses, facing continuous protection and safety issues. NRC therefore advocated moving away from camp-based solutions and letting people find accommodation in towns.

Throughout the year, we observed increased tensions between refugees and migrants, and the host community. This was particularly evident on the islands. Tensions rose as stranded people squatted in tents and containers for long periods of time, on any free space they could find, without appropriate services or access to legal support and protection.

Providing assistance

On the mainland, NRC supported the government at four sites. We repaired shelters and WASH facilities, and offered informal educational classes. NRC worked toward closing humanitarian gaps and advocated for the closure of unsuitable camps. At the same time, we started moving refugees and migrants into hotels and apartments. Basic services were also guaranteed: for example, NRC, in dialogue with the Ministry of Education, launched a programme of non-formal education with the double objective of favouring smooth access to the formal education system and providing a safe space for children.

Since 2015, NRC has helped 100,000 people on the island of Chios. We have done this by coordinating stakeholders, building actors' capacity, maintaining and upgrading infrastructure, and providing information to asylum seekers. In 2016, NRC engaged in site management support, food programming and non-formal education programming, to adjust to the new conditions produced by the EU-Turkey statement.

We provided site management support in Souda and the Vial hotspot in Chios; in Dipethe, we liaised with the communities, coordinated stakeholders, supported distributions of clothes and other non-food items, and assisted the on-site registration and referral processes. In addition, NRC maintained and upgraded infrastructure at five sites: Souda, Dipethe, Vial, Port and Ouinousses. There, we provided 7,629 asylum seekers with temporary emergency shelters and other non-food items. We also distributed food: an average of 952 meals, three times a day, from September to December. We led informal lessons in three centres for around 480 children and youth.

Difficulties for the displaced

One element that has separated the humanitarian response in Greece from others, is a challenging legal landscape characterised by constant erosion of refugees and migrants' rights.

A widely held opinion among the humanitarian community was that the combination of insufficient legal information on the asylum process, long waiting periods before interviews, and sub-standard living conditions contributed to the

GREECE

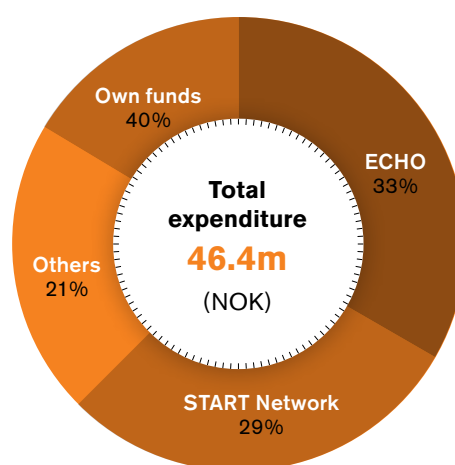
Country Office established: 2015

Areas of operation: Athens, Thessaloniki, Chios

International staff: 16

National staff: 96

DONORS 2016



SELECTED OUTPUTS 2016

Total receivers of direct assistance 46 863

The Greece Country Office has not yet begun reporting in the Global Output and Outcome Reporting System (GORS) and is therefore only reporting on overall results. Greece will begin reporting on full indicator sets after GORS roll-out and training in 2017

deteriorating security situation in the sites. Legal counselling and assistance remains a key response gap, but NRC was not able to secure funding to address it in 2016. We and our partners observed a tangible increase in depression and mental health needs, including suicide attempts and other inflictions of self-harm. People often found themselves in situations where they were forced to make life-altering decisions without sufficient information or an understanding of their options.

NRC is also placing an emphasis on youth. NRC analysed the needs and vulnerabilities of the estimated 18,000 young women and men stranded in Greece and in 2017, NRC will develop specific programmatic responses for this group.

NRC's 2017 strategy for Greece

Our objective in Greece is to ensure that refugees and migrants have access to basic rights and dignified living conditions. We contribute to basic rights through service delivery but also through advocacy. We wish to incorporate ICLA into our programming to increase our impact. We promote dignified living conditions for refugees and migrants mainly by helping people move to urban areas and by improving the conditions of camps. Once again, advocacy is a very important component here, to counter the opening, or maintaining, of sub-standard sites.

PARTNERING FOR PROTECTION IN GREECE

Struggling under the impact of tough austerity measures, recruitment freezes and few formal training opportunities, the Greek authorities did not have enough personnel or expertise to receive and register migrants and process their asylum applications. In an effort to work for protection standards and dignified reception, NORCAP established a partnership with the Reception and Identification Service (RIS), the central Greek entity in charge of managing the arrival of refugees and migrants.

The partnership combines formal training with the deployment of experts in protection, child protection, administration, procurement and safety and security. A team has delivered targeted training sessions, and twelve NORCAP experts have deployed to RIS headquarters and to reception and identification centres in Fylakio in the north-east, and Moria on Lesbos.

Our employees introduced core humanitarian principles and issues in training sessions, such as the protection of people with specific needs and the participation of refugees and asylum seekers. They also reinforced these concepts in their day-to-day collaboration with staff. A staff manual is under development, as national staff often have short contracts, which will ensure their proper induction. It will also institutionalise procedures, which is paramount.



Fadia and her children fled Al Hasakah, Syria about fifteen days ago, with their father Mohammed. Now they are resting at the port in Chios island, waiting to be registered and continue the journey. Photo: Tiril Skarstein/NRC

STORY FROM THE FIELD

ONE DAY TOO LATE

Javid fled Afghanistan in 2016 and was one of the thousands stranded in Greece following the closure of European borders and the EU-Turkey statement. Javid currently works for NRC and is waiting for his second asylum interview.

When Javid left the rubber dingy on the shores of Chios in March 2016, he thought he had made it to safety. It had taken him months to get there and he had experienced many dangers along the way.

"If you died, no one cared," Javid recalls. "You don't have another choice," he was told, as he was pushed to cross a river so deep and wide that everyone thought they would die.

By the time Javid finally arrived in Chios, he had tried to cross from Turkey no less than eight times. Javid arrived the day the EU-Turkey agreement came into effect and was detained in the Vial hotspot, where he was not allowed to leave the island. "We were waiting and waiting with no information," he continues. "They put us in prison."

Living in the camp, Javid realised that there were hardly any translators and decided to help. He interpreted for the humanitarians in the camp, he interpreted in the hospitals. Then he started a school. "I saw the children wasting time," he explains. He asked the children to bring blankets and behind the barbed wire on a Greek island, Javid taught maths.

His engagement brought him into contact with NRC staff, and he now works for NRC as a camp management assistant.

Javid does not know what will happen with him and his family. His second asylum interview has been scheduled for 2018. Javid looks down and quietly says, "If I am sent back, they will kill me."



A scene of daily life in Souda camp on the island of Chios, Greece. This is an open camp. Many people here escaped from the closed facility Vial, where Javid also was forced to stay. This photo has been used for illustrative purposes and does not depict the specific situation described here. Photo: Tiril Skarstein/NRC



NRC staff members help coordinate a coal delivery for communities along the contact line in Novotoshkivske, Ukraine, as part of our 2016 winter response. Photo: NRC

UKRAINE

A SIMMERING CONFLICT

In Ukraine, hostilities continued to impact civilians on both sides of the frontline. For the several million people affected by the conflict, including some 1.6 million registered internally displaced people, humanitarian needs persisted.

The armed conflict in eastern Ukraine remained unresolved, despite diplomatic efforts and numerous ceasefire agreements. Throughout 2016, localised hostilities occurred regularly. Over four million people have been affected by the conflict, with civilians on both sides of the frontline suffering. Since the start of the violence, nearly ten thousand people have been killed, 2,000 of which were civilians. More than 23,000 people have been wounded.

Shortages on both sides

In 2016, the continuation of hostilities, especially in front-line communities, disrupted basic services. Many families had little in the way of medicines, food, heating or income. Freedom of movement across the contact line remained a major challenge, with security concerns and administrative barriers.

A comprehensive response by NRC

To address these diverse needs, NRC developed a holistic programme involving shelter, non-food items, legal services,

and food security and livelihood support. Because of the continued instability, both new and secondary displacement occurred. We therefore needed to maintain our capacity to rapidly respond to evolving humanitarian needs. At the same time, we worked to reduce the risk of protracted displacement and pursued long-term solutions for the displaced and local communities. We did this by helping restore people's agricultural production capabilities and by improving access to agricultural markets. We also strengthened the ability of local organisations to support livelihood and food security activities.

Facing a variety of obstacles

A major challenge in eastern Ukraine is humanitarian access into non-government controlled areas, caused by numerous restrictions by both parties to the conflict. A formal authorisation process for humanitarian actors, imposed in non-government controlled areas, resulted in the suspension of most agencies, including NRC. Throughout the year, we advocated locally with the de

facto authorities, as well as at the international level, to regain access.

An extensive shelter programme

In 2016, we continued our extensive shelter and non-food item programming. We improved the living conditions of conflict-affected households in the frontline districts of the Luhansk region, repairing houses destroyed during the conflict. We also distributed essential fuel supplies (wood and coal) and hygiene kits (for babies and the elderly) during the winter months.

NRC undertook a study on durable housing solutions in the Luhansk region, which found that a large number of internally displaced Ukrainians needed assistance in covering rent costs, or needed social housing. Easing the housing burden would enable them to integrate into the local communities and help prevent secondary displacement. In the future, we have an ambition to address such needs.

An expansion of ICLA

In 2016, NRC reinforced and expanded our ICLA programme across the Luhansk and Donetsk regions. We provided displaced Ukrainians with up-to-date information, raised awareness of their rights when registering as an IDP and offered legal counselling on these rights free of charge. Pensions have been suspended for those who had been living in non-government controlled areas. We worked to help them make sure they could collect their pensions. With the aim of extending ICLA services to civilians in non-government controlled areas, we opened legal aid centres at the checkpoints in Stanytsia-Luhanska and Mayorsk, where hundreds of people moved between government and non-government controlled areas daily. At these centres, we advised on registering as an IDP, collecting pensions, and housing, land and property rights.

We also advocated for improvement of the legislative framework for IDPs, issuing two major reports: Housing, Land and Property Rights of Displaced and Conflict-Affected Communities in Eastern Ukraine, and Voices from the East.

Increasing self-reliance

To avoid aid dependence and to support early-recovery, NRC launched a food security and livelihoods programme. Our goal was to restore agricultural productive capacity for families living along the contact line in Luhansk region. We provided 325 households with a range of agricultural assistance in the form of seeds, livestock, irrigation pumps and pipes, to jumpstart their farming. We also made greenhouse repairs and improvements to damaged buildings.

2017 ambitions

Looking ahead to 2017, NRC intends to maintain a strong presence in eastern Ukraine. We will continue efforts to gain access to all civilians in need, including those in non-government controlled areas. As a priority, we will focus on the most vulnerable communities along the contact line. In areas that will no longer require emergency assistance, we will address longer-term needs and emphasise lasting solutions for internally displaced Ukrainians.

UKRAINE

Country office established: 2014

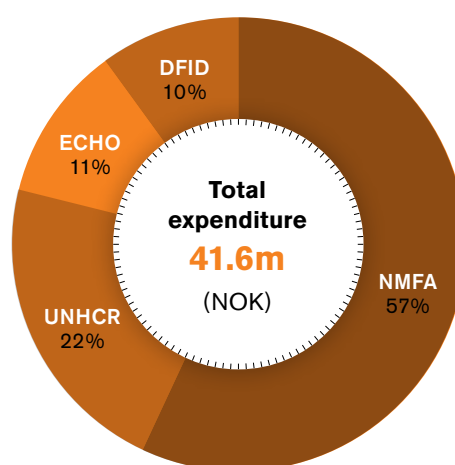
Areas of operation:

Kiev, Luhansk and Donetsk regions

International staff: 8

National staff: 80

DONORS 2016



SELECTED OUTPUTS 2016

Total receivers of direct assistance	71 252
Legal assistance cases closed	577
Legal assistance cases opened	615
People receiving counselling services	11 499
People receiving legal assistance	599
Shelters built or rehabilitated and handed over	1 377
Latrines constructed or rehabilitated	2
People receiving shelter NFI kits	7 411
Schools constructed or rehabilitated	10
Water points constructed or rehabilitated	25

Excerpted from *NRC Main Achievements 2016*.



NRC staff prepare emergency aid, including water and baby supplies, for newly arrived Iraqi families in Khazar camp. Many have fled as Iraqi forces advanced towards the city of Mosul in 2016. Photo: Karl Schembri/NRC

IRAQ

A DEEPENING AND DEVELOPING CRISIS

As the campaign to re-assert Iraqi government control over territory held by the Islamic State of Iraq and Syria (ISIS) gathered speed, so too did the deepening of Iraq's humanitarian crisis.

In 2016, the humanitarian crisis in Iraq continued to be characterised by extreme violence and near record rates of displacement. By the end of the year, eleven million people were in need of humanitarian assistance; just over five million of them were under the age of eighteen. Civilians continued to bear the brunt of the chronic violence that ravaged significant parts of the country. People trapped in areas where the Iraqi government and a US-led coalition battled ISIS experienced severe protection risks, from being caught in the crossfire, to abuse and detention at the hands of armed actors. According to the UN, at least 6,878 civilians lost their lives as a result of the armed conflict in

2016. As the Iraqi government re-asserted its control over areas previously held by ISIS, 1.2 million Iraqis returned to their areas of origin in 2016, and it is expected that around two million people will return home in 2017.

As the humanitarian crisis deepened throughout 2016, NRC scaled up our programmes and emergency response across Iraq. As a result of our efforts, we reached roughly 785,000 individuals with direct assistance during the year. We are one of the largest actors responding to the crisis and through our offices in Anbar, Erbil, Dohuk, Kirkuk and Baghdad, we were able to meet the most urgent needs of

managers, electricity grids, generators, safety fences and septic tanks. Given that the majority of displaced people lived in formal settlements, we set up a number of mobile site management teams with a range of quick-impact interventions: risk reduction activities, basic repairs and refurbishment, and fire prevention and site safety measures.

Bringing education to children

During 2016, the scale of violence and displacement in Iraq severely disrupted the education system, with nearly three million school-age children denied their right to quality education. NRC supported school centres throughout the governorates of Dohuk, Ninewa, Erbil and Anbar. These efforts helped reach 54,725 students, teachers and education personnel. We offered catch-up classes, teacher trainings, summer school, as well as teaching and learning materials.

We were on the ground in Hasansham and Khazer emergency camps within 48 hours of displacement, carrying out emergency education activities and psychosocial support to recently displaced children and youth. We constructed over 30 new classrooms for IDP, refugee and host community students, installing pre-fabricated units in both informal school support centres and formal schools. Attendance rates in formal schools supported by NRC were consistently above 90 per cent for both male and female students. The school support centre model has also been pointed to by the National Education Cluster as a best practise approach that allows the humanitarian community to quickly react to changing contexts.

Incorporating gender

In 2016, we were one of the leading agencies in both Erbil and Kirkuk Governorates working on gender-based violence prevention and response. We developed a training package on GBV basic concepts, with information on different types of violence, gender and power, to sensitise community members on GBV-related topics.

In collaboration with UNICEF, our GBV team developed and implemented trainings on mobile GBV emergency response curriculum in preparation for, and response to, both the Mosul and Hawiga emergencies. We trained community members on how to conduct safety audits and identify issues that put girls and women at risk in their communities. We shared the information we collected with our WASH and shelter teams, and partners in those sectors, to ensure that actors worked together to address these risks.

Helping achieve durable solutions

In 2016, we recruited and trained ICLA teams in all our area offices. In this first full year of programming, we reached approximately 12,000 people. Our assistance helped conflict affected populations obtain crucial civil documents needed to help achieve durable solutions to their displacement. We integrated our ICLA programming into our rapid response and cash interventions, providing legal assistance so that people could access government social assistance benefits rather than becoming dependent on humanitarian assistance.

After playing a key role in the 2015 establishment of the Housing, Land and Property Sub-Cluster under the national Protection Cluster, we continued to serve as the co-coordinator, helping the sub-cluster coordinate with partners and produce tools and briefing notes.

Shelter and emergency assistance

Our shelter teams reached a total of 102,950 individuals in 2016: 38,465 people in Erbil Governorate, 30,661 in Baghdad Governorate, 16,328 in Dohuk Governorate and 17,496 in Kirkuk Governorate. We provided a range of shelter assistance. Our teams distributed household items and transitional shelter materials. We offered cash and vouchers specifically for shelter use. We also upgraded and rehabilitated durable shelter structures.

Emergency response

As part of the UNICEF and WFP-led Rapid Response Mechanism (RRM), our emergency teams reached vulnerable people with urgent, life-saving assistance in 2016. In this capacity, we were able to reach more people with RRM kits than another other agency. We provided an estimated 167,493 internally displaced people across Iraq with food rations, hygiene kits, dignity kits, and clean water in 2016 alone.

Through the RRM, we were one of the first responders to the Anbar displacement crisis. We continued to be one of the few humanitarian actors granted humanitarian access inside Anbar and as a result, established solid relationships with the authorities and local actors in the field. We were also one of the first actors to give life-saving aid to those fleeing the military offensive in east Mosul, providing over 109,000 people with food, water and hygiene items. Providing clean water together with the local authorities Throughout 2016, we reached 107,709 people through our WASH projects, where teams distributed clean water supplies for drinking and domestic use. We did this initially through water trucking and eventually, through installing water storage tanks and extending the water network in IDP camps. To ensure safe water supply, we set up a robust water quality monitoring system for the daily water deliveries. To facilitate a smooth exit, NRC worked hand-in-hand with the Ministry of Water Resources, who eventually took over after our phase-out in the Kurdistan Region of Iraq.

Ambitions for 2017

As we look to 2017, we aim to take on direct camp management responsibilities in camps hosting displaced people from west Mosul. We will also work to facilitate access to services and livelihood opportunities, as well as social cohesion activities for those who return to their areas of origin. Our education teams will focus on re-integrating children from newly retaken areas back into the formal school system. Our shelter teams' work will include advocating for the expansion of quality low income housing development, improved community infrastructure and the strengthening and expansion of incremental processes for establishing security of tenure. Our emergency teams stand ready to assist the tens of thousands who will likely flee potential hostilities in Mosul and Hawija.

STORY FROM THE FIELD

IN SEARCH OF SAFETY

After hostilities erupted in Fallujah in early 2016, fifty-year-old Hasna fled the violence engulfing her city. She eventually made her way to Amiriyat Al-Fallujah camp, where she received emergency aid from NRC.

This is the story of how she escaped her home town.

We were trapped in our house as we tried to escape. The fighting raged all around us. A pregnant woman was with us, but she became injured when a bomb struck the house. Her brother tried to save her, but he was shot and they both died.

After eleven hours in the house, ISIS came and ordered us to leave. As we fled, all we had were the clothes on our backs and our ID papers. We found an abandoned car, and we put the children and two pregnant women into it, one of whom was my daughter. Everyone else had to walk. We used the car's headlights to guide us along the road after dark fell. Eventually we stopped and slept outside until sunrise.

Once we reached the Euphrates, we started crossing, going back and forth with three boats. But ISIS showed up out of nowhere, from behind us, and started shooting with their machine guns. My daughter, who was five months pregnant, was shot in her kidney. Thankfully, she survived.

By the time we crossed the river, sixteen people had been killed. The bodies of three men and one woman were never found.

Once we made it to the other bank, people there assisted us on our onward journey to Amiriyat Al-Fallujah so that we wouldn't be hit by airstrikes. Now we are here, thanks to you and to them.



Hasna, a mother of seven, survived a bombing and several ISIS shootings. Once she arrived in Amiriyat Al-Fallujah camp, she received emergency aid from NRC. Photo: Becky Bakr Abdulla/NRC



Ten-year-old Lilas enjoys a game at the Centre for children in Sahnaia, on the outskirts of Damascus. Supported by NRC, the centre is run by a community-based association which helps displaced and local Syrian children catch up on their education. Photo: Karl Schembri/NRC

SYRIA

SURVIVING WAR AND DISPLACEMENT

After nearly six years of armed conflict in the Syrian Arab Republic (Syria), 13.5 million people are in need of humanitarian assistance and 6.3 million people are displaced within the country

In 2016, according to the UN, an estimated seven million Syrians were unable to eat regularly, 69 per cent of the population were living in extreme poverty and 1.75 million children were out of school. Parties to the conflict continued to use siege as a weapon of war, leaving 4.9 million people trapped in hard-to-reach areas – including almost one million in besieged locations – without sustained humanitarian assistance.

Failed diplomacy

The negotiation of two separate Cessation of Hostilities agreements by the United States and Russia, in February

and August 2016, provided only temporary improvement to the humanitarian situation. Agreements failed to prevent hostilities from re-escalating in eastern Aleppo in December 2016, with severe consequences for the civilian population. Despite a nationwide ceasefire that came into effect on 30 December under the auspices of UN Security Council resolution 2236, prospects of a lasting peace remain fragile.

In parallel to the war inside Syria, a broad international coalition continued to fight ISIS, which maintained control of significant parts of the country. Both of these conflicts continued to cause acute and chronic displacement,

with attendant humanitarian consequences for affected populations.

A decaying humanitarian landscape

To date, more than 4.9 million Syrians have been registered as refugees in Turkey, Lebanon, Jordan, Iraq, and North Africa. Nearly 1.2 million have applied for asylum in Europe. In 2016, people encountered increasing barriers to seek asylum abroad with the effective closure of Syria's international borders. Approximately 330,000 internally displaced people currently live in camps and informal settlements next to the Turkish border in northern Syria.

Against a backdrop of protracted conflict, a collapsing economy and eroded community cohesion, the internally displaced are gradually running out of options to meet their basic needs. Many have become almost entirely dependent on aid. Shifting frontlines, combined with poor living conditions in often overcrowded shelters with insufficient water and sanitation facilities, have compelled them to move repeatedly, often at short notice. An increase in family separation was one major consequence.

The effect of this context on humanitarian assistance was two-fold. Multiple waves of displacement scattered the population, making it difficult to predict where people might seek refuge next. Meanwhile, shifting pockets of access created barriers for people in need of emergency aid. Besieged and hard-to-reach areas remained extremely difficult to access.

Re-shaping our response

In 2016, as the situation within Syria continued to deteriorate, NRC adapted our unique operational set-up, which enabled us to reach over 740,000 people.

NRC and our implementing partners worked to strengthen first-line emergency assistance and invested in longer-term efforts to strengthen resilience wherever access and security allowed. NRC joined five other INGOs in forming the Syria Resilience Consortium, which so far has secured USD 38 million in funding for interagency programming. In 2016, we carried out education, food security, ICLA, shelter and WASH projects. Some of this programming was through Syrian humanitarian partners, using remote management techniques where necessary and appropriate.

Achievements of note

We supported 50,000 conflict-affected displaced populations in central and western Syria with food assistance and unconditional cash, to help people meet their basic food needs. In addition, we provided support to farmers to increase self-reliance and restore sustainable livelihoods strategies.

We worked to give conflict-affected communities across Syria, including refugees, internally displaced and host communities, access to drinking water, sanitation facilities, hygiene and dignity kits and hygiene trainings. Where possible, we provided water and sanitation facilities in an integrated package with shelter interventions, to best support the needs of the communities.

SYRIA

Country Office established: 2016

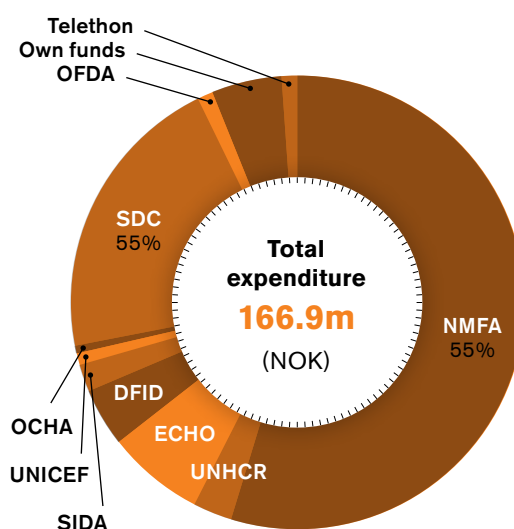
Areas of operation:

Damascus, Al-Hassakeh, Amman (Jordan), Gaziantep (Turkey)

International staff: 34

National staff: 139

DONORS 2016



SELECTED OUTPUTS 2016

Total receivers of direct assistance	742 804
Education NFI kits distributed	2 048
Learners enrolled	18 204
Teachers trained	124
People receiving cash/vouchers (FS)	11 301
People receiving shelter NFI kits	147 406
Shelters built or rehabilitated and handed over	5 198
Latrines constructed or rehabilitated	773
Water points constructed or rehabilitated	68

Excerpted from NRC Main Achievements 2016.

We rehabilitated over 930 school classrooms, which contributed to more than 60,000 children accessing their right to learn in 2016. NRC also provided schools with upgrades to water and sanitation infrastructure to ensure children and teachers had access to safe and clean sanitation facilities. In addition, we trained more than 45 teachers across Syria.

We coordinated our operational strategy for 2016 with the wider humanitarian response. At the country level, we actively engaged in multi-lateral coordination mechanisms with UN agencies and INGOs at both the Whole-of-Syria (WoS) level and the three UN-led coordination hubs. We co-led several clusters at both the WoS and hub levels, and were therefore able to make significant contributions to coordination and advocacy efforts.

Critically evaluating our work

Operating in a highly fluid, complex and unpredictable environment has tested our capacities to respond and has pushed us to explore alternative ways of providing assistance. We need to be flexible in programming and modalities to respond to the ever-changing context and varying needs of the communities we work with.

We are collaborating closely with our partners and communities to improve our vulnerability analysis in target areas and selection criterion, so that we can mitigate potential tensions between displaced and host communities, and ensure that our assistance remains relevant and appropriate. As overall levels of vulnerability have generally increased across Syria, we have seen that combining multi-sectoral interventions that have community-wide impact

(such as in education or WASH) is one way to mitigate such tensions.

In 2016, NRC started to develop a better understanding of housing, land and property (HLP) issues and how to integrate them into our shelter, WASH and education programmes. We published several guidance notes on how to protect people's HLP rights during displacement. We are working with other shelter and WASH actors to ensure this expertise is incorporated across the humanitarian response.

A key lesson learned for our programming was the need for a flexible protection mainstreaming strategy that takes into account the need to build capacity across partners and staff. Protection mainstreaming trainings work best when they are practically orientated, tailored to particular roles and contexts, and based on realistic scenarios that participants are regularly confronted with. In 2016, we developed a Protection Mainstreaming Strategy and Action Plan, which contributed to strengthening NRC's internal response systems, so that protection is integrated across our programming.

Looking forward

In 2017, our response strategy in Syria will drive forward our efforts to secure safe and principled access to new, high-risk areas. We will increase our accountability to affected populations through the appropriate use of smart technology and innovation. We will also continue to raise our voice, through public advocacy, to continue calling for sustained humanitarian access, respect for international humanitarian law and for the protection of civilians.



Internally displaced Syrians try to keep warm in the informal camp of Alharameen on the Turkish border. Waves of displacement scattered the population during the year. Photo: NRC

STORY FROM THE FIELD

CATCHING UP ON A LOST EDUCATION

Displacement and insecurity are hampering learning in Syria. NRC has joined local and international efforts to prevent Syria's children from becoming a lost generation.



Mohammed, 14, wants to be an architect when he grows up, so he can help rebuild Syria. A Palestinian from Yarmouk refugee camp, he fled with his family to the outskirts of Damascus, where he now attends the Centre for children supported by NRC.
Photo: Karl Schembri/NRC

The conflict in Syria has taken its toll on the country's education system. Two million children are out of school, and a significant number of youth have been forced to drop out. Many Syrian children cannot remember a life without war.

School gives them a safe place where they are welcome and can continue to learn and play. Since the beginning of the conflict, NRC has provided learning spaces for displaced children and youth. Without such efforts, Syria's displaced children and youth risk becoming a lost generation.

Fourteen-year-old Mohammed is a Palestinian boy from Yarmouk refugee camp, just outside Damascus. When fighting and bombardment started in the camp, his family was forced to flee the place they had called home for generations.

"I miss everything about my home," says Mohammad. "Everything. The neighbourhood, my friends, my relatives. We've been away from home here for almost six years now."

He is now among more than 150 displaced children who attend Beit Al Mahaba, or House of Love – a community-based learning centre in Sahnaiya, on the outskirts of Damascus. "I like the way they treat us here, nobody else gives us such assistance," Mohammad tells us. "It's the only charity centre open to everyone so that we can come and learn for free. I like the teachers here."

NRC started supporting the centre in June 2016, providing students with backpacks and supplies, and teachers with teaching materials and training. Beit Al Mahaba provides classes for displaced children and youth from across Syria. These classes help them to catch up on learning they have missed, and are designed to prepare children to return to formal schools.

But Mohammed is already thinking long-term. "When I grow up I want to become an architect so I can help people rebuild their homes," he declares. "Yes, I want to help rebuild the country. I want to be helpful."

JORDAN

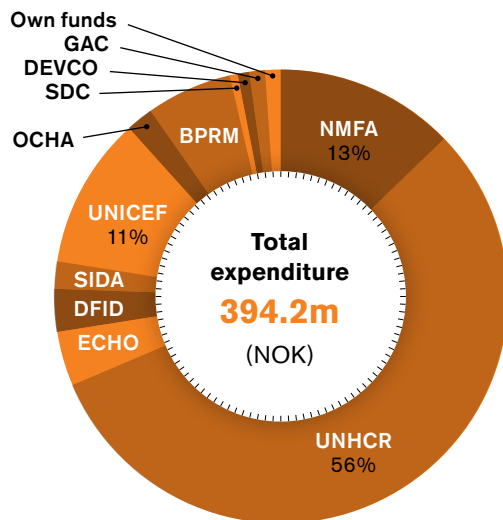
Country office established: 2012

Areas of operation: Amman, Irbid, Jerash, Ma-fraq Zaatari camp, Azraq camp

International staff: 25

National staff: 489

DONORS 2016



LEBANON

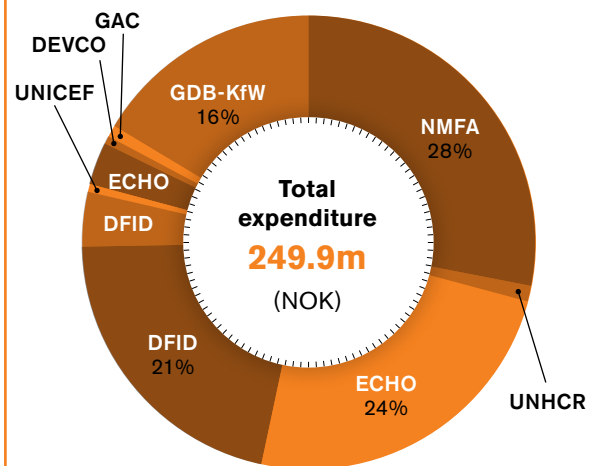
Country office established: 2006

Areas of operation: Beirut, Tyre, Zahle, Tal Abbas

International staff: 19

National staff: 443

DONORS 2016



SELECTED OUTPUTS 2016

Total receivers of direct assistance	134 895
Education NFI kits distributed	6 861
Learners enrolled	8 305
Teachers trained	448
Legal assistance cases closed	24
Legal assistance cases opened	95
People receiving counselling services	6 984
People receiving legal assistance	1 137
People receiving shelter NFI kits	172 785
Shelters built or rehabilitated and handed over	1 999

Excerpted from *NRC Main Achievements 2016*.

SELECTED OUTPUTS 2016

Total receivers of direct assistance	336 404
Education NFI kits distributed	17 857
Learners enrolled	15 280
Teachers trained	616
Legal assistance cases closed	20
Legal assistance cases opened	40
People receiving counselling services	1 319
People receiving legal assistance	94
People receiving shelter NFI kits	6 025
Shelters built or rehabilitated and handed over	3 940
Latrines constructed or rehabilitated	2 181
Water points constructed or rehabilitated	74
People trained (CM)	1 599

Excerpted from *NRC Main Achievements 2016*.

PALESTINE

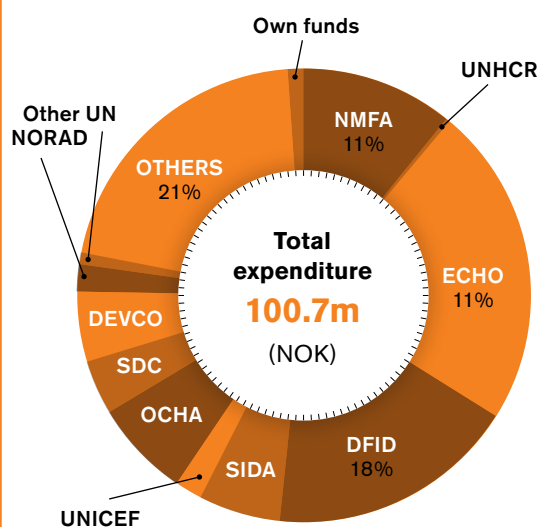
Country office established: 2009

Areas of operation: Gaza and Hebron

International staff: 10

National staff: 95

DONORS 2016



SELECTED OUTPUTS 2016

Total receivers of direct assistance	35 589
Education NFI kits distributed	20
Learners enrolled	4 591
Teachers trained	1 392
Legal assistance cases closed	2 075
Legal assistance cases opened	2 883
People receiving counselling services	6 513
People receiving legal assistance	7 932
People receiving information services (CM)	1 366
People trained (CM)	770

Excerpted from *NRC Main Achievements 2016*.

TURKEY

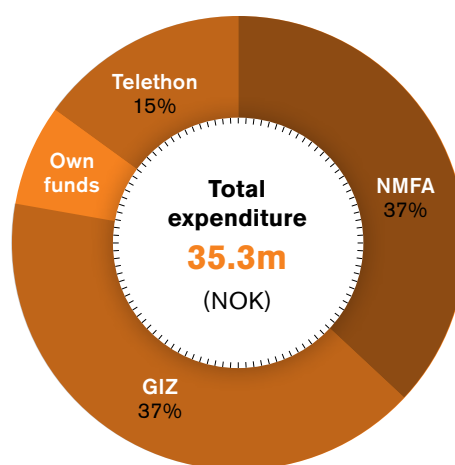
Country office established: 2016

Areas of operation: Ankara and Gaziantep

International staff: 4

National staff: 26

DONORS 2016



SELECTED OUTPUTS 2016

Total receivers of direct assistance	48 779
Education NFI kits distributed	1 679
Learners enrolled	15 915
Teachers trained	476
People receiving cash/vouchers (FS)	9 284

Excerpted from *NRC Main Achievements 2016*.



In Viento Libre, a neighbourhood in Tumaco with high-risk of child recruitment, NRC works with the community to bring children back to the classroom. Photo: Edgar León/NRC

COLOMBIA

SHIFTING DYNAMICS, SHIFTING RESPONSE

Despite successful peace negotiations between the government and the Revolutionary Armed Forces of Colombia (FARC), the situation in the country remained volatile, with continued displacement and violence.

The peace agreement, signed in late 2016, led to a significant reduction of violence and suffering in some areas of the country. In other parts, especially those with limited institutional presence, the withdrawal of FARC guerrilla groups has created territorial disputes between existing or newly emerged armed groups. As a result, more than 100,000 Colombians were forcibly displaced during 2016.

NRC conducted 48 rapid needs assessments during 2016. These confirmed that food aid, education and legal services persisted as top humanitarian needs. In conflict-affected areas, children and youth remained unable to access formal education and, consequently, continued to be exposed to risks such as forced recruitment and sexual exploitation.

Where the peace agreement has helped to reduce violence, displaced Colombians have seen an opportunity to return to their land by engaging in land restitution processes. Such processes are supported by the Victim's

and Land Restitution Law that came into force in 2012. Even so, restitution efforts have been hampered by threats against community leaders and the individuals seeking restitution, as well as law suit campaigns against responsible public officers.

In Ecuador, Venezuela and Panama, refugee status determination and migration registration procedures for Colombians remained restricted by unjustified delays. Although the 2012 law includes the possibility for displaced Colombians abroad to access reparation and compensation measures, the guidelines and procedures are not clear.

Record numbers

In 2016, NRC helped protect the rights of over 102,000 Colombian IDPs, refugees and conflict-affected people in the Latin American region. We maintained close contact with our target groups, keeping a permanent presence in

key areas throughout Colombia, Ecuador, Venezuela and Panama. We diversified our portfolio of programme activities to ensure relevance in a changing regional context.

ICLA: a vital service

An external evaluation in 2016 showed that our ICLA programme remains essential for the displaced. Throughout the year, we provided information, counselling and legal services to internally displaced Colombians and people in need of international protection (PNIPs). We complemented these services with training and support to the Public Ministry in Colombia and technical assistance to public officials. In neighbouring countries, we advocated on behalf of displaced Colombians, working with refugee commissions and immigration offices.

As a result of these efforts, 2,181 internally displaced Colombians registered with the National Victims Registry and 2,660 received humanitarian assistance from the government. A further 1,085 people in need of protection were admitted to the refugee status determination process, and 120 obtained refugee status. Fifty-eight people obtained other forms of regularisation. In coordination with the Colombian Victim's Unit, we promoted the registration of Colombian PNIPs as victims in the National Victims Registry, enabling 840 people to be recorded.

We also provided support to communities affected by conflict as they participated in the restitution process. We followed their cases and presented vital information to the Land Restitution Unit and judges. As a result, 557 IDPs could access the land restitution process, 418 received a favourable court ruling on their claims, and 422 now report possession of land and property rights documentation.

Helping children and youth learn

NRC focuses on protecting the right to education for conflict-affected children and youth in Colombia. In 2016, we identified 7,481 out-of-school children and youth. We worked with the Ministry of Education to offer them opportunities, prioritising mainstream classes or flexible education models. A total of 2,774 children and youth were enrolled in formal education, while 14,414 were enrolled in flexible education models. We offered bridging programmes to 19,013 children, where they received tailored support to learn the skills, knowledge and behaviours needed to return to the classroom. This transitional period will play a key role in guaranteeing that children and youth actually learn when in school.

Emergency response

Throughout 2016, NRC increased our capacity to respond to emergencies. We expanded our field presence in Norte de Santander, Cauca and Nariño, as well as other conflict-affected areas, namely, Chocó, Meta, Caquetá, Arauca and Guajira. This enabled us to rapidly deploy staff in 37 emergency situations during the acute emergency phase. There, we provided emergency education kits to 15,806 children, food aid to 646 households and shelter support to 717 people. In Puerto Concordia, Meta, NRC also built and delivered temporary shelters to 56 households from the Jiw indigenous community.

COLOMBIA

Country office established:

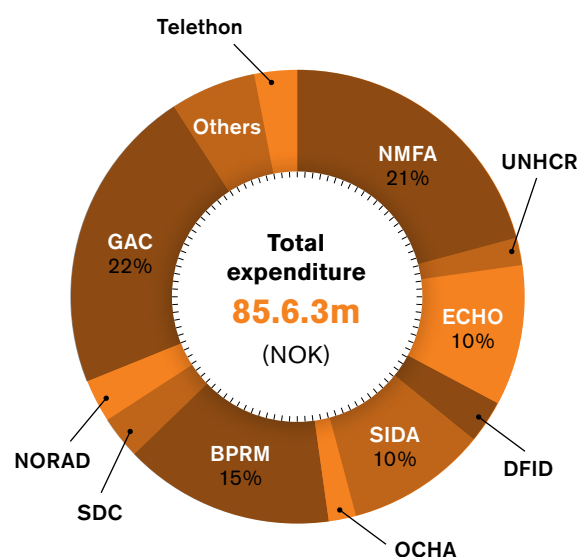
1991-2004 (indirect presence through consortium)
2005 (direct presence)

Areas of operation: Bogotá, Florencia (Caquetá), Pasto and Tumaco (Nariño), Guapi and Popayán (Cauca), Quibdó (Chocó) Cucuta and Ocaña (Norte de Santander) and Santa Marta (Magdalena)

International staff: 2

National staff: 125

DONORS 2016



SELECTED OUTPUTS 2016

Total receivers of direct assistance	102 759
Education NFI kits distributed	30 695
Learners enrolled	18 597
Teachers trained	1 909
Food distributed (in kilograms)	15 706
People receiving counselling services	19 596
People receiving legal assistance	15 209
Legal assistance cases closed	2 280
Legal assistance cases opened	12 544
Schools handed over	13
People receiving training (WASH)	1 330
Latrines constructed or rehabilitated	39

These numbers are from Colombia, Ecuador, Venezuela and Panama combined. Excerpted from *NRC Main Achievements 2016*.



Clara (centre) walks four of her grandchildren to school. She's been taking care of her six grandchildren since her daughter died attempting to migrate to the US. Two of the children don't attend school because of threats. Photo: A. Aragon/ ECHO

HONDURAS

REACHING THE HIDDEN

Despite the intensity of violence in Honduras and the publicity it has received, the impact on the lives of its people has gone unnoticed.

In 2016, a high number of urban areas in Honduras were affected by systematic violence, which in turn hindered the enjoyment of basic human rights in the country. Invisible frontiers set up by criminal gangs, known as the maras, still greatly limited people's freedom of movement and their access to basic services, including education. According to UNHCR, internal displacement affected over 174,000 Hondurans in 2016. But this is not mentioned anywhere in the Humanitarian Response Plan for the Northern Triangle of Central America for 2016.

Protecting the most vulnerable

The internal displacement pattern in Honduras has been mainly intra-urban, between marginalised areas in the same city or between cities, and often interlinked with the migration route to Mexico and the United States. The internally displaced remained very dispersed in urban areas, but

it seemed that some neighbourhoods, called colonias in Honduras, produced or received more IDPs than others, which has exacerbated the problem. Urban IDPs continued to have poor access to information and face multiple humanitarian and protection needs.

In 2016, NRC began to offer ICLA services to people who were deported back to Honduras from Mexico and the United States. We helped 16 families obtain civil documentation. In September 2016, we started to respond to the protection and humanitarian needs of the recently displaced. We delivered temporary shelters, food aid, hygienic supplies and transportation support, reaching 35 households. Furthermore, we provided technical assistance to local and national government institutions, and contributed to the development of a legal framework for IDP protection.

By working in reception centres for deported Hondurans, we managed to establish relationships with highly affected communities. Through referrals from partner institutions, we reached more displaced people in need of humanitarian assistance.

In early 2017, NRC in Honduras will develop and pilot a rapid response protocol to ensure that the assistance we provide is timely, effective, and does not compromise the security of the people we help or NRC staff. The procedure will provide clear guidelines on how to identify and document cases, and we will offer support packages, which will mainly be based in cash transfers.

Creating opportunities to learn

In urban areas with high concentrations of violence and displacement, we saw that children and youth are struggling to attend school or vocational training. When schools were available and could register new students, attendance was sometimes impeded by severe mobility restrictions. Crossing those invisible lines exposed children and youth to death, forced recruitment, extortion and sexual abuse. Teachers also faced threats and similar risks. The absence of special incentives to work in challenging and unsafe areas, combined with the low support received from the Ministry of Education (MoE) and the weak school infrastructure, discouraged teachers to work and remain in the communities.

In 2016, NRC facilitated access to education for out-of-school children in violence-affected urban areas. Through door-to-door censuses conducted together with the community and the MoE, we identified a total of 1,453 out-of-school children and youth in Tegucigalpa, San Pedro Sula and Choloma. These areas continued to be prone to extreme violence.

Of those children and youth, a total of 568 individuals joined our bridging programmes, where they received tailored lessons to learn the skills, knowledge and behaviours needed to return to the classroom. NRC worked with the MoE to register them in mainstream classes and flexible education models, opting for home learning when the risk of going to school was too high. Owing to NRC’s technical assistance and advocacy efforts with education authorities, a total of 259 children were enrolled in the mainstream classes, and 191 overaged children and youth benefitted from the flexible education models.

Working alongside communities

To enter the areas and reach people in need, NRC had to engage with displaced and local communities alike, progressively building our credibility. We have successfully fostered trust and community members are now sharing key information about displacement and community dynamics. This confidence in NRC has allowed us to increase our programme impact.

Moreover, our in-depth work with the MoE and public schools to identify education issues and register out-of-school children will enhance the long-term effects of our projects.

HONDURAS

Country Office established: 2015

Areas of operation:
 Tegucigalpa, San Pedro Sula

International staff: 0

National staff: 10

SELECTED OUTPUTS 2016

Teachers trained	118
Schools handed over	2

Excerpted from NRC Key Achievements 2016.

PANAMA

Areas of operation: Ciudad de Panamá

International staff: 0

National staff: 7

VENEZUELA

Areas of operation: San Cristbal and Mérida

International staff: 0

National staff: 13

EQUADOR

Areas of operation: Esmeraldas

International staff: 0

National staff: 5



Photo: Albert Gonzalez Farran/NRC

4

THEMATIC AREAS

PUTTING THE INTERNALLY DISPLACED ON THE GLOBAL POLICY AGENDA

While numbers of IDPs continued to rise, political attention on internal displacement waned in 2016, overshadowed by other pressing global challenges. IDMC worked to put IDPs back on the global policy agenda.

In 2016, new and protracted crises around the world, both internally and across borders, placed an unprecedented strain on an already overstretched humanitarian system. Global political attention and resources were, subsequently, shifted toward finding solutions to address the surge of refugees, migrants and asylum seekers pouring into Europe. As a result, the issue of internal displacement was sidelined from many key displacement-related policy discussions. This was most clearly exemplified in the September 2016 UN General Assembly Summit for Refugees and Migrants, when only token recognition was given to the link between internal displacement and the actual root causes of the current refugee and migrant crises.

The limited scope set out in the global compacts on refugees and migrants held little promise of elevating internal displacement on the global policy agenda. Yet, since they have not crossed a border, IDPs represent some of the most vulnerable people in the world. They do not benefit from an international protection framework and, instead, remain under the protection of their country of residence, even in instances when that government is the very reason for their displacement. This continued exclusion of internal displacement from the global discourse on migration in 2016 was symptomatic of the failure to protect and assist displaced citizens within country borders, and of a global political and diplomatic environment that invokes sovereignty as immunity rather than responsibility.

Overview of IDMC in 2016

IDMC serves to keep the issue and plight of internally displaced people high on the global agenda. To do so, we combine global data and monitoring of internal displacement worldwide with concrete evidence and analysis on important displacement issues and trends. To date, IDMC has reported on situations of internal displacement in 169 countries and territories worldwide. In 2015 alone, IDMC had monitored conflict-induced displacement in 52 countries and one disputed territory, and obtained data on approximately 700 new incidents of disaster-related displacement in 127 countries.



IDMC director Alexandra Bilak presents the key findings of the Global Report on Internal Displacement 2016. Photo: IDMC

In 2016, IDMC compiled all of our displacement data into one online open source data platform, the Global Internal Displacement Database (GIDD). The GIDD contains all of the displacement data IDMC has collected, and presents it in a consistent manner that allows for comparison across countries and years. In the coming years, we will improve the GIDD's value by adding new features, linking to our partners' datasets, and using innovative technologies for data collection, to increase the scale and scope of data managed.

In our annual flagship publication, the Global Report on Internal Displacement (GRID), IDMC analyses internal displacement data through the lens of key global policy processes and topical issues. The GRID itself is a tool that reveals what we know about internal displacement (on the GRID), how we know it (inside the GRID) and what remains unknown or neglected (off the GRID). As such, the GRID is a useful way to flag key areas where hard evidence needs strengthening. In addition to providing a total headcount on the number of people internally displaced by conflict worldwide, the 2016 GRID flagged several key blind spots: displacement caused by criminal violence, drought-related disasters and development projects. More

consistent monitoring is urgently needed in these areas to ensure that all IDPs receive the assistance they need, both according to, and regardless of, the cause of their displacement.

Influencing policy to improve responses to IDPs

The publication and official launch of the GRID represents a strategic opportunity to raise awareness and engagement on the issue and plight of IDPs. In 2016, IDMC and our partners convened three launch events for different audiences, tailored to different policy concerns. There were dedicated articles in key international media outlets, which included BBC, CNN, Al Jazeera, The Guardian, the New York Times, Reuters, Washington Times, Huffington Post, Le Figaro, AFP, Radio France International and Deutsche Welle. The total estimated audience reach exceeded 1.3 billion people.

IDMC also publishes regional analyses, case studies and reports that explore displacement drivers and trends, and draw cross-country and cross-situational comparisons. In July 2016, we produced our first publication on displacement induced by development projects. An example of these development projects are land acquisitions linked with the creation of special economic zones in India. IDMC also produced our first regional report, entitled Africa Report on Internal Displacement, which we launched with the support of the African Union in Addis Ababa in December 2016. We also began working on a series of studies documenting the scale and impact of protracted displacement as a result of disasters, which concentrated on Haiti following the 2011 earthquake, and Japan following the 2010 Fukushima disaster.

IDMC's global data and analysis has been instrumental in informing the development and implementation of key global and regional-level policy agendas. In 2016, we provided evidence, tools and guidance to the Sendai Framework for Disaster Risk Reduction. IDMC's policy brief also informed the displacement-specific outcomes of the May 2016 World Humanitarian Summit. In October 2016, we submitted a brief to the UN Conference on Housing and Sustainable Urban Development (Habitat III), in collaboration with the Global Alliance on Urban Crises, highlighting the relevance of internal displacement to urban areas. The briefing also called for the identification of IDPs as a vulnerable group in need of specific attention in sustainable urban development planning processes. Throughout the year, IDMC data and analyses informed agreements and decisions by parties to the UN Framework Convention on Climate Change. In November 2016, our policy briefs on climate change and displacement helped push the Conference of the Parties (COP 22) in Marrakesh to develop a task force devoted to displacement under the Warsaw International Mechanism (WIM) on Loss and Damage, which works to limit loss and damage related to climate change in developing countries.

Thanks to IDMC's work on each of these global policy frameworks, displacement achieved greater visibility as an issue requiring increased action. In 2017, we will continue to emphasise the importance of the displacement lens in informing these and other relevant global policy frameworks. Our overarching goal will remain the same: to elevate the issue of internal displacement on the global policy agenda, and to ensure that no internally displaced person is left behind.



Residents of Baprola resettlement site in Delhi, India, with staff members from the Housing and Land Rights Network. They are among 500 families living on the site after their eviction from Delhi's slums. In theory residents have a ten-year lease, but it's unclear what their tenure status will be beyond that. *Photo: IDMC*

DISPLACEMENT, DISASTERS AND CLIMATE CHANGE

In 2016, more people were displaced by disasters than by war and conflict. On average, 26 million people are displaced every year by disasters and the adverse effects of climate change. That's one person forced to flee every second.

In 2016, new and protracted crises around the world, both disaster and climate displacement is one of the biggest humanitarian challenges we face today. The year 2016 saw a record high global temperature and the most intense El Niño in modern history. Climate change is expected to cause more extreme weather events, at a higher intensity and frequency, in the coming decades, which will heighten risks of displacement. NRC has seen the effects of disasters and climate change as an extra burden on those already displaced, and as a driver of new displacement.



Changing policies and practice

In 2016, we sought to make the link between disasters, climate change and displacement real and visible to both international and national communities. We contributed to the establishment of the Task Force on Displacement under the UN Climate Change Convention as well as commitments from seven Arab states to include displacement in the follow-up of the Sendai Framework for Disaster Risk Reduction. We also ensured the inclusion of disaster displacement in the outcome documents of the World Humanitarian Summit, as well as the Global Forum for Migration and Development and the New York Declaration for Refugees and Migrants. NRC successfully secured international media coverage for disaster and climate displacement throughout the year – including a full episode on displacement in National Geographic’s televised climate change series.

Platform on Disaster Displacement

In July 2016, NRC partnered with the Platform on Disaster Displacement to address protection needs and legal gaps related to disaster displacement. The Platform, a state-led process addressing the protection needs of people displaced across borders in the context of disasters and climate change, works to implement the Nansen Initiative’s Protection Agenda. The Nansen Initiative works to build consensus among states about how best to address cross-border displacement in the context of sudden- and slow-onset disasters. NRC played a key role in the set-up and selection of priorities for the Platform, and served as a member on its advisory committee. Through NORCAP, we provided expertise to help Central American countries reduce disaster risks and manage disaster displacement. Data from IDMC helped the Platform develop an evidence-based work plan.

Responding to climate and disaster displacement

In 2016, we improved our capacity to respond to climate and disaster displacement in the field. We piloted a project in Bangladesh to ensure the resettlement of climate and disaster displaced people in Kurigram District, and will apply lessons learned to other contexts.

To better protect those vulnerable to disaster and climate displacement, we worked with local communities, particularly in Somalia, Ethiopia and Djibouti, to make them more resilient and knowledgeable about the environment. We did this by examining crop selections, farming techniques and water conservation in collaboration with national agricultural experts and farmers. We subsequently used those assessments to help communities prepare themselves for the next series of climate shocks.

In 2016, we completed the NRC Environmental Assessment Tool (NEAT) app and made it available on an open access platform. Staff can now download and use the app to assess and respond to environmental impact from NRC projects. NRC joined the Moving Energy Initiative to improve displaced people’s access to sustainable energy. We are now the implementing partner for one of the initiative’s projects in Jordan, which focuses on energy in urban settings.

OUR WORK WITH THE CORPORATE SECTOR

Because NRC works with one of the most critical social issues facing the world today, the support we receive from our corporate partners is more important than ever before.

By working with businesses, NRC can pilot new programme initiatives and strengthen our existing activities. When companies and industries engage with NRC, they pledge to help the most vulnerable people in the world. NRC's engagement with the corporate sector focuses on pro bono support, in-kind products, monetary contributions as well as the sharing of expertise and knowledge.

Our successful partnerships have resulted in innovation, as well as products and services, that otherwise wouldn't have been possible. In 2016, the support we received took many different forms.

Fruitful partnerships

NRC's partnership with Kluge, a leading Norwegian law firm, included extensive pro bono legal assistance and the sharing of knowledge as well as financial support. Another highly successful partnership included the Boston Consulting Group (BCG), which provided vital support to enhance NRC's regional and global structure and systems. The Norwegian firm Corporate Communications helped us

strengthen our strategic communication efforts so we can speak more effectively to our many different audiences.

Together with TOMS, we distributed over 100,000 pairs of shoes to Syrian refugee children in Jordan and internally displaced children in Iraq who attend our learning centres. In addition, Microsoft granted software licenses to NRC offices worldwide to ensure our head office and global locations were properly licensed with modern Microsoft technology. Thanks to this partnership, NRC can better help refugees in highly remote locations by providing them access to up-to-date information and two-way communication.

NRC also has strategic partners in the countries where we operate, including several successful collaborations in the Horn of Africa. We have established partnerships with private sector organisations such as the Kenya Chamber of Commerce and Industry, Samasource, Toto Health Limited and Unilever. Our partnerships with Vodafone and Safaricom Limited support a youth vocational skills training programme. In Somalia and South Sudan, we partner with local entrepreneurs on apprenticeship programmes for graduates of our youth vocation courses.

How our collaborations work

Our corporate partners share our commitment to the humanitarian principles and values regarding human rights, anti-corruption, and preserving the environment. Our partnerships must meet our programme goals as well as each business's unique corporate goals. The most successful partnerships are those that are multi-faceted – when they give support in a variety of ways.

We intend for all our partnerships to deliver the greatest impact possible, with the goal of creating lasting results. We work diligently to ensure the resources our partners share with us are utilised with maximum efficiency.

NRC's corporate partnerships play a critical role in our core mission by mobilising the power of the private sector to support the refugee cause when it is needed most. It is because of the business community's creativity and resources that we are helping to change the world for the better.



In Dohuk, Iraq, NRC distributed TOMS winter shoes to displaced Yezidi schoolchildren. Photo: Yad Deen/NRC

MANAGING SECURITY RISKS

NRC has operations in 31 countries, with experts deployed to more than 87 countries. Over 60 per cent of our 5,000 employees work within, or in close proximity to, a conflict zone or high risk environment.



The NRC HEAT course in South Africa. Photo: Sebastien Hogan/NRC

In 2016, NRC continued to expand our global presence, running large operations in more complex and volatile areas than ever before.

Cultivating our security expertise

We maintained our robust security risk management system with a global team of dedicated security specialists and advisers. Roving security specialists, as well as country and regional security advisers, provided training for employees who were working in high risk areas. They also conducted security risk assessments for high risk operations, supported emergency response teams and provided crisis management trainings.

Expert trainings

In 2016, NRC conducted more than 100 security trainings for over 2,000 employees, and trained over 300 employees in crisis management.

We conducted seven Hostile Environment Awareness Training (HEAT) courses for aid workers in different locations. HEAT combines theory with highly realistic simulation training. The HEAT approach is a well researched and successfully proven training concept, commonly used for those working in insecure and stressful environments, and often by non-humanitarian specific professionals, including airline pilots and first responders.

Providing safe, high quality and affordable HEAT training remained an integral component of NRC's security risk management programme, and a vital asset to the humanitarian and development community in Norway. With funding from the Norwegian Ministry of Foreign Affairs, NRC was able to provide subsidised HEAT training to NRC employees and other aid agencies in Norway and abroad. This way, we have helped ensure that aid workers at the front-lines of providing humanitarian assistance have had the security training they've needed and deserved.

OUR DUTY OF CARE

It's our duty to take reasonable steps to protect our staff from physical and psychiatric injury. We're legally obliged to identify foreseeable risks and mitigate them as much as we can.

We inform and train our employees ahead of and during their assignments so that they understand their responsibilities and can handle insecure environments as well as possible. Having security systems and staff care in place for potential emergencies are also crucial elements.



The NRC HEAT course in South Africa.
Photo: Sebastien Hogan/NRC

NRC's duty of care is based on seven main principles:

1. Identify and assess threats and risks to security, health and safety in connection with staff members, their duties and their operational environment.
2. Implement mitigating measures to eliminate, avoid or reduce foreseeable risks, and have contingency measures in place to react to and manage any emergency circumstances.
3. Ensure that staff members give informed consent, which acknowledges that they have been informed of the risks involved in their job, their responsibilities and the environment where they work.
4. Ensure that staff receive appropriate induction, training and instruction from competent line managers and support staff.
5. Provide appropriate systems and structures, including policies, procedures and systematic supervision from line managers.
6. Secure expert assistance where this is possible.
7. Respond to and learn from staff experience.

Risky and complex environments require resources

Taking care of our colleagues is always a priority. Keeping them safe, and sound, allows us to better support displaced people. Duty of care legal cases against NRC and other NGOs have made it clear that NGOs must increase investments in security and duty of care. Employees need to feel reasonably safe and supported by NRC to give high quality assistance to displaced people. Our goal is to stay and deliver, but high-risk and hard-to-reach areas often require more security and increased staff care measures.

Systems and capacity building

NRC invested time and resources in 2016 to train senior managers on leadership, duty of care, and stress and resilience. Providing HEAT to staff working in high- and medium-risk areas was another important component. Using the NRC crisis management system and staff care guidelines, which set standards for dealing with critical incidents, we trained senior management, human resources and security staff.

NRC will not always be able to prevent critical incidents but having systems in place makes us better equipped to avoid them and respond appropriately when they do happen. NRC has global agreements with medical and psychosocial providers like Interhealth and the Headington Institute, and in 2016, we became a member of International SOS, the world's biggest medical and travel security organisation. Our local offices have agreements with local medical providers as well. All NRC staff are covered by insurance.

In 2016, NRC received responses from all staff members on our global staff survey, which gave the organisation important feedback on duty of care and management issues. We are using the results from this survey to improve our standards and our implementation of them.

MONITORING AND EVALUATING OUR RESULTS

We believe that understanding programme performance is an integral part of providing accountable, quality humanitarian assistance.



An NRC emergency team travels by boat to visit flood-affected communities in Moe Nyo Township, Myanmar, to assess the effectiveness of the kits they received from NRC, which included blankets, clothing and portable gas stoves, and to learn how they're coping in the aftermath of the flood. *Photo: Japeen/NRC*

NRC's collection, analysis and use of evidence on 'what works' provides us with early warning signs and feedback as we implement projects. It also supports continuing education for improved project design, stronger programming and a steadier organisational strategy.

To make sure we use evidence effectively in decision-making at all levels of the organisation, we have developed and implemented a monitoring and evaluation (M&E) framework. This framework defines how we approach M&E as well as the mechanisms we use to ensure that the evidence we collect is made available and used.

Throughout 2016, NRC worked to strengthen and further embed components of the monitoring and evaluation

framework into our day-to-day work. We achieved this through a combination of new developments, such as a new indicator reporting system and new evaluation mechanisms, as well as initiatives to enhance existing routines and practices.

Evaluations

We strengthened our capacity to learn from and assess the relevance, efficiency, effectiveness, sustainability and impact of our programmes in the following key areas:

External evaluations (*formal evaluations designed for accountability and learning*). We developed new guidelines to support country offices in the effective management of external evaluations. These will be rolled out through a

series of trainings in 2017. There were fourteen external evaluations finalised in 2016. This included a number of global, strategic evaluations and country programme evaluations. The evaluations covered all of NRC's four regions and all core programme activities except food security. At the global strategic level, NRC commissioned an evaluation of our global priority on securing access in hard-to-reach and high-risk areas.

Programme strategy assessments (*studies used to investigate areas for policy development and improvement*). We undertook a new programme strategy assessment to examine our collaborative dispute resolution programmes and to inform future policy decisions. The assessment concluded that collaborative dispute resolution is a relevant methodology to advance the housing, land and property rights of displaced people; however, it recommended a more systematic approach to ensure that the rights of vulnerable groups, especially women, are protected. It also advised that NRC improve our analysis of local capacities to ensure a do no harm approach, and to improve sustainability.

After action reviews (*light-touch internal evaluations designed to facilitate learning from completed projects*). We piloted after action reviews as a new M&E mechanism in 2015 and 2016, resulting in the development of new guidelines to support programme learning in country offices. Five after action reviews took place as part of the pilot, covering a range of activities including M&E in Myanmar, cash in Somalia, food security in Djibouti, NRC participation in the World Humanitarian Summit and NORCAP communication with communities in Greece.

Emergency response reviews (*designed specifically to evaluate responses in acute emergency situations to identify areas for immediate improvement*). We piloted several emergency response reviews in 2016: a broad organisational mapping based on interviews with 48 offices at the country, regional and representative levels as well as Head Office; a document review; and attempted pilots in Yemen and Iraq. The Yemen review did not go ahead because of access constraints. The pilot phase generated recommendations that have been incorporated into organisational guidelines on emergency response reviews, which will now be mandatory in all acute emergencies. In addition, NRC is developing guidelines to carry out emergency response reviews in access-constrained environments, applying lessons from the unsuccessful Yemen pilot.

Monitoring programme quality

To monitor whether the goods and services we provide meet technical standards and address concerns such as gender, protection and the environment, we have been further developing quality assessment tools for our main areas of programming. The tools break down sector and crosscutting standards into prioritised, concrete elements, to ensure that projects are designed and monitored according to agreed upon benchmarks. These quality assessment tools also support our overall data management.

Data management

Results-oriented management requires appropriate tools to collect, organise, analyse and report on results data. As such, data management was an important part of our work in 2016. The main areas of our work were:

Core Performance Indicator (CPI) reporting. We have developed and rolled out a new online system for reporting on mandatory CPIs. The system provides staff with data tailored to their specific needs. The reporting system supports better programme monitoring and follow-up, ensures minimum standards of M&E and streamlines reporting.

Programme databases. We developed programme databases using new IT tools as trials in two programme areas: ICLA and the management of feedback from the displaced people we assist. The aim was to identify a common IT platform that can create databases adaptable to specific contexts. A common IT platform across all programmes enables NRC to better manage and compare programme data.

Digital data collection. We continued to develop our capacity to use digital data capture tools to enhance the quality, efficiency and transparency of our work. We have created user guidelines and are currently working to make digital data collected on mobile devices talk to programme databases.

Data protection. Data security is an increasingly important concern for humanitarian organisations. Ensuring that personally identifiable information is secure has become a top priority. As such, we have undertaken various data security analyses and developed a new data protection policy that will guide our work.

Embedding evidence in strategy

Ensuring that results data are useful, and just as importantly, used, is of critical importance to NRC. One way we do this is through an internal process centred around our Annual Learning Review (ALR). The ALR synthesises key learning from all programme evaluations and identifies issues of significance for understanding organisational effectiveness (our results), operational performance (how our systems work) and determining strategic priorities. In 2017, we will merge the ALR with an analysis of core performance indicator data, to provide an even more comprehensive learning document.

In 2017, we will help senior managers better use evidence generated through the M&E framework. To do so, we will identify critical learning moments during evidence reviews in key thematic areas.

Capacity building

We are acutely aware that the effectiveness of the M&E framework depends on the capacity of our staff. Over the last three years, staff in all country programmes have been taken through a full three-day M&E training. In 2016, we undertook six new M&E trainings. We conducted additional trainings on our new reporting system to colleagues in more than 20 country programmes.

MAINTAINING THE GRAND BARGAIN

One of the most concrete outcomes of the World Humanitarian Summit in 2016, NRC is playing a key role in the implementation of the Grand Bargain.

In 2016, with pro bono support from the Boston Consulting Group (BCG), NRC examined the negative impact of donor conditions on humanitarian action. The project highlighted shortcomings prevalent in humanitarian funding: lack of harmonised reporting, unwillingness to share risk, terminology inconsistencies and donors' inadequate internal coordination. The analysis also included recommendations to spur long-term improvements for efficiency in the sector.

Bargain. These recommendations are now used in the humanitarian community to pilot initiatives carrying out the commitments, such as the harmonisation of narrative reporting.

NRC also contributed to ICVA's Less Paper More Aid initiative, which provided an overview of the impact of donor requirements, including reporting standards, on NGOs.

THE GRAND BARGAIN

Established in 2016, the Grand Bargain is an agreement between major donors, UN agencies and NGOs to improve the way we work together and increase efficiency in humanitarian financing.

A leading figure

In 2016, NRC engaged substantially in discussions within three of the Grand Bargain's work streams:

a) Reducing duplication of management costs and harmonising cost structures

We followed efforts from UNHCR, UNICEF and WFP to harmonise and streamline UN partnership agreements. In 2017, we will launch a second phase of the Donor Conditions Project with BCG. The new study will develop recommendations for harmonising terminology on cost

The study's findings informed the high-level discussions that framed the commitments outlined in the Grand

THE 10 WORKSTREAMS & NRC PRIORITIES

Achieving greater transparency

Providing more support and funding tools to **local and national responders**

Increasing the use of **cash-based** programming

Reducing duplication of efforts and management **costs** with periodic functional reviews

Conducting more joint and impartial **needs assessments**

Facilitating a **participation revolution**

Increasing collaborative **multi-year humanitarian funding**

Reducing the earmarking burden placed on humanitarian organisations

Producing **harmonised and simplified** reporting requirements

Bridging the **humanitarian-development divide**

structures, and produce templates for harmonised financial reporting. UN agencies, including UNHCR as a co-convenor, are engaged in this discussion. Preliminary findings will be shared in June 2017.

b) Harmonisation of reporting

As part of one of the Grand Bargain's most advanced work streams, NRC was actively involved in harmonisation efforts when it comes to narrative reporting. We contributed to a study commissioned by the German government to the Global Public Policy institute and participated in the related workshop, hosted by the German government and ICVA. This event launched a pilot project that will test a narrative reporting format with 10+3 questions. If a critical mass of donors and aid agencies join and contribute with feedback, this would represent a first concrete success to improve the way we work together. NRC was the first NGO to join the initiative, and helped raise awareness among our peers. Together with WFP, we will initiate a pilot to test the 10+3 approach in a country operation.

c) Multi-year financing

NRC, along with OCHA and FAO, is leading a study to assess the potential impact and benefits of multi-year financing. Following the framework of the IASC Humanitarian Financing Task Team (HFTT), the study explores the scope and implications of multi-year financing and its link to multi-year planning. The study aims to capture evidence, best practices and examples of innovation, as well as challenges associated with multi-year financing. Preliminary findings will be shared in June 2017.

Pooled funding

In addition to contributing to the discussion on reducing earmarked funds, NRC conducted a study that mapped out pooled funds. The study stimulated high-level debates on lessons learned and best practices that could increase the efficiency of pooled funds for NGOs. We presented the study's preliminary findings in December to a small group of NGOs, ECHO and EU Trust Fund managers in Brussels. The full study will be shared more widely in early 2017.

NRC PRIORITIES:

Reducing duplication and management costs



To **increase efficiency**, agencies are discussing how to harmonise and simplify partnership agreements. NRC is closely monitoring the "baby steps" undertaken by UNHCR, WFP and UNICEF to implement this commitment.

Phase II of **NRC Donor Conditionality** project has been launched. NRC's aim is to **harmonise** terminology and cost structures in financial reporting.

Multi-year planning and funding



There is great interest from agencies and donors, in particular Canada, the EU and UNICEF, in **gathering evidence** of the added value, best practices, and innovation made possible through multi-year financing. NRC is contributing by conducting **a study on the benefits of multi-year financing** together with OCHA and FAO.

Harmonisation of reporting



Key donors (ECHO, Germany, Sweden UK, USA) have already agreed to **pilot a harmonised narrative reporting template** that would replace all pre-existing different formats. NRC and WFP are joining the pilot process.

Less earmarking

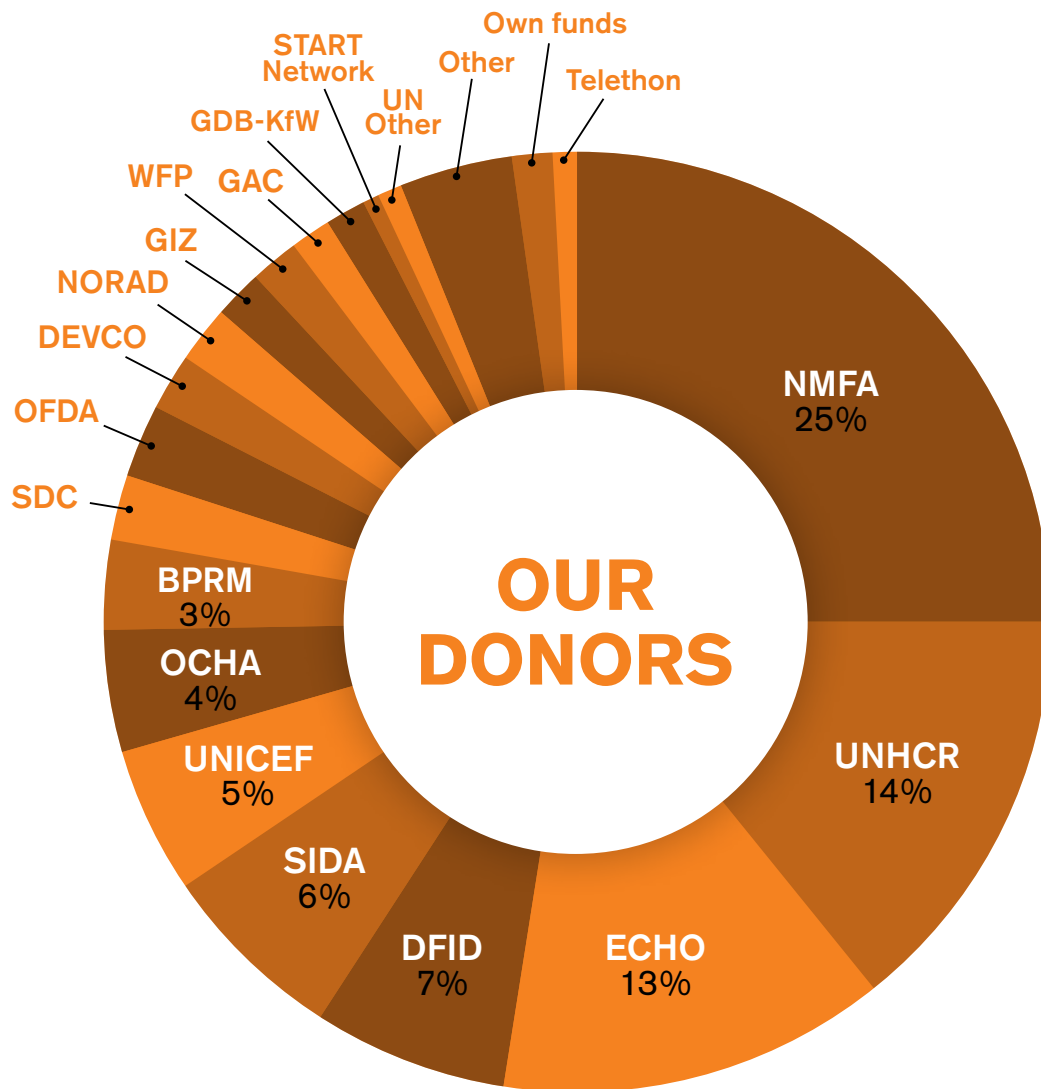


Are pooled funds the right tool for this? NRC has launched **a study to map out all main pooled funds** and identify best practices to improve cross learning across pooled funds.



Photo: Ingrid Prestetun/NRC

STRENGTHENING STRATEGIC PARTNERSHIPS



NRC maintained a broad, robust donor base in 2016, which allowed us to have a higher level of financial security and predictability. We proactively engaged with our main donors on the Grand Bargain initiative from the World Humanitarian Summit. In this context, we endeavoured to improve the collaboration between donors and humanitarian organisations to increase efficiency in our working practices, thereby securing more assistance to those in need.

NRC's top five donors continued to be the Norwegian Ministry of Foreign Affairs (NMFA), UNHCR, ECHO, DFID and the Swedish International Development Cooperation Agency (Sida), and we continued to strengthen relations with all our institutional donors. Important progress was made with Canadian, German and Dutch donors, and we secured several new strategic partnerships, including with the European Economic Area (EEA), which had no prior experience working with humanitarian organisations, and the Eid Foundation in Qatar.

ACRONYMS

To preserve the flow of text, this volume does not spell out frequently used acronyms in every chapter.

ORGANISATIONS

DEVCO	European Commission's Directorate-General for International Cooperation and Development
DFID	UK Department for International Development
DRC	Danish Refugee Council
ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations
FAO	Food and Agriculture Organization
GAC	Global Affairs Canada
GIZ	German Society for International Cooperation
IASC	Inter-Agency Standing Committee
ICRC	International Committee of the Red Cross
ICVA	International Council of Voluntary Agencies
IDMC	Internal Displacement Monitoring Centre
IFRC	International Federation of Red Cross and Red Crescent Societies
ILO	International Labour Organization
IOM	International Migration Organization
IRC	International Rescue Committee
KfW	German Development Bank
NMFA	Norwegian Ministry of Foreign Affairs
NORAD	Norwegian Agency for Development Cooperation
NORCAP	NRC's expert deployment capacity
NRC	Norwegian Refugee Council
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OFDA	Office of US Foreign Disaster Assistance
OHCHR	Office of the United Nations High Commissioner for Human Rights
PRM	US Department of State's Bureau of Population, Refugees, and Migration
SDC	Swiss Agency for Development and Cooperation
SIDA	Swedish International Development Cooperation Agency
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNRWA	United Nations Relief and Works Agency
WFP	United Nations World Food Programme

TERMS

CCCM	camp coordination and camp management
CM	camp management
DRR	disaster risk reduction
EiE	education in emergencies
FS	food security
GBV	gender-based violence
HLP	housing, land and property
ICLA	information, counselling and legal assistance
IDP	internally displaced person
INGO	international non-governmental organisation
M&E	monitoring and evaluation
NFIs	non-food items
NGO	non-governmental organisation
WASH	water, hygiene and sanitation



NORWEGIAN
REFUGEE COUNCIL