



NORWEGIAN
REFUGEE COUNCIL



Annual Report
from the Board
2025

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Cover photo: Samuel Jegede/NRC

A portrait of Aishatu, who has been provided with documents that confirm her ownership of land in Adamawa State, Nigeria.



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A girl in the Central African Republic attends a primary education class. Many of her peers don't have the opportunity to finish primary school.



Message from the Board Chair and the Secretary General

In the Norwegian Refugee Council's now 80-year history, 2025 stands out as one of the most testing years we have ever faced. Record levels of displacement, driven by the continued escalation of wars and conflicts across the globe, were met with the most severe gap between humanitarian needs and available funding.

Nevertheless, in 2025 our 14,000 NRC colleagues managed to reach 10.6 million people living in conflict and displacement with humanitarian aid. In parallel, NORCAP teams worked to support the international community to better protect, aid and empower people affected by crisis and climate change, and IDMC teams generated evidence, strengthened capacity and galvanised action for internally displaced people worldwide. Altogether, these efforts represented vital glimmers of hope in crises across the continents.

The abrupt suspension of US aid funding and the closure of USAID marked a paradigm shift for the entire humanitarian sector. The aid that was frozen in January 2025, while some was later reinstated, this still had a lasting impact on many communities we work with in conflict and crisis around the world. Several European donors also reduced their international solidarity budgets, further widening the gap between needs and available aid.

Throughout 2025, we felt the impact of these cuts every day, in our global operations and in our country offices. We were forced to say goodbye to hundreds of valued colleagues and close programmes providing desperately needed assistance to people in need.

Whether in Palestine, Afghanistan, DR Congo, Ukraine, Sudan or Syria, it is clear that NRC is needed like never before. The scale and complexity of displacement, combined with shrinking funding and an increasingly politicised aid environment, make it more important than ever that we stand firmly by the humanitarian principles of humanity, impartiality, neutrality and independence in all our work.

Our teams have persisted in some of the toughest places on the planet, delivering lifesaving care and hope to millions. As NRC, we will not be intimidated by adversity. We will continue to act for, and speak up for, civilians under attack – and work hard to make our operations efficient, principled and sustainable for the future. We see our organisation now as more cost-efficient, agile and effective than ever.

Looking ahead, our new Global Strategy 2027–2030 will sharpen our focus and adapt our ways of working to meet the needs of displaced people in an evolving world, increasingly alongside local partners.

We are thankful to our many local and international operational partners, our supportive donors and our dedicated and courageous staff that enabled NRC's delivery of record levels of protection and aid throughout the difficult year of 2025, in spite of all the challenges.

Kristin Skogen Lund



Kristin Skogen Lund
Board Chair

Jan Egeland



Jan Egeland
Secretary General

Mission and organisational setup

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

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

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



EDUCATION



INFORMATION, COUNSELLING AND LEGAL ASSISTANCE



LIVELIHOODS AND FOOD SECURITY



PROTECTION FROM VIOLENCE



SHELTER AND SETTLEMENTS



WATER, SANITATION AND HYGIENE PROMOTION

In 2025, NRC worked in both new and protracted crises across 39 countries. NRC's main activity is to deliver humanitarian aid through programme activities in the field.

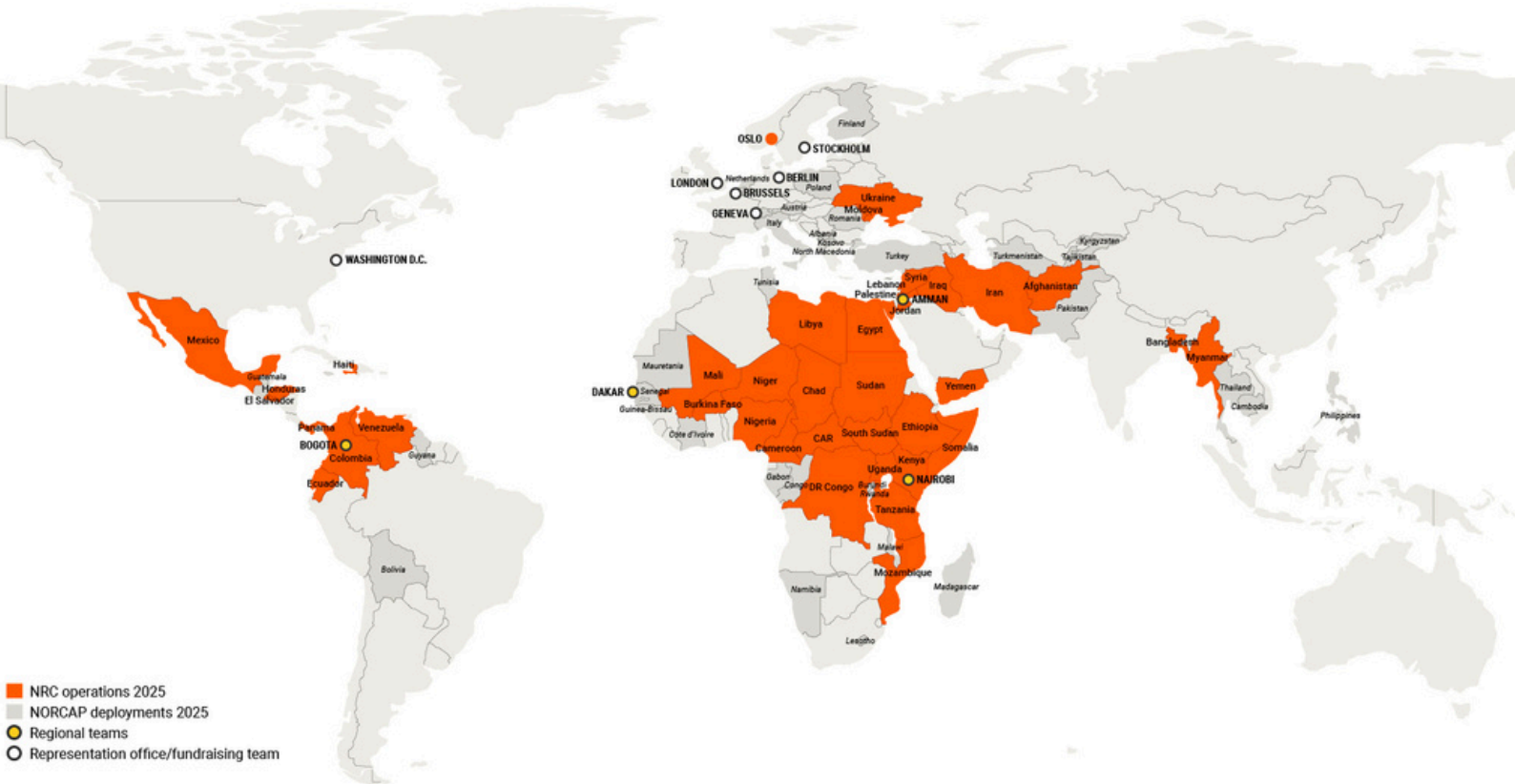
NRC advocates towards decision-makers to ensure the rights of displaced and vulnerable people are fully upheld. It advocates at local, national, regional and global levels, drawing on direct field experience and specialised expertise to shape its messages and stories.



NRC's **Internal Displacement Monitoring Centre (IDMC)** in Geneva provides high-quality data, analysis and expertise on internal displacement to inform policy and operational decisions that can improve the lives of internally displaced people (IDPs) worldwide and reduce the risk of future displacement.



NORCAP provides expert personnel and collaborates with partners to identify needs and establish common goals and projects. It helps strengthen partner capacity and improve coordination and collaboration.



At the start of 2025, NRC’s country offices were managed and coordinated by six regional offices. In June 2025, the Asia regional office was merged with the Central and Eastern Europe office into a EurAsia regional team.

Over the course of the year, NRC underwent a major restructure, reducing its workforce at all levels and consolidating its regional presence. As a result of this process, regional offices were reduced to smaller regional teams.

The regional team for Latin America is based in Bogota, the Middle East and North Africa regional team is based in Amman, the East and Southern Africa regional team is in Nairobi, and the Central and West Africa regional team is in Dakar. The newly created EurAsia regional team is fully virtual.

During 2025, NRC closed its operations in Djibouti, Poland, Guatemala and Tanzania in line with our exit handbook. Ongoing activities and projects were handed over to partner organisations, including local partners.

39 COUNTRIES OF OPERATION

5 REGIONAL TEAMS

33 COUNTRY OFFICES

5 REPRESENTATION OFFICES

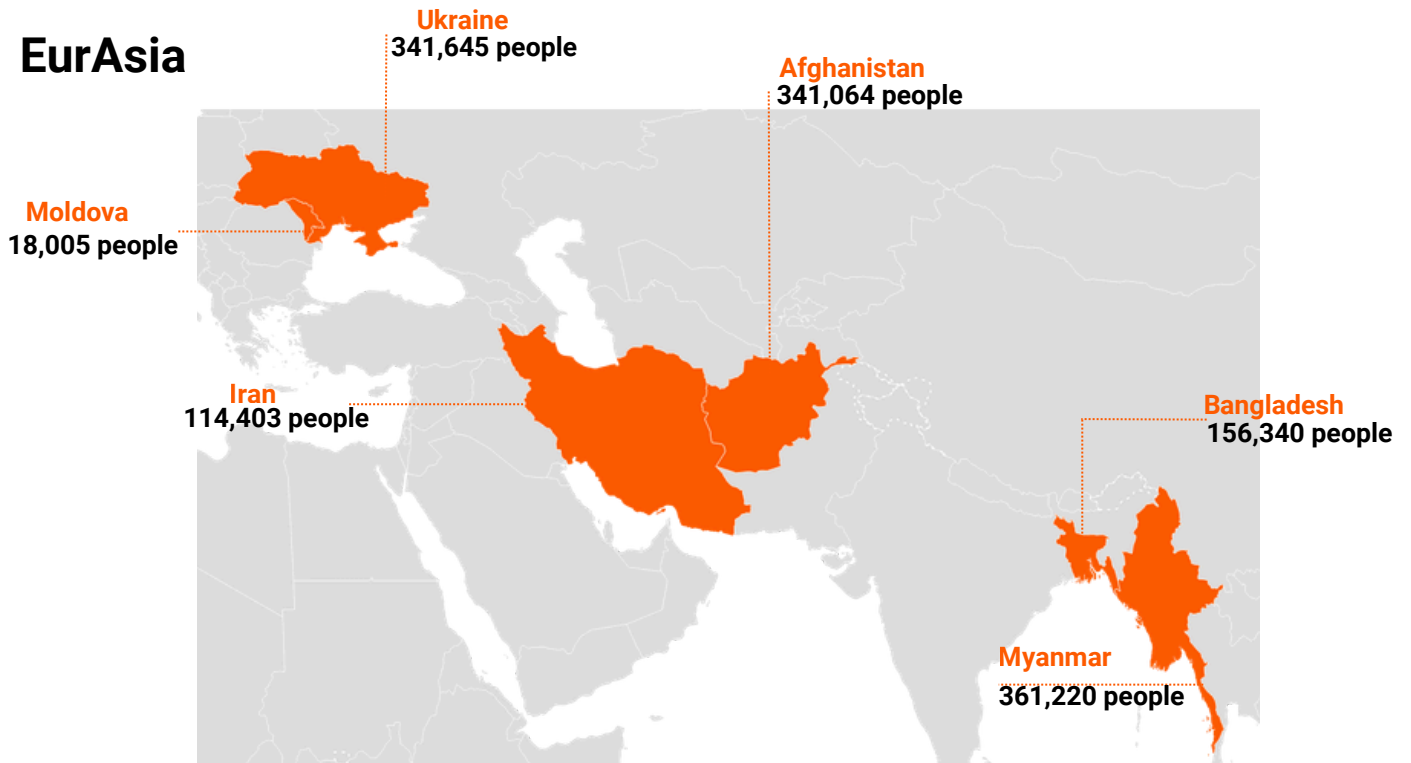
NRC maintained representation offices in Brussels, Geneva, Berlin, London and Washington DC. Representation offices ensure close and ongoing dialogue with decision-makers and partners around the world.

NRC’s global team is located in Oslo, with many colleagues working virtually from elsewhere. From Oslo, we participate actively in Norwegian public discussions, engaging in a broad range of information, advocacy and fundraising efforts targeting decision-makers, civil society and the public at large.

2025 overview

People reached

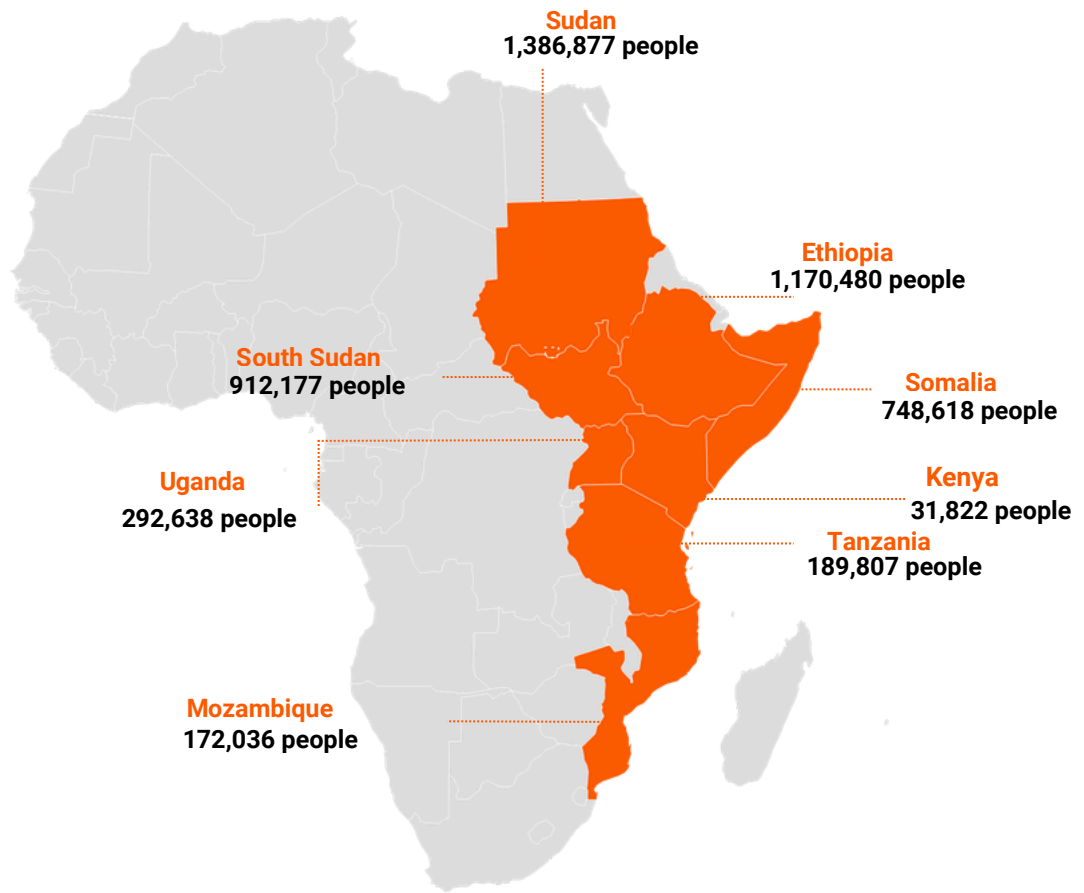
EurAsia



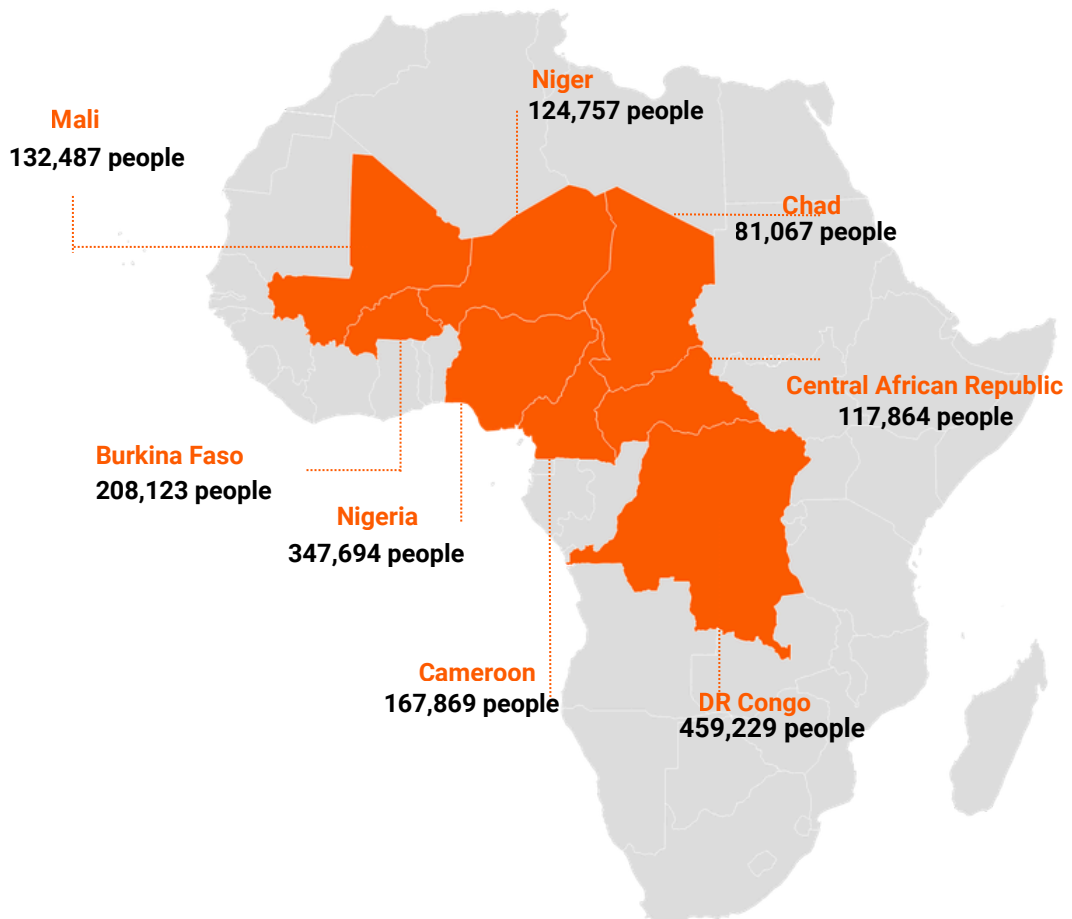
Latin America



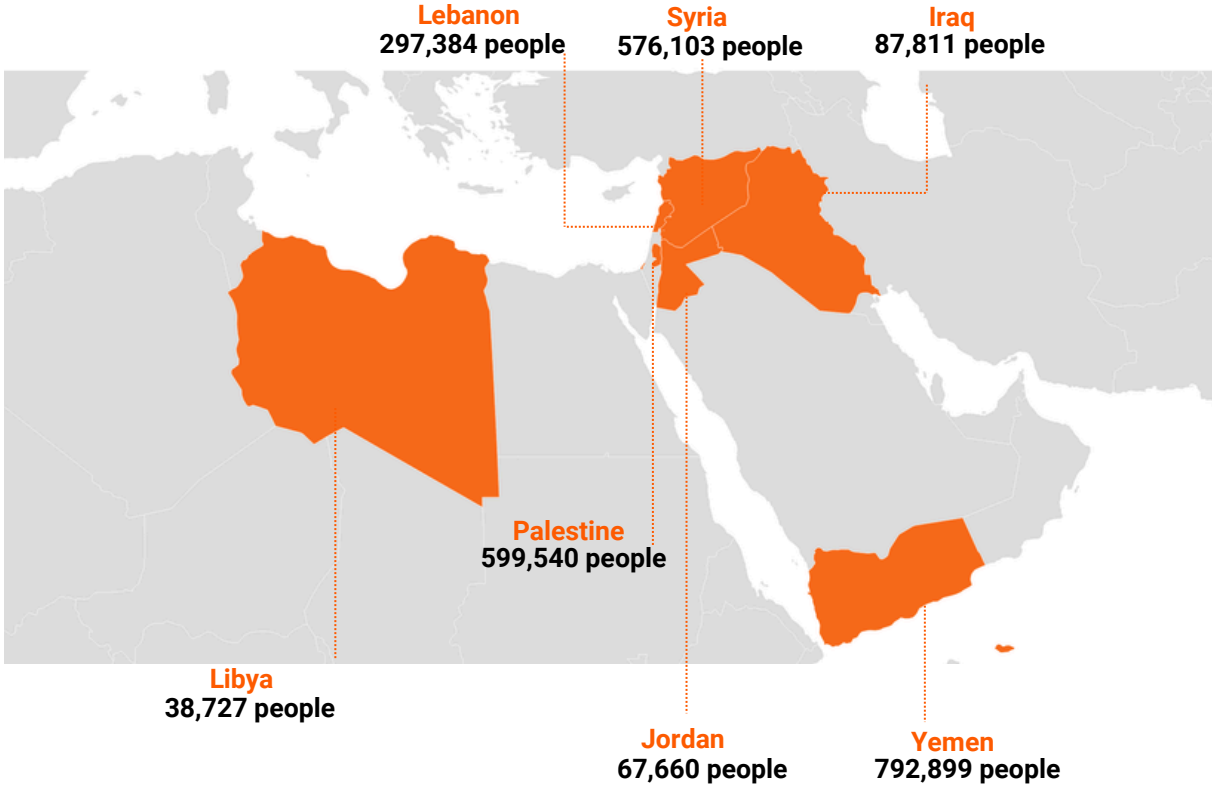
East and Southern Africa



Central and West Africa



Middle East and North Africa



Global humanitarian needs

305.1

million people in need in the world¹

117.3

million people forcibly displaced³

83+

million people internally displaced²

1 in 69

people worldwide are forcibly displaced

References available at the end of the report.

According to the United Nations Global Humanitarian Overview, there were an estimated 305.1 million people in need worldwide in 2025. Many people in such severe situations are forced to flee, becoming either refugees beyond the borders of their country or internally displaced people within them. This displacement adds multiple dimensions of insecurity, including family separation, restrictions on freedom of movement, loss of legal documentation and property, and exposure to further displacement.

2025 saw continued conflict in Gaza, Sudan, DR Congo and Ukraine, as well as many underreported and protracted crises in Sahel, the Horn of Africa and Colombia. These crises were marked by extreme levels of violence, a blatant disregard for international humanitarian law and deliberate obstruction of humanitarian efforts to save lives.



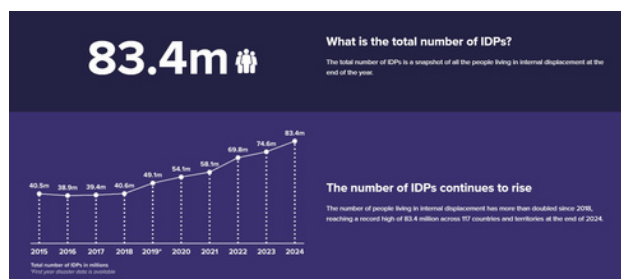
Displaced Palestinians make their way back to their homes in northern Gaza

Amjad al Fayoumi/NRC

The humanitarian system faced a massive funding crisis, driven in part by the shutdown of USAID and significant cuts from other major donors, severely constraining the ability to respond to growing needs. A hyper-prioritised global humanitarian response plan was released mid-year, prioritising 114 million people out of the 305.1 million people in need.

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

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



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

20.1 million internal displacements caused by conflict and violence

45.8 million internal displacements caused by disasters

Figures from IDMC's GRID report, 2025.

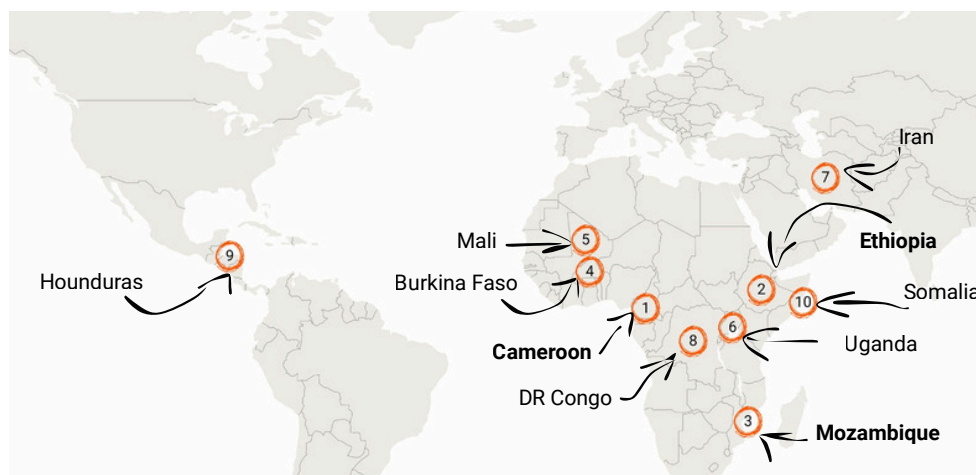
Every year, the number of forcibly displaced people continues to rise.

Neglected crises

Since 2017, NRC has produced a flagship report⁴ on the **world's most neglected displacement crises**.

Using a methodology that combines the key characteristics of neglect (funding coverage, media attention and political will) with the number of displaced people, the report compiles an annual list of the 10 most neglected crises where people affected rarely make international headlines.

By publishing this report, we aim to push governments, donors, and the public to acknowledge and respond to these overlooked emergencies.



Funding shortfalls are becoming the norm. In today's changing climate, a response plan that reaches just 50 per cent of its target is considered well-funded. For countries on this list, even that bare minimum remains out of reach. The majority of their response plans scraped by at just over 40 per cent funded or less in 2024. The gap will only widen with global funding cuts, leaving millions more vulnerable⁴.

The report published in 2025 listed Cameroon as the world's most neglected crisis in 2024.

Cameroon has been gripped by three protracted crises running over the past decade: the conflict with armed groups in the Lake Chad Basin, violence in the Northwest and Southwest regions, and continued instability spilling over from the Central African Republic. In Cameroon, 3.4 million people were in urgent need of assistance and protection in 2024, with over 1.1 million people internally displaced within the country. The situation in Cameroon, as well as in the other nine countries on the list, is both underreported and underfunded, making it a clear example of how prolonged emergencies can fade into global neglect.

[To learn more, visit the full report here](#)

The crises affecting the people of Cameroon's Far North region have left 1.2 million people in need of humanitarian aid. These include vulnerable people displaced within the country, Nigerian refugees who have been generously received by Cameroon, and host communities.



Pouhe NGO NYEMB Patricia/NRC

Priority crises

NRC has a crisis activation system to reinforce operational delivery with clear, predictable and rapid support in large-scale emergencies. In 2025, the Secretary General declared the following humanitarian crises as *priority crises* for the organisation:

Lebanon

In September 2024, Lebanon faced the largest escalation of conflict since the 2006 war, leading to significant displacement both within Lebanon and cross-border into Syria. NRC's response in Lebanon was declared a priority crisis in October 2024 and ended in February 2025.

Over 778,000

people with refugee status are hosted in Lebanon⁶

1 in 6

people in Lebanon is a displaced person from another country⁷

Democratic Republic of the Congo

In the spring of 2025, DR Congo experienced an intense escalation of violence in North and South Kivu. This led to mass displacement and increased humanitarian needs, for what was already a stretched crisis response. NRC's response in DR Congo was declared a priority crisis from February to August 2025.

400,000

people were displaced in the first three weeks of violence⁵

5.2 million

people are displaced within the country³

Palestine

Due to the continued scale, increased severity and significant humanitarian impact, Palestine was declared a priority crisis in 2023, a status which extended into 2025. In December 2025, the priority crisis status was extended for operations in Gaza only until February 2026.

1.45 million

people in Gaza need emergency shelter assistance⁸

3.3 million

people are estimated to be in need of humanitarian assistance⁹

Consequently, NRC had declared **three priority crises in the autumn of 2025.**

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

- clear and short decision-making lines that facilitate quick action
- concrete support to the country offices leading the response
- optimised information flow
- authorisation to use emergency procedures for support functions
- informed decision-making to allocate additional internal resources



US funding suspension

On 20 January 2025, the newly inaugurated President of the United States, Donald Trump, signed an executive order immediately freezing all US humanitarian and development aid, triggering an unprecedented crisis for the global humanitarian sector.

For NRC, the impact was acute: the US had been one of NRC's largest institutional donors, expected to fund approximately 25 per cent of all NRC operations in 2025, and accounting for over 40 per cent of global humanitarian aid overall. The US was one of the main donors to the UN, which also had a knock-on effect on our funding from UN agencies.

Within days, NRC received suspension notices instructing the immediate halt of spending across US-funded programmes. A Global Crisis Management Team was mobilised, an extraordinary Board meeting was convened, and NRC joined peer organisations in urgent advocacy efforts with US authorities and Congress. On 28 January, the US Secretary of State issued a limited waiver for "life-saving" activities, offering partial relief, though the criteria remained ambiguous and inconsistently applied.

The situation deteriorated further in early February when the Trump administration moved to dismantle USAID, placing approximately 10,000 staff on administrative leave. NRC faced growing financial exposure, with millions of dollars in unreimbursed costs from work already delivered.

By late February, NRC received termination letters for 24 US-funded awards, including 13 projects that had previously been granted waivers, affecting operations across 17 country offices in 20 countries.

NRC country operations affected by the US funding suspension



In response, NRC launched a significant restructuring programme targeting NOK 200 million in annual administrative cost reductions across our head office, regional offices and representation offices, with a new organisational structure set to take effect on 2 June 2025. Measures included a hiring freeze, restrictions on travel and consultancies, staff furloughs, and, most painfully, the termination of colleagues' contracts across multiple offices worldwide. Through March and into April, the situation remained deeply volatile, with some terminated projects unexpectedly reinstated and partial reimbursements received for work completed in 2024.

Beatrice lost her husband and one of her five children to war in DR Congo. She now cares for Sida, 2, and Fabrice, 3 months, alone. DR Congo is one of the countries most deeply affected by the US funding cuts.



NRC Restructure

To meet the cost-cutting target, NRC's restructuring programme, NRC Restructure, designed a new organisation for the global level. The organisational structure was reduced from three to two levels, eliminating the regional level and maintaining only global and country levels. New, smaller regional teams became an extended part of the global level.

In addition, we pooled certain functions to create more flexible, scalable and sustainable support structures for country offices. Programme teams (core competencies and thematics), MEAL (monitoring, evaluation, accountability and learning), finance, logistics, grants management, ICT, HR, risk and compliance, and public communications are now pooled at the global level.

Future outlook

While most of the US funding for 2025 was reinstated, NRC and other implementing partners of the US government have little to no visibility on further funding opportunities. In 2025, our planning continued to assume a near-total loss of US funding, compounded by announced budget cuts from key European donors including the UK, Germany, Switzerland, and the Netherlands. This holds true for 2026 and onwards.

In parallel, NRC continued to pursue new funding avenues, including engagement with Gulf donors, outreach to private foundations, and appeals to individual donors. Despite these efforts, the funding environment remained extremely uncertain throughout the year.

As a result, 187 positions were eliminated at the new global level. More than 190 staff members were placed into new or vacant positions. In addition, several country offices affected by the US funding suspension went through restructuring to adapt to the new financial situation. In total, hundreds of staff members were let go in country offices.

On 2 June 2025, NRC started the transition to the new structure. Implementation of the new structure continued through the remainder of 2025 as a separate change management project. Work initiated in 2024, to revise the structure of country offices in order to strengthen scalability, potential multi-country setups and local partnership management, continued in 2025.

Throughout this challenging period and onwards, NRC remained and remains committed to transparency with staff, partners and stakeholders, and to sustaining frontline operations for displaced and crisis-affected populations wherever possible. We continue to advocate strongly for the restoration of principled, needs-based humanitarian funding at the international level.

NRC technical staff conduct an assessment visit of earthquake-affected areas in the Norgal district of Kunar province, Afghanistan.



Maisam Shafley/NRC

Our response

NRC reached 10,640,153 individuals across 39 countries during 2025



Education

1,291,713



Information, counselling and legal assistance

1,523,235



Livelihoods and food security

1,692,544



Protection from violence

773,814



Shelter and settlements

1,399,503



Water, sanitation and hygiene promotion

4,294,121

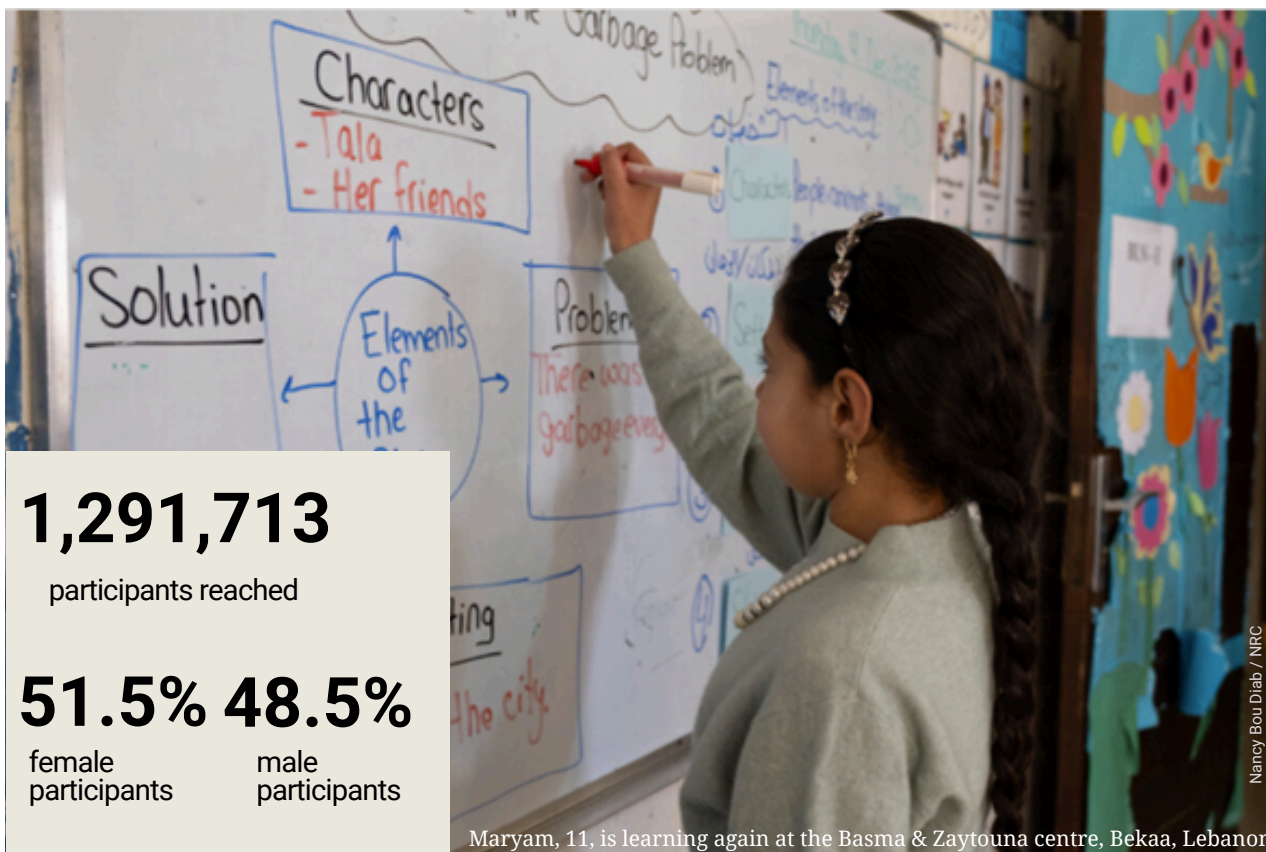


Other – including cash and voucher assistance

1,800,047

In Kiryandongo refugee settlement, nearly half of the 154,000 refugees are children – many having fled the war in Sudan. Through NRC's Better Learning Programme (BLP), hundreds of newly arrived boys and girls find safety, joy and healing. Photo: Tarek Jacob/NRC

Education



1,291,713

participants reached

51.5% 48.5%

female participants

male participants

Maryam, 11, is learning again at the Basma & Zaytouna centre, Bekaa, Lebanon

QUALITY EDUCATION IN EMERGENCIES (EIE) PROGRAMMING PROVIDES CHILDREN AND YOUNG PEOPLE WITH IMMEDIATE SAFE AND INCLUSIVE LEARNING OPPORTUNITIES THAT SAVE LIVES, FOSTER STABILITY AND ENSURE CONTINUITY OF LEARNING.

Over 100 million people are currently displaced, of whom approximately 50 per cent are children and young people. More than 50 per cent of the world's school-aged refugee children are currently out of formal learning. Displacement has a devastating impact on learning and often leads to education being denied or interrupted. Children and young people may suffer from traumatic experiences and a loss of the social networks that provide protection and support. The capacity of education systems to deliver quality education is often significantly reduced during displacement, and host communities can struggle to integrate displaced children in existing schools. NRC works to ensure that all displacement-affected children and young people enjoy quality, safe and inclusive learning opportunities relevant to their psychosocial, emotional and cognitive development and needs, right from the start of an emergency.

WHAT NRC DOES

NRC ensures that children are provided with protective education as soon as possible in an emergency response, preparing them for transition into longer-term learning opportunities.

As soon as the situation allows, NRC promotes and supports the transition and inclusion of both internally displaced and refugee children and young people into formal education systems, so they benefit from an accredited education.

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

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

First-line education response

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

NRC's "Acute Humanitarian Response in Education" grant, funded by the LEGO Foundation, enables us to respond rapidly in the event of an acute crisis to ensure children's safety, wellbeing and resilience. Since the establishment of the mechanism, we have been able to scale our first-line education response considerably to 14 different crises across the globe, from Gaza to Syria, and from Sudan to DR Congo. We have also built capacity among our education teams on first-line education response, increasing both the speed of the responses and the quality of interventions over time.

We do this by providing safe spaces for children to learn, engage with peers and feel protected, as well as psychosocial support, recreational activities and structured learning through play, including the sharing of lifesaving messages.



An education activity in Isfey Al-Fuqa, Masafer Yatta, West Bank, in December 2025.

Ahmad Al-Bazz/NRC

Better Learning Programme

The flagship Better Learning Programme (BLP) is NRC's approach to classroom-based psychosocial support programming. It helps children and young people cope with conflict-induced stress and trauma to improve their emotional wellbeing and learning outcomes over time.

The BLP was developed in collaboration with the University of Tromsø and first delivered in the Middle East in 2012. Through the multi-year Right to Wellbeing Initiative (2020–2025), we have successfully institutionalised BLP across all our education programmes, reaching 36 countries in 2025. BLP is now being implemented in public schools across Norway that are catering for refugee children.



Hammoude and Nagham, both 8 years old, show their favourite BLP exercise: getting rid of unwanted thoughts.

Tarek Jacob/NRC

Youth education

NRC's Youth Education and Training Programme is unique in the humanitarian sector as it focuses heavily on basic primary education, training and eventually employment. Going forward, our education team is exploring how to grow this niche programme to become the leading expert in the field and ensure we reach more young people between the ages of 15 and 24 years old through education services.



Claire Muneshu/NRC

DEMOCRATIC REPUBLIC OF THE CONGO

112.8M

total
country
population¹⁰

21M

people in
need¹

In Tchomia, a small town on the shores of Lake Albert, many children have missed years of schooling, while others have never even had the chance to attend.

To address this situation, NRC has implemented accelerated education courses through the Better Learning Programme (BLP). This approach gives learners the opportunity to regain a sense of normalcy after experiencing traumatic events during their displacement. It also allows children aged 10 or older to catch up on two school years in the space of just one, at elementary and middle-school levels. BLP combines intensive teaching with trauma support following an approach set out in NRC's well-known psychosocial intervention.

Today, 560 pupils spread across several schools in the province are participating in the programme.

Furaha Mave Anifa in the classroom where she teaches at Kasenyi Primary School

For parents, education remains a daily struggle. Djabila Michée, 55, a father of two, explains:

"We had fled to Uganda, and now we are back. My two children had already experienced learning difficulties because they were constantly forced to interrupt their studies to flee the fighting."

Djabila's children are now enrolled in NRC's programme. He is pleased with their progress:

"I see changes in their development. I even see how the teachers are improving their grades, and I'm happy about that."

Furaha Mave Anifa, 23, a teacher at Kasenyi Primary School, recalls how the children were when they first enrolled in the programme:

"When we started with the accelerated education courses, their learning level was very low. Some had never studied, while others were still traumatised after hearing so many gunshots," she says.

To help children overcome their trauma, teachers combine theoretical teaching with the BLP method, using a series of structured games designed to reduce stress and build confidence.



51,438

people reached through education programmes in the Democratic Republic of the Congo



Information, counselling and

legal assistance (ICLA)



Maisam Shafiey/NRC

1,523,235

participants reached

55%

female participants

45%

male participants

NRC staff providing legal counselling to a woman who has returned home in Afghanistan

ICLA PROGRAMMING SUPPORTS PEOPLE TO CLAIM AND EXERCISE THEIR RIGHTS BY HELPING THEM UNDERSTAND AND USE THE LAW FOR THEMSELVES AND REMOVING LEGAL AND SYSTEMIC BARRIERS

People affected by displacement struggle to access rights and services. Many have lost their homes and remain at risk of repeated eviction.

When they cross borders, they often remain in irregular situations for long periods, unable to plan for their future or engage in decent work.

They may never have had identity documents, or these may have been taken from them or lost. Without documents, they face the risk of detention and cannot access basic health care, education, or employment.

To regain access to these basic rights and services, people affected by displacement face complex administrative and legal procedures. Laws and policies can either protect and empower them or perpetuate their displacement and discrimination.

WHAT NRC DOES

NRC's legal protection programming, Information, Counselling and Legal Assistance (ICLA) enables people affected by displacement to understand and use the law to seek and obtain fair resolutions to their legal problems and make informed decisions about their future.

ICLA promotes understanding and respect for the rights of affected people and the obligations of duty bearers under international law. It enables displacement-affected people to obtain identity documentation and access civil registration, secure legal stay in the country they have fled to (or in a third location), claim decent employment conditions, access essential services, and have their land and property rights secured or restored.

ICLA focuses on six thematic areas based on their relevance and importance for people affected by displacement: housing, land and property rights; legal identity; legal stay; IDP registration; employment law and procedures; and access to essential services.

NRC'S APPROACH

ICLA interventions use a two-pronged approach. **Legal empowerment** enables peoples' meaningful participation in the justice system and builds their capacity to understand and use the law for themselves through the provision of information, counselling and legal assistance, including alternative dispute resolution. NRC uses judicial or administrative remedies as well as customary or religious mechanisms, depending on the context.

To **build a conducive environment**, NRC undertakes capacity building, coordination, and advocacy for policy change and rights protection. This enables other stakeholders to facilitate and strengthen access to rights and services, enhancing the sustainability and efficiency of interventions, and helps remove the legal barriers faced by displacement-affected people when accessing our services and those of other providers.

The provision of information and legal services often touches upon sensitive topics that may trigger additional risks, particularly for women and children. NRC therefore aims to deliver services in an **inclusive, safe and dignified manner**, placing the people we support at the core of programme design and implementation.

KOBLI

NRC's teams have an abundance of knowledge about the laws, regulations and practices of the contexts in which they operate. They liaise with authorities and legal partners, and research legal frameworks and barriers for people who have been forced to flee. However, this invaluable knowledge previously had limited reach. To address this challenge, our digital information module, KOBLI, was created. The first KOBLI information module went live in Lebanon in 2023 and there are now 12 KOBLI platforms in operation, which reached over 400,000 project participants with legal information, chatbots and self-help tools.

During 2025, two more KOBLI modules were launched: a legal case management module through which NRC can effectively manage and support cases, and a user portal where project participants can safeguard important documents. The legal case management module went live in Uganda and Jordan with over 10,000 project participants registered, and the user portal is being rolled out in Syria and Lebanon.



An emergency cash distribution was organised by NRC in Odesa, Ukraine on 16 August, to support people affected by the strikes. The NRC team registered 95 households, benefiting 241 people.

Providing timely legal information in Ukraine

In response to the 2022 escalation of conflict in Ukraine and the urgent need for an information hub, NRC developed a legal aid website, KOBLI Ukraine, to provide relevant, accurate and timely legal information and advice. Currently, there are more than 70 legal information topics available on the website. The articles cover a range of thematic areas, including HLP rights, civil documentation, employment and access to pensions, access to essential services, IDP registration and benefits, and the right to freedom of movement.

The KOBLI Ukraine website has attracted an average of 10,000 visitors per month, with more than 7 per cent coming from non-government-controlled areas and over 10 per cent from frontline regions. This demonstrates how KOBLI has become a vital channel for reaching communities in hard-to-reach areas. As well as accessing self-help information, hundreds of individuals have contacted NRC through KOBLI to receive in-person legal assistance.



JORDAN

Tina Abu Hanna/NRC

Fourteen years since the beginning of the Syrian crisis, Jordan continues to host over 546,000 registered Syrian refugees, of whom around 116,000 remain in refugee camps.

Most refugees have been able to secure legal status in Jordan. However, thousands more remain ineligible and/or undocumented and cannot enter formal employment or access certain essential services. Such legal issues undermine refugees' freedom of movement and their ability to reach long-term solutions to their displacement.

11.5M

total country population¹⁰

1.3M

people in need¹

In Jordan, refugees and Jordanians can face significant administrative and legal barriers to registering vital family events. The country's public institutions are overburdened, there are gaps in digital infrastructure, and services can be difficult to navigate due to complex processes. This disproportionately affects refugee children born in Jordan, as well as women.

From 2022 to mid-2025, NRC Jordan engaged in a tripartite agreement with the Jordanian Civil Status and Passports Department (CSPD) and Seefar to address barriers to obtaining identity, civil and legal stay documents.

ICLA team members meet with Syrian refugees in Jordan to ensure they are aware of their rights.

Through the project, NRC focused on providing legal representation for Syrian refugees facing complex cases, resulting in some significant results. The legal information platform Jesr was also launched to empower Syrian refugees in Jordan to learn about and exercise their legal rights.

The Civil Status and Passports Department was able to make crucial improvements in their systems and service delivery to Jordanians and non-Jordanians. For example, they digitally archived and safeguarded millions of civil records and drastically reduced processing times. The support provided led to the development of an online ticketing system to reduce waiting times, and digital signage to provide real-time information on processes and updates. Finally, we collaborated with local legal aid partners to engage public justice institutions on systemic barriers to documentation in Jordan.



48,301

people reached through ICLA programmes in Jordan

Livelihoods and food security



1,692,544

participants
reached

55%

female
participants

45%

male
participants

Abdirashad Ilyas/NRC
NRC has supported Nimco with improved seeds, essential tools and training in Mieso, Ethiopia.

In a rapidly evolving humanitarian environment, and amid significant funding uncertainty, NRC developed the **Programme Refocus 2025**: our collective effort to simplify, consolidate and strengthen our response in areas where we bring the most added value to displaced people. This focused on protection, while responding to basic needs and supporting transitions toward durable solutions.

This resulted in the decision to **phase out Livelihoods and Food Security (LFS) as a core competency in June 2025**, with guidance and responses shared to support exit planning. Countries will continue to honour existing commitments, ensuring a standard of quality, dignified programming will be maintained.

Country offices initiated their LFS phase-out plans in 2025. Of the 18 country offices with ongoing LFS programming, 13 are expected to conclude in 2026, and the remaining five in 2027. Where applicable, livelihoods activities tied to youth education pathways have been shifted as part of our education efforts.

In-kind food security support was already being phased out as part of the LFS strategy reset, in favor of a basic needs multi-purpose cash approach. NRC will also expand its emergency market-based food security pilot. This approach aims to identify and address key barriers within the food system preventing individuals from accessing food.



Ahmed Ahmed/NIRC

SUDAN

Since April 2023, Sudan has been affected by an armed conflict between the Sudanese Armed Forces (SAF) and the Rapid Support Forces (RSF), resulting in one of the largest displacement crises globally. Over 11 million individuals are displaced – including over 4 million that have fled to neighbouring countries – and more than 30 million people are in need of humanitarian assistance.

51.6M

total country population¹⁰

30M

people in need¹

The conflict in Sudan has destroyed productive sectors, especially agriculture, by interrupting trade routes, displacing farmers and damaging infrastructure. The disruption and closure of key cross-border routes are driving local price shocks and market recessions. Increasingly, businesses and the general populace have shifted to rely on imports from Chad and Libya, increasing transport costs and additional taxes. Bread production has been specifically impacted due to high flour prices and other increased production costs.



269,646

people reached through livelihoods and food security programmes in Sudan

One of over 1,200 bakeries in West and Central Darfur, Sudan that NRC supported. As a result, the cost of bread was reduced by around 50 per cent to help hundreds of thousands of people access more affordable food.

The conflict and resulting population displacement, declining economy, reduced agriculture production, and falling exchange rates have all contributed to a dire humanitarian situation, with more than 20 million people estimated to be under Integrated Food Security Phase Classification (IPC) 3 or more (crisis to emergency phase).

In Sudan, NRC has taken a market systems approach to protect and strengthen the local bakery value chain, helping hundreds of bakeries continue bread production while reducing bread prices by nearly a half.

The project utilises targeted cash grants for supplies and technical improvements. By expanding production capacity, improving financial management, and supporting access to bank accounts, bakeries have increased supply while creating local economic opportunities. This system approach strengthens existing local structures, actors and markets, increasing NRC's scale of impact while concurrently reducing dependence on humanitarian aid, even in emergency contexts.

As of December 2025, NRC has supported 1,140 bakeries across the Darfurs and South Kordofan, which has contributed to a 50 per cent reduction in bread prices.

Protection from violence



773,814

participants reached

52%

female participants

48%

male participants

With support from EU Humanitarian Aid, NRC teams are preparing a rapid response: emergency shelter support and multi-purpose vouchers so families can buy food and essential items from local vendors in Nampula, Mozambique.

NRC

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

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

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

1 Community safety and violence prevention

There is growing recognition that the most effective protection measures are those that involve the people and communities at risk from violence and empower them to protect themselves. NRC supports communities to mitigate the risks they face and to help broker non-violent alternatives, in line with humanitarian principles. NRC supports these activities through civilian self-protection and humanitarian mediation work.

2 Individual protection services

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

3 Site management

Settlements for displaced people should be safe environments. NRC provides effective site management, which reduces protection risks and threats. Through site or area level coordination and community engagement activities, NRC works to ensure that the assistance and protection provided in these spaces are in line with laws, guidelines, agreed standards, and the wishes of the communities themselves.

4 Thought leadership and influence

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



Thecoura N'daou/NRC

MALI

The village of Konio in Mali's Mopti region is a prime area for both livestock and agriculture. Most of the inhabitants are herders and farmers who have coexisted peacefully for centuries. However, tensions arose in late 2025 between these two groups, due to some farmers planting in areas traditionally reserved for livestock. This has affected the social climate and cohesion between the communities.

25M total country population¹⁰
6M people in need¹

When tensions heightened, the village chiefs of Konio Marka and Konio Peulh, along with their advisers and the cooperative of herders, requested an immediate stop to farming in these areas. When their request was not heeded, they decided to impose sanctions against anyone farming there.

When supporting communities in analysing the protection risks as part of the Proactive Protection of Civilians in Humanitarian Contexts approach, the conflict over resource management emerged. NRC put together a specialist protection team to restore communication between the herders and farmers and initiate a humanitarian mediation process. The leaders of both parties to the conflict agreed to participate in the mediation.

A displaced woman in central Mali.

To understand the situation better, the team conducted a conflict-sensitive analysis. Many people testified to a tense and stressful social climate between the two communities.

The goal of the protection team's mediation process was to help the two parties communicate and collaborate so that they could find a solution to the conflict on their own. Following the meetings, consensual solutions were identified, such as the revitalisation of communal agro-pastoral management and the establishment of a monitoring committee to make sure the agreements were respected.

The mediation process has helped to restore communication and interaction between the two communities in the village of Konio.



6,080

people reached through protection from violence programmes in Mali



Shelter and settlements



Tina Abu Hamra/NRC

1,399,503

participants
reached

52%

female
participants

48%

male
participants

Mounira, 12, Malek, 9, and Ali, 8, in front of their home in Bekaa, Lebanon. "This drawing is a picture of a home I drew. What I like most about my home is my family," says Ali.

NRC'S SHELTER AND SETTLEMENTS ACTIVITIES FOCUS ON CREATING HOMES AND INFRASTRUCTURE AND BUILDING COMMUNITIES TO HELP PEOPLE RECOVER FROM THE SHOCK AND DISRUPTION OF DISPLACEMENT, WORKING HAND IN HAND WITH OTHER NRC ACTIVITIES IN THE FIELD THROUGH AN INTEGRATED APPROACH.

HAVING A HOME OFFERS FAMILIES PROTECTION FROM THE RISKS OF DISPLACEMENT, SUCH AS EXPOSURE TO THE ELEMENTS AND NOT HAVING A SAFE SPACE TO GATHER, EAT AND SLEEP, ENABLING THEM TO LIVE IN DIGNITY.

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

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



Alejandro Soto Revelo / NRC

COLOMBIA

Colombia faces complex humanitarian conditions driven by armed conflict, territorial control by non-state armed actors, and structural poverty in remote regions. Indigenous communities are disproportionately affected due to geographic isolation, limited access to public services, and environmental stress.

53M total country population¹⁰ **9M** people in need¹

In the Wiwa community of Bunkuamake, children attended classes in precarious structures that offered little protection from extreme heat and seasonal rains. High temperatures and intense exposure to the sun created unsafe and uncomfortable learning conditions.

To face this, NRC supported the construction of a climate-responsive classroom which was developed through community consultation and adapted to the local environmental and cultural conditions. Rather than delivering a temporary structure, the project focused on a resilient, low-maintenance space capable of serving both educational and community functions.

The project prioritised:

- Dialogue with indigenous authorities to ensure cultural relevance and adoption.
- Materials were selected for their availability in regional markets, ease of transport, and compatibility with construction techniques widely used across Colombia. This facilitated access to skilled labour, reduced maintenance requirements, and supported replicability in similar contexts.
- Use of appropriate materials, foundations and ventilation systems, allowing continuous airflow, natural lighting, protection against rain and solar heat, and improved thermal comfort, while reducing indoor heat accumulation.
- Community training on use and maintenance to support long-term sustainability.

Beyond education, the new school building strengthened community cohesion by functioning as a meeting place and gathering point. It improved access to education while strengthening protection, dignity, and resilience for confinement-affected indigenous communities.



14,505

people reached through shelter and settlements programmes in Colombia



Water, sanitation and hygiene

promotion



Ziad Abu Marjan/NRC

4,294,121

participants
reached

52%

female
participants

48%

male
participants

In al-Mawasi, Gaza, NRC supplies water. In addition to water trucking, NRC has installed public latrines for particularly vulnerable people, including people living with disabilities.

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

NRC carries out direct interventions, in collaboration with its shelter, education, and livelihoods and food security programmes, and through partnerships with other organisations. The mode of operation we choose depends primarily on the WASH needs of the people we are working with, and the quickest and most effective way to meet those needs.

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

NRC's WASH activities focus on five areas:

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



Imran Hossain/NRC

Refugees in Cox's Bazar use compost provided by NRC to improve soil fertility in their gardens. This helps them grow vegetables, contributing to better household nutrition and supplementing their rations from the World Food Programme.

BANGLADESH

Since 2017, Cox's Bazar has hosted one of the largest refugee settlements in the world. Situated on fragile terrain exposed to climatic hazards, it spans approximately 24 square kilometres and hosts more than 1.2 million refugees.

The inhabitants generate an estimated 140 tons of solid waste every day, and only about 51 per cent of households dispose of their waste in designated areas. As a result, solid waste management has been a major challenge.

175.7M total country population¹⁰ **1.8M** people in need¹

Organic household waste (vegetable peels, leftover food, spoiled produce) was often discarded in open areas. Blocked drainage systems worsened flooding during the monsoon season. Environmental degradation steadily increased and waste management did not focus on recovery or reuse, ultimately posing health, dignity and climate risks to the community. NRC introduced systematic segregation of organic waste and composting facilities directly within the camps.

Waste workers and refugee youth were trained in compost production techniques, integrating skills development in our education programming.

Every day, NRC community workers **collect solid waste from 10,685 households** across Cox's Bazar, serving 52,750 people.

- 17 tons of organic waste diverted from unmanaged disposal each month
- Improved drainage functionality and reduced flood risk
- 1.5 tons of compost produced monthly
- Lower pressure on landfill and disposal sites
- Production of nationally certified compost

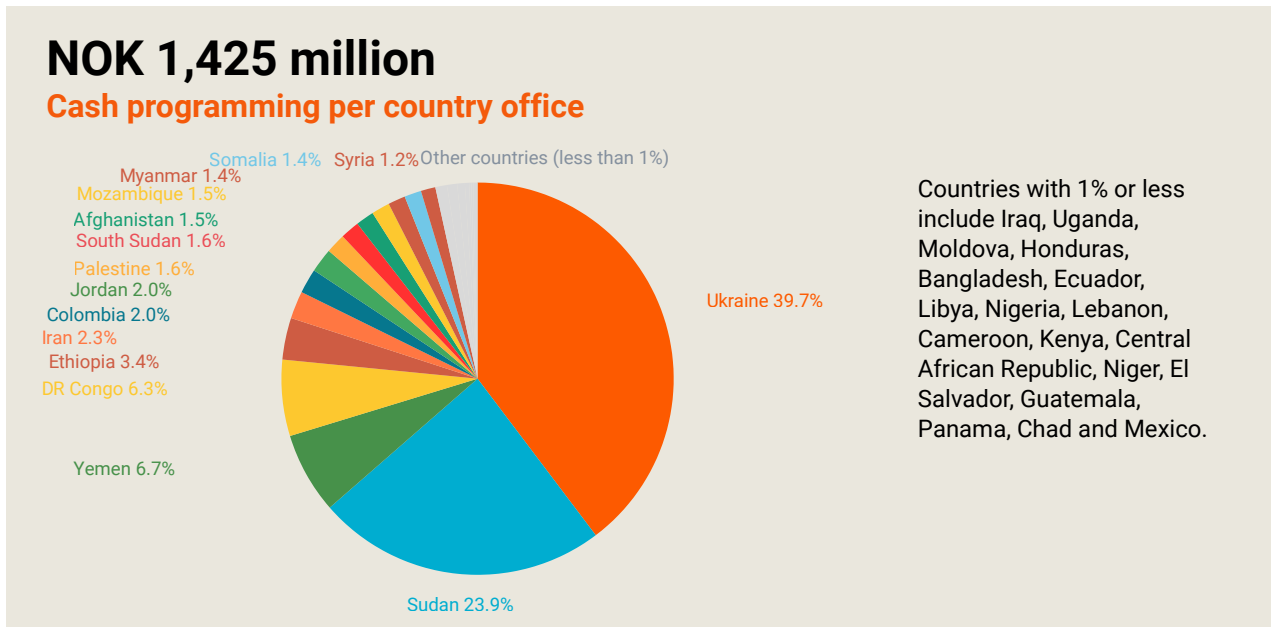


78,302

people reached through WASH programmes in Bangladesh

Cash and voucher assistance

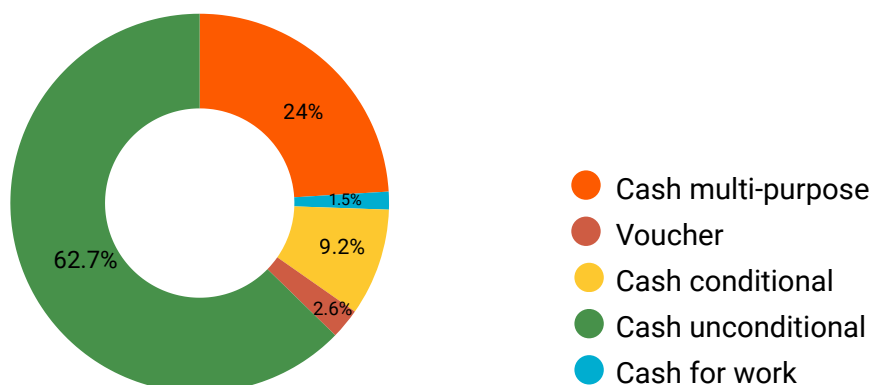
NRC's cash programming continues to evolve and expand. Cash and voucher assistance (CVA) involves providing cash transfers or vouchers directly to individuals, households and communities so they can buy the goods or services they need. Often, this assistance is in the form of multi-purpose cash assistance, which enables households to make their own decisions and prioritise what they need most.



By allowing people affected by crises to decide how best to meet their needs through cash assistance, NRC provides dignified support while shortening response times, strengthening market systems and improving impact for money.

CVA is used across all our core competencies and phases of response but is particularly powerful and widely used in first-line response. About 75 per cent of our multi-purpose cash assistance was provided in the first six months of an emergency or displacement in 2025, by far the highest percentage across our programmes.

Implemented as cash programming in 2025



In Ukraine, NRC improved the RapidCash digital platform, allowing a small, centralised team to provide support to thousands of households directly impacted by violence across the frontlines. Through our open application process to identify project participants to receive cash assistance, the programme screened nearly a million households for a tiny fraction of the cost of a traditionally structured programme. Cash was delivered within weeks of the initial application.

We brought several innovative programmes to scale in Sudan, formalising and expanding the use of group cash transfers in support of informal emergency response rooms across the country. The use of digital stable coins has also been piloted to provide faster, transparent payments to local responders, resulting in a 35 per cent increase in value transferred (due to protection from inflationary pressures) and providing greater money management power to local groups.

We delivered significant assistance despite major legal and physical barriers in Myanmar. The FLER consortium has demonstrated that true resource sharing and joint decision-making across international and local actors creates strong, measurable impact.

In DR Congo, we expanded the use of CVA through our Rapid Response Mechanism, reaching over 200,000 people in particularly challenging environments.



NRC raised funds to support voluntary return for people in North Kivu, DR Congo. Our cash distribution intervention in May 2025 helped 2,604 displaced households in Rusayo. Each household received a lump sum of US\$110 to help them return to their villages.

Collaboration with local actors

NRC BELIEVES THAT A STRONGER ROLE FOR LOCAL ACTORS AT ALL LEVELS OF THE HUMANITARIAN RESPONSE IS ESSENTIAL TO ACHIEVE LASTING AND SUSTAINABLE CHANGE FOR PEOPLE IN NEED.

In 2025, we further strengthened the quality of our engagement with local actors by developing practical guidance and support to help country offices enable and expand partnerships.

This work addressed the full spectrum of collaboration, from compliance and risk management to more programmatic and strategic approaches, reflecting the growing scale and diversity of partnerships with local actors.

NRC as an enabler

Playing an enabler role with local actors means bringing clear added value, strengthening complementarity, and supporting solutions tailored to each context. It focuses on collaboration, sharing expertise and resources, fostering locally led networks, and reinforcing local capacity and initiatives to deliver effective responses with the aim of improving outcomes for displaced people.

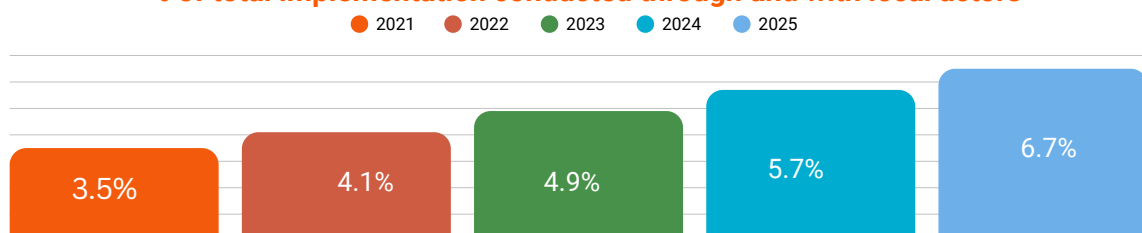


NRC's partner, the Emergency Response Room in Al Geneina, Sudan, distributes food to newly displaced people seeking shelter in schools.

NRC partners in order to:

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

% of total implementation conducted through and with local actors



Programme-based advocacy



At the heart of our advocacy is the need to improve our responses based on evidence. We use evidence from communities to better understand the needs and how we can advocate for change and improve the lives of the people we work with.

Through the Naija Ignite Facility, NRC Nigeria provides flexible funding to national NGOs to strengthen institutional capacity and expand their reach. With partners such as HumAngle, we co-design evidence-based advocacy strategies to advance IDP rights and policy implementation. During the Adamawa floods, we supported the Center for Advocacy, Transparency, and Accountability Initiative (CATAI) to lead the cash response in coordination with state authorities, reinforcing local ownership. In parallel, NRC and NORCAP embedded specialists within state ministries to enhance coordination, planning and technical capacity – contributing to a stronger, government-led response.

Self-reliance and durable solutions

Overall, considering both development and humanitarian funding and its use, 42 per cent of NRC's 2025 funding contributed to outcomes mapped as relevant for self-reliance and solutions. Through 2025, we strengthened our role as a displacement agency by ensuring that all our work contributed to greater independence from humanitarian assistance, increased self-reliance, and ultimately solutions for displaced people.

Alongside extensive support to country offices, this included operationalising NRC's Response Policy through the One Response Design process and developing a toolkit to enable work on solutions from the outset of emergencies – the "Solutions from the Start" approach. It will be made open source and available to others in the sector in 2026.

During the year, NRC secured three global grants to pilot new approaches. The IKEA grant enables us to pilot a greater focus on inclusion, policy work, and barrier assessments in Kenya and South Sudan. The SDC grant allows us, together with the Danish Refugee Council (DRC), to support regional solutions secretariats in Asia, the Middle East and East Africa, and work on a joint strategy and INGO voice *vis-a-vis* UN-driven solutions agendas. A new climate grant, secured by the climate team, was launched with pilots on climate-sensitive solutions in Afghanistan and Ethiopia.

Solutions from the start

“Solutions from the Start” integrates a longer-term perspective into emergency responses. Designed to be implemented in areas with high displacement and high needs, and that are hard to reach, **the approach guides NRC to design programming, partnerships and advocacy to not only meet basic needs but also lay a path toward self-reliance (and eventual solutions) for displaced people from the start of a response.**

The approach connects meeting immediate basic needs with sustainable approaches by asking not only what people need, but why and how this is best “addressed”. It then **tackles the barriers that prevent displaced people accessing services, goods, protection and rights, in the most sustainable way feasible.** It prioritises that community preferences and intentions and local actors’ capacities inform planning, supporting existing capacities, enabling local systems and market- and systems-based interventions, while maintaining humanitarian principles and protection standards.



Why is this important for NRC?

A Solutions from the Start approach encourages quality programming: choosing modalities and partnerships to make responses more sustainable and help displaced people better in the longer-term, while still delivering life-saving assistance.

It aims toward independence from assistance sooner, linking emergency and longer-term approaches and supporting local systems to provide goods and services instead of direct delivery where possible – in line with NRC’s Global Strategy and Response Policy commitments to working toward self-reliance and solutions to displacement. It also aims to improve cost efficiency in the medium to long term. The toolkit consists of multiple tools and a compendium of examples.

Emergency response

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

In 2025, the Emergency Response Section (ERS) continued to deliver timely surge support despite significant sector-wide funding cuts and internal restructure. A total of 147 deployment requests were received, of which 94 per cent were filled, supporting 25 NRC country offices worldwide. Nearly half (44 per cent) of deployments enabled emergency start-ups and scale-ups, while 56 per cent addressed critical staffing gaps – reflecting both acute crisis escalation and growing structural capacity pressures across operations.

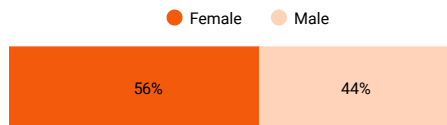
Priority crises remained central to ERS engagement. Palestine continued as a priority crisis in 2025, accounting for 15 per cent of deployments, alongside sustained large-scale response in Sudan (15 per cent). The Democratic Republic of the Congo was activated as a priority crisis from February to August, with an emergency response team deployed to rapidly scale up operations. The ERS also deployed an emergency response team following the 6+ magnitude earthquake in eastern Afghanistan, delivering WASH, shelter and protection interventions, and spearheaded the Haiti start-up response amid escalating violence and mass displacement.

Beyond in-country response, the ERS strengthened organisational preparedness by launching a new training module on emergency preparedness and response, advancing improvements to the Crisis Activation System, and securing a USD 3 million grant for the CLEAR initiative – a digital ecosystem leveraging principled AI to enhance risk monitoring, early warning and data-driven humanitarian decision-making.

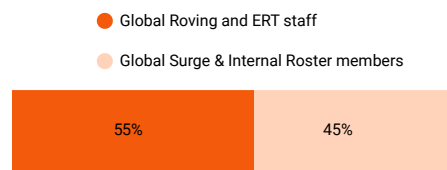
In 2025
110 Total deployment assignments

Who filled deployment requests

Gender breakdown

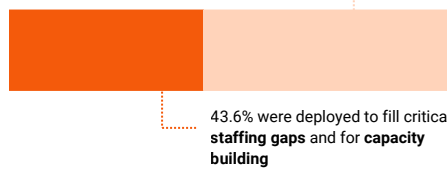


Deployment mechanisms

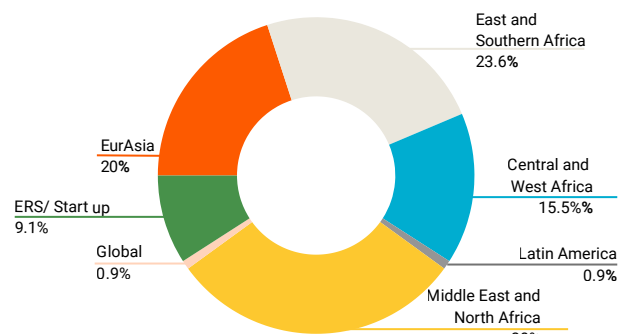


Why staff were deployed

55.4% were deployed to support **emergency response, scale-up** of operations, and **start-up** of new countries



Where staff were deployed



NRC Global Strategy 2022–2026

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

NRC Global Strategy 2022–2026

NRC's Global Strategy 2022–2026 provides a comprehensive blueprint for action across key thematic areas, organised into sub-objectives requiring either accelerated progress or consolidation, and supported by strategic enablers that strengthen internal systems, processes, and support functions. The framework ensures organisational focus and progress towards achieving the 2030 ambition.

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

The first half of 2025 was marked by significant funding reductions and subsequent organisational restructuring, affecting timelines across several strategic initiatives. Despite the challenging context, NRC continued to make steady progress.

A stocktake of the current strategy conducted in September enabled the organisation to assess progress to date, identify areas requiring further work in 2026, and gather lessons learnt to inform development of the next global strategy.



Enayatullah Azad/NRC

Accelerate

NRC continued to strengthen its commitment to quality, accountability, and learning. Safe and Inclusive Programming rolled out new inclusion and gender minimum requirements. Community engagement and accountability (CEA) was reinforced through updated information provision guidance, a new CEA framing paper, and a digitised helpdesk for community feedback mechanisms.

NRC also expanded its market analysis capacity through continued rollout of standardised methodologies, targeted technical support, and stronger skills across country offices – enabling consistent, evidence-based decisions on response modalities.

Humanitarian diplomacy remained a priority in 2025. The Neglected Crises Report, which achieved more than half a billion media impressions in its first week after launch, contributed to raised global attention to chronically underfunded and overlooked displacement crises.

Local partnership efforts continued to expand, with NRC working alongside 391 local partners in 2025, a significant increase from 150 partners in 2024. New tools, strengthened compliance guidance, and updated partnership modalities supported more systematic integration of localisation commitments across planning and programme delivery.

NRC teams provide voucher assistance to families fleeing violence caused by armed groups in Cabo Delgado, Mozambique. The vouchers give people access to mobile markets to buy essentials like food, soap, torches and diapers.

Consolidate

NRC continued to assess and reduce the environmental impact of its programmes, with growing use of the NEAT+ tool. A total of 32 assessments were completed in 2025. NRC has trained staff and external partners in NEAT+ since 2022 and developed a new climate risk screening tool for rollout in 2026. Two climate-sensitive programming pilots, developed with the Durable Solutions team, explored how to systematically embed climate risks in solutions planning. Progress on solarisation slowed due to funding uncertainty, but overall solar energy generation capacity still surpassed the 2025 target.

Progress on durable solutions and self-reliance also advanced in 2025. A holistic response design process was piloted, integrating self-reliance and durable solutions principles with clearer links to exit pathways. The “Solutions from the Start” guidance and emergency response toolkit were finalised for rollout in 2026, and a structured barriers assessment methodology was tested across multiple contexts.

Enablers

Despite resource constraints in 2025, progress continued across key areas of digital transformation. The new warehouse management system was rolled out to the largest warehouses across country operations, improving visibility and control over stock. Incident management was strengthened through the launch of the new Speak Up portal. Digital integration in programme delivery also advanced, particularly in ICLA, where KOBLE legal case management and information modules were introduced in selected country offices, reaching nearly 500,000 people. Two major digital systems remained under development, preparing for rollout in 2026.



Site management in northern Gaza

Northern Gaza has experienced widespread destruction, including the demolition of buildings and residential areas. The humanitarian situation is dire, with shortages of food, water and shelter.

NRC, in collaboration with local partners, is working to address some of these challenges by installing water tankers and solar panels to facilitate water pumping to some sites in northern Gaza.

NRC continued to strengthen partnership development and resource diversification. The foundations for a structured and strategic approach to commercial contracting were laid, the business development strategy approach was piloted, and a comprehensive donor trends analysis was conducted to guide future investment and engagement. Work to build and support our people progressed. A remote services function was established, senior leaders took part in remote leadership workshops, and the resident/mobile contract framework advanced toward 2026 completion.

Policy and advocacy

NRC'S ADVOCACY CURRENTLY HAS TWO MAIN THEMATIC OBJECTIVES: TO PROTECT HUMANITARIAN ACCESS AND TO ADDRESS THE GLOBAL FUNDING GAP. OUR AIM IS TO IMPROVE COMMUNITIES' ACCESS TO SERVICES AND SUPPORT, AND TO INCREASE TIMELY, PREDICTABLE AND FLEXIBLE FUNDING TO MEET NEEDS.

Priority crises

In 2025, NRC prioritised three crises for collective advocacy and media efforts across the organisation: **Gaza, Sudan and DR Congo.**

In support of humanitarian operations across the occupied Palestinian territory, our advocates provided evidence-based analysis of the situation on for civilians on the ground to influence relevant stakeholders. NRC remained a leading public voice in the media and with the general public, calling for access to Gaza, addressing Israel's restrictions of aid, and amplifying the humanitarian consequences through the testimonies of local colleagues.

On Sudan, NRC's advocacy contributed to several diplomatic processes related to the protection of civilians and humanitarian space. We significantly influenced the outcomes of the European Foreign Affairs Council, with EU Member States agreeing that the protection of civilians and humanitarian access should not be contingent on a ceasefire, which was a significant achievement. Our facts-based visual communications on Sudan, particularly the situation in El Fasher and Tawila, garnered strong media interest and engagement among the general public.

In eastern DR Congo, NRC's advocacy, through sustained engagement with de facto authorities and external stakeholders, contributed to some gains in access, including progress on bureaucratic barriers and input into a draft humanitarian access protocol, while also fostering greater understanding of humanitarian operations in Kinshasa.

In Tawila, NRC teams are receiving newly displaced children from El Fasher and enrolling them in the Better Learning Programme (BLP) to enhance their psychosocial wellbeing.



Advocacy goals

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

■ Protecting humanitarian access

NRC continues to be a leading voice on the protection of humanitarian space and access, a role which has increased in significance owing to the ongoing politicisation of aid and growing global disregard for international norms.

Collaboration on this issue with NRC's country offices, representation offices and other teams, as well as with peer organisations continued, including through joint work to address access impediments in Yemen, DR Congo, Iran, Syria, Sudan, Myanmar, Burkina Faso and Tunisia. We also worked to address newer issues impacting the sector such as attacks on aid workers, and the impact of misinformation and disinformation.

NRC has continued to advocate with governments and multilateral bodies to adopt and implement effective measures to enable timely, principled humanitarian assistance. This also included efforts to ensure states do not weaponise counterterrorist financing regulations to restrict humanitarian operations.

We continued our focus on humanitarian diplomacy, with the aim of encouraging states and other key stakeholders to use their diplomatic and political leverage and networks to address humanitarian issues across priority contexts. This is also reflected in successful fundraising efforts, e.g. with the Norwegian Ministry of Foreign Affairs, the European Civil Protection and Humanitarian Aid Operations (ECHO), and the UK's Foreign, Commonwealth and Development Office.



Secretary General Jan Egeland conducts an interview in the West Bank.

■ Addressing the system-wide funding gap

In 2025, NRC scaled up its policy and advocacy efforts to address the growing system-wide funding gap following major reductions in humanitarian financing by the US and other donor governments. We closely tracked the operational impact of these cuts and provided timely analysis and practical recommendations to donors and policymakers on how to sustain a needs-based, principled response despite a rapidly tightening resource environment. Concerns and recommendations were amplified through press releases and media interviews, highlighting the consequences of funding cuts for displaced people.

NRC also strengthened its engagement on development finance, bringing a humanitarian perspective to discussions on how humanitarian and development funding can be more strategically targeted, sequenced, and aligned to meet urgent needs while supporting conditions that reduce needs over time. This included engagement with the World Bank and institutional donor governments, advocating for approaches that explicitly include displaced populations and host communities in financing strategies and programming so that investments better address immediate vulnerabilities while supporting longer-term inclusion and resilience.

System reform

In addition to the global advocacy strategy goals, NRC also continued its engagement to promote a more efficient and effective humanitarian system. This work scaled up dramatically in 2025 following the funding crisis, which triggered a series of reform processes and changes at country level. We were actively involved in various workstreams of the so-called Humanitarian Reset, and successfully influenced decisions on accelerated transitions, hyper-prioritisation processes, and operational coordination reforms. Much of this work draws on the expertise of our 170+ interagency leaders and coordinators at country level.

Protection of civilians and coordination

NRC continued its strong engagement on the protection of crisis-affected populations. In addition to supporting crisis-specific advocacy, we produced two global products aimed at anticipating and preparing for the protection impacts of major system changes – one focused on steps to ensure the continuity of protection following humanitarian withdrawals, and another focused on protection after peacekeeping withdrawals. We also continued to receive requests for briefings on our Protection of Civilians and Access explainers focused on humanitarian pauses, safe zones, corridors, evacuations, and notification systems.

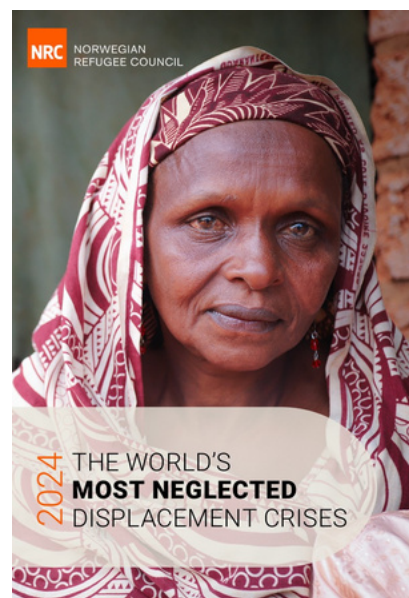


[Practice Note: Continuity of Protection in Humanitarian Coordination Transitions](#)

[Protection After UN Peacekeeping Mission Departures: Considerations for Protection Actors Navigating Capacity Gaps](#)

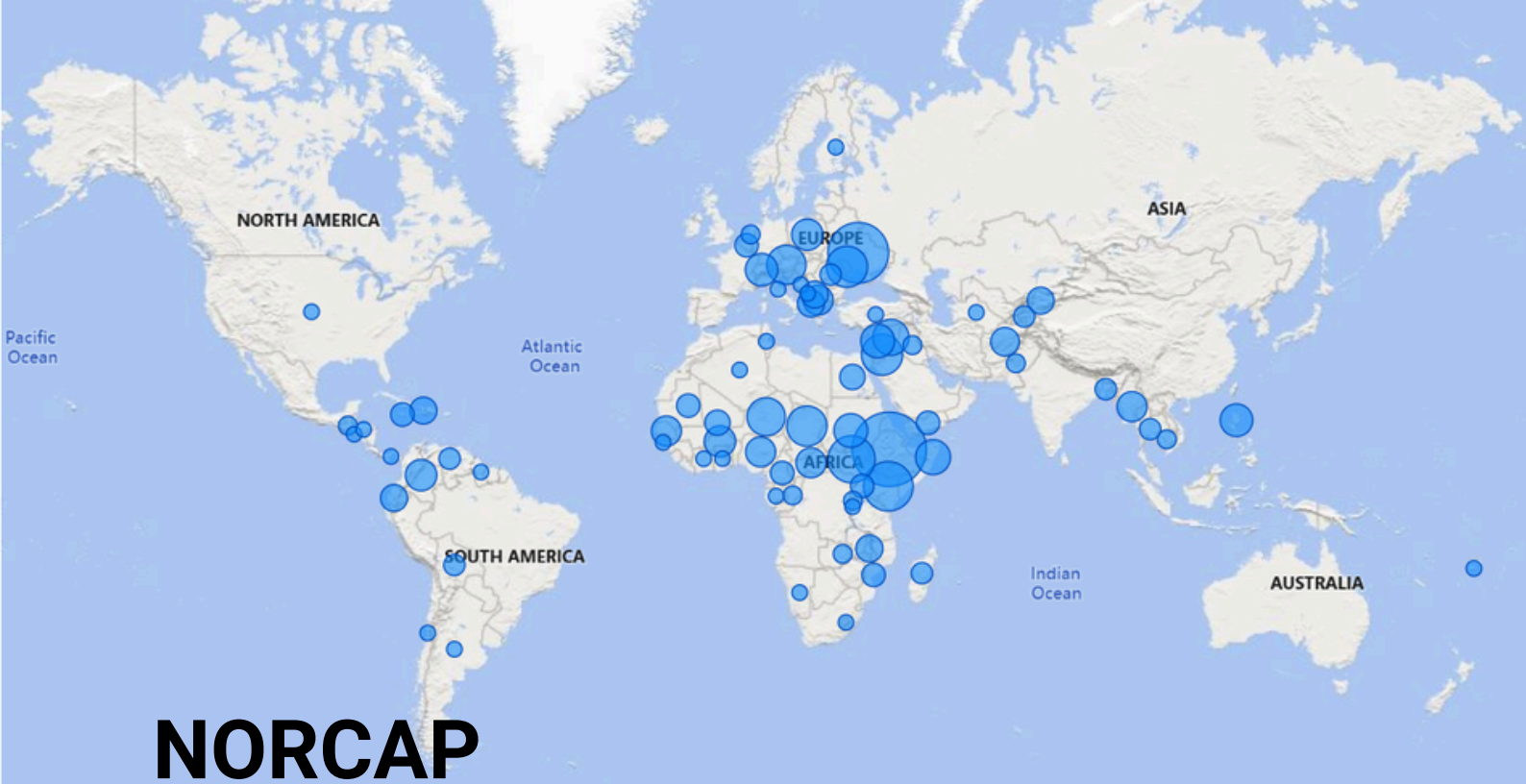
Neglected crises

NRC launched the annual [Neglected Displacement Crises report](#) in June, with Cameroon topping the list. We held a press conference in Dakar and a launch event in Berlin attended by over 100 people, including stakeholders from the GFFO, BMZ, GIZ and KfW. The report received extensive media pick-up, and colleagues gave a large number of interviews in global and Norwegian media. Social media and web content on the report included a [flagship video](#), [graphics](#), [recommendations](#) for what the public can do to end neglect, an article on [Five things to know about Cameroon](#), as well as an [in depth feature showing the human face of neglect in Cameroon](#).



Karl Schembri/NRC

A child refugee from DR Congo is waiting to be taken to Nakivale Refugee Settlement in Uganda. Uganda hosts almost 2 million refugees and asylum seekers, making it the largest host in Africa.



NORCAP

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

Assignments **613**

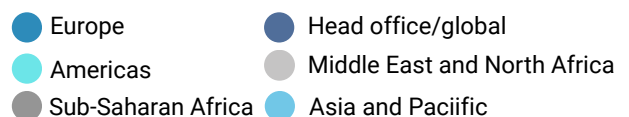
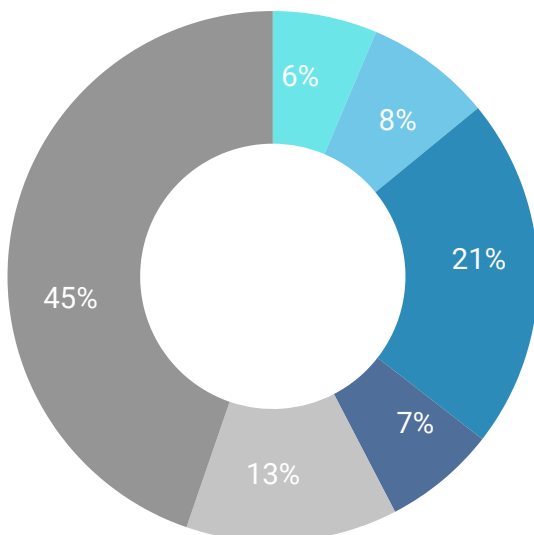
Countries **80**

Supported organisations **48**

NORCAP's strategic objectives, 2022–2026 strategy

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

NORCAP assignments by location



In 2025, NORCAP strengthened its contribution to **climate action, peace and democratic governance** in a period marked by geopolitical uncertainty and declining global funding. A renewed memorandum of understanding with the African Union (AU), combined with direct financial support from the AU, reflects strengthened trust, African ownership and recognition of NORCAP as a strategic partner in institutional transformation.

More than 60 NORCAP experts are working with the AU, contributing to peace and stabilisation, governance reform, humanitarian coordination and climate security. Support to the Office of the AU Special Envoy on Women, Peace and Security has contributed to elevating African women's leadership in peace processes, including engagements linked to United Nations Security Council Resolution 1325 and mediation efforts in contexts such as South Sudan. NORCAP also supported the operational foundations of the emerging African Humanitarian Agency.



Farmers in Njintha Village, Ntchisi, Malawi are demonstrating how to make bokashi manure.

NORCAP's climate resilience portfolio continues to demonstrate measurable results. Through the Norad-funded Agricultural Resilience through Climate Services consortium, implemented with the Chr. Michelsen Institute, NORCE and the Development Fund, smallholder farmers in Ethiopia and Malawi reported higher yields, diversified production and increased household incomes as a result of improved access to climate and weather information. In Kenya, NORCAP partnered on an innovative model combining microfinance, weather-index insurance and agricultural advisory services to strengthen resilience among climate-affected farmers.

In parallel, the **energy and environment portfolio** reached more than 680,000 people with clean energy solutions and contributed to significant reductions in carbon emissions.

Through the **NORDEM programme**, NORCAP supported electoral processes across Europe, Central Asia, Africa and Latin America, with 50 election observers contributing to elections in 13 countries. A pilot initiative achieved over 15 per cent participation of observers with disabilities. NORCAP also contributed to shaping global practice on artificial intelligence and elections and supported United Nations reform efforts and peace operations.



Two new Norwegian election observers at the introduction course for new observers.

In 2025, NORCAP also strengthened **emergency protection and resilience** across multiple crisis contexts. Emergency response experts strengthened coordination and preparedness capacity and improved the technical quality of humanitarian responses, contributing to more predictable, coherent and accountable responses across regions.

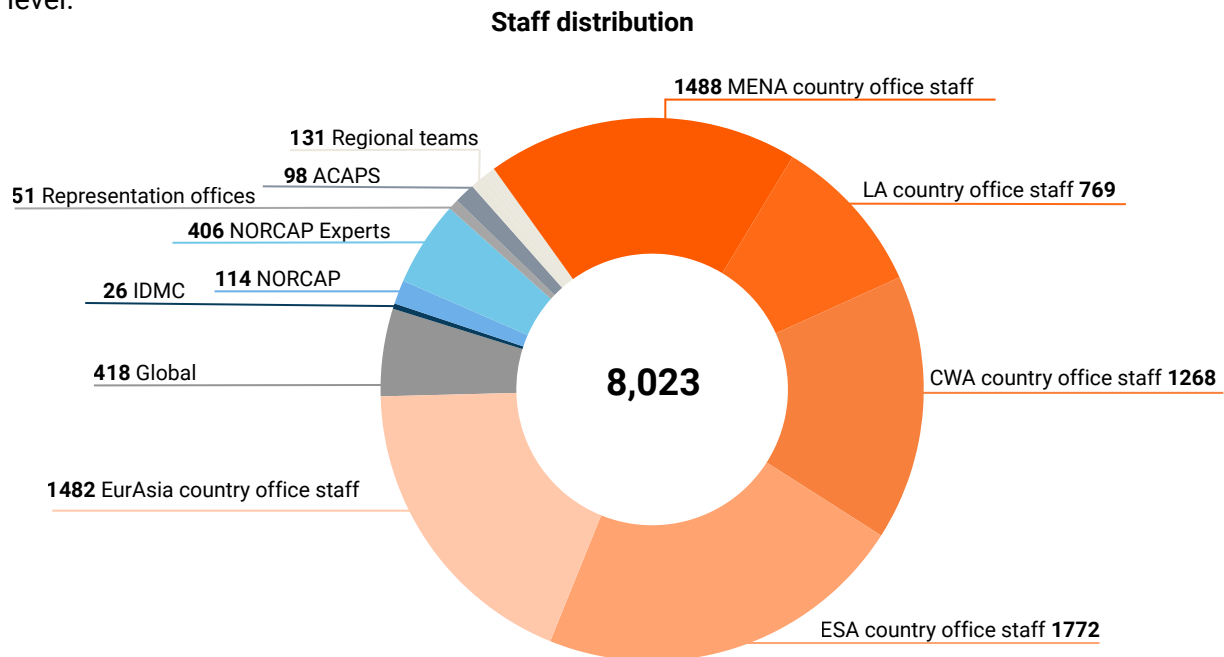
Entrusted by the Norwegian Ministry of Foreign Affairs to serve as secretariat for the **Gender-Based Violence Call to Action**, NORCAP reinforced global coordination to address gender-based violence in emergencies. ProCap and GenCap experts supported 13 emergency contexts, while targeted training strengthened leadership among humanitarian coordinators in high-risk environments. In Palestine, experts enhanced community-based protection approaches, strengthened humanitarian civil-military dialogue and contributed to the monitoring of potential violations of international humanitarian law.

NORCAP deepened its **engagement with governments affected by war and displacement**, including in Moldova, Ukraine, Lebanon and Jordan, contributing to improved refugee inclusion, social protection systems and education sector planning. Through the CashCap project, NORCAP supported more locally led and nationally steered cash responses across major crises, aligning humanitarian cash assistance with national social protection and disaster management systems.

NRC's people

At the end of 2025, **14,023 people worked for NRC** delivering humanitarian assistance. Of these **8,023** were employees, and approximately **6,000** were engaged as incentive, daily or other types of workers.

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



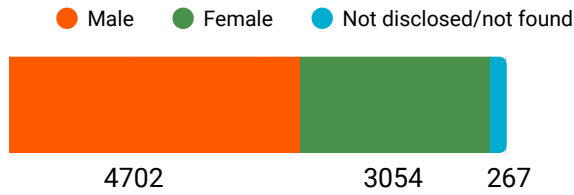
Gender and inclusion

To achieve our mission, we recognise that a diverse, capable and engaged workforce is our most valuable asset. Over the past year, we have continued to strengthen a positive and inclusive working culture in which all staff feel valued, supported and have a strong sense of belonging.

Recent efforts include launching an Inclusion and Gender policy, which sets out principles and commitments across programmes and organisational systems. This reinforces our commitment to non-discrimination and equal opportunity, ensuring fair treatment regardless of gender, age, race, ethnicity, faith or belief, disability, sexual orientation, or gender identity. Our HR policies have been reviewed and updated to further promote equality and to prevent discrimination, harassment, sexual harassment and gender-based violence.

In parallel, our Code of Conduct continues to underpin our organisational culture, clearly setting out our expectations regarding non-discrimination, equal opportunity, fair employment practices, courtesy, dignity and respect for diverse customs and cultures.

In 2025, we strengthened accountability and transparency through our annual Head Office Equality and Non-Discrimination Report, published on our [website](#). The report outlines the concrete measures implemented during the year and demonstrates measurable progress in embedding DEI as a core organisational value rather than a standalone initiative.



Gender distribution of NRC staff

Nationality, gender and immigrant background

Most of NRC’s workforce consists of national staff, many of whom have personally experienced displacement, giving the organisation valuable perspective on the environments in which we operate. International staff are recruited for field programmes only when the position or context requires it. NRC does not rely on volunteers, and all employees are hired in line with local labour regulations.

In 2025, NRC employed staff from **117 different nationalities**. The largest nationality groups were Ethiopian, Sudanese and Afghan,. 533 staff held mobile contracts, with French, Kenyan and Italian being the largest groups.

Among country directors, gender distribution remained balanced, with 18 women and 16 men.

Duty of care

NRC’s duty of care towards its staff remains high on the organisation’s agenda. We have continued to work on securing systems and procedures related to the health, wellbeing, safety and security of staff, particularly in high-risk contexts impacted by conflict.

This has been achieved through continued strengthening of our psychosocial support systems, refinement of policies and guidance, training of staff, and partnerships with medical and psychosocial providers. Throughout 2025, the People and Organisation (P&O) department worked closely with Humanitarian Access and Safety (HAS) colleagues to update procedures related to insurance, collaboration with local actors, proof of life and medical clearance.



Millena Ayala/NRC

NRC staff working on registering the displaced population in Catatumbo, Colombia. NRC supports government institutions with the registration.

Humanitarian access and safety

In 2025, NRC merged its Health, Safety and Security (HSS) and Humanitarian Access functions into a unified Humanitarian Access and Safety (HAS) section. This integration has enhanced our ability to deliver principled, safe and sustained humanitarian assistance in some of the world's hardest-to-reach areas.

2025 was also marked by several successful achievements through HAS trainings, which now include humanitarian access-related components. This has further strengthened our capacity to support our staff, partners, and other humanitarian actors in delivering safe and principled operations in complex environments.

Regional teams in EurAsia and MENA, as well as NRC country operations in Afghanistan, Lebanon, Palestine, DR Congo, Iran, Sudan, Libya and Haiti were supported by the deployment of HAS roving managers. Beyond strengthening routine HAS capacities and supporting country offices to achieve HAS compliance, roving managers also supported the Iran country office with an after-action review following the June 2025 escalation and helped implement the recommendations – contributions that later proved valuable during the March 2026 escalation.

Security incidents

A total of 1,150 HAS incidents were reported in 2025, an 18.3 per cent increase compared to 2024. Of these, 34 incidents were categorised as severe or critical. This rise is primarily attributed to a strengthened reporting culture, driven by continuous guidance from regional teams and the ongoing training provided to HAS staff throughout the year.

Top five incident types in 2025

Road traffic incidents remained the most widespread risk, with the highest numbers in Lebanon, Sudan and Bangladesh, confirming that movement risk is systemic and operational, regardless of conflict intensity.

Denial of access ranked eighth in 2024, but has moved up to second place in 2025, with cases reported in Palestine, Lebanon, and Afghanistan, showing that access constraints have become a central operational risk.

Theft was highest in the Syria, Palestine and Jordan offices, indicating localised high-intensity conflict exposure alongside premises vulnerability.

Aerial bombing was concentrated in Ukraine and Palestine.

Coercion and intimidation cases were most frequent in Afghanistan, Lebanon, and Palestine, reflecting sustained administrative pressure and authority-driven constraints.



Ed Prior/NRC

Finance and revenue base

Activity accounts overview (NOK 1,000)

	2024	2025
Total contributions from institutional donors	8,664,671	8,110,443
Total contributions from sponsors and fundraising	483,761	747,999
Net financial income	141,777	39,093
Total income	9,290,209	8,897,536
Total cost to humanitarian activities	9,034,665	8,405,313
Administration costs	111,243	71,003
Fundraising	134,777	224,215
Total costs	9,280,685	8,700,531
Net activity result	9,524	197,005

In 2025, NRC's total annual income was USD 859.9 million (NOK 8.897 billion), which represents a 4 per cent decrease (in NOK) compared to 2024. 96,6 per cent of the costs was spent on humanitarian activities, slightly down from 97,3 per cent in 2024.

NRC's financial situation is healthy, with a robust balance sheet and a surplus for 2025. Our core equity without restrictions is USD 95 million (NOK 983 million), 11 per cent of the total income in 2025. NRC considers an equity in the range from 8 per cent to 10 per cent of the total income to be appropriate to secure future continued operations. By the end of 2025, total current assets amounted to USD 348 million (NOK 3,616 million), against a short-term liability of USD 247 million (NOK 2,570 million). The 2025 activity result of USD 19 million (NOK 197 million) has been added to the organisation's equity and allocated to humanitarian programmes.

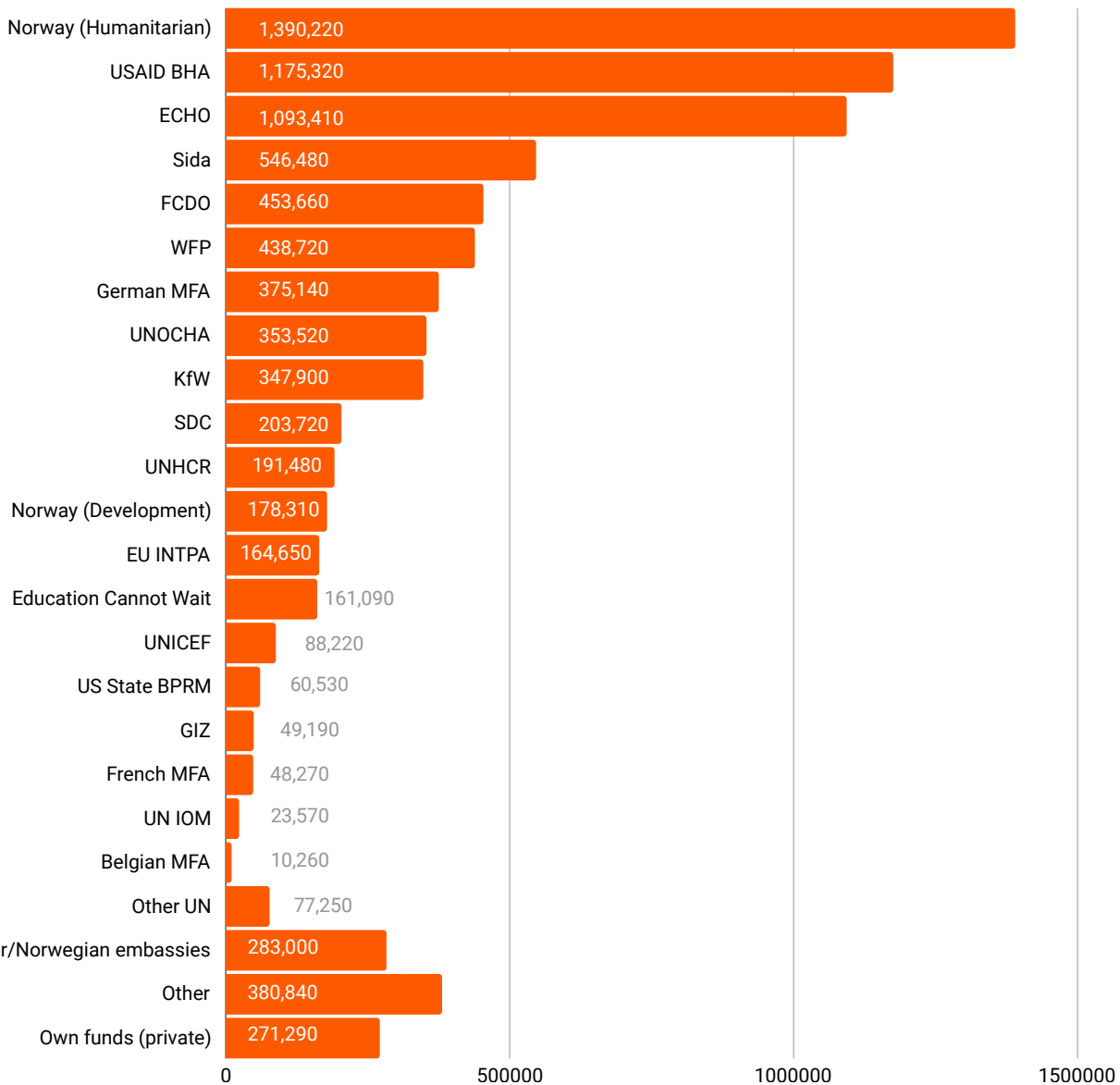
The short-term debt ratio (liability over assets) is 0.71 and the organisation has no long-term debt. Although there were variations throughout the year, the organisation's cash reserves and cash flow are considered satisfactory. Surplus liquidity is invested in the money market and bond funds.

Overall, we expect the income in 2026 to maintain the same level as in 2025. However, US Government donors are likely to significantly reduce their funding for NRC in 2026 and onwards, in line with new US priorities for overseas aid. Moreover, we expect more volatility in the sector and increased uncertainty around income for 2026 and beyond as governments shift priorities and reduce aid budgets.

Forecasts for 2026 per March show a 3 per cent drop in income compared to 2025, and there is little visibility on the outlook for 2027 and onwards.

For more information on NRC's finances in 2025, please view the activity accounts for 2025 published on [NRC's website](#).

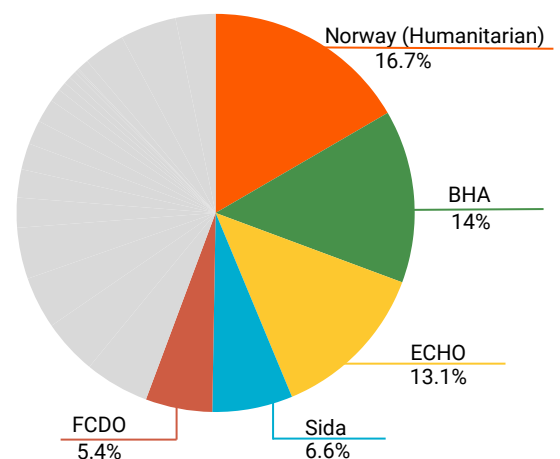
Institutional donors in 2025 (NOK 1,000)



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

NRC's five top donors provided over 60 per cent of the total institutional donor income in 2025: Norway (Norad and the Norwegian Ministry of Foreign Affairs), the former USAID Bureau of Humanitarian Assistance, European Civil Protection and Humanitarian Aid Operations (ECHO), the Swedish International Development Cooperation Agency (Sida), and the UK's Foreign, Commonwealth & Development Office (FCDO). NRC also implemented a significant amount of in-kind assistance provided by the World Food Programme (WFP).

NRC's top five donors

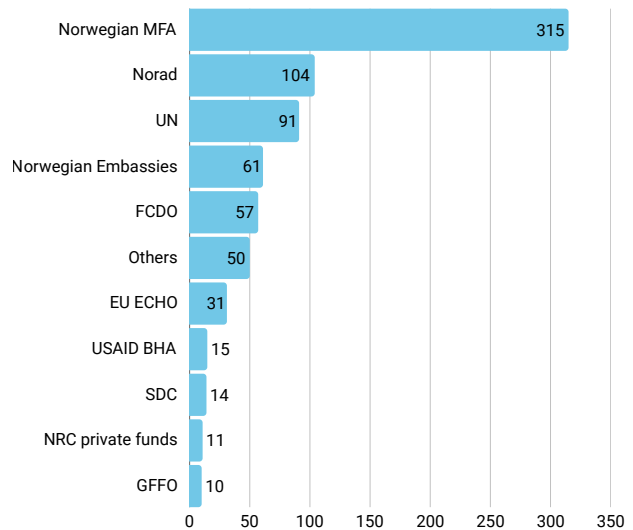


NORCAP funding

In 2025, NORCAP’s implementation totalled USD 73.4 million (NOK 762.3 million).

NORCAP’s expenditures amounted to USD 63.2 million (NOK 657.3 million), while ACAPS’ expenditures amounted to USD 10.1 million (NOK 105 million).

Note: Other donors/partners include GAC-Canada, the Belgian and Danish MFA, the World Bank, Sida, DRC, DFAT-AusAid, and others.



Private sector fundraising

Private fundraising through private individuals, organisations, corporations, impact investors, capital markets, philanthropy and foundations provides a significant source of flexible resources to NRC. Through their expertise, networks, and flexible funding approaches, they help us advance meaningful change and innovation as a humanitarian actor.

In 2025, private fundraising provided NOK 750 million of resources from cash donations, grants and pro bono resources, at a cost of NOK 118 million for fundraising and marketing. Thus, for every NOK 1 spent, we generated NOK 6 of resources to help deliver our mission. In response to the US funding cuts, we reduced investment in private fundraising as part of the wider restructure, which resulted in a 10 per cent decline in the individual donor base but gave higher than budgeted surplus funds.

In 2025, private fundraising focused on restarting individual fundraising in Sweden and Germany, as well as planning for starting up individual fundraising in the United States. Significant investment was made to improve relationships with individual donors including self-service options and improved payment platforms.

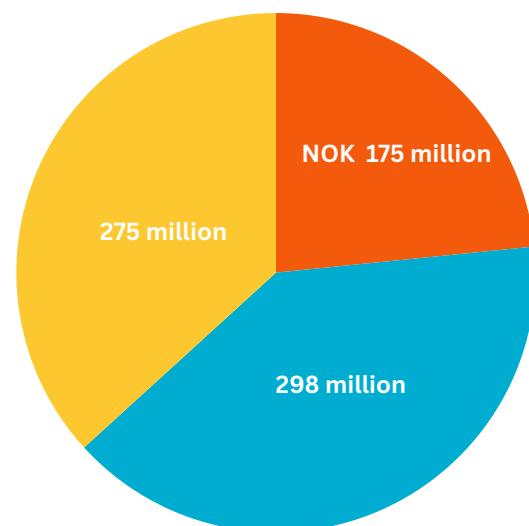
NRC’s capital fund reached a mature stage with a full pipeline of country offices taking loans to convert from fossil to solar energy sources, demonstrating opportunities to increase financial efficiency in the humanitarian sector.

In 2025, NRC was delighted to be selected for the 2026 Norwegian Telethon and preparations began during the closing months of the year. The Telethon campaign will fundraise to support our work on shelter, housing, land and property (HLP) rights, and water, sanitation and hygiene in Afghanistan, Syria, Gaza, DR Congo, Sudan and Chad.

We established new corporate partnerships in 2025 with the Kavli Foundation, Peter Opsvik AS, Stiftelsen Værekraft, Twilio and a confidential family trust. We are grateful to all corporate partnerships and to all the generous regular donors who give money to NRC every month.

Distribution of private sector funding

- Private sector organisations and foundations
- Pro bono
- Individual donations



Risk management

During 2025, resources were focused on managing the impact of the funding crisis generated by the suspension of US funding, including designing and putting in place a new organisational structure. Risk management efforts were also channelled into controlling the risks of exposing project participants to further harm, disclosing confidential information, major corruption events, sexual exploitation and abuse, and possible forced suspension of country operations that continued to be high level operational risks.

NRC continued to provide managers with improved systems and tools to manage key organisational risks. In 2025, an updated safeguarding policy and new safeguarding minimum standards were launched.

The aim of the policy is to define the commitment and measures to protect NRC representatives, and the people NRC works with or comes into contact with, from all forms of harm that might result from their involvement in or contact with the organisation.

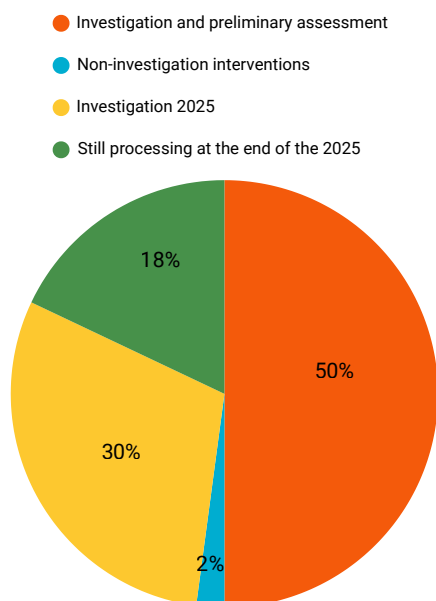
In June, the Integrity Unit was established to promote ethical conduct, prevent misconduct, manage reports and allegations, and strengthen integrity systems across the organisation. To support effective and confidential case management, a new digital solution, called NRC Veritas, was launched.

Speak Up and Misconduct Cases

The new case management system and procedures were developed to better assess allegations and manage misconduct cases, including whistleblowing (Speak Up) cases. This has resulted in a more thorough assessment of allegations before they are sent to investigation. In light of these changes, there is an overall reduction in the number of misconduct cases and investigations. Not because there is an overall reduction in the number of incidents/allegations, but because they are managed and categorised differently.

In 2025, NRC received 341 reports through our Speak Up system. A total of 142 allegations of misconduct went to investigation and preliminary assessment.

Of the cases that went to investigation, 19 were allegations of Safeguarding violations, 56 were allegations of corruption, including aid diversion, and 10 were allegations of other Code of Conduct violations.



Safeguarding

Of the 19 Safeguarding investigations, 21% involved sexual exploitation and 21% involved sexual harassment. The remaining 58% involved non-sexual harassment, abuse, and exploitation. The majority of cases were in Bangladesh (7), followed by Jordan (2).

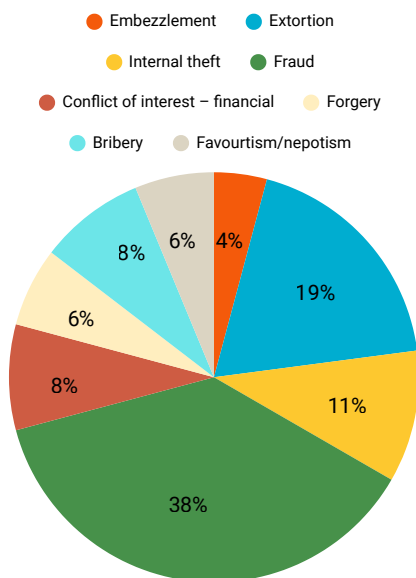
The Integrity Unit closed 14 of these investigations in 2025 with the following outcomes:

- 7 allegations were substantiated
- 2 were not substantiated
- 5 were inconclusive.

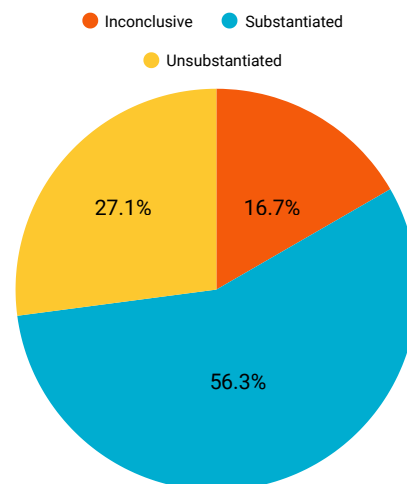
Corruption

The top case profiles were: (1) fraud, including procurement and recruitment, which accounted for 38% of the investigations; and (2) extortion, which accounted for 19% of the investigations. The integrity unit closed 48 of these investigations in 2025 with the following outcomes: 27 allegations were substantiated; 13 were not substantiated; and 8 were inconclusive. The remaining 8 investigations were still open at the end of 2025.

Corruption cases by type



Corruption cases by outcome



All cases of alleged financial corruption or misconduct from the previous year are briefly summarised on [NRC's website](#) in June each year.

Transparency

NRC maps its supply chain in accordance with the Norwegian Transparency Act, which requires organisations to provide the general public with information on how they address the impact of partners and suppliers on fundamental human rights and working conditions. During 2025, no negative consequences of NRC's partnerships were discovered.

Further information on actions taken by NRC in 2025 to ensure compliance with the Transparency Act is outlined in an annual report published on [NRC's website](#).

Environmental impact

NRC is committed to reducing its environmental impact in collaboration with local communities, donors, and staff. In recent years, the frequency and intensity of climate-related events have increased, including heatwaves, droughts, and floods. In many contexts where we operate, this has compounded existing humanitarian needs, reinforcing the importance of integrating environmental considerations into our response.

NRC's [carbon footprint report](#) supports this by providing an analysis of the organisation's emissions and identifying areas for reduction. Internally, dashboards provide location-specific data to support decision-making and inform reduction efforts, supported by targeted training to help staff take action. We continue to prioritise reducing energy-related emissions, particularly through the transition from diesel generators to solar power.

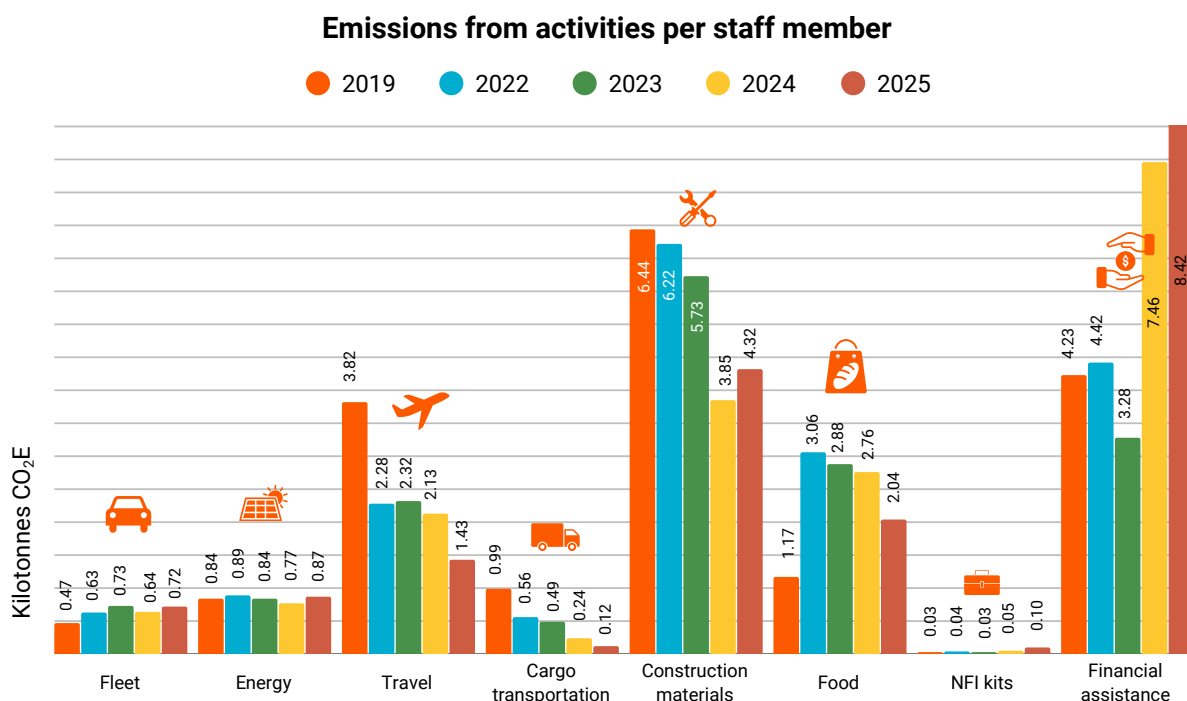
NRC's carbon footprint for 2025 was 138,034 kilotonnes of CO₂e, which is an increase of 0.2 per cent compared to the 2019 baseline per staff member (FTE).

In 2025, NRC's total carbon footprint decreased by 11 per cent compared to 2024, broadly in line with reductions in staffing levels. Emissions per staff member remained largely unchanged, indicating that the decrease does not reflect a fundamental shift in how the organisation operates.

Financial assistance continues to be the largest contributor to emissions, followed by construction materials and emissions associated with distributed food. Programme-related emissions per staff member increased, reflecting the delivery of more aid per staff member through more resource-efficient modalities.

Across core operations, emissions from travel, energy and fleet have decreased by 41 per cent per staff member since 2019, indicating continued progress toward more carbon-efficient ways of working.

In 2025, changes in emissions factors increased reported emissions across several categories. Reduced fuel consumption and the expansion of solar energy enabled stable emissions in energy and fleet despite the change in emission factors.



NRC Board

The following people constituted the Board in 2025:

- Kristin Skogen Lund (Board Chair)
- Amira Malik Miller (Deputy Board Chair)
- Claus Sørensen
- Randi Marjamaa
- Ole Jacob Sending
- Martin Griffiths
- Jemilah Mahmood
- Walter Kälin
- Kiran Aziz
- Jacopo Caridi (Board member elected by staff)
- Kaela Glass (Board member elected by staff from February 2025)
- Steve Guimessa (Board member elected by staff from October 2025)

Outgoing Board members in 2025:

- Karim Irani (Board member elected by staff until October 2025)
- Elisabeth Ånes Rydland (Board member elected by staff until January 2025)

The Board conducted four regular Board meetings and two Board seminars discussing 58 agenda items during 2025. In addition, the Board met for one extraordinary Board meeting in 2025, discussing the US funding suspension in January 2025.

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

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

Board meetings and seminars in 2025 focused on, among other issues:

- the US funding suspension
- NRC Restructure
- humanitarian system reform
- strategic priorities

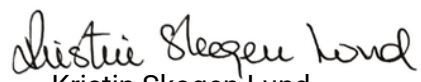
The Board evaluation in 2025 confirmed that the relationship between the Board and the administration is good and constructive.

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

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

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

Oslo, 6 May 2026


Kristin Skogen Lund
Chair of the Board



Jan Egeland
Secretary General



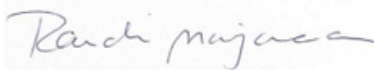
Amira Malik Miller
Deputy Chair



Peter Lundberg
Board Member



Claus Sørensen
Board Member



Randi Marjamaa
Board Member



Benedicte Bull
Board Member



Ole Jacob Sending
Board Member



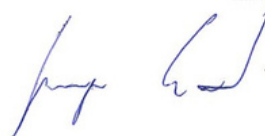
Martin Griffiths
Board Member



Board Member elected by staff



Steve Guimessa
Board Member elected by staff



Jacopo Caridi
Board Member elected by staff

Sources

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