

# GLOBAL STRATEGY 2018–2020



NORWEGIAN  
REFUGEE COUNCIL

**NRC**

# 1. Introduction

This document describes NRC's strategy for the period 2018 – 2020. It outlines NRC's main ambitions and strategic directions for the next three years to further strengthen its work to provide assistance, protection and durable solutions to people affected by displacement worldwide.

The document describes the context in which NRC works, focusing on the key trends that will influence NRC's operating environment in the period ahead. It further lists the main challenges NRC faces, which the strategy aims to address. NRC's key capabilities are summarised to show the particular strengths that distinguish NRC from other organisations and that will enable it to fulfil its mission and vision.

The final part of the document outlines the main strategic directions for NRC during 2018-2020. These are translated into strategic objectives in NRC's Strategy Map (Appendix 1). With a record number of people displaced and growing unmet humanitarian needs globally, this strategy aims to make NRC even better placed to fulfil its mission for the period 2018 – 2020.

## **NRC'S MISSION STATEMENT**

**NRC works to protect the rights of displaced and vulnerable people during crisis.**

**Through our programmes we provide assistance to meet immediate humanitarian needs, prevent further displacement and contribute to durable solutions. Through our stand-by rosters we provide expertise as a strategic partner to the UN, as well as to national and international actors. Through our advocacy we strive for rights to be upheld and for lasting solutions to be achieved.**

**We take action during situations of armed conflict, and engage in other contexts where our competencies will add value. We are a rights based organisation and are committed to the principles of humanity, neutrality, independence and impartiality.**



## 2. NRC's main ambitions for 2018-2020

Based on its strategic directions, NRC will work to achieve the following main ambitions over the next three years:

- Be the leading displacement organisation in hard-to-reach areas.
- Be a champion for durable solutions.
- Become a leader in using data and technology to deliver better.
- Be a great organisation to work for.



*NRC staffer Delphin with Kombozi, one of the children attending NRC supported schools in Pinga, DRC.*

### 3. Context



*A child glimpses through a ripped tent at an informal settlement for returnees and IDPs in Chamtala, Afghanistan.*

#### **Displacement trends**

More than 65 million people are currently displaced by conflict and violence in what continues to be the worst global displacement crisis since the Second World War. This comprises about 25.4 million refugees and asylum seekers, and 40.3 million internally displaced people (IDPs). The number of displaced people due to conflict has accelerated sharply in the last five years. In addition, 24.2 million people were newly displaced by sudden onset disasters in 2016. Weather-related hazards, in particular floods, were responsible for the majority of new disaster displacement in 2016. Mixed migration is also an increasing concern in many parts of the world, as movements of people often include both people who are forced to flee due to conflict, violence or persecution and others who move “voluntarily” for economic or other reasons. Displacement is likely to continue to be a major driver of global humanitarian needs unless the root causes of conflict, violence, environmental degradation, climate change and poverty are addressed.

#### **Growing unmet needs**

Humanitarian funding has increased significantly in response to the many large-scale crises in recent years. Still, the gap between available resources and unmet needs remains large. In 2015, only 55 per cent of the funding requests in the UN’s coordinated appeals were met. This was the largest funding gap ever recorded. In 2016, a record amount of \$12.4 billion was raised towards the coordinated appeals, which nonetheless constituted only 60 per cent of the requirements. Resources are also unevenly distributed, as crises that receive less political and public attention struggle to mobilise support. Five crises received more than half of all humanitarian funding allocated to specific emergencies in 2016. In 2012, the five biggest emergencies received less than one third of all humanitarian funding, showing that the concentration of resources has increased during this period.

## **Protracted crises**

NRC often works in protracted crises characterised by long-term or cyclical displacement. In these contexts, conflict and insecurity coincide with other factors such as recurrent natural disasters and state fragility, creating complex crises that lead to new and repeated displacement. This gives rise to long-term needs that challenge traditional humanitarian response. Such contexts require a shift in focus from short-term emergency relief to supporting displaced people gain access to rights and durable solutions, whether through resettlement, return or local integration. The prevalence of protracted crises has also led to renewed efforts to promote greater collaboration and coordination between humanitarian and development actors in order to reduce needs, risk and vulnerability over time. The UN Secretary-General, a number of UN agencies and the World Bank committed to this so-called New Way of Working at the World Humanitarian Summit in 2016.

## **Humanitarian principles and international norms under pressure**

In many of the conflict-affected contexts where NRC works, civilians are not afforded the protection they are entitled to. There is widespread disregard for international humanitarian law and humanitarian principles, with deliberate and indiscriminate attacks on civilians being common. Denial and obstruction of humanitarian assistance, as well as increased hostility towards and attacks on humanitarian workers, also have serious consequences for the civilian population. At the same time, the protection framework for refugees and asylum seekers is being eroded. Interpretation and application of international law, policies and practices are increasingly restrictive in response to increasing refugee and mixed migration flows, influenced among others by growing anti-immigration sentiments, xenophobia and fear of terrorism in many countries.

## **A sector in change**

The humanitarian sector as a whole is undergoing significant change, a trend that is likely to accelerate in the coming years. For example, rapid technological development is affecting the context in which humanitarian action takes place. There are new and emerging tools and methods that might dramatically change the way the sector operates. Cash programming, for example, has transformative potential and some predict it will radically alter the future architecture of the sector. Advances in information and communication technologies offer tremendous opportunities for humanitarian action, not only by providing new means of delivering aid such as digital cash transfers, but also for engaging with beneficiaries, gathering and analysing data, and making internal systems and tools more efficient. Digitalisation also creates challenges that need to be addressed, for example ensuring adequate protection of beneficiary data. Moreover, a range of new actors are emerging in the humanitarian and development sectors, including large private sector actors seeking social impact and smaller social entrepreneurs with a social change objective. These may challenge the working methods of traditional actors, but may also provide opportunities for new partnerships.

## **Evolving donor landscape**

The traditional public donors are still dominant with the twenty largest donors (governments and EU institutions) representing 97 per cent of government contributions to humanitarian assistance in 2016. The United States is by far the largest donor, and proposed cuts in US humanitarian spending might represent a significant decrease in government funding for humanitarian action. Although still representing a small proportion, new government donors are emerging and the share of funding from countries that are not members of the OECD Development Assistance Committee has tripled during the last decade, now constituting about 12 per cent of government funding. New donor countries more often channel funding through domestic or local NGOs and outside UN appeals. Private funding has grown at a higher rate than government funding, but is still mainly channelled to natural disasters and high-profile acute emergencies. There are a growing number of new and innovative funding mechanisms, such as micro-surcharges on products and services, social impact bonds and insurance schemes, though their capacity to generate significant new funds vary.

## **The Grand Bargain**

The commitments in the Grand Bargain - an agreement between the largest donors and aid providers aimed at addressing the humanitarian financing gap - have the potential to significantly change how these actors work together. This can result in efficiency gains for the whole sector, for example through





reduced duplication and management costs, increased multi-year funding, less earmarking, and harmonised and simplified reporting requirements. The commitment to localisation of aid, i.e. enabling more locally-led humanitarian response, means that a larger share of the funding is likely to be channelled to national and local actors in the future. There is also a clear commitment to increase the use and coordination of cash programming and enhance the engagement between humanitarian and development actors.

*Yamama, 9 years old, at Zaatari refugee camp playing with her kite.*

### Donor conditions

Meanwhile, increased pressure on governments to justify foreign aid spending has over the last years led to a trend towards more earmarking, contracting as opposed to grant-making, and aid management by private sector entities. Due diligence, reporting and transparency requirements have continuously increased as government donors need to demonstrate accountability to taxpayers and show that they are achieving results and value-for-money. Donor efficiency agendas and recent budgetary cuts applied by some donors have also made it increasingly difficult to secure funding for advocacy, organisational development and programme development. A trend towards consolidation of funding, with donors preferring to manage fewer and larger grants, has led to more consortia, sub-granting and pooled funds. The majority (85 per cent) of funding for NGOs in 2016 went to international NGOs, with over half of that going to the ten largest ones, which included NRC. The trend towards greater consolidation of humanitarian funding is likely to continue. Current donor practices may pose particular challenges for small and medium-sized NGOs and those with limited access to unearmarked funds.

## 4. Main challenges

### Difficulties in recruiting and retaining the most qualified staff

Having qualified staff at the right place and time is the most important factor affecting NRC's ability to deliver. NRC employs and recruits a large number of talented and qualified staff. Yet, there is a significant turnover of staff and it is often challenging to find staff with the right expertise and experience, as well as the required cultural and linguistic diversity. This is a particular challenge in high-risk and complex working environments. There is also an unprecedented demand for skilled aid workers due to the many on-going crises. Given these factors, and as the organisation continues to grow, it is becoming increasingly difficult to recruit and keep the right staff. Addressing this will require a different approach to talent management and mobility within the organisation. NRC's national staff are a major resource in this regard, and this potential needs to be better utilised by ensuring opportunities for staff development and advancement into leadership positions.

### Staff care and security

The safety and security of its staff is NRC's primary responsibility. At the same time, risks will always be present in the complex and high-risk environments in which many of NRC's staff work. Security and staff care are therefore concerns that require ongoing monitoring and strengthening. This includes ensuring that all of NRC's country programmes have the capacity to properly identify and assess risks, manage day-to-day security, provide security management training to its employees, and respond effectively to crises. NRC's growth into new high-risk areas must also be managed and controlled in such a way that allows basic security systems to catch up and keep up.



*NRC Area manager Aimee Ndakala together with children attending the Gbagaga school in Carnot.*





Foto: Adrienne Suprenant/NRC

### **Maintaining NRC's relevance in the digital age**

New technologies, digital transformation and innovation are increasingly seen as key tools for humanitarian actors to increase efficiency and effectiveness. NRC must significantly boost the way it harnesses information and makes use of new technologies, methods and tools to remain at the forefront of providing quality humanitarian assistance to people affected by displacement. This will require mobilising dedicated resources for this purpose, developing new partnerships, and recruiting and building staff with the right skills. The organisation will also need a change in mind-set to encourage innovation and experimentation and to embrace smart failure as a means to learn and improve.

*Miglo Barre, here seen carrying the wood, fabric and cords necessary to build her tent, is internally displaced in Somalia after losing all her livestock to drought.*

### **Managing growth effectively**

NRC has grown significantly over the last ten years and growth is expected to continue, at least in the short term, due to the many unmet humanitarian needs. Most of the growth comes from funds from large institutional donors earmarked for specific projects, countries and regions. The organisation is therefore developing at different speeds, with some regions experiencing rapid growth and others having limited funding and resources. NRC needs to better monitor the risks related to growth across the organisation and ensure that these are adequately addressed.

### **Ensuring adequate support systems for all of NRC's country programmes**

NRC continues to face challenges when it comes to providing consistent ICT connectivity, financial management and administrative support tools, particularly in countries and areas with extremely weak infrastructure. This requires strengthening and adapting NRC's support systems to the realities in the field and mobilising adequate resources for this purpose, including for country programmes that are not as well funded as others.

### **Low proportion of flexible funds**

As a high percentage of NRC's funding is earmarked for specific projects, the organisation has a relatively low proportion of flexible funding compared to many of its peer organisations. Although private funds are not necessarily fully flexible, NRC's low share of private funding contributes to this challenge. More flexible funds, from both institutional and private donors, would increase NRC's ability to set its own priorities based on humanitarian needs, to support programme development and innovation, and to further invest in organisational development.



## 5. Key capabilities

### **Presence and proximity**

NRC employs a range of approaches and modalities in order to deliver in hard-to-reach areas and access the most vulnerable in line with the humanitarian principles.

### **Delivering high-quality programmes at scale**

NRC combines strong technical expertise in its core competencies with the ability to reach large numbers of people through its extensive field presence.

### **Evidence-based advocacy**

NRC advocates for people affected by displacement based on the knowledge gained through proximity to those it serves, its operational experience and technical expertise.

### **Committed and competent staff**

NRC has dedicated staff that work in some of the world's most complex and high-risk environments to respond to the needs of people affected by displacement.

### **A global humanitarian partner**

NRC works in partnership with others to achieve greater impact, including with donors and host governments, UN agencies, other international NGOs, local NGOs and the private sector.

### **A strong organisation**

NRC has transformed the organisation and decentralised its structures to be better able to adapt to changing circumstances and be closer to the people it serves.

## 6. Strategic directions

For the period 2018-2020, NRC has established the following strategic directions intended to strengthen its ability to achieve its mission and overcome existing challenges. The strategic directions are set in accordance with the five perspectives in NRC's Global Strategy Map (*see Appendix 1*):

1. Who we serve
2. What we do
3. How we work
4. Our people
5. Funding

### Who we serve

This perspective outlines the target groups and contexts NRC will have a particular focus on in order to increase protection and assistance for people affected by displacement.

NRC's priority will remain to protect, assist and promote the rights of people affected by displacement in situations of armed conflict and in accordance with the humanitarian principles. NRC will serve other people affected by displacement in contexts where it is present, there are unmet needs and NRC can add value. In addition to host communities, this may include people displaced due to violence, natural hazards, adverse effects of climate change or vulnerable migrants.

NRC will prioritise the following concrete objectives in the coming period: reach more people in hard-to-reach areas; contribute to finding durable solutions for more people in protracted crises, reach more people in neglected crises; and build the capacity of partners to prevent, prepare for, respond to and recover from crises through expert deployments. There is a continued need to balance the ambitions of reaching as many people as possible, with the ambition of reaching the most vulnerable and those in hard-to-reach areas.

*Children jump rope at the Temporary Learning Space organized by NRC at Kakungo primary school in DRC.*





NRC has significantly improved its capacity to access and operate in *hard-to-reach* areas. However, there are still a number of areas in NRC's access work that can be further improved, including outreach and negotiations with parties to the conflict and other local actors able to block access, remote management of programmes, and partnerships with local actors. And even where NRC's access is secured, programme design and implementation should be further strengthened to ensure that the most vulnerable groups are able to access and benefit from NRC's programmes.

NRC will strengthen its work on *durable solutions* in situations of protracted displacement by better defining NRC's specific role in contributing to durable solutions. This will include assessing how durable solutions - whether through resettlement, return or local integration - can be promoted in a given context. Durable solutions will be promoted through both advocacy and programmes, within and across core competencies. This will include a focus on livelihoods, education and information, counselling and legal assistance (ICLA). Mobilising funding for durable solutions may require a different funding approach, including by increasing development funding, as well as developing new partnerships.

NRC will expand its work in *neglected crises* to reach more vulnerable people affected by displacement. In neglected crises, access to assistance and protection is often severely limited, resulting in large unmet humanitarian needs. For NRC, neglected crises mean those crises which lack financial support, receive insufficient media coverage, or where there is little political will or engagement to find a solution to the crisis. In neglected crises, NRC will seek to mobilise increased resources, bring added value through its programmes and increase public attention to the crisis through targeted advocacy and media work.

Through *expert deployments*, NRC builds the capacity of a wide range of partners to prevent, prepare for, respond to and recover from crises. In the period ahead, NRC will increase its capacity-building support to national and local actors to promote a more localised humanitarian response. It will also contribute to improved cooperation and coordination between humanitarian and development actors.

## What we do

NRC will prioritise the following areas to further develop its programmes, advocacy and expert deployment.

### Programmes

NRC will further improve its *emergency response capacity*. The main focus will be on strengthening the preparedness for sudden onset emergencies in existing operations, including relevant global support tools and provision of human resources. NRC's ability to monitor and respond in a timely way to emergencies in new countries will be further developed, in order to fulfil NRC's mission statement and to sustain NRC's global portfolio.

NRC will continue to maintain globally leading expertise within its core competencies: camp management; education; livelihoods and food security; information, counselling and legal assistance (ICLA); shelter and settlements; and water, sanitation and hygiene promotion (WASH).

At the same time, NRC will strengthen its *multi-sectoral and integrated programming*. It will combine different sectorial interventions, and where relevant, coordinate with partners or other actors that have complementary expertise, to ensure a more comprehensive response based on the prioritised needs of populations affected by displacement. NRC will adapt and develop its current systems, tools and capacities (e.g. project cycle management framework, financial planning and reporting, monitoring and evaluation, and human resources) to better accommodate multi-sectoral and integrated programming.

NRC will strengthen *protection* in programming, seeking to further translate the commitment to place protection at the centre of its activities into concrete and measurable results. NRC will explore where the organisation has a particular added value in protection programming and advocacy, including stand-alone protection programmes. It will continue to improve protection within its core competencies and strengthen relevant staff capacities and skills, including in the assessment of protection risks, the implementation of measures to reduce risks, safe referral of protection cases, and monitoring and evaluation of protection. This will help ensure that all programmes are designed and implemented with a strong protection lens.

NRC will aim to be at the forefront among humanitarian NGOs in developing and implementing *cash-based programming*. This will include both Multi-Purpose Cash Assistance and cash as a modality



*Ahmed Suleiman is kissing his mother Dalal after arriving safely to Lesbos island in Greece. Ahmed's son Shadi (8) is also holding around his beloved grandmother.*

within sectorial and integrated programmes. NRC will be a strong advocate for the appropriate use of cash premised on whether it is the most effective response in a particular context. NRC will seek to better define when cash is the preferred response and when it may not be, guided by the question “why not cash?” NRC will seek to better define its approach as a cash provider; potential niches where NRC can add value (e.g. in hard-to-reach areas); how to best combine cash-based interventions with sectorial or integrated programmes; and which capacities NRC should further develop in order to excel in cash-based programmes.

## Advocacy

NRC will strengthen its ability to be a courageous and effective advocate for people affected by and at risk of displacement, and will in particular strengthen *country-driven advocacy*. It will seek to increase access to protection, assistance and durable solutions by targeting stakeholders that are able to positively influence policies and practice.

NRC will define clear priorities for its advocacy work, with focus and resources directed primarily to priorities defined at country-level, complemented by efforts at the regional and global level. NRC will strengthen advocacy at the country level, and improve its ability to raise country-level advocacy objectives to regional and global targets in a systematic manner. It will regularly review and define priority countries to advocate for at all levels, and will in particular consider mobilising greater attention to and support for neglected crises.

In NRC's advocacy on global thematic issues, it will focus on a few thematic priorities that will be selected for joint global advocacy efforts at a system level. These should be taken forward by the whole organisation and should be of concern to a broad number of country offices. The organisation will prioritise themes on which NRC has a clear value added and significant potential for impact; that are supported by operational evidence and experience; and where NRC has access to relevant processes and stakeholders.

NRC will improve its way of working, resource allocation and internal organisation to better enable it to put the strength of the organisation behind advocacy on prioritised country and thematic issues. At the same time, it will maintain an ability to advocate in response to new emergencies or issues that arise where the rights of people affected by displacement are at stake.



## Expert deployment/NORCAP

NORCAP will reinforce its position as a leading global provider of capacity, strengthening international and local actors' ability to prevent, prepare for, respond to and recover from crises. This will be done through:

- Provision of the right capacity in the form of deployed experts or competency development.
- Building strategic partnerships with international and local actors to meet current and future needs.
- Advocating for more effective action, through the promotion of new and better ways of working. (*i.e. cash-based programming, intra-sectoral and cross-sectoral coordination*)

A particular focus in the coming strategy period will be to contribute to ***stronger linkages between humanitarian and development efforts*** in line with the Grand Bargain and the New Way of Working. Peacebuilding and human rights are understood as key aspects of the humanitarian-development nexus. For NORCAP, this translates into strengthening capacity to work towards collective outcomes over multiple years. It also means drawing on the comparative advantages of different actors through joint analysis and joint programming in line with the Sustainable Development Goals. To this end, NORCAP will make use of its experts and thematic projects, including NORDEM, GenCap, ProCap, CashCap, etc.

NORCAP will ***contribute to the localisation agenda***, strengthening local and national stakeholders' (governmental and non-governmental) ability to take a more prominent position in crisis management and to meet their international obligations in terms of human rights and good governance. NORCAP will support national and local actors by providing expertise, additional capacity and good practice. A more detailed description of NORCAP's priorities will be provided in the NORCAP strategy 2018-2020.

## How we work

NRC will maintain its model of direct implementation, working in conflict-affected and complex crises where principled humanitarian action will continue to play a crucial role.

At the same time, NRC will ***partner more with actors that have complementary expertise*** in order to strengthen the impact of its programmes. Equal partnerships can enhance both local and NRC's own capacity, and offer opportunities for more integrated responses and sustainable programme and protection approaches. NRC will partner with a broad range of local and global actors in order to improve programme effectiveness, broaden programme outcomes and increase access.

Partnerships will be a key tool to support implementation of this strategy, including in the areas of technology and innovation, cash programming and durable solutions. This may include partners in the private sector, other NGOs, UN agencies, government institutions, and the research community. NRC will strengthen its capacity to lead and work with partners through consortia. It will build on the strong capacity and successful experiences of working in consortia in some countries and regions and seek to institutionalise this across the organisation.

NRC will develop a more comprehensive framework for ***risk management***, integrating all areas of risk (e.g. security, financial, information, legal/compliance, reputational and operational). This will allow NRC to operate responsibly in increasingly complex and insecure environments, and to manage growth in a way that improves NRC's ability to deliver effectively and efficiently while ensuring accountability and compliance. Fulfilling its ***duty of care*** to NRC staff is a primary concern for the organisation. NRC will ensure that all country offices have implemented its minimum standards for duty of care and further develop its tools, procedures and expertise in this area. NRC will also train line managers in duty of care, security, and crisis management, to ensure they have the knowledge and skills required to implement their duty of care obligations. Employees in high and medium risk areas will receive more preparedness and awareness training to ensure they have the skills to access, and to stay and deliver assistance in difficult contexts, while knowing when to request assistance from their supervisors.

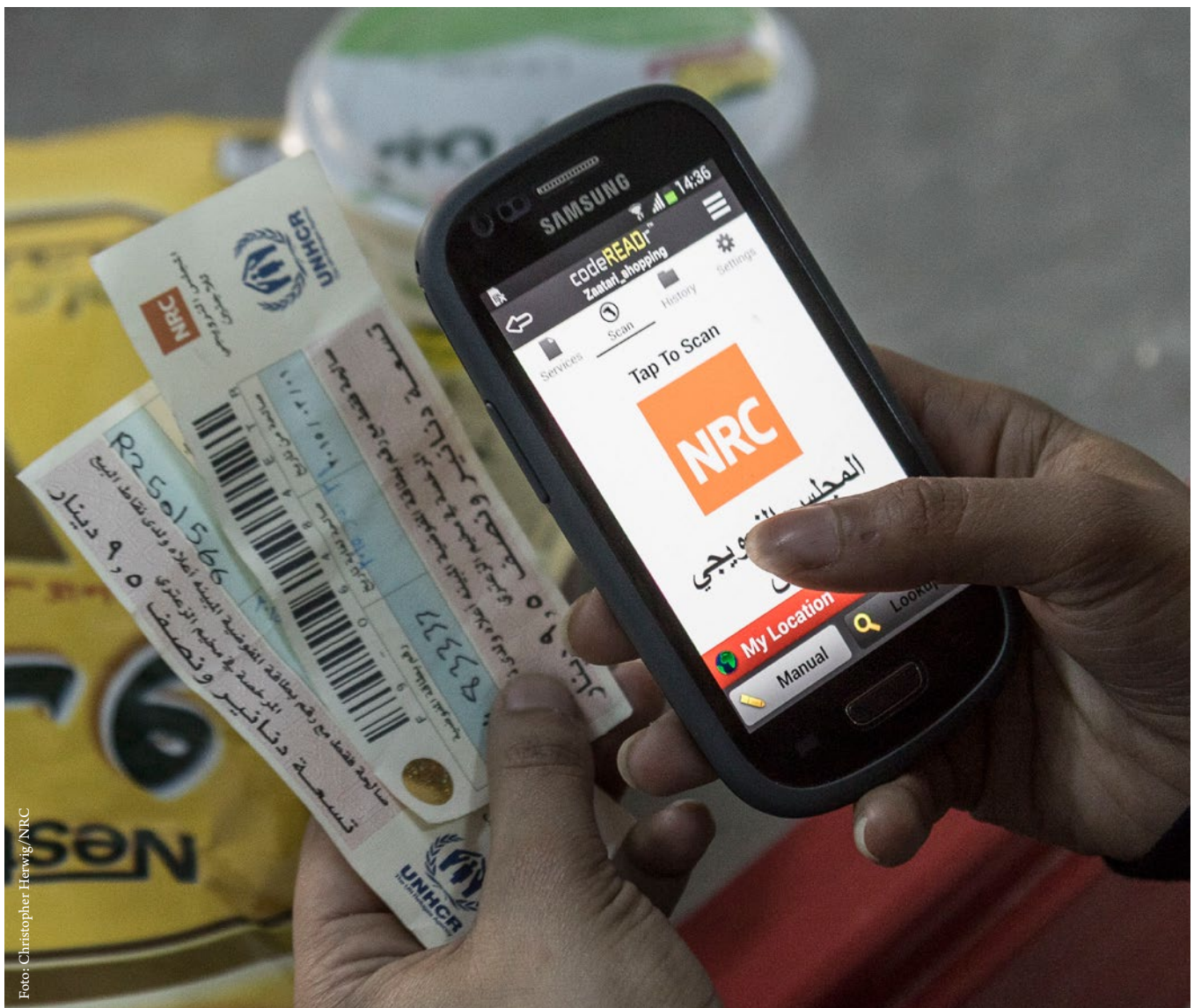
NRC will become better at ***applying data to strengthen evidence-based decision-making and pro-***

**gramme design.** By improving the collection, use and flow of data within the organisation, NRC can greatly improve its performance and ability to deliver. To ensure that the basics are in place, work processes must be digitised and data management systems developed or improved, for example in project management, human resource management and monitoring and evaluation. This objective needs to be supported by investments in technology.

NRC will seek to become a leading digital NGO. NRC will invest in **technology and innovation** both to improve the efficiency of internal process and to enhance the impact of its programmes. Technology can for example help generate better data to inform programme design, learning and decision-making. It can also be used to improve engagement with people affected by displacement and enable them to take part in the digital transformation. NRC will explore new and innovative ways of using technology to improve the way it works. Transforming NRC into a leading digital NGO will, among others, require attracting and developing people with the right skills and leveraging external expertise and tools through partnerships. Working towards equitable connectivity across the organisation will be a prerequisite for achieving this goal.

NRC will work to ensure **consistent support capacity in all country programmes**, including for ICT connectivity, financial management tools and administrative support. This is essential to promote equity within the organisation in order to deliver better programmes and to ensure adequate risk management and compliance. To strengthen scalability across the organisation, NRC will work to optimise the implementation of its governance model and to ensure it is flexible enough to accommodate rapid changes and new opportunities. This will include continued efforts to avoid duplication at different levels of the organisation.

Cash programming in  
Za'atari Refugee camp,  
Jordan





## Our people

NRC's main asset is the people who work for and with the organisation to assist and protect people affected by displacement. NRC will invest to **attract, develop and keep talented staff** who reflect the cultural and linguistic diversity of the contexts where it works. NRC will move away from solely doing one-to-one recruitments, scaling up development of staff from within the organisation and putting in place job rotation systems to secure retention of qualified staff. NRC will prioritise induction, talent management, workforce planning and staff development with the goal of providing opportunities for new and existing staff to pursue long-term career paths within the organisation. To support implementation of this strategy, NRC will invest in acquiring and building staff capacity in strategic priority areas, such as cash programming and the use of new technology.

NRC will expand **leadership development** at all levels, but will have a particular focus on developing and creating leadership opportunities for national staff and for women. It will strive for gender balance in NRC's leadership at all levels. NRC will also promote greater mobility across the organisation, including between Head Office, regional offices and country offices, to ensure that staff are exposed to new challenges and can bring their experience to bear in different contexts.

## Funding

NRC will maintain and further strengthen strategic partnerships with its key institutional donors. It will also work to expand its donor base beyond humanitarian funding. NRC will in particular seek to mobilise more **funding directed towards durable solutions**, including by developing stronger partnerships with development donors.

NRC will aim to increase the level of **flexible funding**, from both institutional and private donors. More flexible funds will give NRC greater independence to prioritise based on humanitarian needs, for example to respond rapidly to new emergencies and to expand its response to neglected crises. Flexible funds will also enable NRC to support strategic initiatives to strengthen programme development, innovation and organisational development.

For institutional donors, more flexible funds imply a greater proportion of programme-based funding where country offices are free to allocate funds within an agreed strategic framework. This allows NRC to adapt programmes to the context and rapidly changing needs on the ground.

The largest increase in thematic or fully flexible funds will likely come from private donors. NRC will aim to significantly boost the level of **private funding**, in particular through expanding the reach of its private fundraising globally. Private funding sources include private individuals, small- and medium-sized enterprises, high-net-worth individuals, corporations and foundations.

NRC will invest in acquiring and developing the capacities and skills needed to support its ambitions for increased private and development funding.

Based on the strategic directions outlined above, concrete strategic objectives have been developed across five perspectives. These are outlined in the Global Strategy Map (see foldout map). A set of long-term strategic measures will be developed to measure progress in reaching NRC's main ambitions over the three year strategy period. A risk analysis has been conducted for the strategy period. Progress in implementing the strategy will be measured against the strategic objectives in the Global Strategy map (see foldout). This will be done on a yearly basis through the Balanced Scorecard (BSC) tool.



Photo: David Belluz/NRC

## References

NRC's Global strategy for 2018-2020 is guided by:

- The NRC Policy Paper
- The context analyses conducted in 2017 on future conflict trends and displacement patterns; the humanitarian landscape; technology; humanitarian financing; and the internal perspective.
- Learning generated through NRC's monitoring and evaluation framework, including evaluations and data from the global output and outcome system (GORS) as synthesised in the Annual Learning Reviews.
- Recommendations from the NRC Global Strategy Seminar in April 2017 and the Board Seminar in May 2017.



# NRC STRATEGY MAP 2018-2020

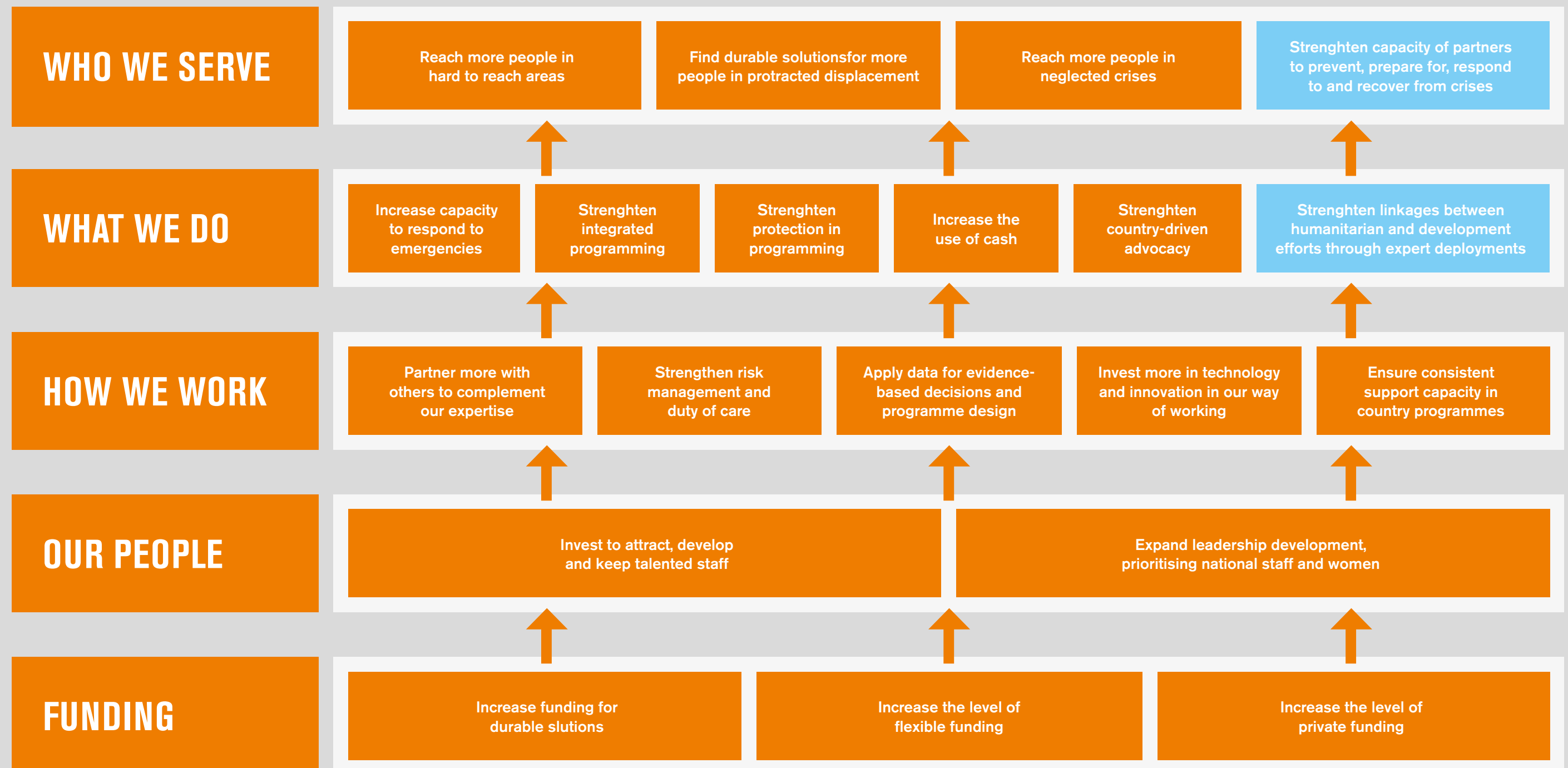
FLYKTNINGHJELPEN  
NORWEGIAN REFUGEE COUNCIL



NORWEGIAN CAPACITY  
OPERATED BY NRC



## STRATEGIC OBJECTIVES





NORWEGIAN  
REFUGEE COUNCIL