

NORCAP Strategy

2027-2030



Norcap Strategy 2027-2030

Approved by NRC's Board, May 2026.

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Our objectives 2027-2030

1 Emergency responses are delivered faster and more efficiently

Partners can deliver timely and effective support across preparedness, response, and recovery to crisis-affected communities. NORCAP provides timely, high-quality expertise that enables partners to act early, coordinate effectively, and lead faster and more predictable emergency responses. Drawing on our long experience in humanitarian operations, we fill critical gaps, strengthen decision-making, and ensure aid reaches the right people at the right time. This support complements existing rapid response mechanisms, enabling partners to coordinate and deliver well-targeted humanitarian assistance to crisis-affected people and communities.

2 Partners have strengthened capacity to plan, coordinate and deliver effectively

Partners are more effective in planning, coordinating, and delivering sustainable services and solutions for people and communities. Over time, our collective engagement builds capacity that endures beyond individual assignments and contributes to stronger, more resilient institutions. NORCAP works alongside partners, building the skills, systems, and structures that enable them to uphold global standards, coordinate reliably, and deliver better over time to meet the needs of people and communities.

3 Collective action drives systemic improvements across the humanitarian, development and peace sectors

Critical gaps are closed and coordination, governance and systems strengthened across the humanitarian, development, and peace sectors, contributing to more predictable, inclusive, and effective support to affected people and communities. NORCAP brings together actors across regions and sectors to jointly diagnose what is not working and co-create solutions to structural weaknesses in the aid system at all relevant levels. We facilitate cross-sector collaboration grounded in field evidence and advocate in global networks to turn shared approaches into lasting policy and practice improvements.



Improving aid through expertise, partnerships and solutions

NORCAP's mission is to improve aid to better protect and empower people affected by crisis and climate change.

Since our establishment in 1991, NORCAP has provided partners with expertise and solutions across the humanitarian, development and peacebuilding sectors to better serve people in fragile and conflict settings. This is more relevant than ever, as people and communities across the world are facing overlapping crises driven by conflict, climate change, displacement, and inequality.

To meet rising needs, underfunding and a fragmented global order, NORCAP, together with partners, will continue to strengthen what works, and find new solutions to what does not. We will mobilise our expertise and strategic partnerships to deliver better emergency response, strengthen partners and institutions, and drive system-wide improvements, ultimately improving the lives and livelihoods of people affected by crisis and climate change.

Building on our established reputation, by 2030 NORCAP will be widely recognised for:

Timely and reliable expertise

NORCAP offers high-quality expertise to our partners. Our people are skilled and well supported professionals who strengthen responses, partners, institutions and systems, by adapting best practice to context. Our operational setup allows us to place the right expertise where and when partners need it.

Impactful partnerships

NORCAP is a convener and broker who brings actors together, improves collaboration and enables system-level change. Our partnerships, whether they are with major agencies and institutions or local organisations, are practical, evidence-based and fit for context, working towards sustainable improvements.

Locally led, people-centred solutions

NORCAP enables locally led, people-centred solutions that put power and decision-making into the hands of crisis-affected communities. We build capacity and develop solutions with local, national and international partners, supporting local leadership, participation, and ownership. In parallel, we actively address structural inequities in the global and regional systems, to shift power and responsibility to the local level.

Quality and visible impact

NORCAP is an advocate, and we build our work on clear evidence of impact and learning to bridge research, practice and policy. Using innovation, data, and digital transformation, we improve aid effectiveness, empower people, and shape policy discussions together with our partners.

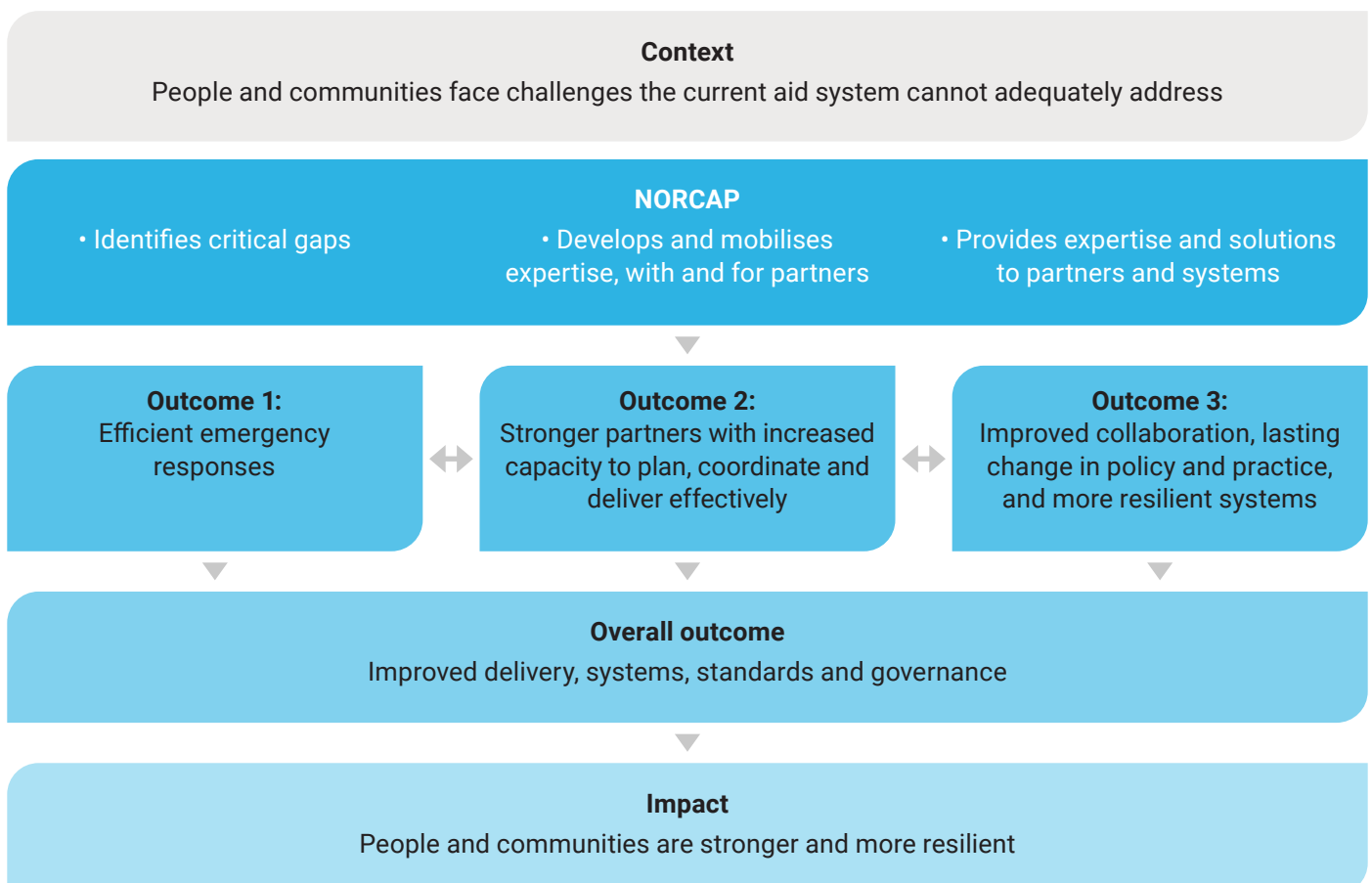
To fulfil our mission in a rapidly shifting global landscape and aid system, the strategy anchors NORCAP in three, interconnected, strategic objectives:

NORCAP mission: Improve aid to better protect and empower people affected by crisis and climate change

Strategic objective 1	Emergency responses are delivered faster and more efficiently
Strategic objective 2	Partners have strengthened capacity to plan, coordinate and deliver effectively
Strategic objective 3	Collective action drives systemic improvements across the humanitarian, development and peace sectors

NORCAP Theory of Change

Each of the strategic objectives can be pursued independently depending on context, partner needs, and available resources. Together, they form a connected ecosystem.





STRATEGIC OBJECTIVES 2027–2030

1 Emergency responses are delivered faster and more efficiently

Mikaïla Issa/NORCAP

Scope: Across the full crisis cycle

Timeframe: Immediate

Goal:

Partners can deliver timely and effective support across preparedness, response, and recovery to crisis-affected communities.

How NORCAP will do this:

NORCAP provides timely, high-quality expertise that enables partners to act early, coordinate effectively, and lead faster and more predictable emergency responses. Drawing on our long experience in humanitarian operations, we fill critical gaps, strengthen decision-making, and ensure aid reaches the right people at the right time. This support complements existing rapid response mechanisms, enabling partners to coordinate and deliver well-targeted humanitarian assistance to crisis-affected people and communities.

What NORCAP will prioritise:

- **Standby partners:** We provide experts who can fill critical gaps and enable earlier, better-informed decision-making to strengthen partners' ability to lead and coordinate emergencies.
- **Core pool of experts:** We maintain mission-ready experts for sudden-onset emergencies and protracted situations.

Key outcomes:

- Timely analysis.
- Earlier response decisions.
- Immediate needs met.
- Lives saved.



STRATEGIC OBJECTIVES 2027–2030

2 Partners have strengthened capacity to plan, coordinate and deliver effectively

Ingebjørg Kårstad/NRC

Scope: Across partners and contexts

Timeframe: Medium-term

Goal:

Partners are more effective in planning, coordinating, and delivering sustainable services and solutions for people and communities. Over time, our collective engagement builds capacity that endures beyond individual assignments and contributes to stronger, more resilient institutions.

How NORCAP will do this:

NORCAP works alongside partners, building the skills, systems, and structures that enable them to uphold global standards, coordinate reliably, and deliver better over time to meet the needs of people and communities.

What NORCAP will prioritise:

- **Locally led responses:** We provide expertise to build and reinforce the capacities of local actors, enabling them to lead preparedness and response efforts and effectively manage the impacts of crises.
- **Regional and national institutions:** We embed expertise to build sustainable capacity, supporting stronger governance, improved planning, and more resilient organisations.
- **UN agencies and multilateral organisations:** We provide expertise that strengthens reform processes, coordination structures, and long-term capacity to deliver.

Key outcomes:

- Stronger partners on all levels with increased capacity that endures beyond individual assignments.
- Decision-making taking place as close to people and communities as possible.



STRATEGIC OBJECTIVES 2027–2030

3 Collective action drives systemic improvements across the humanitarian, development and peace sectors

Scope: Across systems and sectors

Timeframe: Long-term

Goal:

Critical gaps are closed and coordination, governance and systems strengthened across the humanitarian, development, and peace sectors, contributing to more predictable, inclusive, and effective support to affected people and communities.

How NORCAP will do this:

NORCAP brings together actors across regions and sectors to jointly diagnose what is not working and co-create solutions to structural weaknesses in the aid system at all relevant levels. We facilitate cross-sector collaboration grounded in field evidence and advocate in global networks to turn shared approaches into lasting policy and practice improvements.

What NORCAP will prioritise:

- **Identifying problems and co-creating sustainable solutions with partners:** We convene actors to find systemic gaps that cut across thematic areas and sectors. We develop practical approaches and solutions that are collectively owned, adaptable and scalable across contexts and levels over time.
- **Strengthening leadership and coordination:** We identify and implement solutions that improve decision-making and coordination at all levels across the humanitarian, development, and peace sectors.
- **Influencing policy and global standards:** We channel insights from experts and partnerships into global debates to improve policy and practice.

Key outcomes:

- More resilient aid by reduced structural fragmentation and lasting policy and practice change.
- To better meet the needs of people and communities.

What enables NORCAP to deliver

Thematic portfolio management

NORCAP uses portfolio management to decide where to direct our efforts. We prioritise the areas where we add the most value, and we continuously evolve to respond to emerging global trends, partner needs and gaps on the ground. While the NORCAP strategy sets the overall direction, portfolio management governs what we work on and how, ensuring our thematic choices are evidence-based, responsive and coherent across contexts.

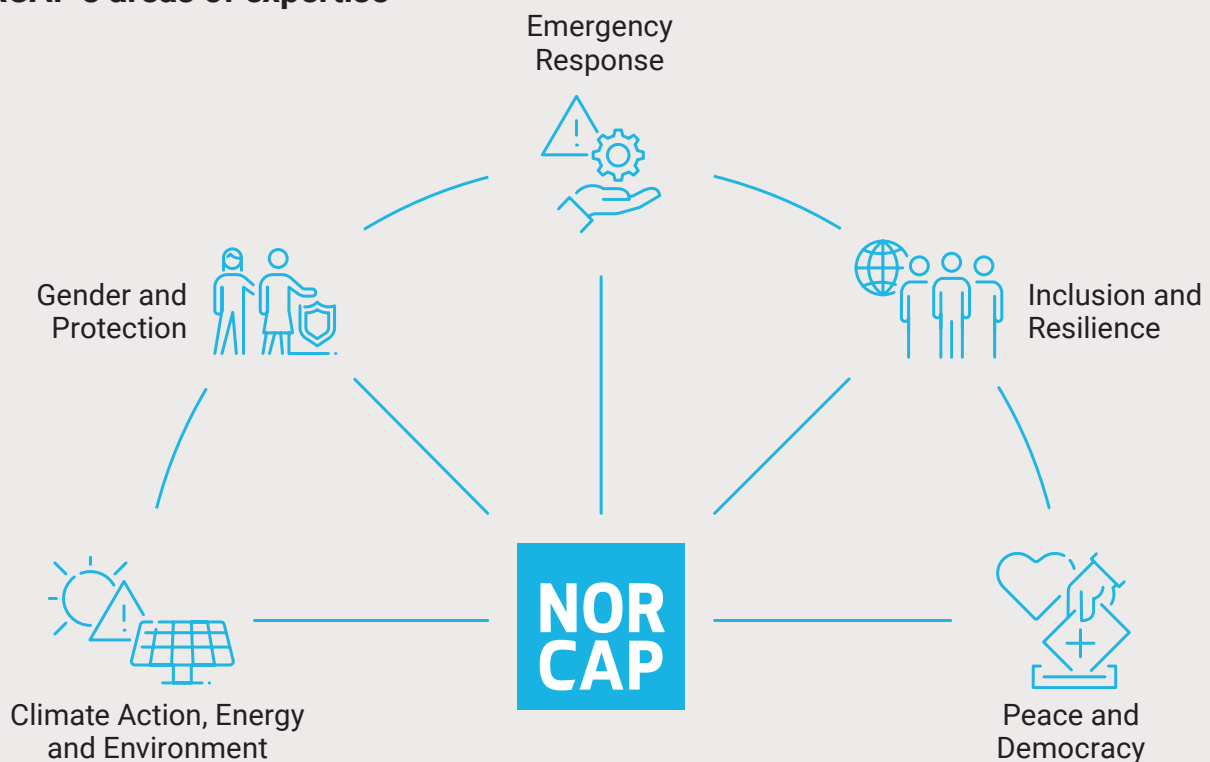
Care and support for our people

NORCAP relies on a strong HR system and operational setup to provide the right expertise where and when partners need it. Our HR systems, staff care, due diligence processes and support structures across the full employee cycle ensure fair, predictable and professional follow-up of our people. Furthermore, NORCAP's operational setup manages the complexities of global mobility, ensuring the seamless assignment of the right expertise to our partners.

Partnerships, funding and resources

We will continue to develop our partnerships and strengthen and diversify our funding base to achieve our strategic objectives. This includes investing in high-quality partnership development, supported by legal and governance frameworks that ensure compliance and make collaboration easier and more effective. Predictable, long-term funding is essential to sustain our expertise and ensure we can stay engaged over time. NORCAP also explores private sector partnerships to expand our reach and build innovative and sustainable solutions.

NORCAP's areas of expertise



Mission

Improve aid to better protect and empower people affected by crisis and climate change

NORCAP in 2030	Timely and reliable expertise	Impactful partnerships	Locally led, people-centred solutions	Quality and visible impact
Strategic objectives	1 Emergency responses are delivered faster and more efficiently <i>Scope: Full crisis cycle</i> <i>Timeframe: Immediate</i>	2 Partners have strengthened capacity to plan, coordinate and deliver effectively <i>Scope: Across partners and contexts</i> <i>Timeframe: Medium-term</i>	3 Collective action drives systemic improvements across sectors <i>Scope: Across systems and sectors</i> <i>Timeframe: Long-term</i>	
Goals and outcomes	Partners deliver timely support across preparedness, response, and recovery to crisis-affected communities <i>Timely analysis, earlier response decisions, immediate needs met, lives saved.</i>	Partners are more effective in planning, coordinating, and delivering sustainable services and solutions <i>Stronger partners with enduring capacity; decision-making as close to communities as possible</i>	Critical gaps are closed, and coordination, governance and systems are strengthened across humanitarian, development and peace sectors <i>More resilient aid system, reduced structural fragmentation, lasting policy and practice change</i>	
How we do this	Provide timely, high-quality expertise so partners can act early, coordinate effectively, and lead faster, more predictable emergency responses	Provide partners with expertise they need to strengthen their institutions. Work alongside partners to build the skills, systems, and structures that enable them to uphold global standards, coordinate reliably, and deliver better	Convene actors across regions and sectors to jointly diagnose systemic gaps and co-create solutions. Facilitate cross-sector collaboration grounded in field evidence and advocate for lasting policy and practice improvements	
What we prioritise	Standby partners: NORCAP fills critical gaps and enables earlier, better-informed decision-making. Core pool of experts: NORCAP maintain mission-ready experts for sudden-onset and protracted crises.	Local actors: NORCAP provides expertise to build and reinforce the capacity of local actors to lead preparedness and response efforts. Regional and national institutions: NORCAP embeds expertise to build sustainable capacity, supporting stronger governance, improved planning and more resilient organisations. UN agencies and multilateral organisations: NORCAP strengthens reform, coordination and long-term delivery capacity.	Identifying problems and co-creating solutions: NORCAP convenes actors to find gaps and develop practical, scalable approaches and solutions across contexts. Strengthening leadership and coordination: NORCAP identify and implement solutions to improve decision-making and coordination across sectors at all levels. Influencing policy and global standards: NORCAP channels field insights into global debates to improve policy and practice.	
What enables us	Thematic portfolio management: We prioritise areas where we add the most value, continuously evolving to adapt to emerging global trends, partner needs and gaps on the ground.	Care and support for our people: We have a strong HR system and staff care that ensures fair and professional follow-up of our people. Our operational setup manages the complexities of global mobility.	Partnerships, funding and resources: We aim for diverse, predictable funding and strong strategic partnerships that ensure compliance and make collaboration easier.	

Ambition 2030

NRC works to ensure that by 2030, fewer people are displaced, and 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 find durable solutions.

Norwegian Refugee Council (NRC)

NORCAP

Internal Displacement Monitoring Centre (IDMC)

Delivering for people displaced by conflict

1 Promote and deliver principled humanitarian response

People affected by displacement will receive timely, high-quality, principled humanitarian assistance and protection where needs are greatest and access is most constrained.

2 Enable locally led humanitarian outcomes

People affected by displacement are better able to cope and have stronger support, more responses are locally led and strong local actors can respond quickly and appropriately in ways rooted in local contexts.

3 Enable greater impact

People affected by displacement will benefit from more effective and efficient humanitarian assistance and protection.

Improving aid through expertise, partnerships and solutions

1 Ensure emergency responses are faster and better coordinated

We provide fast, targeted support to partners during crises.

2 Strengthen partners' capacity

We provide expertise to ensure partners have the long-term capacity required to better meet the needs of affected people.

3 Address systemic challenges

Collective action drives systemic improvements across the humanitarian, development and peace sectors.

Developing displacement data for action

1 Generate evidence

Improve understanding of the risk, drivers, patterns, impacts and solutions to internal displacement across different countries.

2 Strengthen capacity

Strengthen capacity of In-country actors to generate and use evidence on internal displacement for reporting, planning and decision-making.

3 Galvanise action

Create greater political engagement and public interest in the issue of internal displacement.

Where we are strong together

Supporting effective national and locally led solutions

Combining NORCAP expertise and partnerships, NRC programme capacity and IDMC displacement data and capacity building to support local and national governments in strengthening or creating practical, displacement-sensitive policies and functioning systems that drive response and recovery for the people we work with.

Influencing policy for principled humanitarian action

Leveraging NRC's operational presence, NORCAP expertise and partnerships and IDMC evidence to strengthen humanitarian policy and system reform.

Shared foundations

- Independence and impartiality
- Rights-based approach
- Evidence driven programming
- Accountability to affected populations

The logo consists of a light blue square containing the text "NORCAP" in white, bold, sans-serif capital letters. The text is arranged in two lines: "NOR" on the top line and "CAP" on the bottom line.

**NOR
CAP**

PART OF NORWEGIAN
REFUGEE COUNCIL