

NRC Global Strategy 2027–2030

May 2026



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Cover image:

SUDAN: Inside the classroom, children are engaged in different activities. They sing songs, read stories, and share them with each other. They also learn lessons that help them in daily life whether at home, among the wider community, or at school.

Photo by: Ahmed Elsir/NRC

Our priorities 2027–2030

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. NRC will prioritise the most severe humanitarian needs and people at risk, while sustaining engagement in protracted and neglected displacement contexts where significant displacement-related needs persist. NRC will enhance its emergency response to ensure it contributes to reducing needs over time and supports pathways to more durable solutions.

2 Enable locally led humanitarian outcomes

People affected by displacement are better able to cope and have stronger support when more responses are locally led and strong local actors can respond quickly and appropriately in ways rooted in local contexts. While NRC will continue to respond directly where needed, the organisation will increasingly act as an enabler by prioritising locally led approaches and strengthening community engagement.

3 Enable greater impact

People affected by displacement will benefit from more effective and efficient humanitarian assistance and protection. NRC will maximise impact by mobilising resources, advocating for a better-funded aid system, and by enhancing programme quality and the systems that support delivery, so that our assistance is timelier and more effective, delivers stronger outcomes, and reaches more people.

The changing humanitarian context

What has changed

The environment that the Norwegian Refugee Council (NRC) operates in has ruptured and shifted fundamentally. More people are displaced than at any point in the organisation's history, needs persist longer, and the crises that receive the least attention are often those where human suffering is most severe.

At the same time, the resources available to respond are shrinking, access to those in need is constrained by insecurity and political obstruction, and the multilateral humanitarian system designed to protect those in need and coordinate collective action is under severe strain.

In this context, NRC has both the responsibility and the obligation to stand firm and act. We must maintain our humanitarian presence and programming to stand by hard-to-reach and neglected displacement-affected populations, and we must use our influence and voice to uphold humanitarian principles when others step away.

Our strategic response

This strategy covers the period 2027–2030 and reflects NRC's priorities in this new operating environment and focuses on our field response. The Internal Displacement Monitoring Centre (IDMC) and NORCAP, both part of NRC, have distinct but aligned strategies.

The three priorities in the strategy are mutually reinforcing commitments that together define how NRC delivers on its purpose:

1. **Principled humanitarian response** is our core, our foundation. It defines who we are, where we respond – emergency, hard to reach and neglected contexts, and what we deliver for people affected by displacement. Advocacy is inseparable from this commitment – defending humanitarian principles, supporting access, and ensuring that displaced people's rights and needs remain visible and protected.
2. **Locally led humanitarian outcomes.** This is how we extend and sustain that foundation beyond our own capacity and presence, shifting from NRC's role as a direct implementer to NRC as a contributor to a broader, more resilient humanitarian system rooted in the communities we serve.
3. **Enabling greater impact** is the commitment that runs through everything we do. We must use our voice and influence to push for adequate funding to meet growing needs and mobilise new donors. At the same time every part of the organisation has a role to play in ensuring that we deliver better, reach more people, and make the most of our resources. It is a call to every NRC colleague to ask: What can I do, in my role, to ensure that everything we do benefits the people we support?



The risk of forced recruitment has increased in rural areas of Colombia; NRC helps families stay together and remain safe. Photo: NRC/Aica

Founded in 1946, the Norwegian Refugee Council addresses the specific challenges people face as a result of displacement by offering protection support and assistance to meet their essential needs.

NRC operates in contexts affected by conflict and generalised violence, responding to acute displacement crises and to chronic situations where humanitarian needs persist and access is often constrained.



OBJECTIVE

1 Promote and deliver principled humanitarian response

NRC delivers drinking water to a displaced community in Gaza
Photo: Sherbel Dissi /NRC

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

NRC will prioritise the most severe humanitarian needs and people at risk, while sustaining engagement in protracted and neglected displacement contexts where significant displacement-related needs persist. NRC will enhance its emergency response to ensure it contributes to reducing needs over time and supports pathways to more durable solutions.

What success looks like by 2030

- We have **further enhanced our ability to respond rapidly and at scale** through investments in emergency response capacity, greater staffing flexibility, and ways of working that maximise the difference we make for people affected by displacement, including through partnerships and advocacy for humanitarian principles and space at all levels.
- We have **used our core competencies to deliver high-quality assistance in contexts with the most severe needs**, so that people affected by displacement receive more of the support they need most.
- We have **stayed engaged in neglected displacement contexts** where significant displacement-related needs persist over time.

How we will work differently

- We will **be more selective about where and how we operate**, prioritising severity of needs, access constraints, and potential impact, supported by regular, data-driven assessments of our geographical footprint and response models, to guide decisions on when to pivot, scale up, adapt delivery modalities, or exit.
- We will **rely more on collaboration and partnerships with other organisations** where this improves speed, reach, and quality.

What strategic investments we will make

- **A high-performing emergency response culture, systems and practice:** Invest in and foster NRC's emergency response culture, systems and practices.
- **Field operations model 2.0:** Refine and adapt NRC's structures to give country offices greater flexibility to organise and deliver programmes in ways that maximise benefits for people affected by displacement.
- **Advancing NRC's centrality of protection work:** Institutionalise Centrality of Protection across all phases of displacement by embedding protection outcomes, risk prioritisation, and collective action throughout programmes, advocacy, and country operations.
- **Advocacy to promote and deliver a principled humanitarian response:** Safeguard and promote humanitarian space and principles, leveraging NRC's operations, coordination, advocacy, and public communications.

How we will measure success

By the end of 2030:

- Total people reached
- Share of NRC response in emergency contexts
- Share of NRC response in neglected contexts
- Share of NRC response in hard-to-reach contexts

OBJECTIVE

2 Enable locally led humanitarian outcomes



Displacement in Eastern Afghanistan
Photo: Maisam Shafiey/NRC

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

While NRC will continue to respond directly where needed, the organisation will increasingly act as an enabler by prioritising locally led approaches and strengthening community engagement.

What success looks like by 2030

- We have **prioritised and promoted locally led approaches, meaningful community engagement, and accountability**, so that people affected by displacement have shaped the responses intended to serve them – not just as sources of information, but as drivers of the response.
- We have **supported diverse local ecosystems** – including community-based organisations, local and national NGOs, local authorities, and the private sector – to enhance responses grounded in local realities.
- We **share power and responsibility with local and national actors** through equitable partnerships, shared leadership, mutual accountability, and the meaningful participation of people affected by displacement.

How we will work differently

- We will have **clearer criteria for deciding when NRC should respond directly** – based on context, access, and potential impact.
- We will **adapt NRC's systems, risk approaches, decision-making, culture, and ways of working** to genuinely enable partner-led delivery by local actors – sharing risk, not transferring it.

What strategic investments we will make

- **Diversification of localisation models for increased support to self-reliance and durable solutions:** Strengthen how NRC works with local actors through enhanced local leadership, networks, coordination, and more flexible partnership and funding approaches.
- **Enhancing equitable partnerships: organisational capability, assurance, and risk-sharing.** Build organisational capability, systems and culture to enable equitable, outcome-driven partnerships with local actors.

How we will measure success

By the end of 2030:

- Number of local actors with whom NRC works as 'enabler'
- Share of programmes implemented with or through local actors
- Funding channelled through local partners

OBJECTIVE

3 Enable greater impact



Emergency Shelter response in Mozambique
Photo: Herminio Joaquim/NRC

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

NRC will maximise impact by mobilising resources, advocating for a better-funded aid system, and by enhancing programme quality and the systems that support delivery, so that our assistance is timelier and more effective, delivers stronger outcomes, and reaches more people.

What success looks like by 2030

- We have **increased the share of resources that reach people affected by displacement directly**, including through more efficient programme delivery and partnership models.
- We have **further improved programme effectiveness, efficiency, and quality** so that our assistance delivers stronger outcomes.
- We have **increased funding and strategic focus on severe needs and neglected displacement contexts**, using NRC's influence to resist disengagement and enhance coordination.
- We have **a culture of honest accountability** where staff throughout NRC can identify what is not working, find solutions, adapt quickly, and stay focused on outcomes for the people.

How we will work differently

- We will **collaborate more deliberately with other organisations and use shared services more systematically**.
- We will **direct flexible and non-earmarked funding to priority contexts and initiatives**.
- We will **reduce our over-reliance on earmarked funding** by growing private individual fundraising.

What strategic investments we will make

- **Efficiency initiatives:** Targeted optimisation, simplification, digital and AI efforts aimed at increasing the share of resources that goes directly to people affected by displacement.
- **Effective programme models:** Prioritise, test and scale programme models proven to be effective in delivering results for displaced people.
- **Increase and diversify funding:** Increase funding for NRC's humanitarian response, diversify the donor base, improve the success of fundraising, and strengthen grants management.

How we will measure success

By the end of 2030:

- Share of programmes deemed effective
- % of people reached with cash
- Increase in annual funding (institutional/private/unearmarked)
- % increase in total NRC expenditure classified as programme delivery costs

Our humanitarian foundations

NRC provides humanitarian assistance and protection, and supports pathways to durable solutions, for people affected by displacement in situations of armed conflict.

In some countries, we also support people affected by displacement because of disasters caused by natural hazards, climate change and generalised violence. We also include vulnerable migrants in some contexts. **Across all our work, we recognise people affected by displacement as the primary stakeholders, shaping and driving the response.**

Our response is grounded in five core competencies – Education, Information, counselling and legal assistance (ICLA), Protection from violence, Shelter and settlements and Water, sanitation and hygiene (WASH) – delivered through gender-, age- and diversity responsive programming that meets urgent needs, protects rights, upholds dignity and avoids unintended harm.

Our programmes are evidence-based, climate-sensitive, rooted in local contexts, and anchored in internationally recognised quality and accountability standards. We use cash whenever appropriate and prioritise digital solutions where possible.

Advocacy is integral to everything we do. We identify barriers that prevent people from realising their rights and being safe, and we take action to influence decision makers to change laws, policies and practices.

Underpinning all of this is **investment in our people** – ensuring the right skills are in the right places at the right time, and that the safety, security and wellbeing of staff are protected.

Together, these foundations enable NRC to respond to needs in a holistic manner using programmatic and advocacy approaches, partnering and collaborating with others to achieve the most impact.



Touloum refugee camp in Eastern Chad.
Photo: Enayatullah Azad/NRC

OUR CORE COMPETENCIES:

Education:

Quality, safe and inclusive learning opportunities for all displacement-affected children and youth.

Information, counselling and legal assistance (ICLA):

Legal support to exercise rights and obtain solutions to legal problems.

Protection from violence:

Preventing protection risks, reducing their impacts, and strengthening access to protection services.

Shelter and settlements:

Safe and adequate shelter, settlement and site solutions.

Water, sanitation and hygiene (WASH):

Supporting access to safe water, sanitation and hygiene behaviour change services.



NORCAP works to improve aid to better protect and empower people affected by crisis and climate change, and provides expertise and solutions to humanitarian, development and peacebuilding sectors. NORCAP works with local, national and international partners to find solutions that meet the needs of people at risk, and collaborates with private sector organisations, academia, local institutions and authorities, as well as other NGOs.



Internal Displacement Monitoring Centre (IDMC) provides authoritative data and analysis on internal displacement worldwide. As part of NRC, IDMC strengthens evidence-based advocacy, informs humanitarian and development responses, and supports accountability for displacement-affected people. IDMC's work underpins this strategy by improving understanding of displacement trends, risks, and solutions, and by reinforcing NRC's ability to promote and deliver principled humanitarian response.

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.

GLOBAL OBJECTIVES	1 Promote and deliver principled humanitarian response	2 Enable locally led humanitarian outcomes	3 Enable greater impact
WHAT OUTCOME DO WE AIM FOR	People affected by displacement will receive timely, high-quality, principled humanitarian assistance and protection where needs are greatest and access is most constrained.	People affected by displacement are better able to cope and have stronger support when more responses are locally led and strong local actors can respond quickly and appropriately in ways rooted in local contexts.	People affected by displacement will benefit from more effective and efficient humanitarian assistance and protection.
HOW DO WE MEASURE SUCCESS	<ul style="list-style-type: none"> • Total people reached • Share of NRC response in emergency contexts • Share of NRC response in neglected contexts • Share of NRC response in hard-to-reach contexts 	<ul style="list-style-type: none"> • Number of local actors with whom NRC works as 'enabler' • Share of programmes implemented with or through local actors • Funding channelled through local partners 	<ul style="list-style-type: none"> • Share of programmes deemed effective • % people reached with cash • Increase in annual funding (institutional/private/unearmarked) • % increase in total NRC expenditure classified as programme delivery costs
WHAT STRATEGIC INVESTMENTS DO WE MAKE	<ul style="list-style-type: none"> • Emergency response culture, system and practice • Field operations model 2.0 • Advancing centrality of protection • Advocating for humanitarian space and principles 	<ul style="list-style-type: none"> • Diversification of localisation models • Organisational partnership capability, assurance and risk sharing 	<ul style="list-style-type: none"> • Efficiency initiatives • Effective programme models • Increase and diversify funding

Our humanitarian response foundations



Education



Information
Counselling and
Legal Assistance



Protection
from
Violence



Shelter
and
Settlements



Water,
Sanitation
and Hygiene

Advocacy • Local actors • Durable solutions and self-reliance • Climate and environment
Community engagement and inclusion • Cash and market systems • Digital

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	Improving aid through expertise, partnerships and solutions	Developing displacement data for action
<p>1 Promote and deliver principled humanitarian response</p> <p>People affected by displacement will receive timely, high-quality, principled humanitarian assistance and protection where needs are greatest and access is most constrained.</p> <p>2 Enable locally led humanitarian outcomes</p> <p>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.</p> <p>3 Enable greater impact</p> <p>People affected by displacement will benefit from more effective and efficient humanitarian assistance and protection.</p>	<p>1 Ensure emergency responses are faster and better coordinated</p> <p>We provide fast, targeted support to partners during crises</p> <p>2 Strengthen partners' capacity</p> <p>We provide expertise to ensure partners have the long-term capacity required to better meet the needs of affected people</p> <p>3 Address systemic challenges</p> <p>Collective action drives systemic improvements across the humanitarian, development and peace sectors</p>	<p>1 Generate evidence</p> <p>Improve understanding of the risk, drivers, patterns, impacts and solutions to internal displacement across different countries.</p> <p>2 Strengthen capacity</p> <p>Strengthen capacity of In-country actors to generate and use evidence on internal displacement for reporting, planning and decision-making.</p> <p>3 Galvanise action</p> <p>Create greater political engagement and public interest in the issue of internal displacement.</p>

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



NORWEGIAN
REFUGEE COUNCIL