

ANNUAL REPORT

2014

NORWEGIAN
REFUGEE COUNCIL

NRC

RIGHTS RESPECTED PEOPLE PROTECTED



Norwegian Refugee Council

The Norwegian Refugee Council (NRC) is an independent humanitarian organisation providing assistance, protection and long-term solutions to displaced persons worldwide.

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Photos by Vincent Tremeau, from the photo series *When I grow up*. The collection depicts the dreams of children that have sought refuge in a church in Carnot, internally displaced by war in Central African Republic.

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A warm thank you to all NRC staff who have contributed to the report.



Kawergosk Refugee Camp outside the Kurdish capital Erbil in the Kurdistan region of Iraq (KR-I). The camp hosts 9,847 Syrian refugees (December 2014). Photo: NRC/Becky Bakr Abdulla

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01

NRC ANNUAL OVERVIEW



COMMITTED TO TURNING THE VICIOUS TREND

The global family is failing too many among the dramatically growing numbers of displaced persons. But turning the trend of ever more violence and displacement is possible – and the Norwegian Refugee Council is devoted to intensifying our efforts to make it happen.

Improving, yet deteriorating

In many ways, the world is becoming a better place for a majority of us. Important indicators are pointing in the right direction: life expectancy is up, child mortality is down, more children are attending school, and fewer people are going to bed hungry. And yet at the same time, we are faced by the worst displacement crisis in a generation. As previous years, 2014 saw a surge in the number of people forced to flee. A new person was displaced every other second, and a staggering 60 million people were displaced worldwide at year's end.

Although fewer wars break out, civilians are more often in the line of fire. Disasters caused by extreme weather are triggering massive displacement. In Latin America, criminal violence is forcing people to leave their neighbourhoods. In too many places, we fail to protect our fellow humans from violence and abuse, and we are not providing them with the assistance they need to get by. The global community's lack of will and capacity to help is depriving millions of their hope for a better future.

From Syria and Yemen to South Sudan and Ukraine, civilians are living in fear, suffering brutal attacks and being forced to abandon their homes and their way of life. Once displaced, too many have little hope of returning home. Protracted displacement extends from Dadaab refugee camp in Kenya, to the cities of Colombia and the jungles of Congo, where people have been living in displacement for decades. On-going conflict and the lack of economic development and political will hamper their chances of returning home or leading safe, dignified lives in a new place.

Doing more for more people

The Norwegian Refugee Council has almost seventy years of experience in assisting those displaced by war and conflict. Last year, we reached more than 4.3 million individuals in need. Many were reached under extreme conditions and where humanitarian access is limited. I am very proud of all of NRC's staff that made this possible. Many of our colleagues were once themselves displaced, and are now using their hard-earned insight to help others.

Nonetheless, faced with today's displacement crisis we must do more – and we at NRC are determined to further scale up our response. Our aim is to reach more people with better assistance, and in particular target those who live in hard-to-reach areas, left to scrape by on their own. We are also determined to use our experiences from the field to speak up on behalf of the world's displaced, and to advocate for protection and assistance for the most vulnerable.

Change is possible

The last decades have shown that the international community, with local partners, can work together to stop abuse and build resilience. We know it can be done. Now more than ever we must stop new displacement and help those who have already fled to return home or settle down elsewhere. Through peace mediation and diplomacy, conflicts can be avoided or resolved. Increased financial support can help more people return home. With the world's political commitment, those who have been displaced can return to their homes or put down new roots somewhere safe and build a future.

It is possible to turn the trend.



Jan Egeland

Secretary General of the Norwegian Refugee Council



Secretary General of the Norwegian Refugee Council, Jan Egeland, on a field trip to South Sudan in 2014. During the year, NRC scaled up our programme and advocacy efforts in response to the growing humanitarian needs in the country.
Photo: NRC/Christian Jepsen

Global displacement figures

Overview of countries with the highest number of displaced

In total
59.5 million



21.3 million
Refugees



38.2 million
Internally displaced

Palestine
At least

5,471,000

Sudan
At least

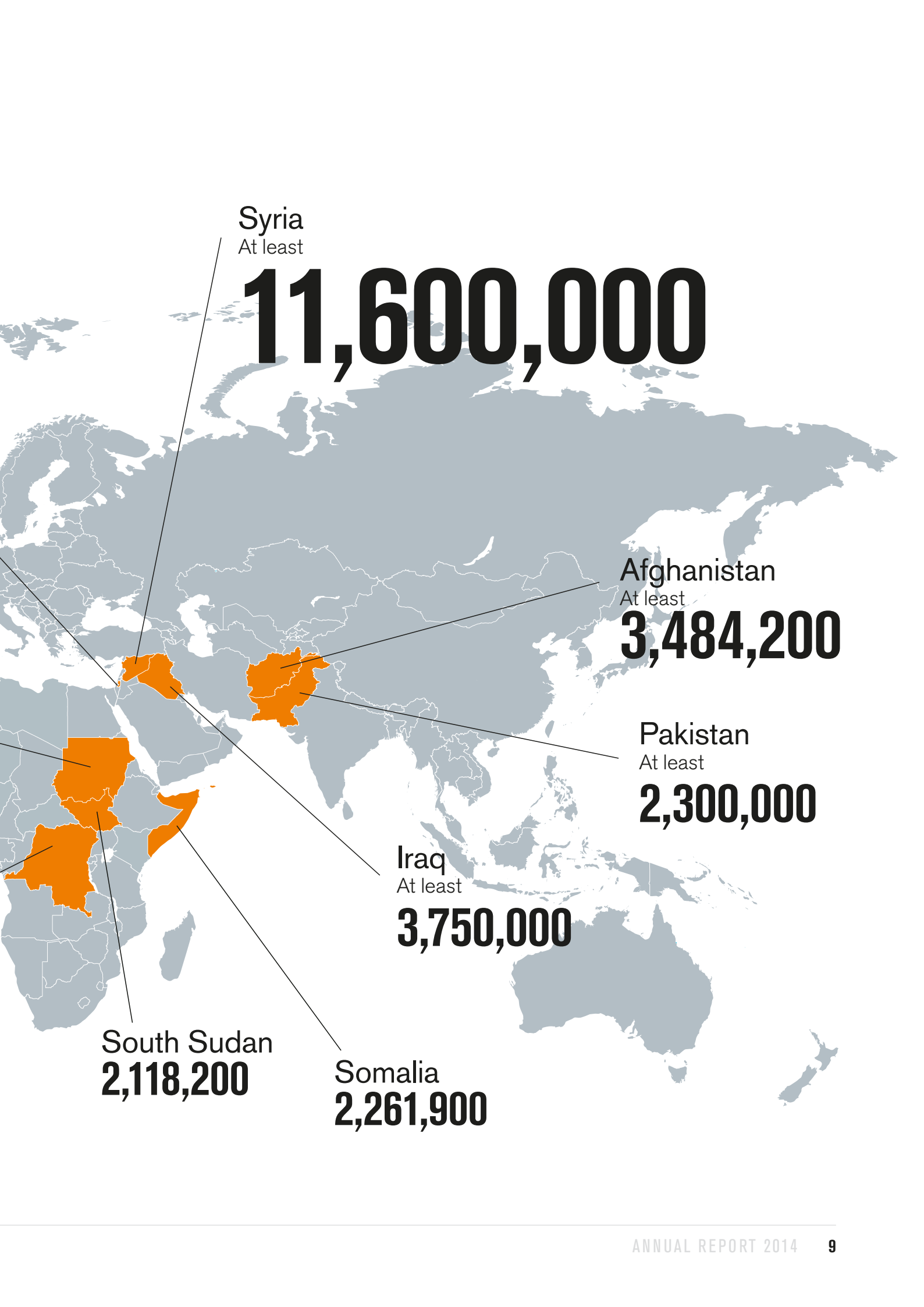
3,800,000

Colombia

6,409,200

DR Congo

3,340,700



Syria
At least

11,600,000

Afghanistan
At least

3,484,200

Pakistan
At least

2,300,000

Iraq
At least

3,750,000

South Sudan
2,118,200

Somalia
2,261,900

RESPONDING TO INCREASED NEEDS AND ACCESSING HARD-TO-REACH AREAS

Over the past two-three years, displacement figures have reached record-high levels and the world is now faced with the worst displacement crisis since the aftermath of the Second World War. In 2014, the Norwegian Refugee Council (NRC) rose to this challenge, doing more for a greater number of displaced people than ever before.



Hamida and her children Hamat (1) and Mahmoud (4) have fled from Kobane in Syria to Northern Iraq and they are now living in Kawergosk camp. The mother fears that her children have caught a cold and is on her way to see a doctor. Photo: NRC/Tiril Skarstein

Five on-going humanitarian crises – Syria, Iraq, South Sudan, CAR and the Ebola crisis – were classified as severe, large-scale emergencies in 2014. The conditions in Syria, Iraq and South Sudan particularly contributed to a significant surge in overall displacement figures. In Iraq, for example, more than 300,000 people fled Mosul city in the course of only a few days.

However, the main reason for continually high displacement figures is the world's many protracted displacement crises. People are forced to live in displacement for years

or even decades without hope of finding a permanent and safe home. 2014 saw almost no progress in the situations of protracted displacement.

Helping more people

Against this background, it has been important for NRC to 1) scale up the volume of our operations in order to reach more people, and 2) respond faster to acute emergencies without decreasing the assistance we already provide to vulnerable populations.



A boy reads from his textbook on the veranda of his school, newly rebuilt by the NRC. Loi Baba, Bajaur Agency, FATA, Pakistan.
Photo: NRC/Shahzad Ahmad

In 2014, NRC had country programmes in 28 countries across four continents. Over the last two years, we increased the number of direct beneficiaries receiving assistance and protection from 3.2 to 4.3 million individuals. Our regional Middle East operation has become one of the largest providers of assistance to refugees fleeing Syria, in addition to developing cross border operations into Syria from neighbouring countries.

Our ability to respond to new emergencies was also strengthened in 2014, with two dedicated emergency response teams enhancing or initiating response in the Central African Republic, South Sudan, Iraq and Ukraine.

We also made important contributions to the overall coordination and strengthening of humanitarian response through our stand-by rosters. The Norwegian Refugee Council's Expert Capacity (NORCAP) provides expert personnel to national stakeholders and international organisations. A total of 600 expert deployments were provided to 49 countries in 2014, making NRC's rosters the most used expert deployment capacity in the humanitarian and development world.

Reaching those most in need

Providing humanitarian assistance to displaced people has become increasingly difficult. In many places, numerous armed groups are engaged in attacks and counter-attacks, and control over territories is constantly changing. Simultaneously, aid has become more politicised. In certain contexts, aid is perceived as part of ideological warfare, and consequently humanitarian workers are not given access or are being directly targeted.

Norwegian Refugee Council (NRC)

The Norwegian Refugee Council (NRC) is an independent humanitarian organisation providing assistance, protection and long-term solutions to displaced persons worldwide.

Our work in the field is at the very heart of our mission. We are currently responding to new and lasting displacement crises in 28 countries, where our assistance reaches several million people every year.

We advocate the rights of refugees and internally displaced persons locally, nationally and internationally, in order to influence decision-makers to improve conditions for those affected by displacement.

Our stand-by capacity NORCAP, the world's largest emergency roster, consists of some 800 experts ready to deploy to humanitarian crises within 72 hours' notice to provide the UN and others with expert personnel.

NRC's Internal Displacement Monitoring Centre (IDMC) in Geneva is a global leader in monitoring, reporting and advocating specifically on internal displacement.

The majority of our 5,000 staff members are national employees in NRC's programmes in the field. Many have been displaced themselves. All our projects are supervised by Head Office in Oslo.



NRC's Logistic Manager Mohamed Abdi and Senior Logistic Assistant Omed Chory are counting emergency NFIs at NRC's warehouse in Erbil, North Iraq. Photo: NRC/Becky Bakr Abdulla.

However, civilians caught up in such conflicts are often desperately in need of assistance. Gaining access to areas where security and access are particularly difficult, has therefore been a priority for NRC. From Afghanistan to Somalia and Colombia, we were able to increase access where few humanitarian actors were present in 2014.

Ensuring quality

NRC is constantly working to improve our programmes to be as relevant and efficient as possible. The main conclusion from external programme evaluations in 2014, is that NRC is delivering high quality assistance and that our programmes are having a positive impact.

Over the last year, NRC also strengthened the organisation's governance structure. Improvements in monitoring and evaluation, financial control and anti-corruption measures ensured improved quality control of operations. Establishment of an Internal Audit unit improved management and provides our programmes with an independent and objective review.

Advocating for protection and rights

Much of NRC's advocacy work is conducted in the country programmes. Many of our local advocacy initiatives in 2014 improved access, protection and assistance to beneficiaries.

Globally, we worked on a number of initiatives and campaigns. NRC's strong networking tradition was reflected in the number of requests by NGO partners and the UN to

represent and advocate on behalf of the humanitarian community. Most notably, we represented 180 Latin American NGOs at the Cartagena +30 process; the global NGO community at the launch of the largest ever humanitarian appeal for the Syria crisis; and presented the humanitarian perspective at a US Senate hearing on Syria. Successful launches of important reports contributed to a marked growth in international and national media coverage, increasing access to key decision-makers.

A global organisation

At the end of 2014, NRC employed a total of 5,250 staff: 4,499 of which were national staff, and 284 international employees, representing 60 nationalities, working at the country level. 237 people worked at Head Office in Oslo and in NRC's representation offices. An average of 230 experts were deployed by NRC's standby rosters at any time throughout the year.

In addition, approximately 4,500 incentive/daily workers were engaged in specific projects, typically displaced persons or people from the local community engaged in large projects in camps.

Security and humanitarian access

As we predominantly operate in areas affected by armed conflict, ensuring security for staff and beneficiaries is a priority concern. All operations continually analyse risk levels and types of risk, and put in place concrete measures to minimise possible threats.



The most essential risk mitigation measure is building trust and acceptance among local communities by ensuring that our programmes are based on humanitarian needs and remain impartial, neutral and independent of political agendas.

While we succeeded in accessing millions of beneficiaries in vulnerable and hard-to-reach communities, the cost for the organisation was high: Two of our colleagues were killed in Mali and many other staff members experienced situations of extreme risk in the line of duty. Our response was to expand our risk management capabilities commensurately.

Preparing for the future

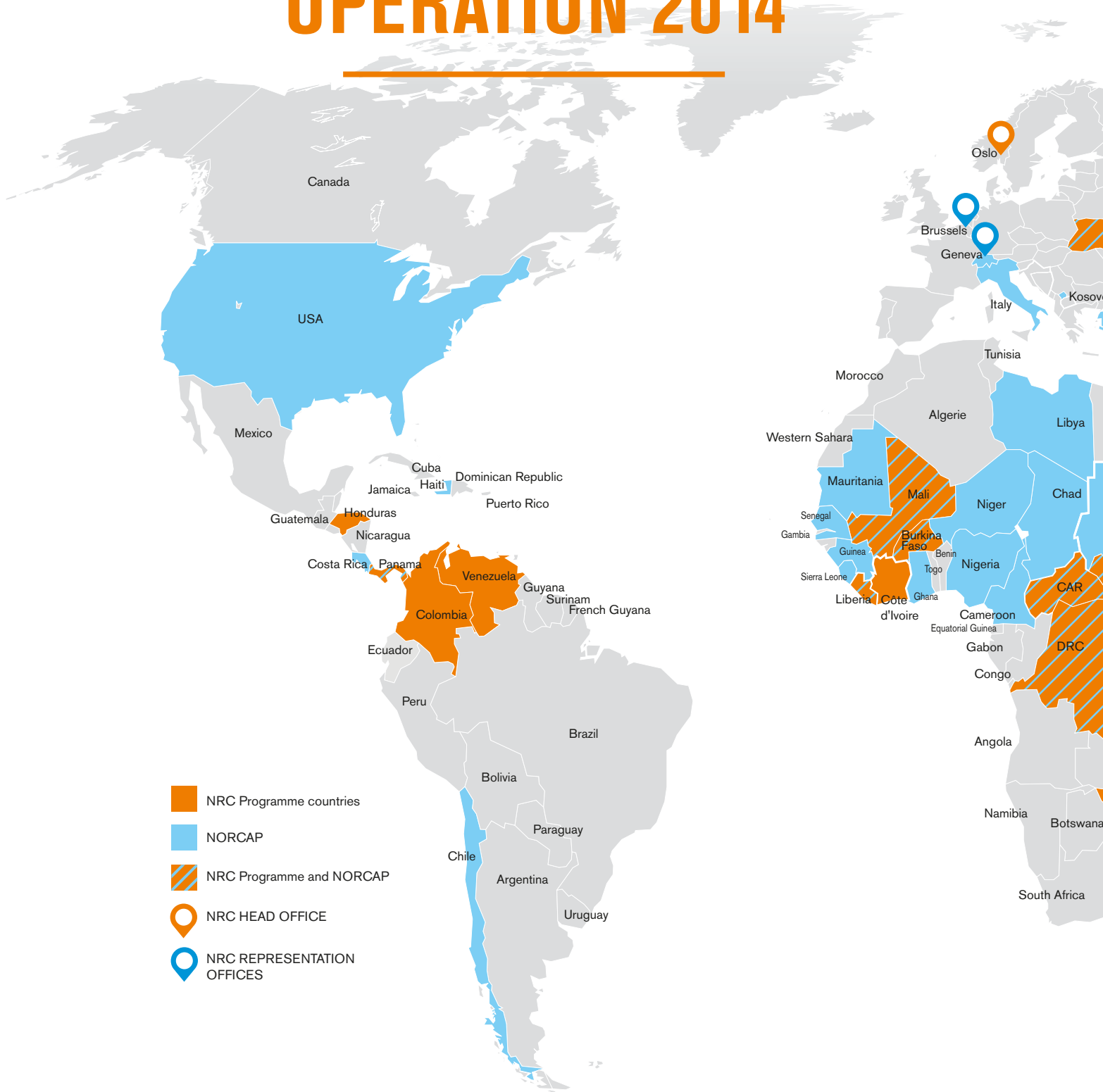
While responding to needs here and now, it is also important for NRC to prepare for future displacement situations.

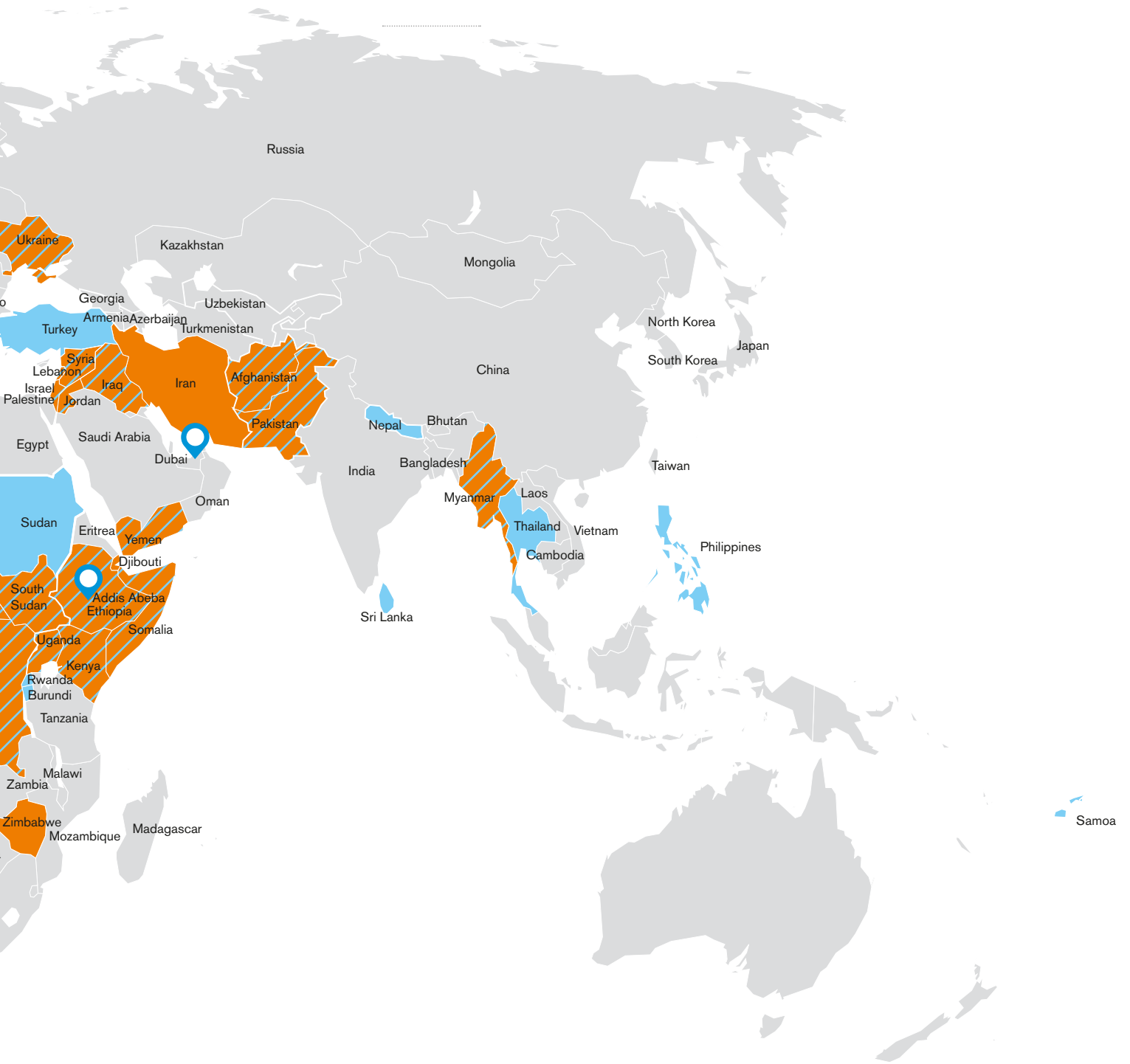
In addition to those displaced by conflict and violence, millions of people are fleeing disasters, such as storms, floods and earthquakes every year. Disaster-induced displacement is expected to increase with global warming. So far, NRC has responded to disasters in areas where we are already present and through our stand-by rosters. In addition to deploying experts in the emergency phase, NORCAP has provided expertise on disaster risk-reduction and climate-change adaptation to the UN and countries such as Nepal, Chad and the Philippines. These experts have worked to prevent and minimise the effects of future disaster-induced displacement.

NRC has also engaged in efforts to promote global recognition of the need to secure the right to protection and assistance for persons displaced by disasters. In 2015, we will pilot the establishment of a programme response in disaster-affected areas.

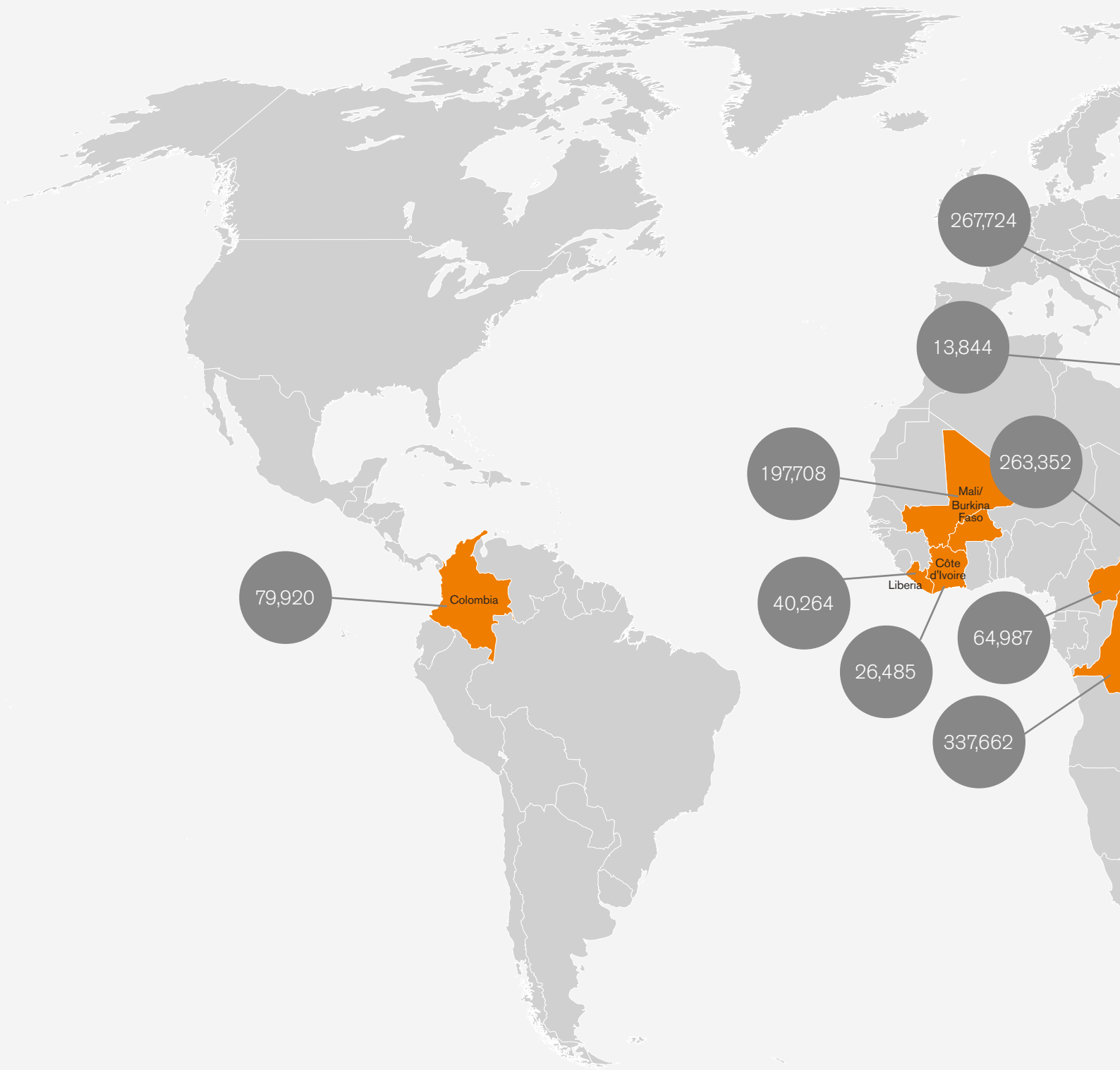
Displacement is also on the rise in Latin America, where high levels of violence at the hands of gangs and organised crime forces people to flee their neighbourhoods. Countries like Guatemala and Honduras are now experiencing higher death tolls than during the civil wars of the 1980s. In 2014, NRC explored how we can provide assistance in the areas most heavily affected and programme activities are scheduled to start in 2015.

COUNTRIES OF OPERATION 2014



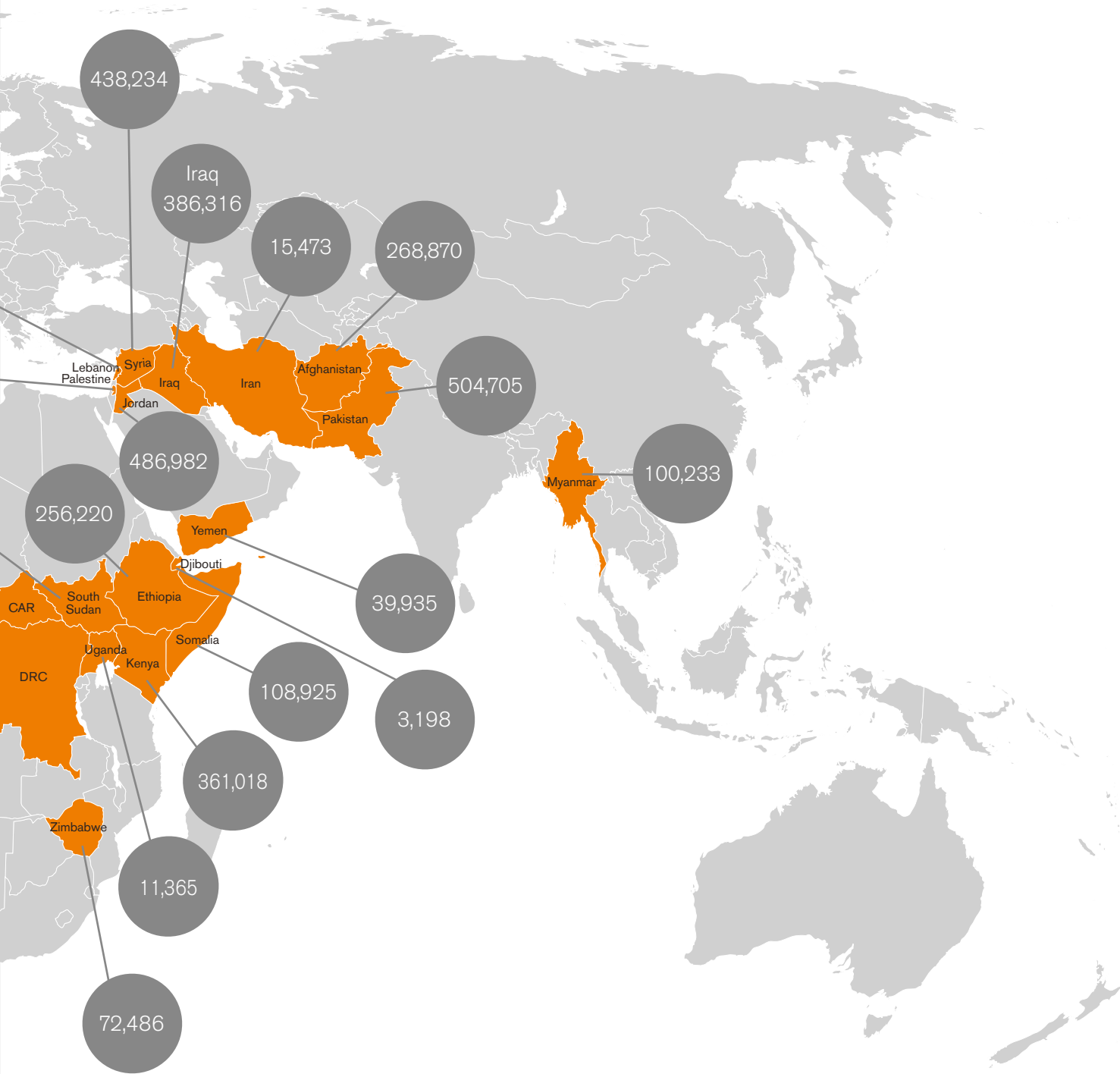


Number of persons assisted in each country



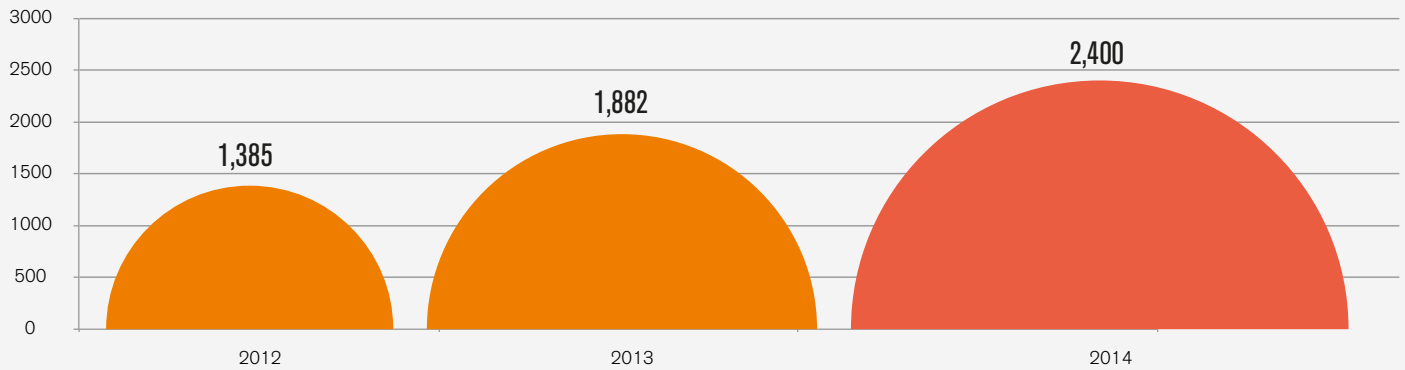
4,345,907

Total number of persons assisted in 2014



KEY FACTS

Financial growth (NOK in millions)

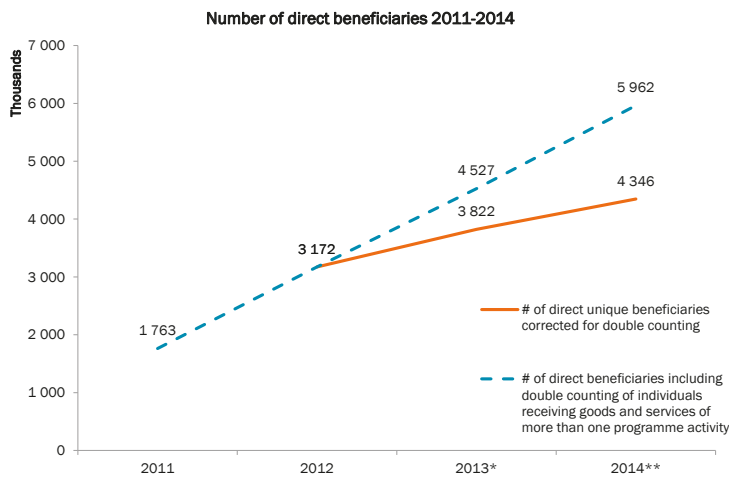


In 2014, NRC's gross income was NOK 2.4 billion, a 28 per cent increase from 2013. The increase was primarily linked to the organisation's dedicated and diversified support to the victims of the Syria crisis. 98 per cent of overall costs were used to fulfil NRC's mandate.

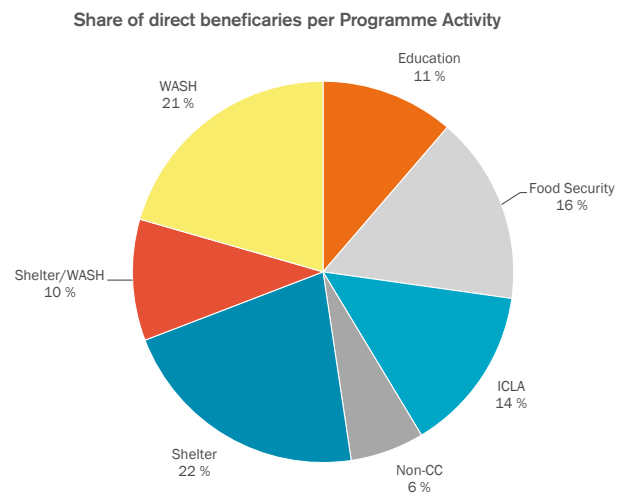
Number of people (beneficiaries) reached

In 2014, NRC assisted a record of 4,345,907 people affected by displacement.

Number of people (beneficiaries) reached per Programme Activity



* corrected country in 2013 is Kenya
 ** corrected countries in 2014 are Kenya and Jordan

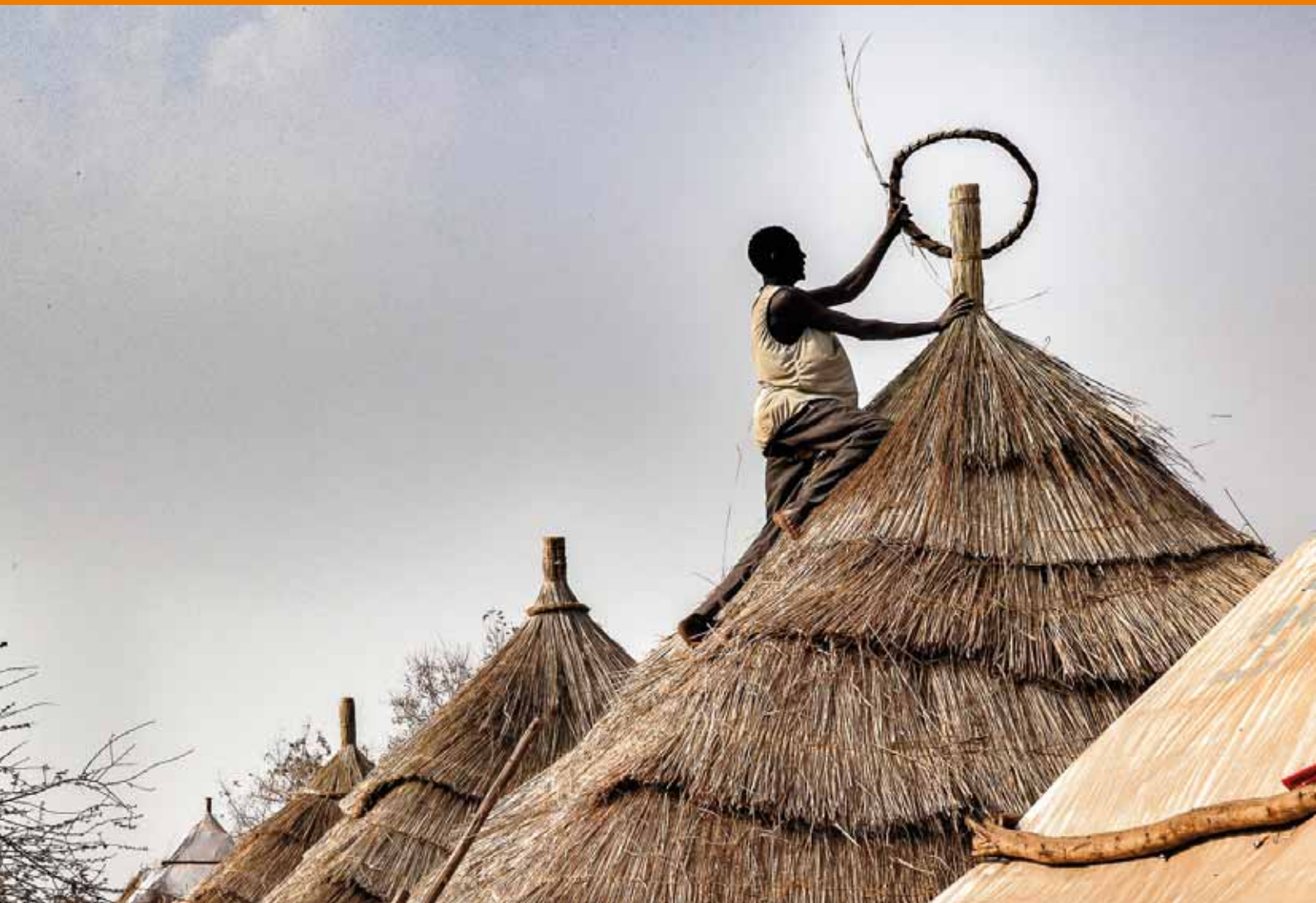


More than **4.3 million individuals** across **28 countries** received help from NRC in 2014.

A total of **600 expert** deployments were provided to **49 countries**, making NRC's rosters the most used expert deployment capacity in the humanitarian and development world.

02

COUNTRY OPERATIONS



Field Operations and Expert Deployments

FROM ONE CRISIS TO THE NEXT

In 2014, the Norwegian Refugee Council responded to the worst displacement crisis since the post-Second World War era, reaching and assisting the highest number of displaced people in the organisation's history.



A young man carries mattresses through the rubbles in Gaza. NRC provided assistance in Gaza following Israel's military offensive in July and August 2014. Photo: NRC/Zoran Filipovic

2014 was another record year for NRC. Over the last two years, the number of individuals receiving NRC's assistance increased greatly, from 3.2 to 4.3 million. Parallel to this, we delivered close to 6 million service packages in 2014, up from around 4.5 million from the year before. This signals that more persons received a combination of services than ever before.

NRC was operational in 28 countries in 2014. We initiated new operations in two countries: a new country programme was established in Central African Republic, and towards the end of the year, an emergency response started up in Ukraine. We also exited one country, Zimbabwe, after nearly five years of facilitating durable solutions for internally displaced persons reaching a total of more than 40,000 people.

NRC's ability to respond effectively to new crises was further strengthened in 2014. The main factors contributing to this were the global emergency response teams; the new Logistics First Response Capacity in Dubai, from which core relief items can be dispatched to any location in 24 hours; development and refining of emergency tools and components; and increased funding availability. We also managed to reach more hard-to-reach areas within the countries we operate and scaled up efforts to people affected by conflicts that did not receive high global attention, like Colombia, Yemen and Djibouti.

NORCAP deployed experts to support and improve the international community's crisis response in 49 countries. The expert roster's priorities were to a large extent defined by large-scale emergencies. The largest crisis to which NORCAP responded in 2014 was the war in Syria, with

WHAT IS FIELD OPERATIONS, EXPERT DEPLOYMENT AND NORCAP?

Field Operations and Expert Deployments are two of NRC's three pillars, the third being Advocacy. **Field Operations** is comprised of our programmes in the field, such as providing housing, water and food in refugee camps and other areas, in emergencies as well as longer-term crises.

Expert Deployment differs from our programmes in the field as our expert roster, **NORCAP**, primarily assists other organisations and governments, also in countries where NRC is not necessarily present with Field Operations. NORCAP supports actors such as the UN in preventing or responding to humanitarian crises. With around 800 dedicated experts ready to be deployed within 72 hours, NORCAP is the world's largest and most used expert roster.

deployments to Syria as well as to neighbouring Lebanon, Jordan and Turkey. Counted in the number of deployees, the largest single NORCAP response was in South Sudan. The Ebola response became NORCAP's main priority during the last months of 2014. NORCAP started working on the response in September, resulting in almost 40 experts deployed by the end of the year.

The Middle East and North Africa (MENA)

The war in Syria has caused the greatest displacement crisis since the Second World War, with 11.6 million refugees and internally displaced persons (IDPs). After four years of violence, around half the population has been forced to flee. Neighbouring countries shoulder the weight of the refugee influx, with Turkey and Lebanon hosting millions of Syrians. In other countries in the MENA region, conflict levels soared in 2014, and subsequently so did humanitarian needs.

NRC's new regional Middle East operation has become one of the largest providers of assistance to refugees fleeing Syria, in addition to developing cross-border operations into Syria from neighbouring countries. In Palestine, NRC provided assistance in Gaza in the aftermath of the Israeli military offensive.

The crisis sparked by Islamic State (IS) displaced at least 2.2 million people in Iraq, taking the international community by surprise. No other country in the world had more newly displaced persons in 2014. In Iraq, NRC helped thousands of IDPs that had fled into Kurdish areas following IS' takeover of Mosul.

In MENA, NORCAP deployments were concentrated around the Syria response, but with support also going to Iraq, Palestine and Yemen. Experts supported the Syria response from neighbouring countries, and four experts

worked within Syria. Notably, NORCAP was instrumental in setting up a UN-mandated mission on enabling a humanitarian corridor of goods and supplies to the population inside Syria.

Sub-Saharan Africa

Millions of Africans were forced to flee due to violence and armed conflict. These conflicts are generally internal but have in a number of cases spread to neighbouring countries, such as with the attacks conducted by Al-Shabaab and Boko Haram. Most of those who were forced to flee in 2014, were displaced within their own country: In DR Congo, Central African Republic and South Sudan alone, more than three million people were internally displaced.

NRC's response in Africa was in 2014 marked by certain key developments. South Sudan and the Central African Republic were simultaneously classified as Level 3, the highest level of emergencies. In Central African Republic, the massive violence-induced displacement prompted NRC to initiate an operation, establishing a country programme. In the greater Horn of Africa region the decade-long displacement crisis deepened with the eruption of violence in South Sudan, forcing more than 20 per cent of the population to flee. This caught the humanitarian community off guard, but NRC was nonetheless able to mobilise an emergency response. In Somalia – still the regional crisis' epicentre – the situation for displaced persons and returnees were among the worst in the world, and was as such one of NRC's largest country programmes. Correspondingly, the largest NORCAP support was to South Sudan, CAR and Somalia, in addition to the Ebola response in the second half of the year.

The Ebola outbreak in West Africa was unprecedented in size, geographic spread and number of lives lost. Consequently, the Ebola response became NORCAP's main priority during the last months of 2014. By the end of the year, 30 experts were on the ground in Liberia, Sierra Leone and Guinea, reinforcing the health response and dealing with the humanitarian consequences of Ebola.

Asia beyond the Middle East

Around 5 million persons were internally displaced in South and South-East Asia in 2014, growing by 1.8 million in just a year. The increase took place mainly in Pakistan, Afghanistan and India. In the region, NRC was present with programmes in the two former, along with Iran and Myanmar.

Clashes between government forces and various rebel groups continued to be the main driver of displacement in Pakistan and Afghanistan. Afghanistan saw a deterioration in security, and the death toll as well as the number of IDPs were far higher than the year before. In Pakistan, NRC assisted people displaced from North Waziristan, and in Afghanistan, NRC assisted refugees from Pakistan in Khost as well as people displaced from other areas.

Myanmar saw an increase in overall humanitarian needs and new displacements, much due to a series of renewed conflicts. NRC conducted assessments on emergency

response in Bangladesh related to Rohingya refugees from Myanmar, a Muslim minority group. NRC was able to assist neither the Rohingya nor other displacement-affected communities in Rakhine state or Kachin state, due to setbacks regarding access. NORCAP deployed to Myanmar, nine in total, provided support on a range of issues, from democratisation to protection and shelter.

Many Asian countries are prone to natural disasters of a deadly or displacement-driving character. Large parts of NORCAP's support in Asia in 2014 was to the Philippines, helping the country get back on its feet after Typhoon Haiyan/Yolanda caused enormous damage in late 2013. Government estimates indicated that approximately 13 million people were affected, including over 4.4 million displaced. Experts were also deployed to Pakistan, Afghanistan, and Thailand.

The Americas

Political mass movements and social reform sparked optimism in several Latin American countries, but the region faced challenges related to political turbulence, poverty, violence, crime and natural disasters. In Guatemala and El Salvador, the murder rate was level with the civil wars of the 1980s. As a result, migration from Central America into USA increased by 68 per cent in 2014. Many were children. Drug cartels and criminal gangs exploit the situation, and annually 20,000 migrants crossing through Mexico are kidnapped, according to Amnesty International.

In 2014, Latin America had seven million IDPs, according to the IDMC. Colombia, among the countries with the highest number of IDPs in the world, counted alone for more than six million of these. There are hopes that the peace process initiated in 2012 between the FARC guerrilla and the Colombian government may lead to a reduction in violence and displacement, and eventually end the more than five decade long conflict. Yet, despite progress, new and old humanitarian challenges remain, and more than 100,000 people were forced to flee their homes in 2014. NRC Colombia, our largest programme in the Americas, duly increased its capacity to respond to emergency situations. NORCAP's support in the region included Chile, where an earthquake hit in April.

In December, NRC co-organised the Cartagena +30 process together with UNHCR. NRC had convened and coordinated a process involving 180 civil society organisations, and represented their views when the governments of Latin America and the Caribbean adopted the Brazil Declaration and Plan of Action. In the declaration, governments agreed to work together and implement solutions for refugees and displaced persons.

Europe

In 2014, the humanitarian challenges facing Europe were larger than in decades. When conflict broke out in Ukraine in March, Europe experienced a refugee crisis on a scale not seen since the Balkan Wars in the 1990s. Meanwhile, war and conflict in Africa and Asia drove ever more desperate persons to try to cross the Mediterranean Sea. 3,500 people died in the attempt. The total number of asylum seekers to Europe rose by nearly 50 per cent, to 714,000 people.

According to IDMC, Europe had around 2.4 million internally displaced persons (IDPs) in 2014. Most of these IDPs were in Turkey and in Ukraine, the only European country in which on-going conflict caused displacement in 2014.

Since fighting broke out in spring, the conflict in Ukraine affected around five million of its citizens. The humanitarian situation deteriorated, and the volatile security situation posed challenges to the delivery of humanitarian assistance. The conflict forced a large number of people to leave their home, but as many of the refugees and internally displaced do not register, estimates vary greatly - from 646,000 to 1.2 million internally displaced as of December 2014. According to Ukrainian authorities, around 800,000 fled to neighbouring countries. NRC was among the few humanitarian organisations setting up relief operations in the country, and NORCAP deployed four experts.

ENHANCING HUMANITARIAN ACCESS

Delivering humanitarian assistance can be difficult and sometimes dangerous. Humanitarian actors are sometimes blocked from helping those who need it, and often face serious restrictions on how and where to operate.

Reaching millions

Since 2010, NRC has worked to strengthen our ability to overcome challenges related to access, taking steps in our Field Operations and Activities and advocating on local, national and international levels. In 2014, NRC managed to reach millions of people in hard-to-reach areas, sometimes improving access where few other humanitarian actors were present.

Throughout the year, NRC targeted a variety of hinders to humanitarian access. In Mali, we worked together with the humanitarian community to build engagement with non-state armed groups, in order to ensure humanitarian access and protect the civilian population. We continued to promote non-military protection strategies to resolve the protection crisis in DR Congo. We were heavily engaged in advocacy efforts regarding Syria, where access is often extremely limited and where the UN estimates that 4.8 million persons are in need of protection in hard-to-reach areas.

Engaging locally, nationally and globally

In many contexts, working with local partners enables us to gain access, provide better services and reach more people. It is therefore crucial to put in place solid partnership models and clearly guide and support our field operations in working with local partners.

NRC has a clear voice in global policy fora, seeking to keep access to assistance and protection on the agenda. NRC co-chairs, or is an active member of, several highly relevant international fora. In 2014, we also engaged with diplomatic missions and other NGOs to enhance awareness of the operational relevance of humanitarian principles.

Knowledge-sharing

Throughout 2014, we increased our knowledge on how to improve access capabilities within an organisation like NRC. This knowledge was shared with other organisations, for instance through a joint NRC and ICRC event in Dubai.

INVENTIVE INITIATIVES INCREASING ACCESS

In Afghanistan, NRC has piloted alternative ways to increase access. One initiative is exploring how madrasah students can be integrated more closely with humanitarian aid delivery.

In close collaboration with religious scholars, NRC developed an online module that explains humanitarian principles in context of Islamic traditions of charity. By the end of 2014, more than 200 students had completed the module in Kandahar and Jalalabad. This initiative is now moving beyond theoretical training, and students are engaging as community mobilisers in areas where access is difficult.

Another initiative uses radio drama. Together with a local production company, NRC develops storylines touching on issues of humanitarian access and delivery. These are included in a radio drama set in a normal Afghan village. The show is aired five days a week on a local radio channel in the Pashto language.



More than 200 students completed an online module designed by NRC in collaboration with religious scholars. The module explains humanitarian principles in the context of Islamic charity traditions.

RISK MITIGATION

PREDICTING THE UNPREDICTABLE

NRC works in a wide range of countries affected by conflict or natural disasters, including some of the most complex and dangerous places in the world. The growing complexity of conflicts and emergencies has prompted us to sharpen our efforts to enhance risk management within all our operations.



Strong relations with the community has given NRC a good understanding of the local context in Afghanistan.
Photo: NRC/Sune Engel Rasmussen

Effectively managing risks

Attacks on aid workers are dramatically on the rise. 460 humanitarian workers were attacked in 2013, resulting in 155 deaths. Ten years earlier, the figures were 143 and 87 respectively, according to Aid Worker Security. Against an increasingly challenging backdrop, NRC needs to adjust our risk mitigation accordingly.

In addition to the very core of our risk mitigation – ensuring the security of our staff and the people we assist – there are several potential barriers to our ability to provide humanitarian assistance. Such barriers include difficulties in obtaining the required work permits, limited access in hard-to-reach areas, traffic safety and corruption.

In an analysis conducted in our annual strategy process, we identify the most critical risk factors that may threaten our ability to conduct our work, evaluate whether we have the processes and controls in place to keep the likelihood and consequences of key risks at an acceptable level, and identify other measures that need to be taken to address key strategic risks.

Independent evaluation unit

To also have our risk management evaluated with fresh, objective eyes, the Internal Audit & Quality Support unit (IA&QS) was established in 2013 as an independent assurance and consulting service. The IA&QS evaluates the effectiveness of NRC's risk management and processes, and advises us on how to improve. The unit reports directly

to NRC's Secretary General, to ensure its operational independence, and works closely with senior management.

Ethiopia: Avoiding tension through dialogue

Large influxes of refugees or IDPs can put strains on host communities. To avoid that tensions arise and to rather increase acceptance, we directly targeted members of host communities along with refugees and internally displaced persons (IDPs) in Ethiopia. All stages of the project cycle sought to incorporate the community's input into decision-making. This enabled NRC to successfully overcome specific challenges through constructive dialogue, such as

when a host community claimed the land that was allotted to NRC's Shelter activities in Hitsats camp in Shire area.

Afghanistan: Learning from the locals

While the on-going conflict in 2014 continued to affect our programmes, we were able to mitigate the impact by introducing tailored approaches. For example, the Shelter programme adopted a policy of identifying, training and working with Community Based Focal Points (CBFPs). This created stronger links with communities, and enabled us to better understand the local context and adapt our Programme Activities accordingly.



What would you do if the refugee camp where you work was attacked by armed groups? The HEAT security course prepares aid workers for similar scenarios. Photo: Hanne Eide Andersen

PREPARING FOR CRITICAL INCIDENTS

NRC's Hostile Environment Awareness Training (HEAT) course offers a mix of advanced theoretical and experience-based sessions and practical exercises, and is designed as a real time experience. In 2014, we improved the course modules and scenarios, and included psychosocial support modules. A total of 120 persons from NRC, other humanitarian organisations and companies completed HEAT in 2014.

PROGRAMME ACTIVITIES AND CROSSCUTTING ISSUES

At the heart of our assistance in the field are our five Programme Activities, which are our specialised areas of assistance. When carrying out these Activities, we make sure to take into consideration a range of issues that are relevant in every setting and area we operate in.

When NRC has established a Field Operation in a country, we carry out some or all of our five Programme Activities vital for the welfare of displaced persons. The Programme Activities have previously been called Core Competences. These are

- Information, Counselling and Legal Assistance (ICLA);
- Education;
- Shelter;
- Water, Sanitation and Hygiene (WASH); and
- Food Security.

They are all mutually reinforcing. Each one is relevant for all phases of displacement, with a strong emphasis on the emergency phase and on finding stable solutions as soon as possible. On the following pages, you can read more about our five Programme Activities and what they achieved in 2014.

Crosscutting Issues

NRC operates in a range of settings and works to meet a range of needs. Nonetheless, certain issues are relevant across different settings, such as environmental and gender-related concerns – be it in a camp in Africa or in an urban displacement community in the Middle East. We call them Crosscutting Issues, and integrate them into our activities to ensure that we deliver high quality and relevant assistance in all phases of displacement.

Protecting the environment

One such issue is environmental protection. Climate change and environmental degradation have increasingly become agents of displacement, forcing millions of people from their homes every year. Unless properly planned and managed, even humanitarian operations can harm the environment, for example causing water pollution and deforestation. In order to ensure that NRC operations follow the principle of do-no-harm, we develop and put into practice tools and processes that assess environmental impact, and employ our own NRC Environmental Adviser to support our country programmes.

Responding to gender issues

NRC has made great efforts in the past years to ensure that our programmes are gender sensitive, and that the various needs of women and girls, men and boys are respected. In 2014, all our programmes made efforts to ensure that survivors of gender-based violence (GBV) have access to the resources they need to recover. We educated and engaged whole communities in the fight against GBV, an investment that may one day break the cycle of violence that is so common in displaced communities. Moreover, we continued to play a key role in networking and advocacy on gender and GBV issues.



A boy collects water from a tank at Gulan refugee camp in Gurbuz District of Khost Province, Afghanistan. Approximately 3,400 families are now living in the camp after fleeing their homes in North Waziristan in June 2014. Photo: NRC/Andrew Quilty



In this camp for internally displaced persons in Herat, Afghanistan, NRC provides legal aid, education, emergency assistance and shelter to thousands of refugees and returnees. Herat is home to the world's oldest camp for internally displaced persons. Photo: NRC/Sune Engel Rasmussen

Information, Counselling and Legal Assistance (ICLA)

HELPING PEOPLE EXERCISE RIGHTS

In conflict situations, several barriers can prevent a displaced person from accessing their rights. Informing and counselling displaced persons on legal matters is fundamental to ensure that their rights are upheld in practice.



Bouchara, 27, a mother of three from Aleppo province, receives an information card from Ali, a member of NRC's ICLA outreach team, in an informal tented settlement for Syrian refugees in the Bekaa Valley, Lebanon in July 2014. NRC's ICLA outreach programme serves to inform Syrian refugees how to access basic services such as healthcare, applying for assistance and sending their children to school. Photo: NRC/Sam Tarling

The NRC approach

A displaced person can face a range of legal challenges. She may have had to leave her ID papers behind when she fled, she may not have the tools to understand the laws of building a new home in her country of refuge, or she may return home to find that someone else has moved into her house. ICLA supports displacement-affected persons in claiming and exercising their rights. We always pay attention to the legal, cultural and social norms in the specific country, do our best to prevent new displacement and search for lasting solutions for the people we assist.

In emergencies, we support displaced persons to obtain civil documentation, to register for humanitarian assistance and to access land to obtain shelter, food security or livelihood opportunities. For example, we manage disputes with host communities, or negotiate access to land with authorities.

In longer lasting crises, we address structural obstacles. Complicated processes and bureaucracy, the collapse of rule of law, and dysfunctional or non-existing institutions are all significant challenges. To overcome these obstacles, ICLA staff work closely with local and national governments

and partners, and develop innovative approaches to resolving disputes. We pay special attention to helping women overcome legal barriers.

The year in review

NRC provided information, counselling and legal assistance services to 666,400 persons, a significant increase from the year before. We reached considerably more women this year, owing to our emphasis on helping women access their rights, particularly on housing, land and property (HLP).

In terms of programme development, ICLA continued to invest in our staff's capacity to address HLP needs in every programme. We also contributed to raise awareness and understanding on how the humanitarian sector can better address HLP issues in the various phases of displacement. Altogether, more than 15,000 persons were trained on HLP worldwide in 2014. Moreover, our ICLA staff enhanced their understanding of civil documentation programming, such as how to prevent statelessness in displacement situations.

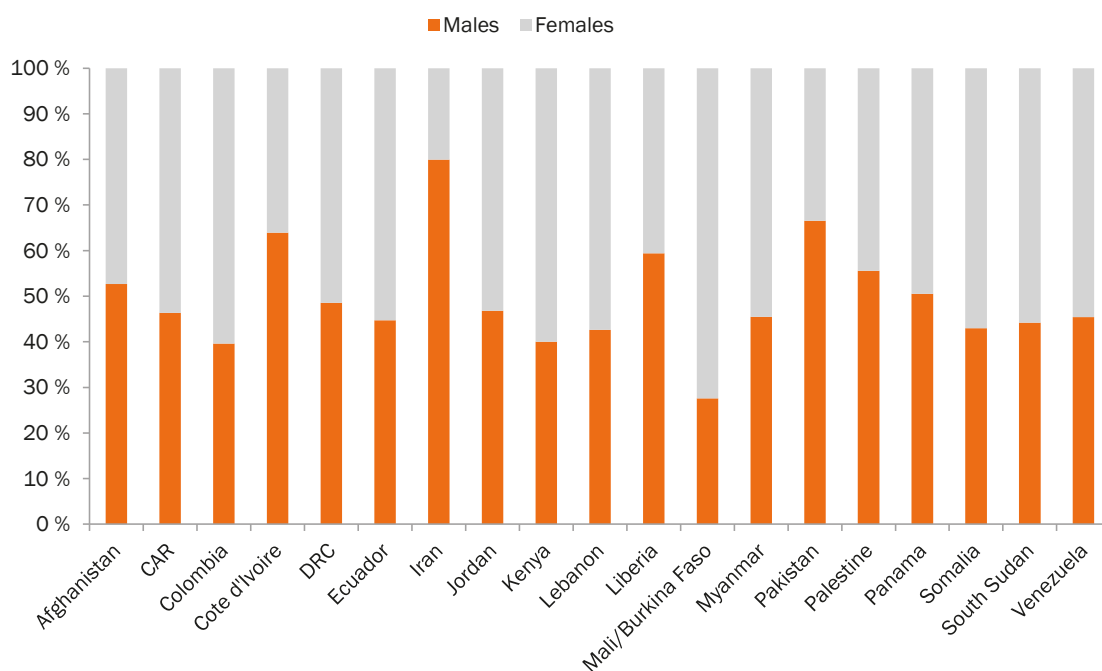
The year saw the closure of the long-running ICLA programme in Liberia and the establishment of new ICLA programmes in Central African Republic and Kenya. We conducted ICLA assessments in Iraq and Ukraine, which will likely result in ICLA programming in these countries in



Palestinian refugees in Lebanon are not allowed to own or register their property. NRC assists displaced persons in claiming and fulfilling their rights. Photo: NRC/Christian Jepsen

2015. The ICLA programmes in the Middle East have expanded in response to the on-going Syrian crisis as well as to the latest conflict in Gaza. Finally, the year also saw an increase in cross-border programming, between Kenya and Somalia and between Afghanistan, Iran and Pakistan.

Proportion of persons receiving ICLA assistance, by sex per country



Education

A LIFELINE IN EMERGENCIES

Today, half of the world's 58 million out-of-school children live in conflict-affected areas. Safeguarding the right to quality education for these children and youth can save their lives and future.



Teacher Rania al Kharaz helps Nizar (9) from Homs to draw the sea at the NRC community centre in Saadnayel, Lebanon.
Photo: NRC/Sam Tarling

Without accessing their right to education, displaced children are exposed to severe safety risks and become a “lost generation”, rather than gaining the skills and knowledge to rebuild their community and country.

The NRC approach

The importance of education is not just surviving, but also recovering. When attending school, children are protected from recruitment into armed groups, forced labour or other forms of exploitation and violence.

NRC offers support and protection through safe learning environments and psychosocial support. As a principle, we prioritise the most vulnerable and hardest to reach, and ensure equal access to services for all.

NRC brings inclusive, quality education to conflict-affected children and youth in all phases of displacement, ensuring continuity. Students are equipped with basic literacy and numeracy skills, as well as life, entrepreneurial and

vocational skills. This strengthens their self-reliance and enhances their opportunities in life.

We were one of the first aid organisations to actively promote education as a core component of emergency response, and continue to advocate the right to education nationally and globally. We adhere to the Inter-Agency Network for Education in Emergencies' (INEE) Minimum Standards for Education in planning, implementation and evaluation of education programmes.

The year in review

In 2014, NRC's education activities reached a total of 532,900 people. This includes children who enrolled in school or received education kits.

We resumed operations in Northern Uganda, in order to help South Sudanese refugee children and youth access education. In Central African Republic, more than close to 25,000 children benefited from our education activities, as

many could finally return to school after many schools had been closed for almost a year.

In Zimbabwe, NRC ended our Youth Education Pack (YEP) programme, which since January 2011 had offered opportunities for young people that had dropped out of education.

NRC Education continued to be impacted by external challenges. While the number and scale of emergencies grew, education in emergencies was underfunded. Moreover, insufficient evidence on what works and what does not within education in emergencies continued to be a challenge, as did attacks on education – with schools, students and teachers often subjected to attacks and violence.



Young refugee women in Dadaab camp in Kenya. NRC promote education as one of the core components within humanitarian response. Photo: NRC

NEW TECHNOLOGY IN EDUCATION

The Instant Network School Project is an exciting technological innovation. Aiming to address challenges facing the education programme across the Dadaab refugee camp, the project uses creative technology. The instant network classroom uses 10-inch android tablets with wifi, and power is generated from a combination of solar power, batteries and backup. It connects to a server through a mobile network or satellite.

Educational content is regularly uploaded to the server system, such as text books, PDF versions of the national curriculum, and interactive apps such as Google for Education. With this technology, students can learn and revise for exams, watch videos, and read articles on Wikipedia or books on Worldreader. The curriculum is managed by uploading local content to a server, and using online educational platforms where teachers themselves can select the appropriate content.

The initiative targets three main areas for improvement: formal education, vocational training and community e-learning.

1 million Learning in emergencies

About half of the world's out-of-school children live in conflict-affected areas. Recent reports show that even in times of emergency, displaced children, their families and communities have a clear wish of prioritising education. Still, education remains consistently underfunded in the humanitarian response.

Committed to helping children and youth who miss out on school, or never have had access to it because of conflict and crises, NRC embarks on an ambitious new initiative. With our 1 Million Initiative, we seek to reach one million children and youth through our education programmes in the years 2015-2017.

The target group is displaced and conflict-affected children (6-18) and youth (15-25). NRC prioritises the most vulnerable and the hardest-to-reach children and youth.

At present, NRC's education activities directly reach about 250,000 children and youth annually in some of the world's most conflict-affected regions. The 1 Million Initiative will be implemented in countries where we are already present, as well as in countries where NORCAP staff is deployed and in countries/regions not currently covered but in need of support.

The whole organisation has committed to significantly scale up our education delivery and programming, involving all our offices around the world. NRC's Monitoring and Evaluation framework will ensure accountability on assessing the progress in reaching one million children and youth by the end of 2017.



Children at their new school built by NRC in Colombia. They had been out of school for one year due to conflict. Photo: NRC/Tuva Raanes Bogsnes

Shelter

A HOME AWAY FROM HOME

Having a roof over one's head is among the most urgent needs for a displaced person, and a basic right. NRC's shelter activities range from providing tents in emergencies to advocating access to land and secure tenure arrangements for those who are displaced for the longer term.

The NRC approach

The purpose of NRC's shelter activities is to provide life-saving physical protection and to meet psychosocial and livelihood needs, enabling refugees to live in a safe, supportive and culturally appropriate setting.

In acute emergencies, we help on several levels. We plan and prepare camps and settlements, construct spaces for schools and communal infrastructure, and hand out household items. In situations of long-lasting displacement, we will coordinate our activities with other sectors to ensure that the displaced persons can access social services and livelihood options. Throughout, we make sure that water and sanitation solutions are provided.

Our approach to achieving sustainable solutions is anchored in working with the people and authorities in question. In all phases of displacement, we consult the displaced population as well as local, national and international stakeholders, in order to properly identify the needs. Furthermore, we promote self-reliance by strengthening local skills, for example by training and supporting the local communities in how to construct and maintain buildings.

The year in review

NRC provided shelter assistance to more than 1.5 million people in 2014. Security of tenure became an integrated part of most of our shelter programmes. Housing, Land and Property (HLP) rights, especially for women, will remain central in our shelter programmes and advocacy.

Distributing cash and vouchers remained key, in line with our prioritisation of an owner-driven approach to construction. By increasingly using SIM card banking technology and improving our monitoring, we greatly increased efficiency and reduced risks. Our approach to expand the urban housing stock by completing and upgrading housing gained recognition, and has in several cases been replicated by other actors.



NRC provides shelter solutions in all phases of emergency. Here, shelters are prepared in Azraq in Jordan in March 2014. Photo: NRC/Christian Jepsen

Methods and tools of assessment and analysis, such as those that identify and analyse environmental impacts of shelter activities, were improved and implemented in a number of countries.

The capacity to undertake assessments and start-up of shelter interventions in emergencies was strengthened through NRC's second expert Emergency Response Team. This promoted us as a major shelter actor, as confirmed by UNHCR's call to enter into a pre-qualified and preferred shelter partner agreement with NRC.

We remain one of the main NGO contributors to Shelter Cluster Coordination, both on a local level and as part of the strategic advisory group (SAG) and technical working groups of the IASC Global Shelter Cluster in Geneva.



A Yemeni shows his contract on shelter rehabilitation, supported by NRC's shelter program in Yemen.
Photo: Marwa Alhussein



Tukuls, traditional huts that are often more resilient and comfortable than tents, constructed by NRC Shelter in Tongo Refugee Camp in Ethiopia. Photo: NRC/Emebet Abdissa

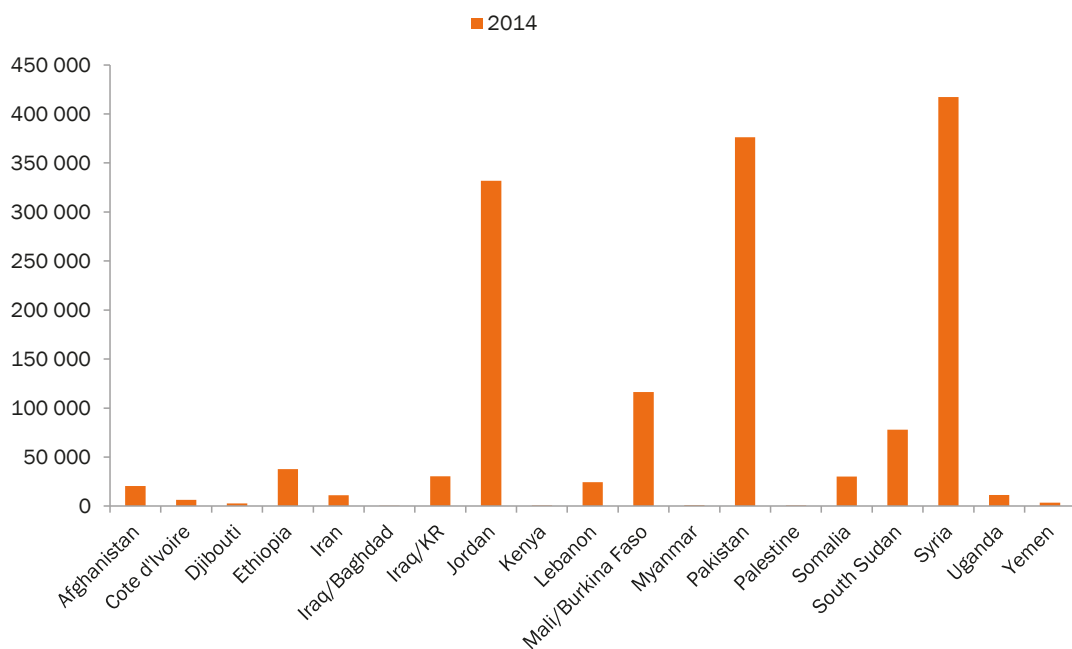


NRC's engineers visit a property registered with our urban shelter programme in Irbid governorate, Jordan, to consider when it is ready to be moved into. Photo: NRC Jordan/Dara Masri



NRC's field engineer is monitoring the community based shelter construction of a damaged house in Kurram Agency, Pakistan. Photo: NRC Pakistan/Shahzad Ahmad

Number of people receiving Shelter assistance, per country



Water, Sanitation and Hygiene (WASH)

RIGHT TO WATER AND SANITATION

Access to safe water is essential for survival and a basic human right. We work to ensure that people affected by displacement do not suffer from health risks associated with inadequate water, and that they can use dignified and safe sanitation facilities.

The NRC approach

NRC protects displaced people from health risks that stem from poor quality water and sanitation, through a combined “hardware” and “software” approach. Hardware components include water supply and sanitation technologies that suit the local context. Software activities, such as hygiene promotion and community mobilisation initiatives, accompany all the technical work. As displaced women and girls often face specific challenges in accessing water and sanitation, we use a gender-sensitive approach in all our WASH activities.

Our WASH activities include:

- Emergency supply of potable water
- Water treatment and protection from the source to the household
- Construction of communal, school and household latrines or toilets

- Distribution of essential hygiene and cleaning materials
- Waste management and recycling activities

Our WASH activities aim to benefit the local economy and strengthen local skills, capacity, and self-reliance. We encourage sustainability through involving the community in programmes, training and capacity-building, and through collaborating closely with local authorities.

The year in review

More than 968,000 people were assisted by NRC’s WASH teams in 14 countries in 2014. This represents a 112 per cent increase in WASH beneficiaries since 2013, largely as a result of displacement caused by the on-going crisis in Syria.

From June through August 2014, NRC WASH teams in transit camps in the Kurdistan region of Iraq provided emergency water supplies to internally displaced persons



Muhammad, 6, from Homs, drinks water from a tank at the Ghazzeah informal tented settlement in Lebanon’s Bekaa Valley. The water is carefully rationed by the camp’s residents. A Community Capacity Building (CCB) committee, supported by NRC, has been provided with mobile phones and other materials to facilitate coordinating with service providers directly, to monitor and report the situation. This gives the refugees more control over their own situation. Photo: NRC/Sam Tarling

(IDPs) fleeing from the Islamic State (IS) conflict in Iraq. NRC was responsible for complete water, sanitation and waste management services at some of the largest settlement sites for IDPs in the Kurdistan region of Iraq. In Dohuk, we piloted market-based approaches to traditional NGO-delivered WASH services, and conducted market surveys.

Our efforts to provide a full range of services to Syrian refugees in Lebanon improved with the start-up of WASH programmes in April. In other parts of the region, displaced Syrians were supported with more reliable water supplies, as large water storage tanks were installed at transit camps.

Following the July-August conflict with Israel, seven diesel fuel generators were procured to provide electricity for

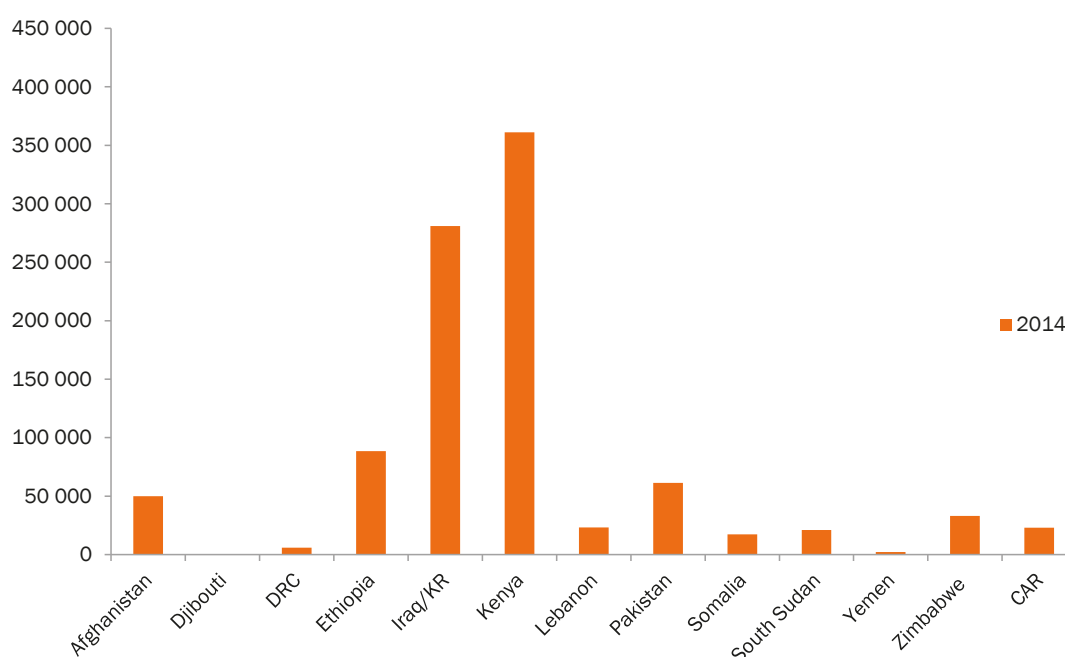
critical pumping stations throughout the Gaza Strip. This intervention marked the beginning of NRC's WASH programming in Gaza.

Market surveys on water delivery by commercial vendors were conducted in Goma, DRC. Based on this, activities to assist small-scale water service providers in Goma are planned for 2015.

At Dadaab camp in Kenya, a large-scale solar powered pumping station provided a climate friendly source of electricity for water pumping and temporary storage to thousands of camp residents.

In 2014, over 968,000 people were assisted by our WASH teams in 14 countries. This represents a 33 per cent increase since 2013, due largely to displacement related to the on-going crisis in Syria.

Number of people receiving WASH assistance, per country



Food Security

COVERING BASIC NEEDS

Across the world, 800 million people are undernourished. Although the number is decreasing, the progress risks being undermined by conflicts and protracted crises. The lack of access to food creates a risk to life, suffering and stigma, and displaced persons are particularly vulnerable.

The NRC approach

Our activities respond to both physical and economic food security needs in different phases of crises. In this, we contribute to saving lives, protect and rehabilitate livelihoods and find lasting solutions. The NRC approach respects needs, priorities and preferences in the best possible manner.

In emergencies, we facilitate access to food and supplements that suit the population's dietary needs. Where market conditions allow, we do this through providing cash and vouchers. In cases where it is not possible to use markets, general food distribution is applied.

To reduce the displacement-affected population's reliance on aid, we generate income opportunities and support the resumption of economic activities. This is based on a holistic analysis of a household's needs and priorities, market capacities and opportunities. Where possible, we make use of the local market capacities to strengthen and diversify food production and processing systems. Throughout, we

aim to reduce negative impact on the environment by integrating environment-friendly practices.

The year in review

In 2014, our Food Security activities reached 750,500 people across 11 countries. The Food Security programme has gradually refocused its approach, reaching thousands more than the year before.

We started up new Food Security activities in Central African Republic, Mali, and Ethiopia. We exited Côte d'Ivoire early in the year, handed over general food distribution in Liberia mid-2014 and fully exited Zimbabwe by year's end.

Our activities covered general food distribution, distribution of cash and vouchers to access food and other livelihood needs, promotion of entrepreneurship, and support for climate adaptation. An evaluation of NRC's cash-based food assistance in Central African Republic, funded by ECHO



Refugees plant vegetable seeds as part of NRC's Food Security assistance in Kakuma, Kenya. Photo: NRC/Ingrid Prestetun

and designed to provide flexibility according to the various contexts, concluded that such a flexible approach is highly appropriate and effective.

Due to capacity limitations, Food Security was not part of our Syria crisis response in 2014.

By the end of 2014, the Food Security programme was active in 11 out of the 28 countries where NRC was operational. However, food security interventions are needed in the majority of our country programmes. We will therefore seek to establish new food security interventions in 2015.

Kenya was the country
in which Food Security
reached the most people:
361,018

118,457
people received
cash/vouchers
worldwide in 2014



Photo: NRC/Vincent Tremeau

Urban displacement

Urbanisation is rapidly reshaping the world, with more than half of the world's population now living in urban areas. This is predicted to increase to 66 per cent by 2050. Displacement is increasingly becoming an urban issue, with more than half of the world's 21.3 million refugees now being urban residents. It is believed that up to 80 per cent (IDMC data) of internally displaced people living outside of camps are residing in urban areas.

A large majority of the urban displaced live in fragile, low income and conflict-affected countries that already struggle to provide sufficient services to their own populations. If adequate multi-sectorial support is not provided, social tensions and violence can ensue.

Mapping operational learning

In 2014, an assessment app was developed for urban areas to better profile and assess needs related to being displaced to an urban setting. During the year, a capacity assessment was carried out, complemented by case studies to showcase NRCs approach in urban settings from DRC, Iraq, and Jordan.

In 2015 the urban assessment app will be piloted and disseminated, further case studies will be carried out, and we will develop programme policy guidelines to consolidate programme learning into an overarching strategy for urban displacement.

Protracted displacement

In several of the countries where we work, the displacement situation has lasted for many years. Palestinian and Somali refugees are obvious examples of such protracted situations, where populations have been displaced for several decades. Afghanistan is another case in point, where the conflict has displaced large groups of people both internally and to the neighbouring countries. Achieving durable solutions for large populations of refugees or internally displaced people has proven very challenging. We have aimed to identify new ways of contributing to unlocking crises of protracted displacement, through research and analysis to inform both our programme development and wider humanitarian debate and policy at national, regional and global levels.

Ivorian refugees in Liberia

In 2013, NRC studied the impact of Ivorian refugees on host communities in Liberia. The 2010 post-election crisis in Côte d'Ivoire displaced more than 950,000 people, with 700,000 displaced internally and more than 250,000 seeking refuge in neighbouring countries. In the report *With Open Arms: Impact of Ivorian Refugees on Host Communities in Liberia*, published in May 2014, the most significant findings were that: 1) local hosting was not economically or socially harmful to refugees or host communities; 2) refugees in officially supported host communities had better welfare than refugees staying in other host communities; and 3) high rates of local integration were observed in the official communities where humanitarian assistance was aligned with traditional cross-border coping strategies.



Each week, thousands of Syrian refugees arrive to Domiz camp in the Kurdish province of Dohuk in northern Iraq. In addition to Domiz camp, approximately 90,000 refugees are scattered in and around urban centres. Some are well socially and economically integrated, whereas others are just making ends meet. Photo: NRC/Christian Jepsen

03

IMPORTANT HUMANITARIAN ISSUES



ADVOCACY

FROM THE FIELD TO THE GLOBAL ARENA

NRC focuses our advocacy efforts on improving the lives of those who are most vulnerable during crises. We advocate through direct consultations or by speaking out publicly. We must strive to denounce violations and speak out when that is the best way to help the displaced and vulnerable, without risking their safety or that of our staff.

Being present on the ground, we gain knowledge of the situation for refugees and internally displaced persons. To promote their rights and protection we engage with local, national and global actors to find ways of improving access, protection and assistance. Much of our advocacy is conducted in our country programmes. In 2014, our local advocacy initiatives improved the rights and protection of displacement-affected people. In addition, we were the driver of a number of global initiatives and campaigns.

Protection and access in Syria

Among the most prominent of these initiatives was our advocacy regarding humanitarian space and protection in Syria, which was significantly strengthened in 2014. The most visible components of this effort were the Secretary General's testimony before the US Senate on the humanitarian situation in Syria in March and the launch of the No Escape report in November, a co-production with the International Rescue Committee. The report received widespread global coverage and put a critical protection issue on the international agenda for the first time, directing the public's attention towards the fact that borders were being closed at a growing rate, preventing Syrians from seeking international protection.

Cartagena +30

In December 2014, NRC co-organised the Cartagena +30 process together with UNHCR. We had convened and coordinated a process involving more than 150 civil society organisations across Latin America, and represented their views at the Ministerial meeting where the governments of Latin America and the Caribbean adopted the Brazil

Declaration and Plan of Action. In the declaration, governments agreed to work together and implement solutions for refugees and displaced persons, ending the plight of stateless persons in the region. The Declaration is the result of a lengthy consultation period with governments, international and regional organisations, Ombudsman offices, as well as the region's civil society.

Media outreach

Our additional advocacy efforts contributed to progress within issues of counterterrorism among humanitarian actors, and within Housing, Land and Property (HLP). IDMC's reports raised awareness on the internal conflict and displacement in Nigeria. In Norway, we engaged on a variety of refugee and asylum seeker related issues, most importantly advocating for Norwegian participation in the search-and-rescue operations to save migrants crossing the Mediterranean.

The Nansen Refugee Award

In September 2014, the Colombian women's rights network Butterflies With New Wings Building a Future was selected as the 2014 laureate of the Nansen Refugee Award. Established in 1954, the Nansen Refugee Award recognises extraordinary humanitarian work on behalf of refugees, internally displaced or stateless people. The prize is awarded by the UNHCR, with NRC an important partner.

The 2014 award received worldwide media attention, with articles published in 44 different countries.

CLIMATE CHANGE AND DISASTERS

Every year, millions of people across the globe are displaced in the context of disasters and climate change. It is projected that the impacts of climate change will accelerate food insecurity and poverty, leading to continual deterioration of livelihoods and resulting in higher numbers of women, children and men forced to flee their homes.

NRC and partners have been at the forefront of research, policy development, and advocacy efforts to identify legal, institutional, and operational gaps and solutions for those displaced. Resilience is therefore an area of significant interest for NRC activities.

Protection of people displaced by disasters and climate change

Global and regional policy

During 2014, NRC worked together with the Nansen Initiative, UNHCR, IOM, UNU, UNISDR, Refugees International, RAED and other partners on research, communication and advocacy, with thematic focus on urbanisation, resilience and protection in situations of displacement caused by disasters.

Major global milestones reached were inclusion of displacement in the draft text for the new Hyogo Framework Agreement for Disaster Risk Reduction (was finalised in Sendai in March 2015), in the advanced draft for a new Climate Change Convention (due be finalised in Paris, December 2015), and participation in the UN Climate Summit in New York in September 2014. At regional and country-levels, NRC and partners in the Middle East and North Africa, Central America and Somalia have reached decision makers, ensuring that the issue of displacement is included in national disaster preparedness and response plans. In partnership with devTV, NRC produced two short TV programmes on disaster displacement in the Philippines and Japan which were screened more than 50 times on EuroNews in 17 languages during February and April 2014.

Protection practice

In 2014, NRC led the development and delivery trainings on protection in disaster situations in Central America, in collaboration with Plan International, Save the Children and World Vision. The region was selected due to the high risk of disaster-induced displacement and the strong interest from line ministries and other disaster responders to learn more about displacement and protection in disaster situations and develop national action plans, as a result of NRC's advocacy work and the Nansen Initiative regional consultations.

NRC has throughout 2014 supported the Nansen Initiative in organising two inter-governmental regional consultations and five civil society meetings in the Horn of Africa, South-east Asia, Pacific and Central America and Europe in preparation for the Protection Agenda to be finalised and verified in 2015.

Protecting the environment

In 2014 the development and implementation of the NRC Environmental Impact Assessment Tool, known as NEAT was a key achievement. Unless properly planned and managed, responses to displacement can have harmful effects on the environment, such as water pollution and deforestation. In order to ensure that NRC operations follow the principle of "do-no-harm", our country offices started using the NEAT to ensure that vulnerable populations are not being exposed to unnecessary environmental risks. Its user-friendly interface makes it simple for NRC field staff to keep environmental protection in mind when designing projects.

Whereas conventional Environmental Impact Analysis is a resource-heavy process that requires extensive investment prior to any on-the-ground activities, NRC's NEAT is an easy-to-use app designed specifically to move environmental issues to the forefront of decision-making for our programming.

Improving expert capacity

NORCAP has in recent years deployed experts to build resilience by strengthening the capacities of UN agencies, countries and regions to prevent, manage and recover from crises such as natural disasters and conflicts. Under the broad umbrella of disaster risk reduction/management (DRR/M) and climate change adaptation, NORCAP experienced a continuous demand for experts in 2014. Developing new partnerships with relevant international, regional and national stakeholders is an important component of this work. In 2014, a new partnership agreement with the World Meteorological Organization was developed for stand by experts to improve the use and dissemination of climate information in key sectors in disaster prone areas.

HOUSING, LAND AND PROPERTY RIGHTS

Although housing, land and property (HLP) rights are primarily the responsibility of governments, they are also an essential aspect of NRC's Shelter programming and overall humanitarian response. NRC advocates for displaced people's housing, land and property rights to be upheld, with a particular emphasis on displaced women and on strengthening secure tenure arrangements in shelter assistance.



An important part of NRC's advocacy work is the ICLA programme. Here, Syrian refugee Zarifa holds an information card provided her by NRC in an informal tented settlement in the Bekaa Valley in Lebanon. Photo: NRC/Sam Tarling

Accentuating displaced women

In 2011, NRC embarked on a five-year initiative aiming to increase displaced women's access to HLP rights through global and country-level advocacy. Research on the main challenges for displaced women has been undertaken in our information, counselling and legal assistance (ICLA) programmes in 11 countries.

In 2014, the project continued to build on NRC's programme experience, with the publication of country reports based on research and legal cases from ICLA programmes in South Sudan, Liberia, Afghanistan, and Ecuador and

Panama for Colombian refugees. Each country held events with stakeholders to promote the main recommendations.

NRC also launched a global report on displaced women's housing, land and property rights: *Life can change: Securing housing, land and property rights for displaced women*. All reports are available at womenshlp.nrc.no.

Housing, land and property rights in Afghanistan

In Afghanistan, women's HLP rights are recognised in the country's constitution and its civil code, as well as in *Shari'a*. In reality, however, women continue to face discriminatory cultural norms and customary practices. Since 2003, NRC has been the major provider of legal aid across the country, providing information, counselling, legal assistance and capacity building to enable beneficiaries to claim and exercise their HLP rights.

The report *Strengthening Displaced Women's Housing, Land and Property Rights in Afghanistan*, published in November 2014, aims to highlight such customs and cultural practices and demonstrate the challenges women face to fully realise their rights enshrined in law. It also provides recommendations to the Government of Afghanistan, donors, humanitarian actors and civil society organisations on how to tackle these challenges and increase meaningful engagement on women's HLP issues.

Influencing legislation

In 2014, NRC partnered with the International Federation of the Red Cross (IFRC) to publish a report called *Security of tenure in humanitarian shelter operations*. The work done by our ICLA and shelter programmes contributed to a new international soft law document issued by the Special Rapporteur on adequate housing, titled *Guiding principles on security of tenure for the urban poor*.

At the end of 2014, we initiated an external review of our HLP advocacy to be able to make better use of resources, with an increased focus on support to country programmes. The review is available at www.nrc.no/arch/_img/9197488.pdf



ILLUSTRATION BY ADAM ZYGLIS. Zyglis is the staff cartoonist of The Buffalo News. His cartoons are internationally syndicated and have appeared in many publications around the world, including The Washington Post, USA Today, The New York Times and Los Angeles Times. Zyglis won the Pulitzer Prize 2015 for Editorial Cartooning.

COUNTER-TERRORISM

By engaging in policy outreach with governments, counter-terrorism (CT) bodies and a broad range of humanitarian organisations, NRC advocates for changes in policies and practices that hinder principled humanitarian action.

Improving risk management

In 2014, NRC's engagements included providing evidence-based messages to support the Norwegian government's participation in the discussion on the UN Global Counter-Terrorism Strategy.

We also continued to pursue advocacy engagements with the humanitarian community to improve risk management and due diligence practices of humanitarian actors with respect to CT laws and policies. Upon the request of the Inter Agency Standing Committee (IASC), NRC developed a risk management/CT toolkit for humanitarian practitioners, which was finalised in April 2015.

Dialogue with peace mediators

Other activities implemented by NRC in 2014 included the co-organisation of an expert workshop with the Centre for Humanitarian Dialogue (CHD), for both humanitarian and peace mediation experts. The workshop explored similarities and differences in impacts of CT measures on both sectors. Outcomes and recommendations were shared with the UN Counter-Terrorism Implementation Task Force (UNCTITF) and OCHA's regional office for the Middle East and north Africa.

COUNTER-TERRORISM: RESPONDING TO INCREASED TERROR-RISK

Over the past decade, many states have adopted or expanded counter-terrorism (COTER) measures to respond to perceived increased risk, to conform to United Nations Security Council and General Assembly decisions, and to ensure greater oversight and accountability for resource flows in unstable contexts. Measures include:

- International measures, including Security Council Resolution 1373 – which obliges States to implement a wide range of measures to combat and prevent further acts of terrorism – and FATF Special Recommendation 8, which seeks to ensure non-profit organisations are not misused to finance terrorism;
- National criminal laws, which may criminalise the provision of 'material support' to individuals or groups designated as 'terrorist' on international and/ or national terrorist lists;
- Sanctions, which prohibit transactions with terrorist-listed individuals and groups. Though international sanctions regimes exist sanctions are generally enforced at the domestic level and are risky for humanitarian operations as no intent to further terrorist acts is generally required to violate them;
- Partner vetting programmes, which requires humanitarian actors to submit detailed personal information about "key individuals" to donor governments. This raises concerns that humanitarian actors will be perceived as intelligence gathering on behalf of foreign powers, undermining their impartiality; and
- COTER clauses and other funding conditions which may contain specific COTER obligations incompatible with humanitarian principles.

IMPROVING THE COORDINATION SYSTEM

Through its operational experience, NRC aims to contribute to improvements in the humanitarian system. In 2014, NRC's efforts included supporting the strengthening of international financing and coordination mechanisms.

Tools, systems, partnerships and coordination have significantly improved after the Humanitarian Reform in 2005 and the Transformative Agenda in 2011. Meanwhile, on-going reforms and initiatives, such as the World Humanitarian Summit, continue to inform a future humanitarian agenda by building on good practices and identifying lessons learnt across regions and actors.

In spite of progress made, important gaps remain within the system. These include systemic issues such as the lack of adequate needs analysis, flexibility and timeliness related to funding, the insufficient prioritisation of needs in funding decision-making processes, coordination imbalances, insufficient inclusion of frontline responders such as NGOs in decision-making, and insufficient prioritisation to protection and education in emergencies.

Bridging the gap

In 2014, NRC launched the study "Bridging the Needs-based Funding Gap: NGO Field Perspectives." The study provided field-based evidence and recommendations aimed at donors, UN agencies and NGOs to strengthen the financing system. The launch of the report, jointly co-hosted by NRC and OCHA in Geneva in April 2014, contributed to a more collective reflection on the challenges to needs-based financing.

In 2014, NRC produced the manual NGO Cluster Co-Coordination: Tools and Guidance across clusters, NGOs, HCTs and UN agencies in order to support NGO coordination roles. NRC provided evidence for supporting NGO cluster co-lead positions and NGO coordination forums, at the launch of the NRC financing study. In Iraq, the manual was shared with the Humanitarian Country Team (HCT) and the NGO community as part of an advocacy strategy to ensure co-leadership of NGOs in the clusters.

Engaging in the World Humanitarian Summit

NRC decided to invest in the World Humanitarian Summit (WHS) process early in 2014. NRC provides advocacy messages and briefings for states including Norway, and to humanitarian organisations. NRC also participates in regional, online and thematic consultations and has a staff member seconded 30 per cent to the WHS thematic group on Serving the Needs of people in Conflict. At the regional levels, NRC provided technical support to the African Union Commission and undertook the first ever study conducted to define and promote the African Union's WHS engagement. NRC also participated in the West and Central Africa consultation. Finally, NRC used its strategic positioning and convening power to engage humanitarian organisations and key governments, such as Norway, in dialogue on desired outcomes for the WHS.

THE HUMANITARIAN SYSTEM

Humanitarian actors work in emergencies to enable international humanitarian assistance to reach the places and people in need of it. They include UN agencies, the International Red Cross/Red Crescent Movement, non-governmental organisations (NGOs), military institutions, local government institutions and donor agencies, and their actions are guided by key humanitarian principles: humanity, impartiality, independence and neutrality. Good coordination is vital, and it strives for a needs-based, rather than capacity-driven, response.

THE WORLD HUMANITARIAN SUMMIT

The World Humanitarian Summit is an initiative of the United Nations Secretary-General, managed by UN OCHA. The first WHS, to be held in Istanbul on 26 - 27 May 2016, aims to bring together the global community of governments, humanitarian organisations, people affected by humanitarian crises and new partners including the private sector to propose solutions to the world's most pressing challenges and set an agenda to keep humanitarian action fit for the future. It is the first global summit on humanitarian action of this size and scope.

INTERNAL DISPLACEMENT MONITORING CENTRE (IDMC)

BEHIND THE FIGURES

While the number of displaced by conflict and disasters has risen over the last years, IDMC is increasingly directing its efforts towards gaining a deeper understanding of the dynamics of displacement.

The numbers of people internally displaced by conflict and violence, has steadily increased from 19.3 million in 1998 to 38 million at the end of 2014.

New strategy

Notwithstanding the record high number of people internally displaced by conflict and violence, the initial IDMC research suggests that much larger numbers of people are displaced each year by disasters. However, the long-term scale, duration, impact and patterns of disaster-induced displacement are not yet well understood.

A new strategy for the IDMC was developed in 2014, in order to respond to gaps in the collection, interpretation and analysis of displacement-related data. IDMC will develop a clear and comprehensive conceptual framework so that the many drivers and dynamics can be better understood.

In 2014, IDMC monitored and reported on internal displacement related to conflict and violence in 58 countries. In addition, IDMC has continued its global monitoring of all countries affected by disaster displacement. The two IDMC flagship reports – *Global Overview* and *Global Estimates* – were launched with the High Commissioner of refugees and the UN Deputy Secretary General respectively.

Addressing the UN

In May, IDMC shared its expertise and latest findings with the UN Security Council. The purpose of the meeting was to highlight the importance of addressing internal displacement and to ensure they are taken into account in UN resolutions and in planning and conduct of UN peacekeeping operations.

77% of the world's internally displaced people live in just **10 countries**

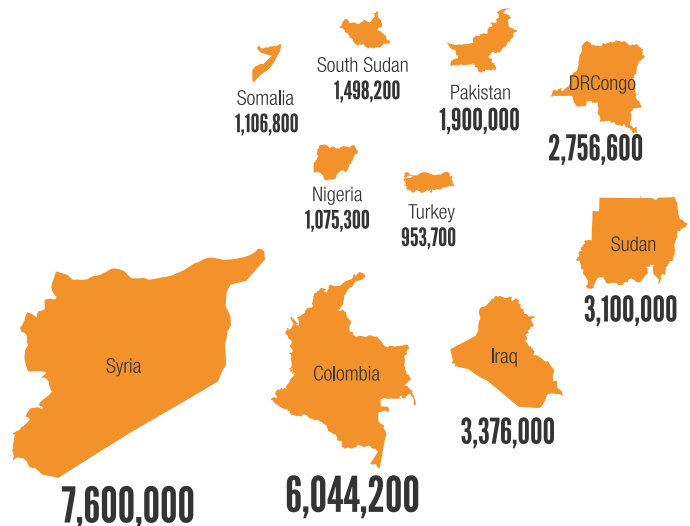
Throughout the year, IDMC has contributed with evidence and research to discussions on climate induced displacement, such as Lima COP21, and initiatives in New York, Nairobi, Dhaka and Geneva.

Capacity-building

Through workshops organised by IDMC, 550 people in 12 countries participated in 16 training sessions. In December, IDMC and NRC ran a training on national responsibility for IDP protection at the African Union headquarters. Here, ten AU member states participated, plus representatives from international agencies and NGOs.

Mapping protection gaps in Zimbabwe

Zimbabwe was one of the first countries to ratify the Convention on Protection and Assistance for Internally Displaced Persons in Africa (known as the Kampala Convention) in 2013, but implementing legislation remains to be passed. IDMC, in collaboration with national and international stakeholders, produced the report *A review of the Legal Framework in Zimbabwe relating to the protection of IDPs*. The study provides the government and other actors working on IDP issues with a mapping of the existing gaps within the legal framework, and recommendations for improvement.



NRC PUBLICATIONS AND ANNUAL REPORTS

As an organisation with more than 5,000 employees and programme activities in over 25 countries, NRC's annual reports are an important part of highlighting some of the work we do for the world's displaced. It is part of our effort to strengthen NRC's visibility and accountability, both towards donors, partners, decision makers and the general public.



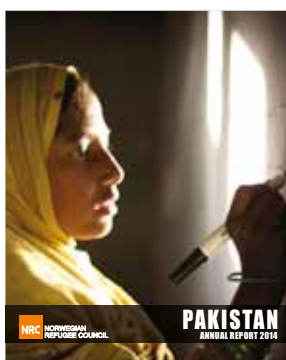
Annual Report 2014

The Annual Report 2014 covers NRC's activities for the year 2014 and describes how NRC assisted a record 4.3 million people. The report details key facts, phases of displacement, programme activities, cross-cutting issues, advocacy and snapshots from programme countries.



NORCAP Annual Report 2015

This annual report outlines NORCAP's activities and key achievements in 2014. It describes the variety and volume of NORCAP's work and shows how the 800 experts contributed to strengthening the United Nations (UN) agencies, national stakeholders and other international operations during the past year.



Pakistan Annual Report 2014

The Pakistan Annual Report 2014 is summary of NRC's programmes in Pakistan, which focuses on assisting Afghan refugees, displaced people and returnees in the country.



Horn of Africa Annual Report 2014

The NRC Horn of Africa, South Sudan, Uganda and Yemen Annual Report for 2014 is a short summary of the accomplishments by the NRC regional team.

DISPLACEMENT STATISTICS

Through various publications, targeting both decision makers and the general public, NRC aims to raise awareness of conflicts and displacement situations, inform policy discussions and contribute to increased assistance to people in need.



Flyktningregnskapet

NRC has produced *Flyktningregnskapet* annually since 2005. The publication gives an overview of global displacement figures and trends, country profiles on the main refugee producing and host countries and in-depth articles on relevant displacement issues. As part of the overview, NRC publishes a list of the world's most neglected refugee crises.

Flyktningregnskapet was launched on 18 June, two days before World Refugee Day, and received broad coverage in a wide range of Norwegian media. Stavanger Aftenblad, Aftenposten and NRK had extensive coverage, and Secretary General Jan Egeland and Media Coordinator Becky Bakr Abdulla were invited to the TV2 studio to talk about the publication.



Global Overview

The Global Overview 2015, published by NRCs Internal Displacement Monitoring Centre (IDMC) in May 2015, finds that 38 million people were internally displaced at the end of 2014 due to conflict and violence.



Global Estimates

In September 2014, IDMC launched the report *Global Estimates*, which estimates the number of displaced due to natural hazards. The report reveals that 21.9 million people were forced to flee their homes in 2013 by natural disasters.

NRC publications

PERSPECTIVE

By publishing its own international and humanitarian affairs magazine *Perspective* in English and Norwegian, NRC is able to raise topics that are often overlooked in traditional media. *Perspective* is produced quarterly, and both issues are disseminated to a wide range of policy makers, think tanks, universities and journalists worldwide.



Perspektiv

The first Norwegian *Perspektiv* was published early 2009. Today, the magazine has a circulation of 13,000 and is on sale in Narvesen. In addition to raising various topics related to displacement and conflict, the Norwegian edition is a contribution to advocacy work towards Norwegian decision makers.



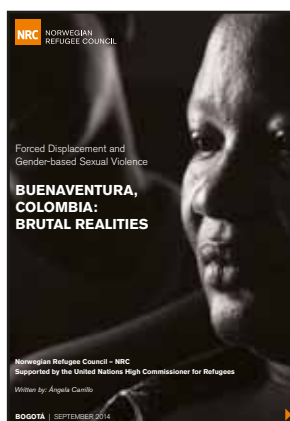
Perspective

The English issue is on sale in more than 15 countries and available in the iPad App Store. It is also distributed in cooperation with UNHCR to their international network. NRC's ambition is to spark constructive discussions on topics ranging from the conflicts in Afghanistan and South Sudan, to the political struggles in the Security Council or, quite simply, to stimulate ideas for improving the situation for the millions of people suffering from the effects of today's humanitarian crises.

NRC publications REPORTS

NRC publishes a wide variety of reports on various thematic and geographic issues. Here are some highlights.

NRC Reports



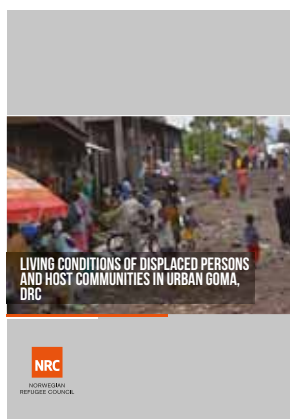
Buenaventura, Colombia: Brutal Realities

Released in September 2014 with support from UNHCR, the report shows that violence has a disproportional impact on women in Colombia, especially those of afro-Colombian descent, and the tactics of the warring factions systematically use sexual violence as a weapon of conflict. The report is based on interviews and desk research.



Strengthening Displaced Women's Housing, Land and Property Rights in Afghanistan

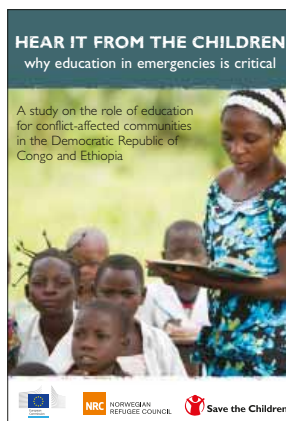
Released in November 2014, the report captures NRC's role in bringing greater understanding and visibility to Afghan women's housing, land and property (WHLP) issues in a displacement context.



Living Conditions of displaced persons and host communities in urban Goma, DRC

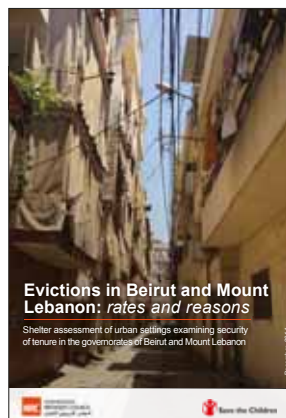
Released in November 2014, the study provides a snapshot of current living conditions of persons affected by displacement in Goma, a central point for the reception of displaced persons over the last 20 years of conflict in the eastern Democratic Republic of Congo (DRC).

Co-Publications



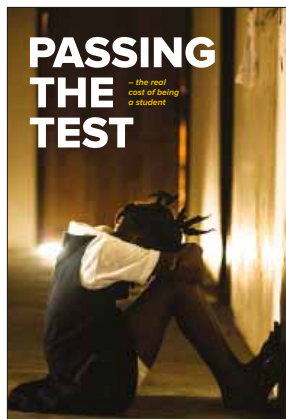
Hear it from the children NRC/Save the Children/ European Union's Children of Peace initiative

Launched in May 2014, the study presents the voices of over 250 children, parents, teachers and community representatives who were severely affected by conflict in Democratic Republic of Congo (DRC). Education is a number one priority after reaching safety.



Evictions in Beirut and Mount Lebanon

Launched in December 2014, the report is a shelter assessment of urban settings, examining security of tenure in the governorates of Beirut and Mount Lebanon. According to the report, Beirut and Mount Lebanon is the governorate with the most rapid growth in registered population of Syrian refugees.



Passing the Test NRC/Save the Children/ IBIS/Concern Worldwide

Launched in February 2014, the report examines the research undertaken by a consortium of government and non-government agencies working in Liberian schools, commissioned to research School Related Gender Based Violence.

04

SNAPSHOTS FROM THE FIELD





Many refugees cross the border from Syria after nightfall and spend their first night in the refugee camp in a large sleeping hall.
Photo: NRC

SYRIA: GETTING THE JOB DONE

NRC provided humanitarian aid to half a million conflict-affected people within Syria in 2014.

After nearly four years of conflict, the Syrian civil war has led to the worst humanitarian crisis of the twenty-first century. The ensuing humanitarian emergency is the most complex in the world. Close to 12.2 million people are in need of humanitarian assistance and protection in Syria. By the end of 2014, there are at least 7.6 million internally displaced people (IDPs) in Syria.

Humanitarian access and freedom of movement remain challenging, and access across frontlines has become extremely limited. An estimated 4.8 million people are in need of humanitarian assistance in areas considered 'hard-to-reach' by the UN. This makes it even harder to provide civilians with adequate assistance and protection. The number of people in need of basic services is expected to increase as local capacities and host communities are over-

burdened. Food, water, medical assistance and alternative livelihood opportunities have become harder to come by.

Serious child protection issues, such as child recruitment, early marriage and hazardous forms of child labour have been reported, with lack of access to education being a contributing factor. Assessments show that 30 per cent of houses and infrastructure have been destroyed or damaged in northern Syria, and the destruction continues.

In 2014, NRC reached more than 438,234 vulnerable people with humanitarian assistance across several areas. While travel to some areas in the north was possible for a while, elevated security concerns led NRC to adopt a remote programming approach, which included partnering with local relief actors.

Seeking refuge in host communities

The intensity of the conflict caused major population movements throughout 2014. Reports suggest that the majority of the internally displaced population found residence within host communities where resources were limited. Others found shelter in collective centres, in abandoned or damaged buildings, in informal settlements, and in camps.

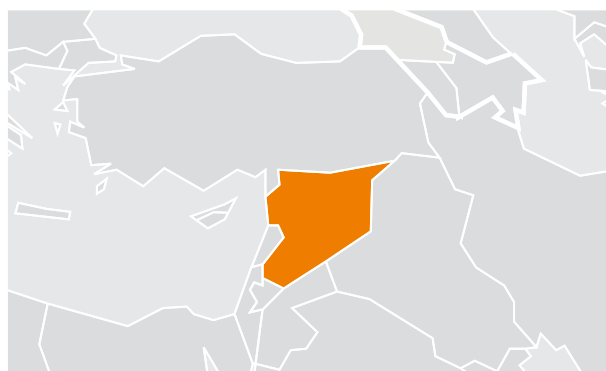
Between January and September 2014, the number of IDPs living in informal settlements increased by more than 50 per cent. These informal settlements often have sub-standard conditions. In response, NRC distributed emergency tents and winter kits to vulnerable families, and built and rehabilitated shelters and schools in host communities. We also organised trainings in camp management.

900,000 persons are estimated to be in acute need of water, sanitation and hygiene (WASH) assistance. In response, we constructed and rehabilitated water points, built and rehabilitated latrines, and distributed basic relief items and hygiene kits, accompanied with hygiene promotion training where possible.

Women at risk

The crisis has placed many women and girls at risk of violence, exploitation and insecurity. As a result of conflict and displacement, an increasing number of women find themselves responsible for supporting their households, without sufficient income and assets to actually manage.

NRC aims to ensure equal access to basic services by acknowledging the specific needs of women, girls, men and boys. All Shelter and WASH activities are targeting family units rather than individuals, and there is a particular focus on reaching female-headed households.






NRC SYRIA

Areas of operation	Northern and southern governorates
Total Expenditure	120 M NOK
International staff	11
National staff	68

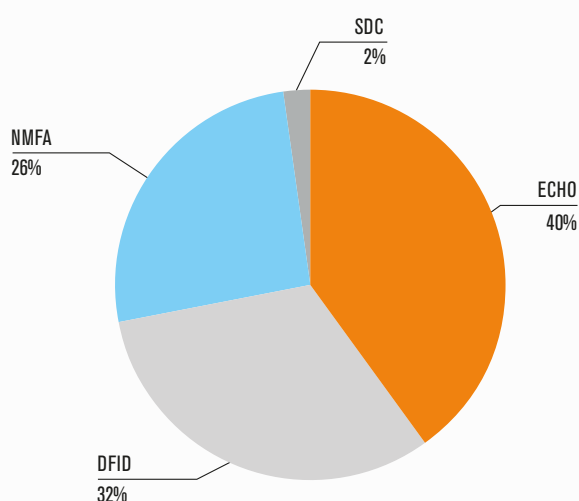
KEY OUTPUTS 2014 ¹

438,234 direct beneficiaries assisted

-  182,670 individuals receiving non-food items
4,799 shelters built or rehabilitated and handed over
-  658 water points constructed or rehabilitated
450 latrines constructed or rehabilitated
-  9,989 learners enrolled
16,051 number of individuals receiving educational NFI kits

¹ Only includes outputs from the Northern Governorates. Outputs from the Southern Governorates are included in Jordan figures

Donors 2014





"I wish I could go to a country where I am respected and where my child can get an education. I cannot live in Syria – it has become almost impossible to live there." Abdullah and his son Mohammed (5), Syrian refugees in Azraq, Jordan. Photo: NRC

SUPPORTING ACCESS TO ALL AREAS IN SYRIA

NRC advocacy efforts on Syria intensified in 2014. The most visible advocacy initiative was the NRC's Secretary General's testimony during a United States Senate hearing on Syria.

"Millions of civilian Syrians currently prevented from receiving life-saving assistance could be reached if there was sufficient political will," said Egeland.

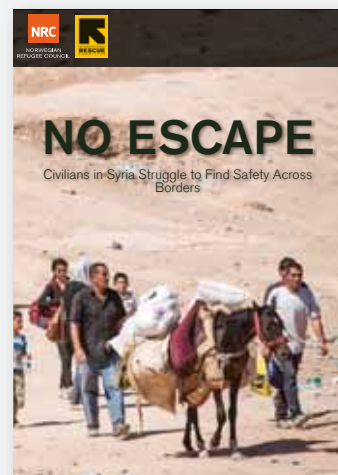
Despite UNSC Resolutions calling for unimpeded humanitarian access in Syria, there has been no substantial progress.

Throughout the year, NRC has participated in the new coordination processes initiated by UN agencies and been a strong advocate for further capacity-building of local relief actors that have often been overlooked due to the urgency to deliver aid.

In November, NRC released a joint report with IRC. The report, *No Escape - Civilians in Syria Struggle to Find Safety Across Borders*, examines the lack of access to protection and assistance for Syrians trying to flee the

country. The number of civilians crossing into neighbouring countries each month decreased by 88 per cent from 2013 to 2014, as Syria's neighbours rejected increasing number of refugees at the border.

Lebanon, Turkey, Jordan and Iraq have received more than three million Syrian refugees. At the same time, the international community has failed to provide the necessary support, and the humanitarian appeal to assist refugees in the host countries is only half-funded, according to the report.





Two students putting their chess skills to the test at the chess class at the Learning Centre in Azraq camp, Jordan. Photo: NRC/Dara Masri

AN EYE TO THE FUTURE

When Ammar (8) was displaced more than two years ago, he was at risk of becoming part of the generation of young Syrians deprived of an education. Now, he has a clear plan for his future. After completing NRC's Youth Tutorship Programme (YTP) he says he wants to be an engineer when he grows up. Why? "To help rebuild all buildings destroyed in Syria." NRC's YT programmes are running in several camps, providing literacy, numeracy and recreational support to children and youth. For Ammar and his classmates, the tutorship programme has represented an opportunity to continue their education in an extremely difficult setting.

Taking an active role

Education is also offered to Syrian children and youth who have fled across the border into neighbouring countries. In Jordan, NRC has become a one of the largest service implementers for Syrian refugees. In close collaboration with the host community and the Ministry of Education, we were supporting three formal schools in the north of Jordan by the end of 2014. Support involved capacity-building of teachers, community engagement in school governance, and provision of pedagogical materials. In December, an MoU was signed with the Minister of Education.

Supporting and empowering youth

Already in early 2013, NRC started a pilot Youth Training Centre in Zaatari, expanding to Azraq and the Emirati-Jordanian camps in 2014. While not formally certified, the courses offer young people a place to learn and receive support. These are the only youth-focused technical education programmes offered in the camps. As of September 2014, more than 2,500 Syrian youth had registered under our youth programme.

Based on a comprehensive package including literacy, numeracy, life skills and practical skills training, the course provides meaningful learning opportunities in safe spaces. Participants engage in three-month learning programmes covering subjects such as mechanics, tailoring, IT and welding. In addition, substantial investment has been made in IT facilities in order to allow International Computer Driving Licence (ICDL) courses to be delivered.



Emphasis on girls

In order to increase female participation, we have offered courses suited to the aspirations and interests of female youth, based on consultations with the community. Courses include tailoring, beautician skills, handicrafts, ICDL, office management and gender segregated sports activities.

Through arranged courses and motivational guidance sessions for female students at the start of each course, NRC aims to increase female participation. In addition, the establishment of a day care center for small children has enabled young parents to enrol. Teachers are also able to access this service.



Naam finds her name on NRC's distribution list and shows her registration card. After signing the list to confirm that she has received winterisation items from NRC, she receives two carpets, six blankets, a solar power lamp, a heater and plastic sheeting. These are essential goods for Iraqi families living in unfinished buildings in Northern Iraq during the winter. Photo: NRC/Tiril Skarstein

IRAQ: A FIRST RESPONDER

NRC was among the first to respond to the humanitarian crisis that unfolded across Iraq in 2014, and is now one of the largest NGO responders in the Kurdistan region of Iraq.

Ahlam is 10 years old. Along with her siblings, she fled Mosul at the height of the crisis in June 2014. Her mother Shawqia, a single parent of seven, was forced to flee her home within hours, to save her children's lives.

Seated next to her siblings, Ahlam listens as her mother recounts the harrowing journey from Mosul to Erbil's Baharka camp. The family first fled to the Khazer camp, located at the outskirts of the Kurdistan region of Iraq (KR-I). With the conflict zone edging closer, Shawqia's family was forced to move on, leaving behind the few belongings her mother had managed to collect from their family home. From Khazer, they went to Kalek and finally reached Baharka, where Ahlam and her siblings have access to essential services, such as drinkable water and hygiene facilities. Shawqia says she cannot pay for her children to go to school and is now worried they will face a future without education.



From Mosul to Khazer camp, and from Khazer to Baharka camp: This is the journey that Shawqia, a single mother of seven, had to undertake in order to reach safety in Erbil. Photo: NRC/Hiba Muzahim.

Emergency response

NRC has operated in Iraq since 2010. Building on existing programmes in the country, we were able to quickly scale up and provide emergency assistance when the crisis hit Iraq in 2014. Our global Emergency Response Team (ERT) initiated a winterisation response through integrated shelter and water, sanitation and hygiene (WASH) programming across the country. Through our offices in Erbil, Dohuk and Baghdad, we were able to meet the most urgent needs of those fleeing the violence unravelling across the country. NRC also joined the UNICEF-led Rapid Response Mechanism. Carpets, blankets, plastic sheeting and heaters were distributed, but the main focus was on rehabilitating and upgrading unfinished, abandoned and collective centre buildings.

Lack of clean water and sufficient hygiene can cause diseases to spread, hitting the vulnerable particularly hard. Since 2013, we have had on-going regular water, sanitation and hygiene programmes in two refugee camps in the Kurdistan region of Iraq. During the IDP emergency in 2014, we were one of the first responders in setting up emergency WASH programmes in new camps across the region.

Through our existing programmes in refugee camps in KR- I, NRC was able to expand both its water, sanitation and hygiene programme, as well as provide education services to internally displaced children in the region from an early stage of the crisis. We have since expanded our education programmes to Dohuk governorate.

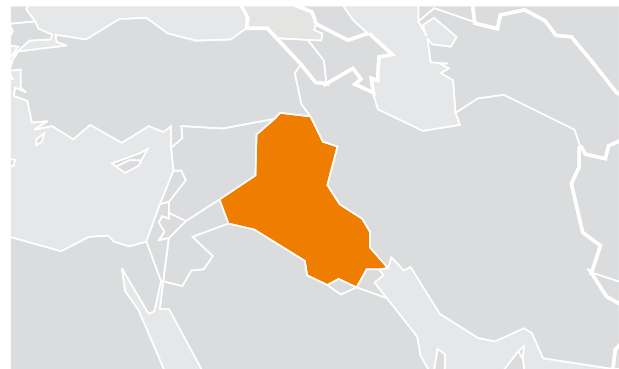
NRC will complement our on-going shelter programmes by setting up information, counselling and legal assistance (ICLA) activities that aim to ensure that IDPs and refugees are protected from arbitrary treatment and forced evictions from their places of dwelling. Measures that can improve the security of tenure of internally displaced people and refugees living in host communities include arbitration with house owners, information services, and assistance to people to formalise their tenure in the form of rental contracts.

Addressing GBV

To ensure all interventions are gender-sensitive, our shelter and WASH projects are coordinated closely with the gender-based violence (GBV) programme.

In 2013 and 2014, houses have been adapted to meet individual needs, including specific adaptations for women and girls such as privacy screens. In addition, NRC's assessments identified 280 Syrian refugee families having members with disabilities in need of better room for mobility and accessible toilets.

NRC has found that effective GBV programming requires to build trust and acceptance within the refugee community. For this reason, our GBV activities are managed and coordinated through community centres where women and men, boys and girls of different ages are invited to participate in educational and socio-recreational activities. We are now responding with a community-based approach to GBV



NRC IRAQ

Areas of operations	Baghdad, Erbil, Dohuk (Kurdistan Region of Iraq)
Total Expenditure	124 M NOK
International staff	26
National staff	260

KEY OUTPUTS 2014

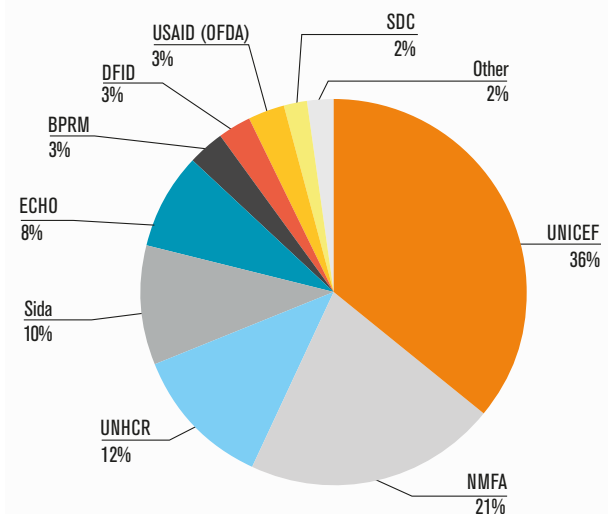
386,316 direct beneficiaries assisted

2,474 shelters built or rehabilitated and handed over
9,255 individuals receiving non-food items
6,635 individuals receiving cash/vouchers

269,108 individuals receiving non-food items
2,358 latrines constructed or rehabilitated
166 water points constructed or rehabilitated

6,749 learners enrolled
15 schools constructed/rehabilitated
507 teachers trained

Donors 2014



prevention across six camps, and have also started up a response in urban areas. Through the community centres, we work with general awareness-raising and attitudes, while also creating safe spaces and opportunities for survivors of GBV to come forward and seek assistance.

As the main GBV actor in the Kurdistan region of Iraq, NRC is also able to influence shelter and protection strategies to ensure a focus on GBV.

Daunting challenges

The security situation continues to deteriorate as fighting provokes displacement throughout the country. As of January 2015, 5.2 million people are in need, according to OCHA estimates. From late December 2013 to late May 2014, almost 500,000 people were displaced from and within Anbar province, as a result of fighting in Ramadi and Fallujah between armed opposition groups, including Islamic State (IS), and the Iraqi Security Forces (ISF). Two thirds of these IDPs are displaced within the province, and many have faced multiple instances of displacement.

In the beginning of June 2014, IS launched a string of attacks that culminated in full IS control of Mosul, Iraq's second largest city. According to UN estimates, approximately 500,000 people were displaced within days. By early August, more than 300,000 people were displaced after IS attacks on the city of Sinjar. Persecution of minorities remains a serious concern in this region.

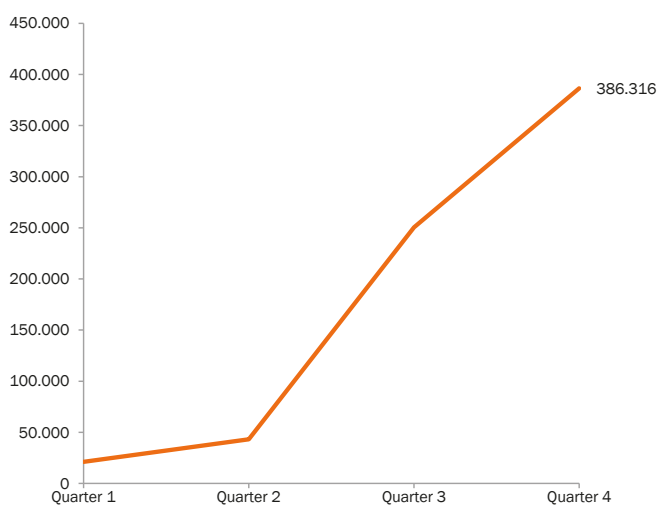
A threefold crisis

Iraq is embroiled in a devastating conflict that has sparked a humanitarian and protection crisis with a minimum number of 35,408 civilian casualties in total. In 2014 alone, United Nations Assistance Mission for Iraq (UNAMI) recorded 12,282 killed and 23,123 injured.

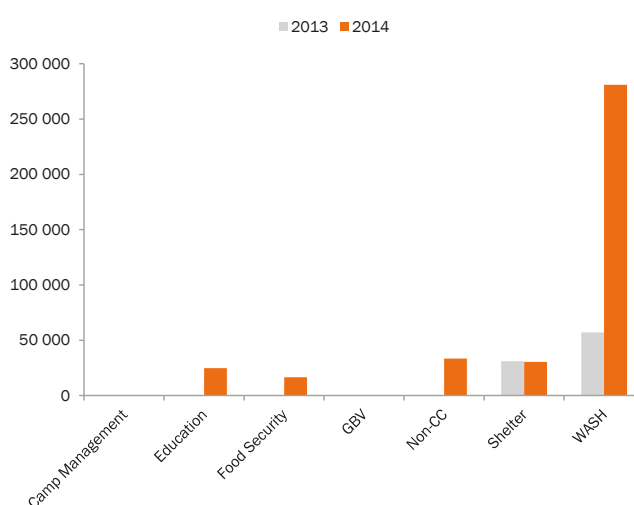
By the end of 2014, close to 3.3 million people are internally displaced, according to the International Displacement Monitoring Centre (IDMC). In addition, there are close to 250,000 Syrian refugees in Iraq, mainly in the Kurdistan region.

The combined refugee and IDP population continues to put significant pressure on host communities and the Kurdistan Regional Government. Dohuk governorate is the recipient of almost a quarter of Iraq's IDP population and was by the end of 2014 hosting nearly 100,000 Syrian refugees. Refugees and IDPs are hosted across camps and in urban areas, where they live with host families or in collective sites such as abandoned and unfinished buildings as well as schools.

Number of individuals reached with humanitarian assistance in Iraq



Number of individuals reached in Iraq per Programme Activity



COMMUNITY APPROACH

As part of programme development activities funded by Norad, NRC has been mapping innovative GBV prevention and response strategies in its humanitarian fieldwork. In the Kurdistan Region of Iraq, we provide counselling and case management services to survivors of gender-based violence (GBV) in refugee camps through community centres. Here, men, women, girls and boys aged 15 and older engage in social, recreational, and learning activities. NRC also receives referrals from mental health actors to support adults with mental health issues and their caregivers.

In Kawergosk refugee camp, our staff has experienced that morning exercise on the community playground has been an effective method to facilitate outreach to the community.

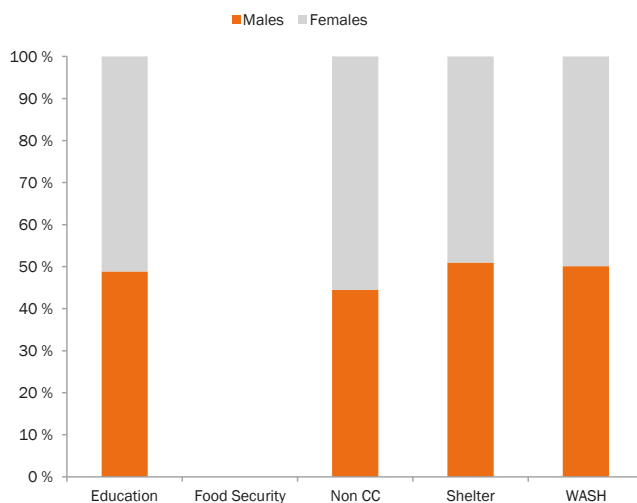
Humanitarian operations are severely limited outside the Kurdistan region and reaching civilians in Anbar, Ninewa, Salah al-Din and Diyala remains particularly hard. Waves of three successive displacements have created challenges for the authorities and humanitar-

ian organisations to identify IDPs, assess their needs and provide assistance. The Kurdistan region of Iraq, which has been absorbing the majority of IDPs displaced in 2014, is faced with a large-scale humanitarian crisis. On 13 August 2014, the UN elevated Iraq to a Level 3 emergency.

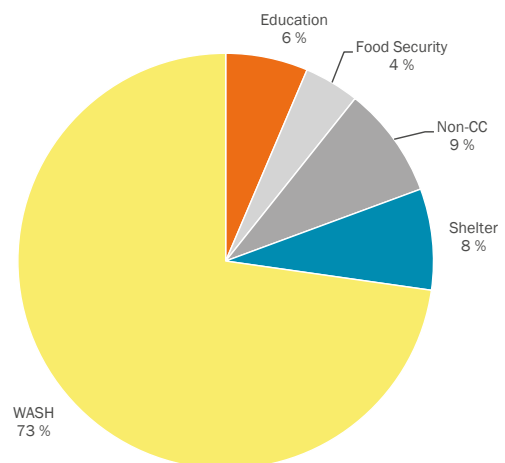


KR-I: Syrian women in Kawergosk Refugee Camp participate in morning exercise class. Photo: Erin Gerber

Share of individuals reached by sex and Programme Activity



Number of individuals as share of Programme Activity





As a community leader involved in the land restitution process, Silver Polo has received numerous death threats. NRC has been actively engaged in ensuring that he is safe. Photo: NRC/Fernanda Pineda

COLOMBIA: SUPPORTING THE BRAVE

The armed conflict between the government and FARC guerrilla is no longer the only cause of displacement in Colombia. The nature of the violence has changed as armed groups have mutated into a web of drug cartels and organised criminal gangs. The hold of these groups, particularly in urban areas, is one of the fastest growing humanitarian concerns in Colombia.

“I am going through a harrowing time. I never sleep in the same bed. I move from place to place to protect my family,” says Silver Polo (44), a leader of internally displaced persons (IDPs) in Magdalena. Colombian authorities have determined that more than 400 claimants and leaders are in a situation of “extraordinary risk” because of their endeavours with land restitution. Silver himself has received more than 15 death threats in the past three months.

NRC has been actively involved in monitoring the risk of IDP leaders and communities engaged in the process, and in ensuring that they are able to enjoy the protective meas-

ures provided by the state. Supporting these processes and protecting the lives of leaders such as Silver, is one of the important steps towards peace in Colombia.

Fight and flight

The involvement of the Fuerzas Armadas Revolucionarias de Colombia (FARC) guerrilla and newly formed illegal armed groups in the drug industry is a main driver of displacement. The drug industry has changed for the worse in recent years as Mexican drug cartels now also operate from Colombia. As a consequence, an increasing amount

of people originally displaced by civil war are forced to flee once more, as drug-related violence by illegal armed groups threaten their lives and wellbeing.

Key to peace

In November 2014, the Colombian government and FARC entered into the third year of the peace negotiation process. The negotiations have yielded important results towards concluding the more than 50-year long conflict that has displaced more than six million people since 1985. Despite the progress, new and old humanitarian challenges remain, and more than 140,000 people had to flee their homes in 2014.

Overcoming obstacles

Colombia has a sophisticated legal framework to ensure humanitarian assistance and recovery for IDPs, in line with international standards. The historic Victims and Land Restitution Law (2011) aims to return stolen land, provide reparations and give preferential access to social programmes to IDPs and other victims. The implementation, however, is



Substituting illicit coca crops for coffee beans can cause serious trouble for Colombian farmers. Photo: NRC/Fernanda Pineda

facing obstacles, and this has caused considerable delays in the registration and delivery of government assistance to IDPs. These include institutional weaknesses in some parts of the country, lack of human and financial resources, and delays in the appointment of essential staff – particularly in those municipalities mostly affected by conflict.

Throughout 2014, NRC provided information, counselling and legal services to IDPs in municipalities of Nariño, Cauca and Norte de Santander departments where implementation of the law is slow, and where the conflict impairs the capacity of state institutions to ensure registration procedures. In order to provide direct assistance to IDPs and empower them and their communities to access basic rights, NRC has strengthened local authorities to better respond to IDP needs, by implementing the existing legal framework. During 2014, we trained 903 public officials (50 per cent female) of mayor's offices, local ombudsman representatives and the Land Restitution Unit across the country. The trainings included developing plans and budgets responding to IDPs needs at the local level. An important aspect of this programme is the promotion of IDP participation in public policy design and follow-up in the land restitution process.



NRC COLOMBIA

Areas of operations	COLOMBIA – Nariño and Cauca, Magdalena, and Norte de Santander ECUADOR – Esmeraldas, Imbabura, and Sucumbios VENEZUELA – Barinas, Táchira, and Mérida
Total Expenditure	57 M NOK
International staff	2
National staff	94

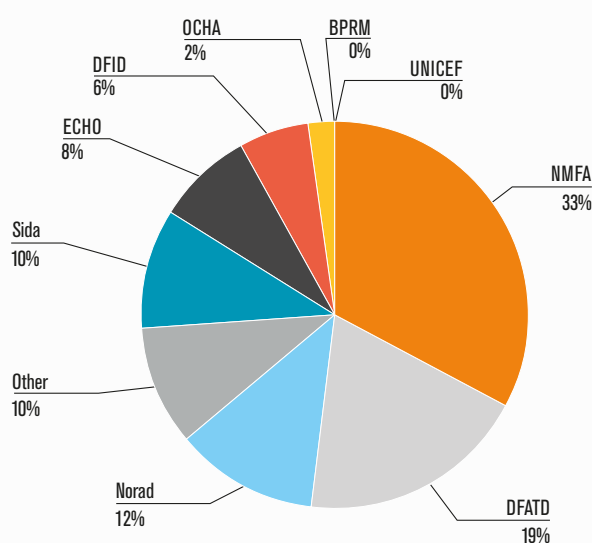
KEY OUTPUTS 2014

79,920 direct beneficiaries assisted

- 20,695 individuals received legal assistance
15,172 legal assistance cases opened
7,302 individuals receiving counselling services
2,675 individuals receiving training
22,183 individuals receiving information services

- 12,091 number of individuals receiving educational NFI kits
2,327 teachers trained

Donors 2014



The Colombian state has historically been unable and/or unwilling to protect the rights of millions of its citizens. The fact that the state now recognises the existence of victims, and thus its obligation to address their needs, is a historic opportunity. Targeted public policies can have an unprecedented positive effect in restoring the state's legitimacy and contributing to reconciliation and peace. NRC will in this context increase our efforts to promote lasting solutions, particularly regarding access to education and access to land.

Alternative opportunities needed

However, peace in Colombia will require more than the signing of an agreement between the government and the guerrilla groups. The problems that led many rural Colombians to join the illegal armed groups half a century ago – violence, insecurity, vast inequality and weak local governments – still remain, and are exacerbated by the lack of education opportunities in rural conflict-affected areas.

Of the 1.8 million IDP youth in Colombia, nearly 245,000 have not been able to access education or to complete basic training. Moreover, children in conflict-affected municipalities have had their schools taken over by combatants or have had to interrupt their schooling because they have been forced to flee.

In this context, NRC focuses on protecting the right to education for conflict-affected children and youth in Colombia. This includes providing basic education alternatives for out-of-school IDP children and youth, and ensuring that recently displaced children can resume education in protective learning environments as soon as the emergency allows.

Fighting gender-based violence

In 2014, a stand-alone project aiming at responding to gender-based violence (GBV) was developed. The activity was reinforced by advocacy efforts. In close collaboration with El Tiempo, a national media corporation in Colombia, NRC conducted a seminar on justice, truth and reparation for women victims of sexual violence in armed conflict. The event aimed at fostering an exchange on initiatives for justice, truth, reparation for survivors of sexual GBV and at initiating dialogue on the inclusion of survivors into peace building initiatives that will be a corner stone to ensure peace in a post-conflict Colombia.

Swift response to new crises

In certain geographic areas of the country, where the armed conflict has had the most severe effect, violent clashes have displaced entire communities. In April, following clashes between FARC and the Colombian army, 971 persons arrived at the urban centre of Guapi municipality (Cauca department, southwest Colombia). The arrival of the IDPs created a serious emergency and a sudden increase of Guapi's urban population. This caused a collapse in the already limited infrastructure and challenged the local institutions. The municipality had no financial resources to cope with the situation, and support from national authorities was inadequate. NRC responded by establishing a permanent field presence, provided education in emergency services, and started the construction of a mobile shelter infrastructure that allows the municipality to host more than 300 displaced persons.

During 2014, NRC increased its capacity to respond to emergencies by expanding the field presence to 20 municipalities in southwest and northeast Colombia. The emergency response resources were increased, and emergency food distribution and shelter were added to the already well-established education in emergency activities. During the year, we were able to rapidly deploy staff in 16 emergency situations, and to provide humanitarian assistance to more than 9,000 persons during the acute emergency phase.

Reaching out to Colombians abroad

Approximately 365,000 Colombians continue to live as refugees or in a refugee-like situation in neighbouring countries. The majority has sought refuge in Ecuador, Panama and Venezuela. NRC Colombia continued to assist Colombians in these countries, providing information, counselling and legal assistance to refugees or persons in need of international protection (PNIPs). This way, they can obtain refugee status or other types of immigrant status, allowing them to access basic rights and reducing the risk of abusive treatment or deportation.

In addition to expanding our presence in the three countries, we have adapted our services to better reach those who are most vulnerable and to provide them with assistance that is more relevant. We provided mobility kits

EXPANDING GEOGRAPHICAL COVERAGE AND DONOR BASE

2014 was a year of both financial and geographical growth for NRC Colombia. We initiated new areas of activities and advocacy initiatives in order to strengthen our efforts to assist and protect the rights of displaced Colombians. More importantly, we became a more efficient organisation, reaching more beneficiaries with the same funds.

From a financial perspective, NRC Colombia managed to increase its annual budget by 5 per cent, expanding its donor base, and particularly increasing funding to respond to emergencies. Most importantly, the increase has enabled the organisation to amplify the volume of recently displaced persons who received assistance and to expand our presence in areas most affected by conflict and difficult to access, such as the Pacific Coast (west of Colombia) and the Catatumbo region in Norte de Santander department (northeast). This is also the case in Venezuela, where we expanded our operations to two new states in 2014.



This shed was Silver Polo's hiding place last year. It takes courage to stand up against the coca barons. Photo: NRC/Fernanda Pineda

consisting of transportation, lodging and food support to persons who did not have the financial resources to reach Refugee Commissions to present claims, attend hearings or to renew temporary documentation in due time. With our assistance, these persons could access Refugee Status Determination procedures or avoid deportation.

Housing, Land and Property rights (HLP) are very important for Colombian refugees and persons in need of international protection in order to settle down and obtain some stability. However, these are in general not in possession of documents or legal grounds to sustain their right to tenure, are frequently forcibly evicted or become victims of fraud and financial abuse from owners. Their living conditions are precarious and oblige them to move frequently, which prevents them from starting a new life in their host country. To address these issues, NRC has specialised its legal services in Ecuador, Venezuela and Panama to include assistance on Housing, Land and Property matters.

Finally, recognised refugees or persons in need of international protection have very little information on their options to reach durable solutions. The Colombian Victims' law includes the possibility for Colombians to access reparation and compensation measures, even if they are living abroad. However, the guidelines and procedures to access such measures are complex and have not been made sufficiently well known. In response to this, NRC provided information on accessing the Victims' Law measures to people concerned, and supported the Colombian consulates in Ecuador and Panama to target and register Colombian who are victims of the armed conflict.

A PROTECTION AGENDA FOR THE NEXT 10 YEARS

Throughout 2014, NRC facilitated region-wide consultations with civil society actors in preparation for the development of a new 10-year plan of action to renew the commitment of governments in Central and South America to the Cartagena Declaration, 30 years after its creation. This was an enormous undertaking where more than 150 civil society organisations took part. Joint position papers were drafted at country, sub-regional and regional levels.

In the initial preparations, we played a role as facilitator. However, as the drafting process progressed, we took on an advocacy role, pushing for the recommendations from civil society to be included in the final documents. For the launch, NRC also published a special edition of its foreign affairs magazine, *Perspective*, including a special brief on the Cartagena process in Spanish.

With the participation of NRC's Secretary General in a panel discussion with, among others, the High Commissioner for Refugees, NRC was able to highlight to the signatory governments and the media the civil society recommendations that were not built into the declaration and the plan of action. These included follow-up mechanisms for civil society participation, the need to address new drivers of displacement and limited reference to climate change and the need for protection of IDPs. We will follow up on this initiative with a Cartagena +1 meeting in Geneva in 2015 where the objective will be to monitor progress against the Cartagena +30 Plan of Action.



The conflict that erupted in South Sudan in December 2013 caught the humanitarian community off guard. The violent conflict has displaced 1.5 million people inside the country, and more than half a million people have been forced to flee into neighbouring countries.
Photo: Otto von Münchow

SOUTH SUDAN: NEW DISPLACEMENT IN A REGIONAL CRISIS

Civilians continue to bear the brunt of the instability and conflicts that have affected the greater Horn of Africa region for almost three decades.

Years of armed conflict, violence, natural disasters, such as drought and floods, fewer livelihood opportunities, and more poverty. For decades, the countries in the Horn of Africa have had among the largest long-term displaced populations in the world.

In the past, Somalia was the epicentre of the crisis. Armed conflict and natural disasters have forced around one million Somalis to seek refuge in neighbouring countries, and more than 1.1 million remain internally displaced. The regional displacement crisis expanded significantly when war erupted in South Sudan in December 2013.

A year later, the conflict in South Sudan had displaced an estimated 1.5 million people inside the country and more than half a million people had crossed into neighbouring countries.

In response to the growing humanitarian needs, NRC scaled up our programme and advocacy efforts. By the end of the year, we were implementing large-scale emergency programmes inside South Sudan and in neighbouring Ethiopia and Kenya. A programme was also established in northwestern Uganda.

Humanitarian community caught off guard

The eruption of conflict in South Sudan caught the humanitarian community by surprise. The UN and non-governmental organisations, including NRC, were unprepared. Most programmes had focused on recovery, durable solutions and development. Nonetheless, NRC was able to mobilise and scale up assistance by bringing in our global emergency response team, while the country team focused on recruiting staff and restructuring the mission to become more adapted to the situation.

The response included provision of emergency shelters and non-food items in Juba, Mingkaman, and Bor. Large parts of South Sudan experiences massive food insecurity and we responded through direct food distribution using mobile response teams.

Access to learning

We also established education activities in Unity, Lakes, Central Equatoria, and Jonglei states. Thousands of children were enrolled in emergency learning centres set up by NRC to create protective spaces suitable for learning, and uphold some sense of normalcy in a challenging situation.

Our education programmes included vocational and basic literacy training for youths and facilitation of accelerated learning programmes through teacher training and capacity building of local stakeholder.

In Mingkaman in Lakes state, we provided sanitation and hygiene programmes to IDPs and host community. Elevated latrines and solid waste collection were constructed in Site Zero, which currently has the largest concentration of IDPs in Lakes. The elevated latrine was designed by NRC to ensure that floodwater does not get into the pit of the latrine and to be resilient during heavy rainfall, and was adopted by other partners in the area. We plan to scale up our water, sanitation and hygiene response in the Greater Upper Nile in 2015.

Concerted effort

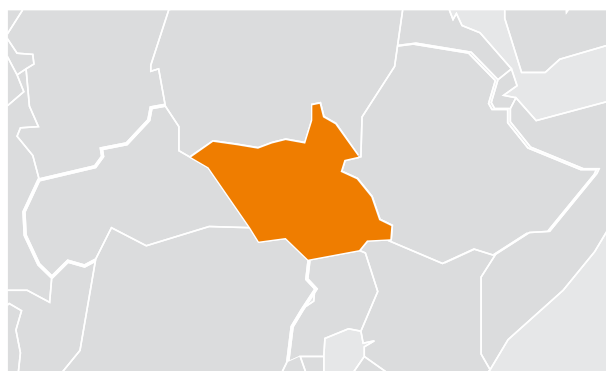
For several years, NRC has been the co-lead nationally for the Protection Cluster in South Sudan. With the large-scale emergency, this position became increasingly important, and we supported the cluster with full time personnel capacity in the co-lead role as well as with a policy and conflict analyst.

To increase the organisation's reach, we are also carefully considering continuous partnering with local organisations, and in 2014, we vetted and started to work with three local partners in food security and education.

While the main focus in 2014 was to respond to the new crisis and displacement in the country, we continued our operations in the less affected states of Northern Bahr el Gazhal and Warrap. These states are fragile and could be affected should the conflict spread. NRC has prioritised the provision of education and food security.

Solutions that work

Hintsu Gebreziabher gazes at the sea of bamboo sticks that will soon become huts. In 2014, Hintsu, an Ethiopian shelter engineer, oversaw the construction of 2,513 huts for South Sudanese refugees in the Gambella region of Ethiopia. "Initially, people were accommodated in tents, but this is not a feasible solution in the long run", says Hintsu. During daylight hours, the heat becomes unbearable under the plastic sheeting, and the strong sun destroys the tents. The solution to these problems was found in traditional huts known as "tukuls" - mud huts with bamboo walls and grass roofs.



NRC SOUTH SUDAN

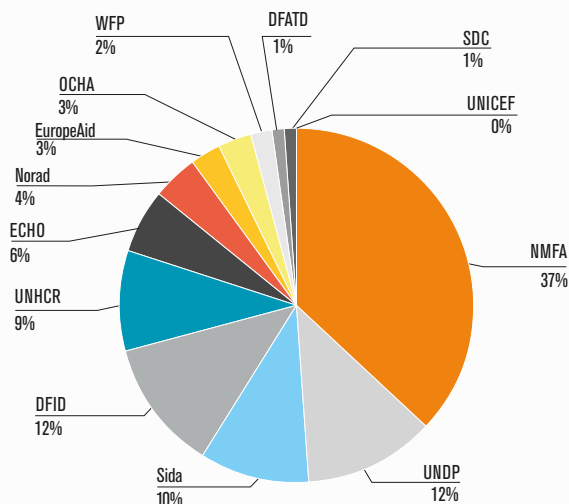
Areas of operations	Central Equatoria State, Lakes State, Warrap State, Unity State, Northern Bahr el Gazhal State, Jonglei State
Total Expenditure	108 M NOK
International staff	24
National staff	278

KEY OUTPUTS 2014

263,352 direct beneficiaries assisted

- 43,333 learners enrolled
28 classrooms constructed
410 teachers trained
- 71,714 households receiving shelter
734 NFI kits distributed
- 15,195 individuals received information services
441 individuals who receive counselling
127 individuals who receive legal assistance
- 430 number of latrines constructed

Donors 2014





Two and a half years into its independence, South Sudan has become violently fractured. Photo: NRC/Christian Jepsen

The traditional huts represent a clear improvement in quality of life from the tents. The walls are thick, and the roof lets the air circulate. "This keeps the temperature steady", says Hintsu. The engineer knows several building techniques, but none that can compete with the tukul in terms of price or comfort.

Emergency scale-up in neighbouring countries

By early 2015, the Gambella region in Ethiopia had received almost 200,000 refugees from neighbouring South Sudan. While the Government of Ethiopia has a welcoming approach towards the refugees, new arrivals have faced

THE CONFLICT IN SOUTH SUDAN

Since December 2013, South Sudan has been engulfed by a brutal civil conflict that has been accompanied by severe human rights abuses and has caused massive humanitarian needs.

Induced by longstanding political grievances and disagreements within the ruling party Sudan People Liberation Movement (SPLM), in December 2013 violence swept across the capital city of Juba, as the national army, Sudan People's Liberation Army (SPLA), fractured along ethnic and communal lines. Within weeks, armed confrontations between pro-government and opposition forces spread to the Greater Upper Nile region (Unity, Jonglei and Upper Nile states), destabilised neighbouring states, and encouraged country-wide mobilisation of community defence militias.

Two and half years into its independence, the state has become violently fractured, and communities have

been pitted against one another into widening cycles of revenge and retaliation. In part, the current conflict is a reflection of decades of unresolved divisions and experiences at a political, military and community level. There has been a growing frustration in the civilian population over the state's capacity to address years of marginalisation, injustices and inequality in the provision of services and protection.

The human toll has been devastating. By February 2015, over two million people have fled their homes. Despite deteriorating conditions, 90,000 of these continue to seek refuge in the Protection of Civilians sites that have been established within the United Nations mission bases in South Sudan. 1.5 million people are internally displaced and more than 500,000 have sought refuge in neighbouring Kenya, Uganda, Ethiopia and Sudan, according to UNHCR.



challenges, especially related to the flood-prone nature of the land.

NRC was present in the Gambella region before December 2013 with a smaller programme, limited funding and few staff. With the new influx of South Sudanese, we undertook a substantial enlargement in late 2013 and early 2014. Human resources were brought in from all over the region, creating a team that focused mainly on providing shelters and latrines in large numbers. During 2014, livelihoods and education activities were added to the programme portfolio.

Camps running full in Kenya

In 2014, almost 45,000 South Sudanese sought refuge in Kakuma refugee camp in northern Kenya. The majority were women and children. The rapid increase of the camp population put great strain on the existing facilities and resources, complicating the government and humanitarian organisations ability to respond to the needs of the refugees. The Government of Kenya established a new site, Kakuma 4, with a capacity of 25,000 to decongest existing camps and to cater for the new arrivals. However, during 2014 this was already full. More capacity is needed.

NRC assisted the South Sudanese refugees alongside other population groups in the camp with WASH, shelter, education and food distribution in collaboration with the World Food Programme (WFP). In addition to constructing a transit centre for the refugees at the main border post

between Kenya and South Sudan, and mud-brick shelters and renovated educational infrastructure for the children in the camps, NRC was the lead organisation for construction of latrines and hygiene promotion in all the four refugee camps in Kakuma.

Inclusive policies in Uganda

Uganda also experienced an influx of refugees from South Sudan throughout 2014, with more than 140,000 arriving since the violence started. The majority settled in the West Nile province in the northwest. The Ugandan government has an inclusive and open refugee policy, enabling refugees and local populations to live side by side in settlements rather than camps. Refugees are provided with a plot of land large enough for refugees to be self-reliant.



IDPs living in a site located in a church compound in Carnot, Mambere-Kadi prefecture, November 2014. Photo: NRC/ Vincent Tremeau

CENTRAL AFRICAN REPUBLIC: A CRISIS FAR FROM OVER

The violent conflict in Central African Republic has affected the entire population. Recovering the youth and restoring security are key to end the brutalities says Father T, a Catholic priest in the capital Bangui.

“The insecurity is caused by men spreading terror with their weapons, but we must understand that most of them are either manipulated or have no other alternative,” says “Father T”. His church is located in a neighbourhood that has received thousands of internally displaced persons (IDPs) since the fighting erupted in December 2013.

“From one day to the next” says Father T, “the grounds of our church was transformed into a camp for displaced people. NGOs arrived to build them emergency shelters and the football pitch was filled with blocks of latrines. Our life has changed.”

“The church grounds are very dirty, garbage is spilling all over, there are ants crawling on everything and the children are running around barefoot.” The upsurge of violence in Bangui has made it impossible for NGOs to collect garbage from the site. The volatile political situation continues to prevent the displaced from returning home and resuming their normal lives.

Helping children return to school

“Some nights I cannot sleep,” says Father T. “We must save these young men. We must talk to them, send them

back to school or provide them with other trainings. Above all, they need a lot of psychosocial support. These young men have killed and been shot at, and they are anxious, tense and traumatised.”

Thousands of young men in the neighbourhood where the IDP camp is located are engaged in robbing people at checkpoints and attacking humanitarian convoys.

“We need to change our strategy and stop demonising the young men who took up arms. They must be saved, educated and comforted. That is the real battle,” Father T concludes.

Education is one of NRC’s main activities in CAR. We support the local education authorities by ensuring that schools reopen and children return to school in the Kemo and Mambere-Kadei prefectures. We have assisted 50 schools to resume classes for the benefit of more than 30,000 students. In 2014, we organised awareness campaigns to encourage the return of children to school and trained teachers and school inspectors in learning methodologies, psychosocial support for children affected by conflict, protection and referral mechanisms, peace education, and the promotion of girls’ education.

Over half the population in need of assistance

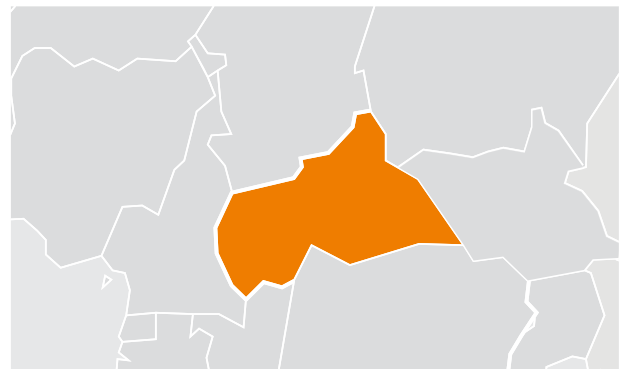
Between December 2013 and January 2015, an estimated 168,000 Central Africans fled to neighbouring countries. A large part of the Muslim population has either left the country, fled to the north, or remains trapped in enclaves. While the crisis has affected the entire population of 4.6 million, about 2.7 million people are estimated to be in need of urgent assistance. Both displaced and non-displaced communities have limited or no access to basic social services, including healthcare and education. Even prior to 2013, such services were either non-existent or of extremely poor quality throughout the country.

NRC established a country programme in CAR in March 2014 to respond to the humanitarian crisis in the country. In addition to our education programmes, we are assisting the population with a wide range of activities.

Rebuilding

NRC began operations in Bangui, providing sanitation facilities and hygiene support in the capital’s IDP camps. Throughout the year, we expanded our operations to areas outside Bangui and conducted several hygiene promotion campaigns in Sibut and Carnot. We are rehabilitating and treating water sources, wells and pumps and also rehabilitating latrines in schools and health centres.

By repairing and rebuilding damaged and destroyed houses, we are addressing one of the major obstacles for the return of displaced populations to Bangui, Kemo prefecture and Mambere-Kadei prefectures.



NRC CAR

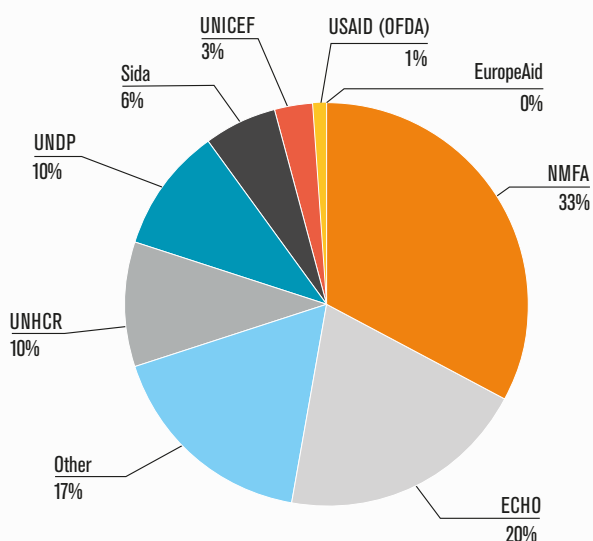
Areas of operations	Bangui, Sibut (Kemo prefecture), Carnot (Mambere-Kadei prefecture)
Total Expenditure	30 M NOK
International staff	12
National staff	141

KEY OUTPUTS 2014

64,987 direct beneficiaries assisted

- 23,708 new learners enrolled
 664 teachers trained
 23,987 individuals receiving educational NFI kits
- 4,519 individuals participating in hygiene promotion
 22 number of latrines built
- 14,569 individuals receiving information services
 856 individuals receiving counselling
 782 individuals receiving training

Donors 2014





Mahamat Aly Hassan is a tailor living in Carnot. NRC supports communities to restore their livelihoods. Photo: NRC/ Vincent Tremeau

In Bangui, Carnot and Sibut, about 1,000 individuals, including national and local authorities, community leaders, IDPs, and humanitarian actors, were trained by NRC on issues related to housing, land and property, peaceful dispute resolution, and the legislative framework for IDP protection. 14,000 people have attended awareness-raising sessions on housing, land and property issues.

Restoring livelihoods

NRC supports communities in their efforts to restore their livelihoods. We distributed seeds and agricultural tools to 1,000 households in the area of Sibut and organised a fair for 1,000 individuals in the same area, targeting 43 villages in Kemo prefecture. We distributed 1,000 vouchers to households affected by displacement and conflict, allowing them to purchase much needed household items from the local market, supporting local economic recovery.

Hard life for women

Women and girls face particular challenges in CAR. The majority of IDPs are women and children, and many are living in the bush or in inadequate shelters in camps. Many are unable to return to their homes because they are occupied by other families or have been destroyed.

Like in many other developing countries, women's access to housing, land and property in CAR is limited and often depends on their relation to a man. Title deeds, if they exist, are often in the name of the male head of the household, and women often have limited knowledge of their housing, land and property rights.

THE CONFLICT IN CAR

The Central African Republic (CAR) plunged into crisis in March 2013 when the Seleka, a coalition of mainly Muslim armed groups, overthrew President Bozizé. The Seleka's rule was marked by corruption and human rights violations. In the second half of 2013, long-standing village militias and self-defence groups known as anti-balaka, consisting mostly of Christian and animist populations, reorganised to challenge the Seleka, and were reinforced by former army soldiers (FACA) and Presidential Guards mostly loyal to ex-President Bozizé. By September 2013, when they began carrying out armed operations, the targets of their attacks were mainly Muslim civilians and Seleka.

Under international pressure, the Seleka leader Djotodia resigned from the presidency in January 2014 and shortly after, a transitional government was formed. Violent confrontations involving the Seleka, the anti-balaka and the civilian population have since continued on a regular basis. A cease-fire agreement from July 2014 has been repeatedly violated, and the political scene is marked by frequent reshuffles in the government. The conflict in CAR led to a humanitarian crisis and displaced a large population inside and outside CAR. As of February 2015, an estimated 51,000 persons remain displaced in the capital and at least 438,000 are internally displaced across the country.



The majority of IDPs in CAR is women and children. NRC takes special consideration to ensure that programmes are gender-sensitive. These two women live in Don Bosco Camp, Bangui. Photo: NRC/ Vincent Tremeau

The majority of women in CAR are completely illiterate, particularly in rural areas. CAR has one of the lowest school enrolment rates for girls in Africa: in 2007, according to UNESCO, 65 per cent of girls were enrolled in the first year of school, but only 23 per cent of girls finished the six years of primary school. Early marriage and pregnancy is common, and the maternal mortality rate remains extremely high. Reports indicate that, during the last two years, the number of forced marriages has increased significantly, particularly in rural areas, with members of armed groups being the main perpetrators.

NRC always takes steps to ensure that programmes are gender-sensitive. For instance, all shelter committees established by NRC include women's representatives, and we prioritise assistance to female-headed households for the rehabilitation or reconstruction of houses.

In 2014, 300 members of parent associations were taught about the importance of girls' education and our staff in Carnot and Sibut conducted public awareness campaigns on the risks related to early marriage.

To complement this, girls' education was one of the core modules of our training of teachers. In addition, we conducted a study on housing, land and property challenges in CAR. The study includes information on displacement, particularly on the situation for widows, who often find themselves evicted. We have advocated, and will continue to advocate for women's housing, land and property rights with national authorities.

Challenging context

Effective humanitarian action in CAR is plagued by impediments to access and operations. Almost everything required to run activities must be imported into the country, and roads are bad and at times impossible to travel, particularly during the rainy season. Air transport is restricted, and is reserved for transporting aid workers or essential materials. Insecurity is a major threat to humanitarian activities, equipment and staff. Both international and national staffs are subjected to opportunistic or targeted banditry. Humanitarian agencies are working in a volatile environment, and the unpredictable situation is an obstacle to their work in many areas. Since the latest upsurge of violence in Bangui on 7 October 2014, most of the INGOs including NRC had limited and/or difficult access to different areas in the capital and outside.

The tensions and violence from the presence of armed groups across the country, as well as shifting patterns on control over the territory, make negotiations for access and guarantees of the safety of beneficiaries and those delivering assistance difficult. We are working continually to overcome these challenges and to provide timely, more cost-efficient assistance of the highest quality to persons affected by displacement.

Insight from the Ebola response

The unprecedented Ebola outbreak in West Africa took the humanitarian community and the whole world by surprise. The emergency highly affected NORCAP's work during the last months of 2014, when the Ebola response became the NRC roster's main priority.



NORCAP civil engineer Chrispine Ojiambo (restore) is deployed to WFP in Guinea. Chrispine is responsible for a mobile team of technicians setting up tents and prefabricated buildings on WFP sites. His latest project was the construction of an Ebola treatment unit (ETU) in Wonkifong, Guinea. Photo: NRC

Working in emergencies

The World Food Programme (WFP) has expressed its appreciation for NORCAP's valuable support to WFP's Ebola emergency response through the deployment of 13 experts to the organisation, to Guinea, Liberia and Sierra Leone. The experts deployed by NORCAP have been deployed in the following areas: telecommunications/ICT, logistics, civil engineering, public health and emergency preparedness.

Chrispine Ojiambo, 39, traveled to Guinea as one of three NORCAP civil engineers providing support to WFP's Ebola Emergency response. Chrispine has since his first NORCAP deployment 2.5 years ago been deployed to vast and complex emergency operations such as the Syria Response and the Philippines.

Nervous

Although an experienced humanitarian worker, he was nervous before going to the Ebola affected areas in West Africa. Facing an invisible and deadly disease that had claimed thousands of lives was naturally a new challenge for Chrispine. He has worked alongside WFP's technical team and local contractors to set up essential constructional structures such as Ebola treatment units in the Kindia region of western Guinea. Rub halls are set up to be used as wards and tents for different medical purposes that will ultimately be handed over to the government. This work done by the civil engineers is crucial for the overall Ebola response. He has also been participating in similar constructional works in the two towns of Macenta and Guéckédou, in southwestern Guinea.

In spite of the risk and the fear of catching the disease, Chrispine is clear in his message on the way forward in the fight against Ebola: "All humanitarian partners should double their efforts to eliminate the Ebola Virus Disease to restore normal life in impacted communities".

05

DONOR RELATIONS



DONOR RELATIONS IN NRC

A YEAR OF MAJOR ACHIEVEMENTS



Hariman, a 6 year-old displaced Iraqi girl, and her family could move into a tent given by DFID through the NRC. Before that, they had lived for three weeks in an overcrowded unfinished structure with 85 other people. Photo: NRC/Tiril Skarstein

2014 marked another record year for NRC when it comes to fundraising. The organisation's turnover has been increasing steadily, and has more than doubled over the past four years. Almost all of the income is project-based funding from institutional donors, i.e. from governments and inter-governmental organisations, such as the European Union and the United Nations.

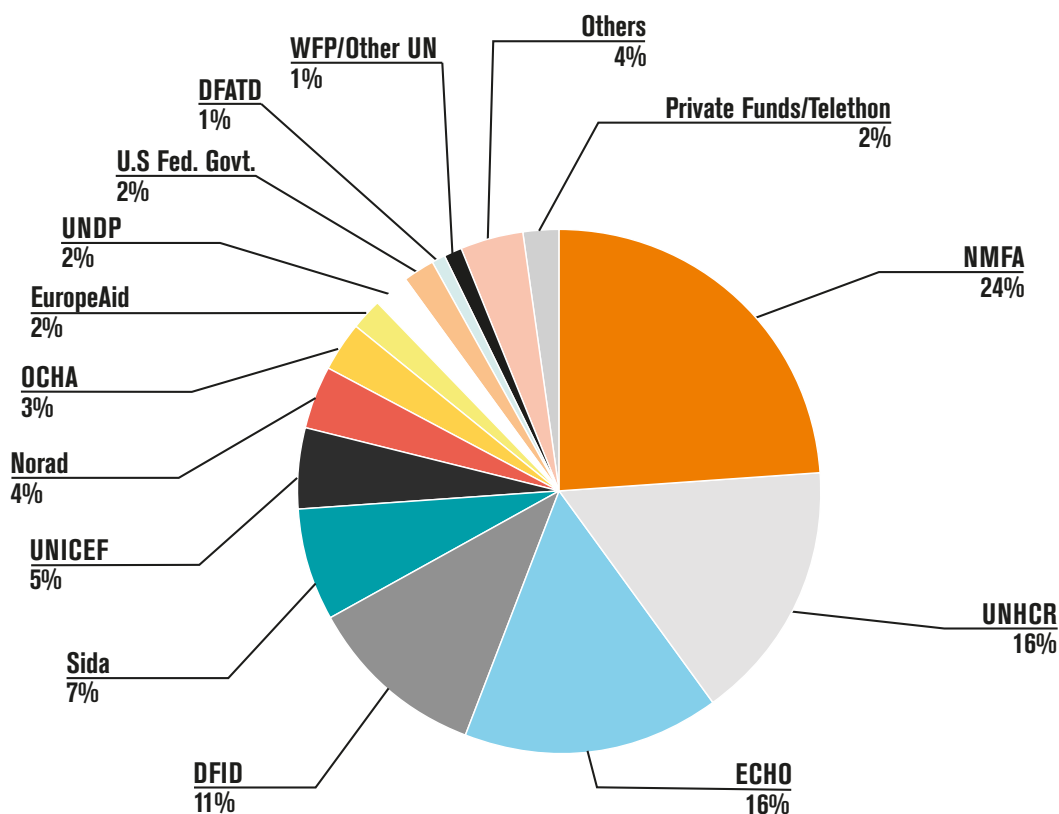
While more than two thirds of NRC's turnover originated from the Norwegian Government some 10-15 years ago, that share has now decreased to less than 30 per cent. Though the NMFA remains its largest funding partner, NRC has now established additional strong strategic relations with a range of non-Norwegian donors, with a clear objective of diversifying our donor base.

Funding levels from almost all institutional donors increased in 2014. According to statistics, NRC was the largest NGO partner for the Swedish International Development Cooperation Agency (Sida)'s unit for humanitarian assistance in 2013, and the second largest NGO partner of the EU Humanitarian Aid and Civil Protection department (ECHO) in both 2013 and 2014. However, the most significant change in terms of cooperation with

donors in 2014 was the strengthening of NRC's relations with the UK Department for International Development (DFID). NRC doubled funding levels from DFID compared to the previous year, and had close dialogue on numerous issues, including the Syria crisis.

NRC adopted a new three-year Financing Strategy in May 2014, for the first time representing both institutional donors and the corporate sector, and identifying a number of areas for strategic growth. In the autumn, a study was undertaken to identify potential for partnerships with foundations and targets were set accordingly for fundraising in 2015.

An underlying factor for successes in 2014 has been the strengthening of support functions for resource mobilisation. This has included additional resourcing across NRC's four fundraising teams in Oslo, Brussels, Geneva and Dubai. For example, new donor support functions were established for UN, US and Swiss donors in the NRC Geneva office.



A BROAD DONOR BASE

Over the last few years, NRC has considerably strengthened relations with a number of non-Norwegian donors. Following are a few examples of key partners.

Record level of humanitarian funding

Swedish International Development Cooperation Agency (Sida)

In late 2013, NRC was selected as one of 11 NGOs invited to enter into a Strategic Partnership with Sida from 2014. Shortly after, NRC signed a new three-year agreement with Sida's Unit for Humanitarian Assistance totalling SEK 175.4 million for 2014. This represents the largest annual contribution of humanitarian funds NRC has ever received from Sida. In late 2014, NRC also secured SEK 40 million from the Swedish Government's Special Child and Youth Initiative. Both of these agreements include funding to numerous countries as well as global capacity development projects. The strategic partnership further allows submission of proposals under Sida's Rapid Response Mechanism, enabling NRC to respond to emergencies without delay.

Representatives from Sida (Stockholm) and Swedish Embassies, as well as some high level state officials, visited as many as in 13 of NRC's country operations during 2014. On 21 October, the Director of IDMC held a seminar on internal displacement at Sida's Head Quarters in Stockholm where participants included representatives from the Swedish Ministry for Foreign Affairs, Swedish Red

Cross, Swedish Mission Council and Swedish Save the Children. On 25 September, NRC's Secretary General was invited to speak at the Conference on Humanitarian Action, jointly arranged by Radiohjälpen Foundation and Sida, held at the Sida Partnership Forum in Härnösand, Sweden.

In an environment where NRC is broadening its donor base, which also means increasing the number of different donor reporting templates and formats, Sida has shown commitment to Good Humanitarian Donorship Principles, by supporting NRC's own established results-based management system for use in all proposals and reporting. Starting in 2014, this has significantly reduced the resources required from NRC's field staff, allowing more time for direct programme implementation.

New framework partnership agreement

EU humanitarian aid and civil protection department (ECHO)

A new Framework Partnership Agreement for a period of five years was signed in December 2013, and entered into force in 2014. The difficult financial situation faced by ECHO at the beginning of the year resulted in an increased administrative burden for NRC to manage grants in 2014. However, the overall level of ECHO funding to NRC was



NRC in Herat, Afghanistan, provide displaced families with essential hygiene supplies, thanks to donor Sida. Over 200,000 IDPs live in Herat province alone, often in informal settlements, lacking access to clean water, hygiene and health facilities. Photo: NRC

still higher than in 2013. NRC secured over EUR 30 million through 18 agreements for projects in 14 of its country programmes, remaining ECHO's second largest NGO partner for the second year running.

NRC maintains close contact with ECHO at field and Brussels levels. During 2014, each of NRC's Regional Directors have held meetings with their respective ECHO Heads of Unit in Brussels to further strategic cooperation and influence ECHO's perspective on programme priorities and challenges.

Doubled funding

UK Department for International Development (DFID)

In 2014 NRC's annual funding from DFID doubled compared to the previous year (preliminary estimate at 20.3 million GBP, compared to 10 million in 2013). Key successes included the signing of NRC's largest ever grant agreement with DFID; a 21 million GBP two year intervention in the Syria region; and securing the first agreement through DFID's Rapid Response Facility, for Gaza in August 2014 after pre-qualifying for this funding mechanism in May 2013. DFID also became the first funder of the Assessment Capacities Project (ACAP)'s Ebola Needs Assessment Project (ENAP).

NRC increased the frequency and range of its dialogue with DFID in 2014, with a focus mainly on policy and advocacy. In April, NRC jointly organised with DFID and IFRC an event on security of tenure at the World Urban Forum in Colombia. In October, NRC was signatory to a joint NGO statement to governments and donors on the Ebola Response, which was presented at the *International Conference on Ebola* hosted by the UK and Sierra Leone.

As part of a DFID initiative in response to feedback from the NGO community, NRC successfully negotiated an increased administration percentage of 8.6 per cent (previously 7 per cent) to apply to all new humanitarian funding agreements. This will be reviewed annually, based on learning from the process and NRC's Annual Audited Accounts.

Successful advocacy

US Funding:
USAID's Office for Foreign Disaster Assistance (OFDA) and the Department of State's Bureau of Population, Refugees and Migration (PRM)

With additional resourcing to promote a stronger partnership with the US government, NRC's Geneva Office has supported the negotiation of 10 grants with US donors totalling USD 13.5 million (PRM USD 9 million and OFDA USD 4.5 million). USD 7.8 million went to Iraq and the

remaining to Jordan, CAR, Venezuela and the Whole of System Review (policy work managed from Geneva).

The office also successfully negotiated a global waiver to the stringent Counter Terrorism requirements from PRM and OFDA.

Looking to 2015, NRC will further seek to expand US funding, including through scoping the potential added value of opening a representation office in Washington DC.

Prequalified partner

Canadian Department of Foreign Affairs, Trade and Development (DFATD)

Following NRC's prequalification in late 2013 as a potential partner for direct humanitarian funding, DFATD was identified as a potential strategic donor, while previously grants had been negotiated on an individual country basis. During the year, NRC was awarded two International Humanitarian Assistance (IHA) grants in support of the Syria crisis response, totalling CAD 2.4 million. DFATD IHA also allocated support to the Assessment Capacities Project (ACAPS).

DFATD IHA representatives undertook a number of field visits during summer 2014, meeting with NRC teams in the Middle East. Discussions ranged from reviewing key aspects of on-going collaboration to familiarisation with NRC teams and programmes in countries not currently funded by DFATD, but where interests and strategies may coincide and offer opportunities for future collaboration.

At the head office level, NRC entered into a dialogue with DFATD to better understand their development funding priorities and application processes. In addition, NRC submitted a contribution to the public consultation in June about DFATD's new Civil Society Partnership Policy, which has since been adopted.

DFATD has shown considerable flexibility as a donor, in helping NRC to ensure that interventions remain relevant in an unpredictable context such as the Syria crisis, as well as accepting unsolicited proposals for sudden onset humanitarian emergencies and development funding, at any time.

Exploring possibilities

Gulf Donors

Since establishing a legal presence in the United Arab Emirates (UAE) in April 2013, NRC has been developing partnerships with local and regional actors, while reinforcing its overall profile in the region. In September 2014, NRC secured its first grant of USD 1 million from the Dubai Cares Foundation for education activities in Ivory Coast.

NRC's strategic positioning in Dubai has also facilitated the establishment of a new partnership with the regional representation of the Dentons law firm for the pro bono provision of volunteer lawyers to support NRC's ICLA programmes in the Middle East.

Joint initiatives set up with ICRC and WFP regional offices for the Gulf, in collaboration with UAE authorities, have opened doors to key UAE aid stakeholders. This includes the First Forum on Humanitarian Action rooted in Islam and International Humanitarian Law (IHL) in October, and an event on Aid and Technology in November.

NRC is keen to explore further possibilities for partnerships in the UAE in 2015. Discussions have been initiated with the Zayed Charitable and Humanitarian Foundation in Abu Dhabi, the Salam Ya Seghar foundation in Sharjah, Dubai Charity and the UAE Red Crescent. NRC enjoys strong support from the Norwegian Embassy in Abu Dhabi, which involves NRC closely in its bilateral dialogue with the UAE Ministry of Foreign Affairs on humanitarian aid delivery. This work will be continued in 2015.

In addition to working with actors based in the UAE, NRC's Dubai Office will pursue a possible partnership with the Organization of the Islamic Conference (OIC), both at field level and institutionally, including through closer dialogue on the World Humanitarian Summit.

Identifying new partners

Other EU member States

NRC Europe undertook a mapping in early 2014 to expand its remit beyond European Union institutions to EU Member State Governments. As a result, NRC will pursue Dutch, German, Irish and Belgian funding opportunities as part of its three year financing strategy. During 2014, NRC Europe has already negotiated the signing of two grant agreements; with the Dutch Government for a gender-based violence (GBV) project in Iraq and Palestine; and with the German Ministry of Foreign Affairs for the Nansen Initiative. In addition, meetings held with the German development bank, KfW, have explored the potential for a new collaboration with this donor.

PRIVATE SECTOR FUNDRAISING IN NRC

PRIVATE PARTNERSHIPS

Each year, individuals, corporations and organisations generously support NRC and the refugee cause through fundraising activities, monetary contributions and services in kind.

This support is an important part of our information and advocacy efforts in Norway, and provides us with funds crucial for our work.

Individual sponsors and supporters

The number of individual sponsors has increased significantly over the last two years. A majority of our individual supporters contribute on a monthly basis. The stable flow of funds they provide enables us to respond quickly and where needs are greatest. In April 2014, the charitable fundraising show *Artistgalla* on TV2, Norway's second largest broadcasting company, was held in support of NRC. A comprehensive TV broadcast, *Artistgalla* raised awareness on the situation of children displaced by war and conflict, and enlisted individual sponsors. A number of supporters made the broadcast possible, not least our key *Artistgalla* sponsors: Kluge, Toyota, TeleComputing and *Opplysningen 1881*.

A warm thank you also to Norwegian artists Ingebjørg Bratland, Mads Ousdal and Ole Paus who traveled to Lebanon, Kenya and Iraq respectively to highlight the situation for displaced children from Syria and South Sudan.

Starting out as a personal initiative from the Mayor of Sunndal in Norway, *Ordførerstaffetten* – a fundraising relay encouraging Norwegian mayors to donate to the NRC – grew to become a nation-wide campaign, raising funds from a great share of Norway's mayors. We are grateful for all the contributions, including that of the band D.D.E, who dedicated one of their songs to the campaign.

Throughout the year numerous schools, groups, businesses, foundations and individuals generously supported NRC through a range of activities spanning

from running sponsorships to concerts. One highlight in 2014 was the Christmas concert at Oslo Concert Hall. Organised by singer-songwriter Marianne Sveen, the concert featured some of Norway's most prominent artists. We are also thankful for the Norwegian law students who raised funds in support of ICLA Lebanon's legal aid to Syrian refugees.

Long-standing partners

NRC has a close and long-standing partnership with the Union of Education Norway. In addition to fundraising activities, we join forces to advocate and inform on issues related to education in emergencies and the importance of safe schools.

NRC is also honoured to be a partner of the Norwegian Guide and Scouts Association, which each year carries out a large fundraising and information campaign focusing on education for displaced children. In 2014, the funds raised were dedicated to Syrian and Palestinian refugee children in Lebanon.

NRC is also a partner of Bjørknes Høyskole. Each year, the collage organises a student-led charity stand-up show and auction in support of NRC's work. In 2014, the partnership was extended to include internship in NRC for students attending Bjørknes.

One of our most cherished partnerships is with Voksen primary school in Oslo. The schoolchildren, aged between six and thirteen, each year organise a large variety of fundraising activities during the school's international week. The school's level of organisation and results are always impressive, and in 2014 they raised a record NOK 175,000.

CORPORATE PARTNERSHIPS



Children in Domiz refugee camp in Iraq. Photo: NRC/Sirwan Abdullah Salih

Corporate social responsibility

The private corporate sector is becoming an increasingly prominent actor in humanitarian social development. By contributing to a sustainable world, companies showcase its values and provide its environment with something to identify with.

Correctly executed CSR-partnerships build a company's reputation. It can contribute towards building a corporate culture, loyalty, and provide added value towards customers, employees and partners. Reputation and brand building can thus provide a competitive advantage. In conflict areas, CSR can be a vital part of creating a stable economy, thereby securing investments and creating income possibilities in the future.

There is no better investment

Secretary General Jan Egeland
to Dagens Næringsliv

17 August 2013

NRC as corporate partner

Private contribution to the world's humanitarian situation is critical to reach out to as many as possible. Corporate funding gives us a predictable base, and contributes to rapid response and support to vital programs, including the less profiled. Furthermore corporate partnerships is a major platform for developing new and innovative programmes, and to respond to protracted and neglected crises, and underfunded areas, for example education in emergencies.

To help secure global funding, NRC has an extensive strategy for corporate collaboration and private funding. We seek to obtain mutual beneficial partnerships with selected Norwegian and international businesses and foundations.

NRC works in war and conflict areas with the protection of refugees and IDPs. We have knowledge and expertise about issues in the regions, and manage funds directly into the areas with the greatest needs.

NRC is part of "Innsamlingskontrollen" which supervises and leads a strict control on private fundraising in Norway. Less than 10 per cent of NRC funds are used on admin-

istration, more than 90 per cent of NRC's income is being directly channeled to our work with refugees all over the world.

NRC is committed to transparency and accountability.

Partnerships

To make the best and most effective use of donations and funding, NRC prioritises close, long-term and strategic cooperation with the corporate sector. We believe in transparency and sharing experience and information. Our partnerships emphasise mutual benefit and exchange of

expertise. Cooperation is developed through dialogue and communication, and tailored mutual needs. Partnerships can consist of monetary donations, in kind product and services or a mix of these.

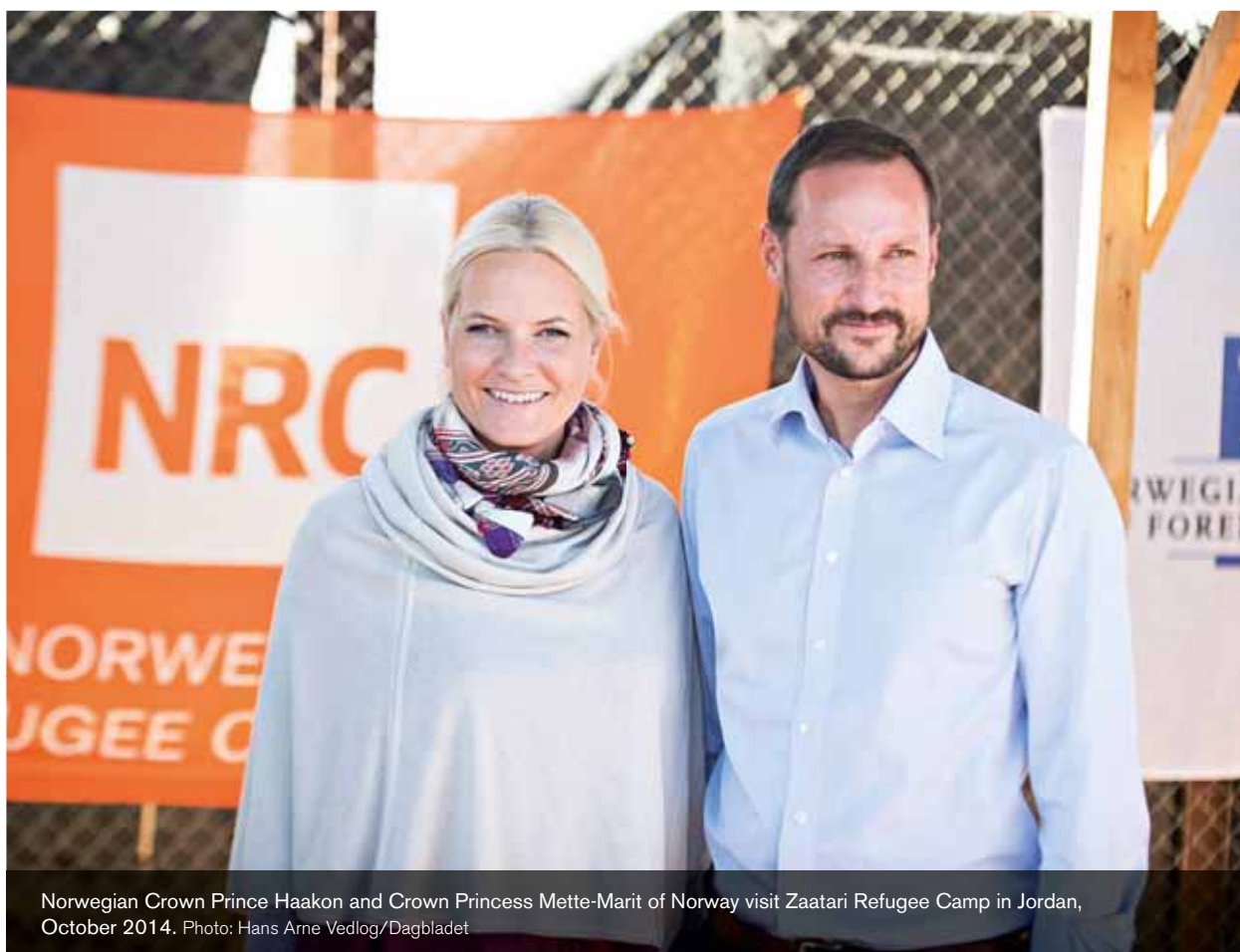
As part of the partnership, we put together a package of return values based on information and reporting, knowledge and expertise exchange, visibility and media cooperation.

We want our partners to be a team with NRC for the benefit of the world's refugees, and involve our partners' employees through stories, field visits, contributing to local events and facilitating for individual donor program.

We have seen the work NRC is doing, and it is something we as Norwegians can be proud of

Crown Prince Haakon
to Dagbladet

21 October 2014



Norwegian Crown Prince Haakon and Crown Princess Mette-Marit of Norway visit Zaatari Refugee Camp in Jordan, October 2014. Photo: Hans Arne Vedlog/Dagbladet

Kluge

Kluge, one of the leading law firms in Norway, has been a major partner to NRC since 2012, and recently renewed and expanded their commitment for a new three year period.

"We in Kluge are happy to continue the cooperation and experience that long-term increases value for both parties," says Snorre Haukali, Managing partner in Kluge.

The partnership includes both monetary and valuable legal support, exchange of expertise and long-term cooperation on larger projects. The partnership involves a fruitful collaboration linked to NRC's legal tasks, both in the field and at headquarters Kluge provides very valuable advice and assistance to NRC legal work.

The collaboration strengthens both organisations. Kluge gets experience with human rights and humanitarian work in conflict areas, and NRC strengthens its efforts to ensure and safeguard the rights of displaced people, our legal program and general legal assistance.

"Kluge is an important supporter who contributes to the work of NRC with both financial resources and legal assistance at headquarters and in the field. Their active involvement is an exemplary example of a company which carries on CSR in practice," says Secretary General Jan Egeland.

Kluge's employees are involved in the partnership through seminars and work shops, and also fieldwork and visits to NRC country programmes.

"Our close collaboration with NRC is also popular among our employees. It provides legal perspectives with specific challenges that go far beyond the issues we normally work with," says Bosse Langaas, CEO of Kluge.

Kluge was established in 1923 and has during the last years grown to approximately 120 lawyers in offices in the three major Norwegian business centers of Stavanger, Oslo and Bergen. The firm provides services in all areas of commercial law as well as employment, construction and public law. Kluge serves both domestic and international clients, and is active in international projects in Central and Western Europe and North America.



KLUGE



Managing partner Snorre Haukali in Kluge and Secretary General Jan Egeland. Photo: NRC



NRC and Solvatten foundation distributing safe water kits to refugees and Turkana host communities in Kakuma, Kenya. Photo: Evelina Ronnback

Solvatten Foundation

NRC and Solvatten Foundation have partnered to provide safe water to refugees in Kakuma camp in Kenya through solar technology. Using a system similar to a portable solar heater, the simple technology can treat and heat 10 litres of water in 2 to 6 hours depending on sunlight intensity. To date, 3,665 households have been provided with Solvatten kits for water treatment in 2014.

Grieg Foundation

Thanks to funding from Grieg Foundation, about 2,000 young Syrian refugees in Jordan received education through NRC's Youth Education Pack (YEP) in 2014.

Statoil

NRC is very grateful for the Christmas gift of 1,5 million NOK from Statoil's employees in 2014. The money will ensure education for thousands of young people fleeing from war and conflict.

"En av oss"

En av oss (One of us), a foundation established by freelance journalist and writer Åsne Seierstad, donated 150,000 NOK to NRC's work for schools and education for Syrian refugees in Lebanon and Iraq.

Boston Consulting Group (BCG)

The Boston Consulting Group (BCG) provided valuable pro bono support to the NRC organisational project to restructure all of its offices in 26 countries. The purpose was to improve the organisational structure to continue to ensure efficient and relevant response to the needs of displacement affected populations. The new model was piloted in NRC's country office in Lebanon. This included development of tools and guidance for global rollout. BCG supported both the detailing of the organisational model for country offices, and the pilot from its preparation in Oslo to the actual rollout in Lebanon.

PricewaterhouseCoopers (PwC Norway)

As part of their CSR-program PricewaterhouseCoopers (PWC) planned and provided a very useful investigation training in November for NRC's pool of investigators; consisting of NRC's key staff within finance, logistics and internal audit.



Nour attends classes for Syrian refugees in the Bekaa Valley, Lebanon. Photo: NRC/Sam Tarling





Photo: NRC/Vincent Tremeau

Norwegian Refugee Council

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FLYKTNINGHJELPEN
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