

# NRC ANNUAL REPORT 2015

NORWEGIAN  
REFUGEE COUNCIL

**NRC**

# RIGHTS RESPECTED PEOPLE PROTECTED



## Norwegian Refugee Council

The Norwegian Refugee Council is an independent humanitarian organisation helping people forced to flee. Whatever it takes. Wherever, and whenever, we're needed.

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NRC/Tiril Skarstein

*Mohammed (8) escaped Damascus in Syria and fled with his family to Turkey, where they spent four months before going to Europe.*

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



Photo: NRC

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# 01

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## NRC ANNUAL OVERVIEW

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Solar lamp distribution for IDPs in Somalia. Photo: NRC/BRCiS/Marco Gualazzini/Contrasto

# GLOBAL CRISIS, GLOBAL RESPONSE

Civilians are increasingly victims of violent wars. New conflicts cause new displacements and the international community is failing to solve old conflicts, leaving millions of people unable to return home. In 2015, NRC responded to new or long-lasting crises in more than 70 countries across the world.

At the end of 2015, a record-high 65 million people, a figure equivalent to the entire United Kingdom, were displaced by wars and conflict. In addition, tens of millions were displaced by disasters. In 2015 alone, the global figure of displaced people increased by 10 per cent.

## Syria – increasing desperation

In Syria, 4,5 million lived in the crossfire and 600.000 people were trapped in besieged areas and denied access to food, medicines and medical care. Millions of Syrians inside Syria and in the neighbouring countries became increasingly desperate as the civil war continued unabated. After four years of conflict, many Syrian refugees had exhausted all their savings while at the same time lack of international funding forced the United Nations (UN) to cut back on food rations and other forms of support. As a result, hundreds of thousands of Syrians saw no other option than to embark on a dangerous journey across the Mediterranean in search of better lives.

More than one million migrants and refugees arrived in Europe in 2015. This raised the profile of the global displacement crisis, but also brought to light difficulties, contradictions and challenges in how the international community perceived and responded to the global crisis.

## Ongoing and protracted crises

In addition to Syria, the UN defined three other conflicts areas, Iraq, South Sudan and Yemen, as countries suffering a “most severe, large-scale humanitarian crisis”. NRC was operational in all these countries and also provided assistance in other large and protracted

displacement crises, including Afghanistan, the Democratic Republic of Congo and Palestine.

## Global response

In total, almost 5.4 million individuals across 31 countries received help from NRC's programme activities during the year. Through NRC's expert rosters, almost 800 experts were deployed to 70 countries. Key responses were the Ebola crisis, the Middle East, the Nepal earthquakes, and the European refugee crisis, the latter with a focus on Greece and the Balkans.

NRC's policy and advocacy work focused on upholding the rights of displaced people and improving living conditions for refugees and internally displaced people. In Europe, NRC advocated for search and rescue capabilities in the Mediterranean, adequate reception conditions in Europe, and for asylum and return procedures to follow international refugee law and not undermine the Refugee Convention.

Our strong ability to support people in need in hard to reach areas and to deliver with high quality reflects the great work of our staff and roster members. They make a difference on the ground with their ability to stay and deliver under very challenging circumstances.

Across many war zones, humanitarian workers and civilians are coming under attack. World leaders must do more to secure that displaced people receive the support they are entitled to, that violence comes to an end and people are given the opportunity to build sustainable futures.



**Jan Egeland**

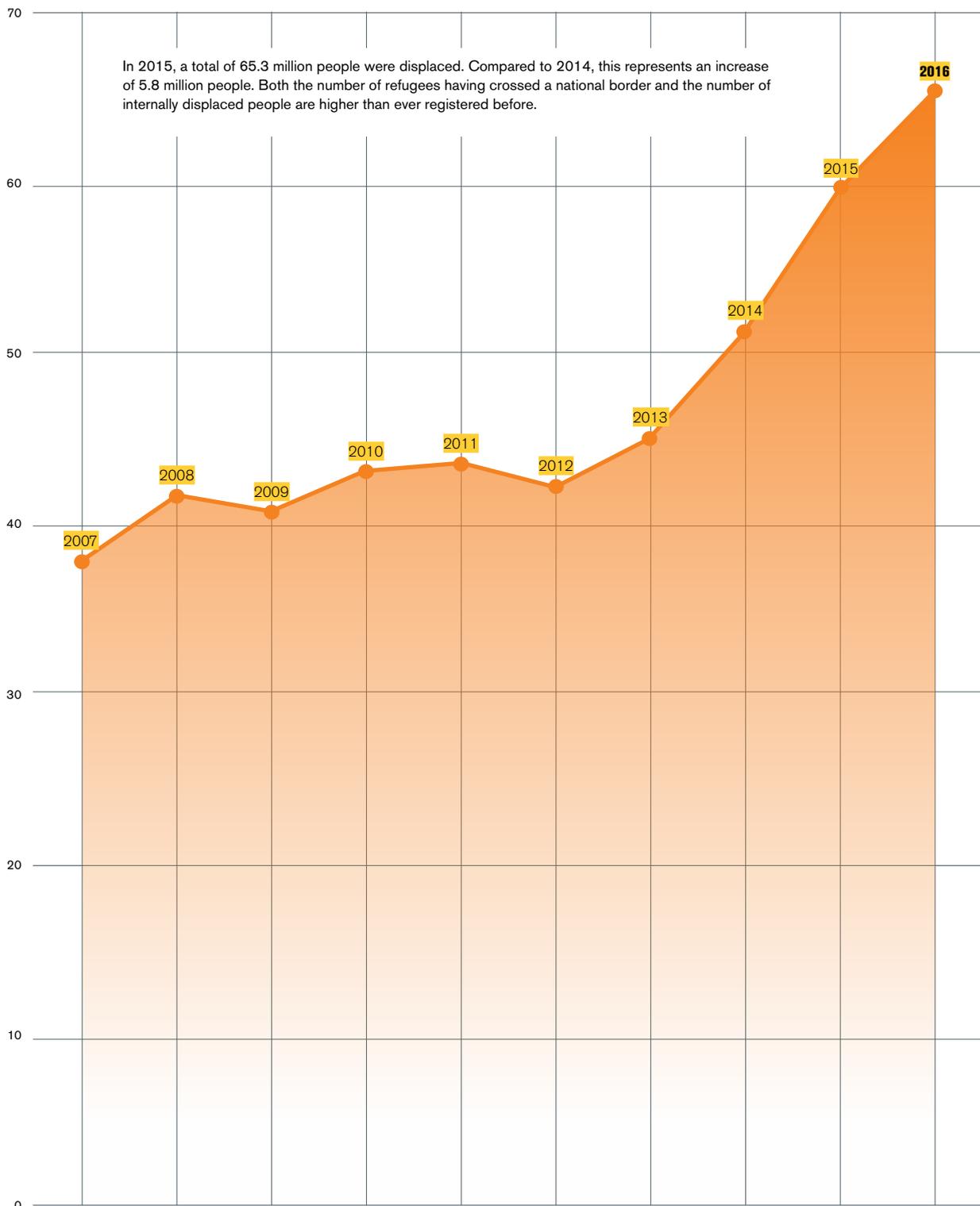
Secretary General of the Norwegian Refugee Council



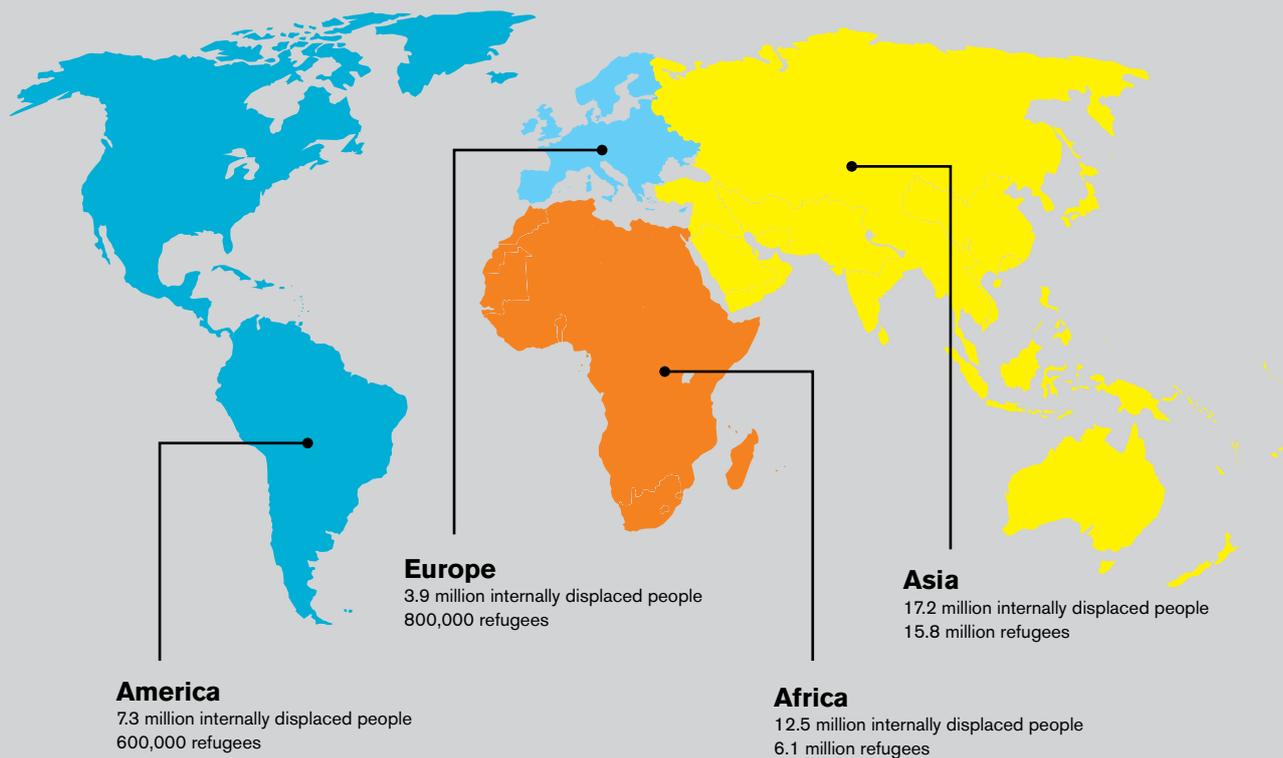
Secretary General of the Norwegian Refugee Council, Jan Egeland.  
Photo: NRC/Beate Simarud

# Global displacement figures

Number of displaced people over the last ten years



# Number of refugees and internally displaced people by continent



## Number of internally displaced people by continent

PEOPLE DISPLACED INSIDE THEIR OWN COUNTRY	
Africa	12,5
America	7,3
Asia (including Middle East and Oceania)	17,2
Europe	3,9
<b>World</b>	<b>40,8</b>

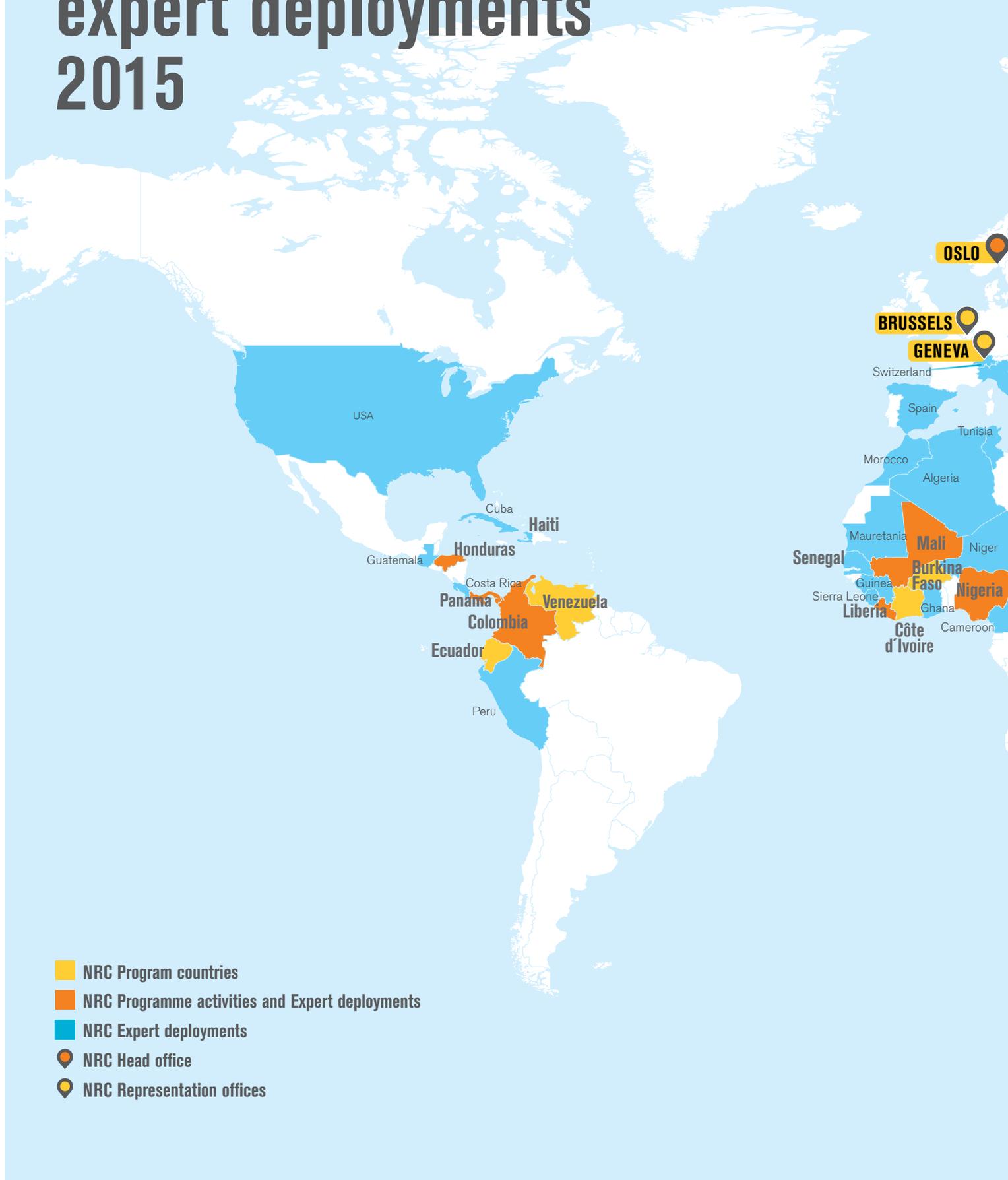
Figures at the beginning of 2016. The numbers are rounded off, hence the deviation in the total figure. Source: Internal Displacement Monitoring Centre (IDMC).

## Number of refugees by region of origin

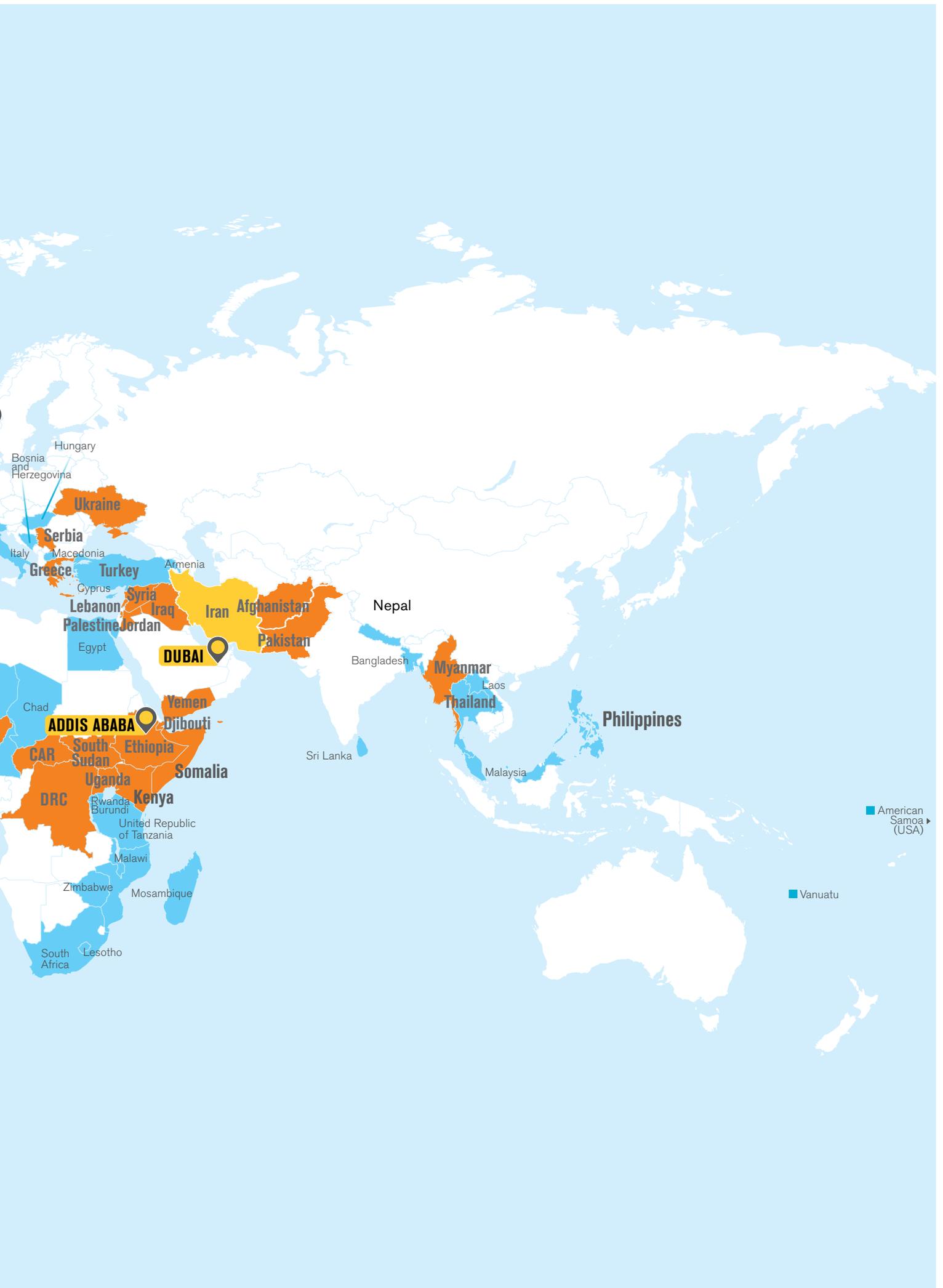
PEOPLE WHO HAVE ESCAPED FROM	
Africa	6,1
America	0,6
Asia (including Middle East and Oceania)	15,8
Europe	0,8
Various / stateless	1,2
<b>World</b>	<b>24,5</b>

Figures at the beginning of 2016. Sources: UN Refugee Agency (UNHCR) and UN relief and works agency for Palestine refugees in the near east (UNRWA).

# Operations and expert deployments 2015



-  NRC Program countries
-  NRC Programme activities and Expert deployments
-  NRC Expert deployments
-  NRC Head office
-  NRC Representation offices



# NRC KEY FACTS

Total beneficiaries reached in 2015: **5,397,486**

## NRC in 2015

The Norwegian Refugee Council is an independent humanitarian organisation helping people forced to flee.

When we started our relief efforts after World War Two, humanitarian needs were critical. They still are – and we're still there, protecting people forced to flee and supporting them as they build a new future. In 2015, we worked in both new and protracted crises across 31 countries.

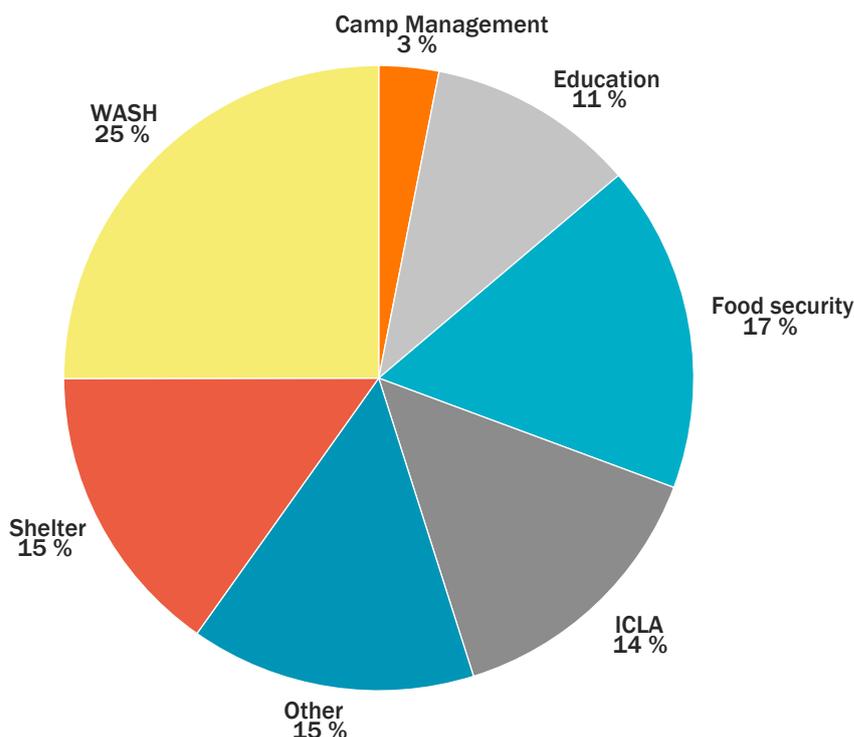
NRC is a determined advocate for displaced people. When we witness injustices, we alert the world. We promote and defend displaced people's rights and dignity in local communities, with national governments and in the international arena. NRC's Internal Displacement Monitoring Centre in Geneva is a global leader in monitoring, reporting on and advocating for people displaced within their own country.

We respond quickly to emergencies. Our expert deployment capacity NORCAP boasts around 900 experts from all over the world. Our experts stand ready to deploy at a moment's notice to support the UN and local authorities in humanitarian crises.

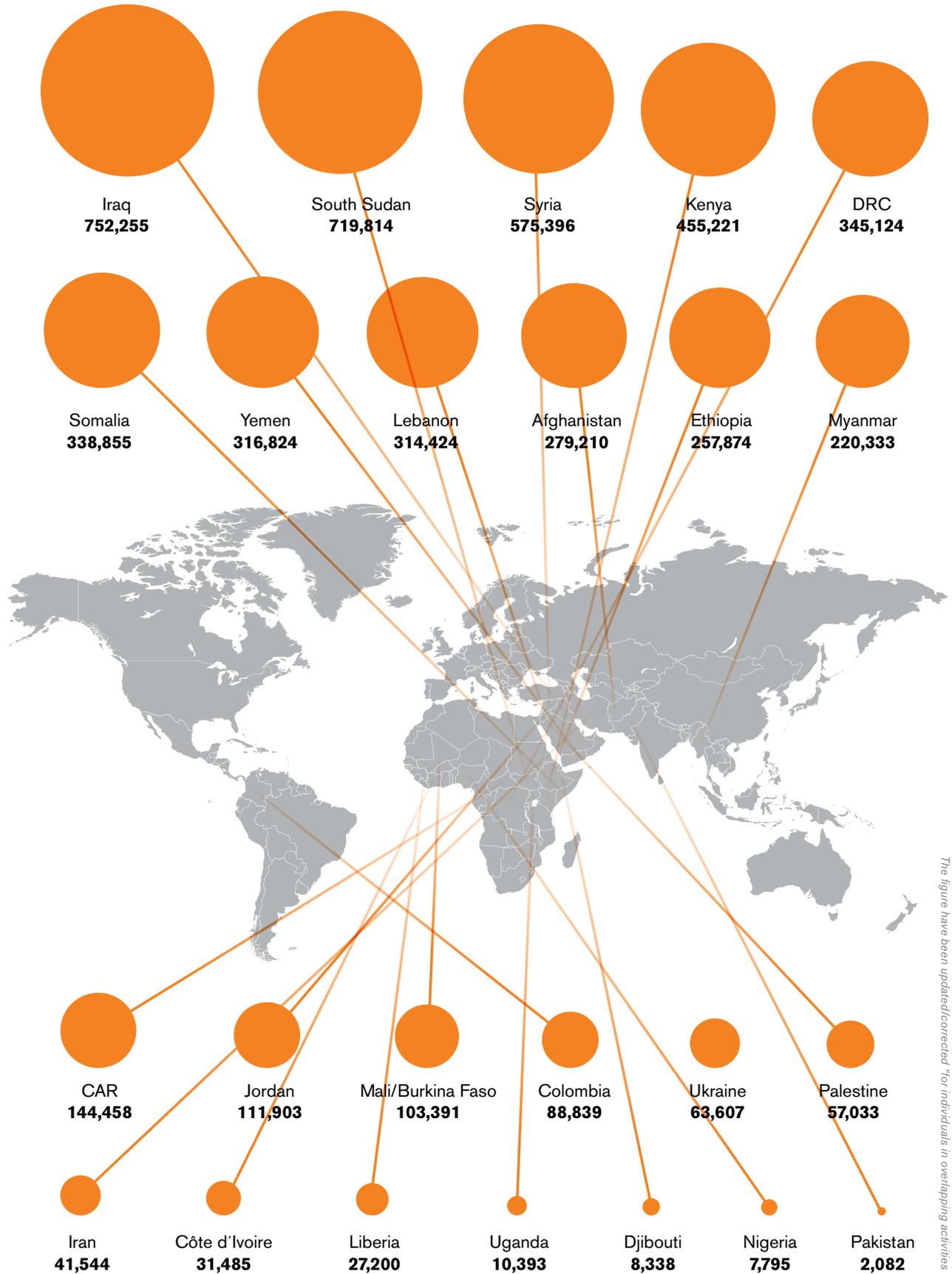
In 2015, more than 5,000 men and women worked for NRC. Most of our staff are hired locally to work in the field, and a small number are based at our head office in Oslo.

On the following pages you will find some key fact about NRC's work in 2015.

## Number of people assisted per programme activity



## Total number of people reached in each country



The figure have been updated/corrected for individuals in overlapping activities

NORCAP deployments

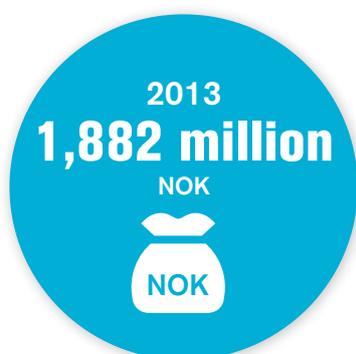
WE PROVIDED  
**799**  
DEPLOYMENTS

OUR EXPERTS WORKED  
**221**  
PERSON-YEARS

WE SUPPORTED  
**25**  
ORGANISATIONS

WE WORKED IN  
**70**  
COUNTRIES

Financial growth (NOK in millions)

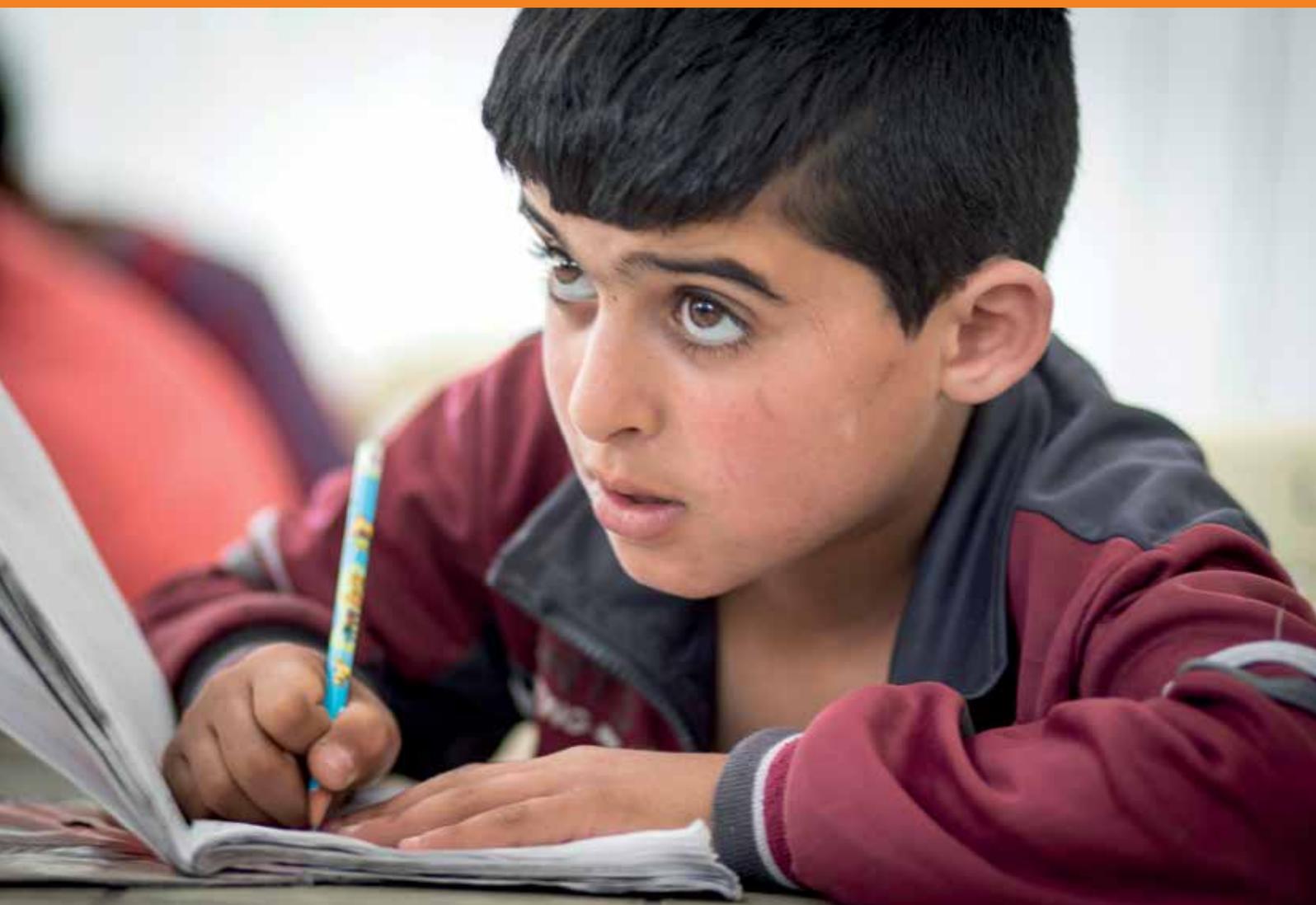


# 02

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## FIELD OPERATIONS AND EXPERT DEPLOYMENTS

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Ali, 10 years old, learns English at NRC's Learning Centre in Zaatari refugee camp. Photo: NRC/Christopher Herwig

# Field operations and Expert deployments

# ON THE GROUND

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People walking in the streets surrounded by destroyed buildings, Nepal 2015. Photo: NRC/Per-Erik Stafanson.

## Expanding field operations

As a number of emergencies grew and erupted in 2015, we worked to scale up our emergency response. We established a new country programme in Nigeria, to meet the rising needs of the displaced in the country. Our most extensive operations were in Syria and Iraq, as well as their neighbouring countries, where we provided life-saving assistance. In every operation, we evaluated our projects and the contexts where we worked; this allowed us to ensure that NRC could respond to actual needs on the ground.

## Expansion in Asia

In 2015, we expanded our activities in Myanmar to the Kachin and Rakhine states. Likewise in Iran, we expanded our operation to assist more Afghan refugees throughout the country.

## Neglected crises

In the global landscape of large-scale crises, many protracted humanitarian emergencies remained forgotten – particularly in the Central African Republic (CAR) and the Democratic Republic of Congo (DRC). In these countries, we met fresh waves of displacement with flexible emergency

programmes designed to respond quickly to new needs. The needs, however, continued to surpass available resources; and with few prospects for peace, the situation in these countries remained precarious.

## Peace progress in Colombia

The peace dialogues between the Colombian government and the Revolutionary Armed Forces of Colombia (FARC) made significant progress in 2015. But despite efforts to end the decades long conflict, the de-escalation did not reduce the number of displaced people in the country. NRC worked to better protect displaced Colombian communities and help them find long-term solutions for living in displacement. Where necessary, we scaled up our emergency aid and technical assistance to duty bearers.

## Violence and drought

In the Horn of Africa, a combination of conflict and drought displaced a significant number of people throughout the region. South Sudan and Ethiopia suffered the greatest – the civil war in South Sudan devastated millions of lives, and Ethiopia was hit by the worst drought in decades. Although we expanded our food security, shelter, and water and sanitation activities in these countries, rising insecurity hindered our ability to reach people in remote areas.

## Syria as the main driver

The war in Syria continued to drive displacement figures, and access inside the country remained extremely limited. Across the Middle East, living conditions for millions of Syrian refugees worsened and forced thousands to desperate measures. Despite the challenges, our cross-border operations, combined with our projects inside Syria, reached more than 600,000 Syrians.

## NRC in Europe

In 2015, we established programme operations in Europe to respond to the number of refugees and migrants crossing the Mediterranean. In Greece, we joined efforts to assist refugees in Chios, the largest arrival spot. In December, we began responding to the situation in Serbia with our NGO partner Praxis, where we provided protection and emergency aid to refugees and asylum seekers transiting through or applying for asylum. In Ukraine, we continued to assist people affected by conflict in government-controlled areas and pushed for access to areas not controlled by the government.

## Support to Europe

Thirty-five NORCAP experts supported the European refugee response in Greece, Serbia, Hungary, Macedonia, Italy and Morocco. There, they helped create systems for refugee and migrant registration. They identified vulnerable people and ensured they received assistance. They coordinated and trained humanitarian actors, local authorities and volunteers.

## Risk and mitigation

As we expanded our presence in the field, we also worked to strengthen our security risk management system. We enhanced our daily security and crisis management structures, and maintained our robust operational security support system globally. In 2015, we expanded our HEAT trainings to a new location in South Africa and offered five sessions for humanitarian organisations, Norwegian governmental agencies, universities, and the media.

## Expert deployments

In 2015, our NORCAP expert rosters provided experts for 799 missions to 70 countries. As other agencies pulled out of protracted crises in CAR, DRC, South Sudan, and the regional Ebola response, NRC's expert rosters brought additional support. Our experts also deployed to meet the influx of refugees arriving in Europe, and to the humanitarian response following the Nepal earthquakes.

## Nepal earthquakes

Back-to-back earthquakes in Nepal led to one of the biggest NORCAP responses in 2015. Thirty-eight experts joined the emergency response, working on contingency planning and building the capacity of teams dedicated to camp coordination, site planning, assessments, education,

### 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.

logistics, protection, gender, and food security. NORCAP architects were critical in planning and building the first rehabilitation centre in Nepal, where people with physical injuries and disabilities received professional medical treatment.

## Developing expert capacity

In 2015, we also strengthened our climate change and disaster risk reduction (DRR) capacities, establishing a climate services initiative and recruiting hydrologists, meteorologists and DRR specialists. This resulted in seven deployments. We began new partnerships, including with the United Kingdom (UK) Meteorological Office and the Centre for International Climate and Environmental Research (CICERO) in Oslo.

We helped establish the interagency Cash and Markets Capacity Building Roster (CashCap), which now deploys senior cash and market programming experts to facilitate cash transfers in humanitarian emergencies. NORCAP further expanded with the creation of the Humanitarian Communication roster. The roster improves communication to people affected by crisis, and increases accountability in humanitarian response. In Greece, we successfully deployed a Communicating with Communities (CwC) team to UNHCR, to improve communication with refugees and host communities.

## Risk and mitigation

# PREDICTING THE UNPREDICTABLE

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As dangers increase on the frontlines, so does the need for security.

### Expanding to more high-risk areas

NRC is running large operations in more complex and volatile areas than ever before. In recent years, we have undergone tremendous expansion. We nearly doubled our field staff presence with large-scale responses in the Syria region as well as acute crises in Central and West Africa. We established operations in more Latin American countries.

To address the challenges we face in these dangerous environments, in 2015 we further strengthened our security risk management system.

### Analysis and modern security risk management

NRC uses a modern, proactive security risk management (SRM) approach. Proactive SRM involves the development of risk management solutions tailored to a specific area or country programme. We design solutions based on detailed, contextual risk assessments as opposed to relying on the more traditional approach – a single, generalised, “minimum security standards” application to every situation.

### Effective operational security and crisis management

There is growing consensus in the field of SRM that security management is most effective when well integrated into the job functions of all managers and employees, rather than a security manager or department holding all security responsibility.

NRC wholeheartedly supports this approach. We recognise that regional, country and field managers need more SRM skills, training and support in order to navigate the increasing complexity of risks in today’s humanitarian operations.

In 2015, we launched a series of new initiatives to strengthen our daily security management and crisis management structures. We maintain a robust operational security support system through a global team of dedicated country, regional and Head Office security specialists and advisers.

### Creating resilient field teams

NRC’s field teams must have the resilience and training required to access, stay in, and deliver effective humanitarian assistance in conflict zones. Experience and research indicate that our Hostile Environment Awareness Training (HEAT) course is an effective way to ensure that they have the skills they need to effectively cope with the traumas they encounter during the course of their work in dangerous areas.

Most humanitarian, private development and government actors increasingly view HEAT as a mandatory duty-of-care requirement – and demand for professional HEAT courses has surged in recent years. For the past eight years, NRC has remained a global leader in HEAT courses for humanitarians. We are the sole provider of HEAT for non-profit organisations in Norway.

In 2015, we expanded to a new location in South Africa, and offered five subsidised HEAT trainings for the employees of the largest humanitarian organisations in Norway. We also trained participants from Norwegian government agencies, universities and the media. Demand for our HEAT training continues to increase and is expected to double again in 2016.

Providing safe, high quality and affordable HEAT training is an integral component of NRC’s security risk management programme. It is imperative that the colleagues we send to frontlines of humanitarian assistance have the security training they need and deserve.



Staff from NRC and other humanitarian organisations being put to the test in stimulations of potential scenarios in high-risk areas at a Hostile Environment Awareness Training. Photo: NRC/Hanne Eide Andersen

# PROGRAMME ACTIVITIES: Information, counselling and legal assistance (ICLA)

## HELPING PEOPLE EXERCISE RIGHTS

Displaced men and women endure human rights violations and are often denied justice. Our ICLA programmes provide information and legal assistance to help them claim their rights, survive displacement and build new lives.

### The NRC approach

Displaced people face particular barriers in housing, land and property rights (HLP). Women are particularly affected, further denied HLP rights by repressive social norms within their families and communities. ICLA works with a range of justice mechanisms – traditional, religious and statutory – to help solve disputes over HLP and to promote justice.

Displaced people's access to rights and services, such as food, housing, education or health, is often dependent on a recognised legal identity. For a refugee, legal identity can be vital to his or her ability to remain legally in a country. Our ICLA teams assist displaced people as they acquire the legal identity documents necessary to enjoy their rights.

With the numbers of refugees on the rise globally, access to refugee status determination procedures requires renewed attention. Likewise, IDP registration has become a key concern in many countries. Obtaining a legal status is often crucial to receive protection from the state and humanitarian actors.

### The year in review

In 2015, NRC provided information, counselling and legal assistance to 767,853 people. Over half of these were women, reflecting our long-standing commitment to support displaced women claim their rights. The majority of our assistance centred on HLP rights and documentation for legal identity.

In addition to our ongoing ICLA work in 20 countries, NRC targeted HLP assistance for women and scaled up work on legal identity. As part of this we explored the prevention of statelessness in displacement situations in cooperation with UNHCR, the Institute of Statelessness and Inclusion, and the Open Society Foundation (OSF).

The year saw the exit of our Ivory Coast country programme, with a successor local NGO taking over our ICLA work. ICLA assessments in Nigeria, Europe and Syria led to the establishment of new NRC programmes. We established and significantly scaled up an ICLA programme in Iraq.



NRC has informed, counselled and legally assisted communities to make possible their declaration as victims and also to access to rights stipulated by the Colombian government. Photo: NRC Colombia

### HOUSING, LAND AND PROPERTY IN UKRAINE

In 2015, we assessed the HLP situation in the government and non-government controlled areas, as well as front line areas, of Eastern Ukraine. Our report, entitled *Housing, Land and Property Rights of Displaced and Conflict-Affected Communities in Eastern Ukraine*, is now used by the humanitarian community to highlight a range of problems facing Ukrainians, including a lack of shelter, loss and occupation of their property, and danger from mines and unexploded ordnances.

## PROGRAMME ACTIVITIES: Education

# PROTECTING AND EMPOWERING

Half of the world's 58 million out-of-school children live in conflict-affected areas. Safeguarding their right to quality education protects them during crisis and equips them to become empowered citizens.

### The NRC approach

For nearly two decades, NRC has been a leading actor in Education in Emergencies (EiE) through our field programmes, advocacy efforts and deployment of expert personnel. In cooperation with national education authorities, UN agencies, INGOs, communities and schools, NRC's education projects improve equitable access to quality education for displaced and conflict-affected children. We help youth build life-long skills to expand their civic participation and make a healthy transition to adulthood.

NRC tailors education programmes to cover needs in all phases of an emergency, from acute crises to post-conflict and recovery. We strive to make learning sites safe, inclusive environments that protect learners and teachers. NRC's education programmes adhere to the Inter-Agency Network for Education in Emergencies (INEE) Minimum Standards for Education.

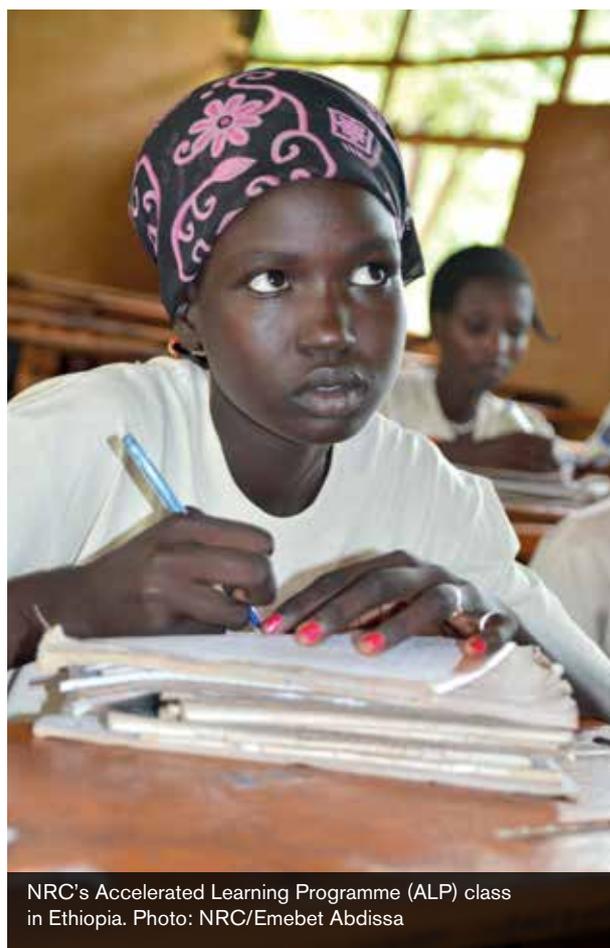
### The year in review

In 2015, NRC's education activities reached 584,999 children and youth.

We increased our education response for Syrian refugee children in Iraq, Jordan and Lebanon. We scaled up our programmes for South Sudanese children and youth in South Sudan, Uganda, Kenya and Ethiopia. In Côte d'Ivoire, we handed over activities to national authorities and local partners. We designed a new quality education assessment tool to evaluate the progress and the quality of our projects.

Additional key achievements:

- **Our Better Learning Programme (BLP)**, which recovers reduced learning capacity for Palestinian children suffering severe trauma, resulted in a 90 per cent reduction in nightmares and inhibited learning – a great success NRC shared as best practice at several education summits.
- Our **"Mother's Clubs"** in Côte d'Ivoire provided literacy and numeracy training to more than 900 young displaced mothers. The clubs, part of NRC's accelerated education response, addressed poverty barriers pushing mothers out of school.
- **Our Vocational Life Skills and Education (VLEC)** programme in Myanmar, a 3-month entrepreneurial training for young displaced people, benefitted 300 young men and women. 97 per cent of the graduates engaged in new livelihoods.



NRC's Accelerated Learning Programme (ALP) class in Ethiopia. Photo: NRC/Emebet Abdissa

*"I started working with NRC from the beginning [of the Programme] and at first intake we had only 59 students coming to the centre after doing 14 days of outreach. In the [most recent] intake, we had 700 students coming without doing any outreach at all. So that, to me, says a lot about what we have been able to achieve."*

Raed Sanwalha, Jordan Country Office,  
Youth Programme Officer, Zaatar refugee camp,  
19 November 2015

# PROGRAMME ACTIVITIES: Shelter

## A HOME AWAY FROM HOME

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A roof overhead is among the most urgent needs for a displaced person, and a basic right. Our shelter activities range from providing tents in emergencies to securing tenure arrangements in long-term displacement.

### The NRC approach

Our shelter activities provide life-saving physical protection. We work to meet psychosocial and livelihood needs, enabling displaced people to live in a safe, supportive and culturally appropriate setting.

In acute emergencies, NRC provides a range of shelter solutions. We plan and prepare camps and settlements, construct spaces for schools and communal infrastructure, and distribute household items. In situations of protracted displacement, we coordinate across sectors to secure access to social services and livelihood options. Throughout, NRC ensures water and sanitation facilities.

Our approach to achieving sustainable solutions is anchored in working with people and authorities. In all phases of displacement, NRC consults and coordinates with the displaced population as well as local, national and international stakeholders in order to properly identify needs, promote self-reliance and strengthen local capacities. Existing resources in the local community are further enhanced through trainings on how to construct and maintain buildings.

### The year in review

NRC provided shelter support to more than 250,000 people in 2015; another 416,200 people benefitted from our non-food item (NFI) distributions. Our work included:

- Individual and collective housing
- Schools
- Social and technical community infrastructure
- Settlement and camp planning

Our shelter teams worked closely with other sectors to deliver holistic, comprehensive assistance. As part of the “1 million” education initiative, we prepared to scale up school construction and began to develop a standard for school construction. We streamlined our cash modalities to allow more flexibility – in Afghanistan, a hybrid system of conditional cash grants and in-kind support allowed the displaced to construct shelters that met their individual needs. We also reinforced our SIM card banking technology, which increased efficiency and reduced risks.



Saddam is a member of NRC's labour scheme. The 34-year-old works with maintenance teams on building a new site at the Zaatari refugee camp in Jordan. Photo: NRC/Christopher Herwig

In 2015, we expanded our reach to: new areas of Nigeria, to support fresh waves of displacement as well as urban-based IDPs; and to the southern Balkans, supporting the Europe crisis with reception and transit centres.

In Jordan and Lebanon, we repaired half-finished houses where a critical evaluation of our response allowed us to refine our “affordable housing” system for urban areas. Thanks to the findings of this evaluation, we will begin to roll out the system globally.

We enhanced our monitoring and assessment tools, piloting NRC's new module for quality assessment. This module has strengthened both programme compliance with sector standards as well as performance documentation.



Ethiopia



Burkina Faso



Yemen



Palestine



Iraq



Ethiopia



Colombia



Nigeria

# PROGRAMME ACTIVITIES: Water, sanitation and hygiene (WASH)

## RIGHT TO WATER AND SANITATION

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We work to ensure that displaced people and local communities do not suffer health and environmental risks associated with water and sanitation.

### 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 local contexts. Software activities, such as hygiene promotion and community mobilisation initiatives, accompany all our technical work. As displaced women and girls often face challenges in accessing water and sanitation, we use a gender-sensitive approach in all our WASH activities.

Our WASH programmes 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

NRC WASH programmes aim to strengthen local economies and enhance community self-reliance. We support longer-term sustainability through community engagement and continual collaboration with local authorities.

### The year in review

Throughout the year our WASH teams assisted more than 1,303,712 people in 16 countries.

In 2015, NRC’s WASH programmes continued to grow in response to the Syria and Iraq crises. We expanded our work inside Syria. Activities included improving access to safe water and providing hygiene materials to displaced families. We extended WASH activities into new areas of Northern and Southern Iraq. We piloted new approaches to traditional hygiene promotion in Kurdistan and Baghdad.

In Kenya’s Kakuma refugee camp, NRC pinpointed gaps in the shift from communal to household latrines. Some



Heba and her sister Rimas cool off after a hot day at Zaatari refugee camp in May 2015. Photo: NRC/Hussein Amri

female-headed households were left unable to build latrines due to physical labour and familial responsibilities. As a result, we redesigned how we assist the most vulnerable under our care. We now incorporate tailored assistance, such as manual labour, along with our basic material provisions.

In Ukraine, NRC made emergency repairs to war-damaged water pumping stations and pipelines, benefitting 21,555 Ukrainians. In Syria, we provided local engineers with technical and management support to repair conflict-damaged pipelines, boreholes and cleaning wells.

# PROGRAMME ACTIVITIES: Food security

## COVERING BASIC AND LIVELIHOOD NEEDS

When crises strike and undernourishment rises, NRC responds to both the physical and economic food security needs of the displaced.

### The NRC approach

Food insecurity can be both a consequence and a driver of conflict; displaced people are therefore especially susceptible. Unable to access food, they suffer physically and socially.

NRC provides safety nets to help find lasting solutions that protect and rehabilitate livelihoods. Our food security approach respects intra-household needs, priorities and preferences.

In crises, we facilitate access to food and supplements that suit the population's dietary needs and priorities. Where market conditions allow, we make cash transfers to give people freedom of choice in what they eat. Where the market doesn't function, we provide general food distributions and try to reactivate markets.

To reduce reliance on aid, NRC creates income opportunities and helps resume local food production. We support local market functions to strengthen processing and supply systems. In all our programmes we strive to integrate climate-smart and environmentally friendly methodologies, so communities can protect the environment and adapt to change.

### The year in review

NRC food security activities reached 877,868 people across 14 countries in 2015. Ongoing work includes:

- General food distribution
- Cash transfers, multipurpose as well as for food items
- Promoting of entrepreneurship and other forms of livelihood opportunities
- Strengthening and rehabilitating communities, food production and market systems, and climate adaptation capacities

In 2015, we began food and food voucher distributions inside Syria; we also started up cash transfers in Djibouti for refugees and the local population. During the Ebola response in Liberia, we provided cash transfers to survivors of gender-based violence. In South Sudan we scaled up our food programmes, initiating mobile teams and taking part in the World Food Programme's (WFP) food airdrops. We critically evaluated our cash-based food assistance in the Democratic Republic of the Congo (DRC), to learn how we can better serve forcibly displaced families.



In March 2015, we provided food security assistance to displaced affected by conflict in DRC. Vouchers allow the displaced to prioritise their essential needs and buy accordingly. Photo: NRC

### Insects and innovation in Kakuma

Across the world, two billion people eat insects or use them for animal feed. The humanitarian community has not yet fully tapped into this resource and often struggles to provide access to culturally appropriate food for affected families.

To take advantage of this abundant reserve, NRC has led the humanitarian community's participation in food security innovation. We are seeking to join experiments with insect farming in 2016.

Innovating with and respecting local customs and preferences allows NRC to honour people's culinary tastes and self-reliance rather than provide them culturally unfitting assistance.

# PROGRAMME ACTIVITIES: Camp management

## SUPPORTING DISPLACED COMMUNITIES

Camps are not intended as longer-term or sustainable solutions, but may sometimes be the only option.

### The NRC approach

Camps should be safe, offer protection and provide assistance to displaced populations. They should promote participation, self-sufficiency and dignity.

NRC's camp management (CM) teams aim to ensure that humanitarian services and assistance are delivered in a cohesive, protective and effective way to communities in camp and camp-like settings.

Our camp management follows a rights-based approach in coordinating service provision and protection programmes. We ensure they align with national and international laws, guidelines and technical standards.

The camp coordination/camp management (CC/CM) function promotes collaboration across sectors. We identify needs and gaps, seeking to avoid duplication of assistance. NRC ensures information is managed and utilised for advocacy purposes.

By supporting community governance, mobilisation and participation, we include women, men, boys and girls as well as groups most at risk in decision-making processes. These core functions are vital to assistance and protection in camp settings. They are also successful approaches in urban and rural settings to support affected communities.



The CM house developed by NRC illustrates our holistic approach: to assure assistance and protection is underpinned by international laws and standards, and to include the participation of displaced communities.



Azraq refugee camp, Jordan: March, 2015.  
Photo: NRC/Christopher Herwig

### The year in review

NRC has been a global leader in camp coordination/camp management since 2005. Capitalising on our field experience, NRC spearheaded the development of CC/CM resources, including the Camp Management Toolkit (CMT), sectoral best practices and capacity building initiatives. During 2012-2014, we maintained our camp management activities through NORCAP secondments and initiatives. In 2015, however, a changing humanitarian landscape and requests from country programmes and cluster partners to strengthen operational response led us to re-establish CM as a core competence.

Our CM operations worked on capacity building and community mobilisation in Myanmar, South Sudan, Iraq and Lebanon. In Palestine, we managed data collection, registration and collective centres. Our CM teams led NRC's cross-border programme from Turkey into Syria. In mid-October, we began supporting Greek authorities with capacity building and reception centre services, serving more than 70,000 refugees.

In programme development, NRC adapted CC/CM best practises for settlements outside camps, where the majority of displaced people reside. We conducted a study entitled, Urban Displacement Out of Camp (UDOC), identifying ways to enhance access to services and protection. From 2014-2015, we supported CC/CM operations with more than 175 deployments to 30 countries, through the joint CC/CM Cluster project. The majority deployed to severe crises.

# 03

## IMPORTANT HUMANITARIAN ISSUES



Jan Egeland at the ECHO partner conference in Brussels. Photo: VOICE

# ADVOCATING FOR THE RIGHTS OF DISPLACED PEOPLE

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Advocacy in NRC is built around the nexus of local and global advocacy, as well as using private and public ways of disseminating messages and striving to influence policies and practice.



NRC Palestine's Camilla Lodi speaks about healing trauma for children to enable better learning. Photo: Oslo Education Summit

NRC strives to use our experiences from responding to displacement. The NRC advocacy around Syria continued being a key focus in 2015, with strong reporting both in public and through more private channels on how the international community was failing Syria.

Combining private and public advocacy has also influenced politicians and government bodies and has built our strong position as an expert on displacement issues as well as a principled humanitarian organisation. In this chapter, more information is provided on some of the key focus areas for 2015 on global level, including the World Humanitarian Summit, the work on humanitarian principles, education related advocacy, Internal Displacement Monitoring Centre as well as the successes of the COP21 climate change conference as well as an overview of key achievements for the global media and communication work.

In 2015, NRC continued its trend of increasing the focus on public advocacy on the global level, and also going from being a source of information mainly for Norwegian media to becoming a regularly used international source. Our aim is to improve strategically and over time develop a space

for a broader range of displacement issues to be raised in the media landscape.

Both in Norway and in Brussels, NRC was a vocal advocate for the continuation of Search and Rescue to save migrants crossing the Mediterranean Sea. For instance, NRC coordinated 11 organisations that ensured the settlement in Norwegian parliament on increasing the resettlement quotas in Norway for Syrians to 8,000 over three years.

As the Syria crisis started to impact on the influx into Europe these issues were brought to the forefront of the political and public agenda across Europe. In addition to public advocacy through media comments and debates, NRC had an ongoing and constructive dialogue across the Norwegian Parliamentary landscape and also with government bodies and the wider NGO community particularly in Norway, but also in Brussels. NRC contributed to the new ECHO Policy on Forced Displacement and Development and was one of the two civil society observers present at the official Valetta Summit on migration between European and African Heads of States.

# FUNDAMENTAL PRINCIPLES UNDER THREAT

Humanitarian actors are obliged to follow the principles of neutrality, impartiality, humanity and independence when providing assistance. However, we face many challenges in applying these when delivering aid, due to politicisation of aid, security concerns and counterterrorism measures.

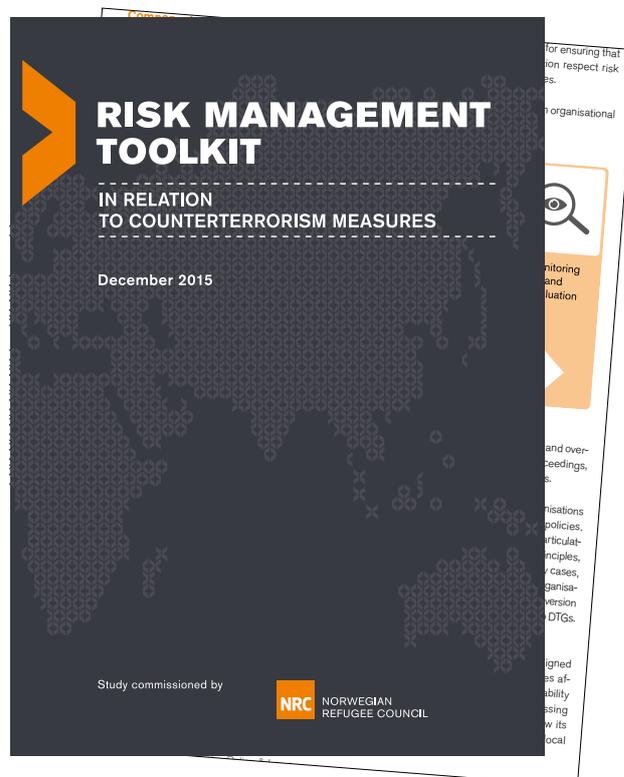
While not a new phenomenon, in recent years there has been an increase in the application of state-led security priorities, including countering terrorism and violent extremism. In this context, adhering to humanitarian principles is extremely important. For NRC to best assist people in need, it is crucial that these principles are not confounded with political agendas. In addition to applying the humanitarian principles in our programmatic work, we promote the principles in our policy activities.

## Counsellor luncheons

States have few fora to openly speak about humanitarian principles, their concerns, their interpretations and what they see as key challenges. NRC and the International Committee of the Red Cross (ICRC) organise regular opportunities for humanitarian counsellors of the Permanent Missions to the UN in Geneva to meet and discuss these issues under Chatham House rules. In 2015, NRC/ICRC organised four such luncheons, which have proven to be a very useful place for principled discussions. We have planned a further five for 2016.

## Counterterrorism and principled humanitarian action

Recent growth in counterterrorism measures has impacted principled humanitarian action. Such measures present a variety of contractual and sometimes, criminal, risks for humanitarian organisations and their staff. NRC continues to engage on this issue; the UN and its peers see us as a leading voice in international policy discussions. As part of our commitment to engage, NRC released the *Risk Management Toolkit in Relation to Counterterrorism Measures* in December 2015, and will continue to host operational level workshops on the use of the toolkit throughout 2016. Together with Harvard University, we released a study in October 2015 to help NGOs and others better understand the impact of terrorism on the safe delivery of humanitarian assistance.



## Humanitarian financing

Complex donor conditionalities, often unreconciled with each other, have the potential to hamper principled humanitarian action. NRC, as a lead proponent for the harmonisation of donor conditionalities, remains heavily involved in the humanitarian financing discussions internationally. We do this by advocating towards the UN High Level Panel on Humanitarian Financing, contributing to an inter-agency non-paper adopted by UN and NGOs and as a leader on the Humanitarian Financing Task Team reviewing donor conditionalities.

# DISASTER AND CLIMATE DISPLACEMENT ON THE AGENDA

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Since 2008, nearly 185 million people have been displaced by disaster and climate change – equivalent to one person displaced every second.

Disaster and climate displacement is not a future phenomenon; it is already a global concern. Climate change, in combination with other factors, is projected to increase displacement considerably in the future.

Extreme weather and climate-related disasters, e.g. floods and droughts, combined with other drivers of displacement such as food insecurity, have forced sizeable numbers of people to flee their homes. Data from our Internal Displacement Monitoring Centre (IDMC) showed that in 2015, disaster and climate displacement was already three to seven times the size of conflict displacement.

In our field operations, NRC experienced the effects of disasters and climate change as new drivers of displacement as well as an extra burden on those already displaced. In 2015, we advocated strongly to bring disaster and climate displacement on the global agenda.

## Nansen Initiative

NRC continued to participate in the Nansen Initiative, an inter-governmental process that addresses the challenges of cross-border displacement in the context of disasters and the effects of climate change. We supported the various consultations organised at the global, regional and national levels, including through the deployment of experts from the NORCAP roster. We helped ensure that experiences and recommendations from affected populations, local and international NGOs, civil society and researchers were well included in the process.

In Asia, the Nansen Initiative became part of NRC's new regional strategy to work on displacement related to climate change and disasters. Since 2011, the region experienced six of the ten most deadly global disasters; millions have fled each year. To support the follow up of the Nansen Initiative in this region, NRC worked to create a regional position based in Myanmar.

In October, more than 100 states endorsed the Protection Agenda on cross-border disaster displacement during the Nansen Initiative Global Consultation. The Protection

Agenda provides a policy framework for action to address existing and emerging human mobility challenges in the context of disasters and the effects of climate change. This helped push disaster and climate change related displacement higher up on the political agenda, and led to the success of including displacement at the Conference of the Parties to the UN Climate Change Convention (UNFCCC), or COP21, in Paris.

## COP21

The COP21 was a milestone event. Attended by 150 states and nearly 200 delegations in December, NRC played an instrumental role alongside key partners to ensure that many aspects of human mobility were properly incorporated into the conference's dialogue and the first global legally binding climate change agreement. At COP21, we raised awareness on displacement in relation to disaster and climate change, as well as responses and preventative measures, such as resilience and climate services.

With participation from Secretary General Egeland and our experts from the field and Head office, we made a real impact. Article 50 in the COP decision included a reference to human mobility and displacement. Moreover, it was agreed to create a specific task force to develop recommendations on averting, minimising and addressing displacement caused by climate change.

## NRC's relevance

COP21 was an example of true joint efforts across the whole of NRC. We unified our knowledge, momentum and space to make the link between disaster, climate change and displacement real and visible to the international community. Evidence was based on NRC's operational resilience response and IDMC's monitoring and analysis of internal displacement, and NRC staff and NORCAP experts provided capacity development to NRC's partners. The inclusion of displacement into global processes is vital as sufficient attention will then be given to disaster preparedness. This, in turn, will allow us to become better

prepared for the future. Indeed, the three approaches that NRC had already been implementing at the field-level were emphasised at COP21; 1) protection, 2) mitigation – namely, reduction of greenhouse and carbon gas and the use of renewable energy – and 3) adaptation.

## Resilience

To better protect those vulnerable to disaster and climate displacement, we strive to make displaced and susceptible communities more resilient and knowledgeable about the environment. This has, for example, been done through the examination of crop selection, farming techniques and water conservation, to see how local communities could prepare themselves for the next series of climate shocks. We endeavoured to integrate environmentally friendly practices across all our sectors of expertise to lessen our environmental footprint.

In Ethiopia, we continued investments in solar cook stove technology. In Jordan, we made agreements with local communities hosting refugees, compensating them with solar energy systems. An environmental assessment tool was developed and made available for our country operations globally.

We also focused on renewable energy. Our solar pump project in Mogadishu, Somalia, installed 102 solar panels to pump 12,000 litres of water each day from a 120m borehole, providing a 66 USD daily saving in diesel. In Kenya's Dadaab refugee camp, NRC installed a solar pump that pumped 15,000 litres of water per day, creating a saving of 45 USD per day. In Jordan, we installed solar thermal water systems into 100 residential properties and solar power system into 20 schools, enhancing overall community resilience.

Lessons learned from these projects helped inform our advocacy at the global level. In March, 187 countries endorsed the Sendai Framework for Disaster Risk Reduction 2015-2030 – a roadmap for governments to identify risks, implement measures and reduce the impact on people's lives when disaster strikes. NRC, along with partners, successfully advocated to include a specific mention of displacement in the framework.

## Prevention and protection

To build up preparedness for the negative impacts of climate change, NRC promoted preventative strategies.

In Central America, we continued to carry out training and capacity building on protection in disaster-related displacement, targeting national disaster response authorities and other responders to disasters.

In Egypt, we collaborated with the Arab Network for Development (RAED) to undertake a prevention advocacy project. In a situation with much political turmoil, the success of this project stood out. We collaborated with 13

ministries to find solutions to ongoing and future climate change effects in Alexandria, northern Egypt. We looked at potential hotspots for future displacement, identified the main issues and mapped out solutions to water problems. NRC and RAED's role was profound: liaising with policy-makers to include disaster displacement in policies and plans, fostering dialogue, and ensuring experts were on the ground.

## Deployments

Through NORCAP, our standby experts in resilience, meteorology, hydrology, climate change governance and disaster risk and reduction/management contributed to resilience building, prevention and climate change adaptation. They did this through the provision of advisory support to existing and new partner institutions throughout 2015, including UNDP, FAO, UNESCO and the World Meteorological Organisation (WMO).

El Niño related requests from partners located in climate sensitive regions increased towards the end of 2015. A NORCAP expert was deployed to UNESCO's office in Juba to assist the South Sudanese government in disaster risk management against possible flooding as an effect of El Niño.

In some instances, the deployment of NORCAP experts was a door opener for NRC through the strengthening of partnerships with key actors at global, regional or national/local levels. We were able to increase our field operation presence and reach more policymakers.

## Looking ahead

We want to transform our commitments into policy and practices but recognise there is some way to go. As risks and challenges amplify over the next decade, NRC will continue to focus on:

- protecting people displaced by disasters and climate change
- climate change adaptation
- strengthening resilience to reduce the ultimate risk of displacement

Within the organisation, we will also aim to further reduce NRC's own environmental footprint, seeking to increase our uptake of renewable energy in our offices whilst reducing the impact of our operations, such as by decreasing the number of flights we take.

We are working more systematically across the organisation to develop projects that address climate change issues, seeking new partners and projects, and to integrate this crosscutting issue into all of our sectors of expertise. Instead of responding to disasters after-the-fact, we will develop criteria and thresholds that will help us respond to, prevent and mitigate climate-related displacement.

# MONITORING INTERNAL DISPLACEMENT

2015 saw a year with record numbers of people living in internal displacement. In this context, the Internal Displacement Monitoring Centre (IDMC) continued to be a leading provider of in-depth information and analysis on situations of internal displacement worldwide.

## Providing global evidence

IDMC monitored and reported on internal displacement in more than 130 countries. We launched two flagship reports *Global Overview: People internally displaced by conflict and violence* and *Global Estimates: People displaced by disasters* at high-level events together with the Assistant High Commissioner for Refugees and the Director General of the International Organisation for Migration, respectively, spurring discussion and drawing significant attention to the scope, scale and patterns of internal displacement worldwide. The Global Overview revealed that in 2014, violent events alone newly displaced 11 million people. Never in the past 17 years of IDMC's global reporting, had such a high estimate for the number of newly displaced in one year been reported. The Global Estimates report on disaster-related displacement revealed that the likelihood of being displaced by a disaster is 60 per cent higher than it was four decades ago.

*“The millions of lives devastated by disasters is more often a consequence of bad man-made structures and policies, than the forces of mother nature. A flood is not in itself a disaster, the catastrophic consequences happen when people are neither prepared nor protected when it hits,”*

*Jan Egeland*

## Influencing global policy

IDMC's strategic engagement with partners in global policy processes linked to internal displacement continued in 2015. IDMC's work on disaster risk reduction over the past few years continued to show positive policy outcomes in 2015. Among others, displacement issues featured prominently in the successor framework to the

Hyogo Framework for Disaster Risk Reduction - the Sendai Framework (2015-2030) – that 187 countries endorsed at the third World Conference on Disaster Risk Reduction (WCDRR) held in Sendai, Japan in March. In its preamble, the Sendai Framework included a specific reference to IDMC's global disaster-related displacement statistics from the Global Estimates 2014 report. It also specifically addressed displacement in several places in the text, which linked the need to address displacement and displacement risk across different sections of the framework.

## Examples of IDMC policy briefs published in 2015

### Leaving no one behind

People displaced in their countries of residence are likely to be excluded from social and economic opportunities for development, and many face increased vulnerability to further cycles of displacement when durable solutions are not found. In the lead up to the adoption of the new global Sustainable Development Goals, the brief raised awareness on internal displacement as a development concern and showed how attention to IDPs can ensure that highly vulnerable people are not left behind.

### Understanding the root causes of displacement

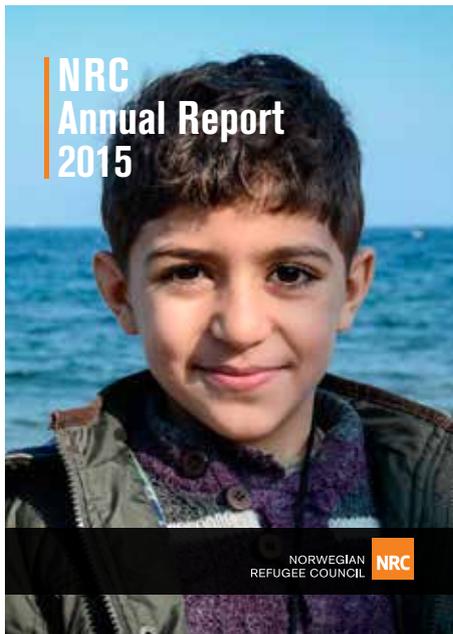
IDMC presented a paper in conjunction with the UNHCR High Commissioner's Dialogue on Protection Challenges, which emphasised that actors, when analysing displacement drivers, must agree on what constitutes *root causes* and *drivers*, and how they relate to *proximate causes* or *triggers*. Such analysis raises issues of concern to a broad range of actors and approaches and it is evident that humanitarians alone cannot address the structural factors that drive crises and displacement.

A very high proportion of countries monitored by IDMC showed a complex mix of overlapping hazards contributing to displacement, which made collecting and disaggregating data according to a single hazard type very difficult and potentially misleading. IDMC will look into all drivers of displacement as of 2016 and will produce a joint Global Report on both conflict and disasters displacement.

# TELLING THE STORY

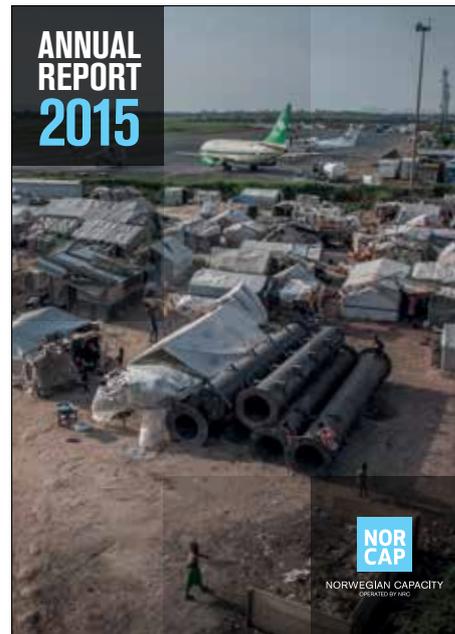
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As an organisation with more than 5,000 employees and programme activities in 31 countries, NRC's annual reports are an important part of highlighting some of the work we do for the world's displaced. It is part of our effort to strengthen NRC's visibility and accountability, both towards donors, partners, decision makers and the general public.



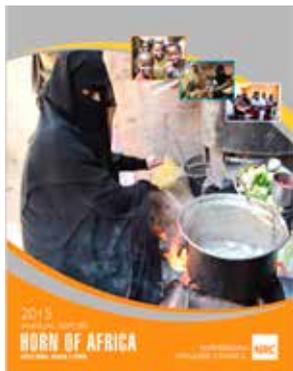
## Annual Report 2015

The Annual Report 2015 covers NRC's activities for the year 2015 and describes how NRC assisted a record 5.4 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 2015. It describes the variety and volume of NORCAP's work and shows how the 900 experts contributed to strengthening United Nations agencies, national stakeholders and other international operations during the past year.



## Horn of Africa Annual Report 2015

The *NRC Horn of Africa, South Sudan, Uganda and Yemen Annual Report for 2015* is a short summary of the accomplishments by the NRC regional team.

NRC publications

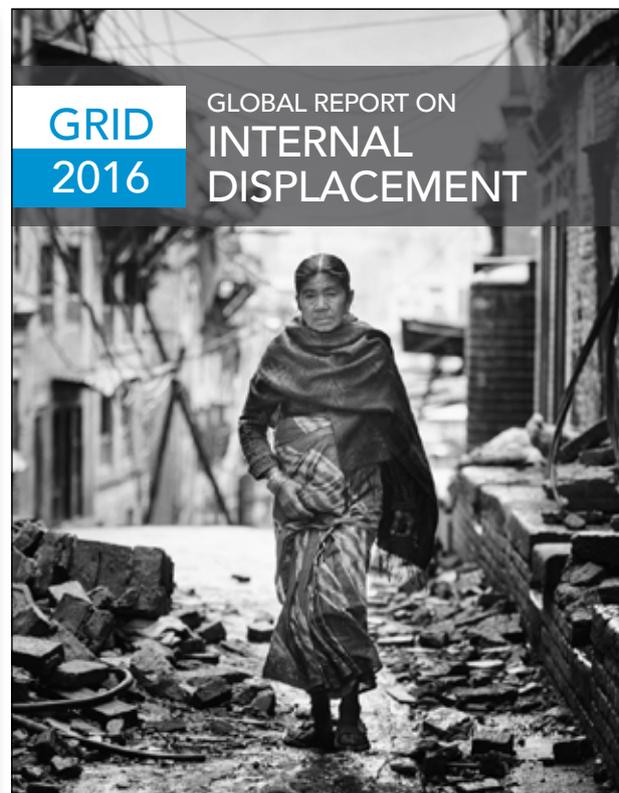
# DISPLACEMENT STATISTICS

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.



## Global displacement overview

NRC has produced the global displacement overview, Flyktningregnskapet, annually since 2005. The report 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 a part of the overview, NRC publishes a list of the world's most neglected refugee crises. The 2015 report, published in June 2016, is mainly a digital report with most articles published online on NRC's new website.



## Global report on Internal displacement (GRID) 2016

GRID 2016, published by NRC's Internal Displacement Monitoring Centre (IDMC) in May 2016, found that 40.8 million people were internally displaced at the end of 2015 due to conflict and violence.

# NRC publications

# PERSPECTIVE

By publishing its own international and humanitarian affairs magazine, Perspective, in English and Norwegian, NRC has been able to raise topics that are often overlooked in traditional media. Perspective was until the end of 2015 produced quarterly, and both issues were disseminated to a wide range of policy makers, think tanks, universities and journalists worldwide. As of 2016, Perspective articles are published on NRC's website.



## Perspektiv

The first Norwegian Perspektiv was published in 2009. The last printed edition was published in December 2015, when the magazine had a circulation of 22,000. In addition to raising various topics related to displacement and conflict, the Norwegian edition was a contribution to advocacy work towards Norwegian decision makers.



## Perspective

Until the last printed edition was published in December 2015, the English issue was on sale in more than 15 countries and available in the iPad App Store. Through Perspective, NRC sparked 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.



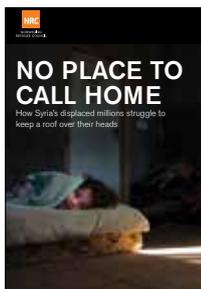
### **Failing Syria: Assessing the impact of UN Security Council resolutions in protecting and assisting civil- ians in Syria**

Published by NRC together with 20 other non-governmental organisations in March 2015, the report highlights how the international community had failed to improve access and protection for Syrian refugees.



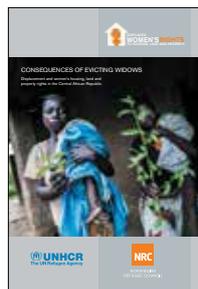
### **Engage to stay and deliver - Humanitarian Access in the Central African Republic**

Published in September 2015, this study was commissioned to shed light on how different stakeholders in the Central African Republic (CAR) view the conditions that either help or hinder humanitarian access to deliver aid and affected populations' ability to access the assistance provided.



### **No place to call home: How Syria's displaced millions struggle to keep a roof over their heads**

Through this report published in June 2015, NRC highlights how the living conditions of millions of Syrian refugees are worsening across the region, driving thousands to desperate measures including taking the deadly journey by sea to Europe or considering a return to their war-torn country.



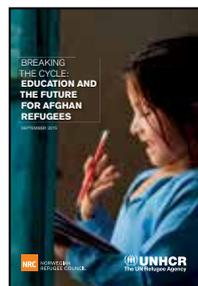
### **Consequences of evicting widows: Displacement and women's housing, land and property rights in the Central African Republic**

Published in collaboration with UNHCR in February 2015, this report presents an overview of women's access to housing, land, and property rights in the Central African Republic (CAR).



### **Registering rights: Syrian refugees and the documentation of births, marriages and deaths in Jordan**

Published in collaboration with International Human Rights Clinic (IHRC) in October 2015, this report examines the processes, challenges, and significance of civil documentation for Syrian refugees in Jordan. The report focuses on the experiences of the vast majority of Syrian refugees who live outside of formal refugee camps.



### **Breaking the cycle: Education and the future for Afghan refugees**

Launched in collaboration with UNHCR in September 2015, the report looks at the education landscape for Afghan refugees in Pakistan, with a particular focus on girls.

# 04

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## SNAPSHOTS FROM THE FIELD

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Providing safe access to water by drilling a borehole at a short walking distance frees women of endless water fetching chores. Women can then be supported in organising self-help groups that will facilitate their access to credit, allow them to create a collective income generating activity and learn new skills.  
Photo: NRC/BRCIS/Marco Gualazzini/Contrasto



Traditional mud home in one of Herat's Informal Settlements. Photo: NRC/Kennett Havgaard

## AFGHANISTAN: PERSEVERING IN AN ENDURING CRISIS

More than three decades of warfare have devastated the Afghan people. As the country struggles to rebuild itself amidst ongoing attacks and natural disasters, NRC is on the ground assisting.

Afghanistan is a country entrenched in chronic crisis. Generations of its people have grown up in exile in neighbouring Pakistan and Iran. Decades of conflict have forced them to remain at bay, sometimes as long as 30 years.

### Beyond the emergency

2014 was a transition year whose political instability yielded a weak central government. Throughout the year, opposition groups maintained a high intensity of attacks and controlled an unprecedented 29 districts in the country. 2015 saw

the highest number of civilian casualties since systematic documentation began in 2009. The fall of Kunduz was particularly devastating. NRC suffered losses in assets and locale. We were, however, the first to return and resume operations in that city.

Armed conflict and natural disasters led to new waves of people fleeing their homes within Afghanistan. More than 500,000 were newly displaced, often in remote, hard-to-reach areas – contributing to a growing trend of internally displaced people and irregular migration.

This combination also accelerated urbanisation, further impoverishing communities. Such influx to urban areas strained relations with local “hosting” communities, creating a competition for the use of land, social and economic services.

## Challenges

At a time when security risks and needs increased, NRC faced many obstacles:

- The humanitarian response in Afghanistan was severely underfunded at 38%.
- Systems for monitoring data remained weak, with frequent cases of unregistered and undocumented people.
- Access and insecurity remained large barriers to reaching those most in need.
- Shifting populations: 137,917 Afghan refugees from Pakistan spontaneously returned or were forced to return, along with 153,164 Afghan refugees from Iran. An estimated 236,597 Pakistani refugees remained in the country.
- A spike in the number of Afghans migrating into Europe made them the second largest group of people making high-risk crossings. Most who left held degrees, contributing to a “brain drain” that will have significant repercussions for years to come.

## Rebuilding a nation

Our Information Counseling and Legal Assistance teams advocated strongly for the rights of the most vulnerable – women and undocumented returnees – and supported many to navigate complex legal procedures in order to exercise the rights so often denied to displacement-affected populations.

Our shelter and WASH teams improved facilities for displaced Afghans. We constructed shelters for 1,648 families in six provinces, providing each household with a latrine and hygiene kit as well as training on how to use them.

### Education

NRC was the only humanitarian organisation pursuing an Education in Emergencies (EiE) strategy in Afghanistan. At refugee camps along the border, we taught Pakistani curriculum to Pakistani refugee children.

We increased accessibility to schools in rural areas transitioning into suburbs of larger cities. In addition to classes for children and youth, we led trainings for teachers and informal instructors. We reached 79,836 people; nearly half were female.

In the province of Herat we expanded 3 schools with additional classrooms and 4 schools with latrine blocks.



## NRC AFGHANISTAN

<b>Areas of operation</b>	Balkh, Faryab, Herat, Kabul, Kandahar, Khost, Kunduz, Nangarhar and Badghis
<b>Total expenditure</b>	121 m NOK
<b>International staff</b>	16
<b>National staff</b>	453

## KEY OUTPUT 2015

**279,210 people assisted (target: 184,997)**

### Education:

- 35,028 learners enrolled
- 2,117 teachers trained
- 27 schools constructed/rehabilitated

### Food security:

- 2,298 people receiving cash/vouchers

### Information, counselling and legal assistance (ICLA):

- 4,074 counselling services delivered
- 1,484 legal assistance cases closed
- 187 training services delivered

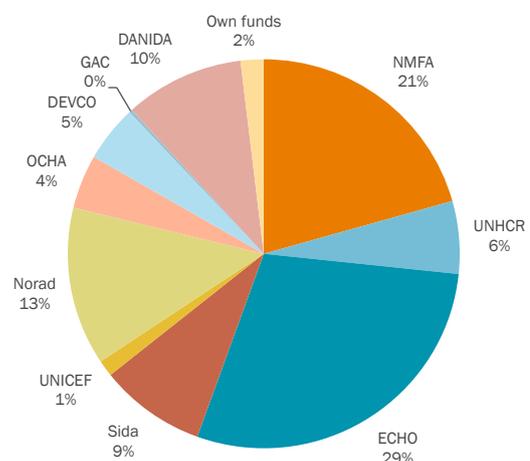
### Shelter:

- 10,180 people receiving shelters
- 13,982 people receiving non-food items

### Water, sanitation and hygiene (WASH):

- 378 latrines constructed or rehabilitated
- 159 water points constructed or rehabilitated

## DONORS 2015





Students drink from a water tank outside the classrooms built by the NRC in eastern Afghanistan.  
Photo: Andrew Quilty/Oculi for NRC

We constructed clean drinking water points in 10 schools. These projects broadly benefitted 23,500 students and teachers.

### Youth

Afghanistan has been experiencing an increasingly skewed demography, with nearly two thirds of its population younger than twenty-five years old. Along with these changing demographics is an increasing urbanisation. This changed the way that NRC supported young Afghans,

shifting away from rural areas and focusing more on the urban.

To give them the opportunity to develop livelihood skills, we brought NRC's flagship Youth Education Pack (YEP) to thousands of young men and women. We particularly focused on bringing education to girls. Educated girls increase their potential as social agents for change and development, evidenced in an internationally recognised phenomenon known as the "girl effect."

### Women's rights

In Afghanistan, civil documentation is key to protecting an individual's rights. The scarcity of land in Afghanistan gives it high political and economic value. Ownership, therefore, is central to the empowerment of Afghan women.

Although women's housing, land and property (WHLP) rights are recognised in Afghanistan's constitution through its civil code and in Shari'a, women continue to face discriminatory cultural norms and practices. Often, WHLP security only comes to fruition through relationships with men: fathers, husbands, brothers or sons. In the event of death, abuse or divorce, women risk losing their possessions to dominant family members. Such losses have further led to economic destitution and social stigma.

To address this NRC developed a holistic, Shari'a-based approach to WHLP, cultivating special tools for women – such as in the case of exercising their rights in inheritance law, where women are entitled to inherit property in the death of a father, husband or child. We worked with locals to gain acceptance from elders and the wider community.

Our ICLA teams counselled 41,278 women in 2015. We advised them on a wide range of legal matters, guiding them through legal processes as well as supporting them as they defended their legal rights within their communities. NRC was the only organisation in Afghanistan to offer protection of WHLP rights.

STORY

# DEFYING STEREOTYPES FOR WOMEN

When she started working for NRC in 2008 as a community mobiliser, Homaira Khairandish had just graduated from university. Today, she leads our all-female shelter team.



Homaira Khairandish is the leader of NRC's Female Shelter Team in Kabul. Photo: NRC Afghanistan

Her team has a unique story – a group of determined Afghan women working against dangerous stereotypes. They build homes for widows, distribute female hygiene kits and train on women's health.

Despite the risks that humanitarian workers face in Afghanistan, Homaira remains passionate about helping her fellow Afghan women.

*"My dream is to encourage all Afghan women to be strong," she says and smiles.*

"The success of my team shows that women are indeed very capable and enjoy what we do. My two loves in this world are my children and my job." On World Refugee Day, UNOCHA awarded Homaira for her groundbreaking work related to women and securing their rights.

## All-female shelter team

One of NRC's greatest achievements in Afghanistan was our highly qualified, all-female shelter team. What male teams had been unable to achieve, this female shelter team accomplished.

They reached 100% of targeted female-headed households and widows – the most vulnerable part of the population NRC served. With their work, we nearly doubled the number of shelters built throughout the country.



A young girl waiting at the food distribution centre. Photo: NRC/Mohamed Qatab

## YEMEN : DEEP IN CRISIS

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In a country ravaged by war, blockades and financial crisis, it is estimated that four in five Yemeni require humanitarian protection or assistance.

One of the poorest countries in the world, the country has been in a state of political, economic and humanitarian crisis since 2011, when a series of protests against poverty, unemployment and corruption forced the president to step down. By the end of 2015, 82% of people in Yemen were in need of protection or humanitarian assistance.

### War and crisis

A political struggle for power in Yemen since 2012 led to a civil war that escalated in March 2015. A coalition of Arab states launched a military intervention in response, which intensified the violence and encouraged the expansion of armed and radical groups, particularly Al Qaeda in the Arabian Peninsula and the Islamic State in Iraq and the Levant.

The aerial campaign and ground fighting killed 3,200 civilians, injured 35,000 people, and destroyed public and private infrastructure.

Closed sea and air routes into Yemen resulted in a blockade of commercial imports and humanitarian supplies. As Yemen relied heavily on imports for food, fuel and medicine, this led to a sharp deterioration in food security and nutrition.

### Displacement, protection, food crises

At the end of 2015, 2.5 million people remained internally displaced (IDPs), at risk of human rights violations. They lived in cramped, unhygienic conditions. Most depleted

their assets and incurred debt. An estimated 1 million were at risk of further displacement.

More than half the population struggled to feed their families. Nearly 7.6 million went to bed hungry every night. Access to nutritious food, already a challenge in Yemen where 60% of the population is stunted, became much more difficult. More than 19 million people needed access to safe drinking water and sanitation.

Children were significantly affected, facing high levels of malnutrition, limited education and forced armed recruitment. Women and girls remained at great risk of sexual and gender-based violence, and forced or early marriage.

NRC represented the NGO community during the launch of the UN-led appeal. We were at the forefront of inter-agency efforts, calling for the blockade to be lifted, for a halt to arms transfers and for action to address the lack of protection for civilians.

### Scaling up

NRC responded strategically to the new conditions. By December 2015, we had refocused interventions to meet the life-saving needs of 341,000 IDPs, refugees and host communities across Abyan, Aden, Amran, Hajjah, Hudaydah, Lahj and Sana'a.

As markets began to function with reduced insecurity, NRC shifted our assistance to cash and vouchers. We provided 4,130 people with cash grants, household equipment, and hygiene kits. We reached 40,929 people with unconditional cash transfers for food and 177,575 people with food distributions and water trucking. We continue to carry out direct food distributions in more insecure locations.

### Stay and deliver

Conflict-related and bureaucratic constraints constrained our efforts to respond at scale. Re-positioning and power struggles within fragile state institutions resulted in delayed or blocked visa approvals, especially for senior staff. Nonetheless, we continued to maintain trust with the de facto authorities, which enabled us to operate throughout the country.

Airstrikes in Sana'a forced NRC international staff to evacuate alongside much of the international humanitarian and political community. We strengthened security analysis and risk management plans, adopting remote management systems to facilitate programming. NRC relied upon staff flexibility and innovative solutions to address logistics constraints – power cuts, lack of fuel and limited Internet. We installed solar power capacity in the country office and guesthouses in Sana'a to continue our operations.

### Becoming a forgotten crisis

Despite the severity of the Yemen emergency, the overall humanitarian response slowed due to insecurity, access constraints, and insufficient coordination and logistics capacity. With limited media attention and awareness, combined with the lack of proper funding, Yemen is at real risk of becoming a forgotten crisis.



## NRC YEMEN

<b>Areas of operation</b>	Hodeida (Hodeida Governorate), Shafar (Hajjah Governorate), Aden (Aden Governorate)
<b>Total Expenditure</b>	72 m NOK
<b>International staff</b>	8
<b>National staff</b>	128

### KEY OUTPUT 2015

**316,824 people assisted (target 395,247)**

#### Food security:

- 5,827 households receiving training
- 222,043 people receiving food

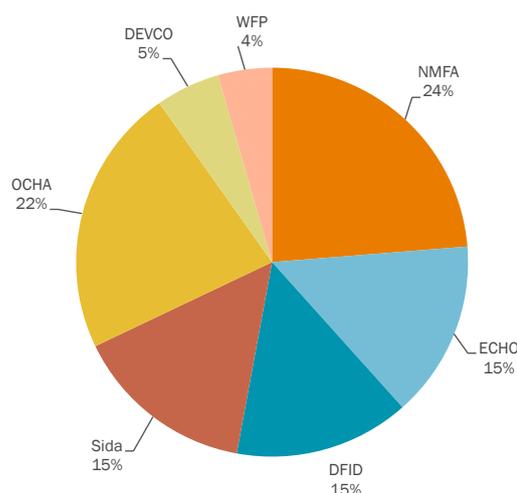
#### Shelter:

- 5,940 people receiving shelters
- 2,405 households receiving non-food items

#### Water, sanitation and hygiene (WASH):

- 650 latrines constructed or rehabilitated

### DONORS 2015





Recently displaced Syrian families walk towards the border crossing gates with all they can carry. Family separation is not uncommon during such times of chaos. Photo: NRC

## SYRIA : REACHING THOSE TRAPPED ON THE INSIDE

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As Syrians continued to seek refuge outside the war-torn country, approximately 6.5 million remained forcibly displaced inside Syria. Millions more were living in desperate conditions.

### A worsening situation

By the end of 2015 an estimated 6.5 million people, including 2.8 million children, have been displaced within Syria. According to the UN, more than 13.5 million people inside Syria were in need of assistance. Many have received sporadic or no support and one in three people were unable to meet their basic food needs.

The conflict, drought and international sanctions have resulted in degradation of socioeconomic conditions, essential services, assets, livelihoods and resilience.

A definitive political solution in the short term is considered improbable. A protracted crisis is likely to trigger further loss of human life, displacement and escalation of protection and humanitarian needs.

Over 4.8 million were registered refugees in neighbouring countries and North Africa. Given political objectives as well as strains on infrastructure and resources, the countries neighbouring Syria increased entry restrictions for Syrian refugees and people were turned back at the borders. Tens of thousands gathered in informal camps and

settlements at various borders crossing points. Many were without basic water and sanitation, sleeping under trees without tents.

As the situation inside Syria continued to deteriorate throughout the year with intensified fighting and indiscriminate attacks, NRC worked to expand our capacity and diversify our response. We were one of few agencies that negotiated access for operations across the whole country, working via direct implementation and through vetted, trusted partners.

### Reaching more vulnerable people across Syria

Although NRC succeeded in scaling up our operations, access to besieged and hard-to-reach areas remained sporadic. The tightening of international border controls, changing front lines and political constraints contributed to significant limitations to reaching Syrians inside the country. This created constantly shifting pockets of access and multiple waves of displacement, creating barriers for reaching people in need with ongoing emergency assistance.

As security risks increased and access decreased, we partnered with more vetted local NGOs to build capacity. This proved successful and in 2016 NRC aims to continue to enhance partnerships so as to strengthen first-line emergency assistance to the most vulnerable sectors of society.

### Access to schooling during times of war

Education programmes in Syria are integrated within our wider emergency response. In 2015, NRC:

- Rehabilitated schools, repairing damaged buildings. We established makeshift schools, where it was safe to do so
- Created opportunities to allow children access to schooling, raising the awareness of the importance of continuing education where possible
- Expanded the youth tutoring programme (YTP). The project trained young former professionals to become tutors for children and adolescents, helping them with afterschool tutoring and other methods of informal education
- Provided training for existing teachers and distributed teaching kits
- Paid salaries for teachers who remained in Syria to educate children

### Emergency response and resilience

The core of NRC's work inside Syria remained emergency-based, with distributions of non-food items (NFIs), hygiene kits and shelters materials. During the winter months we provided tents, blankets, food and other items essential for winter to thousands of newly displaced Syrians across the country. This assistance was combined where possible with our food security work which entailed voucher distribution for use in available functioning markets.

In spite of the prevailing emergency situation, NRC placed an emphasis on resilience-based work in 2015. This approach aimed to expand interventions beyond life-saving



## NRC SYRIA

Areas of operation	-
Total expenditure	135 m NOK
International staff	-
National staff	-

*For security reasons we do not publish detailed information on our operations inside Syria.*

### KEY OUTPUT 2015

**575,396 people assisted**

#### Education:

29,853 learners enrolled  
120 teachers trained

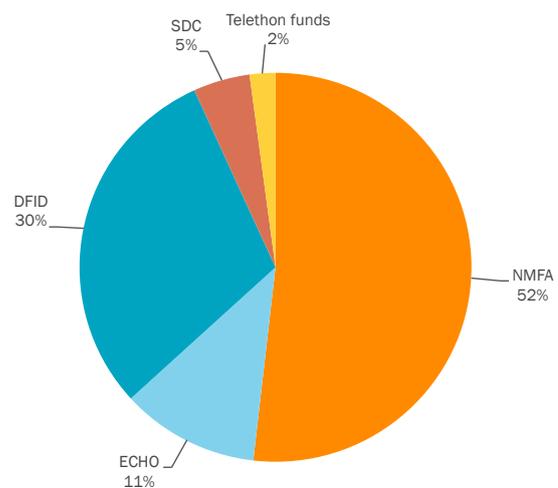
#### Shelter:

23,463 people receiving shelters  
249,752 people receiving non-food items

#### Water, sanitation and hygiene (WASH):

37,215 water points constructed or rehabilitated

### DONORS 2015





NRC distributes tents inside Syria on the border with Turkey. Photo: NRC

support, to address longer-term livelihood needs by increasing individuals' life skills and restoration of income generation for households and community socio-economic infrastructure programming.

We began research into housing, land and property rights (HLP) – particularly in regards to property titles. We also piloted an agricultural livelihood project, providing tools and seeds to more than 400 families.

### Challenges spurring innovation

NRC expanded cash-based assistance where possible, enabling individual choice in local markets. We explored further methods of providing assistance on the ground, such as cash vouchers and will be further exploiting safe use of informal money transfer mechanisms.

We implemented quick impact projects with different communities inside Syria. These ranged from digging wells to fixing bridges. NRC donated a fixed amount of money for that project as well as quality control management and the communities themselves carried out the project. The establishment of communal kitchens, for example, provided up to 15 thousand meals everyday in areas where there was limited infrastructure and difficult access to produce. These activities have proved very successful, increasing local ownership and reconciliation value.

### In limbo at the border

As the bombings and mortars came closer to their home of 32 years, Khalil\* fits his wife and five children into his single pickup truck, along with his mother and father, two brothers and respective families – a total of 18 people. Driving away, they saw many others rushing to reach the neighbouring village for transport to the border, carrying what they could.

Khalil, his wife and children now live in a temporary accommodation with a host family near the border with Turkey. Nearby, a tent meant for six people accommodates the other 11 members of his family.

They have joined tens of thousands of other Syrians who camped at the border, waiting for the Turkish authorities to open the border. Khalil and his family live just outside the camps between the olive trees. "We have no privacy in the camp," Khalil says. "They are overcrowded." And conditions are deteriorating.

The conflict-driven trauma, along with the cold, has created a lot of stress. They fear the fighting will reach the borders. "I wish we could cross," Khalil sighs.

*\*Name changed for privacy reasons.*



People inside Syria on the border with Turkey. Photo: NRC



In Syria on the border with Turkey. Photo: NRC



Refugees wait at the port in Chios, Greece. Photo: NRC/Tiril Skarstein

## EUROPE

# INFLUX AND EMERGENCY RESPONSE

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Increasing numbers of people fleeing violence risked their lives to reach Europe.

As record numbers of refugees, asylum seekers and migrants arrived to Europe through Greece and the Balkans, NRC mobilised our emergency response where we were needed most. In 2015, we set up our first operations in European countries to respond to this crisis.

### A new wave of crisis

Despite rough winter weather and heavy waves, many people continued to cross the Mediterranean Sea, resulting in an increased number of tragic accidents. The trend evidenced the extreme circumstances pushing people out of mainly Syria, but also Afghanistan and Iraq. A lack of infrastructure, an inability to drink clean water and the constant threat of

violence forced them to leave. In Turkey, where many sought refuge, diminishing opportunities, often coupled with a lack of formal protection, as well as language barriers and discrimination, meant they were unable to rebuild their lives.

### Women and children

Women and children constituted an increasing share of those crossing the Mediterranean; more than one out of three was a young child. A number travelled alone, following in the footsteps of fathers and husbands – as the men made their way in advance. Procedures for family reunification may allow some women and children willing to wait to travel by normal transport, instead of relying on smugglers.

## Winter support

In 2015, NRC mobilised to assist frontier states. In the Balkans and in Greece, we supported reception centres, made referrals and undertook protection activities on the border.

NRC's winterisation response, including the upgrading of shelters, helped to provide warmth and comfort to refugees. Our work included:

- Overall site management advice and operational support capacity.
- Strengthening effective coordination of volunteers, including training volunteers.
- Monitoring reception and registration facilities to ensure appropriate arrangements for effective crowd management and continuity of the registration process.
- Infrastructure provision and maintenance of facilities
- Specialised staff teams worked 24/7 at the reception and registration facilities to systemically screen and register new arrivals and ensure they received key information to minimize protection risks.

## NRC on the ground

In Chios, the largest arrival spot for refugees and migrants in Greece, NRC began operations in mid-October. Working together with the Greek authorities, humanitarian actors and volunteers, we assisted refugees from arrival at the beach, via registration and reception facilities, to departure to mainland Greece. By the end of the year, we supported more than 70,000 refugees and migrants on the island. At the same time, we deployed 20 NORCAP experts to Greece, supporting the UN's response to the crisis.

In December, NRC and our partner Praxis began responding to the situation in Serbia, where an average of 4,050 people arrived per day in the year's last two months. We provided protection and emergency aid to refugees and asylum seekers transiting or applying for asylum in Serbia.

In Ukraine, where conflict continued to displace Ukrainians, NRC assisted people affected by the conflict in government controlled areas and continued to push for access also to areas not controlled by the government, where the needs were still high.

**1,015,078**

people crossed the Mediterranean in 2015 into Europe, over 50% were Syrian.

**90%**

of those making the journey by boat came from the world's top 10 refugee-producing countries.

**25%**

of those making the journey were children.

**221,374**

people landed on the Greek islands in October 2015 alone.

## STORY

# BRIDGING THE GAP ON LESVOS

Patric Mansour was one of NORCAP's first experts to arrive in Greece at the start of the refugee influx. His contributions helped shape the response on Lesbos and brought local authorities, humanitarians and volunteers closer together.

Mansour was deployed to UNHCR in August 2015, and has been stationed ever since on Lesbos, the island with the highest number of refugees. He remembers how the first arrivals left the local authorities stunned.

"It was complete chaos. The authorities were overwhelmed, and didn't have the experience or the resources to deal with such a massive increase of people in such a short period of time," he says.

A refugee crisis usually prompts the host government to ask the professional humanitarian system to start operations. In Greece's case, however, Mansour – who had previously worked in Syria and Jordan – had to spend a lot of time advocating with the authorities to let UNHCR contribute to the response.

"It took a long time to establish solid registration, and even longer to get proper transit sites where the refugees could stay. Many were in the streets or in parks, and there were demonstrations and protests from frustrated refugees who were not able to leave the island," he elaborates.

### Bridging the gap

Of Middle Eastern origin, Mansour was one of the few Arabic-speaking humanitarians on the island in the early stages of the crisis. He spent much of his first few weeks among the refugees and migrants, informing them about the registration process, answering questions and identifying particularly vulnerable people. He also learned about their needs, making him an important bridge between the new arrivals and the Greek authorities both on Lesbos and in Athens.

Although he maintained a professional attitude, Mansour struggled with Europe's reactions to the burgeoning humanitarian crisis on its doorstep.

"It's great to be able to help people with immediate needs, but it can also be frustrating when the situation doesn't seem to be moving on a higher level," he says. "I worked for a year and a half in the Zaatari refugee camp in Jordan, and at times that seemed like a five star hotel compared to the conditions on Lesbos. It was very difficult to understand that this was happening in Europe, and that the European countries responded the way they did."

### From chaos to collaboration

From September 2015, the majority of new arrivals came ashore on Lesbos's northern beaches, and Mansour was sent to Molyvos to head UNHCR's efforts. He was in charge of coordinating all of the humanitarians on the ground, and their overall response.

News reports led large numbers of European volunteers to fly in to help. They brought food, clothes and other items, and a new challenge for Mansour. Although they were very eager to help, they were disorganised and inexperienced in humanitarian emergency responses.

"Most volunteers were great and cooperated with us from the start," Mansour says. "They were keen to contribute, organised themselves and performed the tasks they were assigned, whether it was receiving refugees at the beach, running assembly points or other important work."

There were some, however, who did not want to cooperate, which caused some frustration among humanitarian workers, local authorities and the volunteers themselves. In the end, the local mayor decided all volunteers would have to register either with an NGO or with the local authorities.

Despite the occasional turbulence, the volunteers' contributions were highly appreciated. "Especially in the beginning, when professionals were struggling to get the necessary permits to operate, volunteers made a huge difference to the thousands of refugees who received their help," Mansour says.

Eventually Mansour and his UNHCR colleagues got a proper reception system up and running, taking care of refugees and migrants from the moment they came ashore until they were registered and ready to move on to Athens and beyond. "We got everyone working towards the same goal, to make sure refugees received the help they needed. That is a great feeling", he says.

Mansour's UNHCR colleagues commend his efforts. "Perhaps Mansour's greatest achievement in the Lesbos situation has been in his ability to build strong and effective relationships of trust with national authorities. He can always be relied upon to put the interests of refugees first in getting the job done," says UNHCR's Gregory Garras.

*“I have met refugees that I have previously registered in camps in Syria and Jordan. Some of them have been displaced for years. I feel privileged that I have been given the opportunity to perhaps make part of their struggle a little easier to bear”*

*Patric Mansour,  
Norcap protection expert, Lesvos, Greece*





Because of poverty made worse by war, not all children are able to go to school. Instead, they are found along many roads and paths, bringing firewood to sell at the market or for the domestic needs of their family. Photo: NRC/Vincent Tremeau

## THE DEMOCRATIC REPUBLIC OF CONGO: INCREASED VIOLENCE AND SUFFERING

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Patterns of low-intensity conflict, mixed with flares of extreme violence against civilians, continue in eastern Democratic Republic of Congo.

Decades of armed violence, human rights violations, extreme poverty and instability have displaced millions in the Democratic Republic of the Congo (DRC), creating a situation of protracted emergency for 20 years. In the eastern South and North Kivu provinces, thousands of people continued to flee armed group attacks and inter-ethnic conflict. In 2015, an estimated 1.6 million people were displaced in eastern DRC, and a total of 7.5 million people in the country were in need of humanitarian aid.

### Increased violence

Eastern DRC suffered an increase in violence that resulted in an upsurge of insecurity. NRC saw a narrowing of humanitarian access; several international NGOs working in the same areas experienced severe security incidents and kidnappings.

To reduce risks, we revised our security plan and reinforced existing measures, including pre-field mission security briefings, risk analyses, networking with external actors and security trainings for all staff. We conducted trainings on access and negotiation, facilitated by an external trainer from Conflict Dynamics International.

## Upcoming elections

With the planned 2016 presidential election, DRC saw extensive political changes that will likely have significant humanitarian consequences. The authorities increased the number of provinces in the country from 11 to 26, and closed three camps for internally displaced people (IDPs) in North Kivu. Should the security situation not stabilise, the upcoming elections may lead to further violence in areas where we observed an increase of ethnically motivated violence.

Since the eruption of the political crisis in Burundi in April 2015, hundreds of Burundians were killed and nearly 245,000 fled to neighbouring countries including DRC.

## Meeting needs

From our 10 field offices in DRC, NRC worked to meet the basic needs of displaced people and the communities hosting them. We undertook water and sanitation activities. We distributed seeds, livestock and agriculture tools, along with trainings on agriculture production and animal husbandry. We established food security activities in new territories in South Kivu. We helped 2,749 households, or approximately 16,300 people, to access food and improve their livelihoods.

We provided a combination of information, training and collaborative dispute resolution services to help people learn about and exercise their property rights. We assisted the displaced in obtaining land, resolving land conflicts, increasing their tenure security.

## Urban displacement

Goma, a city in North Kivu of close to one million inhabitants, remained home to a large urban population of IDPs. There, NRC ran urban displacement projects providing cash transfers to IDPs and host households. We provided cash transfers to a total of 850 families. We provided entrepreneurial training to 100 people, including guidance on developing business plans and management skills for micro-enterprises.

As a part of our urban project in Goma, NRC promoted access to civil documentation, a must to receive basic social services such as schooling. We trained local authorities, provided materials to issue documents and raised awareness on the importance of civil documents as well as the procedures to obtain them.



## NRC DRC

<b>Areas of operation</b>	Goma, Beni, Bukavu, Kinshasa (liaison office), Baraka, Kirumba, Masisi, Pinga, Nobili, Kitchanga (satellite offices)
<b>Total expenditure</b>	132 m NOK
<b>International staff</b>	19
<b>National staff</b>	300

## KEY OUTPUT 2015

**345,124 people assisted (target 350,000)**

### Education:

19,181 learners enrolled  
3,390 teachers trained

### Food security:

139,508 people receiving cash/vouchers  
5,656 people receiving training

### Information, counselling and legal assistance (ICLA):

4,801 counselling services delivered  
1,311 legal assistance cases closed  
60 training services delivered

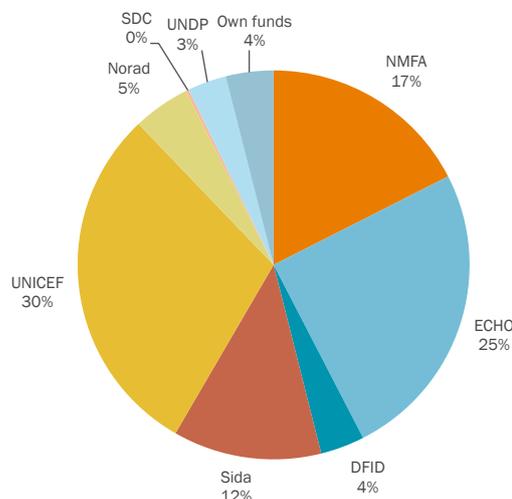
### Shelter:

74,804 people receiving non-food items

### Water, sanitation and hygiene (WASH):

938 latrines constructed or rehabilitated

## DONORS 2015





Youth learn basketweaving skills at a Temporary Learning Space organised by NRC. “Today I make baskets, so that when I grow up, if I have to marry a drunkard, I can always sell baskets to earn money,” says Alliance. Alliance, pictured in the centre, is 10 years old and is in 5th grade. Photo: NRC/Vincent Tremeau

## Anti-corruption

In 2015, we organised anti-corruption trainings for all NRC staff and we communicated NRC’s anti-corruption policy externally. We established complaint committees with a direct link between the people we assist and NRC staff. We continued to emphasise transparency in our operations, and in 2015, developed standard operating procedures for this purpose.

Humanitarian assistance will never be the solution to the DRC emergency, but as long as the crisis continues, NRC and other international NGOs will assist people in need of humanitarian aid. The consequences of forgetting and neglecting this humanitarian crisis will be severe: more security incidents, human rights abuses and most likely, the eruption of another war.

## Protracted and neglected

Should the government fail to find a political solution, and the African Union and the international community fail to put enough pressure on authorities to do so, another war will cause millions of people enormous suffering.

## STORY

# GIVING RACHEL AN EDUCATION

After fleeing war and losing her parents, Rachel had to look after her younger brothers. Now she can finally attend school.



14-year old Rachel attends school for the first time, thanks to accelerated learning courses organised by NRC.  
Photo: NRC/Vincent Tremeau

Fourteen-year-old Rachel lives in North Kivu together with her two younger brothers, Hérítier, eleven years old, and Johnny, five years old. One night in 2011, her village was attacked and its residents fled. Rachel escaped with her two brothers and lost sight of their parents. She has not seen them since.

*“I am still waiting for our parents to return,” Rachel says. “I hope one day they will come back home and take care of Hérítier,”*

Hérítier is disabled and needs assistance. Unable to pay the fees to go to school, she stayed home to take care of her two brothers.

### First time at school

Last year, Rachel began studying for the first time with NRC’s education programme in North Kivu. In Pinga and Masisi, 9,127 children and youth are affected by the armed conflict. Through the education project, NRC gives children an opportunity to learn in safe, protective and nurturing spaces.

Due to ongoing conflict, 7.6 million children in DRC are left out of school. This equals 28 per cent of all school-

aged children in the country. If these children do not attend school, it may become difficult for them to take an active part in their society when they grow up.

“NRC is calling upon the government, members of parliament and humanitarians to multiply efforts, so that the hope for all children to be able to access education can become a reality,” says Mickael Amar, NRC’s Country Director in the Democratic Republic of Congo.



Youth learn to cultivate as part of the range of activities established by NRC in DRC. Photo: NRC/Vincent Tremeau



Martha William (14) attends school in the UN camp outside Juba, South Sudan. "This camp is better than Bentiu. Here there is no flood and we can go to school," she says. Photo: NRC/Tuva Bogshes

## SOUTH SUDAN: FALLING TO RUINS

Escalating political conflict in South Sudan caused massive displacement, leaving people trapped in violence, with severe food needs and bleak hopes for the future.

More than two years after war erupted in South Sudan, the violent conflict has displaced an estimated 1.6 million people inside the country. More than 640,000 people have fled to neighbouring countries, bringing the total number of South Sudanese refugees in the region to more than 2.2 million. An increasing number of people were starving inside the country, and according to UNOCHA, more than 6.1 million South Sudanese were in need of protection and humanitarian assistance.

### High insecurity

Insecurity, staff safety and a lack of access to areas were major challenges to NRC's operations in South Sudan. In 2015, we lost two staff members in the country. In May, increased conflict and security risks forced NRC and other

organisations operating in Leer town, Unity state to leave. Our compounds in Unity and Jonglei states were looted, and the entire NRC staff in Unity state relocated. In December 2015, NRC set up a base in Leer and Thonyor, Unity state.

### Assessing needs

Limited communication opportunities in the country allowed little or no information to pass between the most conflict-affected populations and NRC or partners. In 2015, we developed and piloted a multi-sectorial assessment tool designed to give faster, more detailed information about possible response locations. This helped us to prioritise responses more efficiently.

## Meeting needs

Operating in seven out of ten states, NRC ran static operations as well as mobile teams across the country. We reached remote areas in the three most conflict affected states: Unity, Upper Nile and Jonglei. We reached more than 700,000 people.

The most prominent humanitarian need in the country was access – to protection, food, education, and other basic services. In 2015, we extended our projects on food security, education, and information, counselling and legal assistance (ICLA). Where needed most, we increased distribution of emergency shelters, kitchenware, mosquito nets and plastic sheeting.

With support from the World Food Programme (WFP) and the EU Humanitarian aid and civil protection department (ECHO), four NRC mobile teams operating in the Greater Upper Nile region reached close to 400,000 new people with food, emergency shelter and non-food items. This rapid emergency response resulted in hundreds of thousands of people receiving assistance at a critical time.

We expanded our cash-based programming in Akobo, Jonglei state, where markets were still functioning, in order to stimulate the local economy and provide a more dignified response. Here, we distributed vouchers for people to use at their local merchants.

## Back to school

In 2015, NRC provided educational opportunities to nearly 160,000 children and youth through our education centres. In addition to providing skills, these opportunities contributed to a sense of normalcy in the daily life of displaced youth.

Collaborating with the UNICEF's Back to Learning initiative, our education activities supported all 32 primary schools – a total of approximately 14,000 children and youth – in Leer county, Unity state. We also supported schools for internally displaced people and host communities residing in Juba, Jonglei and Lakes, alongside youth education opportunities in Northern Bahr el Gazhal, Warrap and Western Bahr el Gazhal.

## Little media attention

Despite a peace agreement signed in August 2015, peace has yet to come to fruition in South Sudan. Efforts to form a unified national transitional government were complicated by the plethora of actors that continued to fight over resources and power.

With dwindling international media attention and interest, less funding was channelled to South Sudan. This impeded the ability of NRC and other humanitarian actors to respond. If the trend continues, the consequences will be dire: decreased funding for life-saving activities and long-term activities, which could otherwise contribute to recovery and build resilience of the South Sudanese people.



## NRC SOUTH SUDAN

<b>Areas of operation</b>	Alek (Warrap), Aweil (Northern Bahr E Ghazal), Awerial (Lakes), Akobo and Bor (Jonglei), Juba (Central Equatoria), Leer (Unity), Wau (Western BeG)
<b>Total Expenditure</b>	139 m NOK
<b>International staff</b>	30
<b>National staff</b>	213

## KEY OUTPUT 2015

### 719,814 people assisted

#### Education:

- 48,064 learners enrolled
- 1,554 teachers trained
- 74 schools constructed/rehabilitated

#### Food security:

- 2,924 people receiving cash/vouchers
- 19,342 people receiving training

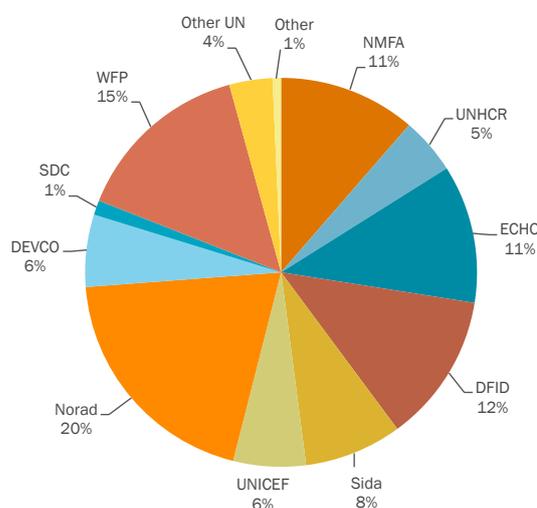
#### Shelter:

- 39,085 people receiving shelters
- 137,177 people receiving non-food items

#### Water, sanitation and hygiene (WASH):

- 249 latrines constructed or rehabilitated
- 13,873 people participating in hygiene promotion

## DONORS 2015



## STORY

# FOOD FROM HEAVEN

South Sudan is home to the largest aerial humanitarian operation in the world. NRC's Regina Gariwe and her team make sure that food dropped from the sky reaches people living the hardest-to-reach areas.

*"They survive thanks to this. They dance with joy and thankfulness. The food is their lifeline," says Regina.*

### Hard-to-reach

In South Sudan's capital Juba, Regina packs her bags for a new mission. She takes water, food, tents and medicine. Everything must be ready when the helicopter takes off. Her team does not know exactly what awaits them, but they will go to somewhere humanitarian workers normally cannot go.

NRC currently has four specially trained Rapid Response Teams operating in South Sudan. Regina's job as the Rapid Response Team's logistics coordinator is to ensure everything goes according to plan when food drops from the airplanes.

"I need to make sure that the drop zone is clear before planes can drop the goods," she explains. "Then we guide the community on how to store the food. We can reach 25,000 people in three days."

### Dance of joy

The bags contain sorghum flour, beans, salt, sugar, oil and nutritional supplements for children. The sight of the white bags falling from the sky often inspires people to dance and sing.

"What makes me go on with this job, is the happiness the community show us when we arrive with food. They dance and sing when the food is dropped from the planes," says Regina.

However, the continuous fighting often put a damper on the happiness. Regina has distributed food to villages that soon after were attacked and burned down by militia. Some people managed to escape, but to the fate of the rest, she does not know.

"Sometimes I wonder if the food distribution attracts the militia, but these are all unanswered questions," she sighs.



"I don't consider myself a hero. We have a job because people are suffering. They are the ones who have seen a lot and still have to cope with the situation. For me, the people in those villages are the heroes," says Regina. Photo: NRC/Tuva Bogšnes

### Making a difference

Due to the conflict and massive displacements, last year's harvest did not meet the needs. A significant number of people are experiencing a catastrophic lack of food. As long as food insecurity remains high, Regina and her team must continue their work.



# 05

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## WORKING WITH OTHERS

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Magong reads his exercise book in the school compound during class break. ALP is funded by UNHCR, NMFA and NRC Private Donors.  
Photo: NRC/Emebet Abdissa

# BRINGING STRATEGIC PARTNER RELATIONS TO NEW LEVELS

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NRC has become a humanitarian organisation with a strong and diversified range of institutional donors. The relations with partners go beyond receipt of funding. There is also dialogue and collaboration on country-specific, thematic topics.



NRC conducts shelter activities, including school construction with funding from NMFA, CHF, ECHO, UNICEF and OFDA. Photo: NRC/Ingrid Prestetun

In 2015, NRC continued efforts to further strengthen relations with our main donors and explore new opportunities. Here follows some examples of close cooperation between NRC and our partners:

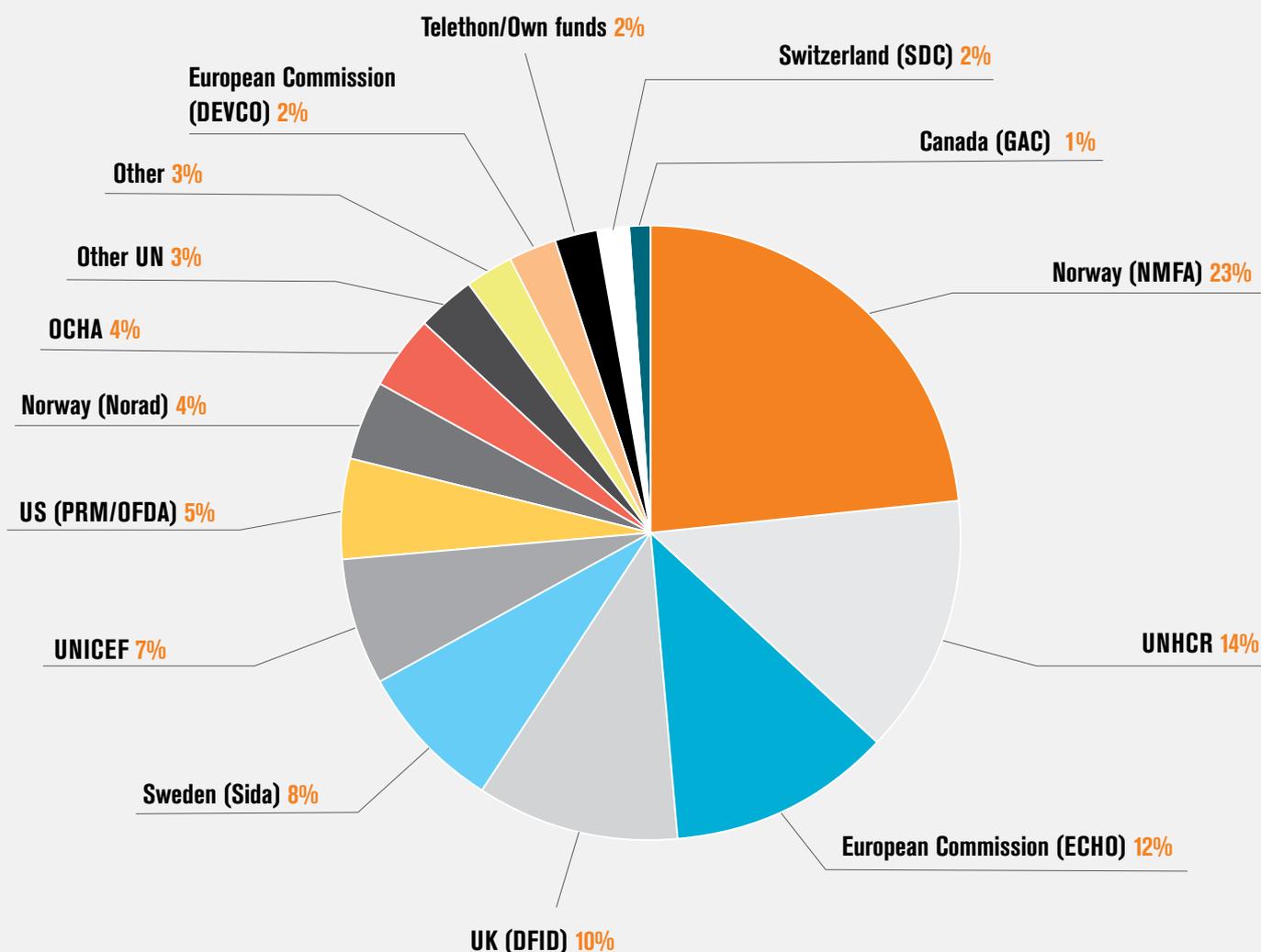
Policy and advocacy discussions were held, joint events organised, and frequent dialogue on geographic and thematic issues took place. We entered into new funding agreements across NRC's operations, for our expert deployments and advocacy work.

In August 2015, Jan Egeland addressed staff from the Humanitarian Unit of the Swedish International Development Cooperation Agency (Sida) and Swedish Embassies, who had gathered in Stockholm to attend Sida's Annual

Humanitarian Field Days and discuss current trends and challenges, as well as to agree on the strategic direction for Sida.

During the course of the year, we also actively contributed to the new ECHO Policy on Forced Displacement and Development and engaged in close cooperation with USAID's Office of U.S. Foreign Disaster Assistance (OFDA), on means to strengthen adherence to the humanitarian principles by humanitarian actors. We presented NRC's education in emergencies programmes at USAID's Education Summit in Washington, D.C. in November 2015.

NRC actively engaged with the Norwegian Ministry of Foreign Affairs (NMFA) related to Norway's leading role



in international education, including education in emergencies. In May 2015, Jan Egeland spoke about the need to protect educational facilities from attacks during the Safe Schools conference hosted by Norway and Argentina in Oslo. In July 2015, we co-hosted a civil society event together with other NGOs, linked to the high level Oslo Education Summit hosted by the Government of Norway in cooperation with UN Special Envoy for Global Education, Gordon Brown.

Our transformation from a largely Norwegian-funded organisation in the early 2000s, to a truly multi-donor organisation, continued in 2015. Among humanitarian organisations globally, NRC probably ranks at the very top when it comes to having the most diversified range of institutional donor partners. We have maintained our position as the largest humanitarian NGO partner of not only NMFA, but also of Sida. Furthermore, NRC ranks among the top three NGO partners of UNHCR and the Directorate-General for Humanitarian Aid and Civil Protection - European Commission (ECHO). Relations with the UK Department for

International Development (DFID) have also been strengthened considerably, and funding levels from the U.S. Federal Government and Canada are increasing. We further receive funding from Australia, Denmark, the European Commission (DEVCO), the Faroe Islands, Germany, Spain, Switzerland, several foundations, a couple of Gulf donors – and not least a range of UN agencies. Indeed, by 2015 the share of funding from the Norwegian government had decreased to 27 per cent of NRC's turnover.

This change of NRC's donor base applies not only to our country programmes, but also to the Expert Deployment/NORCAP Department (ED/N), which in recent years has attracted considerable of funding from non-Norwegian donors. In 2015, only 53 per cent of ED/N income originated from NMFA and Norad, with the remaining budgets coming from e.g. OCHA, DFID, ECHO, UNHCR, WFP and USAID/OFDA.

# PRIVATE SECTOR FUNDRAISING IN NRC

## PRIVATE PARTNERSHIPS

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Each year, individuals, corporations and organisations generously support NRC and the refugee cause through fundraising activities, donations and in kind services. During the autumn of 2015 private donations to NRC increased substantially as a response to the Syrian war and the refugee crisis in the Mediterranean.

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

Throughout 2015 numerous schools, groups, companies, foundations and individuals generously supported NRC through a range activities.

### Fundraising campaign for the Syria crisis

The substantial increase of refugees to Europe, mostly from Syria, in the summer and autumn of 2015, caused massive media coverage and engagement in the Norwegian public. Throughout the autumn, we experienced hundreds of fundraising and solidarity events for NRC, most of them by schools. There were many creative initiatives, such as running for Syria, theatres, concerts, auctions, exhibitions and donations of salaries.

The number of individual sponsors increased significantly and a majority contribute on a monthly basis. This stable flow of funds enables us to respond quickly and where needs are most pressing.

### Telethons for the refugee cause

The two largest TV-channels in Norway, NRK and TV2, dedicated telethons to the refugee cause in September of 2015. TV2 dedicated a week to raise awareness and fundraising for the refugee crisis in the Mediterranean. Funds went to NRC, Red Cross, Plan and SOS Children Villages. NRK hosted a telethon for the refugee cause the 19 September as a collaboration between the five largest humanitarian organisations in Norway.

A warm thank you to NRK, TV2 and to all the artists that participated.

### 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 Scout Association, which each year carries out a large fundraising and information campaign focusing on education for displaced children. In 2015, funds raised were dedicated to education for Syrian children in Lebanon. In December a scout travelled to Lebanon with NRC for a field visit.

Bjørknes University College is also a valued partner of NRC. Each year, students organise a charity event with concerts, stand-up show and an auction to support NRC. The partnership also includes internships at NRC for students.

Another cherished partnership is with Voksen primary school in Oslo. The children, aged between six and thirteen, each year organise a large variety of fundraising activities for NRC. Their level of organisation and results are always impressive, and in 2015 they raised more than 165,000 NOK for education to Syrian children in Jordan. Last year, the children from Voksen skyped with a class of Syrian children in NRC's learning centre in Zaatari refugee camp in Jordan.



NRC's Secretary General, Jan Egeland, visited the Mary Poppins ensemble at Folketeateret in Oslo 31 October 2015, prior to the theatre's fundraiser show in support of NRC's work. Photo: NRC/Hanne Eide Andersen



In the spring of 2015, Nora Heyederdahl (15) was one among thousands of Norwegian scouts across the country who contributed to raise more than NOK 800,000 in support of NRC's work for Syrian refugee children. Photo: NRC



In April 2015, NRC's Secretary General, Jan Egeland, visited Voksen school in Oslo. After one month of selling homemade cakes and tickets for own produced music and dance shows, the school's pupils had managed to raise a total of NOK 165,000 in support of NRC's work. Photo: NRC



From the Norwegian broadcaster NRK's fundraiser 19 September 2015 in support of NRC, Red Cross, Save the Children, Norwegian People's Aid and Norwegian Church Aid's work with refugees. Photo: NRC/Ken Opprann

# CORPORATE PARTNERS

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For us at NRC, corporations are highly valued partners. With the contributions we receive we are able to reach more refugees and displaced people in need. These partnerships create innovative and new opportunities, and play a crucial role in the future of humanitarian development. With our partners, we can empower communities to do more. From pro bono contributions to special projects and fundraising, our corporate partners lend us their expertise. Our fruitful partnerships have resulted in products, services and innovation that otherwise wouldn't have been possible.

## KLUGE

NRC's partnership with Norwegian law firm Kluge is multifaceted. Kluge does not simply offer monetary and legal support; this comprehensive partnership also includes an exchange of knowledge and competency on long-term projects. Kluge lends its expertise to help guide NRC's legal requirements both in the field and at headquarters. Kluge's individual employees have also been inspired to unite and fundraise for NRC and the refugee cause.

## TOMS

Throughout 2015, TOMS has partnered with NRC to distribute more than 50,000 pairs of new shoes to Syrian children living in refugee camps in Jordan. This distribution took place in NRC's learning centres for refugee children. NRC's partnership with TOMS has also included activity in Norway when street artist Martin Watson collaborated with Syrian children to create artwork that was exhibited and sold in Oslo. Proceeds from the art and sale of TOMS shoes in Norway went to NRC.

## Boston Consulting Group (BCG)

BCG provides vital pro bono support to improve NRC's organisational structure and systems, at the regional and global levels. BCG's management and employees have conducted several fundraisers to support refugees.

## Grieg Foundation

The Grieg Foundation has generously supported NRC's work with education for Syrian refugees living in refugee camps in Jordan.

## Statoil

Statoil, a leading energy company in oil and gas production, supported NRC's work for families displaced within Syria, as well as for Syrian refugees in neighbouring countries and in Europe.

## Kavli Trust

The Kavli Trust supported NRC's education project on school retention and the improvement of learning spaces for Syrian refugee children in Lebanon. The project also benefitted local Lebanese children who reside in conflict-affected communities.

## Corporate Communications

Corporate Communications, a group of experienced consultants, provides NRC with pro bono consultancy, courses and competence-building.

## DNV GL

The international certification and classification company DNV GL's donations were dedicated to NRC's education programmes, as well as our emergency aid in the Middle East and Europe.

## Infotjenester

Infotjenester, a human resource competency provider, contributes to NRC's education programmes for children who have fled war and conflict. In addition to its yearly financial support, Infotjenester also supports NRC through conferences and seminars.



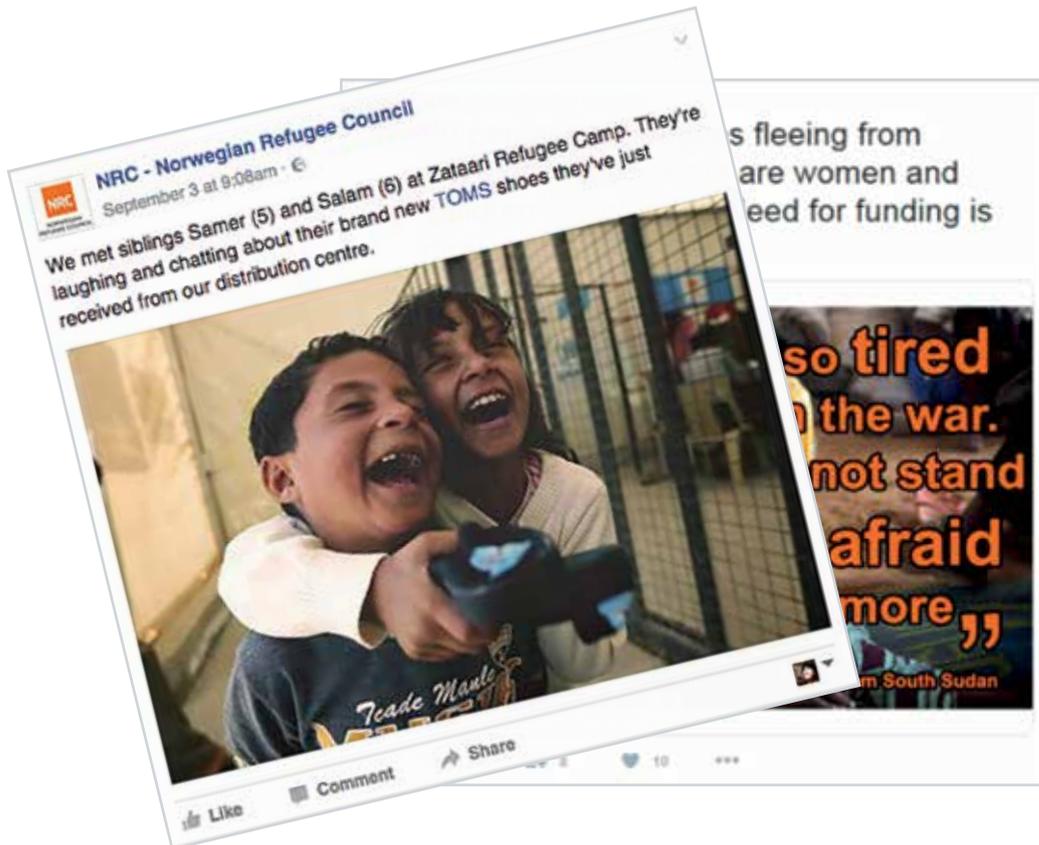
School girl in Azraq with Martin Whatson. Photo: NRC



Osama (12) goes to a primary school supported by NRC in Azraq refugee camp in Jordan, where he arrived spring 2014, after fleeing Syria with his family. "I like to learn, because I want to become a teacher". "I like the school, because the teachers here are nice. And I like to become an Arabic teacher". "When I'm not in school I go to fetch water for my family. It is a lot to carry and I get tired". "We do not have water and electricity in our house here". Photo: NRC/Tiril Skarstein

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Photo: NRC/Alex John Beck

The Norwegian Refugee Council is an independent humanitarian organisation helping people forced to flee. Whatever it takes. Wherever, and whenever, we're needed.



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