

Impact Report 2025

NRC Sweden



Impact Report 2025

Published: September 2026

Insamlingsstiftelsen NRC Flyktinghjälpen Sverige
Org.nr 802480-0172

Address:

Insamlingsstiftelsen NRC Flyktinghjälpen Sverige
c/o The Works
Medborgarplatsen 25
118 72 Stockholm
Sweden

Website: www.nrc.se

Cover photo: Amadou Poudiougou/NRC

A mediation session between farmers and herders in Konio, Mali. The project was supported with funds from NRC Sweden.



TABLE OF CONTENTS

WHO WE ARE	4
Reporting scope	6
KEY TERMS	8
RESOURCES	10
RESULTS	11
The 2025 results at a glance.....	11
Mali	12
Sudan.....	13
Palestine (Gaza).....	15
Lebanon	17
Syria: WASH and education (Deir Hassan and Qamishli)	20
Syria: Protection (Northwest and Northeast).....	22
SOURCES.....	24

Who we are

NRC Sweden (legally Insamlingsstiftelsen NRC Flyktinghjälpen Sverige) is a Swedish foundation established by the Norwegian Refugee Council (NRC) in December of 2016, and its operations began in January 2017. The foundation's purpose is to assist people displaced by conflict. It does this by making the Swedish public aware of the plight of displaced people and by fundraising from private individuals and organisations to support people displaced by conflict.

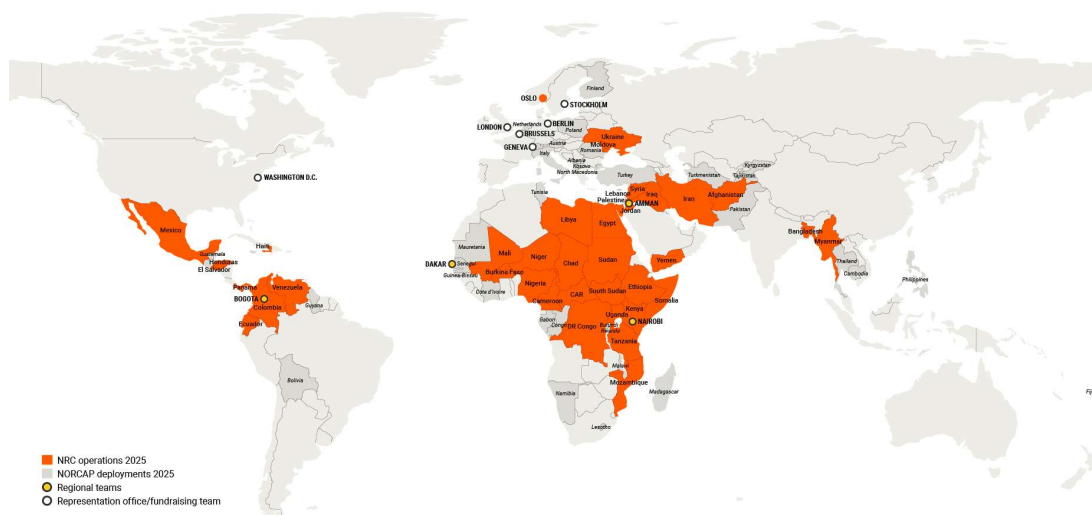
NRC Sweden operates under the global brand of the Norwegian Refugee Council (NRC), a humanitarian organisation headquartered in Norway. NRC Sweden is the Swedish fundraising foundation of NRC and raises funds in Sweden that contribute to NRC's humanitarian programmes supporting people affected by conflict and displacement.

NRC Sweden works closely with NRC Norway and other parts of the NRC network to pursue shared humanitarian objectives and to provide funding and other resources for NRC's work. Humanitarian funding from the Swedish government agency Sida is managed by NRC Norway, not NRC Sweden.

Since the beginning of its operations until December of 2025, NRC Sweden has granted approximately 153 million SEK to humanitarian programmes in 19 countries.

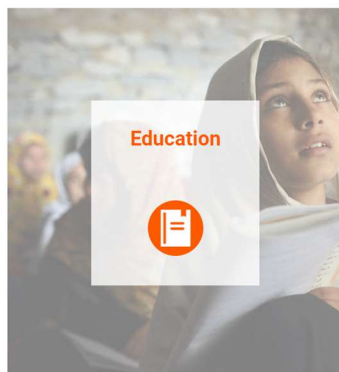
Our global brand

NRC Sweden is the Swedish arm of the Norwegian Refugee Council (NRC), a global humanitarian organisation helping people forced to flee. We provide emergency assistance and protect people's rights in the world's most challenging crises. Our scale and expertise mean we reach and assist millions in areas where others cannot. Humanitarian principles are at the core of our mission. Our goal is self-reliance for the people we work with. We are a courageous advocate for displaced people. We enable others through partnership and contribute to lasting global solutions. Together, we save lives and rebuild futures. In 2025, NRC assisted 10.6 million people across 39 countries.



NRC's global work in 2025.

At the root of NRC's programmes are our solid technical expertise and specific sectoral knowledge. Our programmes aim for the highest possible quality, whether in stand-alone or integrated approaches. Through decades of providing assistance and protection to displaced populations in complex contexts, we have developed expertise in different sectors, which we refer to as our core competencies. In 2025, these were:



Reporting scope

Timeframe

This report presents results from NRC Sweden grants that concluded in 2025. Results from projects that were not finalised during 2025 will be included in future reports.

Two grants, the Gaza multisectoral response and the Syria WASH and Education project, were awarded in 2023. The remaining four grants, in Sudan, Mali, Lebanon and Syria, were awarded in 2024.

During 2025, NRC Sweden also awarded new grants to humanitarian programmes in Chad, the Democratic Republic of the Congo (DRC), Haiti and Myanmar. These grants are not included in this report, as their results will be reported after the projects have concluded.

Geography

The report covers six grants implemented across five countries:

Country	Grant (Amount SEK)
Sudan	6,000,000
Mali	5,000,000
Palestine (Gaza)	5,035,000
Lebanon	5,131,974
Syria	WASH & Education: 6,000,000 Protection: 6,000,000
	33,166,974



Methodology

The results in this report are drawn from each project's end-of-grant reporting and monitoring, including conducted surveys, output tracking against targets, and project teams' final narrative reports. These are NRC's internal monitoring processes and do not constitute independent third-party evaluations. Where external statistics are used, such as population figures and humanitarian needs estimates, the original source is cited.

Key terms

Cash for protection - Cash assistance given specifically to help a person address or reduce a protection risk, rather than for general living costs.

Case management - A structured process in which a trained worker assesses a person's protection risks and needs, connects them to appropriate support, and follows up on their case.

Cluster - A coordination group that brings together humanitarian organisations working in the same sector during a crisis, to improve coordination, share information and reduce gaps or duplication.

Core competency - One of NRC's six areas of technical expertise: Education, Information, Counselling and Legal Assistance (ICLA), Livelihoods and Food Security, Protection from Violence, Shelter and Settlements, and Water, Sanitation and Hygiene (WASH).

Durable solution - A long-term solution to displacement that allows displaced people to rebuild their lives in safety and dignity, without continuing displacement-related humanitarian or protection needs. This can include returning home, integrating locally or settling elsewhere.

HLP (Housing, Land and Property) - The rights people have to housing, land and property, including the right to occupy, use or own them. HLP support can help people document, defend or recover these rights.

ICLA (Information, Counselling and Legal Assistance) - NRC's programme providing information, counselling and legal assistance to help people access documentation, understand and claim their rights, and address housing, land and property (HLP) issues.

IDP (Internally Displaced Person) - Someone who has been forced to flee their home because of conflict, violence, disasters or other crises but remains within their own country's borders.

IPA (Individual Protection Assistance) - Tailored assistance provided to an individual to address a specific protection risk or need. Assistance may be provided in cash or in kind.

MHPSS (Mental Health and Psychosocial Support) - Support for people's mental health and psychosocial wellbeing, ranging from community-based support to more specialised services.

NFI (Non-Food Item) - Essential household or personal items that are not food, such as hygiene kits, blankets or cooking equipment.

PDM (Post-Distribution Monitoring) - A survey or other monitoring carried out after assistance has been distributed, to understand how it was received and whether it met people's needs.

PIM (Post Implementation Monitoring) - Monitoring carried out after project activities have been completed to assess whether the intended results have been achieved and, where relevant, whether improvements are being sustained.

Protection - Efforts to help people stay safe, reduce exposure to violence, exploitation, abuse and other risks, and access their rights and essential services.

Protective accompaniment - Accompanying a person to help them safely access a place or service when they may face protection risks or barriers travelling there alone.

Referral - Connecting a person to another organisation or service that can provide support that NRC does not provide directly, such as specialised healthcare or protection services.

Site Management - Support to help displacement sites such as camps and collective shelters function safely and effectively. This can include coordinating services, supporting community participation, monitoring conditions and helping residents raise concerns.

Sphere standards - A widely recognised set of technical standards for humanitarian response, covering areas such as water, sanitation, shelter and health, and used to help ensure assistance meets agreed minimum standards.

Water trucking - The delivery of safe water by tanker to communities or displacement sites where people cannot access sufficient safe water through existing water systems.

WASH (Water, Sanitation and Hygiene) - Programming that helps people access safe water, adequate sanitation and facilities, supplies and information needed to maintain good hygiene.¹

¹ Definitions are based on terminology used by NRC and widely recognised humanitarian standards and guidance, including UNHCR, IASC and the Sphere Handbook.

Resources

Total operating costs for NRC Sweden in 2025

End goal	-25,385,056	90.3%
Fundraising	-1,150,564	4.1%
Administration	-1,566,978	5.6%
Total operating costs	-28,102,598	100%

Results

The following section presents the results of NRC Sweden grants that concluded in 2025. These projects were implemented across five countries, providing vital support to people affected by conflict, displacement and other humanitarian crises.

The 2025 results at a glance

Six grants were completed in 2025 across five countries: Mali, Sudan, Palestine, Lebanon and Syria, with a total value of just over SEK 33 million. The grants provided protection, WASH, shelter, education, essential household items and legal assistance. The largest reported reach was through WASH services in Syria, where an estimated 257,643 people benefited from water trucking services.

Selected results

- **Mali:** 2,699 people received protection support, including 2,194 people who received Individual Protection Assistance. Communities also developed 15 self-protection action plans.
- **Sudan:** 391 people in Darfur received Individual Protection Assistance, while 190 people in White Nile received individual protection assistance through cash support. The project also supported three community-led protection projects and produced four protection monitoring reports.
- **Palestine (Gaza):** 36,439 people were reached through a combined WASH, Site Management and legal assistance response. This included 6,114 households supported with hygiene kits and safe water, and 1,026 people supported with civil documentation and housing, land and property assistance.
- **Lebanon:** 3,597 people received essential household items, and 1,321 people received first-line shelter support. The response adapted to changing needs, including the arrival of Syrian refugees in the Bekaa and North.
- **Syria, WASH and Education:** In Deir Hassan camp cluster, an estimated 257,643 people benefited from water trucking services that delivered 149.5 million litres of water in total. NRC also provided sanitation and solid waste management services and carried out more than 21,900 water quality tests. In Qamishli, two schools were rehabilitated and their WASH facilities upgraded, benefiting 753 students. A further 614 desks were provided to three schools, targeting 8,461 students.
- **Syria, Protection:** 407 people received individual protection support across Northwest and Northeast Syria.

Mali

Humanitarian context

Mali continued to face a prolonged crisis driven by insecurity, political instability, climate shocks and worsening economic conditions. Violence and restrictions on movement continued to affect communities, particularly in the central and northern regions. By the end of 2024, more than 400,000 people were internally displaced across the country, while new refugee arrivals placed further pressure on already stretched host communities.^{2 3}

Goal of the project

In this context, NRC worked with communities in Mopti, Tombouctou, Bandiagara, Douentza and Taoudeni to strengthen civilian protection and help people respond to risks in their own communities. The project focused on community-led protection assessments, self-protection plans, training and awareness-raising, alongside individual assistance for people facing specific protection risks.

What did the project achieve?

The project reached 2,699 people, exceeding its original target of 2,360. This included 112 people with disabilities. NRC also provided Individual Protection Assistance to 2,194 people, including cash assistance for 1,249 people and in-kind support for 945.

At community level, all targeted communities developed and implemented self-protection strategies. Seventy-three per cent of respondents reported a significant reduction in the protection risks they faced, while 100 per cent said their perception of safety had improved, compared with 18 per cent before the project.

The project also supported communities to address conflicts themselves. NRC initiated four mediation processes and completed three, while in some cases communities chose to resolve disputes internally. This reflected a growing willingness and capacity among local actors to manage tensions without external intervention.

One example came from Konio village in Mopti, where tensions between farmers and herders had affected relations between the two communities. NRC supported the groups to come together, understand the causes of the dispute and agree on practical ways to manage shared land and grazing areas. The process helped restore communication and establish a community monitoring mechanism to follow up on the agreements.⁴

² IOM, Mali Crisis Response Plan 2025-2026 (December 2025)

³ UNHCR, Mali Emergency | Critical life-saving needs (September 2025)

⁴ NRC, Restoring peaceful relations between farmers and herders in Mali (September 2025)

The project also highlighted the importance of working closely with other protection actors. NRC referred 57 people to specialised services, while joint assessments with other organisations allowed some cases to be addressed directly without the need for a formal referral. Going forward, NRC identified stronger referral systems and continued investment in community-based prevention as priorities.

Lessons learned

- **Referral pathways should be formalised earlier.** NRC successfully referred people to specialised services during the project, but coordination was often informal. NRC has since mapped available referral services in the project areas and plans to finalise a standard referral procedure.
- **Communities want to do more to prevent protection risks.** During the project's closing workshop, communities highlighted the value of awareness-raising and training and called for more support to community-based protection committees. Strengthening these committees could help communities continue identifying and addressing protection risks after the project ends.

Sudan

Humanitarian context

Sudan remains gripped by conflict, as fighting between the Sudanese Armed Forces (SAF) and the Rapid Support Forces (RSF) entered its third year in April 2025. In 2025, 30.4 million people were estimated to need humanitarian assistance, including 16 million children. The conflict has caused mass displacement, disrupted livelihoods and supply routes, and severely affected access to essential services, including healthcare.⁵

Since January 2025, around 645,000 previously displaced people and refugees had returned to areas of origin, particularly in Al Jazirah, Khartoum and Sennar. At the same time, renewed fighting in areas including North Darfur and Kordofan continued to drive new displacement and protection risks.⁶

Against this backdrop, NRC focused on Darfur and White Nile, where people faced serious protection risks and limited access to services. The project combined individual protection assistance with community-led initiatives, referrals and protection monitoring.

⁵ WHO, Public Health Situation Analysis: Sudan conflict (March 2025)

⁶ ACAPS, Sudan: Protection Risk Analysis 2025 (July 2025)

Goal of the project

The project aimed to provide protection assistance to conflict-affected communities in Darfur and White Nile through individual support, community self-protection initiatives, referrals to services and protection monitoring. The intention was both to respond to immediate protection risks and to help communities identify and address risks themselves.

What did the project achieve?

In Darfur, 391 people received Individual Protection Assistance (IPA), including 218 women and 173 men, against a target of 200. The higher-than-planned number was made possible by savings within the project budget being redirected to reach additional people at risk. The assistance was delivered in three hard-to-reach communities where humanitarian services were largely absent.

The project supported three community-led protection initiatives in Azarney, Geilo and Mornei. In Geilo, the community identified theft, extortion, disinformation and human trafficking as key concerns and procured radios to strengthen communication and early warning. In Mornei, women and girls faced particular risks while collecting firewood and animal feed. The community project supported training and start-up activities for small businesses such as tea making, sorghum selling and catering, helping women find alternative ways to support their families.

In Azarney, the community rehabilitated a water point to reduce the distance people had to travel to collect water. Long journeys had exposed people to a range of risks, including violence and sexual assault, while queues and competition for scarce water had also contributed to tensions between displaced and host communities.

In White Nile, NRC worked with the Sudan Social Development Organization (SUDO), a national organisation with an established presence in the area. Together, they identified protection risks among displaced people in Kosti and Rabak and provided individual protection assistance, cash support, referrals and protection monitoring. In total, more than 400 people received individual protection support or were referred to relevant services.

NRC assessed 324 individual cases, of which 190 people ultimately received Individual Protection Assistance in the form of cash for protection after eligibility and access were confirmed. The project also established a complaints and feedback mechanism through SUDO, reaching 400 people and identifying 250 people facing protection risks. A total of 347 people were referred to area service providers, against a target of 350. However, the report notes that not all cases could be referred because relevant services were not available in the area.

Protection monitoring and rapid assessments helped NRC and other humanitarian actors better understand the risks facing displaced communities. Four protection monitoring reports were produced in White Nile and shared with the Protection and Site Management Clusters. The findings also informed changes to NRC's wider response, including adjustments to its WASH programming.

Lessons learned

- **Community engagement needs to continue beyond individual activities.** Maintaining close engagement with communities and strengthening existing self-protection structures helped support community action plans. NRC identified continued support to these structures as important for sustaining this work beyond the project.
- **Protection work needs to consider tensions between displaced and host communities.** Competition for scarce resources can increase tensions. Working with other stakeholders to extend support to vulnerable host communities was therefore important alongside assistance to displaced people.
- **National partnerships can make a major difference in new areas of operation.** In White Nile, SUDO's existing presence and knowledge helped NRC implement the project in a state where it had not previously had a protection presence.
- **Referral systems need to be strengthened from the start.** Some cases identified by the national partner did not initially meet NRC's criteria for Individual Protection Assistance. Ongoing communication between the two teams helped clarify the scope of support. At the same time, a lack of available service providers made external referrals difficult, leading NRC to develop more detailed service mapping for future work.

Palestine (Gaza)

Humanitarian context

After more than a year of conflict, people in Gaza continued to face severe humanitarian needs in early 2025. Widespread displacement and damage to infrastructure left many families living in overcrowded conditions, often with limited access to clean water, sanitation and other basic services.

Water and sanitation services remained under severe pressure. Between 2 and 15 March, restrictions on humanitarian supplies and a lack of fuel affected the production and distribution of water and the operation of sanitation services. These conditions increased risks for people living in displacement sites, where access to services and basic site coordination was also limited.⁷

Goal of the project

The project aimed to support a multisectoral emergency response in Gaza, improving access to basic services while preventing protection risks for people affected by conflict and displacement. It was delivered through coordinated programming

⁷ OCHA, Gaza Humanitarian Response Update (March 2025)

across three sectors: water, sanitation and hygiene (WASH); Site Management Support (SMS); and Information, Counselling and Legal Assistance (ICLA).

What did the project achieve?

In total, 36,439 people received support through this project: 33,613 through WASH, approximately 1,800 through Site Management Support, and 1,026 through legal assistance.

NRC's WASH team reached 6,114 households (33,613 people) with hygiene kits, cleaning kits and safe water, despite persistent operational challenges. Supplies had to be procured in Egypt and brought into Gaza via the Kerem Shalom crossing, coordinated with NRC's logistics team and the Logistics Cluster. This included 3,500 hygiene kits (reaching 19,600 people), 881 cleaning kits (reaching 4,073 people), and 449,000 litres of safe drinking water trucked to 10 sites across Gaza Governorate, reaching 9,940 people. Of 1,013 cleaning kits procured, 132 were lost during the transportation and inspection process. The loss was valued at approximately SEK 52,824 and was formally reported to NRC Sweden in December 2024. The exact point at which the kits were lost could not be established, with possible losses occurring during inspection in Egypt or during handling at the Kerem Shalom crossing.

A post-distribution survey of 291 recipients, carried out in the final quarter of 2024, found that all respondents were using their hygiene kits and were satisfied with them; 95% said kits arrived on time. Fewer were satisfied with quantity: 55% said the number of items fully met their needs, while 40% said it partially met their needs and 5% said their needs were not met. The items most reported as insufficient were liquid shampoo and bar soap (18% each), followed by laundry detergent (17%) and toilet paper (13%). On water, 97% of respondents said trucked water was their main source of drinking water, and 94% said it had improved their household's daily water needs; the remaining 6% cited limited water quantities, irregular delivery schedules, inadequate storage capacity, poor water quality, and difficulties accessing water due to overcrowding or long distances.

Mobile Site Management Support teams supported 300 households (1,800 people) living in collective sites, starting in Rafah, prioritising schools sheltering people displaced from the Northern and Gaza governorates, before relocating with the population when the Rafah incursion began. Site Management Committees were set up to give residents a structure for coordination, and a Telegram channel was launched so site focal points could share information with the population they represented. Sites with these structures in place demonstrated improved access to basic services and living conditions, with a more organised and calmer site environment. Site focal points were better able to advocate for residents' needs, coordinate referrals and engage with communities. The wider site management sector was underfunded overall, leaving many other sites without any coordination structure at all.

NRC's legal team (ICLA) supported 1,026 people (319 women, 707 men) to access civil documentation and pursue their housing, land and property (HLP) rights: 682 people attended group legal information sessions, 131 received one-to-one legal counselling, and 213 received direct support with legal casework. NRC also chaired the Legal Task Force and the HLP Technical Working Group, coordinating information-sharing

across legal aid actors, and signed a formal agreement with the Palestinian Bar Association to widen access to legal aid.

An outcome survey run in late November 2024 found that legal counselling was followed by action by many participants: 89% of participants took steps to secure legal documentation afterwards (the remaining 11% were mostly blocked by security or movement restrictions). Among participants who received legal assistance, 98% reported that they had successfully obtained the documents they needed, and 88% reported that their legal issues had been resolved. Three-quarters (76%) said the assistance was delivered safely, accessibly and accountably, and in a participatory manner.

Lessons learned

- **Flexible funding and adaptable project design were essential across every sector**, allowing NRC to respond as needs shifted during mass displacement and access restrictions.
- **In WASH, prepositioning supplies and emergency preparedness helped keep the response moving**, but fuel shortages, water scarcity and insecurity continued to disrupt hygiene promotion and water delivery. Future responses should further strengthen remote delivery options and pre-position essential supplies in safer areas.
- **In Site Management, community engagement helped maintain coordination when external capacity was limited.** Site Management Committees were able to identify priorities, support referrals and take greater ownership of coordination. At the same time, underfunding across the sector meant that many sites lacked basic management structures.
- **In ICLA, staying close to changing procedures and access conditions was critical.** Regular monitoring and engagement with legal actors and affected communities helped the team keep information and legal assistance relevant as documentation procedures and access points changed.
- **Communication blackouts and repeated evacuation orders were major operational disruptions**, affecting both access to participants and NRC's own operations. The team responded by expanding remote service options and strengthening contingency plans for relocating offices and continuing activities.

Lebanon

Humanitarian context

Starting in October 2023, daily attacks along the Lebanese border displaced people living in affected areas. The violence intensified in September 2024 and spread across the country, displacing more than one million people. A ceasefire was declared on 27 November 2024, but many people returning to the South found their homes and infrastructure extensively damaged. At the same time, instability in Syria led to new arrivals in Lebanon. By mid-December 2024, an estimated 89,400 people had arrived from Syria, mainly in the Bekaa, with around 38,000 of the most

vulnerable living in informal collective sites. A second wave in March 2025 brought more than 20,000 people to 27 locations in northern Lebanon.

The combination of renewed conflict, repeated displacement and deteriorating living conditions placed further pressure on Lebanon's already limited capacity to respond.^{8 9 10}

Goal of the project

The project was originally designed to rehabilitate water infrastructure in South Lebanon following the ceasefire and the return of displaced families there. As the situation shifted, most of the project was reprogrammed to support the much larger population of Syrian refugees arriving in the Bekaa and, later, the North.

What did the project achieve?

NRC adapted the response as needs shifted, reaching more people than originally planned with essential household items in the Bekaa and North.

A total of 3,597 people received essential household item kits, compared with a target of 2,650 (136%). 980 households received kits, against a target of 662 (148%), and 1,018 kits were distributed, compared with a target of 662 (154%). The project report attributes the overachievement to the increase in the number of Syrians arriving in the Bekaa and North during 2025. A further 250 kits purchased under the grant remained prepositioned in the South as emergency stock.

After adjusting for double-counting, 1,563 people received support through the project's basic assistance, WASH and shelter activities. The lower figure against the combined target of 2,750 reflects the fact that many people received assistance across more than one sector and were therefore counted only once.

In the Bekaa, WASH support also expanded well beyond the original plan. 1,755 people gained improved access to water, through water trucking, bottled water or grid connections, against a target of 1,000 (176%). NRC also repaired all seven planned institutional latrine and shower units and installed five communal water storage tanks, each with a capacity of 2,000 litres.

Hygiene support reached 899 households, against a target of 300 (300%), and 1,843 hygiene kits were distributed, compared with a target of 1,240 (149%). NRC expanded its work to new areas, including Hermel, Qasr and collective shelters in Nabi Chit and Serreine. In total, 4,627 people benefited from WASH activities in the Bekaa, compared with an original target of 1,200.

In the South, the planned WASH activities were reprogrammed as needs changed. Other agencies and NGOs took on the planned distribution of communal water tanks,

⁸ OCHA, Flash Appeal Lebanon, October-December 2024 (October 2024)

⁹ UNHCR, Regional Flash Update 14: Syria Situation Crisis (February 2025)

¹⁰ UNHCR, Lebanon Flash Update: New Arrivals (April 2025)

so NRC redirected resources towards the installation of a filtration unit and maintenance of a water treatment system in Alma Al Chaab, while shifting the remaining funds to WASH support in the Bekaa. The original water tank and water-handling kit indicators therefore show zero against their original targets. 750 people benefited from WASH support in the South, compared with the original target of 4,000 (19%). The project report attributes the lower reach partly to the reprogramming and to the low average household size in Alma Al Chaab, where a significant proportion of residents are older people.

Shelter support was also expanded when a new wave of arrivals reached northern Lebanon in March 2025. 1,321 people received first-line shelter solutions, compared with the original target of 575 (230%). This included 748 people in the North, where the project was expanded in response to the new arrivals. In total, 273 households received shelter support, compared with the original target of 115 (237%), and 11 collective shelters were rehabilitated, compared with a target of six (183%).

Lessons learned

- **Flexible planning and preparedness mattered.** Previous emergency experience, established supplier agreements and prepositioned supplies helped NRC respond quickly as needs changed. Delays in procurement and access also reinforced the value of contingency stocks and having alternative ways to deliver assistance.
- **Collective shelters require careful due diligence.** One planned rehabilitation was stopped after an internal check found that the building owner intended to reclaim the property rather than continue hosting displaced families. No eviction took place, but the situation highlighted the risks of carrying out rehabilitation without clear agreements with property owners. NRC will strengthen due diligence and require enforceable agreements before future rehabilitation work.
- **Combining different types of assistance strengthened the response.** Delivering shelter, WASH and basic assistance in the same locations enhanced the overall impact and participant satisfaction.
- **Rehabilitating existing WASH facilities was more practical than building new infrastructure in collective shelters,** both because it was more cost-effective and because existing facilities were easier to get approved.
- **Coordination remained a challenge.** The response highlighted the need for earlier and stronger engagement with municipalities, national organisations and community groups to improve coordination, reduce duplication and ensure that interventions meet technical and safety standards.

Syria: WASH and education (Deir Hassan and Qamishli)

NRC Sweden funded two separate projects in Syria during this period, addressing different needs in different regions. This section covers the WASH and education project; the protection project that follows later in this report is a separate grant.

Humanitarian context

Fourteen years into the conflict, Syria continued to face a severe humanitarian crisis. In 2024, 16.7 million people needed humanitarian assistance, while around 90 per cent of the population was estimated to be living in poverty. Years of conflict, the 2023 earthquake and economic deterioration have damaged infrastructure and left basic services under severe pressure.^{11 12}

The change of government in December 2024 brought hopes of a new phase for the country, but humanitarian needs remained high. Large numbers of people were still displaced, while returns placed additional pressure on communities and already overstretched services. In Northwest Syria, many displaced people remained unable to return because homes and basic infrastructure had been destroyed or were unavailable.¹³

Goal of the project

The project aimed to provide lifesaving water, sanitation and hygiene services to displaced people in the Deir Hassan camp cluster in Idlib, while also improving access to safer and more functional learning environments through school rehabilitation and WASH improvements in Qamishli, Al-Hasakeh.

What did the project achieve?

In Deir Hassan camp, an estimated 257,643 people benefited from water trucking services. NRC delivered 149.5 million litres of water, 25 per cent above the original target, and carried out 21,953 water-quality tests, exceeding the target of 18,000. The water supply was based on a provision of 25 litres per person per day, in line with the Northwest Syria WASH Cluster recommendation.

NRC also provided sanitation and waste-management services. 21,575 people benefited from latrine desludging, while 2,722 communal latrines were emptied or desludged. The number of people benefiting from desludging was slightly below

¹¹ UNHCR, Syrian Arab Republic: 2024 Needs Overview (February 2024)

¹² OCHA, Humanitarian Needs Overview: Syrian Arab Republic (February 2024)

¹³ UNHCR, Syria 2024 Needs Overview (February 2024)

target because other organisations installed sewer networks in parts of the camp, reducing the need for desludging services. At the same time, NRC established 81 solid waste collection points, and 256,923 people benefited from solid waste collection services as the camp population grew.

A post-implementation monitoring survey found that 93 per cent of respondents collected drinking water from protected sources, while 94 per cent said they had enough safe water for their daily needs. All respondents reported using the desludged latrines daily, and 98 per cent said they directly benefited from solid waste collection services. These figures are based on survey respondents and should not be interpreted as applying to everyone who received the services.

In Qamishli, NRC rehabilitated two schools and provided furniture to a third. These efforts benefited 753 students, including 387 girls and 366 boys. The school rehabilitations included 19 WASH facilities, more than twice the original target of nine, with the work adapted to different age groups and the needs of children with disabilities.

Using savings identified during implementation, NRC also provided 614 desks and tables across three schools, benefiting a further 8,461 students. One of the two rehabilitated schools received a sanitation kit through this grant, while the second received its kit through a separate project funded by the Norwegian Ministry of Foreign Affairs (NMFA).

Two months after handover, 100 per cent of the rehabilitated education facilities were still being used for their intended purpose.

Lessons learned

- **Safety needs to be part of water trucking from the beginning.** NRC found that people had limited awareness of the risks around water trucks and organised awareness sessions for women and students. This helped reduce safety incidents around the service.
- **Water trucking is useful, but it is not a long-term solution on its own.** NRC has started operating and maintaining a permanent water network in one camp, moving towards more durable water infrastructure.
- **School selection matters when resources are limited.** With fewer functioning schools in Al-Hasakeh, NRC found that prioritising schools with high enrolment and overcrowded classrooms helps direct rehabilitation support where it is most needed.
- **Inclusive design should remain central to school WASH work.** The project reinforced the importance of gender-sensitive and accessible facilities, including separate toilets, ramps and facilities adapted for children with disabilities.

Syria: Protection (Northwest and Northeast)

This is the second of two separate NRC Sweden grants in Syria covered in this report. The first, described earlier, funded WASH and education support in Deir Hassan camp and Qamishli.

Humanitarian context

In Northwest and Northeast Syria, years of conflict and displacement continued to leave many people exposed to protection risks and with limited access to services. In Northwest Syria, large numbers of internally displaced people remained in camps and informal settlements, while the prospect of returning home was often constrained by destroyed housing, limited services and lack of livelihoods.¹⁴

In Northeast Syria, people living in displacement camps also faced barriers to healthcare, education, livelihoods and protection services. At the same time, returns increased following the political transition, placing further pressure on communities and making access to shelter, basic services and protection support particularly important.¹⁵

Goal of the project

The project aimed to reduce exposure to violence, coercion and exploitation among adults facing heightened protection risks in Northwest and Northeast Syria. NRC provided case management, psychosocial support, referrals, protective accompaniment and cash assistance, focusing on locations where displacement was high, services were limited and protection incidents were common.

What did the project achieve?

In Northwest Syria, the project supported 153 people from 129 families, including 90 women and 63 men. This included 59 displaced people, 44 returnees and 50 local residents. Forty-eight people, or 31 per cent, were people with disabilities who received tailored support.

Across Northwest and Northeast Syria, 254 people received protection case management, slightly above the target of 250. NRC opened 254 Individual Protection Assistance cases and closed 246 cases during the project. 207 people received cash assistance, while 85 received protective accompaniment and 271 people were referred to other services.

The support was strongly valued by participants. 98.4 per cent of respondents said they felt supported in their recovery from the protection violation they had

¹⁴ UNHCR, UNHCR Regional Flash Update #17: Syria situation crisis, (March 2025)

¹⁵ UNHCR, As displaced Syrians return home, others wait and hope for more aid (March 2025)

experienced, compared with a target of 85 per cent. A further 98.4 per cent said the assistance was delivered safely, accessibly, accountably and in a way that involved them in the process. These findings were based on after-service surveys, case-closure surveys and post-distribution monitoring.

Lessons learned

- **Local coordination can make referrals work better.** In Northwest Syria, NRC-led case coordination meetings with local organisations helped connect people facing violence, coercion and deprivation with relevant services. At the same time, working across a wide geographical area placed pressure on staff and resources. Future projects would benefit from focusing on fewer locations to allow more consistent engagement.
- **Trust takes time.** In Northeast Syria, regular and personalised follow-up was important when working with people facing multiple protection risks. Safe and private spaces inside camps were also essential for discussing sensitive issues.
- **Cash assistance needs to keep pace with changing prices.** Cash support helped reduce immediate protection risks, but rising prices showed the importance of regular market reviews to make sure assistance remains relevant. Stronger coordination with partners is also needed to reduce delays in referrals.

Sources

Project reports

- Norwegian Refugee Council (NRC), *Project End Report: Supporting the Multisectoral Emergency Response in Gaza*, PSFM2343, 2025.
- Norwegian Refugee Council (NRC), *Project End Report: Lebanon Emergency Response Plan*, LBFM2424, 2025.
- Norwegian Refugee Council (NRC), *Project End Report: Proactive Protection of Civilians in Humanitarian Context*, MLFM2434, 2025.
- Norwegian Refugee Council (NRC), *Project End Report: Enhanced Protection and Assistance for Conflict-Affected Communities*, SDFM2441, 2025.
- Norwegian Refugee Council (NRC), *Project End Report: Providing Lifesaving WASH and Education Assistance to Vulnerable Communities in Syria*, SYFM2331/SRFM2334, 2025.
- Norwegian Refugee Council (NRC), *Project End Report: Provision of Life-Saving Protection Assistance to Conflict-affected Individuals in Northeast and Northwest Syria*, SYFM2407, 2025.

External sources

- International Organization for Migration (IOM), *Mali Crisis Response Plan 2025-2026*, December 2025. Available at: <https://crisisresponse.iom.int/index.php/response/mali-crisis-response-plan-2025-2026> (Accessed on September 10, 2026).
- United Nations High Commissioner for Refugees (UNHCR), *Mali Emergency | Critical life-saving needs*, September 2025. Available at: <https://www.unhcr.org/sites/default/files/2025-09/Critical%20needs%20Mali%20-%202025%5B1%5D.pdf> (Accessed on September 10, 2026).
- Norwegian Refugee Council (NRC), *Restoring peaceful relations between farmers and herders in Mali*, September 2025. Available at: <https://www.nrc.no/perspectives/2025/restoring-peaceful-relations-between-farmers-and-herders-in-mali> (Accessed on September 15, 2026).
- World Health Organization (WHO), *Public Health Situation Analysis: Sudan conflict*, March 2025. Available at: <https://www.who.int/publications/m/item/public-health-situation-analysis--sudan-conflict-%2810-march-2025%29> (Accessed on September 10, 2026).
- ACAPS, *Sudan: Protection Risk Analysis 2025*, July 2025. (Available at https://www.acaps.org/fileadmin/Data_Product/Main_media/20250731_ACAPS_Sudan- Protection risks analysis 2025.pdf (Accessed on September 10, 2026).
- United Nations Office for the Coordination of Humanitarian Affairs (OCHA), *Gaza Humanitarian Response Update | 2-15 March 2025*, March 2025. Available at: <https://www.ochaopt.org/content/gaza-humanitarian-response-update-2-15-march-2025> (Accessed on September 10, 2026).

- United Nations Office for the Coordination of Humanitarian Affairs (OCHA), *Flash Appeal: Lebanon, October-December 2024*, October 2024. Available at: <https://reliefweb.int/report/lebanon/flash-appeal-lebanon-october-december-2024-october-2024-enar> (Accessed on September 15, 2026).
- United Nations High Commissioner for Refugees (UNHCR), *Regional Flash Update 14: Syria Situation Crisis*, February 2025. Available at: <https://reliefweb.int/report/syrian-arab-republic/unhcr-regional-flash-update-14-syria-situation-crisis-13-february-2025> (Accessed on September 15, 2026).
- United Nations High Commissioner for Refugees (UNHCR), *Lebanon: Flash update on new arrivals from Syria*, April 2025. Available at: <https://www.unhcr.org/media/lebanon-flash-update-new-arrivals-syria-2> (Accessed on September 15, 2026).
- United Nations Office for the Coordination of Humanitarian Affairs (OCHA), *Humanitarian Needs Overview: Syrian Arab Republic*, February 2024. Available at: <https://digitallibrary.un.org/record/4059256> (Accessed on September 10, 2026).
- United Nations High Commissioner for Refugees (UNHCR), *Syria 2024 Needs Overview*, February 2024. Available at: <https://www.unhcr.org/media/syrian-arab-republic-2024-needs-overview> (Accessed on September 10, 2026).
- United Nations High Commissioner for Refugees (UNHCR), *UNHCR Regional Flash Update #17: Syria situation crisis*, March 2025. Available at: https://www.unhcr.org/sites/default/files/2025-03/250307%20UNHCR%20Regional%20Flash%20Update%20%2317%20%20Syria%20situation%20crisis_1.pdf (Accessed on September 10, 2026).
- United Nations High Commissioner for Refugees (UNHCR), *As displaced Syrians return home, others wait and hope for more aid*, March 2025. Available at: <https://www.unhcr.org/sy/news/stories/displaced-syrians-return-home-others-wait-and-hope-more-aid> (Accessed on September 10, 2026).

Glossary and terminology

- Norwegian Refugee Council (NRC), Core Competencies and programme terminology. Available at: [NRC Annual Report from the Board 2024 | NRC](#)
- United Nations High Commissioner for Refugees (UNHCR), *Emergency Handbook*, including guidance on internally displaced persons, durable solutions and housing, land and property. Available at: [UNHCR | Emergency Handbook](#)
- Inter-Agency Standing Committee (IASC), *Mental Health and Psychosocial Support Reference Group*. Available at: [IASC Reference Group on Mental Health and Psychosocial Support in Emergency Settings | IASC](#)
- Sphere Association, *The Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response*. Available at: [HSP Handbooks | Home](#)