

ANNUAL REPORT 2012



**NOR
CAP**

NORWEGIAN CAPACITY
OPERATED BY NRC



**GOOD
PEOPLE
OUR
GREATEST
RESOURCE**



NORWEGIAN CAPACITY
OPERATED BY NRC

FOREWORD

As in many recent years, several unique and difficult humanitarian challenges arose in 2012, calling for large-scale national and international responses. The Syrian civil war, drought in Africa's Sahel region and conflict in Mali, as well as protracted unrest in Afghanistan, the Democratic Republic of Congo, South Sudan and Yemen, caused massive internal displacement, refugee flows and urgent humanitarian needs. Recurring natural disasters posed challenges for ongoing reconstruction efforts in Pakistan and Haiti, while countries in the Horn of Africa continued to suffer from an unstable security situation compounded by the effects of flooding and drought.

These are just some of the more visible events that set the agenda for the operational program of the Norwegian Refugee Council's standby roster, Norwegian Capacity (NORCAP). As Norwegian Parliamentary Report No. 33 on Norway and the United Nations (UN) states, NORCAP is the world's most-used standby mechanism. With full financial support from the Norwegian Ministry of Foreign Affairs, NORCAP continues to deliver highly sought-after expertise to the UN. Increasingly, NORCAP experts are also engaged in activities aimed at strengthening the capacity of national authorities and regional organisations, such as the African Union (AU), to deliver quality services to populations affected by manmade and natural crises.

Throughout its 21 years of existence, NORCAP has provided staff for more than 7,500 assignments around the world. With a total of nearly 150 person-years spent in the field by NORCAP personnel, 2012 was a record year for the roster's support to international operations. In line with the recommendations that emerged from NORCAP's 20th anniversary conference in November 2011, the rosters' priority areas in 2012 were strengthening disaster risk reduction (DRR), reinforcing coordinated responses to emergency situations and enhancing national and civilian capacity to reduce and cope with ongoing and future crises.

These focus areas guided NORCAP's activities in the past year. As described in this report, numerous roster members were trained and seconded to missions in which they worked to improve national and international actors' preparedness and responsiveness. With the objective of ensuring improved and expanded response before, during and after crises, important progress was also made to link NORCAP more closely with the other four specialised rosters managed by the Norwegian Refugee

Council (NRC) – the Protection Standby Capacity Project (ProCap), the Gender Standby Capacity Project (Gen-Cap), the Assessment Capabilities Project (ACAPS) and the Standby Team of Mediation Experts – both operationally and administratively. In Mali, for instance, ProCap and NORCAP secondees jointly carried out the responsibility of coordinating protection activities, and efforts have also been made to coordinate the recruitment and training of members of the different rosters.

In September, an external review of the Standby Partnership Programme (SBPP), of which NORCAP is a part, was presented in Rome. The review lauded NORCAP and the other standby partners for delivering high quality, flexible and timely surge capacity to the UN. It stated that the SBPP's 'flexibility, diversity and capacity to inject a wide range of experience and "new blood" into UN responses means that it occupies a specific niche and has a particular added value.' Important recommendations followed from the review, which will guide NORCAP's activities and development in the coming year.

Going into 2013, NORCAP will continue to support the UN and other international and national actors' capacity to deal with the consequences of manmade and natural disasters. At the same time, the roster will strive to ensure quality and timeliness in every step of its secondment system so that our experts may provide the best possible support to people in need.

We thank the Norwegian Ministry of Foreign Affairs, partners and roster members for your support in 2012, and we are looking forward to your continued partnership and collaboration.

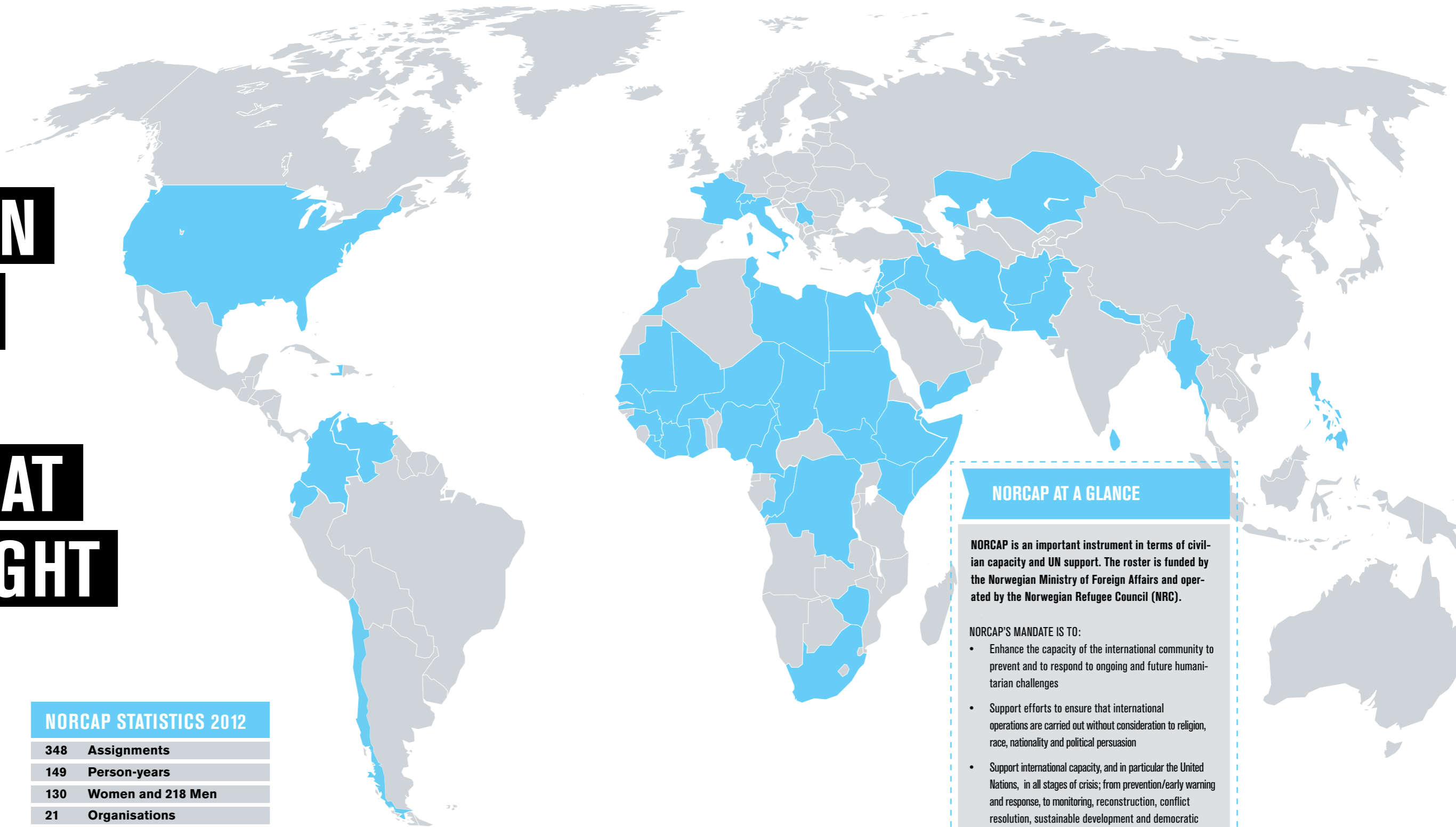
Elisabeth Rasmusson
Secretary General of the
Norwegian Refugee Council



THE RIGHT PERSON IN THE RIGHT PLACE AT THE RIGHT TIME

NORCAP STATISTICS 2012

348	Assignments
149	Person-years
130	Women and 218 Men
21	Organisations
51	Countries of deployment



NORCAP AT A GLANCE

NORCAP is an important instrument in terms of civilian capacity and UN support. The roster is funded by the Norwegian Ministry of Foreign Affairs and operated by the Norwegian Refugee Council (NRC).

NORCAP'S MANDATE IS TO:

- Enhance the capacity of the international community to prevent and to respond to ongoing and future humanitarian challenges
- Support efforts to ensure that international operations are carried out without consideration to religion, race, nationality and political persuasion
- Support international capacity, and in particular the United Nations, in all stages of crisis; from prevention/early warning and response, to monitoring, reconstruction, conflict resolution, sustainable development and democratic governance
- Ensure that people in emergencies receive protection and assistance according to their needs and rights, with particular emphasis on the protection of civilians and the implementation of relevant UN Security Council resolutions

INTRODUCTION

This annual report sets out to present NORCAP's work and greatest achievements in 2012. It provides an overview of the range and scope of NORCAP's activities and assesses the roster's contribution to UN agencies and other international operations.

NORCAP is a standby roster operated by the Emergency Response Department of the Norwegian Refugee Council (NRC) and fully financed by the Norwegian Ministry of Foreign Affairs (NMFA). The roster's purpose is to strengthen the United Nations (UN) and other international mechanisms through the rapid deployment of professional and experienced personnel. NORCAP consists of 650 women and men who are ready to deploy internationally within 72 hours. The roster's secretariat is continuously in contact with international partners to identify where and when to second its experts most efficiently.

NORCAP aligns itself closely with Norway's humanitarian policy as expressed in Parliamentary Report No. 40 (2008-2009). It also shares the visions presented in the Parliamentary Report No. 33 (2011-2012), which defines Norway's policy and strategy for supporting the UN system, and emphasises the need to strengthen the UN's coordinated response to complex humanitarian crises. As demonstrated throughout this report, NORCAP engaged in a broad range of activities in 2012, all of which were intended to support international and national operations in difficult humanitarian settings.

STRUCTURE

This report begins with a presentation of NORCAP's priorities in 2012, outlining its key objectives and prioritised activities and geographic areas. Chapter 3 gives a brief overview of trends and major events for NORCAP in the past year. Chapter 4 provides a statistical and narrative description of NORCAP's engagement in specific geographic areas, while Chapter 5 details the roster's main focus areas and examples of secondments within each area. Other rosters managed by the Emergency Response Department of the NRC are described in Chapter 6, followed by an overview of key aspects and new developments in the management of the NORCAP roster. Acronyms are explained at the end of the report.

METHODOLOGY

The report draws primarily on accounts from NORCAP's secondees in the field, feedback from NORCAP's partner organisations at headquarters and field levels, and qualitative and quantitative analyses conducted by the NORCAP secretariat. The statistical presentations provided throughout the report are based on data collected throughout the year, generally measured in person-months in the field and number of secondments. As a matter of clarification, the applied definition of 'secondment' is an 'uninterrupted field assignment for one person at a single organisation.' Overall statistics for person-month per organisation are presented in Chapter 2 and Chapter 4 provides region specific overviews for Africa, the Middle East, Asia and the Americas.

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NRC/Christian Jepsen

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PRIORITIES IN 2012

This chapter presents the goals and priorities of NORCAP in 2012.

*Sudanese refugee women in South Sudan's Upper Nile state handing in old water containers to receive new ones. Safe hygiene and sanitation are important measures to avoid outbreaks of cholera and other waterborne diseases.
(Photo: NRC/Christian Jepsen)*

PRIORITIES IN 2012

NORCAP's aim is to enhance the response capacity of the UN, regional organisations and national authorities in all stages of a crisis, through provision of relevant expertise at the right place and time.

Over the past 21 years, NORCAP members have participated in more than 7,500 different assignments around the world. In close collaboration with its UN partners, the NORCAP secretariat continuously monitors which types of responses are most effective and assesses where improvements can be made. In 2012, increased attention was given to cluster coordination support,¹ resilience and capacity building of civil society, regional organisations and national authorities.

Protection² and gender-related concerns remained priori-

tised crosscutting themes for the roster. NORCAP seconded numerous protection experts to missions aimed at protecting civilians and strengthening human rights during crises, and worked to recruit new roster members from a broad range of gender, cultural, language and expertise backgrounds. Responses in line with the intentions of UN Security Council Resolution 1325 on Women, Peace and Security were also prioritised through several assignments dealing with gender-mainstreaming and gender-based violence (GBV) in countries affected by violent conflict.



Photo: Laurie Wiseberg

2.1 GOALS AND PRIORITISED ACTIVITIES

With the overall goal of boosting the international community and national stakeholders' capacities to respond to natural disasters, conflict and other complex emergencies, NORCAP's activities in 2012 were focused on two key objectives:

OBJECTIVE 01:

To strengthen the UN, international community and national stakeholders in all stages of crisis, from prevention/early warning and response, to monitoring, reconstruction, conflict resolution, sustainable development and democratic governance.

Activity: Strengthening coordinated response to crises through increased focus on cluster coordination support. In accordance with Norway's policy outlined in the White Paper No. 33 (2011-2012), NORCAP endorses the UN's humanitarian reform process. A key component of the UN's transformative agenda is to enable more strategic use of clusters to achieve better-coordinated and more efficient responses to crises. NORCAP has supported the UN-led cluster system since the organisation started implementing humanitarian reform in 2005, and continued to support cluster coordination through various secondments in 2012.

Activity: Enhancing disaster risk reduction (DRR) capacity through talent management and partner dialogue. Over the past few years, the international community has increasingly seen the value of investing in DRR in regions prone to natural disasters. Preparedness and resilience can prevent a disaster from turning into a humanitarian catastrophe, reducing the number of lives lost and the amount of damage incurred and emergency aid required. This shift in focus is endorsed by NORCAP, and DRR has become a strategic engagement that is quickly gaining ground. In 2011, an adviser was appointed to develop NORCAP's capacity in DRR, resulting in an increasing number of secondments supporting DRR initiatives of the UN and national authorities in 2012.

Activity: Supporting national capacity building through technical advisory services. The need for and interest in experts in national capacity development has increased in recent years. The international community has worked to strengthen partnerships between the UN and its member states to improve collaboration and transfer of knowledge and to ensure a sense of national ownership of plans and processes. As such, national capacity development has become an important function of many NORCAP secondments. In 2012, an advisor was hired by the NORCAP secretariat to explore possibilities for NORCAP to directly assist national authorities in developing their emergency response capacities.

Activity: Promoting civilian capacity in peace initiatives. In line with the guidelines of the UN-commissioned report "Civilian Capacity in the Aftermath of Conflict" (2011), a key area for NORCAP's engagement in 2012 was secondments promoting civilian capacity in peacekeeping and peacebuilding activities. NORCAP's core capacity traditionally has been emergency response, but a significant share of its secondees have also worked to monitor ceasefires, implement stabilisation initiatives and support peacebuilding on regional and national levels.

OBJECTIVE 02:

To strengthen relations between the UN and the Norwegian society, humanitarian community and government.

Activity: Maintaining a balanced roster with an adequate distribution of need-based skills and competencies. A broad and balanced member base with gender and cultural diversity and sought-after expertise across a spectrum of competencies is crucial to being a preferred partner in the standby community. Recruitment, competence development, and staff welfare are therefore important to NORCAP's overall operations, and these activities have been allocated more resources over the last three years.

Activity: Communication to strengthen relations between NORCAP and Norwegian society and other relevant actors. Norway is internationally renowned for

its political and financial commitment to peacebuilding and the UN system. A strategic objective has been to further increase the knowledge about the human resources that NORCAP, with financial support from the NMFA, provides to the international community, and communication and branding have thus been priorities in 2012. A communication advisor was recruited in May and NORCAP's media exposure has since increased substantially, with broad coverage in both print and broadcast outlets.

NORCAP's activities within each of the above priority areas are described in greater detail in Chapters 5 and 7, with stories from the field that illustrate some of the work that secondees deployed through the roster have done in 2012.

[1] The UN Office for the Coordination of Humanitarian Affairs (OCHA) defines 'clusters' as 'groups of humanitarian organisations (UN and non-UN) working in the main sectors of humanitarian action, e.g. shelter and health'. Clusters may be activated when there are clear humanitarian needs within a sector, when there are numerous actors within sectors and when national authorities need coordination support. (Source: <http://www.unocha.org/>).

[2] Protection may be described as activities that are aimed at drawing attention and responding to violations and abuses that may threaten people's safety, dignity and integrity as human beings.

2.2 GEOGRAPHICAL PRIORITIES

NORCAP's geographical priorities are primarily determined by large-scale crises such as natural disasters and conflicts affecting large numbers of people.

NORCAP has also prioritised 'forgotten' or protracted crises in which discontinued funding has halted international response despite continued and often dire needs on the ground. Several UN partners have expressed great appreciation for NORCAP's prioritisation and readiness to deploy experts to such crises. Requests for NORCAP support within thematic focus areas, such as DRR and national capacity building, can also play a part in determining these priorities.

As in previous years, **Africa** received the largest volume of NORCAP support in 2012. The Sahel region was a priority, as were South Sudan and the Horn of Africa, particularly Somalia. The escalating conflict in the Democratic Republic of Congo led to several deployments towards the end of the year. West Africa was also a priority, with secondments to Liberia and the Ivory Coast.

In the **Middle East**, NORCAP provided extensive support to responses to the situation in Syria. Despite considerable need for emergency relief and humanitarian assistance, however, access remained a challenge, and several deployments were therefore made to UN operations in

neighbouring countries. NORCAP also continued to provide personnel to the Temporary International Presence in the City of Hebron (TIPH) in Palestine, and several roster members deployed to Yemen, where a volatile situation due to civil unrest persists.

In the **Americas**, the vast majority of NORCAP secondments went to Haiti. Three years after the devastating 2010 earthquake, NORCAP continues to support the ongoing recovery process at all levels, with the aim of improving the country's resilience in the face of future disasters. The protracted crisis in Colombia also remains a priority for NORCAP, pending requests for personnel from the UN.

In **Asia**, Afghanistan received more NORCAP secondees than any other country, while the Philippines and Pakistan also continued to receive considerable support. Nepal was another priority in 2012, with a particular focus on child-centred disaster-risk reduction.

Chapter 4 provides an overview of the regional scope of NORCAP's secondments in 2012.



Helicopter view of refugee camp. More than 100,000 refugees from Sudan's Blue Nile state were in September 2012 hosted in four refugee camps in Upper Nile, South Sudan. (Photo: NRC/Christian Jepsen)



NORWEGIAN CAPACITY
OPERATED BY NRC

NAME: Mwajuma Kitoi Msangi

AGE: 39 **FROM:** Tanzania

EXPERTISE: Human rights and democratisation in Africa

LAST ASSIGNMENT: Protection officer for UNHCR in Oualam, Niger, May – Nov. 2012

“ Being a humanitarian worker is never easy. You are sent to complex emergencies with minimal security where agencies are struggling to establish presence and coordinate with each others and the government to save lives. But I have never regretted being an active member of NORCAP. Through my five assignments with NORCAP I have been exposed to a variety of work, including protection, field, community services and shelter. The field experience has enhanced my skills and made me stronger.

3

TRENDS, EVENTS AND CHALLENGES

This chapter outlines NORCAP's contributions and partners in 2012, and presents the results of a review of the standby mechanism.

Rathedaung, Myanmar: Inter-agency assessment team walking on paddy fields in Nyaung Pin Gyi village, where 52 households were burnt during the October 2012 violence (Photo: Ingrid Revaug)

3.1 NORCAP IN THE FIELD

The volume of NORCAP's activities has grown steadily in recent years, and with a total of 149 person-years in the field, its contribution to global humanitarian operations in 2012 was the largest yet in the roster's 21-year history.

Roster members supported responses to protracted unrest and conflict in Syria and neighbouring states, Palestine, South Sudan and Yemen, and to natural disasters in the Horn of Africa, Africa's Sahel region, Pakistan, Afghanistan, Haiti and the Philippines, among others. Throughout the year, NORCAP deployed personnel to 51 countries and worked with 21 partner organisations and monitoring missions.

In total, NORCAP seconded staff to 348 assignments in 2012, amounting to 1,784 person-months (or 149 years) in the field. Among the secondees, 37.5 per cent were Norwegian and 62.5 per cent were of other nationalities. Thirty-seven per cent of the secondees were women and 63 per cent were men.³

3.2 NORCAP PARTNERS

NORCAP has memorandums of understanding with twelve international organisations⁴ and is in the process of developing formal partner agreements with the UN Environment Programme (UNEP), the World Health Organisation (WHO) and the African Union (AU).

Figure 3.1 provides an overview of the organisations to which NORCAP seconded experts in 2012, indicating the scope of the roster's contribution to each in terms of person-months per organisation.⁵

FIGURE 3.1: NORCAP PERSON-MONTHS PER ORGANISATION IN 2012

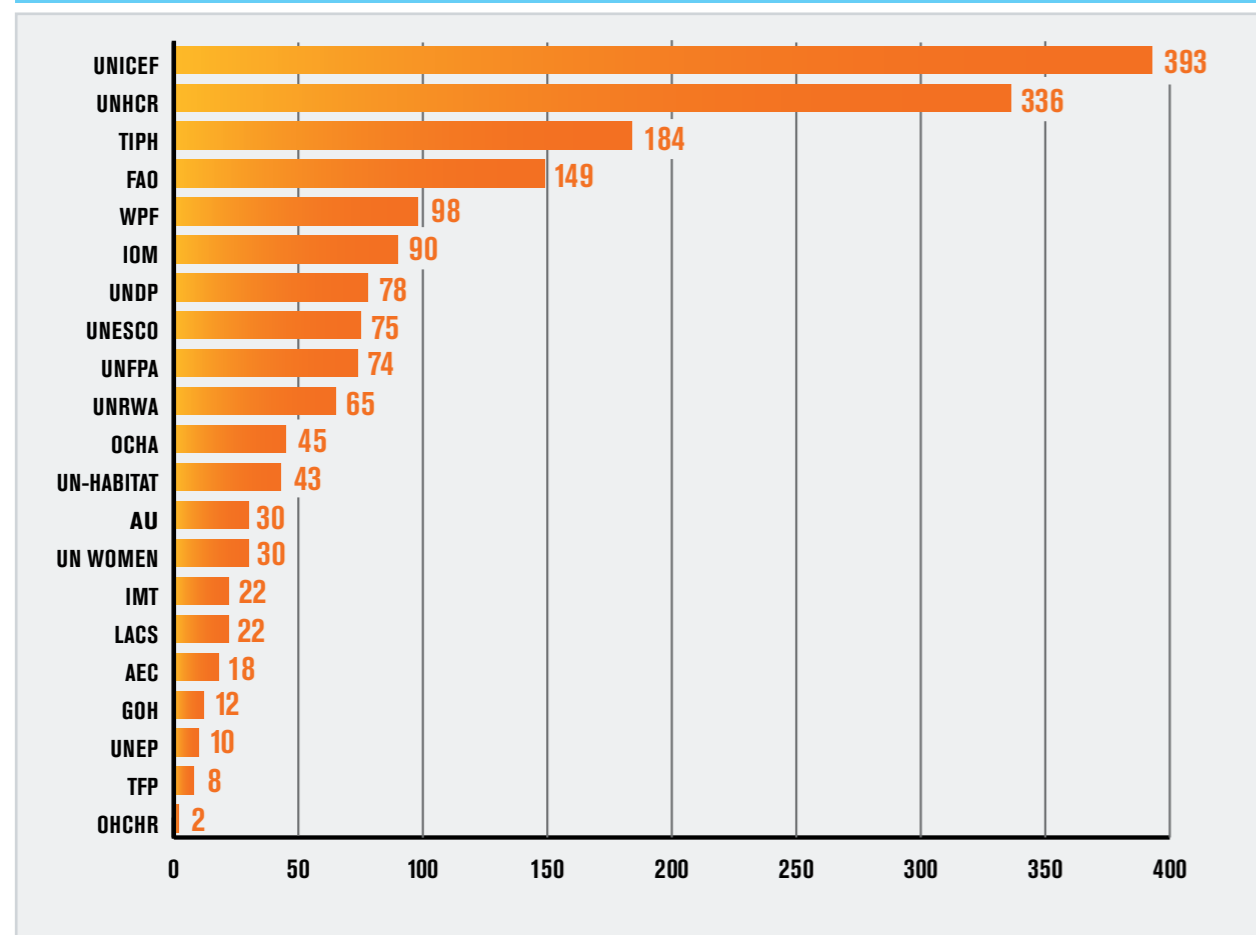
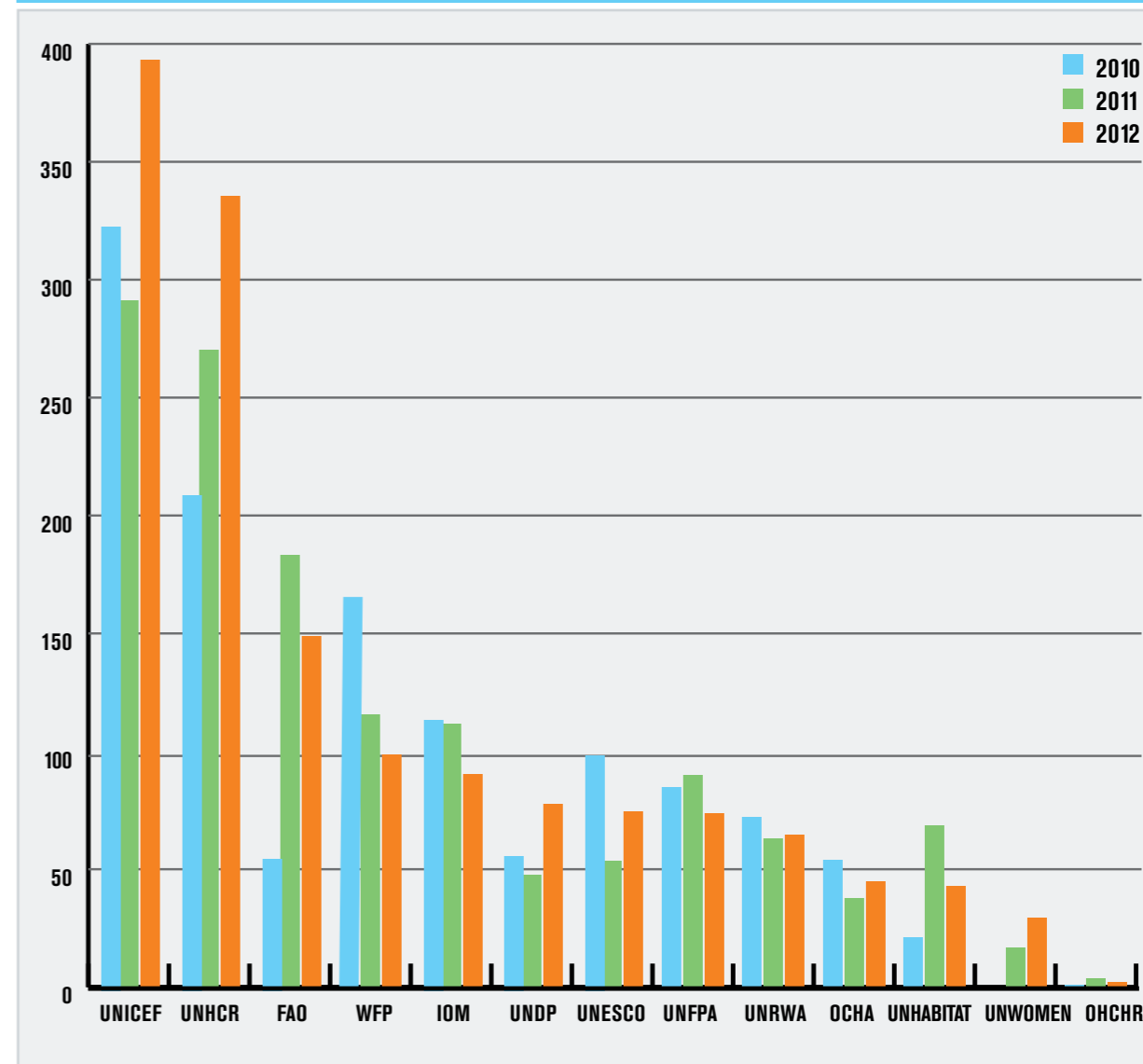


FIGURE 3.2: NORCAP CONTRIBUTION TO UN AGENCIES, 2010 - 2012



As reflected in Figure 3.2, NORCAP's support to the UN High Commissioner for Refugees (UNHCR) and the UN Children's Fund (UNICEF) in 2012 was larger than in previous years, while the roster seconded comparatively fewer experts to the UN Food and Agriculture Organisation (FAO) and the World Food Programme (WFP). More specific information about the areas and organisations with which the secondees worked is provided in Chapter 4. The following is a brief summary of NORCAP's cooperation with the UN partners to which it seconded personnel in 2012:

NORCAP's support to **UNICEF**, the agency that requests and receives the highest number of NORCAP secondments, was further strengthened in 2012. In line with NORCAP's strategic priorities, most secondees to UNICEF worked on coordination and leadership activities, particularly cluster and emergency coordination, and on a broad range of child-protection deployments. NORCAP also deployed several

experts to UNICEF's education programs, and the rapid response team concept was expanded to include education and child protection. NORCAP also increased its support to UNICEF in information management, logistics and climate change adaptation. NORCAP's collaboration with UNICEF is continuously evolving and improving through regular meetings at both field and headquarters levels. Given the exceptionally high level of support to UNICEF, NORCAP will review its secondments to the organisation in 2013.

NORCAP has steadily increased its support to the **UNHCR** over the past three years, primarily due to an increase in crises resulting in large and protracted refugee situations, such as those currently occurring in the Sahel region, South Sudan and Syria. The nature of the support requested by UNHCR in 2012 was similar to previous years, with a slight increase in the need for technical expertise in shelter, camp management and water, sanitation and

[3] The percentage of women was 45.4 among the Norwegian secondees and 31.7 among the non-Norwegians.

[4] UNICEF, UNHCR, FAO, WFP, IOM, UNESCO, UN OCHA, UN-HABITAT, UN WOMEN, UNDP, UNFPA and UNRWA.

[5] Acronyms key is available at the end of the report.

hygiene. The largest category remains protection, followed closely by education. New in 2012 is UNHCR's focus on child protection, which NORCAP decided to support after close consultations with UNHCR staff. Significant efforts were also made to partner with UNHCR on camp coordination and management, which will be increased in 2013.

NORCAP's support to **FAO** decreased slightly in 2012, though the agency remains the third-largest recipient of NORCAP secondments. Most of NORCAP's support to FAO is focused on logistics, communications and programme planning, but the roster has also prioritised deployment of members to support the agency's work on DRR, food security and food security cluster coordination.

NORCAP's support to the **WFP** is primarily focused on logistics and information technology, but in line with NORCAP strategic priorities, several experts were also deployed to support food security and cash and voucher programming. In 2012, NORCAP for the first time also seconded protection experts to WFP, which was a result of deployments by the Protection Standby Capacity Project (ProCap) to support WFP's efforts to mainstream protection in its country programmes.

Since the earthquake in Haiti in 2010, the number of NORCAP's secondments to the **International Organisation for Migration (IOM)** has declined in line with expectations. NORCAP still lends significant support to IOM's recovery activities in Haiti, however, as well as to its work on shelter, camp coordination and camp management and water, sanitation and hygiene in South Sudan, Somalia and Pakistan.

NORCAP's support to the **UN Development Programme (UNDP)** increased considerably in 2012, primarily in the areas of DRR and urban planning and



A boy participating in one of UNICEF's school programs in Aweil, South Sudan (Photo: Lars Aune)

particularly in Haiti. Other support included secondment of experts in logistics, operations and geographic information systems and information management. NORCAP is currently in discussions with UNDP to explore opportunities for secondments in national capacity building.

Primarily focused on education, NORCAP's partnership with the **UN Educational, Scientific and Cultural Organisation (UNESCO)** in 2012 increased slightly from 2011, though it remained below the peak support level of 2010. Joint efforts have been made to expand the range of the organisation's NORCAP-supported activities, and in 2012 communication advisers focusing on press freedom were deployed to Myanmar and Liberia.

The volume of NORCAP deployments to the **UN Population Fund (UNFPA)** has remained stable over the past three years, with a key focus on protection (including preventing GBV), logistics, communications and gender mainstreaming. The increased deployment of GBV and gender-mainstreaming experts is perceived as a positive trend by the NORCAP secretariat, and is complementary of the efforts of the Gender Standby Capacity Project (GenCap). NORCAP and UNFPA also held preliminary discussions in late 2012 about the possibility of Norway Statistics supplying the UNFPA Somalia office with expertise in census development.

NORCAP's support to the **UN Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)** has also been steady over the past three years, with an increasing focus on monitoring and evaluation systems. This is in line with UNRWA's organisational development process, which NORCAP aims to strengthen and complement. NORCAP also supplied UNRWA with a shelter expert and several targeted education deployments examining the Palestinian teacher-training system, among other things.

For the first time in four years, NORCAP's support to the **UN Office for the Coordination of Humanitarian Affairs (OCHA)** increased slightly in 2012. The majority of NORCAP's secondments to OCHA consisted of humanitarian-affairs officers, with additional support in information management, communication and gender mainstreaming. According to OCHA, NORCAP secondments constitute about 20 to 25 per cent of OCHA's external surge deployments.

NORCAP's support to the **UN Human Settlements Programme (UN-HABITAT)** declined in 2012, while maintaining a focus on various types of shelter expertise. NORCAP and UN-HABITAT have discussed expanding this partnership further into urban planning and DRR-related activities.

The newest of the UN family, and smallest recipient of NORCAP support, NORCAP still finds it important to support the effort and mandate of the **UN's Entity for Gender Equality and the Empowerment of Women (UN WOMEN)**. In 2012, NORCAP contributed with expertise to UN WOMEN on programme planning in relation to GBV, primarily focusing on the Middle East following the "Arabic Spring."

3.3 STANDBY PARTNERSHIP REVIEW

In 2012, an external consultant reviewed the impact and efficiency of NORCAP and a broader group of standby partners. For the most part, the evaluation praised NORCAP and other surge providers for their delivery of high-quality, flexible and timely surge capacity to the UN. The review also pointed to important areas for potential improvement, which will shape the work of NORCAP in the coming year.

The impetus to conduct a review of the Standby Partnership Programme (SBPP) came about during the NORCAP 20th anniversary conference in 2011. The SBPP functions through a series of bilateral memorandums of understanding between UN agencies and OCHA and a number of standby partners – surge providers – composed of a diverse collection of government agencies, donors and NGOs, including NORCAP. The objective of the external evaluation was to assess the impact and efficiency of the SBPP when it comes to efficiently providing the right staff in the right place and at the right time.

The review found that UN partners generally are satisfied with the timeliness of standby partners' support; that secondees are considered to have a high level of technical skill; and that by bringing in new ideas and cross-fertilising approaches between agencies and programmes, they are adding value to UN operations. The UN agencies were criticised for poor staff planning and weak exit strategies, leaving secondees with no one to hand over their responsibility to, a problem that somewhat reduced the impact of the secondees' work. Effectiveness was also reduced by inaccurate or generic job descriptions, inadequate in-country briefings, and confusion in field offices about the secondees' access to UN systems.

At an output level, the achievements of secondees were deemed considerable, and the standby partners' diversity was regarded to be a major advantage of the SBPP. Collectively, the partners can access and recruit candidates with a depth of experience and a rich array of humanitarian and technical skills who do not typically fall inside the recruitment net of the UN. The review also found that NORCAP provided the highest fill rate of all surge providers, filling 68% of personnel requests from partner organisations.



Women in Nandary Informal Settlement, Kabul, Afghanistan (Photo: Laurie Wiseberg)

IMPLICATIONS FOR NORCAP

In general, the SBPP review confirmed a number of assumptions, and the NORCAP secretariat considers the emerging report to be a good working document. The report includes a number of concrete recommendations regarding efficiency, reliability and impact that the NORCAP secretariat will take on board in the coming year. One example is the need to improve the timeliness of NORCAP's initial response to UN partners' requests. NORCAP aims to be a more predictable partner by making individual response plans in consultation with each UN organisation, ensuring that both sides' expectations are met. NORCAP is also in the process of developing a methodology that will enable better monitoring of the impact of its secondees' contributions.



SECONDMENTS

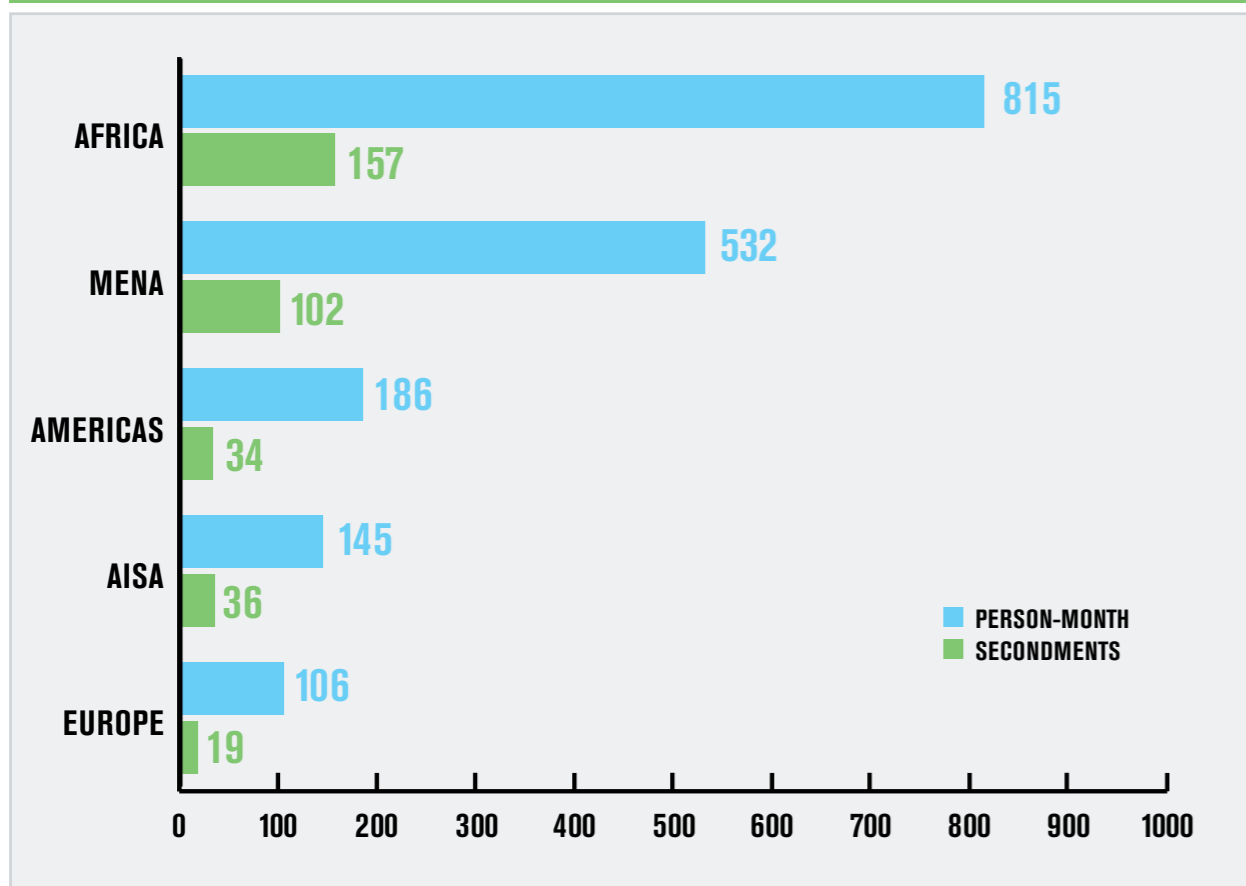
This chapter provides an overview of NORCAP's contributions by region, including statistical and area specific summaries.

NORCAP member and emergency communications specialist, Geir Furuset, meeting the village Imam and elders on a mission for the Polio Division of UNICEF Nigeria (Photo: NORCAP)

STAFF AND REGIONS

NORCAP experts engaged in a total of 348 assignments in 2012, equivalent to 1,784 person-months, or about 149 person-years, in the field. As illustrated in Figure 4.1, the majority of NORCAP's deployments took place in Sub-Saharan Africa, followed by the Middle East and North Africa region (MENA), the Americas and Asia. In addition, NORCAP seconded personnel to some UN partners' headquarters in Europe and the United States.

FIGURE 4.1: PERSON-MONTHS AND SECONDMENTS BY REGION

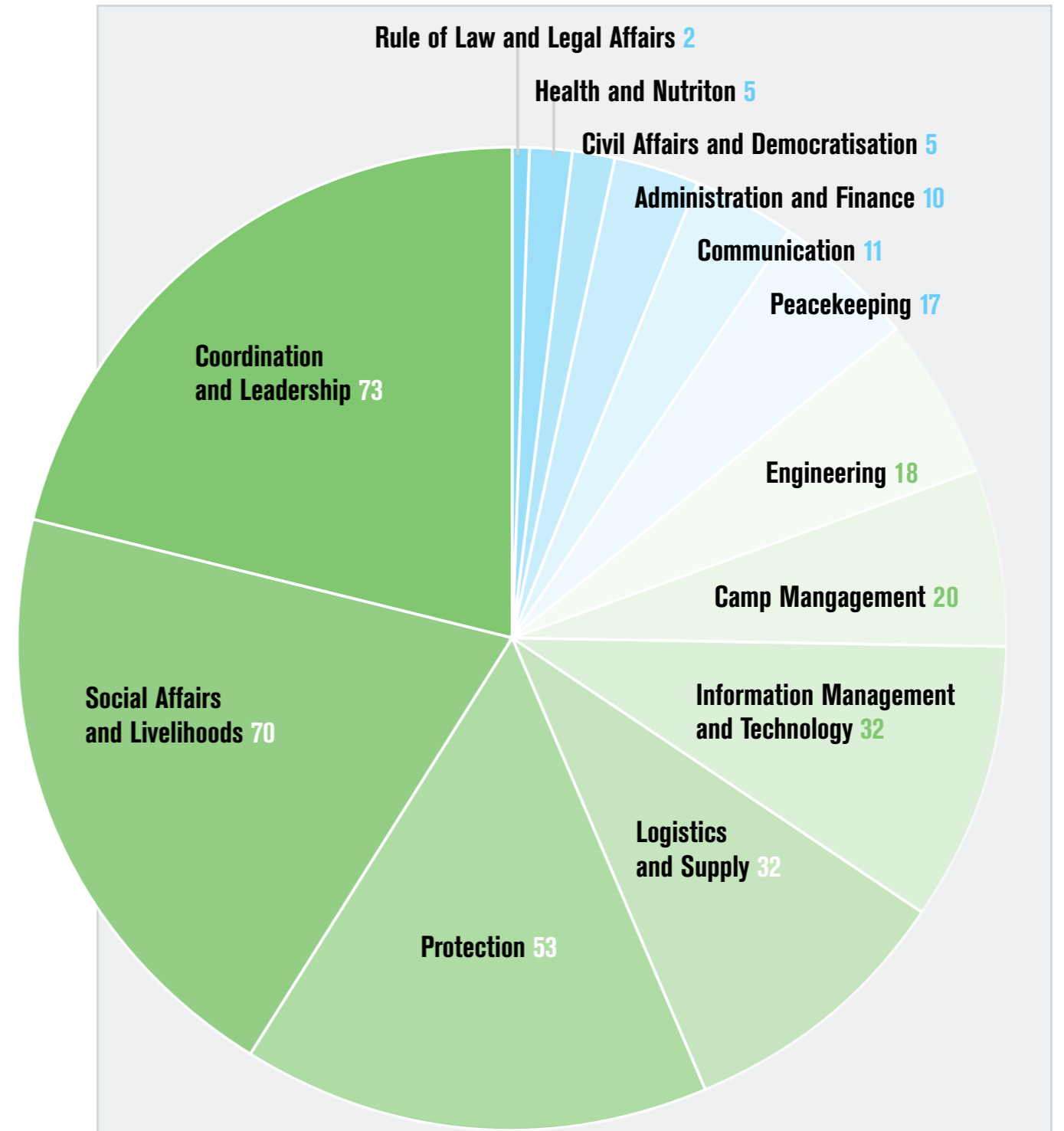


In comparison to 2010 and 2011, NORCAP increased its support to operations in Africa and the MENA region in 2012, while somewhat fewer roster members were seconded to the Americas and Asia. There was also an increase in secondments to Europe, primarily to UN headquarters.

A BROAD SPECTRUM OF ASSIGNMENTS

NORCAP's 650 roster members have a variety of profiles, ranging from protection, education and information experts, to architects, logisticians and technical engineers, just to name a few. In 2012, NORCAP received a total of 622 requests for personnel from its partner organisations, resulting in a total of 370 contracts being issued (32 of which were contract extensions). The average length of an assignment was 5.1 months.

FIGURE 4.2: SECONDMENTS PER CATEGORY OF EXPERTISE



As shown in Figure 4.2, NORCAP's contributions during the past year spanned a broad spectrum of areas, largely resembling the types of expertise that the roster provided to partner organisations in 2011. Coordination and leadership, protection, and social affairs and livelihoods remained the largest categories, accounting for 56 per cent of all secondments. Assignments to support activities related to logistics and supply, information and technology, camp management, engineering and peacekeeping made up between five and ten per cent each, while smaller-scale

support was provided within communication, administration, civil affairs, health and nutrition, and rule of law.

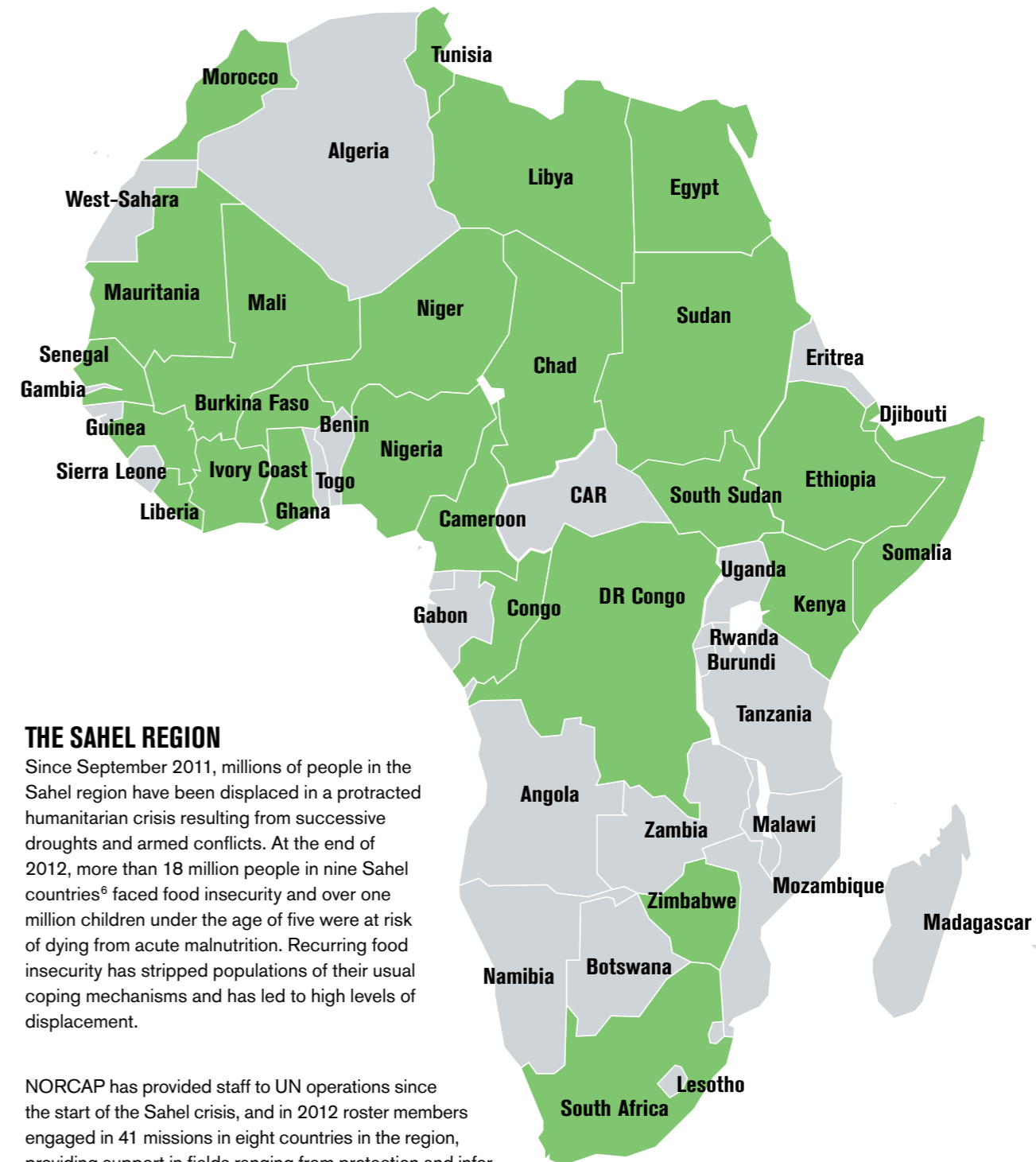
Relative to 2011, NORCAP's support increased the most in the area of social affairs and livelihoods, where more secondees engaged in work on education, climate change and adaptation as well as gender mainstreaming.

4.1 AFRICA

Africa received the most NORCAP support of any region in 2012, with a total of 157 secondee assignments and 814.8 person-months of work. Responses to humanitarian implications of the drought in the Sahel region and continuing armed conflicts in Somalia and the South Sudan-Sudan border area accounted for the majority of the secondments to the region.

As illustrated in Figure 4.3, South Sudan received the most support in terms of person-months, followed by Kenya, Ethiopia and Somalia, but NORCAP also continued to

support UN operations in several other African countries, including the Ivory Coast, the Democratic Republic of Congo and Liberia.



THE SAHEL REGION

Since September 2011, millions of people in the Sahel region have been displaced in a protracted humanitarian crisis resulting from successive droughts and armed conflicts. At the end of 2012, more than 18 million people in nine Sahel countries⁶ faced food insecurity and over one million children under the age of five were at risk of dying from acute malnutrition. Recurring food insecurity has stripped populations of their usual coping mechanisms and has led to high levels of displacement.

NORCAP has provided staff to UN operations since the start of the Sahel crisis, and in 2012 roster members engaged in 41 missions in eight countries in the region, providing support in fields ranging from protection and information management to cluster coordination and logistics. For example, one NORCAP member supported WFP's food security and nutrition preparedness program in Chad. Another served as emergency coordinator in Mauritania, where she oversaw UNICEF's response to both the nutrition crisis in the south and the refugee influx from Mali in the southeast.

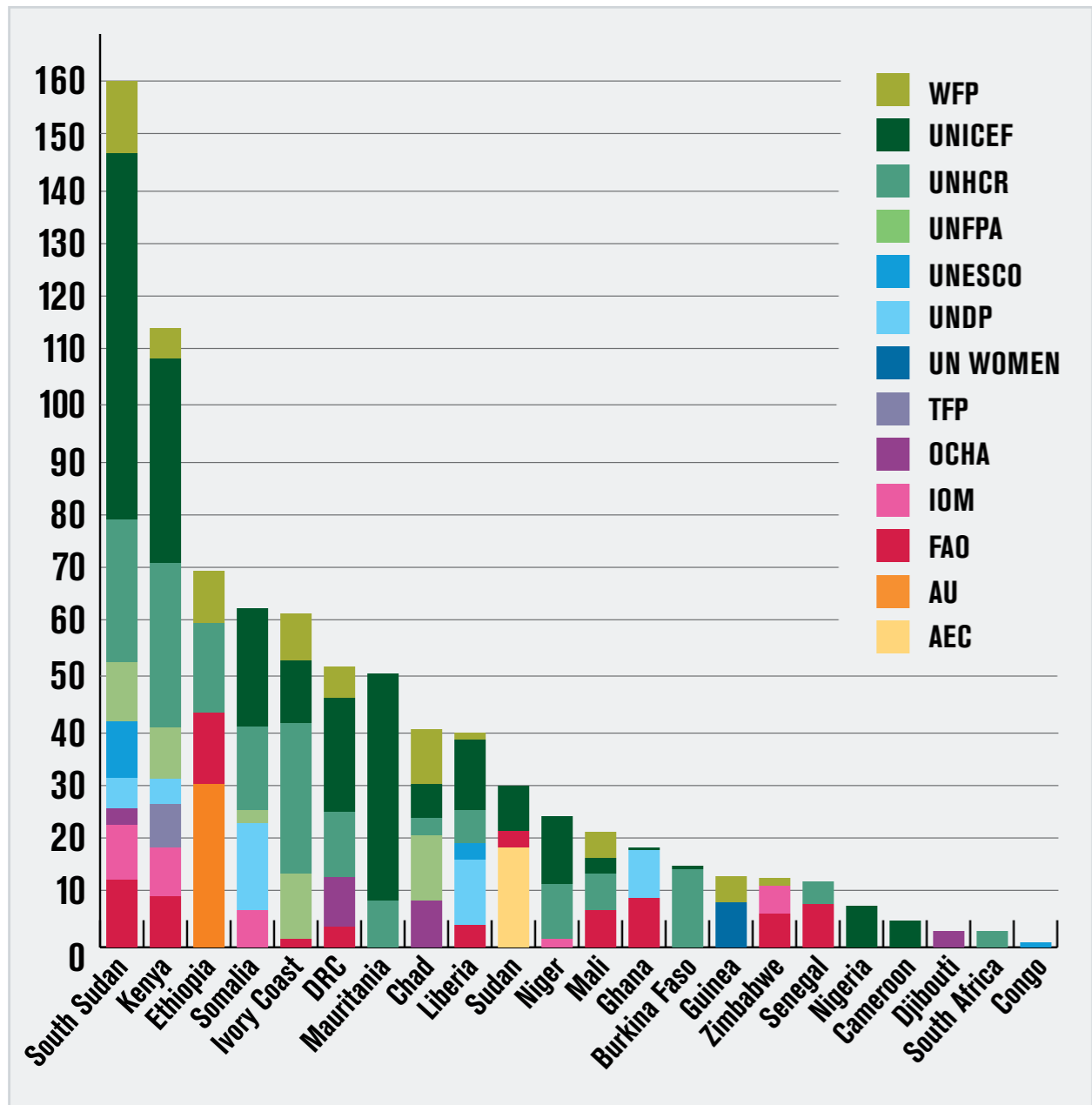
In Mali, the volatile situation after the military coup in March 2012 caused massive displacement of people from the northern regions, both within the north and to other parts of the country. The security situation remains tense, and the UN has faced difficulties in accessing affected areas, which in turn has complicated the transportation of food in the Sahel. Throughout 2012, four roster members supported WFP's and FAO's information management

work in Mali and one secondee was deployed to work on UNICEF's education program. In addition, three roster members from NORCAP and ProCap were seconded to coordinate the UNHCR-led protection cluster in Mali, where they made a significant contribution to the overall protection work at both national and regional levels.

Although the needs in the Sahel continue to rise, less than 60 per cent of the UN's requested emergency funding has been allocated. NORCAP's efforts to fill human-resource gaps in UN-led operations there has thus been critically important, and continued engagement will be important to ensure the sustainability of the UN response.

[6] Burkina Faso, Cameroon, Chad, Gambia, Mali, Mauritania, Niger, Nigeria and Senegal.

FIGURE 4.3: PERSON-MONTHS PER COUNTRY AND ORGANISATION, AFRICA





Nigerian boy suffering from severe acute malnutrition with his mother at a hospital supported by UNICEF in Mani, Nigeria (Photo: Geir Furuseth)

SOUTH SUDAN AND SUDAN

The humanitarian situation in South Sudan and Sudan remains volatile due to continued oil- and land-related border disputes between the two countries, the rebellions in Blue Nile and Southern Kordofan in Sudan and inter-ethnic fighting in Jonglei and elsewhere in South Sudan. Weak institutions and infrastructure, along with rampant corruption, have hampered the development of the new South Sudanese state. While there is great need for support and protection of internally displaced persons (IDPs) in rural regions, poor living conditions and a lack of adequate infrastructure has made it difficult for the UN to fill positions outside of the capital cities of Juba and Khartoum.

NORCAP therefore prioritised field requests for 2012, seconding experts to the towns of Aweil, Wau, Kapoeta, Rumbek, Malakal, Bentiu, Maban and Juba in South Sudan and to Nyala, Kassala and Khartoum in Sudan. In addition to technical support to UN organisations in areas such as logistics and water, sanitation and hygiene, secondees have also worked on child protection and GBV issues. A third focus has been the education sector, including a campaign to increase literacy rates among both children and adults.

HORN OF AFRICA

A slight improvement in the security situation in Somalia in the past year has led to increased access and greater freedom of operation for international organisations within the country. The AU military mission in Somalia has scaled up its activities to support the Somali federal government against the rebel group Al Shabaab in south-central Somalia. And while logistical challenges remain, more UN and international NGO staff may now be permanently based in the capital Mogadishu instead of in Nairobi, Kenya.

NORCAP's support to UN operations in Somalia in 2012 increased relative to previous years. Thirty-four experts were deployed to work on Somalia-related issues, 13 in Mogadishu, Garowe and Bossasso in Puntland and 14 in Dadaab and Nairobi in Kenya. Inside Somalia, several NORCAP secondees supported the protection work of the UNHCR, UNICEF and UNFPA, for instance by coordinating responses to sexual violence, while secondees in Dadaab worked to respond to Somali refugee needs. NORCAP also seconded three experts to the AU and six to UN operations in Ethiopia, three of them in areas bordering Somalia and the rest in Addis Ababa. NORCAP expects to deploy more experts to Somalia in 2013, assuming a continuation of the relatively calm situation there.

Given the Horn's susceptibility to droughts, NORCAP has prioritised supporting DRR efforts in the region. Since the 2011 drought, a NORCAP expert on DRR and food security has been seconded to FAO in Ethiopia. The seconded expert has focused on strengthening FAO's preparedness and risk reduction programmes and thus contributed to Ethiopia's relatively successful response to the drought in 2012.

OTHER RESPONSES

While the three above areas received the majority of secondments in 2012, NORCAP also provided considerable support to UN operations in the Ivory Coast, the Democratic Republic of Congo and Liberia, deploying 24 experts in areas ranging from protection to cash and voucher systems to logistics to information management. All three countries are likely to remain areas of focus for NORCAP's secondments in the coming year. Smaller-scale support was also provided to UN operations in Zimbabwe, South Africa, Ghana and Djibouti.



We go where people need our help. Nawuyagule village is situated in a remote, mountainous part of PiBOR County in Jonglei State, South Sudan. The nearest small town is four days away by donkey transport. NORCAP's Angelina Mukii Mwau (blue t-shirt) seconded to UNICEF visited the Jie community living there in April 2012 to assess humanitarian needs among women and children. Raids between local groups had left communities displaced, five children reportedly abducted and more than 500 cattle stolen. Villagers had no access to basic social services such as health, education, water and sanitation. Information gathered by Angelina and the assessment team was used to tailor the UN's response to people in need in Jonglei (Photo: NORCAP)

4.2 MIDDLE EAST AND NORTH AFRICA

Following the fall of the regimes in Tunisia, Egypt and Libya in 2011, large parts of the Middle East and North Africa (MENA) region are still in a process of political transition. Syria and Yemen continued to be affected by large-scale violent conflict and internal strife throughout 2012, and the situation in Syria has had severe humanitarian consequences for the population there and in neighbouring states. In 2012, NORCAP seconded 84 experts to the MENA region, who engaged in 102 assignments totalling 532.1 person-months. The majority of the secondees worked either on issues related to the Syria crisis or in the Temporary International Presence in the City of Hebron (TIPH) in Palestine.⁷



Sana'a, Yemen (Photo: Sven Gunnar Simonsen)

UN to keep its international staff small. NORCAP had five secondees deployed to the capital city of Damascus in 2012. Under challenging conditions, four of them assisted UNRWA, WFP and UNHCR in their Iraqi refugee response, while one supported UNRWA with contingency planning related to the Syrian crisis.

NORCAP's support to Syria-related UN operations in neighbouring states, on the other hand, has been substantial. Altogether 22 roster members were seconded to Jordan, Lebanon and Iraq to cover critical personnel gaps within areas such as emergency coordination, education, protection, communication, logistics, and water, sanitation and hygiene for the UNHCR, UNICEF, UNESCO, UNRWA, UNFPA and UN-HABITAT. For instance, NORCAP secondees made valuable contributions to coordination and strengthening of education activities, including ensuring funding for large-scale education programmes for Syrian refugees.

YEMEN

With continued civil unrest and conflict, coupled with water scarcity, food insecurity and the breakdown of health services, the humanitarian situation in Yemen remains volatile. Despite the election of Abd al-Rab Mansour al-Hadi as president in February 2012 following the abdication of President Ali Abdullah Saleh, the country has yet to achieve political stability. The humanitarian consequences of the protracted political crisis are significant. WFP estimates that up to 10 per cent of children in Yemen are suffering from malnutrition and that almost half of the population – about 10 million people – faces food insecurity. Support to Yemen thus remained a priority for NORCAP in 2012.

Despite strict security restrictions, nine roster members were seconded to UNHCR, UNICEF, OCHA, WFP and UNFPA operations in Yemen in 2012. A logistician/port captain was deployed to WFP and took charge of the programme office in the Red Sea coastal town of Hodeidah, where he handled the receipt, off-loading and distribution of food and other essential goods. NORCAP also supported OCHA with a public information officer, UNICEF with two reporting and education experts, UNHCR with three experts on camp management, information manage-

ment and child protection and UNFPA with a humanitarian response programme officer.

OTHER RESPONSES

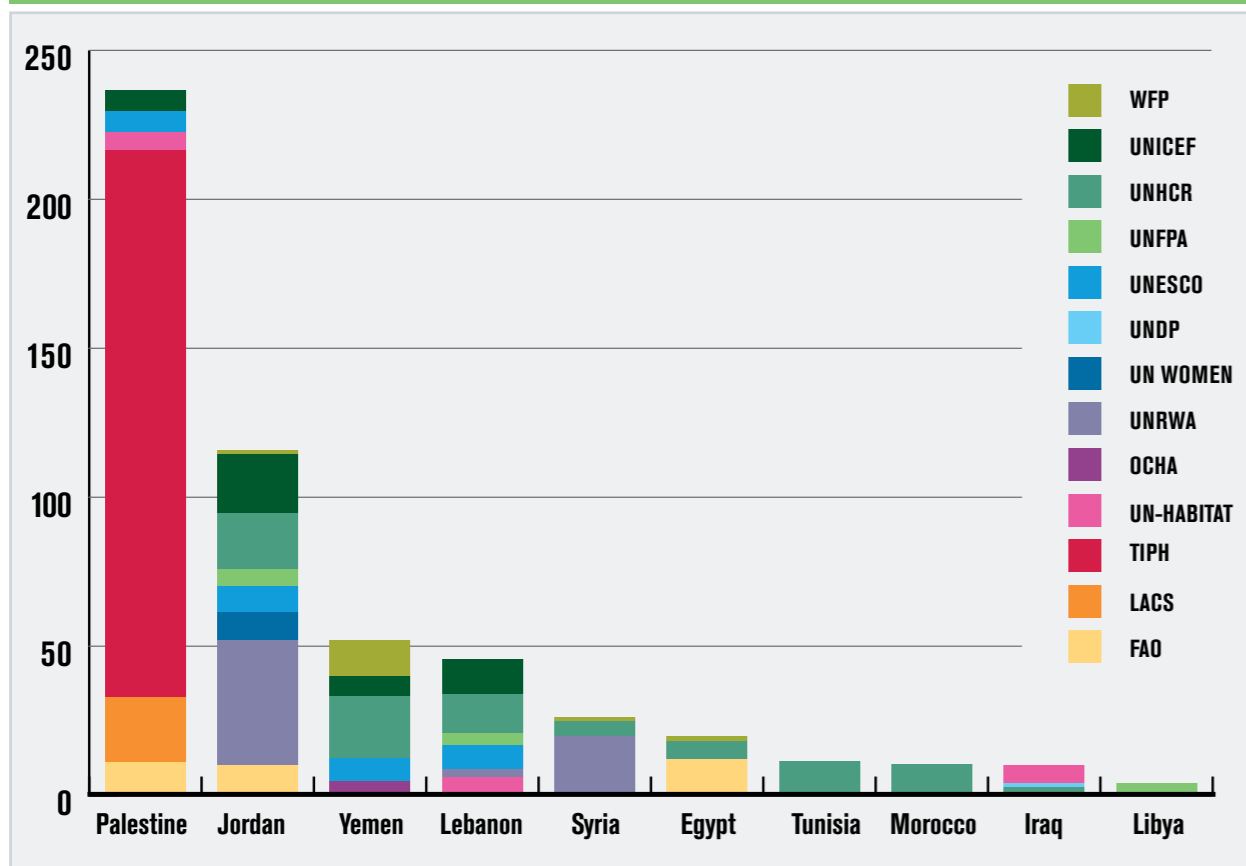
In addition to responding to the situations in Syria and Yemen, NORCAP provided staff to various UN agencies and other institutions in countries from Libya to Iraq. Throughout 2012, NORCAP continued to support the ongoing reform process to streamline the work of UNRWA, supplying a project-management specialist and a monitoring and evaluation officer to the programme support unit at UNRWA's headquarters in Amman, Jordan; a project management officer for UNRWA's Palestinian and Iraqi refugee portfolio in Syria; and a legal advisor supporting a project to reconstruct a Palestinian refugee camp in Lebanon that was destroyed in 2007.

Two NORCAP members were also seconded to the Local Aid Coordination Secretariat in the West Bank, where they assisted in local aid coordination. In addition, NORCAP had six secondees supporting the UNHCR in Morocco, Tunisia and Iraq on issues related to protection, camp management and logistics. Furthermore, as detailed in Section 5.4, NORCAP provided personnel for 15 full time positions to TIPH in Hebron, Palestine.



In Yemen, nearly half of all children under 5 are underweight. At eighteen months old, little Shuhd weighed only 4 kg when her mother brought her to UNICEF-supported Sana'a Al-Sabeen Hospital. She was diagnosed as severely acute malnourished with complications. Four months later, Shuhd's bodyweight has reached 5,9 kg, and she is firmly on the road to recovery (Photo: Sven Gunnar Simonsen)

FIGURE 4.4: PERSON-MONTHS PER COUNTRY AND ORGANISATION, MENA



SYRIA AND NEIGHBOURING STATES

The civil war between forces loyal to the Bashar al-Assad government and opposition groups seeking to oust the regime has led to enormous humanitarian challenges in Syria and neighbouring countries. According to the UN Human Rights Office, the civilian death toll has surpassed 60,000, and UNHCR reports that 650,000 refugees have crossed into neighbouring Turkey, Jordan, Lebanon and Iraq. In addition, about four million people are in critical

need of humanitarian assistance inside Syria, where violence has impeded access to clean water, food and health care, while schools are being used for shelter or have been damaged in the fighting.

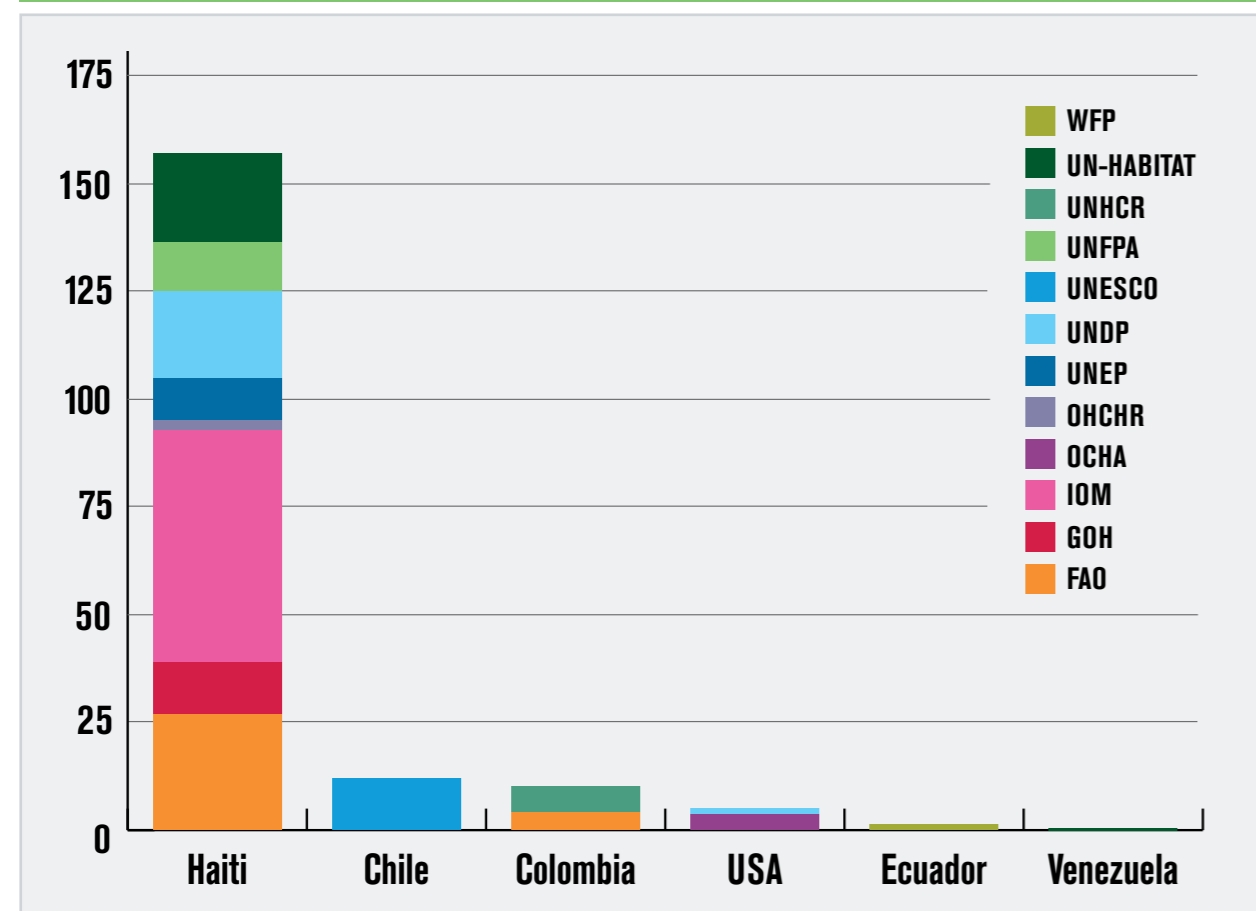
Throughout 2012, NORCAP received few requests for personnel from the UN agencies operating within Syria proper. This is partly due to strict Syrian visa regulations, but also to the fact that the security situation forced the

[7] For information about NORCAP's support of TIPH, see Section 5.4 on civilian capacity in peace initiatives.

4.3 AMERICAS

During 2012, NORCAP experts engaged in 34 assignments totalling 186.3 person-months in the Americas. As shown in Figure 4.5, the vast majority of NORCAP's secondments in the region centred on reconstruction and resilience-building efforts in Haiti, where roster members supported seven different UN agencies and the government of Haiti (GOH). NORCAP also deployed two experts to the regional operations of UNESCO and FAO, and three roster members to UN operations in Colombia and Venezuela.

FIGURE 4.5: PERSON-MONTHS PER COUNTRY AND ORGANISATION, AMERICAS



LATIN AMERICA AND THE CARIBBEAN

Despite recent progress with the initiation of peace talks between the Colombian government and the Fuerzas Armadas Revolucionarias de Colombia (FARC), the situation in Colombia remains one of the most prolonged and serious instances of forced displacement in the world. According to the Colombian government, 3.9 million persons are internally displaced, while Colombia's Observatory on Human Rights and Displacement (CODHES) in June 2011 estimated that 5.3 million people were displaced. In addition, an estimated 500,000 Colombians are refugees

or live in a refugee-like situation in neighbouring countries including Ecuador, Panama and Venezuela.

In 2012, NORCAP seconded two roster members to coordinate the UNHCR-led protection cluster and the WFP/FAO-led food-security and nutrition cluster in Colombia. In Venezuela, one person was deployed to UNHCR to meet the protection needs of the numerous refugees crossing the border from Colombia. NORCAP also supported UNESCO with a regional specialist in DRR in education and FAO with a regional head of agricultural initiatives in the Latin America region.

HAITI

Since the 12 January 2010 earthquake, NORCAP has deployed experts to over 100 assignments in Haiti, one of the largest NORCAP responses to a single crisis in the roster's 21 year history. As Haiti is moving from an early recovery to a reconstruction phase, NORCAP's support in Haiti was primarily focused around the following six areas in 2012:

DISASTER RISK REDUCTION

Disaster-prone and possessing fragile governing institutions, Haiti continues to be vulnerable to catastrophes caused by extreme weather, natural events, diseases and political instability. With the aim of supporting preparedness efforts and environment-hazard mitigation, NORCAP seconded experts to various UNDP, IOM and FAO projects in 2012. As described in Section 5.3, for instance, three secondees contributed to UNDP's work to reconstruct communities damaged by the 2010 earthquake. NORCAP also seconded several experts to IOM, who worked on improving local infrastructure to resist natural disasters and building emergency evacuation systems.

CAMP MANAGEMENT, SHELTER AND RECOVERY

Haiti still faces significant challenges in meeting the basic needs of its citizens, including shelter. Although more than one million people had moved out of IDP camps and into new or rehabilitated homes by the end of 2012, phasing out camps and resettling communities to more sustainable housing requires considerable resources. In 2012, NORCAP continued its support to UN agencies working in camp management, shelter and recovery. Experts were seconded to IOM and UN-HABITAT to work on urban reconstruction, camp management and training of government officials and people returning to damaged neighbourhoods.

FOOD SECURITY AND NUTRITION

In order to improve access to food and water for Haiti's most vulnerable populations, NORCAP supported FAO with experts in resilience, food security and watershed management. NORCAP has had continuous secondments to FAO since 2010, and in 2012 their projects ranged from self-reliance activities in camps to watershed management in agriculture-based communities to sustainable food production in relocated neighbourhoods outside the capital city of Port-au-Prince.

PROTECTION AND SEXUAL GENDER-BASED VIOLENCE (SGBV)

In close collaboration with the Haitian Ministry of Women Affairs, a NORCAP expert seconded to UNFPA monitored the inclusion of gender perspectives in government activities and conducted trainings for high-ranking officials and politicians in SGBV and women's empowerment. Through IOM, NORCAP staff also monitored and reported on child protection in damaged neighbourhoods and camps. While progress has been made through these projects, serious protection challenges remain, and there is a need for sustain-



NORCAP member Babar Tanwir, reconstruction engineer UNHABITAT, Haiti (Photo: NORCAP)

ned efforts to combat human-rights violations in Haiti.

CLEAN ENERGY

To strengthen the Haitian energy sector, NORCAP seconded three experts to UNEP and UNDP, who worked in close cooperation with the Haitian government to map opportunities for renewable energy installations across the country. As a result of this work, 20 regional hospitals were equipped with solar panels that provide energy for lights and medical equipment. In 2013, the project aims to set up hydroelectric power plants to ensure access to sustainable energy for vulnerable populations in southern Haiti.

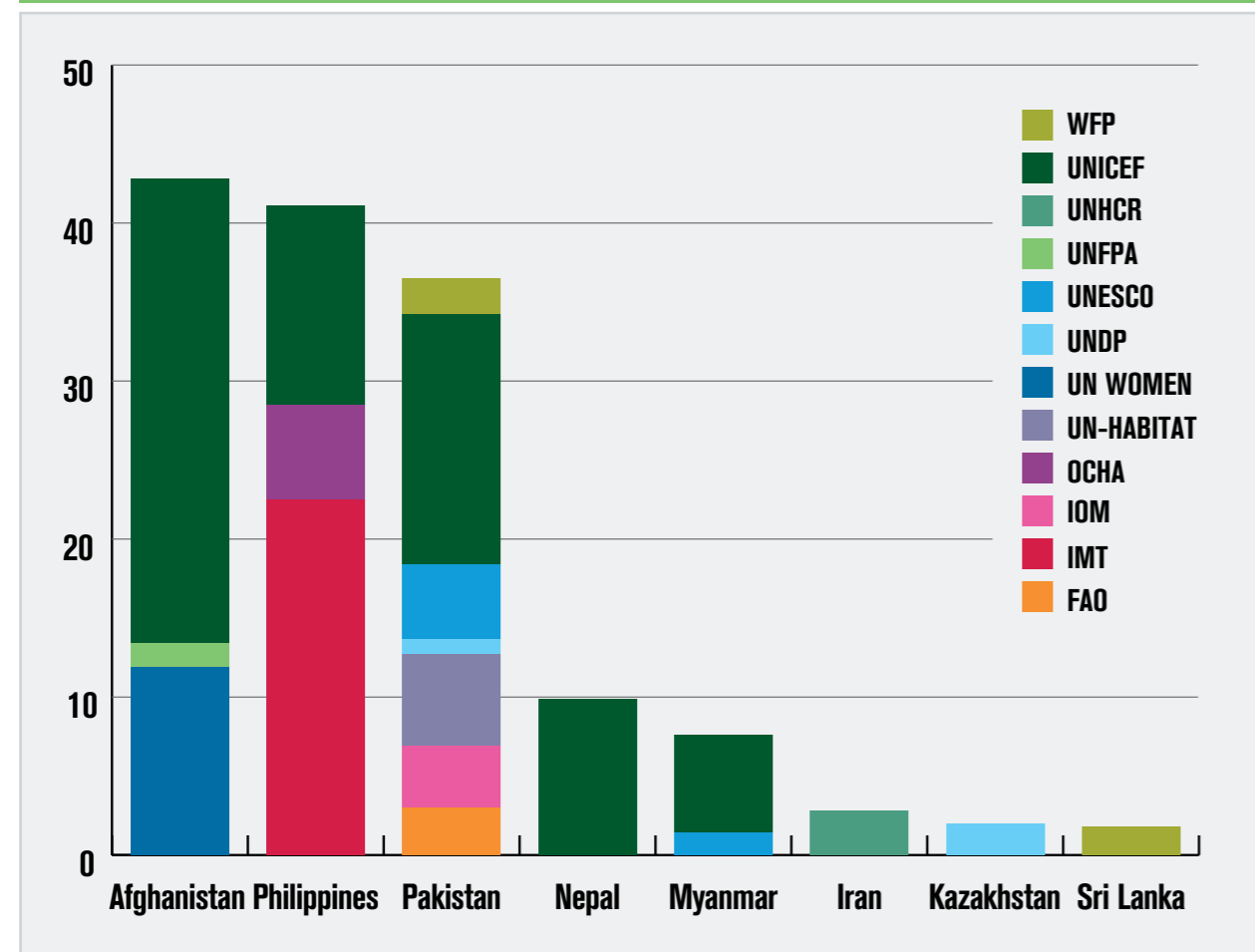
NATIONAL CAPACITY DEVELOPMENT

With the overall aim of ensuring sustainability of NORCAP's contribution in Haiti, a key priority for the secondments in 2012 was developing capacity at national, regional and local levels. Through focus on mobilisation, inclusion and training of Haitian counterparts, NORCAP experts worked to empower vulnerable populations and ensure local ownership of a wide variety of UN-initiated projects, ranging from agroforestry to neighbourhood reconstruction. In order to ensure a proper eventual handover of UN projects to Haitian counterparts, national capacity development will continue to be a focus of NORCAP's involvement in Haiti in 2013.

4.4 ASIA

NORCAP deployed 36 experts to eight countries in Asia in 2012 for a total of 144.8 person-months in the field. The largest volume of secondments went to Afghanistan, where NORCAP experts engaged in relief work related to natural disasters for three different UN agencies. As shown in Figure 4.6, the Philippines and Pakistan also received substantial NORCAP support for operations dealing with conflict- and natural-disaster-related issues. Smaller-scale contributions were made to Nepal, Myanmar, Iran, Kazakhstan and Sri Lanka.

FIGURE 4.6: PERSON-MONTHS PER COUNTRY AND ORGANISATION, ASIA



AFGHANISTAN

More than 20 years of armed conflict and recurrent natural disasters have increased the vulnerability of the Afghan population. Despite a reported decrease in security incidents in the first quarter of 2012, the number of people displaced by conflict continued to rise throughout the year. The 2011-2012 winter was also the harshest in 15 years, contributing to deterioration in food security and stable livelihoods for much of the population. In 2012, NORCAP seconded six persons to Afghanistan to work on child protection and

GBV issues for UNICEF, UNFPA and UN WOMEN. The secondees worked to develop the capacity of local authorities in different areas in Afghanistan, with a special focus on health, education, justice, protection against violence, and increased economic well-being for girls and women.

PHILIPPINES

Despite funding constraints, UN agencies managed to deliver life-saving humanitarian aid in the form of protection, emergency shelter, food and water, sanitation and hygiene

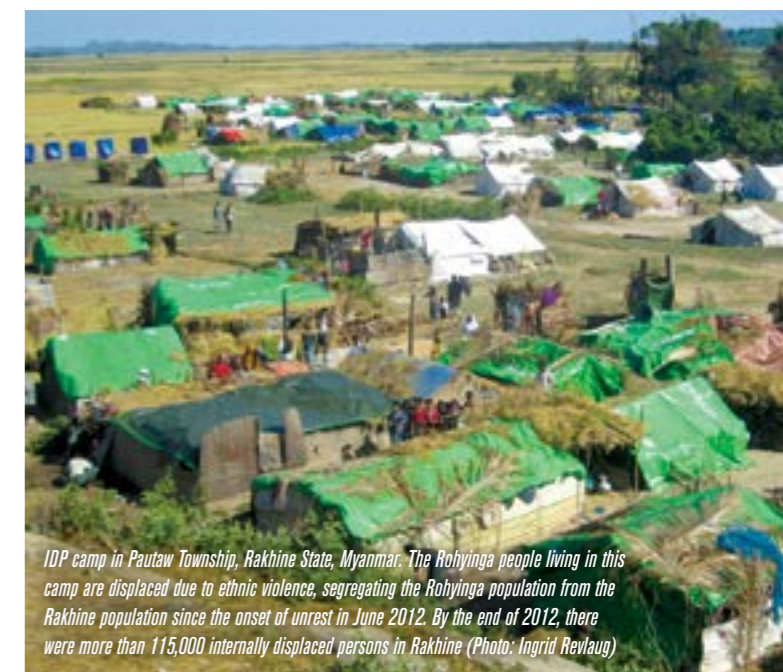
to the Philippines in 2012. Tropical storm Washi, which swept through northern Mindanao island on 16 December 2011, had devastating consequences, and in response to urgent requests for personnel, NORCAP deployed five experts – on information management, reporting and water, sanitation and hygiene – to OCHA and UNICEF’s relief operations. Additionally, NORCAP continued to support the international team that monitors the ceasefire agreement between the Philippine government and the Moro Islamic Liberation Front (MILF).

PAKISTAN

Flash floods triggered by late monsoon rains caused widespread loss of life, livelihoods and infrastructure across Pakistan in 2012, particularly affecting the Baluchistan, Punjab and Sindh provinces. This is the third consecutive year of flooding, affecting millions of Pakistanis. Due to these recurring crises and the ongoing need for emergency relief, Pakistan received numerous NORCAP secondments in 2012. A total of 13 roster members deployed to UNICEF, IOM, FAO, UNDP, WFP, UN-HABITAT and UNESCO operations in Pakistan, where they worked in shelter, education, logistics, DRR, education and water, sanitation and hygiene.

MYANMAR

Myanmar embarked on a process of democratisation with its April 2012 parliamentary elections, and ongoing government-led reforms aim to advance the country’s challenging development agenda. However, widespread ethnic violence in Rakhine state, principally targeting the Rohingya Muslim minority, stands in contrast to progress elsewhere. Myanmar is also vulnerable to a wide range of natural hazards, and floods, earthquakes and major cyclones have hit the country hard in recent years. In 2012, NORCAP seconded two emergency specialists



IDP camp in Pautaw Township, Rakhine State, Myanmar. The Rohingya people living in this camp are displaced due to ethnic violence, segregating the Rohingya population from the Rakhine population since the onset of unrest in June 2012. By the end of 2012, there were more than 115,000 internally displaced persons in Rakhine (Photo: Ingrid Revlaug)

to UNICEF’s Myanmar operations, as well as a media development expert to UNESCO. The latter provided advice to the government on how to establish a media regulatory and legal framework according to international standards now that media censorship has been abolished. Upon request, NORCAP is ready to increase its support to Myanmar in 2013, particularly in important areas such as GBV and water, sanitation and hygiene.

OTHER RESPONSES

In addition to the four countries mentioned above, which together received the majority of NORCAP’s support in Asia, NORCAP also seconded two DRR experts to Nepal and Kazakhstan, a logistics officer to Sri Lanka and a community service officer to Iran.



Impact of flood in Jagan Village of North Sindh, Pakistan (Photo: Umesh Kattel)

4.5 EUROPE /UN HEADQUARTERS

With the overall goal of reinforcing the UN's coordination of and global response to crises, and to strengthen other areas of strategic importance, NORCAP enhanced its support to UN headquarters in Geneva, Rome and Paris in 2012. NORCAP secondees took on altogether 16 headquarters assignments for UNHCR, OCHA, UNICEF, UNESCO, UN-HABITAT, UNDP, WFP and FAO, where they contributed to humanitarian policy development and technical field support.

HUMANITARIAN POLICY DEVELOPMENT

Several of NORCAP's headquarters-level secondments involved direct contribution to UN agencies' development of global humanitarian policies. With a combination of extensive experience in the field and strong academic backgrounds, NORCAP secondees' input is valuable to the development of UN agencies' response policies and planning for complex emergencies. Through secondments tasked with development of strategies and evaluation

tools, as well as training for the global shelter cluster, NORCAP supported the UNHCR and UN-HABITAT headquarters in Geneva. NORCAP secondees also contributed to humanitarian policy development at FAO's and WFP's headquarters in Rome, where they engaged in research on food security and advocacy work.

STANDING FIELD SUPPORT

An important element of NORCAP's work at UN organisations' headquarters is providing support to operations in the field, and NORCAP members' field and operational experience is particularly useful in this regard. From the NORCAP secretariat's perspective, deployments to field-support programs is also a cost-effective and efficient way of ensuring that the right expertise is available on short notice for large-scale and rapid-onset emergencies. In this regard, rapid response teams have proven to be a good model (see section 5.1). In 2012, a roster member was also seconded to FAO, where he developed standard operating procedures for the organisation's global logistics program. Through secondment of a climate change advisor, NORCAP also supported the integration of climate change and DRR strategies into the UNHCR's operational program.

In addition to the secondments to UN headquarters in Europe, NORCAP also deployed two experts to UNICEF in Georgia and Serbia, where they worked to improve primary health care systems and climate-change preparedness and response, respectively.



Following deployments in the Ivory Coast, Afghanistan, Myanmar, the South Pacific and Haiti, NORCAP member Anne Thurin is currently deployed in Geneva to support coordination within the Global Protection Cluster (Photo by: Dalia Rogemond).



 NORWEGIAN CAPACITY <small>OPERATED BY NRC</small>	
NAME: Fadia Jbara	
AGE: 47 FROM: Lebanon	
EXPERTISE: Educational psychology	
LAST ASSIGNMENT: Emergency education specialist for UNESCO in Jordan, April – Oct. 2012	

“ Since I joined NORCAP in 2005, I have been on three assignments in the Middle East, where I have worked on emergency education with the UNHCR, UNESCO and UNICEF. Being part of NORCAP is very rewarding, as you gain a lot of experience and at the same time help others. I am really proud that I am a member of the NORCAP roster.



5

THEMATIC FOCUS AREAS

This chapter portrays NORCAP's focus areas for 2012.

THEMATIC FOCUS AREAS

Complementary to its region specific responses, NORCAP increased its engagement in four different thematic areas in 2012: coordinated response to crises, national capacity building, DRR and civilian capacity in peace initiatives. This chapter introduces the prioritised areas and activities and provides accounts of how NORCAP secondees worked in the field to contribute to the overall objectives.

5.1 STRENGTHENING COORDINATED RESPONSE TO CRISES

In response to the widely recognised need for improved coordination in emergency situations, one of NORCAP's key priorities is to provide suitable experts who may be deployed to coordinate a variety of organisations and activities in times of crisis. In 2012, 73 NORCAP secondees performed coordination and leadership work and 12 served as coordinators of UN-led clusters in eight different countries.

ENSURING A TIMELY AND TARGETED RESPONSE

Well-grounded in Norwegian foreign policy, NORCAP has worked to strengthen and support the implementation of the UN humanitarian reform since its inception in 2005. From the roster's establishment in 1991, the NORCAP secretariat has worked closely with its UN partners to make emergency responses more effective and efficient. Through secondment of dedicated experts, NORCAP tries to ensure that relevant authorities are fully participatory and that the clusters build on existing structures rather than creating new ones.

A HOLISTIC APPROACH

NORCAP has adopted a comprehensive approach to emergency response that is focused on –though not limited to– supporting the cluster mechanism. NORCAP works to find candidates with relevant language skills and strong coordination abilities who can be deployed quickly, are able to cope with harsh and challenging conditions, and are committed to deploying for a minimum of six months to ensure continuity in crucial phases of a crisis response. NORCAP is seeking to increase its pool of cluster coordinators, deputy cluster coordinators and information management experts who can serve in UN-led clusters. In 2012, NORCAP recrui-

ted and trained potential cluster coordinators with a range of skill sets, with a particular focus on education.

But the roster also prioritises strengthening the overall response to large emergencies with deployment of personnel to key UN agencies, such as UNICEF, UNHCR, WFP and OCHA. In this regard, NORCAP aims to expand its induction training - compulsory for all roster members - to include a module that raises awareness on the importance of including governments and the broader civil society in emergency responses. The awareness and knowledge gained in this module will develop secondees' skills in cooperation across agencies and institutions, and hence strengthen cluster activities that they might be engaged in during their assignments.

ENGAGEMENTS IN THE FIELD

In 2012, NORCAP deployed twelve cluster coordinators to UN partners in areas including education, protection, food security, logistics and water, sanitation and hygiene. One secondee was deployed to UNHCR in Somalia to coordinate the shelter cluster, which aims to provide adequate housing and dignified living conditions. Other experts were seconded to FAO in Colombia to coordinate the food-security and nutrition cluster there, to WFP in Pakistan to coordinate a lo-

gistics cluster and to UNHCR in northern Mali to coordinate a regional protection cluster.

NORCAP also supports UN partners and clusters' Rapid Response Teams (RRT) with experts in child protection and education, as well as in camp coordination and management. RRT members are engaged on a full-time basis for one year, with 60 per cent of their time spent in the field and 40 per cent spent supporting a cluster from a UN agency's or NORCAP's headquarters. This work may entail policy and tools development, recruitment, mentorship, training or long-distance support. Throughout the year, NORCAP engaged in discussions with WFP, FAO and UNICEF to expand this model, so that RRT members may

also support food security and nutrition clusters. The model is being evaluated in late 2012, and NORCAP aims to draw on the emerging recommendations from the review to ensure a best possible use of the RRT.

With the aim of gauging the results and impact of NORCAP's cluster support, NORCAP will conduct a survey among all its secondees who have been engaged in cluster coordination in 2013. To enable a rapid and adequate cluster support, the NORCAP secretariat will also work closely with UN partners to specify and pre-screen candidates and teams that can ensure a targeted response in times of crisis.



NORWEGIAN CAPACITY
OPERATED BY NRC

NAME: Mohammed Ismail

AGE: 36 **FROM:** Ethiopia

EXPERTISE: Humanitarian coordination

LAST ASSIGNMENT: Humanitarian affairs officer for OCHA in South Sudan, July – Oct. 2012.

“ While emergency missions are challenging – the work is also truly rewarding. It is satisfying to see that my contributions in humanitarian action management and coordination have an impact on the lives of people affected by crisis.



EVERY EMERGENCY JUST FALLS ON US - CLUSTER COORDINATION IN NIGER

Cluster coordination requires both strategic thinking and rapid troubleshooting. Education expert Annelies Ollieuz experienced important advances and discouraging setbacks when she was seconded to lead the education cluster in Niger.

In April 2012, NORCAP member Annelies Ollieuz deployed to UNICEF to serve as coordinator for the education cluster in Niger. As head of the group that coordinates all education in emergencies activities⁸, she was immediately faced with two major challenges. First, more than half of the 40,000 refugees who were fleeing violence in Mali and across the border into Niger were children of school age. Secondly, the Sahel food crisis had caused 50,000 children in the most exposed regions in Niger to temporarily quit school – and that figure was likely to increase.

‘Despite the fact that Niger faces recurrent crises like drought and flooding, the country’s education sector focuses mainly on development and is not used to adapt programs to an emergency setting,’ Annelies says. ‘The education cluster members, who all were Nigerien nationals working for the Nigerien government and various national and international organisations, had little experience with preparedness and disaster risk reduction.’ In their first meeting, a government representative told Annelies, ‘Every emergency just falls on us.’



NORCAP secondee, Annelies Ollieuz, discussing construction plans for the primary school in Abala refugee camp with Malian refugee teachers in the camp (Photo: Sharmila Pillai)

MOTIVATION

When given the opportunity, cluster members enthusiastically embraced the idea of a coordinated education response. From the start, the cluster decided on four main activities: formalising the cluster, assessing educational needs, coordinating the response, and building the capacity of cluster members to respond to educational needs. ‘One of the ministry representatives expressed that he considered the cluster meeting to be the highlight of his working week,’ Annelies says. ‘Here, important issues were not only discussed, but also acted upon.’

A thorough review of the cluster’s terms of reference gave the members a clearer understanding of their roles and responsibilities. In the strategic plan, the cluster members defined and prioritised the activities that needed to be completed by the end of the year. Cluster members conducted assessments in the Malian refugee camps and in the host communities in their vicinity. They also collected data from Niger’s two ministries of education on school dropouts resulting from the food crisis.

STOPPING DROPOUTS

In collaboration with the protection cluster, education cluster members assessed the impact of the food crisis on children. In the worst affected areas, 50,000 of the 400,000 children who were normally in school had dropped out. Some left school in order to help their families at home, others had taken jobs to increase family income and others had travelled to cities offering easier access to jobs and food. ‘When children are absent from school, they miss out on important curriculum and fall behind the other students,’ Annelies says. ‘The longer they are away from school, the less likely it is that they are able to return and complete their education.’

To prevent more children from dropping out, the education cluster convinced the Nigerien government and donors to fund food distribution in 500 schools that had been hit



Children play outside the Child Friendly Space set up in the Mangaize refugee camp (Photo: Annelies Ollieuz)

hard by the food crisis. Annelies worked for several weeks with cluster members, state agencies and politicians to organise this large-scale activity. Despite these efforts, things did not turn out as planned. ‘While cluster partners were waiting for the food rations in the communities, and despite tight follow-up, I suddenly learned that the rations had not even left the warehouses in the regional capitals,’ Annelies says. ‘Since it was getting close to the end of the school year, the cluster had to cancel the entire operation.’

The cancellation of the operation was a major setback for the education cluster. Nevertheless, the cluster members decided to try again at the beginning of the new school year, and in the meantime pursue a number of other initiatives. For instance, Annelies organised a much-appreciated training on psychosocial support in education in emergencies for cluster members.

New challenges were also waiting. With the flooding season approaching, a number of schools would soon be used as shelter for affected families. ‘We developed guidelines to minimise the consequences of this practice for the children,’ Annelies says. ‘We also advocated for the inclusion of these guidelines in the national contingency plan. Although it will take time before this is actually implemented, it is an important step in the right direction.’

PREPARING FOR HANDOVER

Since the end of the school year was approaching, the cluster decided to combine several of its planned activities in a ‘back to school’ campaign. Annelies took the initiative to include the planning of this campaign in a combined training on education in emergencies and cluster coordination. ‘This was actually a great success,’ Annelies says. ‘After the training, the cluster had a draft plan which we developed further in the weekly meetings.’

By the time of the cluster training, however, Annelies had learned that there would be a gap between her departure



Noura Ibrahim receives a certificate from Annelies Ollieuz after a training in education in emergencies and cluster coordination in Niamey, Niger (Photo: Lene Leonhardsen)

and the arrival of her replacement as cluster coordinator. To prepare for her departure, she encouraged the cluster to plan the back to school campaign based on weekly deadlines. That way the cluster would know exactly what to do every week, in order to be ready by the beginning of the school year. Two cluster members offered to guide the process after Annelies left, and the new cluster coordinator was in place four months later.

REFLECTIONS

During her mission to Niger, Annelies experienced the challenges of working with a newly established cluster, and with partners who have little experience with education in emergencies. This required a lot from her in terms of taking initiative, setting standards and building capacity of cluster members. ‘At the same time, it was extremely rewarding to see how much a cluster can achieve in a relatively short time when the members are committed and they receive support,’ Annelies says. ‘The government ministries greatly appreciated that the cluster had given their sector a voice. Previously, they always had to fight to be heard, but with the establishment of the cluster, they had much easier access to important forums.’

[8] Education in emergencies may be described as a set of linked project activities that enable structured learning to continue in times of acute crisis or long-term instability.

5.2 DEVELOPING NATIONAL CAPACITY

The 2012-14 agreement between NORCAP and the NMFA explicitly articulates for the first time that NORCAP should focus on strengthening national stakeholders as a core objective. To achieve this, NORCAP aims not only to supplement the emergency response capacity of the UN system but also to develop the capacity of national governments and communities themselves.

UNDERSTANDING THE CONTEXT

In order to understand what a comprehensive programme to develop national capacity might look like for NORCAP, an analysis of the current humanitarian political context is currently being conducted by the NORCAP secretariat. Part of this analysis includes documenting the extent to which secondees are already engaged in national capacity development activities. Subsequent work would consider the effectiveness of various NORCAP national capacity development activities, and develop a strategy for meeting the new objective in the future. This work is still in progress, though the initial findings are presented here and will inform the development of NORCAP's activities in 2013.

Developing national capacity is not a new idea – it has been an explicit donor priority and generally accepted development paradigm for many years. It is a core objective of many UN agencies, including UNDP and WFP, and it covers a wide range of development interventions. In order to anchor this concept in their humanitarian policies, donors recently have begun to talk about improving the resilience of communities and governments in fragile states – in other words, improving their ability to withstand, absorb and bounce back better from crisis situations. The specific capacities NORCAP seeks to develop include systems, policies and processes directly related to DRR, emergency response and early recovery. The resilience concept usefully narrows the working definition of the types of activities NORCAP deployments will focus on in this area.

NORCAP'S WORK ON NATIONAL CAPACITY BUILDING

NORCAP's national capacity development work is already widespread. A large number of NORCAP secondees – approximately one-third of them, according to a recent survey – spend the majority of their time working closely

with national stakeholders on capacity development. This is not particularly surprising, as it reflects a trend in the roster to recruit both more specialists in 'pre-crisis' prevention activity like DRR and more experts in later phases of crisis such as early recovery, sustainable development and democratic governance. These types of assignments take place in non-emergency or post-emergency settings and usually involve sustained interaction with national authorities.

It is also clear from the initial analysis that, with very few exceptions, the vast majority of NORCAP's work in national capacity development has taken place indirectly and at a lower- to middle-management level. NORCAP secondees have been working primarily for UN agencies in the field, rather than for national or regional authorities, and have usually been operating at a level where influencing national decisions directly is rare. While there are good historical and political reasons for this, it does mean that gauging the full extent of NORCAP's contribution to national capacity development is somewhat difficult.

THE WAY FORWARD

Looking forward to 2013, NORCAP will continue to evaluate how to improve its effectiveness in developing national capacity. More data will be captured and analysed from secondees working indirectly on national capacity development within the UN system. In addition, NORCAP will engage more directly and at various levels with national and regional authorities through a series of pilot projects in South Sudan, Somalia, Pakistan and Myanmar. These secondments will be monitored closely to see how the different models of engagement – direct or indirect, senior or lower/middle management – work in different contexts. This in turn will inform future NORCAP activity in support of the objective of strengthening national stakeholders.

HOW NORCAP SECONDEES DEVELOP CAPACITY IN THE FIELD



Below are three examples of how NORCAP secondees have been working with national and regional governments to help develop their capacities to deliver higher-quality services to populations affected by humanitarian crises.



NORCAP member Snjezana Pijanovic Hansen during an Education Cluster Training in Palestine.

SNJEZANA PIJANOVIC HANSEN IN PALESTINE

Snjezana Pijanovic Hansen is a Croatian national trained in mathematics and computer science, currently posted with UNICEF to East Jerusalem, where she liaises daily with the Palestinian Ministry of Education in the West Bank and Gaza. Snjezana's programme supports the Palestinian authorities in the implementation of their Education Development Strategic Plan, and specifically the development and rollout of their School Management Information System (SMIS). The SMIS is the means by which the Palestinian authorities collect basic managerial and administrative data from all schools in Palestine and link it to a national database. As the system includes data that tracks children's well-being, attendance and performance, it is an important step toward providing effective primary and secondary education in Palestine. Once the system is fully operational, it will deliver tangible benefits for students, teachers and education policymakers alike.

CHARLES MAMBO IN ETHIOPIA

Charles Mambo is a Malawian national with a distinguished service record from the Malawian Armed Forces spanning over 30 years. An expert in logistics and civil-military relations and a mechanical engineer by profession, Charles is cur-



NORCAP member Charles Mambo (to the right), deployed to WFP in Ethiopia.

rently seconded to WFP in the Somali region of Ethiopia to help the regional government and the Disaster Prevention and Preparedness Bureau (DPPB) establish a new fleet-management unit. The Somali region of Ethiopia is very remote and lacks both good roads and transport vehicles, which can lead to delays in distributing humanitarian aid. In order to strengthen the delivery capabilities of the regional government, WFP donated a fleet of 20 heavy-duty trucks for use in humanitarian operations. Charles manages the maintenance workshop for the fleet and has recruited local staff to help him keep the trucks running. He is currently training these personnel in fleet management and maintenance skills in preparation for a full handover of the fleet to the regional government in 2013. In this way the fleet will continue to benefit the Somali population in Ethiopia for many years to come.

JOEL BOUTROU IN HAITI

Joel Boutroue is a French national living in Norway, and joined NORCAP in 2010 following a distinguished career in the UN system culminating in his appointment as Deputy Special Representative of the Secretary General in Haiti from 2006 to 2009. While officially reporting to the Ministry of Foreign Affairs in Oslo, he spends most of his time advising the government of Haiti at the most senior levels to help ensure that Haiti obtains the greatest possible support from the international community in achieving its development goals.

Joel's recent work has included maintaining communication channels between the Norwegian and Haitian governments regarding building small hydroelectric power projects throughout the country with Norwegian funds. A key part of this activity is working closely with the government of Haiti to understand and remove the various administrative bottlenecks that slow down this and other development initiatives.



Joel Boutroue holding a speech on DRR contingency planning

5.3 RESPONDING TO DISASTER RISK AND CLIMATE CHANGE

Since 2011, NORCAP has steadily increased its engagement in DRR activities. Experts with a wide variety of competencies related to DRR have been recruited to the roster, and in the past year, NORCAP secondees engaged in numerous assignments aimed at reducing and managing risk in natural disaster-prone areas.

BACKGROUND

Whether or not natural hazards such as landslides, floods, droughts and cyclones turn into a disaster depends on several factors. In general, the disaster risk of a community is a result of weather and climate events, exposure and vulnerability. Weather and climate events cannot be avoided, so preventing disasters thus requires addressing exposure and vulnerability. Both are dynamic concepts that depend on economic, social, demographic, cultural, institutional and political conditions that may be influenced and improved.

In order to address the rapidly increasing exposure of populations and assets that accompanies economic and population growth, rapid urbanisation, climate change and other risk magnifiers, it is important to enhance DRR capacities. In fragile states that are unwilling or unable to address these increasing vulnerabilities, the UN and civil

society organisations can play a crucial role in advocating for and supporting DRR capacities. NORCAP contributes to this process by providing DRR experts to UN agencies and local stakeholders.

NORCAP'S SUPPORT OF DRR

In 2012, NORCAP recruited 10 new roster members with capacity in DRR and climate change adaptation. During the year, the roster seconded DRR specialists to five different UN agencies (FAO, UNDP, UNICEF, UNHCR and UNESCO), with which they worked on a wide spectrum of projects in Haiti and elsewhere in the Caribbean, Nepal, Iraq, the Balkans, Ethiopia, Ghana, Kenya and Africa's Sahel region.

DRR is a vast area of work, and NORCAP members' DRR assignments have hence varied in content and scope,



Community Nurseries with seedlings of cashew tree ready to be planted in fields of Charlemagne in Haiti. Cashew is one of the value chain fruit tree species promoted by FAO's project with high potential cash income for farmers (Photo: Roger Fankap)



A Tuareg transporting construction material on a donkey sled outside of Niamey, Niger (Photo: NORCAP/Erlend Hvostler)

ranging from national capacity building within DRR to 'building back better' initiatives in post-disaster settings, as described in the following section.

Hazards related to atmospheric water conditions, such as floods, cyclones, drought and tornadoes, account for approximately 90 per cent of natural disasters. Support of hydro-meteorological initiatives is therefore a crucial aspect of DRR. In 2012, NORCAP seconded a DRR expert to UNESCO in the Caribbean to support tsunami preparedness initiatives in Colombia, Chile, Ecuador and Peru, with a specific focus on strengthening regional tsunami early-warning systems.

NORCAP's secondments to UNDP were mainly related to capacity building and policy development. In Ghana, for instance, one secondee assisted the government in developing a plan of action for DRR and climate change adaptation. The NORCAP expert helped establish a monitoring and evaluation committee that would manage the plan of action and identified budgetary gaps that would guide resource mobilisation processes. To ensure a coordinated approach to DRR-related activities, working with national authorities and other partners was a key part of the job of the secondee, who recently took on a new assignment as DRR advisor for UNDP in Central Asia.

Another NORCAP secondee was deployed to Kenya to strengthen UNDP's collaboration with the Kenyan

authorities and facilitate the inclusion of a DRR focus in the authorities' long-term national development strategy. The NORCAP expert also worked closely with leaders of two of the most disaster-prone counties in Kenya (Turkana and Garissa), and offered them trainings in disaster-preparedness planning, early-warning systems and community-based DRR. The secondee also actively engaged local media and made sure that early warnings were transmitted on local radio stations and in the local language. This is a considerable improvement, as in the past, early warnings were issued in English, and thus did not reach the non-English-speaking audience.

NORCAP's secondments to FAO were largely focused on DRR for food production systems in an arid environment. For example, a secondee on assignment in Ethiopia contributed to building capacity in DRR within the Ministry of Agriculture. The secondee also strengthened FAO's engagement with relevant disaster and climate risk management networks in Ethiopia and supported the organisation's efforts to promote DRR in the country's education system.

CONTINUED DRR FOCUS IN 2013

NORCAP has a close dialogue with its UN partners and the NMFA regarding how to further develop and expand its DRR commitment. In 2013, the NORCAP secretariat intends to further expand the roster's DRR capacities.



DRR IN PRACTICE: COMMUNITY UPGRADING IN HAITI

Three years after the devastating earthquake, Haiti remains extremely vulnerable to natural hazards. In 2012, NORCAP seconded two architects and one engineer to assist Haitians in rebuilding communities and developing resilience against future disasters.

'The revitalisation of public spaces is a crucial part of building socially integrated and resilient urban environments,' says NORCAP secondee and architect Håvard Breivik. 'The overall goal of community reconstruction is to improve social conditions and safety.' With this insight in mind, Håvard started playing with the idea of developing a community-upgrading project in Port-au-Prince's townships in early 2012. Håvard was then seconded to UNDP's housing reconstruction project in Haiti, CARMEN (see inset). The main focus of the CARMEN project was to facilitate self-repairs of structurally damaged buildings, and the architect saw the need for a more holistic approach to the task.

'Public spaces are seldom prioritised when communities are rehabilitated in the aftermath of a disaster,' Håvard explains. 'In most of Port-au-Prince's communities, family plots are small and buildings are closely spaced. There are few public spaces, and there is little land to spare for common structures. Many communities also lack safe pedestrian pathways with all-weather transit capacity, since water management systems are generally underdeveloped and consequently do not protect communities from seasonal weather.'

As the framework was already in place and five CARMEN

centres were well-established in the communities, there was a unique opportunity to integrate a community upgrading component to CARMEN. NORCAP member and architect Tone Selmer-Olsen, who had been seconded to the IOM in Haiti, joined the CARMEN team in July 2012 to develop the new project with Håvard.

DESIGNING RISK-REDUCING SOLUTIONS

Tone and Håvard conducted a feasibility study and developed a corresponding project proposal. They spent most of their time in the field, visiting building sites and working closely with engineering teams composed of Haitian professionals. Through these activities, it became clear that their proposed interventions needed to respond to the following needs:

CARMEN – MEETING MAJOR CHALLENGES WITH MICRO-INTERVENTIONS

The CARMEN (Centres d'Appui pour le renforcement des maisons endommagées) project in Haiti was launched by UNDP in 2011. As the full French name suggests, the project seeks to involve the Haitian population in reconstructing the communities damaged by the earthquake that struck Port-au-Prince in 2010. The participants learn basic building techniques so that they are able to rebuild their own homes and communities. By the end of 2011, UNDP had four CARMEN centres in the Port-au-Prince metropolitan area and one in the town of Leogane, the epicentre of the earthquake.

Since then, over 30,000 beneficiaries have registered at these centres, 6,500 buildings have been evaluated by CARMEN engineers, and 5,500 beneficiaries have been trained in masonry, demolition, construction, repairs and consumer protection.

The CARMEN project has established precise registration and monitoring systems (using personal digital assistants and online databases), made use of advanced money transference ('mobile money'), and provided construction guidance and lists of high-quality construction material suppliers to the registered beneficiaries.



NORCAP secondees Håvard, Tone and Håkon in front of a CARMEN center (Photo: NORCAP/Ashild Falch)

FIGURE 5.1 ILLUSTRATIONS OF THE PROPOSED RETAINING MARKET



- Increased resilience to environmental hazards
- Improved access and mobility
- Creation of public space and income-generating activities

Based on these identified needs, Tone and Håvard designed solutions capable of responding to several needs simultaneously. Emphasising the importance of communication, they produced a comprehensive package of illustrations and technical drawings of the positive effects of use, along with estimates of costs and descriptions of livelihood opportunities. The structures were intended to mitigate the effects of environmental hazards, and, with small design modifications, also to provide added social value to the local community. All structures were designed with locally available building materials in mind, and were based on traditional construction techniques already known to Haitians and the CARMEN engineers.

THE RETAINING MARKET

The interventions designed by the NORCAP architects addressed immediate needs in the communities by proposing rapid solutions devised to complement future urban plans and large-scale infrastructure systems, such as water and sanitation networks. For Tone and Håvard, it was important to make this aspect easy to understand, as it would serve as a common incentive for more than one user group: the retailer would benefit from the establishment of a market place, while the family members in the neighbouring house would benefit from safer access to their home.

One of the structures they designed, the so-called 'retaining market,' is illustrated in figure 5.1. The title describes two of the structure's functions: it is a retaining wall that

protects communities from landslides, while simultaneously creating space for a market. The structure is composed of gabion baskets (nets filled with rocks or rubble) arranged as terraces, a conventional technique for building a supporting wall. In high-density and informal settlements, public meeting places are highly valued because they often serve as arenas for income-earning activities. Small plastic tubes in the gabion baskets allow residents to install umbrellas for shade. Thus, terraces built to prevent disaster also function as a place to sit and display goods for sale.

FROM LOCAL MOBILISATION TO HIGH LEVEL POLICY DEVELOPMENT

'Encouraging citizen participation in the improvement and protection of communities also became one of the premises of the project proposal,' says Tone. 'The micro-interventions are meant to serve as a starting point to work closely with the CARMEN beneficiaries and find the best possible solution for each neighbourhood. Therefore, we recommended that actual implementation should be carried out by the neighbourhood residents themselves.'

As a result of NORCAP's focus on DRR and UNDP's interest in the project, NORCAP seconded engineer Håkon Valborgland to support and coordinate the implementation phase of the upgrading project. In November 2012, Håvard Breivik was seconded to UNDP Headquarters in New York to work on disaster-risk reduction at the policy level, furthering both UNDP's and NORCAP's common mandates of supporting activities for climate change adaptation.

5.4 PROMOTING CIVILIAN CAPACITY IN PEACE INITIATIVES

A fourth area of focus for NORCAP in 2012 has been promoting the use of civilian staff and expertise in peacekeeping and peacebuilding activities. NORCAP has worked to enhance the civilian dimension of the UN and the AU and also provided direct support to peace initiatives through secondment of civilian staff to monitoring missions in the Philippines and Palestine.

STRENGTHENING CIVILIAN CAPACITY IN THE AFTERMATH OF CONFLICT

As communities emerge from conflict, they often face a critical shortage of civilian human resources and skills needed to ensure sustainable peace. Since the publication of the UN-commissioned report "Civilian Capacity in the Aftermath of Conflict" in March 2011, strengthening of civilian staff in peacebuilding activities has figured highly on the UN and the international community's agenda.

The report recognised that the UN struggles to rapidly recruit and deploy civilian staff with expertise to respond to needs of countries emerging from conflict. It also identified a lack of civilian staff available to strengthen processes related to justice and rule of law, security, inclusive

political processes, core government functionality and economic revitalisation. Key objectives have thus been strengthening national ownership, building partnerships in the Global South, increasing expertise, and improving UN effectiveness in building civilian capacity.

NORCAP has provided civilian staff to the UN for more than 20 years, and supports the UN's efforts to enhance civilian capacity in the aftermath of conflict. This includes improving access to civilian personnel who can be deployed rapidly to the UN's post-conflict operations. Based on its long-term experience with roster management, the NORCAP secretariat has provided advice to the UN and member states in the Global South on different means of achieving this. In 2012, NORCAP was also included in the



CivCap Network Annual Seminar in Brasilia, November 2012, where NORCAP staff participated in discussions about future CivCap Network activities (Photo: Kenia Ribeiro Graphic Design & Photojournalism)



TIPH, Palestine (Photo: John Salsvik, Dagen)

online portal CAPMATCH, a UN initiative to link requesting institutions with providers of civilian personnel.

NORCAP also helped support and strengthen the civilian capacity of the AU in 2012. The NORCAP secretariat provided support and advice for the development of three rosters led by the AU Peace and Security Department: the African Standby Force (ASF), the Mediation Roster, and the Post Conflict, Recovery and Development Roster. NORCAP also seconded three experts to strengthen the work of the AU Peace Support Operation Division (PSOD). The contributions of two of these NORCAP secondees, who are working as planning and liaison officers for the AU, are explained here in greater detail.

NOROBS – A CIVILIAN OBSERVER ROSTER

The Norwegian Standby Roster for Civilian Observers (NOROBS) is a sub-roster for civilian observers administered by NORCAP, which seconded staff to fill 15 positions in the TIPH in Hebron, Palestine in 2012 (see inset). NOROBS also filled two positions in the International Monitoring Team (IMT) in Mindanao, Philippines, whose mandate is to observe and monitor the ceasefire agreement between the government and the MILF in Mindanao. Both TIPH and IMT are civilian observer missions commissioned by the NMFA. The peace negotiations in Mindanao, facilitated by Malaysia, are moving towards a peace agreement, and IMT has been regarded as an important partner in the peace process over the past years by several of the stakeholders in the conflict. Upon request from the NMFA, NORCAP will continue its support of both the TIPH and IMT missions in 2013.

THE TEMPORARY INTERNATIONAL PRESENCE IN THE CITY OF HEBRON (TIPH)

TIPH consists of the two parties of the conflict – Palestine and Israel – and six member states: Norway, Denmark, Sweden, Italy, Switzerland and Turkey. Palestine and Israel have agreed that an international civilian mission observes and reports on the situation in Hebron. All the member states support TIPH with funding and personnel. NORCAP provides personnel in accordance with the responsibility of the NMFA. In 2012, the NMFA and NORCAP signed an addendum to their contract regarding TIPH, which regulates the funding and NORCAP's responsibility for recruitment and secondment of personnel to TIPH for 2012–2014.

In 2012 as in 2011, NORCAP provided TIPH with personnel for 15 full time positions, amounting to 183.6 person-months. The personnel worked on observation, research, gender issues, finance, information technology, construction, transport and management.

TIPH produces incident reports, documents breaches of the agreement and human rights violations and provides information about the situation and development in the city of Hebron. The reports are shared with the Palestinian Authority and the Israeli government as well as with the TIPH member states.



SUPPORT FOR AFRICAN CIVILIAN PEACEKEEPING

Since 2010, NORCAP has seconded experts on civilian peacekeeping to the AU. In addition to assisting in policy development, their efforts have considerably strengthened acceptance of and support for the role of civilian experts in peace operations within the organisation.

NORCAP members Yvonne Kasumba and Walter Lotze have been seconded to the AU Peace Support Operations Division (PSOD) since 2010. They were tasked with the development of the civilian dimensions of the African Standby Force (ASF), a formidable assignment.

A major challenge was simply to muster the time and human resources for the job,' Yvonne says. 'We were under a lot of pressure to accomplish our core tasks, while also supporting other processes as they have emerged. We hope that we have shown the value that civilian planners bring to the table and managed to pave the way for future civilian staff in PSOD. The emphasis now will be more about getting the job done and less about convincing people about the benefits of civilian peacekeeping.

Yvonne and Walter are both Africans – South African and South African-Ugandan, respectively. Before being recruited by NORCAP, they had worked together at the African Centre for the Constructive Resolution of Disputes (ACCORD). Walter holds a PhD in international relations and Yvonne holds an MA in the same subject.

THE IMPORTANCE OF CIVILIANS

The role of civilians in peace operations has increased radically in the last decade. In African-led operations, however, the number of civilian personnel has been rather limited. The African Mission in Somalia (AMISOM), tasked with stabilising the country and laying the groundwork for humanitarian aid and a peaceful political transition, had 5,500 military troops and less than 50 civilian staff as of May 2010.

'The recent developments in Somalia show the importance of civilian peacekeeping,' Yvonne explains. 'As AMISOM has expanded its area of operations beyond Mogadishu and taken territory from Al-Shabaab, the AU is looking to move from military engagement to post-conflict stabilisation. This means an increased focus on civilian issues such as support for stabilisation and democratisation in the newly liberated areas and reconciliation at the local levels, amongst other aspects.'

The ASF concept was approved in 2004 to ensure that trained military, police and civilian personnel, would be rapidly available for deployment to AU-mandated peace operations. However, while much had been done to get the military dimensions of the ASF up and running, the development of the civilian side was progressing more slowly. It was included in most regional organisations, planning and exercises, but as an afterthought rather than as an integrated part of the ASF. The PSOD leadership realised that they needed to strengthen the understanding of the ASF's civilian dimension among decision-makers at all levels of the AU system.

TEAMWORK

Yvonne and Walter took positions as civilian planning and liaisons officers in the PSOD and became NORCAP's first secondees to the AU. Since 2010, they have supported the planning and management of AU-mandated peace support operations, and established guidance, systems

WHAT IS CIVILIAN PEACEKEEPING?

A peace operation is a conflict management tool. The elimination of security threats through military means is often important, but only to the extent that it enables peacemaking and peace building. Most peace operations thus have a range of staff dedicated to managing the political aspects of the peace process and assisting in building durable peace.

In UN peace operations, civilians take on a range of tasks, including support of rule of law, security sector reform, provision of basic services, restoration of core government functions and economic revitalisation. In AU-led missions, civilians work within political affairs, reconstruction, protection, human rights, public information and mission support.



Yvonne Kasumba at work at the AU PSOD Office. (Photo: Walter Lotze)

and procedures for civilian capacities in the AU. Head of PSOD, Sivuyile Bam, has worked closely with both secondees. 'We are very appreciative of the work they have put down to support the AU in setting up the civilian component of the ASF,' he says. 'Without their efforts we would not be where we are today.'

These achievements owe a great deal to good cooperation between the two secondees. 'Working in a team is far more effective as we have two voices in every meeting,' Walter says. 'We have also been able to effectively balance our personal and professional strengths to maximise impact. Most importantly, when all chips are down and the world seems to be conspiring against us, we can laugh and urge each other on.'

IMPROVING THE RECRUITMENT OF CIVILIAN PERSONNEL

The development of the AU civilian standby roster has been a flagship project for the team. The goal is to move away from the current ad hoc approach to managing civilian field personnel and ensure that the AU is able to identify, recruit, train, deploy and manage civilian personnel in an efficient manner. NORCAP's experts have worked on establishing a database of civilian personnel that is now being tested. By mid-2014, the system should be able to rapidly recruit and deploy civilian personnel. In the meantime, the AU and NORCAP are exploring ways to address this temporary gap.

SUPPORT TO AU OPERATIONS

NORCAP's secondees have also worked increasingly to support planning and management of current and future AU operations, specifically AMISOM and the Lord's Resistance Army Regional Task Force. They have supported the

development of a safety and security policy for AMISOM and also brought in the first-ever conduct and discipline advisor to the PSOD, a third NORCAP expert. This expert has assisted the AU in developing a conduct and discipline policy for field missions, set up training guidance and assessed the current state of conduct and discipline issues in AMISOM. Also in the pipeline is the establishment of a conduct and discipline unit for the mission, the first ever in the AU's history. The NORCAP team also has promoted the inclusion of Protection of Civilian guidelines into AU's Peace Support Operations.

SUSTAINABILITY

These developments illustrate the growing recognition within the PSOD and the AU more broadly that civilian personnel are key to the planning and conduct of multi-dimensional operations. But Sivuyile Bam cautions that the work is not over yet. 'Our goal of making the ASF operational by 2015 will hold for the military and to some extent the police, but the civilian dimension still has a way to go,' he says. 'To consolidate the developments that have been made so far, we need to continue our efforts to embed the understanding that civilians are an integrated and essential part of African peace support operations.'



Walter Lotze inspecting an AU school construction project in Mogadishu, Somalia (Photo: NORCAP)



OTHER STANDBY ROSTERS

This chapter presents four specialised NRC standby capacity projects that supplement NORCAP's activities.

Man in Nandary Informal Settlement, Kabul, Afghanistan. The settlement, which was established in 2011, has a mixed population of Jogis and Pashtuns -- IDPs from from Laghman, Jalalabad, Khost and Kunduz. (Photo: Laurie Wiseberg)

In collaboration with the NMFA and the UN, the Emergency Response Department of the NRC has also developed four special rosters that supplement NORCAPs activities. By offering specialised expertise in protection, gender mainstreaming, needs assessment and mediation, these rosters provide high-level and interagency support to the UN and other actors.

6.1 PROCAP

The Protection Standby Capacity Project (ProCap) was launched in 2005 to meet a widely recognised need for experienced staff, particularly at a senior level, to improve the humanitarian protection response. OCHA provides all of ProCap's secretariat functions, while the NRC administers the roster, including recruitment, staff development, employment and deployment, as well as the ProCap trainings.

As an interagency project, ProCap seeks to contribute to the humanitarian system's protection capacity through reliable and effective deployment of personnel with proven expertise. ProCap reinforces the strategic and operational protection responses for IDPs and other vulnerable groups in emergencies and protracted complex crises, whether disaster- or conflict-related. It is a critical part of the interagency global capacity-building effort, central to the humanitarian reform agenda, and works closely with and supports the Global Protection Cluster (GPC).

The focus of ProCap's deployments in 2012 was support of protection clusters and humanitarian country teams in analysing and addressing protection concerns. In addition, ProCap looked to increase support of humanitarian organisations without an explicit protection mandate and to promote the role of protection in their programmes. ProCap was also brought closer to the GPC and used for direct support functions as part of the GPC operations

cell. In addition to these deployments, ProCap increased the number of trainings arranged for standby partners and opened these trainings up to UN staff.

In 2012, 14 ProCap experts undertook 20 assignments in 16 countries. ProCap supported the overall coordination and strategy work of protection clusters in the Ivory Coast, Mali, Kenya and Libya. In Kenya, a ProCap expert offered direct support to the Kenya National Human Rights Commission. ProCap also provided support to national and regional protection clusters, and through deployments to UNICEF in Kenya, Libya and Chad, ProCap supported child protection coordination and response planning. In addition, the project contributed to IDP policy development in Afghanistan, Yemen and Burundi and improved preparedness for and response to natural disasters in the Philippines, Nepal, Papua New Guinea and South Africa. ProCap also promoted protection efforts within WFP both at a country level and through direct support to the Global Food Security Cluster in Rome.

6.2 GENCAP

The Gender Standby Capacity Project (GenCap) is a project of the Inter-Agency Standing Committee (IASC) Sub-Working Group on Gender in Humanitarian Action. Through secondment of experienced senior gender advisers, the GenCap roster seeks to ensure that the needs and capabilities of women, girls, men and boys are considered in all areas of humanitarian response.

Established in 2006, GenCap is managed by the NRC, and consists of 27 gender advisers who can be deployed on short notice to the UN Humanitarian/Resident Coordinators. The primary goal of the GenCap project is to build the capacity of humanitarian actors at country level to promote gender equality, including prevention of and response to GBV, in the initial stages of rapid-onset emergencies, as well as in protracted or recurring humanitarian crises.

In 2012, GenCap deployed 23 gender advisers to 10 different countries in two regions. In addition, two advisers were deployed at a global level, and one roaming adviser and a Gender Marker⁹ adviser also worked on the project. Throughout their deployments, the advisers contributed to making gender concerns a part of all areas of humanitarian response. As an important part of this work, they supported the implementation and promoted consistency in the use of the IASC Gender Marker within and across Consolidated Appeals Processes and Pooled Funds. In cooperation with the Gender-based Violence Area of

Responsibility of the Protection Cluster, GenCap has created a rapid-response team of four GBV advisers. In 2012, the members of this team were deployed to support GBV prevention and response in the early stage of humanitarian responses and at critical junctures in chronic emergencies in countries in Asia, West Africa, the Middle East and North Africa.

GenCap plays a critical part in building interagency capacity into the humanitarian reform process and in particular into the cluster approach. A recent evaluation by the Global Public Policy Institute found that GenCap advisers have made an effective contribution to the awareness and understanding of gender issues among UN agencies and other humanitarian actors. The project has also contributed to increased inclusion of gender issues in humanitarian planning documents. While the long-term effects of increased gender awareness and understanding are difficult to gauge, the sustainability of the project is more likely to be ensured when GenCap advisers train national staff and local organisations.

6.3 ACAPS

Since 2009, the Assessment Capacities Project (ACAPS) has been building a roster of competent, reliable and trained assessment experts, who upon request are deployed to support in-country assessment processes before, during and after crises. The ACAPS roster is administered by the NRC, and has its operating headquarters in Geneva.

Not all UN humanitarian country teams have sufficient access to experienced personnel with the capacity to pull together information-gathering efforts into a coordinated approach. To help solve this problem, ACAPS has recruited a group of qualified, experienced and well-equipped assessment experts who can be deployed at short notice to lead and facilitate multi-sector needs assessments. ACAPS is also dedicated to developing and providing tools for needs assessments and building the capacity of humanitarian personnel through training modules. Support from the ACAPS roster can be requested by any IASC member, UN agency, NGO or government, provided that the assessment includes more than one agency or is multi-sector in nature.

In 2012, the ACAPS roster worked toward providing operational capacity to coordinated needs-assessment efforts in response to rapid-onset emergencies and in the interest of general preparedness. Most deployments have been in

response to requests for strengthening in-country capacities and have included real-time assessments, training and development of guidelines and tools. Some missions included multiple deployments (East Timor, Indonesia and Papua New Guinea), while others have been single deployments of up to three months (Palestine, Lebanon and Myanmar). Two countries, Bangladesh and Kenya, have had a longer-term presence of ACAPS personnel.

The ACAPS roster is currently comprised of 36 trained assessment experts, about half of whom were deployed in 2012. The increasing number of organisations that request support from ACAPS reflects the significant need for this kind of service. As the roster is becoming more widely known, the demand for its services is likely to increase. In countries where ACAPS has had a longer-term presence, such as in Bangladesh and Kenya, great progress has been made and an initial assessment preparedness framework is in place.

6.3 STANDBY TEAM OF MEDIATION EXPERTS

The Standby Team of Mediation Experts (SBT) is a specialised resource that was established in March 2008 as a service of the Mediation Support Unit (MSU) of the UN Department of Political Affairs. The team can be rapidly deployed into the field on a temporary basis to provide technical advice to UN officials and other partners involved in mediation and conflict-prevention efforts.

The SBT is managed jointly by the MSU and the NRC, and enables rapid deployment of seasoned experts on power and wealth sharing, constitution drafting, security arrangements, gender and transitional justice to the UN and UN-supported mediation processes worldwide. The support is flexible and pragmatic, and can be adapted to the needs of a particular situation. For instance, team members may provide advice and lead workshops on procedural and agenda-setting issues in mediation processes, analyse the positions of parties in negotiations, draft peace agreements and give more general technical assistance.

In 2012, SBT's fourth year of operation, the team consisted of seven experts employed on a full-time basis, who deployed to over 30 mediation and dialogue processes in 29 countries. They provided advice on power sharing in Nepal and DDR support in Afghanistan, contributed to

the implementation of a transfer-of-power agreement in Yemen and facilitated a dialogue process with religious leaders in Kyrgyzstan.

When not deployed in the field, SBT members are on permanent standby, carrying out research and coordinating reviews of best practices in their areas of expertise. The team members are also responsible for producing operational-guidance notes and training materials, and assisting the MSU with development of a network of experts in their areas of expertise. The innovative support structure of the SBT has provided additional visibility and recognition of the UN as a peacemaker and sensitised and enriched the UN Department of Political Affairs with knowledge of mediation processes. In this way, the SBT both challenges and supports the UN's management of mediation processes.

[9] For more information on the IASC Gender Marker, please see: <http://www.humanitarianresponse.info/themes/gender/the-iasc-gender-marker>.

7

ROSTER DEVELOPMENT

This chapter reports on developments within roster management, staff care and communication.

*Niamey, Niger, where heavy flooding left
125,000 people homeless in August 2012
(Photo: Erlend Hvoslef)*

ROSTER DEVELOPMENT

Talent management, including recruitment, competence development and staff welfare, is an integral part of NORCAP's strategy and activities. In May 2012, the Emergency Response Department restructured its organisation, and roster development was established as a distinct section. This reflects the department's intentions to stay ahead of trends of requested competencies and to meet the needs of partner organisations.

7.1 RECRUITMENT

NORCAP recruited a total of 100 new roster members in 2012, of which 17 were specifically recruited for civilian observer missions in Palestine and the Philippines (TIPH and IMT, respectively). Thirty-one of the newly recruited members were from Norway, while 69 were from Africa, Asia, and the Middle East.

As illustrated in Table 7.1, 36 per cent of the new recruits were women. Among the foreign nationals, 28 per cent

were women, a decrease of ten per cent relative to 2011. This decrease may be explained by the comparably low number of female applicants (who comprised 30 per cent of the total applications), and in the types of profiles requested in the advertisements. Traditional patterns are revealed in the statistics. For instance, all four gender experts recruited were women, while all three water, sanitation and hygiene experts were men. Slightly over fifty per cent of the newly recruited Norwegian members are women.

TABLE 7.1: NUMBER OF NEW MEMBERS BY REGION

	Norway	Africa	Asia	Middle East	S. America/ Europe	Total
Male	15	26	13	9	1	64
Female	16	3	10	4	3	36
Total	31	29	23	13	4	100

A revision of recruitment plans and a more strategic approach with regular competency panel meetings, where needs, thematic priorities and off-cycle recruitments are discussed, has resulted in a more targeted and streamlined recruitment process. Value is added by increased cooperation with specialised rosters, particularly GenCap and ProCap, and the NRC training programme for national managers. For instance, an applicant might have too little experience to be considered for a ProCap position, but might have enough experience for a position as a NORCAP protection officer, in which case he or she would be referred to the NORCAP recruitment process.

In 2012, NORCAP received 1,299 applications through one open-ended and two targeted advertisements, and

conducted four rounds of recruitment. Most of the applicants were from other countries; only 73 came from Norway. A high number of applicants came from European countries and were therefore not eligible. European nationals are exceptionally permitted if they fill necessary requirements.

In line with strategic priorities, NORCAP has increased the number of standby personnel qualified in the areas of DRR, humanitarian affairs, emergency coordination, government support, camp management, shelter and protection. Expertise in civil society affairs, gender, health and information management was also strengthened. The number of French and Arabic speakers in the NORCAP roster has also increased by 13 per cent.

TABLE 7.2: RECRUITMENT BY AREA OF EXPERTISE

Category of Expertise	No. of Recruits
Coordination and Leadership	29
Peacekeeping	17
Camp Management	12
Protection	11
Information and Technology	6
Civil Affairs and Democratisation	5
Social Affairs and Livelihoods	5
Health and Nutrition	4
Rule of Law and Legal Affairs	4
Engineering	3
Communication	3
Administration and Finance	1
Total	100



New NORCAP members during an induction training at Hadeland, Norway (Photo: Yotthan Nou)



NORCAP NORWEGIAN CAPACITY
OPERATED BY NRC

NAME: Pierre Koti

AGE: 48 **FROM:** Norway

EXPERTISE: Databases and Information and Communication Technology (ICT)

LAST ASSIGNMENT: Head of the ICT unit of UNHCR in Ethiopia, Nov. 2011 – Oct. 2012

“It is a joy to feel useful and provide service and assistance to people in need.”

7.2 COMPETENCE DEVELOPMENT – A HOLISTIC APPROACH

Updating and developing roster members' knowledge and skills for future assignments has been a key priority in 2012. During the year, NORCAP organised five four-day induction trainings for 107 roster members. The trainings introduced roster members to the guiding principles of NORCAP, the NRC and their UN partners. Seventy-six of the participants were from Africa, Asia and the Middle East and 31 were Norwegians. Forty-eight per cent were women. Course evaluations show a high level of satisfaction among the participants, and indicate that the course model, which combines theory with practical exercises and involves members of various nationalities and with varying levels of experience, works well.

Eighty-nine roster members (51 men and 38 women) also participated in a total of 34 trainings and workshops organised

by UN partners and other training providers. One of these trainings focused on education in emergencies and was jointly organised by UNICEF and the NRC, hosting 20 standby partner members, of whom 13 were NORCAP members.

An additional focus in 2012 has been developing the competence of roster members with little or no UN or field experience but strong technical backgrounds or competencies. The Field Intro Programme is a targeted NORCAP initiative to serve this need, providing close follow-up through mentoring and on-the-job trainings. In 2012, ten roster members were selected for this programme. In 2013, their experiences will be analysed closely, and attention will also be given to the career development of experienced and motivated members whom the NRC would like to retain in the roster.



Newly recruited roster members who conducted the NORCAP induction course in 2012 (Photo: Elham Allan Kryger)

7.3 STAFF WELFARE

NORCAP places strong emphasis on the welfare of the staff it deploys to conflict and disaster areas. Accumulated stress, harsh working conditions, security threats and personal and cultural challenges are issues that may negatively affect secondees. Close engagement with staff before, during and after their deployment is critical to NORCAP's staff-welfare scheme, which consists of four components: personal contact between assignments, briefing and preparation before deployment, follow-up in the field and post-assignment debriefing. The scheme has developed over time in close cooperation with roster members, who are an important source of future improvements.

NORCAP strives to organise a personal debriefing with all members who have been on mission, and offers them a voluntary professional debriefing at the Centre for Stress and Trauma Psychology in Oslo. NORCAP also organises optional debriefing seminars, which serve as valuable forums for sharing experiences and learning from the experiences of other roster members. In 2012, NORCAP organised four such debriefing seminars, which were attended by 63 roster members.

With the objective of improving follow-up with secondees, a series of communication seminars for the Emergency Response Department staff was also initiated in the final segment of 2012, and this will continue in the coming year.

7.4 COMMUNICATION AND BRANDING

Communicating what NORCAP is and what it does has been a strategic objective in 2012. The goal has been to improve communication between NORCAP and the public in order to increase visibility and knowledge about the roster; between the NORCAP secretariat and the secondees to improve staff care and working methods; and finally between the secondees to build cohesion in the roster and exchange knowledge and field experience.

Throughout the year, the NORCAP secretariat has focused on improving communication and branding across both traditional and social media. NORCAP has considerably increased its visibility in Norwegian print and broadcast media with stories from seconded experts on mission. NORCAP is also on Facebook, where the public can receive news about the roster and get updates from experts in the field. On LinkedIn, NORCAP members connect and learn from each other by exchanging experiences and stories. Finally,



Representative from a local NGO reading a NORCAP brochure in Niamey, Niger (Photo: NORCAP/Erlend Hvostel)

NORCAP's website brings all of the above together with more in-depth reports, up-to-date statistics and analysis and information. Read more at www.NORCAPweb.no.

7.5 THE INFORMATION CORPS

The purpose of the information corps is to disseminate information about the UN, NORCAP, the NRC and international humanitarian operations to the Norwegian public. It consists of NORCAP members and NRC employees who share their experiences from the field with various sectors of Norwegian society through articles, seminars

and talks. In 2012, 20 assignments were undertaken for the Red Cross' refugee support programme, schools, universities and a variety of voluntary organisations. In 2013, NORCAP aims to increase the number of active information corps members, and to promote the corps to new audiences.



NORCAP NORWEGIAN CAPACITY
OPERATED BY NRC

NAME: Mirvette Abedrabbo

AGE: 36 **FROM:** Palestine

EXPERTISE: Community health and health management

LAST ASSIGNMENT: Community service officer for UNHCR in Lebanon

“In my last assignment, I was seconded to UNHCR Lebanon to work with Syrian refugees escaping the civil war in their home country. We had to work very hard since the number of Syrian asylum seekers arriving in Lebanon increased drastically in a short period. Going to the field every day to assess the needs of new arrivals was a real emergency mission. Despite the challenges, in a short time we were able to open community centers, establish refugee committees and focal points to address the concerns of the refugees.”

LIST OF ACRONYMS

ACAPS	Assessment Capacities Project
AEC	Assessment and Evaluation Commission
AMISOM	African Mission in Somalia
ASF	African Standby Force
AU	African Union
CARMEN	Centres d'Appui pour le renforcement des maisons endommagées
DRC	Democratic Republic of Congo
DRR	Disaster risk reduction
FAO	Food and Agriculture Organisation (UN)
GBV	Gender-based violence
GenCap	Gender Standby Capacity Project
GOH	Government of Haiti
GPC	Global Protection Cluster
IASC	Inter-Agency Standing Committee
IDP	Internally displaced person
IMT	International Monitoring Team
IOM	International Organisation for Migration
LACS	Local Aid Coordination Secretariat
MENA	Middle East and North Africa
MILF	Moro Islamic Liberation Front
MSU	Mediation Support Unit
NMFA	Norwegian Ministry of Foreign Affairs
NOROBS	Norwegian Standby Roster for Civilian Observers
NRC	Norwegian Refugee Council
OCHA	Office for the Coordination of Humanitarian Affairs (UN)
OHCHR	Office of the High Commissioner for Human Rights (UN)
ProCap	Protection Standby Capacity Project
PSOD	Peace Support Operation Division (AU)
SBPP	Standby Partnership Programme
SGBV	Sexual and gender-based violence
TFP	Training for Peace
TIPH	Temporary International Presence in the City of Hebron
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
WFP	World Food Programme (UN)
WHO	World Health Organisation



Photo: Laurie Wiseberg



NORWEGIAN CAPACITY
OPERATED BY NRC

www.NORCAPweb.no



NORWEGIAN MINISTRY
OF FOREIGN AFFAIRS



FLYKTNINGHJELPEN
NORWEGIAN REFUGEE COUNCIL