

PPA Annual Review

Reporting Year	April 2011 – March 2012
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Basic Information

Organisation	Norwegian Refugee Council				
	2010 ¹	2011	2012	2013	
Annual Income of Organisation	£136,789,247 ²	£131,249,140	£124,972,043 (est.)	£124,972,043 (est.)	
	2010/11 (if applicable)	2011/12	2012/13	2013/14 (indicative)	
PPA funding (£)	0	2,543,145	2,543,145	2,543,145	
As % of total organisational income	0	2%	2%	2%	
	2010/11	2011/12	2012/13	2013/14	
Other DFID funding (£)	0	4,203,205	5,174,643	4,207,976	

Summary of relationship with DFID and other DFID funding

DFID has been a strategic partner for NRC since August 2000, when DFID approved the first two year grant for IDMC³. DFID has since then supported several NRC and IDMC projects and advocacy initiatives in a number of countries. In addition to this PPA, NRC also receives bilateral DFID funding for two ongoing programmes, both initiated in 2010:

- A 57 months Achieving Education for All joint programme in South Sudan, in a consortium partnership with Save the Children UK (total budget: 15,543,017 GBP).
- A 27 months legal project in the Occupied Palestinian Territories (oPt), entitled Protection of Palestinian affected by or at risk of forced displacement (total budget: 2,900,000 GBP).

Furthermore, over the past few years NRC and IDMC has been in close dialogue with DFID on a number of policy issues relating to developments and gaps in the humanitarian system's response to internal displacement, including humanitarian access, climate change and humanitarian reform.

Approximate % of total organisational expenditure allocated by sector or theme

Shelter (30 %), Education (17 %), Information, Counselling and Legal Assistance (16 %), Camp Management (8 %), Emergency Food Security & Distribution (3 %), Other (2 %).

77 % of the total organisational expenditure goes to Programme Activities.

Emergency Standby Rosters/NORCAP (14 %), Advocacy and Information (4 %), Project Support at Head Office (5 %)

¹ NRCs budget year follows the calendar year and it is thus only possible to produce Annual Income accordingly.

² The NRC Annual Income is usually calculated in NOK; an exchange rate of 9,3 NOK/GBP has been used to transform into GBP.

³ Internal Displacement Monitoring Centre (IDMC) was established by NRC in 1998

Part A – Output Review and Scoring

Output 1
<i>Provision of timely assistance and protection to PAD in new and ongoing emergencies with a focus on conflict.</i>
Assessment of performance of output and progress against expected results
<p><u>Output indicator 1.1: # of PAD (m/f) that receive timely, needs based assistance and protection. Milestone: 12,532 beneficiaries assisted by NRC</u></p> <p>During the first year of PPA operations, a total of 81,831 (4,000+41,375+788+29,500+6,168) beneficiaries were assisted by NRC. Overall output rating for indicator 1.1: A++</p> <p><u>DRC</u></p> <p><u>1.1.1</u> <i>Camp population and neighbouring community have increased food security and Income Generating Activities (IGAs).</i></p> <p>DRC output rating: A</p> <p>a) <i># of IDPs (m/f) involved in agricultural production and IGAs. Milestone: 2,600 (1196m/1404f) IDPs from camps</i></p> <p>A total of 2,550 IDPs (296m/2,257f) were identified and supported in agricultural productions and IGAs (98% of milestone). Consultations between NRC, PAD committees, and local authorities, resulted in an increase of 50 local resident host families in Masisi Centre, who have been receiving and supporting IDPs for over 15 years - thus reducing IDPs from 2,600 to 2,550.</p> <p>b) <i># of neighbouring residents (m/f) that have gained from subletting parts of their cropping land. Milestone: 1,000 (250m/750f) neighbouring residents</i></p> <p>1,050 neighbouring residents (205m/845f) preferred to benefit from support for agricultural production/small scale animal husbandry (SSAH) of their own rather than gaining from rent (105% of milestone). Access to land used for agricultural production by IDPs was provided to the project without having to pay any rent. This was possible thanks to NRC's advocacy and negotiations aimed at reviving traditional subletting schemes (i.e. part of the production being shared with land owner upon harvesting).</p> <p>c) <i># of young people (m/f) trained in the use of brick making machines and production of stabilized blocks. Milestone: 400 young people (300m/100f).</i></p> <p>This indicator had to be reconsidered as such programmes had already been introduced in the targeted communities, meeting local needs/markets potential. After consultation with 400 targeted beneficiaries (290m/110f), a decision was taken to shift support to opt for alternative IGAs, with 120 beneficiaries on food stores, 50 on water powered mill management (respectively 90% & 60% completed at time of reporting) and 230 in rabbits breeding (100% covered). See more on this change under Recommendations below.</p> <p><u>Iraq</u></p> <p><u>1.1.2</u> <i>Conflict-induced IDP families living in informal settlements of Baghdad are provided with timely assistance and protection, and have strengthened their coping mechanisms.</i></p> <p>Iraq output rating: A++</p> <p>a) <i># of individuals (m/f) in the settlements of Baghdad having access to improved shelter/water and sanitation structures; basic food and non-food items; and sustainable sources of income. Milestone: 1,392 individuals (m/f) assisted</i></p>

41,375 individuals (PAD) in IDP settlements/camps have increased access to improved shelter/water and sanitation structures, far exceeding the planned number of beneficiaries. In terms of individuals per sector, the figure includes:

- 27,838 individuals with improved WatSan connections and infrastructure, including new waste collection services and cleaning of drainage ditches;
- 18,263 individuals benefitting from connections via electrical transformers to the national electrical grid and/or the provision of electrical generators and fuel;
- 12,441 that benefitted from roads levelling and the application of sub-base gravel improve road access and drainage.

This breakdown of beneficiary numbers include beneficiaries which have received more than one service, which explains why the total exceeds the above mentioned total of 41,375 individuals. Also, the above numbers comprise the whole population of the targeted settlements and hence reflect the gender composition of these settlements and of Iraqi society as a whole, i.e. roughly 50/50 male/female.

b) # IDP representatives (m/f) trained in camp monitoring and community action planning in the design and implementation of assistance programmes. Milestone: 60 camp representatives of the city of Baghdad trained

100 IDP Settlement Representatives from 60 informal settlements along with fellow Settlement Committee Members were trained on Settlement Management and Monitoring (with combined DFID, SIDA and UNHCR funding). 60 Settlement Representatives (of the initial 100) were also trained on Community Action Planning methodology and tools. As a result, Women's Committees were established in IDP settlements to ensure female representation and participation in the community mobilization process.

Myanmar

1.1.3 Conflict induced PADs live in secure and durable shelters which provides a platform for promoting livelihoods.

Myanmar output rating: A

a) # of durable shelters constructed and used appropriately. Milestone: 158 shelters for 950 beneficiaries (m/f).

161 (which exceeds the target of 158) durable shelters with latrines were constructed, and shelter related non-food items, including mosquito nets, ceramic water filters and solar powered lamps were distributed. 788 beneficiaries (374m/414f) are in the shelters, approximately averaging 5 household members per family. This is one person less than the 6 household members per family initially planned for.

Pakistan

1.1.4 Children affected by conflict within Khyber Pakhtunkhwa are provided with quality basic education.

Pakistan output rating: A+

a) # of children (m/f) supported in receiving quality/ improved basic education. Milestone: Approximately 1000 children (m/f) provided with improved basic education.

A total of 29,500 children (18,717m/10,783f) in 89 schools (49 boys and 40 girls' schools) were assisted with improved basic education through distribution of Teaching and Learning Material (TLM), Furniture and School Construction. Among these children, 2,008 children were assisted with both TLM and furniture distribution, whereas 18,700 children received only TLM and 8,792 children received only furniture.

b) # of teachers (m/f) having quality teaching materials. Milestone: 30 teachers (m/f) have

increased capacity and updated teaching skills.

Kindly note that a revision of this indicator has been suggested (more on this under Recommendations), focusing rather on capacity building and skills rather than materials. This suggestion will ensure a better link with the milestone. Teacher materials have been provided as part of the above mentioned TLM. With regards to the planned training, the government was not willing to release the identified teachers from their work during the first year of implementation. However, it has now been agreed with relevant authorities and the school administration that the first teachers training (combining the milestones of the two first years) will take place in May/June 2012.

c) *# of schools in conflict-affected communities, incl. the # reconstructed, are provided with missing facilities (furniture, latrines, etc.). Milestone: Provision of missing facilities for 5 surrounding schools in addition to 1 school fully reconstructed.*

NRC reconstructed two schools (exceeding the target by 100%), one in Mohmand at Hasni Kor village and another in Bajaur at Khar village. The construction of an additional school was possible because NRC decided to construct two primary schools with three and four rooms respectively, rather than one entire school, and thus assisting two of the worst affected areas. NRC also reduced the costs due to design changes and a competitive tendering process. During assessment, NRC identified furniture as the most important priority among the missing facilities. NRC was able to provide furniture to 82 schools (54 boys/28 girls) catering for a total of 10,800 students (7,626m/3174f). NRC plans to cover other identified priorities i.e. latrines, furniture and fans in these schools using funds raised from other donors.

Somalia

1.1.5 *Displaced and vulnerable members of the host community in South Central Somalia (primarily Mogadishu) have access to shelters that provides privacy, dignity and physical protection from the climate.*

Somalia output rating: A+

a) *# of individuals (m/f) provided with climatically appropriate, fire and water retardant temporary shelters. Milestone: 5,100*

Approximately 6,168 beneficiaries (1,028 displaced households), received climatically appropriate, fire and water retardant, canvas framed temporary shelters (tents), and solar powered lamps for household lighting. The design of the temporary shelters is adapted to the volatile nature of the area and is a huge improvement from the traditional Somali buul (hut), used by most IDPs in Mogadishu. As a result, the targeted beneficiaries have secured increased protection from the elements, and an increased level of privacy and dignity. Among the 1,098 households, 900 beneficiary households received LED solar lamp and panel and the remaining 128 were supported with solar lamps through funding from a different project. This has reduced the need for beneficiaries to use kerosene for household lighting. This is a far more environmentally friendly solution and will reduce the potential for health risks associated with indoor air pollution. Further, this will free up constrained family budgets for other needs. Also, the provision of tents in this project has had a significant impact on the surrounding environment, by reducing the need for beneficiaries to harvest the limited surrounding vegetation, tree branches and sticks, to construct the traditional Somali *buul*, common among IDPs and the poor.

Output indicator 1.2: # and description of advocacy/policy initiatives towards UN, IASC or donors that fill an information/analysis gap and that aim at influencing improved access, assistance and protection of PAD. Milestone: 3

During the first year, five advocacy and policy initiatives have either been planned or

already launched, two of which have been fully funded by DIFD through the advocacy section. Three additional have been enabled through the engagement of field office staff and processes supported by DFID under the broader PPA:

1. **Article on principled humanitarian action in Sri Lanka to be published through HPN⁴** (to be finalised in the last quarter of 2012). Initiative fully funded by the PPA.
2. **Do No Harm study in humanitarian assistance and militarized protection interventions in a country of on-going conflict.** This research initiative will focus on DRC. Fully funded by DFID but builds on and contributes to extensive work undertaken by NRC in relation to issues of principled humanitarian action, protection of civilians and Do No Harm, counter-terrorism and integrated missions.
3. **NRC Global Access Project:** With the support of the PPA and NRC core funding, a larger research project has been initiated to document and analyse across the organisation the ways in which NRC creates, maintains and negotiates access. The Protection and Advocacy Advisors (PAA) in DRC, South Sudan and Iraq who are partly funded under the DFID PPA have been instrumental in this exercise.
4. **Principled humanitarian action:** Through this project, mainly financed by Echo and co-financed by the Norwegian MFA, NRC is producing a report with ODI on the way in which donor policies and behaviour is promoting or preventing adherence to humanitarian principles at field level. The report builds on case studies from South Sudan, DRC, Afghanistan and Pakistan, and could not have been implemented without the support of NRC's PAAs in these countries (two of whom are partly funded by DFID). The launch of the report in June 2012 marks the beginning of a series of international round table discussions planned for 2012, culminating in a high level conference to be held in Brussels on 4 December 2012.
5. **NRC Global Access Work Plan:** NRC has also invested considerable resources in developing a joint global work plan for its advocacy work in support of humanitarian access. Though not specifically funded by DFID, this exercise has very much been informed and shaped by the initiatives mentioned above, and involves the close engagement with not just the advocacy section and IDMC, but also the 13 PAAs in the field.

Overall output rating for indicator 1.2: A

Recommendations

During the first year of implementation, NRC identified the need to revise several of the indicators and/or their milestones. A formal request was sent to DFID on 21 May in which an explanation has been provided for the reason of the requested modifications, together with a suggested change of formulation or milestones in the PPA logframe. Kindly refer to this request (enclosed) for more details about the suggested changes. Consequently project implementation must be able to remain flexible in order to adjust to recurrent insecurity leading to fluctuating vulnerabilities and offer tailored responses to meet rapidly changing needs, while maintaining the objective to support PADs in achieving durable solutions. E.g. in DRC, two of the indicators are no longer relevant for the project, although the intended beneficiaries were been incorporated in the first indicator (as explained in the above mentioned revision request). Also in Iraq, NRC has been successful in enabling the GoI to take responsibility for protecting and meeting the needs of conflict-affected populations. The size and scale of provisions by the GoI far exceeds NRC's initial plan. Consequently, NRC has opted to focus resources on this initiative in place of providing material assistance itself.

In Pakistan, NRC has assumed the lead role in provision of NFIs to all new displacement

⁴ Humanitarian Practice Network

from FATA, especially from Khyber Agekâp. It is recommended to include provision of Non Food Items (NFIs) to the newly displaced IDPs to cater for new displacement. However, with the current budget allocation, NRC Pakistan will only be able to assist a small number of IDPs with NFIs. The programme could absorb an increased budget over the next two years, and will be looking to other donors also to address this need. Also, as some conflict affected IDPs have started returning to their places of origin, it will be important to include areas of return as an explicit target geographical area. In the Somalia programme, further developments in the field of shelter will include more emphasis towards transitional shelter solutions that will allow for reconstruction in light of the improving stability currently underway in Central Somalia. NRC plans to undertake pilot trials on locally-built transitional shelters using local suppliers, locally built materials and builders this year. This is expected to improve the time taken to deliver assistance. In line with the current gains in stability, future assistance will require transformation, focusing more on enabling / supporting beneficiaries to help themselves. A bigger proportion of the assistance should thus be aimed at enhancing livelihoods support.

NRC recognises the importance to support the environment, and aspires to move in the direction of a carbon-neutral shelter programme in Myanmar. NRC therefore suggests that a community forestry/reforestation component is included in the project. This is to account for past NRC timber consumption as well as foreseen future harvesting.

Impact Weighting %

45% (no need for revision).

Risk: Low/Medium/High

NRC operates in complex emergencies, which are posing special challenges and risks related to security, corruption and instability. This is pushing the organisation to continuously develop and improve mitigation strategies and to adapt its programmes according to in-depth contextual analysis. NRC's direct intervention and implementation model is normally applied to secure professionalism, a rights-based approach and neutrality. With regards to the financial risks involved in country programme interventions in complex emergencies, the full PPA proposal (section 3.3.) explains NRC's financial management systems, including control of anti-corruption. Below is a brief description of the current risk situation in each of the country programmes:

- **DRC:** Armed conflicts are very likely to resume, while movements are likely to be further hampered by continuous deterioration of roads. Medium to High risk level.
- **Iraq:** Baghdad remains a challenging environment to work in, and security situation is maintained at high risk level. Medium to High risk level.
- **Myanmar:** The ongoing peace process has reduced the overall risk level. Low risk level.
- **Pakistan:** NRC is closely monitoring the volatile and evolving security situation in the areas of operations. Also, while NRC has a No Objection Certificate (NOC) from the Provincial authorities, there is a tendency towards reducing access of INGOs. Medium to High risk level.
- **Somalia:** While the access and security situations have improved in Mogadishu, the context in Somalia remains unpredictable and the original risk evaluation will continue to hold. Medium to High risk level.

List any documentary supporting information

Project based documentation, such as strategies, work plans, beneficiary lists per activity/location/category, assessment/baseline studies, partner, M&E and workshop

reports, MoUs with partners and authorities, meeting and working group minutes can be shared with DFID upon request.

- DRC/IDMC: Special research report on durable solutions for IDPs in DRC camps, February 2012: <http://www.internal-displacement.org/publications/global-overview-2011>
- Iraq: *Diagram A – Project Implementation Structure* showing the process of PAD self-representation to GoI for infrastructure and the provision of essential services. Can be provided upon request.
- Pakistan: Video reflecting the needs of FATA and explaining the NRC interventions: http://www.youtube.com/watch?v=nRP_cFE3Vfw&feature=share

Actual achievement of expected results. Rate A++ to C

A+

Output 2

Assistance to and empowerment of PAD to achieve durable solutions in post-conflict and protracted crises.

Assessment of performance of output and progress against expected results

Output indicator 2.1: # of PAD assisted to find durable solutions. Milestone: 2,300 beneficiaries assisted by NRC.

A total of 1,666 Colombian PADs and 1,030 (882+148) public servants has so far been assisted, reaching a total of 2,696 beneficiaries. In OPT, beneficiaries were selected as planned but, as no permission to import building material has been achieved, the selected beneficiaries received shelter assistance from other actors using tunnel materials. **Overall output rating for indicator 2.1: A**

Colombia

2.1.1: Protection needs have been addressed through legal services for Colombian refugees in Venezuela, Ecuador and Panama.

Colombia output rating: A+

a) # persons (m/f) in need of international protection who are informed, counselled and assisted legally; Milestone: 1,300 (650m/650f) persons in need of international protection are informed, counselled and assisted legally;

1,666 Colombian PAD (exceeds our target of 1,300, 366 more persons) have been informed, counselled and/or assisted legally (ICLA)(47.3%*m*/52.2%*f*). In Ecuador, 482 persons received ICLA services (226*m*/256*f*.), in Panama 335 (186*m*/149*f*.) and Venezuela 849 (384*m*/465*f*)

b) # of public servants (m/f) trained on applicable international and national legal framework on refugee protection; Milestone: 500 (250m/250f) public servants trained;

882 public servants (481*m*/401*f*, which exceeds our target of 500 by 382) have been trained on applicable international and national legal framework on refugee protection, based on the following principles:

- Priority given to public servants directly in contact with PAD;
- Emphasize Trainings of Trainers (ToT) methodologies in order to multiply impact;
- Support training programmes linked with national universities rather than stand-alone workshops.

c) # Colombians (m/f) in need of international protection who have been informed about conditions in area of return and supported to return; Milestone: 500 (250m/250f)

Colombians informed and assisted on return:

Because of the security situation in Colombia and particularly in many of the proposed areas of return, NRC decided not to promote or support return of Colombian asylum seekers and refugees from Venezuela, Panama or Ecuador. Reference is made to the submitted request for indicators modification and revision of the logframe. NRC considers it premature to inform PAD about the new Victim and Restitution Law 1448 and its Decrees given lack of clarity on procedures, risk of creating false expectations and the danger of inducing return. Thus, disseminating information on the Law has only been provided to strategic partners and national authorities. Importantly, together with Comisión Colombiana de Juristas (CCJ) several trainings and information activities have been offered in Venezuela, Panama and Ecuador (total 98 participants). Findings and feedback from this training were then presented in Bogota in an advocacy event that counts on the participation of more than 50 participants from relevant Colombian institutions as well as national and international organizations and Embassies. In other words, NRC has pioneered trainings on Law 1448 outside Colombia and kick-started the debate and advocacy on its implementation for Colombians outside their country of origin, all of which are activities that may eventually contribute to increased access to durable solutions.

d) # of emblematic cases of SGBV documented in neighbouring countries and impelled in Colombia and Ecuador. Milestone: 2 emblematic cases documented

In Ecuador, NRC has identified two emblematic cases of Sexual and Gender-based Violence (SGBV) in coordination with the Legal Clinic of the University of San Francisco (another partner of the project) and Asylum Access Ecuador (AAE). The two cases are currently being processed before Ecuadorian Courts.

OPT

2.1.2: Coordination and implementation of durable shelter construction secured for PAD in Gaza.

OPT output rating: B

a) Restrictions on import of building materials are lifted, coordinated shelter construction is taking place. Milestone: Phase 1 completed; beneficiaries selected and permission to import building material achieved.

The revolution in Egypt resulted in a dramatic increase in construction materials that entered Gaza through the tunnels. This reduced market prices for many materials and allowed various agencies, the Ministry of Public Works and Housing (MoPWH), and individual families to purchase materials previously not available on the market. While materials from the tunnels are quickly meeting the needs of the Gazan population, this has not put any pressure on Israel to end its blockade; on the contrary, it has helped Israel maintain its blockade. NRC will not use materials that support the tunnel economy, as this would undermine legitimate economic channels and support the informal economy in Gaza. International donors, given these reasons, abide by the same principles and rules. International attention is required and, thus, the project still aims to convince Israel to lift the blockade and to facilitate international agencies' assistance in providing adequate shelter. The project, however, did manage to complete extensive data collection; NRC surveyed over 3,500 families that fit the vulnerability criteria and shared the data collected widely with the Shelter Sector. The other actors in the Shelter Sector used this information to construct and reconstruct damaged homes. In this way, NRC directly contributed to the reconstruction efforts. During the reporting period, NRC used its position as Shelter Cluster Lead in Gaza to coordinate among actors and to identify the most vulnerable beneficiaries for shelter reconstruction.

Output indicator 2.2: # and description of advocacy / policy initiatives towards UN, IASC or donors that fill an information/analysis gap on durable solutions, in particular HLP⁵. Milestone: 5

The DFID PPA funds allocated specifically for activities towards this output has been divided by IDMC and the HLP work stream within the Advocacy section (AID). The following initiatives have been carried out in the reporting period:

1. **HLP Advocacy Strategy and Workplan:** Through the consultations and the elaboration of the HLP Strategy and Work Plan, preparations are underway for an initial assessment of security of tenure issues in selected countries and 4 international workshops on security of tenure.
2. **HLP messages:** Work has also been completed to articulate advocacy and communication messages for HLP. These will inform and serve as tools for a series of targeted meetings with policy makers in the countries in question planned under the current work plan.
3. **Awareness raising of the importance and relevance of addressing HLP issues in relation to internal displacement in humanitarian and development responses:** Presentation on HLP rights of IDPs in conflict and post-conflict situations to the Protection division of ICRC (November 2011); Panel presentation at a UN General Assembly 66th session side event on the right to adequate housing in disaster relief and recovery.
4. **HLP capacity of humanitarian and development actors developed at country level:** Training on HLP in Goma, DRC, targeting humanitarian actors from various sectors such as shelter, camp management, education, and food security
5. **HLP capacity of humanitarian policy actors developed at the global level:** Training on HLP in Geneva, Switzerland, targeting humanitarian actors from various sectors such as shelter, camp management, education and food security
6. **Development of HLP policies influenced:**
 - Contribution to the report by the Special Rapporteur on adequate housing and natural disaster and to subsequent resolution A/HRC/19/L.4, highlighting the need to protect tenure security of PADs in disaster situations
 - Internal displacement focus included in the land chapter of IDLO⁶'s revised Manual on International Law and Standards Applicable in Natural Disaster
 - Active engagement as co-chair of the Global Protection Cluster's working group on HLP

Overall output rating for indicator 2.1: A

Recommendations

A need to revise some indicators and/or their milestones has been identified. See Recommendations under output 1 for more details.

After almost one year of implementation of activities, NRC Colombia suggests to change the formulation of two specific indicators under Output 2 in order for them to better reflect what the project does, seeks to achieve and to facilitate measurement of results. Reference is made to the submitted request for indicators modification and revision of the logframe.

NRC's planned caseload criteria in OPT focused on non-refugee families whose homes were totally demolished or suffered major damage during 'Cast Lead'. However, NRC determined that the original beneficiary caseload targeted by NRC was covered by other

⁵ Housing, Land and Property

⁶ International Development Law Organization

<p>actors. Either the homes were repaired/reconstructed, or funds were already allocated to do so. (MoPHW agreed with this assessment in writing) With this in mind, NRC recommends that the beneficiary criteria in Year 2 should include any vulnerable beneficiary in need of adequate shelter. Should NRC fail to have Israeli permission granted to import construction materials into Gaza, NRC should use legal means (through NRC's legal ICLA team) to challenge the Israeli Government. Through ICLA, NRC will represent cases that are denied access to adequate housing due to Israeli policies.</p> <p>IDMC would like to replace 'donors' in the indicator, by 'governments' so as to reflect the reality that governments of countries affected by internal displacement are a key advocacy target for IDMC's work. In the coming period, IDMC will be focusing on case studies of housing practices in support of durable solutions for IDPs. At the country level, IDMC will carry out research and advocacy on HLP issues affecting IDPs in Burundi and the Philippines. Reference is made to the submitted request for indicators modification and revision of the logframe.</p>	
Impact Weighting%	
25% (no need for revision).	
Risk: Low/Medium/High	
<p>See overall risk assessment under Output 1. Below is a brief description of the current risk situation in each of the country programmes:</p> <ul style="list-style-type: none"> • Columbia: The security situation has deteriorated slightly in the border areas, both in Ecuador and Venezuela, with suspension of some field activities. Security considerations by national authorities and political polarization are likely to increase discrimination and xenophobia. Also, the security considerations prevent return as durable solutions. <u>Medium to High risk level.</u> • OPT: While the general security risk remains quite high in oPt, a new risk for NRC's project has emerged as a result of the Egyptian Revolution; the amount of tunnel goods imported into Gaza has significantly increased resulting in a mini construction boom. NRC will mitigate this by targeting based on vulnerability, not based solely on 'Operation Cast Lead' or refugee status. <u>Medium to High risk level.</u> 	
List any documentary supporting information	
<p>See Output 1 for listing of documents that can be provided upon request.</p> <ul style="list-style-type: none"> • Report by Special Rapporteur on adequate housing see http://www.ohchr.org/Documents/HRBodies/HRCouncil/RegularSession/Session19/A-HRC-19-53_en.pdf; • OPT: Letter from the Ministry of Public Works and Housing stating the original caseload was covered and absorbed by other actors (can be provided upon request). 	
Actual achievement of expected results. Rate A++ to C	A

Output 3
<i>Provision of information, analysis and training to improve responses to specific situations of displacement</i>
Assessment of performance of output and progress against expected results
<i>Output indicator 3.1: # of situations of conflict-induced displacement situations, including gender-specific information when available, monitored by IDMC (annual</i>

official figures available online). Milestone: 58

IDMC produced its Global Overview 2011, people displaced by conflict and violence in the first quarter of 2012. It covers internal displacement situations in 59 countries. IDMC's website (www.internal-displacement.org) has been updated to include all information and analysis.

Overall output rating for indicator 3.1: A**Output indicator 3.2: # and description of in-country training workshops on IDP protection, including its gender-related aspects. Milestone: 6**

- Supported content development and assessed pilot of the Global Protection Cluster's training module on protection in natural disaster situations targeting humanitarian agency staff in affected-countries (June 2011).
- Pilot testing of the IDMC training module on Durable Solutions, in Uganda (July) and Georgia (Sept.), with participation of UNHCR members of the protection clusters, officers of the national human rights institutions, staff of other UN agencies such as UNDP, UNICEF and UN Women, as well as representatives of NGOs implementing durable solutions.
- Training of Trainers on IDP protection for the Public Defender's Office of Georgia, (Sept. 11).
- Workshop on land disputes and durable solutions for officials of the Burundian Land Commission working in 11 provinces affected by internal displacement (Nov. 11).
- Workshops on the Kampala Convention and the protection of IDPs (mainly funded by the Geneva Canton and the Swiss MFA, although based on PPA funded initiatives and staff contribution):
 - Brazzaville, DRC, with 30 participants from government, Congolese Red Cross, CSO⁷s and media (Oct. 11).
 - Lafia, Nigeria, with 16 participants from the Nigerian Human Rights Commission (Oct. 11).

Overall output rating for indicator 3.2: A**Recommendations**

Nothing to report.

Impact Weighting%

20% (no need for revision)

Risk: Low/Medium/High

Low overall risk level for this Output.

List any documentary supporting information

See Output 1 for listing of documents that can be provided upon request.

- *Global Overview 2011* at www.internal-displacement.org/go

Actual achievement of expected results. Rate A++ to C

A

⁷ Civil Society Organisation

Output 4	
<i>Contribution to access to appropriate assistance and durable solutions for PAD in urban settings</i>	
Assessment of performance of output and progress against expected results	
<u>Output indicator 4.1: Methodologies developed/ tested for targeting and assisting PAD in urban settings. (Pilot: Bagdad and/or other city). Milestone: Project developed in Bagdad (ref. Iraq Output 1 above) and/or other city.</u>	
<p>NRC's Community Mobilisation and Service Coordination (CMSC) Programme in Iraq focuses on mobilising and building the capacities of IDP communities living in informal settlements to better manage their own resources to tackle self-identified challenges. NRC's strategy is to better enable IDP communities to represent their needs through comprehensive planning processes and structured dialogue with GoI service providers. Coordination meetings are facilitated with the support of neighbourhood, district and provincial council representatives in Baghdad, who together form follow-up committees to ensure action and positive outcomes that benefit both host and IDP communities.</p>	
Recommendations	
<p>NRC Iraq continues to be approached by District Council representatives outside of its five districts of intervention, asking to be included in the CMSC Programme. NRC plans to expand its geographical presence to include a minimum of seven districts in Baghdad, and to develop new activities in its partnership with UNHCR in 2012. The 2012 Project will include stronger Protection and Advocacy activities and initiatives; further trainings conducted with GoI stakeholders on Human Rights, IDP Guiding Principles, AGDM⁸ and skills training on holding effective coordination meetings.</p>	
Impact Weighting%	
5 % (no need for revision)	
Risk: Low/Medium/High	
Medium to High risk level; The risk consideration for Output 4 is the same as detailed above for Iraq under Output 1	
List any documentary supporting information	
<p>See Output 1 for listing of documents that can be provided upon request.</p> <ul style="list-style-type: none"> • Diagram A – Programme Implementation Structure (can be provided upon request) 	
Actual achievement of expected results. Rate A++ to C	A

Output 5	
<i>Provision of expertise on displacement related to natural disasters</i>	
Assessment of performance of output and progress against expected results	
<u>Output indicator 5.1: # and description of advocacy initiatives promoting response to disaster-induced displacement. Milestone: 1 advocacy initiative; evidence based analysis produced for one country.</u>	
<p>Target met; one advocacy initiative done; evidence based analysis produced for displaced women in Pakistan; Presented research findings and recommendations on the impact of the 2010 floods on displaced women in Pakistan at the Nansen Conference on Climate</p>	

⁸ Age, Gender and Diversity Mainstreaming

Change and Displacement, highlighting important differences between different groups of women in terms of vulnerability and coping strategies and particular protection risks, including access to assistance for the most vulnerable and gender and class-based violence (June 11).

Overall output rating for indicator 5.1: A

Output indicator 5.2: Annual estimated # of displaced by rapid onset natural disaster available. Milestone: Annual estimated number (2009-2010) published and disseminated

The report, *Displacement due to natural hazard-induced disasters, global estimates for 2009 and 2010*, launched at the Nansen Conference in Oslo in June 2011 and in a side event at the ECOSOC Humanitarian Affairs Segment in Geneva in July, raising awareness of key challenges related to protection and displacement in natural disasters. According to the report, over 42 million people across the world were forced to flee due to disasters triggered by sudden-onset natural hazards in 2010, while 17 million people were displaced by such disasters in 2009.

Overall output rating for indicator 5.2: A

Recommendations	
Nothing to report.	
Impact Weighting%	
5% (no need for revision)	
Risk: Low/Medium/High	
Low overall risk level for this Output.	
List any documentary supporting information	
See Output 1 for listing of documents that can be provided upon request. <ul style="list-style-type: none"> • Reports on natural disaster displacement global estimates are accessible at www.internal-displacement.org/natural-disasters; • Report on the impact of the 2010 floods on displaced women in Pakistan is accessible at www.internal-displacement.org/briefing/Pakistan 	
Actual achievement of expected results. Rate A++ to C	A

Part B – i. Results and Value for Money

ii. Relevance

Progress to date against PPA Outcome Statement(s)
<i>PAD have increased access to protection, quality assistance and durable solutions</i>
<u>Outcome indicator 1: # IASC, HCT or UN agency policies and practices that enhance PAD protection, influenced by IDMC/NRC. Milestone: 3</u>
Throughout the first year of PPA operations, NRC/IDMC has influenced the following four policies or practices, thus enhancing PAD protection: <ul style="list-style-type: none"> • Through participation in the IASC Task Force on Meeting Humanitarian Challenges in Urban Areas and the Global Protection Cluster (GPC) Task Force on Information

Management, NRC and IDMC ensured that the Rapid Protection Assessment Toolkit of the GPC is also relevant to assessing the vulnerabilities of displaced communities in urban settings.

- In Colombia, the comprehensive system of reparations for victims of conflict created following the adoption of the law 1448 (Victim's Law) on 10 June 2011, reflected some of the recommendations contained in IDMC's November 2010 report on the Victim's law and its implications for the property rights of IDPs, as well as persistent advocacy efforts from the NRC Colombia team.
- In Burundi, the October 2011 results of the internal displacement situation profiling exercise will form the basis for the Burundi government's plan of action on durable solutions for IDPs. NRC and IDMC advocated for this profiling exercise and introduced the inter-agency Joint IDP Profiling Service (JIPS) which provided technical support for the exercise to the government ministry in charge of IDPs and the Protection Cluster's IDP Task Force. Most of the questions related to Housing, Land and Property (HLP) rights which had been suggested by IDMC were included in the profiling questionnaire.
- The Special Rapporteur on adequate housing reflected IDMC's input on HLP rights of IDPs in her 2011 report on adequate housing and natural disasters. This report was presented at the UN General Assembly 66th session in New York and resulted in resolution A/HRC/19/L.4.

Outcome indicator 2: # and quality of humanitarian assistance programmes developed, implemented or strengthened. Milestone: All 7 programme interventions under implementation

The DFID PPA has contributed to the further development and implementation of NRC quality programmes in DRC, Iraq, Myanmar, Somalia, Pakistan, OPT, as well as a transnational and regional programme for PAD implemented in Venezuela, Ecuador and Panama and managed from Colombia. The quality of these programmes is pursued through the following Key Quality Criteria:

a) *Sustainability of intervention* (see also section *Strategy for Achieving results and Sustainability* below)

- DRC: Livelihoods support strategies that NRC successfully used in previous projects have been extended and further developed in this PPA project with the assumption that increased self sufficiency will be developed. This analysis is true for both IDPs as well as for neighbouring communities involved in the project. It is however assumed that the focus on self sufficiency will, in the long run, better enable beneficiaries to achieve Durable Solutions when the external conditions will allow it. Capacity building of partners and PADs also contribute to ensuring further sustainability of PPA activities.
- oPt: Although the blockade on Gaza remains and the restrictions on construction materials continue, the project did manage to complete extensive data collection. NRC surveyed over 3,500 families that fit established vulnerability criteria and shared the data collected widely with the Shelter Cluster. The other actors in the Shelter Cluster used this information to construct and reconstruct damaged homes. In this way, NRC directly contributed to the reconstruction efforts in Gaza and helped ensure permanent solutions for the shelter needs of beneficiaries.
- Pakistan: The two newly built schools have been handed over to the government, who will be responsible for maintenance, running costs, teachers' salary and security. Thus, these schools will continue to operate even without NRC assistance. Furthermore, NRC ensured distribution of furniture made of high quality material,

expected to last for 7-10 years. School administration will carry out necessary repairs as and when needed. Ultimately, NRC is expecting to see an increase retention in the schools, which can also be seen as an indicator for quality programming.

- Colombia: In terms of sustainability of intervention, the project has contributed to the further development and consolidation of a transnational and regional legal aid programme for PAD in Venezuela, Ecuador and Panama with links to Colombia. NRC has provided training support for all its staff and offered capacity building and training to PAD, Refugee Commissions, Immigration Authorities and local partners etc. Thus, the project has contributed to the professionalization and rising of standards of numerous local lawyers and civil servants on refugee matters. NRC through its PPA project has focused its legal support in promoting access to RSD⁹ processes for PAD, which is in itself a fundamental protection tool for local integration in country of asylum and a prerequisite and/or first step towards a durable solution. Support in obtaining personal documentation has also been important when PAD have been pursuing to obtain legal status in the country of asylum. Providing PAD with legal information on education, health, and country of origin is also supporting PAD to make informed decisions on durable solutions. Finally, NRC pioneer work on the Victim's Law both in Colombia and in the neighbouring countries has the potential to change norms, policies and practice. This way PADs have better access to different durable solutions, whether that is return or local integration.
- Somalia: The shelter assistance remains temporary in duration, due to the lifespan of the shelters provided. The temporary nature of the shelters is largely informed by the fact that beneficiaries do not possess secure tenure in the targeted settlements and are vulnerable to further displacements in the future. For durable solutions to be realised, there is a need to build on the current temporary interventions, with more durable ones, as the security and political situations improve. NRC strives to influence decisions on relocation at all levels, with relevant stakeholders.
- Iraq: The IDP representative and coordination structures has been established as part of the Community Mobilisation and Service Coordination (CMSC) programme, and it is thus assumed it has a good sustainability potential as they have become important tools for improving living conditions in the IDP settlements. The programme is furthermore tailored to facilitate durable solutions in that it encourages and facilitates government interaction with and acceptance of PAD communities. The CMSC activities have already yielded important results, illustrating an interest in finding solutions on behalf of the Iraqi authorities.
- Myanmar: The project provides quality storm resistant shelter to vulnerable members of the communities in the conflicted affected areas of the south east of Myanmar. The shelter itself is designed for the cultural sensitivities of the Karen culture where shelters are normally built and elevated on stilts. The quality has been enhanced with lap joints, concrete sleeves on the posts, storm strapping to resist high winds with the timber treated to provide weather resistance on the lower extremes. Village carpenters are trained to build these shelters and latrines while the CBOs are trained in the management of the project, i.e. book keeping to record the accounts, and to manage their local supply chains for procuring materials (excluding cut timber provided by NRC). The provision of NFIs including solar powered lamps, water filters and mosquito nets complete the shelter package. Apart from building shelters, NRC contributes to durable solutions by advocating for

⁹ Refugee Status Determination

the transfer of land required to better secure land rights for the beneficiaries, particularly IDPs that may have no land of their own to reside on. This entails negotiating and navigating the complex process of allowing land to be allocated by local authorities for dwelling purposes. Dealing with “traditional landowners” may apply in some locations.

b) Beneficiary participation, incl. feedback and complaints mechanisms (see also section *Direct Feedback from Beneficiaries* below)

- DRC: Beneficiary consultations started with a study on Durable Solutions conducted in 2010, when NRC started considering to withdraw from Camp Management/Camp Coordination (CCCM) camps and sought to develop an appropriate exit strategy. Beneficiary participation continued during the design phase of the project through focus group discussions with the direct participation of over 1,300 individuals. As a result of this Participatory Vulnerability Analysis, NRC staff was able to identify and mitigate against possible protection risks. During the implementation phase, beneficiaries contributed in identifying the need to include additional neighbouring residents as well as understanding the need to adjust/revise proposed activities. Offered with the chance to review publically posted beneficiary lists, community members were crucial in the selection process. Finally, NRC’s impact assessment will include a beneficiaries’ satisfaction inquiry, thus ensuring a mechanism to include valuable beneficiary feedback in the considerations for Y2 activities and beyond.
- oPt: All potential beneficiaries were provided with clear guidance on the nature of the project so as not to unduly raise expectations. Those involved in the needs survey were provided with a clear understanding of how data would be used, and given the future oPtion of being provided counselling on land and property rights through NRC’s ICLA programme in order to ensure tenure of their damaged property. Key vulnerability information was gathered for each beneficiary family and it therefore became easier for other actors to select pools of beneficiaries for their housing projects, enabling them to target the most vulnerable beneficiaries. While appropriate steps were taken to select beneficiaries for the intervention, these beneficiaries were subsequently absorbed by other actors. As the project identifies new beneficiaries in the coming years, they will continue to be individually involved providing input to the reconstruction process.
- Pakistan: A broad range of stakeholders, such as teachers, students, parents, education department and political administration, have all been actively involved in different phases of the project implementation, i.e. planning, implementation and monitoring. NRC requested input from both children and teachers in 45 schools before concluding the content of the TLM package. NRC also consulted with the Ministry of Education and other relevant stakeholders in the education department to identify specific TLM needs for teachers and learners. Similarly, the design of school furniture was equally determined based on the feedback from beneficiaries. Also when distributing these materials, teachers and children were actively involved. It was based on the feedback from beneficiaries which helped NRC prioritize furniture, as compared to toilets or fans. Further, beneficiary feedback helped NRC to review the school design and adopt a more conducive to local construction structures and conditions.
- Colombia: ICLA services were recognized as relevant by refugees, civil society, international agencies and States in the preparatory meetings for the Mexico Plan of Action and in the Plan and Declaration itself. Thus, the design of the project has been determined by identified needs and has proven to be even more important in the absence or limited availability of such services in the region. During

implementation, individuals are informed and counselled in relation to their specific and individual needs. The design of the project therefore allows for continuous feedback and evaluation from beneficiaries through individual sessions and direct contact. Indeed, NRC is getting direct feedback from its beneficiaries in all stages of the project, through the direct presence of NRC programme staff during beneficiaries' interviews, partner events and registration campaigns. Satisfaction measurement tools (e.g. surveys) are used during mobile visits, trainings and at the partners' offices. ICLA services are provided individually, which makes it possible to tailor/adjust the information, counselling and legal assistance to the needs of the target group and to tailor the response (e.g. advocacy, orientation on administrative measures representation).

- **Somalia**: As far as possible, NRC undertakes a participatory, community-driven beneficiary selection process across Somalia. The targeted communities are trained on vulnerability criteria, including female-headed households, child-headed households, disabled, elderly, and IDP committees generally undertake the selection procedure. In areas where a majority of the population is vulnerable, NRC may choose to undertake blanket targeting. Individual beneficiary participation was largely passive in this project. NRC engaged largely with community and settlement leaders, who acted as gatekeepers, and less with the individual target households. Engagement with the beneficiaries was unstructured and informal during the erection of the tents. NRC Mogadishu operates an 'open door' approach, where beneficiaries are encouraged to come to the office, where concerns are received and followed up.
- **Iraq**: The CMSC programme is built upon the principle of active beneficiary participation. The IDP representatives (settlement- and women's committees) are the main decision makers in defining the community needs, and represent themselves in the coordination meetings vis-à-vis the local authorities. NRC also conducts periodical evaluations among its beneficiaries in order to ensure that the CMSC programme is in line with the aspirations of the PAD communities it serves. Each IDP settlement is visited by NRC community mobilisers in average once a week, ensuring close contact and possibilities for feedback.
- **Myanmar**: Initially, the community only had a limited role in decision-making. This was for practical reasons as they have not had a role to manage the construction of shelter and manage the finances of such work. They also played a more important participatory role in the selection of beneficiaries, through providing initial information on vulnerability and needs in the community and help facilitate the selection process. As the work progress, the community gradually takes on greater responsibility and becomes more interactive managing their own processes with less and less intervention from NRC field staff. This occurs at the management level and at the implementation level of carpenters and labour.

c) Coordination, Partnership & networking

- **DRC**: Close partnerships have been developed with local NGOs, authorities and community leaders. Working with local NGOs has contributed to the training of targeted PADs as well as to monitoring activities and coaching on the job. Likewise, agents from the Ministry of Agriculture (IPAPEL¹⁰) have been engaged to ensure appropriate standards in agricultural productions (seeds quality / variety / sowing rates / vegetable nurseries) and small scale animal husbandry (rabbits genitors specifications/breeding techniques). In both instances, these collaborations contributed to reinforce access (e.g. when NRC staff cannot reach beneficiaries)

¹⁰ Inspection Provinciale de de l'Agriculture, de la Pêche et de l'Elevage

and helped local NGO/IPAPEL agents acquire new skills by being exposed to innovative approaches and tools (conflict mitigation techniques, vulnerability assessments, etc.). Networking is ensured through regular participation at North-Kivu Food Security Cluster and CCCM Working Group in Goma as well as through regular humanitarian coordination meetings held in Masisi. As a result, NRC has developed good working relationship with relevant UN agencies and is often cited as a reference in the field of food security and livelihoods. Such positioning reinforces advocacy capacity and has helped to enhance additionalities (e.g. FAO provided Seed & Tool kits for 2,600 beneficiaries in 2011/12), while paving the way for new developments/innovations (such as the Cash-for-Work substitute to direct food aid for IDPs currently being explored with WFP for possible inclusion in 2012/13).

- oPt: NRC has strengthened its partnership with relevant actors in Gaza and established vulnerability information for beneficiaries. It was possible for NRC to further position itself as the lead agency on shelter coordination. Having been the Shelter Cluster Lead in Gaza for three years, the PPA funding allowed NRC to advance its work in this area through extensive needs assessments of beneficiaries and advanced coordination among stakeholders. Therefore, although shelter reconstruction was not provided directly by NRC, its work in coordination and surveying provided unique information to those actors able to use tunnel materials, including better quality data to partners on beneficiaries. These actors would not have been able to do this had it not been for the coordination and needs assessment work of the NRC.
- Pakistan: NRC has a very close partnership with education department, school administration and other relevant stakeholders. As mentioned above, these stakeholders were involved in programme design and implementation, helped NRC in prioritizing activities and assisted in monitoring them.
- Colombia: NRC has selected partners with local presence in the countries of implementation. Partners are oriented towards, and committed to international quality standards, and have proven to have technical experience. Field presence where the needs are greatest ensures that partners and staff are familiar with the context. It also allows innovation and flexibility in a rapidly changing environment, as well as the development of protection strategies adjusted to the local context. NRC also uses referral mechanisms with other NGOs or agencies in order to provide psychological and humanitarian assistance, when needed, and to complement the legal response. Partners have also provided high-quality services and legal representation. For example in Panama, CEALP¹¹ represented 83 asylum seekers before the National Refugee Commission either in first instance or during appeal level. The use of local and national lawyers and organizations also facilitate advocacy. Being better linked to relevant legal and policy processes at national level, promoting necessary change in policy, law or practice, is easier and often more effective. All partners in the project are also partners with which NRC also works in other regional fora, for example in the context of following up on the Mexico Plan of Action, allowing constant cross-fertilization of best-practice and application of common standards.
- Somalia: Partnerships have been a fundamental element of securing access to beneficiaries in the complex operational environment in South Central. NRC worked with both its own staff and those of the implementing partner in this project; the partner seconding its staff to the operation. NRC leveraged on the partner's

¹¹ Centro de Asistencia Legal Popula

presence in the settlements, building on its contacts and relationship with the community for access and security throughout the operation.

- Iraq: NRC works in close cooperation with UNHCR (also a donor to the CMSC programme) which is present on the ground. UN Habitat is also both a donor and a project partner. NRC has also established a referral mechanism on protection cases with the International Rescue Committee. Networking and cooperation with other stakeholders, particularly Iraqi authorities, is a vital part of the programme.
- Myanmar: The project is implemented through a partnership with UNHCR, who has been established in the South East of Myanmar for the past 5 years. UNHCR has provided an invaluable source of information and access to the area for the NRC shelter team.

d) Access to the most vulnerable PADs (see also Part B – ii. Relevance – Representativeness and Targeting below)

- DRC: As mentioned above, early in the implementation phase provision was made for support to be extended also to neighbouring population exposed to long standing IDPs “pressure”. Similar tools/procedures were used when selecting the most vulnerable of both communities. Furthermore, particularly marginalized minority groups, such as pygmies, were also given special attention.
- oPt: Through its beneficiary survey, NRC quantified and verified beneficiaries who fit the following vulnerability selection criteria: 1) Disability among family members, 2) Female-headed households; 3) Chronic diseases; 4) Number of times displaced since ‘Cast Lead’; and 5) Poverty. Establishing such information on vulnerability allowed actors to prioritise beneficiaries with the most urgent protection needs. Moreover, it allowed NRC oPt to refer previously unknown beneficiaries access to legal counselling services and to legal land tenure through NRC’s legal aid programme (ICLA).
- Pakistan: NRC was able to assist beneficiaries in the conflict affected areas in north western Pakistan, which is one of the most affected and least served areas. In South Waziristan, NRC was the first NGO to provide any kind of assistance in the education sector, while the NRC PPA funded project is currently the largest intervention of its sort in Mohmand and Bajaur.
- Colombia: The project has given priority to the border areas (in the case of Ecuador and Venezuela) where protection needs are greatest and national institutions are weakest. Choice of location for implementation has also been based on identified protection needs and gaps. NRC is continuously seeking to obtain information on PAD through network of partners and regional coordination. Last year for instance, an investigation by SJRM¹² on the situation of PAD in the three Northern Border provinces of Ecuador identified how rights were violated and needs not met. In Venezuela the choice of establishing legal aid services directly at the border has been critical in ensuring that the services were targeting the more vulnerable PAD. The same strategy was applied for the establishment of mobile clinics and legal aid services in Colon and San Miguelito (Panama), where the beneficiaries targeted are the ones proceeding from marginalized and poor neighbourhoods. This target group would normally not travel to Panama city to access RSD¹³ processes.
- Somalia: NRC’s beneficiary criteria gives priority to the most vulnerable, such as single mothers as well as protracted IDPs (displaced for 5 years or more), and the poor / destitute in host communities. IDP settlement leaders and committees are

¹² El Servicio Jesuita a Refugiados y Migrantes

¹³ Refugee Status Determination

sensitized to take cognisance to beneficiary selection criteria that place priority on the most vulnerable.

- Iraq: The IDP settlements comprise both IDPs and urban poor not registered as displaced. What they have in common is that they constitute some of the poorest and most vulnerable strata in Iraqi society. In terms of securing basic services and infrastructure to the settlements, this typically benefits the community as a whole, regardless of vulnerability or IDP status. In order to highlight gender embedded vulnerabilities and encourage female representation, women's committees have been established in the settlements taking part in the CMSC programme. The selection of IDP settlements for the CMSC programme has been guided more by security and access considerations than a vulnerability approach. However, NRC is seeking to expand the programme to all major settlements during the course of the programme.
- Myanmar: NRC is reaching the most vulnerable beneficiaries in our present sphere of access. This is ensured through a participatory approach in the selection process (as described above). There are areas in the South East to which we do not have access. These areas will be prioritized if access is obtained at a later stage.

e) Do No Harm

- DRC: NRC's selection approach, including also the most vulnerable of the neighbouring host communities among the primary beneficiaries, contributed to reduce potential inter-community tensions and conflicts, and managed to revive traditional livelihoods patterns and coping mechanisms. This was reinforced by both communities having the same chances to work towards their self-sufficiency, as well as having them work together on joint initiatives.
- oPt: While only part of Milestone 1 was reached, families did benefit from the work NRC implemented as part of this project. Access to shelter was improved and humanitarian assistance was provided to the most needy beneficiaries and this would otherwise not have been possible as vulnerability criteria had not been established for listed beneficiaries in the Shelter Database.
- Pakistan: NRC utilized local resources and reduced the usage of wood thus minimizing impact on the environment.
- Colombia: The use of national lawyers, local staff and national legal capacity, both for legal orientation and legal assistance, ensures solid knowledge of the national context, legislation and proceedings. Each individual beneficiary receiving orientation or legal assistance is also benefiting from individual and personalized service, which allows for integrated responses to their specific needs. This individual approach ensures that no massive visibility is given to the PAD avoiding putting them at risk of additional discrimination or abuses from the host community or national authorities. Another challenge is the risk of resentment among the host population, which might feel discriminated. In order to reduce possible tensions between the PNIP¹⁴ and the host community, NRC ensures that in all its projects a portion of beneficiaries are vulnerable nationals. Finally, NRC is extremely cautious of not creating false expectations. One example is the decision not to inform on return in the first phase of the project, in order to not create false expectations or induce return, but rather to focus on information on the Victim's Law to national authorities and partners, pending more clarity regarding access mechanisms in the law for PAD.
- Somalia: In Mogadishu NRC often includes the most vulnerable among

¹⁴ People in Need of International Protection

neighbouring host communities, thus serving to address latent inter-community tensions. The intervention sought to assist beneficiaries where they were located, reducing chances of further displacement and exposure of beneficiaries to violence. NRC's shelter approach seeks to deliver the most appropriate solution with regards to the land tenure secured by the beneficiaries. The distribution of tents in this context was the most appropriate and will allow beneficiaries to move with their shelter in the instance of further displacement. NRC also engages in dialogue with community and settlement leaders to gain acceptance for its beneficiary selection criteria that centres on vulnerability. This has also in part been achieved by including vulnerable members of the host community in the distribution of Non-Food Items (NFIs) funded by a different action.

- Iraq: The main measures taken to integrate Do No Harm in the CMSC programme is to ensure beneficiary participation (including female representation), allow urban poor to benefit from interventions (both described above), and ensure high awareness among programme staff.

f) International Standards (SPHERE, INEE, etc.)

- DRC: By helping PADs resume normal agricultural production patterns, NRC's PPA project in DRC adheres to the SPHERE minimum standards for food security and nutrition, notably ensuring that "primary production mechanisms must be protected and supported". NRC further used internationally acknowledged PNA¹⁵ methods, as well as established vulnerability targeting tools, in order to develop tailored answers matching beneficiary needs within the set context. Finally, NRC intervened in support of the population whose rations had been cut when WFP reduced food aid in the camps.
- OPT: All the main players in the shelter cluster, including NRC and the UN agencies and the MoPWH, have signed up to the 'Shelter Sector Reconstruction Guidelines'.
- Pakistan: NRC adhere to INEE guidance on provision of education related assistance to conflict affected children, including active participation from community members in the analysis, planning, design, implementation, monitoring and evaluation of education responses. Equally in line with INEE standards, NRC conducted a timely education assessment of the situation with active involvement of all stakeholders in a holistic, transparent and participatory manner.
- Colombia: Relevant standards are gender protocols, interviewing minimum standards, best interest of the child, and international protection standards for refugees as determined by international refugee and human rights law (most of them developed by UNHCR). NRC works closely with UNHCR when providing trainings on such standards, in order to ensure that staff and partners are aware of them and follow them when implementing the project.
- Somalia: IDP settlements in Mogadishu are extremely overcrowded and settlement planning in this project did not manage to realise the basic SPHERE standards of 45m² settlement space per person. The site planning undertaken by NRC, with participation from the beneficiaries, improved on an already dire situation within the settlements. The standards attained in this project were appropriate for the context. In order to enforce the SPHERE standard, NRC would have been compelled to displace some of the beneficiaries. A compromise on SPHERE standards allowed NRC to respond to the largest number of beneficiaries possible and improving their living conditions in an emergency situation.
- Myanmar: SPHERE standards are being followed in that the project is providing the

¹⁵ Population Needs Assessment

minimum of 3.5 square meters (on average for shelter area) and latrines are provided at each of the constructed houses.

g) Change as a result of learning (see also Part C - Lessons Learned below)

- **DRC:** The above mentioned flexibility with regards to including the most vulnerable of the neighbouring host communities among the primary beneficiaries demonstrates how NRC has been capable of changing as a result of learning. Another example of this is the acknowledgement of beneficiary 'speculation' with regards to provision of the 'right' answers related to their knowledge of the different agencies having different mandates and interests.
- **Pakistan:** A significant change is reflected in the increased scale of activities (assisting more schools with furniture distribution and TLM, building two schools instead of one) and selection of geographical areas (moving to South Waziristan and Bajaur). Similarly, it also helped in prioritization of activities, e.g. furniture as part of missing facilities, and in altering the design of schools.
- **Colombia:** Learning has to a great extent influenced the development and improvement of the project, especially with regards to structure of the programme and methods and ways of reaching out to beneficiaries. Learning along the way has also influenced change and adaptation to staff's needs for trainings, the need for strengthening of partners and consolidated tools for collection of data.
- **Somalia:** With a view to providing shelter solutions that are longer lasting in South Central Somalia, NRC plans to undertake a pilot construction of transitional shelter solutions in 2012. This is not specific to this PPA; yet, a sector wide intervention that will inform the programmatic direction for shelter in South Central Somalia. This pilot will consider the construction of hybrid-type shelters (a combination of CGI and plastic sheeting), constructed with locally procured and produced materials. It is envisioned that these will be faster to procure and erect, while also boosting the local economy and improving on local build skills. A detailed evaluation of the pilot will be undertaken following the construction of the shelters, and feedback will be sought from the community, after which practical recommendations will be made.
- **Iraq:** The shift from material assistance to community mobilisation was a direct result of evaluating impact and possibilities during the first year of implementation in Iraq.

Examples of Additionality

The continuity of PPA funding over a 3-year period makes it possible to pilot new ideas and activities, while testing innovations and building on lessons learned in the process. This has been of paramount importance in addressing issues of transition between emergency and early recovery, including the aspect of durable solutions. Funding flexibility has also helped PPA projects to be more responsive, adjust to an often fluctuating context, and thus enabling NRC to better address beneficiary needs in existing or new areas of intervention. In some country programmes, such as **DRC**, PPA funding has allowed NRC to develop or further enhance a durable solutions approach, and thus contribute to a shift from aid dependency to improved self-sufficiency. Positive results will likely serve to demonstrate the great potential behind this approach, and trigger more interest from other donors funding mechanisms. The inherent flexibility of the PPA funding also allowed **NRC Somalia** to undertake a revision of the initially targeted beneficiaries (drought affected), to include those displaced from Afgooye corridor from conflict and from public buildings in February 2012. Without this flexibility, NRC would not have been able to target the severe needs of these beneficiaries. This PPA funding has thus enabled beneficiaries to improve

their situation significantly, ensuring substantial value for money. The majority of the new beneficiaries were living out in the open, without any shelter or protection from the harsh climatic conditions. Beneficiary households now benefit from improved living conditions, with an increased sense of physical protection, dignity, privacy and safety.

The PPA funding further has enabled NRC Colombia to complement existing interventions in each country and to expand geographically. In Panama, NRC was already providing legal services in Panama City. Regional funding is rarely available for this type of activities and this project allowed NRC to approach the problem of Colombian PAD regionally, in itself a necessary condition when seeking to increase access to durable solutions for PAD. The flexibility allowed for advocacy in Colombia using first-hand and evidence-based information from neighbouring countries. With the support of this action, services are now available in Colon and San Miguelito, building on prior experience in Panama City and strengthening quality in a cost-efficient manner (e.g. joint training of staff). Finally, PPA resources allowed NRC to strengthen its regional management structure with the incorporation of an international Refugee Programme Manager in 2011. The Programme Manager's role is to ensure coordinated implementation of activities, application of common standards, more targeted interventions and overall supervision and management of the regional programme. The OPT programme design, attempting to reconstruct 50 houses by legally importing building materials from Israel, while opting for advocacy and legal pursuit in the event they are refused, ultimately aims at lifting the blockade on building materials. While simple in design, the intervention has the potential to have significant quality impact not only on intended beneficiaries but also on all construction related interventions in the Gaza strip.

In Myanmar, the PPA funding has enabled NRC to increase the level of coordination/networking of activities in the South East (SE) to better strengthen the relations with CBOs and mobilize more communities. As a result of the SE coordination mechanism for Myanmar, NRC has been able to share information with, and provide other indirect inputs to other agencies. One example is other agencies providing other, complementary services to villages NRC is targeting, thus enhancing the sustainability and overall results. The largest additionality, however, is arguably in the cases where the process of building a shelter also contributes to securing the land right within the village area, ultimately giving beneficiaries the right to reside on his own land (as documented under Output 2 in Part A). Finally, the PPA funding enables IDMC to ensure a core level of resourcing and thus stability against which projections and plans can be made and other sources of funding sought, and which facilitates hiring and retention of quality staff. This predictability is key for any knowledge institution, and especially in the light of the current financial crisis (see paragraph on risks below).

Key Challenges

The main challenge, from an Outcome perspective, is the fact that the NRC PPA agreement was only signed mid June 2011 (although retroactively starting 1 April). This led to some delay in the actual launch of programme activities. While most of the Outputs milestones for year one have been achieved, and in some instances overachieved, despite the delay, it is too early to show any hard evidence of Outcome achievement. Focus in this report has therefore been on key quality criteria and measures that have been put in place by each country programme and AID/IDMC to ensure that the assistance delivered/provided is of high quality. The assumption being that, with high quality programming, it is likely that the Outcome will be achieved.

On the ground, a lack of infrastructure and difficult climate conditions can limit the physical ability of staff to reach areas in order to assess needs let alone to meet them. Restrictions, conditions and requirements, sometimes conflicting, may be imposed by delivery mechanisms by host and donor governments as well as by de facto authorities. A

multiplicity of armed groups and criminal elements can create volatile and uncertain security environments. In some instances, implicit or explicit donor requirements run contradictory to humanitarian principles or can undermine or even criminalise efforts at gaining access, or advocacy towards this end. The blurring of lines between political/military actors and humanitarians, or the presentation by some actors, intentionally or unintentionally, of humanitarian action as part of overall strategies to stabilise counties can threaten to undermine our perceived neutrality and impartiality and may in the worst instance put programme staff or beneficiaries as direct risk. The use of advocacy to address humanitarian access challenges thus requires extensive understanding of the context specific challenges and conditions and careful elaboration of country and context specific strategies. Identifying and documenting the links between advocacy and programme outcomes is in itself a challenge.

IDMC's main challenge has been to evaluate the large quantities of information available in order to draw analysis and recommendations which are of value to the decision-makers who have the power to make a difference to the lives of IDPs. To a large extent, responding to internal displacement has been mainstreamed into international humanitarian responses, but the challenge remains to ensure that the specific needs and risks of certain groups of IDPs are assessed and understood, such as those of children, of women and of minority groups. The 'mainstreaming' of internal displacement has also resulted in less of a high level focus within the humanitarian system on the issue. Despite this mainstreaming, at the end of 2011, 26.4 million people worldwide lived in situations of internal displacement as a result of conflict, generalised violence or human rights violations.

The main challenge of the OPT project has been the massive increase in construction materials available on the market from Egypt (as described above), resulting in the improved ability of other actors to provide shelter assistance to beneficiaries (using tunnel materials). While NRC 'lost' the identified caseload, the selected beneficiaries have actually obtained their houses, much due to the NRC identification process. The process of lifting the Israeli blockade on construction material remain a key challenge. In Somalia, a main challenge was the delayed procurement and transportation of the imported shelters to Mogadishu, lasting close to 10 months. This was much longer than anticipated and resulted in targeted families, who were in need of urgent shelter assistance, waiting for a longer period to receive their shelters. Consequently, NRC has sought to address procurement delays through long term supply agreements with reputable selected suppliers.

Otherwise, kindly refer to the risks mentioned under the various outputs in part A, as these are also often serious challenges also to achieving the Outcome.

Risks and Assumptions

Key risks

The biggest risk IDMC faces is that its overall funding decreases in the context of the financial crisis. As a large proportion of IDMC's expenditure relates to staff costs (at least 70%), reduced funding would result in important staffing cuts which would impact negatively on IDMC's ability to carry out both global monitoring and in-depth analytical work to an adequate standard.

As described previously, OPT is facing a new risk factor not previously taken into account; the Egyptian Revolution increased the amount of tunnel goods imported into Gaza and available on the market. This resulted in a mini construction boom and reduced NRC's original beneficiary caseload. NRC will mitigate this in the future by targeting based on vulnerability, not based solely on 'Cast Lead' or refugee status.

There is a growing tendency among some Governments, e.g. in Colombia and the

neighbouring region, to view refugee and asylum issues through the lenses of security leading to more restrictive policies and practices. The upcoming presidential election in Venezuela has already led to institutional paralysation of the Refugee Commission.

Otherwise, most of the risks mentioned under the various outputs in part A are also valid in terms of achieving the Outcome:

Climate or environment risks :

During 2011, NRC has embarked on a project designed to mainstream environmental considerations and accountability into the organisation in a formalised and systematic manner. As a result, NRC is currently developing methods and tools to commit to environmental friendly programmes. Furthermore, NRC will aim in all its programmes to strengthen the resilience of people to develop and diversify livelihood options based on sustainable natural resource management practices, which include agriculture and livestock keeping.

NRC Shelter programmes aim at designing “green buildings” to reduce the overall impact of the built environment on human health and the natural environment by:

- Efficiently using energy, water, and other resources
- Protecting occupant health and well being
- Reducing waste, pollution and environmental degradation

A sustainable building refers to a structure and using processes that are environmentally responsible and resource-efficient from design to construction, operation, maintenance, renovation, and demolition. On a smaller scale the focus is on the use of natural materials that are available locally. In some cases, timber may be the only available material when building shelters or schools. As in the case of the Myanmar programme, NRC recognises the importance to protect the environment, and aspires to move in the direction of a carbon-neutral shelter programme. Hence also the suggestion (see above under Output 1 recommendations) that a community forestry/reforestation component is included in the project, to compensate for NRC timber consumption. In DRC, the need for firewood among PADs in camps has been tackled by PPA introduction of energy saving stoves, thus significantly reducing firewood consumption. The planting of tree seedlings could also in DRC contribute to mitigate for firewood collection.

How PPA funding allows NRC to take risks and innovate

The DFID PPA framework has enabled NRC to invest in planning and outreach for advocacy activities, which would not otherwise have been possible. This has enabled extensive engagement with field offices and more careful selection of areas to investment, focusing specifically on interventions that are considered strategic to strengthening NRC's advocacy work internationally and at country level. This has also permitted a more thorough dialogue on possible risk factors at country level. The expanded time frame has also enabled increased integration of programme and advocacy within NRC and opened communications with IDMC on HLP specifically. Without a strategic framework with a 3 year funding horizon, this would not have been possible.

In the area of HLP, the DFID funding has permitted the initiation of a number of country level activities related to women's HLP rights and security of tenure. Whilst this had been identified as an area of need in for example Colombia, there was still a significant knowledge gap as to what specific measures would actually address women's issues. The DFID funds have generated unique research which in turn will be an absolute prerequisite for effective advocacy on these issues.

Assumptions

Both at international and country level, access to beneficiaries and the maintenance of an image as a principled humanitarian actor are key to NRC's leverage as an advocate and

spokesperson for refugees' and IDPs' rights. A fundamental assumption underlying NRC/IDMC's advocacy work is that key governments and UN agencies see value in retaining an IDP-specific focus when analysing humanitarian crises and responses. In both cases, NRC can influence the leverage it has by demonstrating high quality relevant outputs.

An important assumption was that the Colombian government would promote safe and dignified return as a durable solution and that the security situation in return areas would allow for inflows of returning refugees and PNIP¹⁶. As this has not yet materialised, the activities should be oriented towards all durable solutions rather than return only (as recommended above). When conditions of voluntariness and safety on the ground allow for it NRC will provide information on conditions of the country of origin (COI) and support return more systematically. Until then, NRC will maintain its work on providing adequate and updated information of country of origin, including regarding legal and institutional development and implementation of Law 1448. Focus for the second year will also be providing broad information on other durable solutions such as local integration. Otherwise, the assumptions in the current log-frame remain salient and do not need revising.

Evidence

In OPT, The 'Cast Lead' caseload being covered by other actors is the main new evidence that challenges the programme design. NRC recommends that the beneficiary criteria in the second year of the PPA should include any vulnerable beneficiary in need of adequate shelter. Because of the need to revise the targeting beneficiaries, NRC will be somewhat behind schedule on its achievements of its milestones. The planned output of lifting the Israeli ban on building materials should not be affected over the 3-year project period.

Otherwise, reference is made to the note requesting revision of DFID logframe indicators and targets.

Strategy for Achieving Results and Sustainability

In the elaboration of advocacy work plans and activities under the PPA, strong focus has been placed on dialogue with field offices. Needs and risk analysis and subsequent priorities have been defined by country offices and in relation to the protection and access issues as identified at the operational level. Through this anchoring strategy and specifically the role of country Protection and Advocacy Advisors, activities and results will be owned primarily by stakeholder and beneficiary groups at operational level. At Head Office level, a restructuring has been carried out whereby resources are now organised according to thematic priority (HLP, climate change and access), but with main focus on country level protection and advocacy support.

Although it is early to conclusively assess sustainability, results achieved so far promise to bear fruits as witnessed by beneficiaries themselves. The very different contexts of the countries included in this PPA requires various approaches but in general, NRC has increasingly been focusing on empowering PADs and reinforcing their self sufficiency. NRC usually adopts a grassroots approach to community development to enable IDPs to become active partners with governments in the development of durable solutions. Mobilising the community is an essential part of this process which entails working closely with a community to coordinate services and programmes to address the community's needs with a variety of government stakeholders. The overall goal is to support and strengthen the community's own available resources, encouraging ownership after relief organisations have left. In some country programmes it has also been useful to strengthen the capacities of States to meet their obligations. Making the duty-bearer responsible has

¹⁶ People in Need of International Protection

given concrete results (see above) but such results are also more sustainable (capacity installed) when working directly with those primary responsible for providing protection to the PAD.

More details about these approaches on country level can be found under the Key Quality Criteria *Sustainability of intervention* mentioned earlier (pages 15-16). The evidence provided here should support the strong likelihood that overall results will be achieved.

Direct Feedback from Beneficiaries

As a general rule, NRC seeks to promote accountability, and ownership, by empowering local staff and enhancing local community participation in the design and implementation of activities. In countries where security allows it, regular field visits ensure direct interaction and continuous feedback from beneficiaries. As far as possible, NRC seeks to get direct feedback from its beneficiaries in all stages of the project, through the direct presence of NRC programme staff during beneficiaries' interviews, partner events and registration campaigns. Particular attention is given to minority groups and particular vulnerable individuals, e.g. persons with disabilities were specifically targeted in oPt for feedback in their households. Satisfaction measurement tools (e.g. surveys) are used and continuously improved during mobile visits, trainings and at the partners' offices.

In much of NRC/IDMC's advocacy work, direct beneficiaries are governments, IASC member agencies and organizations and advocacy allies, while PADs themselves are indirect beneficiaries. In cases when NRC or IDMC cannot influence duty bearers directly, its success will depend on its ability to inform and influence partners with greater resources and power.

Otherwise, more details from each of the programme countries can be found under the Key Quality Criteria *Beneficiary participation, incl. feedback and complaints mechanisms* early in this part (pages 16-17).

Disaggregated Results

NRC is disaggregating data according to specific criteria. Disaggregated information is usually provided on family or individual level by gender (male/female), age category (<18, 18-35, 36-64 and 60+) and disability (mental or physical). Specific emphasis is put into identifying particular vulnerabilities, such as child- or female-headed households, victims of SGBV or risks of sexual exploitation or other type of abuses. Other vulnerability criteria include unemployment, number of times displaced, length of displacement, and presence of chronic diseases. Some of these criteria can vary depending on the context.

NRC and IDMC has contributed to the establishment and the running of the inter-agency Joint IDP Profiling Service (JIPS, www.jips.org/) established to provide technical advice to government and UN agencies on profiling of situations of internal displacement with a view to support collection of consistent data, jointly owned by the UNCT and the government, disaggregated by age, sex and location, to inform coordinated responses. When disaggregated data on IDPs is available, this information is included in IDMC's monitoring reports, and an analysis of the findings is provided when possible.

For more details on disaggregated results, kindly refer to the respective Outputs (disaggregation by sex).

Value for Money (VfM)

The cost drivers in NRC have been identified as the project account groups with the largest dollar-values. The main cost driver is related to the procurement of construction and building material for schools and shelter. Combined procurement planning between different donor projects allows for timely order and delivery of goods and achieving economies of scale through bulk purchases. The NRC Logistics Handbook sets dollar-

value thresholds and provides guidelines for setting up a procurement committee to ensure a transparent and fair selection of suppliers, as well as specifying criteria for ethical trading terms. Personnel costs for national staff are the second largest cost driver. NRC operates with a minimum of international staff and focuses on national recruitment to support local employment. At the same time, NRC provides capacity building of project staff responsible for direct implementation of project activities and support staff, who cover administrative functions across NRC Core Competencies (i.e. in the sections of finance, logistics, human resources and office administration). Another major cost driver relates to the procurement of emergency articles, such as tents in Somalia and agricultural inputs in DR Congo, these costs support the projects directly by providing temporary beneficiary shelter and creating income generating activities respectively. In Colombia, procurement and personnel costs are mainly incurred through implementing partners, which provide capacity development of their staff and in turn limit support costs needed at NRC field offices.

The large volume of procurements made for emergency activities carries risks of financial loss and low quality goods being delivered. Implementing tested logistics routines and regular quality control by non-project staff reduce the risks of over-pricing and increase accountability respectively. As shown in Myanmar, using community-based organisations (CBOs) to mobilize the community to implement projects and sourcing of materials at the local level provide an efficient mechanism to achieve lower pricing and at the same time enhancing the capacity of the community to manage their own activities and strengthen their community basis.

NRC is working in close collaboration with other agencies such as UNHCR under specific MOUs sharing the resources available for field missions, registration visits or advocacy meetings. For instance in Venezuela, where the NRC field office is located in the same building and using transportation or equipment available from UNHCR when possible. These arrangements contribute to the flexibility of the PPA to be used to address needs and fill gaps in areas that are outside the regular donor supported functions.

Significant VfM improvements include innovation and alternative use of funds allow NRC to adapt to rapidly changing environments. Several countries have changed from direct distribution of NFIs (non-food items) to a cash & voucher system where beneficiaries themselves select items needed. This minimises distributed goods being re-sold in the local market and reduces waste by addressing individual needs for basic household items. In Somalia and Myanmar, NRC was able to provide households with solar lamps and panels for lighting, with subsequent savings on funds previously used to buy kerosene for lighting; furthermore, reducing the risk of fire.

Savings made from bulk purchases and other efficiency measures usually result in an increase in the number of beneficiaries for a given project. Using a different approach in Pakistan, NRC requested its ICLA team, who has expertise in setting vulnerability criteria, to dedicate staff to assist the education team with identifying and prioritizing schools for TLM distribution. Similarly, during actual distribution, NRC used monitoring staff to join the distribution. This way, NRC was able to fully cover several humanitarian needs in one geographical area. Combining several of NRC's Core Competencies in one project to complement each other is currently being further explored in other countries to achieve efficiency savings.

Part B – ii. Relevance

Representativeness and Targeting

After one year implementation, NRC's assessment is that the PPA responds to the overall

needs and priorities of PADs, whilst striking a balance between achieving the greatest impact and reaching the poor and marginalised people affected by displacement. As demonstrated above, with seven high quality humanitarian assistance programmes currently being implemented, NRC has clearly contributed to the achievement of the PPA Outcome; namely “*PAD have increased access to protection, quality assistance and durable solutions*”.

An important aspect is the changing contextual environment that requires regular updates of needs assessments in order to ensure that new needs are taken into account in the programme design. NRC has in several of the operations described in this report demonstrated its capacity to obtain information about beneficiary needs and to adjust its programme intervention. During this first year, NRC has been able to conduct more detailed needs assessments, the purpose of which is to identify beneficiary needs and thus best ensure relevance to beneficiaries. E.g. when designing the Colombia project, priority was given to the border areas (Ecuador and Venezuela) where protection needs are greatest and national institutions weakest. Choice of location for implementation was equally based on identified protection needs and gaps. In some cases, it has also been necessary to fine tune and adjust some of the activities and related indicators to better address the needs of PADs and ensure even better results (reference is also made to the submitted revision request). Other contexts may have changed since the submission of the business case, e.g. in OPT where the construction sector boomed and continues to do so due to the flourishing tunnel industry with Egypt. These changes, however, have not altered the main logic of the PPA, and NRC will continue its work to persuade Israel to lift the blockade. In some countries (e.g. DRC, Somalia and Pakistan) new displaced in or around the areas of operations has occurred, calling for project flexibility and preparedness. Sometimes the newly displaced are even more vulnerable than those already being assisted. However, although capacity is often limited, NRC is continuously seeking to cover additional needs with existing resources, as has equally been suggested in this PPA.

NRC has also demonstrated that beneficiary feedback is effectively being brought into adaptations and changes in programme design, thus giving evidence of an high level of beneficiary and community involvement. Beneficiary participation, however, is not easy to rate as it builds up over the course of the project. Initially, the community would appear to be at the functional level with a limited role in decision making. They play a participatory role in the selection of beneficiaries, though providing initial information on vulnerability and needs in the community and help facilitate the selection process. As the work progresses the community takes on greater responsibility and becomes more interactive managing their own processes with less and less intervention from NRC field staff. This occurs at the management level and at the implementation level of carpenters and labour. Beneficiary selection is usually conducted in partnership with the targeted community, which has enabled NRC to identify new and particularly vulnerable beneficiaries, e.g. even among host communities in DRC.

Finally, while it may currently be premature to be looking at durable solutions in some of these contexts, NRC will continue to prepare both duty bearers and PADs for durable solutions in the future. Otherwise, more details on access to the targeting of the most vulnerables can be found under the Key Quality Criteria Access to the most vulnerable PADs early in this part (pages 19-20).

Part C – Lessons Learned

What lessons are being learned and shared from this PPA?

Many lessons learned have already been addressed in the above, but a few examples will

be listed in the following.

In DRC, bringing displaced communities and local residents closer thanks to joint initiatives has proved positive and success should be exploited to sensitise reluctant ones (for example through “go-and-see, come and tell” visits / experience sharing, etc.).

It also became apparent throughout the reporting period that the beneficiary caseload initially selected by NRC in OPT would be quickly absorbed by other actors willing to use the tunnel materials for construction. This unintended positive effect (from beneficiary perspective) has resulted in the need for NRC to continuously revise its caseload, to ensure it has a caseload it can use for the purposes of advocating for Israel to allow construction materials to enter Gaza. NRC, however, fully understands and supports that other actors, may be able to absorb the caseload should the negotiations with Israel take too long. A key lesson here is also the need to respond to changes on the ground.

In other words, the PPA has provided a great deal of flexibility in terms of prioritizing and adjusting activities to address the most important and urgent needs. In case of PPA, donor’s pre-fixed priorities do not guide programme design. Thus, as NRC in Pakistan focused on TLM, furniture and school construction in the first year of implementation, for the next two years, it has been suggested to include NFI distribution as part of the humanitarian assistance. This fact became evident during the initial programme implementation. It is important to keep this flexibility in the programme and that other donors / funding instruments use it as model for their own arrangements.

In Colombia, an important lesson learned has been the need for strengthening the capacity of NRC implementing partners using consolidated tools for collection of data or increasing “on the job” trainings and close monitoring. The quality requirements of the PPA project allowed NRC to develop closer and more regular relationships with its partners as at managerial level (e.g. throughout the establishment of a Steering Committee with the Directors of most key partners). The Colombia project also confirmed the crucial role of advocacy in and across complex and complicated political contexts if results are to be obtained and sustained.

In Somalia, as a result of the delayed arrival of the imported tents to Mogadishu, NRC has sought to address procurement delays through long term supply agreements with reputable selected suppliers. NRC will engage suppliers for long-term periods, reducing the lengthy bidding process usually required and undertaken with each procurement. NRC is also planning on the possibility of pre-positioning shelter stocks. Both of these interventions will significantly reduce delivery times and improve the effectiveness of the delivery of assistance.

Otherwise, more details on lessons learned from each of the programme countries can be found under the Key Quality Criteria Changes as a result of learning early in this part (pages 22-23).

Part D – Due Diligence and Transparency

Due Diligence

According to the KPMG Due Diligence Assessment, the Key Findings was the “Lack of policy on the protection of vulnerable adults”. The recommendation provided was to “expand its child protection policies and guidance to cover vulnerable adults”. CSD granted an extension of the deadline to comply with this to 31 Dec 2011. First, it does not really make sense to “cover vulnerable adults” in a child protection policy, and we therefore believe there must be a small mistake in the KPMG formulation. NRC has understood the intention and will be addressing vulnerable adults in the revision of the core competence policy. However, while the revision initially was planned to be finalised in 2011, it took more time than anticipated and will only be completed in 2012. In the meanwhile, earlier

this year NRC shared later an extract of the draft core competence policy addressing these issues. NRC will also share with DFID the final version of the core competence policy once completed. Furthermore, with regards to the other KPMG findings in their Due Diligence Assessment, NRC has prepared an update on the financial issues raised as well as NRC's Balance Scorecard 2011 (enclosed).

Transparency

In line with DFID requirements, NRC submitted a draft IATI implementation schedule on March 30th 2012. NRC is also currently preparing Information Disclosure guidelines aiming for a first draft to be ready in the autumn 2012. These guidelines will form the basis for future negotiations with DFID on exceptions from disclosure, and will most likely culminate with a NRC Information Disclosure Policy sometime in 2013. NRC aims to publish the IATI minimum standard information by 1 April 2013 for all its DFID funded projects, while other projects will be considered for publication at a later stage.

Accountability

Since 2007 NRC has been systematically improving programme impact, documentation, and advocacy by mainstreaming a Result-Based Management (RBM) approach throughout the project cycle, and strengthening the tools and methodologies used for results monitoring, evaluation and institutional learning. These form NRC's Global Monitoring & Reporting System and consist of the Balanced Score Card (BSC), the country programme quarterly reports, and the core activity database (CAD).

Through the CAD, key programme results are documented monthly and securely stored online. Quantitative and qualitative measurements of outputs and outcomes are reported alongside narrative descriptions of project activities and lessons learnt. This facilitates oversight of project progress and performance, and information obtained is used in evaluations and strategy adjustments. Globally, 80 per cent of NRC projects reported through the CAD in 2011.

In addition, all NRC's programme countries use several standard NRC tools for Planning and M&E (Country Strategy, Strategy Map, Plan of Action, Balanced-Score Cards, Quarterly and Annual Report, etc.) at country level and other standard tools at programme and project level (P-info budgets, donor-specific logframes and programme specific plans of action developed locally). The application of these standards and frameworks aims at improving organizational decision making and learning, as well as ensuring continuous focus on quality and accountability, and appropriate reporting to donor.

A monitoring and evaluation unit at head office is responsible for developing new M&E guidelines which will form the foundation for future collecting, collating, sharing and reporting of information on programme performance and impact. This will include a full revision of the CAD system to ensure it meets NRC's monitoring and reporting needs. Best practices are equally shared within NRC programmes as well as within wider humanitarian circles. In many programme countries, local RBM tools are also being used, e.g. in oPt detailed and relevant information is uploaded to NRC's Shelter Cluster Database, and Cluster members access beneficiary information through a secure website, managed by NRC. In Myanmar, NRC has developed an internal shelter survey that will be adapted for the area to form a final evaluation particularly in the form of a beneficiary survey which allows the beneficiaries to express their views of the project and judge the success of implementation.

Part E – Additional Information

This is an opportunity for you to highlight other strategic pieces of work or achievements through the PPA that you have been unable to bring out already. This is also an opportunity to highlight your work with excluded groups where this is not

your main focus e.g. disability.

Please note that, as part of the preparation for this report, all seven country programmes and AID/IDMC have written a more detailed stand alone report for their respective programme components. Each report is about 10 pages, uses a similar template to this and can be provided upon request.