



Annual Report 2009

NORWEGIAN
REFUGEE COUNCIL

NRC



DRC KONGO: NRC staff is distributing non-food items to internally displaced persons in North Kivu in the eastern part of the Democratic Republic of the Congo.



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THE NORWEGIAN REFUGEE COUNCIL AT WORK

When people are forcefully displaced they normally lose everything: their homes and social networks, their jobs and incomes, and often access to health care and education. They are robbed of the basic building blocks of life, placing them in a vulnerable situation where they are at risk.

International protection exist for people who flee across borders, but it can be more challenging to secure protection for those displaced within their

own countries. Internally displaced people depend on their governments for their protection. Yet, as we have seen in some countries, some governments are simply unwilling or unable to fulfil their duty.

The Norwegian Refugee Council (NRC) operates in many difficult environments supporting over 3 million internally displaced people and refugees by providing humanitarian assistance and protection. NRC also engages with local,

national, regional and international bodies raising the voice of the displaced with those who have the power to protect them.

In addition NRC contributes towards finding durable solutions for these populations and to strengthening the ability of the United Nations to act swiftly and efficiently in humanitarian crises.

This Annual Report outlines the main NRC activities in 2009.

“43.2 million people were displaced in the world at the end of 2009.”

MORE DISPLACEMENT – LESS ACCESS

Large-scale new conflict induced displacement took place in several of NRC's programme countries throughout 2009, due to the military offensives in Pakistan, Somalia and the Democratic Republic of the Congo, amongst others. At the same time the number of returnees to Afghanistan dropped to the lowest point since 2002. At the end of 2009, 43.2 million people were displaced by armed conflict worldwide. NRC's Internal Displacement Monitoring Centre (IDMC) published a report indicating that 36 million people were displaced by sudden-onset natural disasters, including 20 million displaced by climate related disasters, during the previous year. Both conflict and natural disasters are

causing forced displacement in many of NRC's programme countries. This combination brings new challenges to our work, in particular in areas where the fight for limited natural resources is linked with armed conflict.

I am pleased to present the Norwegian Refugee Council's Annual Report for 2009, which offers an overview of our activities. The humanitarian crises of today are increasingly complex to respond to. Global humanitarian needs are vast and for each new crisis the international community is challenged to improve its ability to respond in a coordinated, efficient and accountable manner. NRC's specialized experience and competence makes a difference for displaced people all over the world. The provision of expert personnel from the NRC Emergency Standby Rosters improves the capability of the UN to deliver assistance. The NRC Emergency Standby Roster NORCAP, is now the most used roster of its kind in the world. In collaboration with the Norwegian Ministry of Foreign Affairs and the UN, NRC has developed a series of specialized rosters in addition to NORCAP, which allows us to respond faster, with broader coverage and higher quality.

Main trends in 2009:

The increasingly limited humanitarian space and the ensuing lack of access to people in need, represents serious challenges in many countries. Every day people die because the access challenges are not adequately addressed. NRC is continuously working to expand the humanitarian space and increase the organisation's operational

capacity – by individual efforts and in collaboration with NRC partners.

Humanitarian operations today face obstacles such as lack of security, political leverage and funding. Whereas the appalling security situation in South Central Somalia continued to be a major challenge to the international humanitarian response, NRC developed operational methodologies making it possible to deliver continued assistance in areas where very few actors were present.

In Afghanistan NRC worked to maintain its reputation as an independent and impartial actor. In 2009 NRC strongly advocated for a clear separation of humanitarian and military actions. In areas where the international community spends billions of dollars to provide humanitarian as well as development assistance through military forces and private contractors, it is increasingly difficult for independent actors to use the humanitarian principles as a tool to maintain operational space.

Security for aid workers remained a concern in most of NRC's programme countries in 2009. This was attributed to a number of factors, including the increasing number of humanitarian workers deployed, the increasingly unstable surroundings in which they work, and the erosion of the perception of neutrality and independence of humanitarian actors. NRC continues to keep full attention on its security preventative systems and could safely account for all its 2,600 staff in 2009.

Another major challenge is increased displacement caused by natural disasters. In 2009, NRC



Photo: Kristin Svorris/NRC

ELISABETH RASMUSSON has been Secretary General of the Norwegian Refugee Council since 14 January, 2008. Rasmusson has a degree in Political Science from the University of Oslo and has had a long career in international humanitarian work. She has previously been Deputy Head of the OSCE Mission to Bosnia and Herzegovina, Field Coordinator for the UN in Angola and Cooperation Coordinator for the International Red Cross in Colombia. Rasmusson headed the NRC office in Geneva, which hosts the world's leading database for Internally Displaced Persons (IDMC). Rasmusson joined NRC from her position as Senior Adviser the UN Deputy Emergency Coordinator at UN's Office for the Coordination of Humanitarian Affairs.

Photo: Trine Brakke/NRC



PAKISTAN, JULY 2009: In Sheik Yaseen camp, NRC Secretary General Elisabeth Rasmusson met with people who have been displaced from Swat Valley. More than 2 million people were displaced by fighting between the Pakistani army and Taliban in the North Western Frontier Province in the spring and early summer of 2009 – the largest internal displacement in Pakistan since the division of India and Pakistan 50 years ago.

“On entering its 63rd year of operations, NRC remains a vital, relevant and experienced organisation

and IDMC continued to study climate related displacement, a concept subject to many beliefs and political opinions but with limited systematic research. Through its in-depth reports and active participation in global climate talks in the run up to the Climate Summit in Copenhagen (COP15) and active participation during the Summit, NRC and IDMC attracted international attention to the need for further research on protection and policy matters as well as improved humanitarian response to natural disasters, in particular climate related displacement.

NRC continued to assist the people in Myanmar affected by the devastating cyclone Nargis in May 2008. Despite the fact that millions of people still lack assistance, they are largely forgotten by the world. This is a striking example of the short attention span of the international community – even to large-scale natural disasters. The unmet needs in Myanmar are also a stark example of the consequences of international humanitarian response being influenced by political interests.

Another issue high on the agenda in 2009 is the fact that more than half of the world's population now live in cities and that urban displacement is on the rise. There are approximately five million urban refugees under UNHCR's mandate. In addition millions of internally displaced people (IDPs) live in urban areas. This trend presents a significant challenge to the international community, which until now has tended to focus on camp-based refugees and IDPs. NRC is adapting the response methodologies in urban settings where we are already operating and is engaging in dialogue on an international policy level with the UN and other partners.

NRC strives to achieve full accountability of all its efforts towards its target groups, as well as to donors and partners. High priority was given to management and staff development throughout 2009, including training for expatriate managers and the development of a national Management Training Programme. Implementation of the Core Activity Database (CAD) in early 2009 is crucial to improving NRC's ability to achieve programme objectives in the field through documenting quantitative and qualitative results.

On entering its 63rd year of operations, NRC remains a vital, relevant and experienced organisation ready to embark on new challenges in increasingly complex situations. The employees successfully continue to pull in the same direction towards reaching our key organisational objectives. It is particularly satisfying that the NRC team, in a flexible and collaborative spirit, has turned the overall economic result into surplus in 2009. NRC faces the coming year as a robust organisation with a highly motivated staff in 20 countries – ready to assist millions of displaced people on four continents.

NORTHERN LEBANON, OCTOBER 2009:
NRC Secretary General, Elisabeth Rasmusson, during a visit to the Palestinian communities devastated by the Nahr el-Bared conflict in the spring of 2007. NRC is in the process of reconstruction housing for Palestinian families in the Mohjareen neighbourhood of this area. Rasmusson discusses the project with NRC Lebanon staff Ahmad Azzam, Country Director Ulla Backlund and Ivan Blazevic.

COLOMBIA, APRIL 2009:
NRC Secretary General, Elisabeth Rasmusson, on a visit to Colombia.

Photo: Truls Bækkel/NRC



Photo: Siri Eiveland/NRC



SUDAN, 2008: A learner at a NRC Youth Education Pack (YEP) Centre in Southern Kordofan. NRC was evicted from this area by the Sudanese government in 2009, as a consequence of the arrest warrant for the Sudanese president issued by the International Criminal Court (ICC).

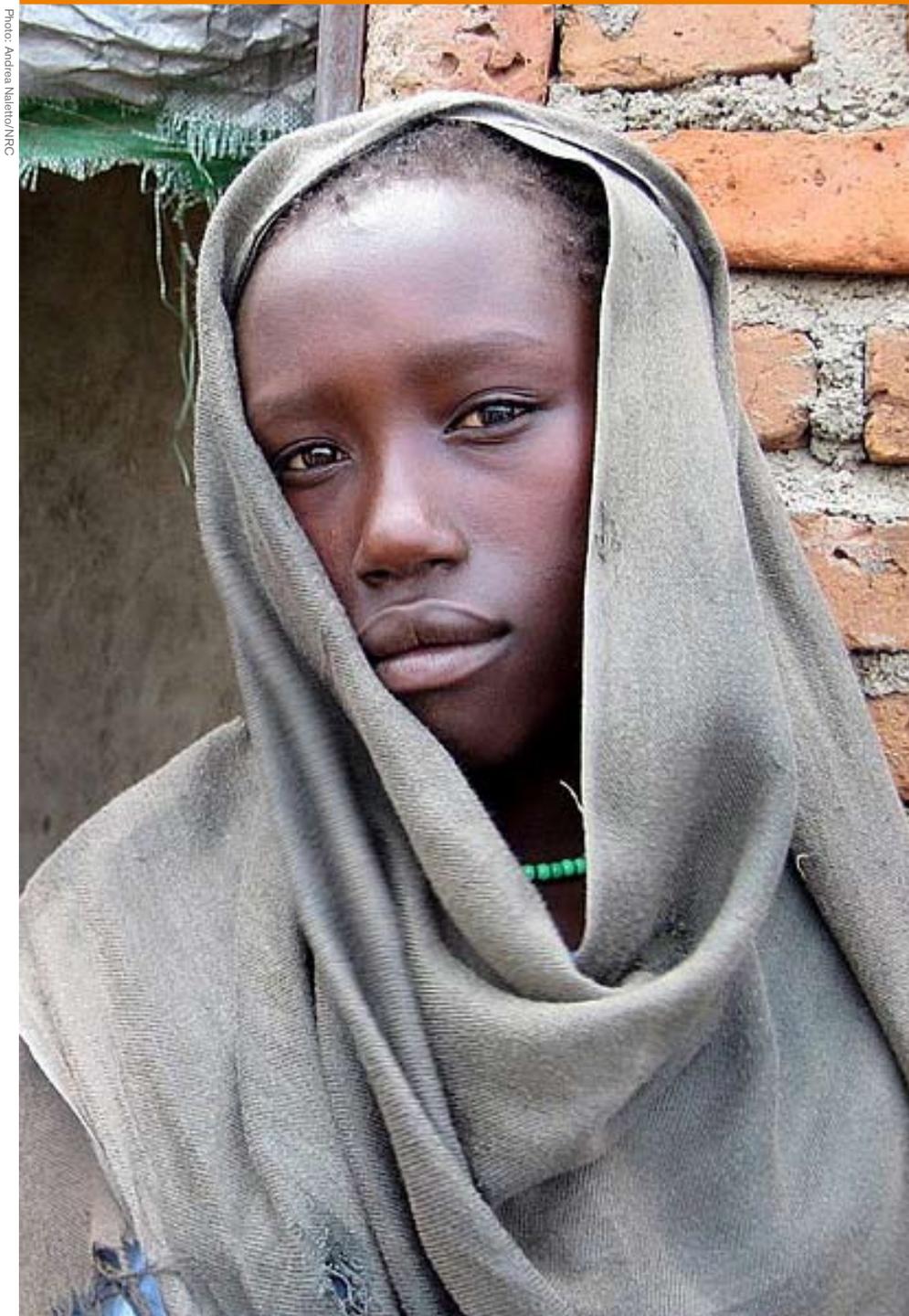


Photo: Andrea Nalatio/NRC

AT A MOMENTS NOTICE

Norwegian Capacity to International Operations (NORCAP) is one of the world's leading and most frequently used emergency standby rosters. NRC operates NORCAP on behalf of the Norwegian Ministry of Foreign Affairs (MFA) – recruiting personnel, facilitating deployment and continuously developing the secondment mechanism.

The NORCAP mandate is to strengthen the ability of the UN and other international organisations to act swiftly in all stages of a crisis, by supplying competent personnel within a broad spectrum of expertise. The goal is for the roster to comprise 850 men and women from Norway, Africa, The Middle East and Asia, who are ready to deploy anywhere in the world within 72 hours.

NORCAP personnel contribute in two main areas: Enhancing the capacity, relevance, adaptability and efficiency of our partners in humanitarian operations and providing civilian monitors and observers.

In addition to NORCAP, the UN and NRC have developed a range of specialized emergency

rosters: ProCap and GenCap supply experts on protection and gender respectively. The Mediation Support Unit (MSU) consists of recognized experts on peace mediation. NORCAP/UN is a pool of Norwegian management candidates to the UN. The Norwegian Bank of Resources on Democracy and Human Rights (NORDEM) supplies, among other expertise, election observers. The Assessment Capacity roster (ACAPS) was established in 2009.

The NRC operated emergency rosters contribute to ensuring that people in need receive swift and efficient assistance and protection, regardless of their religion, race, nationality or political views.

IMPROVED CAPACITY WITH NEW DEAL

In 2009, NRC signed a new framework agreement with the Norwegian Ministry of Foreign Affairs (MFA), which increased the ability of the Emergency Response Department to meet urgent personnel needs in a humanitarian crisis.

Since 1991 NRC has received individual funding for a wide range of emergency projects. As from 1 January 2009, a single three-year MFA agreement replaced previous arrangements. Simultaneously a group of rosters were incorporated in the new NORCAP brand.

The Norwegian Ministry of Foreign Affairs views NORCAP as an important political tool for providing humanitarian assistance, preventing crisis and supporting societies affected by conflict. In 2009 the emergency roster contributed to achieving a number of goals stipulated in White Paper 40 (2008-2009): Norwegian Humanitarian Policy. One such goal is that Norway seeks to be among the leading political and financial partners in international humanitarian efforts. Another is supporting the ability of the international community to respond to future challenges.

NORCAP has 14 UN partner organisations, making the UN its main partner. In 2009 the roster supplied personnel to 11 different UN organisations and integrated missions. The number of secondments increased slightly compared to 2008. NORCAP received 349 personnel requests, and responded to 75 percent. 185 experts were seconded to 36 countries, contributing more than 1,000 man-months. NORCAP accomplished its goal by giving feedback on 75 percent of all requests within 24 hours.

NORCAP is actively recruiting members from the Global South. In 2009 more than 150 roster members were from Africa, Asia or the Middle East. More than 60 of them were on assignment in 2009.

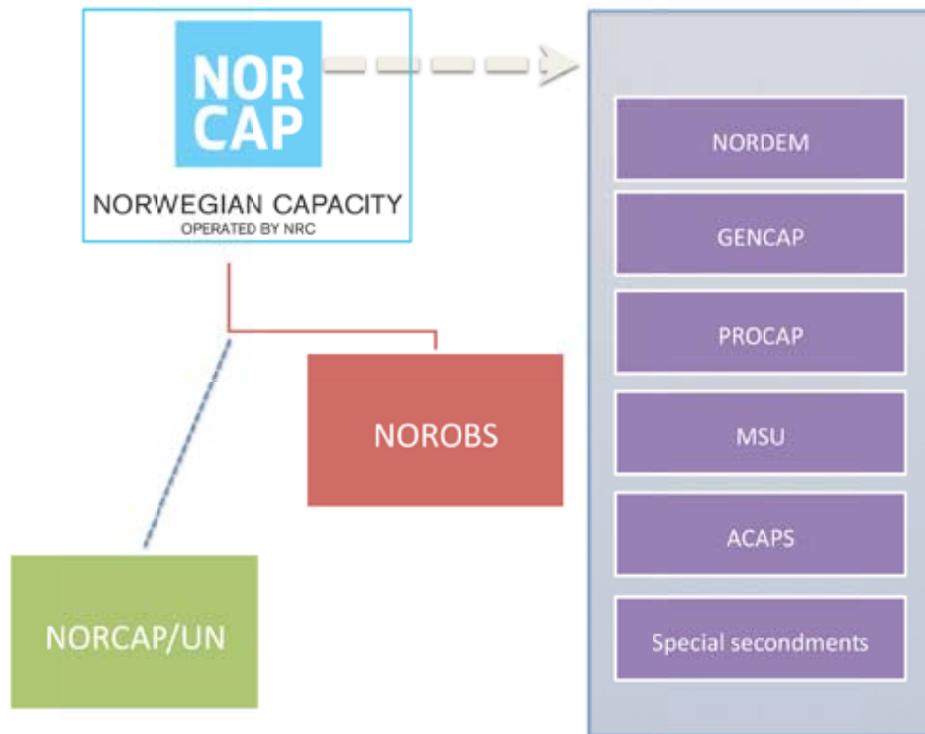
http://www.regjeringen.no/nb/dep/ud/aktuelt/nyheter/2009/nrc_ud.html?id=552984

OSLO, APRIL 2009: Director General Geir O. Pedersen, Department for UN, Peace and Humanitarian Affairs, the Norwegian Ministry of Foreign Affairs and NRC Secretary General Elisabeth signed a new and improved emergency roster agreement on 1 April, 2009.

Photo: MFA/Bjørn Stenningsson



“40 percent of all internally displaced people in 2009 live in Africa



NORCAP 2009: The new secondment mechanism encompassing all NRC rosters represents more than an administrative improvement. It provides a more potent instrument for responding to the needs of our partners.

A STRATEGIC PARTNER

In 2009, the NORCAP roster has become better tuned to current and future needs of the UN through targeted recruitment.

The roster is developed in close and continuous dialogue with the UN – centrally, regionally and in the field – as well as through annual consultations. In 2009 the Emergency Response Department visited UN offices on 12 occasions to identify future needs. An example showing the adaptability of the roster is the increase in secondments to Ethiopia in 2009, following a direct request not anticipated by NORCAP. Another example is the focus on recruiting roster members with competence in child protection and education.

The seconded have to a larger degree contrib-

uted to strategic processes and are often seconded to key UN organisations, such as the main NORCAP partners WFP, OCHA, UNHCR and UNICEF. Hence the roster increasingly includes experts on more strategic processes, such as organisational development and auditing.

NORCAP personnel increasingly contribute to capacity building within the UN. The seconded do more than fill in personnel gaps. They provide field experience and act as independent dialogue partners in strategic processes – such as the ongoing reform work and the development of a global cluster approach to humanitarian affairs.

Photo: NRC



www.tiph.org

HEBRON, MAY 2009: Part of TIPH-observer Fazel Sabetzadeh's daily routine is engaging in conversation with the citizens of Hebron. At any given time TIPH (Temporary International Presence in Hebron) consists of between 50 and 60 civilian observers from the member states Norway, Italy, Switzerland, Turkey, Denmark and Sweden.



SUDAN, FEBRUARY 2009: Humanitarian Affairs Officer Patric Mansour leads a strategy meeting under the Acacia tree in El-Faser. Mansour was seconded to OCHA in Sudan in 2009.

RECRUITING IN CYBERSPACE

Previously prospective roster candidates could apply for membership twice annually. In 2009, the application process was made more flexible, allowing candidates to apply continuously via the web. The new recruitment policy enhances the ability of NRC to keep the roster updated. In 2009 the different rosters had more applicants than ever – close to 2000.

SEXUAL VIOLENCE IN FOCUS

At the end of 2009, NRC and the GenCap Steering Committee decided to expand the specialized GenCap roster, by recruiting members with in depth knowledge on sexual violence. The aim is to increase GenCap secondments by 40 percent in 2010.

The GenCap roster also established a secretariat within the UN Office for Coordination of Humanitarian Affairs (OCHA) in Geneva, to facilitate contact between the Steering Committee and the NRC.

NEW ROSTER

A new roster was established in December 2009: The Assessment Capacity roster (ACAPS). Its goal is to strengthen the international capacity to assess humanitarian needs in a crisis. The roster was established in cooperation with two British NGOs, Merlin and Helpage. NRC will recruit 60 experts and facilitate deployment. ACAPS is endorsed by the Inter-Agency Standing Committee Task Force and is linked to global cluster and regional initiatives.

BURUNDI, 2009: A Burundi boy enrolled in an NRC school.

SPEAKING UP FOR THE DISPLACED

Being an operational humanitarian agency represents only one pillar of the NRC mandate. NRC is also a rights based organisation actively involved in advocacy and information to secure the rights of refugees and internally displaced persons (IDPs).

The strength of NRC as a rights advocate and the ability to apply political pressure is derived from the organisations operational work. Through extensive field experience NRC documents lack of protection or humanitarian assistance and abuse, and suggests how to remedy the situation. The hands on knowledge, makes the organisation a strong advocate, a voice carrying weight far into the corridors of power.

The bulk of the advocacy work takes place in the field, with local, regional and national authorities

as well as international agencies focussing on humanitarian assistance and protection – such as the UNHCR and OCHA.

The main advocacy and information issues in 2009 were United Nations reform, displacement and climate change and shrinking humanitarian space in conflict-ridden countries. In Norway, the parliamentary elections also presented an opportunity to raise humanitarian issues in a Norwegian context. The gender aspect is embedded in all advocacy and information work.



A STRONG VOICE ON CLIMATE CHALLENGES

Climate change is causing massive displacement – today. The humanitarian consequences need to be addressed.

In close cooperation with UNHCR, OHCA and IOM, NRC has actively engaged with the parties to the UN climate convention prior to the climate summit in Copenhagen in December 2009 (COP 15). The goal was to establish recognition of the displacement factor in climate change and ensure that the final accord addressed current and future humanitarian consequences.

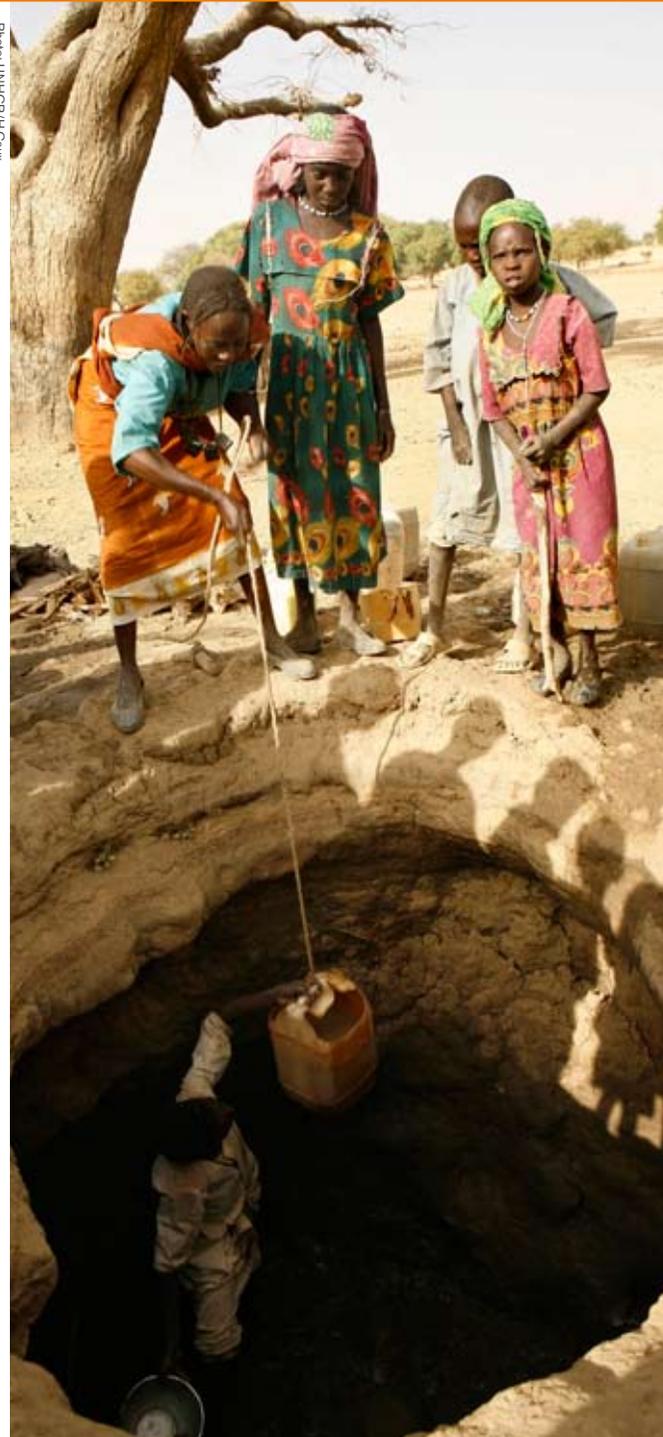
NRC has been present at all major negotiation sessions in the run up to COP 15. In Barcelona, Bangkok and Bonn NRC co-hosted high level side events with OCHA, UNHCR and IOM – engaging in dialogue with the delegates. Throughout 2009 NRC also gave talks on the

topic in academic, political and public forums in Norway and internationally. In Copenhagen NRC co-hosted a public side event in the centre of Copenhagen as well as a high level side event at the Bella centre where the talks took place.

NRC and its partners were pleased to note a groundbreaking recognition of the displacement factor in climate change among the world leaders in Copenhagen. Unfortunately the parties only managed to agree on a reduced and non-legally binding Copenhagen Accord. NRC will continue the advocacy work towards the next climate summit in Mexico in 2010, where the convention partners aim to secure a legally binding accord.

“20 million people were displaced by sudden onset climate related disasters in 2008 alone (IDMC, 2009)”

Photo: UNHCR/H.Caau



CHAD: A Sudanese refugee hoists a jerry can of water out of a well in Birak, Chad. The Locals generously share their dwindling water supplies with thousands of newly arrived refugees from the Darfur region.

AN IMPORTANT VOICE

In November 2009, NRC Secretary General Elisabeth Rasmusson was among 200 world leaders from governments, businesses and civil societies invited by Ban Ki-Moon to New York in the run up to COP 15. The purpose of the meeting was to mobilise support for the upcoming climate summit in Copenhagen. The invitation represented recognition of NRC's contribution to ensuring that future climate accords address the humanitarian consequences of climate change, such as displacement.



A NORMATIVE FRAMEWORK: The need to develop a normative framework on displacement in the wake of climate change was another core advocacy and information issue dealing with climate challenges in 2009. States and international organisations need to develop tools, guidelines and agreements securing protection of people displaced by climate related natural disasters. NRC issued the report *Climate Changed, People Displaced* to address the issue. The Norwegian Foreign Minister Jonas Gahr Støre was one of the speakers at an NRC seminar on climate change and displacement in Oslo in October – where the report was launched.



20 MILLION DISPLACED: In 2009, NRCs Internal Displacement Monitoring Centre (IDMC) and OCHA issued the report *Monitoring disaster displacement in the context of climate change*. The report revealed that 20 million people were displaced by sudden onset climate related disasters in 2008. The report also presented a methodology on how to monitor displacement caused by climate change, in order to produce reliable estimates for the future. It is a first step towards more knowledge about one of the greatest humanitarian challenges of our time.

EXPANDING THE HUMANITARIAN SPACE

It has become increasingly difficult for humanitarian organisations to access people in need. In 2009, NRC developed a comprehensive advocacy strategy to address the situation.

A combination of factors challenges the ability of the international community to take humanitarian action, particularly in on-going conflicts: Warfare is becoming increasingly asymmetrical with a diversity of government and non-state armed actors. Respect for international humanitarian law has diminished. Civilians are increasingly targeted, as are humanitarian workers. The security of civilians and humanitarian workers alike is further exacerbated by the increased tendency by donors to link humanitarian aid to military goals – undermining the neutrality of humanitarian aid agencies. In some countries the governments prevent access to their displaced populations by way of bureaucratic and practical obstacles.

The new Global Advocacy Strategy, developed in 2009, focus particularly on how to expand the humanitarian space and represent a potent advocacy instrument. The strategy will be implemented in 2010.

Advocacy and information on access challenges in the field has continued while the strategy was drawn up. Due to its sensitive nature, most of this work was carried out silently rather than in the public realm. The advocacy focus was on the rights of the displaced to receive humanitarian assistance and protection, not the rights of NRC to operate in given areas.

AFGHANISTAN, 2009: Children from families recently returned from exile in Iran – living in a transit camp in Sar-i-Pul. The deteriorating security situation in Afghanistan restricts access to many returnees and displaced people in need of humanitarian assistance.

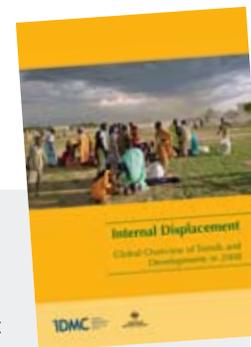
Foto: Shaun Scallan/NRC





DR CONGO, OCTOBER 2009: A woman is building a shelter for her family in the Mugunga 3 camp for internally displaced persons in Goma. More than one million people have been displaced by the conflict in DR Congo in 2009 alone.

Advocacy and Information



GLOBAL OVERVIEW:

The annual Global Overview from NRC's Internal Displacement Monitoring Centre (IDMC) remains the authoritative source on internal displacement worldwide. It is widely used as a reference tool by the UN, governments, international media and academic institutions. In 2009 the online IDMC database recorded 280,000 unique hits.

www.internal-displacement.org/

A PROTECTION MILESTONE

In October 2009, the African Union adopted the African Convention on Internally Displaced Persons (IDPs). NRC's Internal Displacement Monitoring Centre (IDMC) has campaigned actively in support of the convention.

The convention is the first regional instrument in the world to impose legal obligations on states in relation to the protection and assistance of IDPs. Its adoption has been widely recognised as an historic achievement. With funding from the Norwegian Ministry of Foreign Affairs IDMC engaged in a series of activities prior to and during the AU summit in Kampala, where the convention was eventually signed.

The AU IDP convention will only come into force once it has been ratified by 15 AU member states. IDMC will work with civil society organisations and parliamentarians in selected member states, to raise awareness of the convention and promote its ratification. In 2009, IDMC drafted a guide for civil society on the implications of the convention.

IDMC has also kept up its regular activities

monitoring IDPs in more than 50 countries, providing comprehensive information and analysis on their situation. Based on its monitoring and data collection activities, the centre advocates for durable solutions to the plight of the internally displaced in line with international standards. IDMC also carries out training activities to enhance the capacity of local actors to respond to the needs of IDPs.

RETURN IN DIGNITY

In 2009, the INCOR project (Information and counselling on repatriation and return) has coached 300 staff at asylum reception centres in Norway in all aspects of the return process for rejected asylum seekers. The INCOR project partners benefited from the extensive field knowledge generated by the NRC through its program activities.

INCOR was set up in 1995. It was originally a repatriation project, but was over the years developed to include a variety of counselling initiatives on repatriation and return. The Norwegian Directorate of Immigration (UDI) has funded the project. In spite of positive feedback from the beneficiaries and continued demand, the funding has been discontinued. INCOR will be terminated in March 2010.

A STRONG UNITED NATIONS

A newly developed strategy reaffirms the commitment of NRC to a strong international humanitarian system with the United Nations (UN) at its core.

Supporting the UN is entrenched in the NRC mandate. A strong UN, demonstrating leadership, providing and coordinating protection and assistance, as well as defending humanitarian principles, is vital to all humanitarian action.

NRC's Humanitarian Strategy Towards the United Nations has been developed to improve the quality and effectiveness of UN-led humanitarian protection, assistance and coordination, in the spirit of partnership.

The strategy focuses on maintaining a close dialogue with relevant UN agencies, such as UNHCR, OCHA and the UN Representative of the Secretary General on the Human Rights of Internally Displaced Persons (RSG). The NRC seeks to assist the UN by engaging in dialogue and advocacy on many levels – spanning from general humanitarian challenges, such as lack of access to people in need, to organisational and practical challenges within the UN, such as enhanced humanitarian coordination and field implementation of humanitarian reform.

NRC's Internal Displacement Monitoring

NRC has offices in Brussels, Geneva and New York. The Brussels office is dealing with the EU. The Geneva and New York offices spearhead the NRC advocacy efforts directed at various UN organisations.

Centre (IDMC) plays a vital role in strengthening the monitoring, analysis and advocacy work on behalf of IDPs, and thereby strengthening UN's evidence base for assisting and protecting people in need. In addition the emergency standby rosters operated by NRC enhance UN's humanitarian preparedness and response capacity.

NRC believes the UN strategy will contribute to strengthening the ability of the UN to address current and future displacement and humanitarian needs.

KENYA, AUGUST 2009: *New Somali refugee arrivals get instructions about camp registration from UNHCR staff at Hagadera camp, Dadaab. NRC is part of the coordinated humanitarian response in Daadab, and expanded activities significantly due to the high number of new arrivals.*



Photo: E.Hodstein/UNHCR

A VISIBLE ADVOCATE IN THE NEWS

NRC was among the four most cited humanitarian organisations in Norwegian media in 2009, with a deviation number of 22 million per month.

Displacement and humanitarian needs in the wake of the war in Gaza war, the end of the war in Sri Lanka, the deteriorating security in Afghanistan and the increasing insurgency and ensuing military operations in Pakistan, were

among the main issues raised in the media in 2009. In April, North Sudan dominated the media coverage, following the eviction of NRC and other international humanitarian organisations.

A visible and frequent presence in the media is

an important part of NRC's advocacy and information strategy, and formed an integrated part of the launch of Global Overview, Flyktningregnskapet and the climate reports in 2009.

FOLLOW NRC!

In 2009 NRC has incorporated social media in its online information strategy. You can now follow the organisation on Twitter, YouTube and Facebook. Participation in social media strengthens the NRC's presence in the public debate.



A DYNAMIC SOURCE OF INFORMATION

The NRC web is Norway's most comprehensive online collection of updated information on all aspects of forced migration.

The NRC web contains news, statistics and information on the refugee situation in more than 180 countries. The web has been an active channel for advocacy and information on all key issues in 2009. In 2009 the web team has strengthened its cooperation with NRC's Internal

Displacement Monitoring Centre (IDMC) in Geneva. The result is increased input from NRC's field activities. In the autumn work began on upgrading and redesigning the web. The new web will be implemented in 2010 in time for the upcoming NRK telethon.

WORLD DISPLACEMENT STATUS REPORT:

Flyktningregnskapet is an annual Norwegian report containing statistics and analysis on the status for refugees and internally displaced persons in more than 80 countries.



Photo: NRC



OSLO, AUGUST 31, 2009: All major political parties in Norway participated in the election debate on refugee policies.

ONLINE ELECTION DEBATE

On 31 August 2009, NRC organised a debate on refugee policies at the Nobel Peace Centre – the only debate focusing on the issue during the entire Norwegian parliamentary election campaign. The debate was a huge success, underlining that NGOs have the ability to set the public agenda.

NRC was the first Norwegian NGO to ever broadcast this type of debate live through a series of web-TV channels, reaching a potential audience of 1.5 million. For the first time NRC also engaged the web audience through Twitter, making it possible for them to participate in the debate. The NRC Secretary General also participated in

online chats on refugee policies via the national newspapers Aftenposten and VG.

See the debate on web-TV:

<http://www.flyktninghjelpen.no/?aid=9425781>

Photo: Uniform



ONLINE DESIGN AWARD:

The Norwegian Design Council presented NRC with the award Design Effekt 2009 for the web-design on www.flyktninghjelpen.no and the online store www.gavermedmening.no.

A FRESH PERSPECTIVE

NRC took a bold step in 2009, introducing a unique magazine on international affairs.

Most NGOs issue magazines focusing on their own activities as part of their communication strategy – as did NRC with På Flukt. The magazine Perspektiv is an innovative new concept with a much wider scope. As the Norwegian media continues to step down its international coverage, Perspektiv represents an effort to bridge the information gap. Rather than focusing on NRCs results in the field, Perspektiv strives to present reportages, comments and analysis of the root causes of forced migration. The aim is to raise awareness of conflicts and emergencies, which rarely make it into mainstream news. The coverage is not limited to countries where NRC is present.

The contributors are a mix of distinguished voices in the public debate, well known journalists, freelancers and NRC employees sharing their expertise. Perspektiv has been well received by stakeholders, politicians, journalists and scholars, and quoted in the regular media on several occasions. The role taken on by NRC with Perspektiv has also sparked a debate in the media on who should deliver the news. Perspektiv is currently the biggest magazine dedicated to international affairs in Norway.



PERSPEKTIV IN A NUTSHELL

- Circulation 20,000
- 4 issues annually
- Distributed free to 10,000 sponsors and stakeholders
- More than 1,000 copies sold via the magazine distributor Narvesen
- Funded by Government grants, advertising and magazine sales



PUBLIC DEBATES

In October, the Perspektiv editorial group organized a debate at Litteraturhuset in Oslo on the situation in Israel and the occupied Palestinian territories. The aim of the Perspektiv debates is to enhance the effort to raise awareness about neglected conflicts and emergencies causing displacement. The debates will continue in 2010.

EDWARD KENNEDY HONORED

In 2009, the UNHCR and NRC joined forces to enhance the recognition and prestige of the annual Nansen Refugee Award – honouring people who work relentlessly for the rights of refugees. UNHCR and NRC hope to achieve a greater focus on the refugee situation through the Nansen award.

In 2009, late Senator Edward

Kennedy was the recipient of the Nansen Refugee Award. Kennedy was a lifetime champion of national legislation, often addressing key refugee issues in the Senate. His wife Vicky Kennedy accepted the prize on his behalf during a ceremony at the Reagan Center in Washington DC in September.



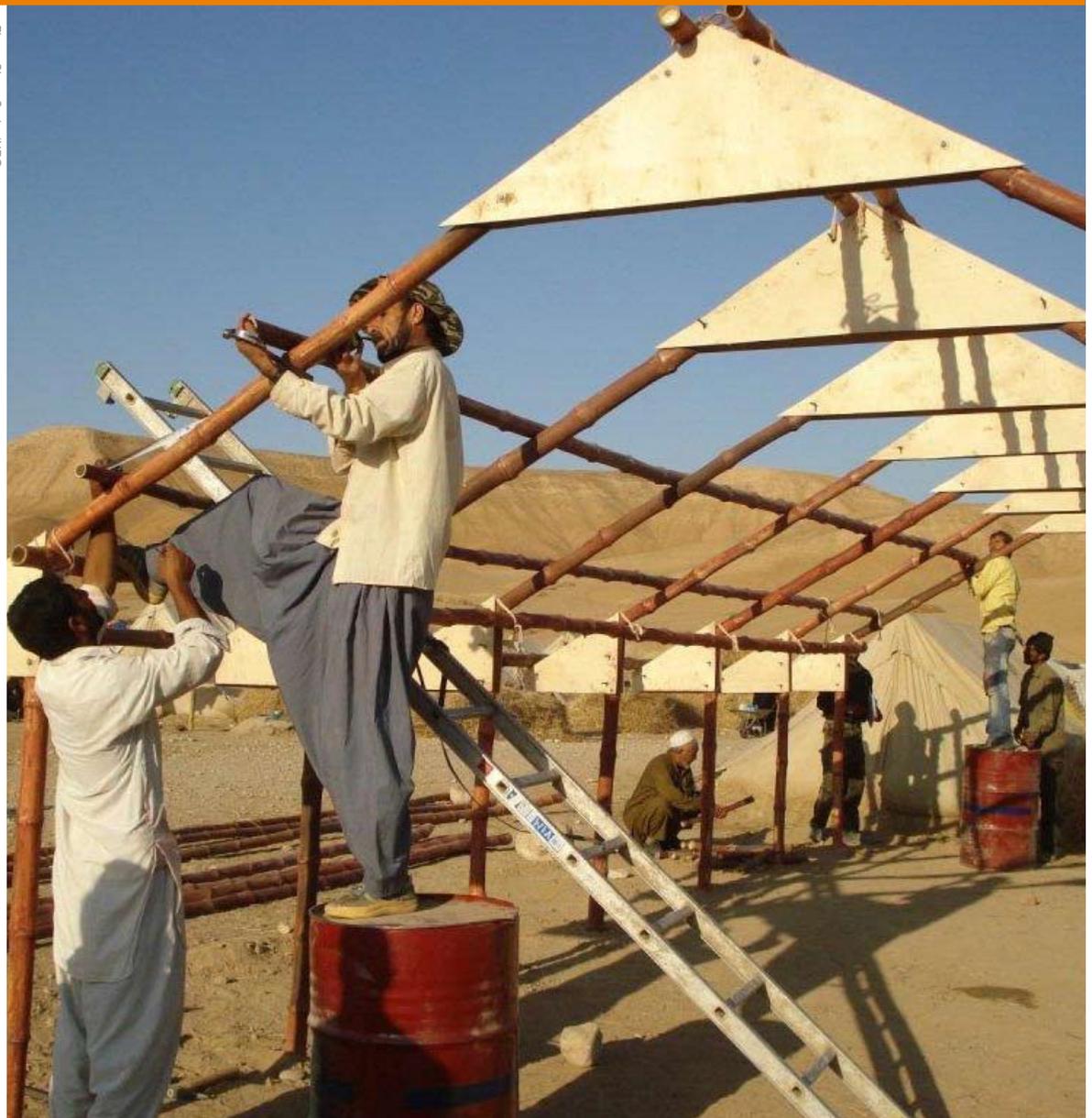
Photo: UNHCR

INVOLVE YOURSELF

Involve Yourself is a Norad sponsored youth project in Norway, aimed at involving young people in the fight for Human Rights. Five Norwegian NGOs run the project on behalf of Norad: NRC, Save the Children, The Red Cross, Norwegian Church Aid and Norwegian

People's Aid. In 2009 the project focussed on inspiring young people to use social media in their fight for Human Rights. 4,300 youth gave their face to the campaign on the web. The Involve Yourself project also organised a daylong concert on YouTube.

Photo: Shaun Scallan/NRC



LEARNING CENTRE: In 2009, the Norad sponsored Utviklingshuset in Oslo opened its doors to the public. The educational centre on aid and development incorporates a presentation of NRC shelter projects in Afghanistan. The above picture is from shelter construction in Sar-i-Pul.



TIMOR-LESTE, MARCH 2010: Education is a basic human right, but it is also a response mechanism for protection and a prerequisite for rehabilitation of conflict torn societies. These primary school pupils attend one of the 30 schools in Timor-Leste where NRC runs Compact Teacher Training programmes.

NRC IN THE FIELD

In 2009, The Norwegian Refugee Council (NRC) had programme activities in 19 countries in Africa, South-America, Asia, The Middle East and The Caucasus – providing assistance and protection to internally displaced persons (IDPs), refugees and returnees.

The operational field activities represent the heart of the organisation. NRC's programme activities focus on five core activities:

Camp management

More than 10 million displaced people live in camps. NRC runs camps in several countries, providing assistance and protection to the displaced, ensuring efficient management through close coordination with a wide range of stakeholders. NRC is an active part of the Camp Coordination and Camp Management Cluster (CCCM). NRC also provides camp management training and coaching and camp monitoring.

Food security and distribution

Conflicts and natural disasters affect the most basic needs of human beings: Access to food and clean water. NRC distributes food and non-food items (such as kitchen sets, hygiene kits and jerry cans) and runs school feeding programs. NRC's programme activities also seek to restore food security, by for instance providing assistance in restoring or developing new livelihoods.

Building homes and schools

NRC provides displaced populations with emergency shelters in camps or other temporary living quarters. An equally important part of the shelter

strategy is providing long-term solutions. NRC builds permanent housing for refugees and IDPs, both in their new environs and upon return. NRC also builds and reconstructs schools.

Education

Through a variety of education programmes NRC targets children and adolescents whose education has been disrupted by displacement. "Catch-up" classes help children and adolescents for a year, before they are transferred to local schools. Where there are no schools, Accelerated Learning Programmes allow children and adolescents to complete basic education in half the normal time. A one year Youth Education Pack offers literacy, life skills and vocational training to improve the self-reliance of young people. NRC also coaches and monitors trainers and teachers.

Information, Counselling and Legal Assistance

NRC's Information, Counselling and Legal Assistance (ICLA) activities are designed to empower IDPs, refugees and returnees to make free and informed decisions. The ICLA activities focus particularly on housing, land and property rights, legal identity and corresponding rights, employment, pensions, family issues and protection for victims of sexual and gender based violence.

URBAN DISPLACEMENT

An increasing number of displaced people are seeking protection and shelter in urban areas. In 2009, NRC has been actively involved in addressing the urban challenges.

Developing guidelines and strategies allowing humanitarian organisations to better adjust their assistance methods and reconstruction options to the specific needs of urban displacement is vital.

Urban displacement arise both from a temporary influx to urban areas in the wake of an emergency, as well as from resettlement in or to urban areas as part of a durable solution.

To address the need for guidelines and strategies, NRC shelter advisers actively participate in the Inter-Agency Standing Committee (IASC) Task Force on Meeting Humanitarian Challenges in Urban Areas.

In November 2009, the Task Force presented a strategy and action plan for approval by IASC member agencies on how to respond more effectively to urban humanitarian crises.

Via the Geneva based Shelter Centre and its UK Department for International Development financed funding mechanism, NRC started a so-called Shelter Sector Project. The objective is to develop guidelines and assistance methods addressing specific challenges when assisting

refugees and internally displaced persons (IDPs) in urban settings.

The guidelines focus on identification, registration and profiling, in order to address the livelihood situation, map and assist future migration intentions and strengthen relations to the general urban population. They also focus on security of tenure, land and property rights, assistance methods, the role of humanitarian organisations, advocacy and mediation, as well as settlement management and capacity building of authorities.

The project is managed by the shelter advisers and supported by the independent consultant Kate Crawford. OCHA, World Vision, Médecins

Sans Frontières (MSF), Practical Action, Habitat for Humanity and Skat are active partners in the project. The guidelines will be finalized by May 2010.

NRC has also taken an active role through the Camp Coordination and Camp Management cluster (CCCM), in order to facilitate the response to urban displacement. The first step has been to develop guidelines for operations in Collective Centers, often found in more urban contexts.

***KENYA:** Increasing flooding in rural areas of Western Kenya is expected to cause more people to seek refuge in urban areas – such as the massive Kibera slum in the outskirts of Nairobi. Kibera is already home to more than one million people, 25 % of Nairobi's total population.*



Photo: Christian Ais/Panos/FAK Features

CASH AND VOUCHERS PILOT

The winter of 2008-2009, NRC set up a cash and vouchers pilot project in Afghanistan.

Instead of in-kind distributions, displaced persons were presented with cash and vouchers to be used at their own discretion. NRC views cash and vouchers as a more appropriate and dignified solution, as it increases people's choice and strengthens local markets.

The new approach was applied to food security, shelter and education core activities in Afghanistan. NRC plans to set up pilot projects in four more countries in 2010, to further understand the usefulness of a cash and voucher approach to humanitarian needs.

NRC is also a member of the steering committee of the global Cash Learning Partnership (CaLP), which gives the organisation entry to the latest policy discussions and access to cutting-edge research and training opportunities.

SOLVING LAND DISPUTES

By developing and applying alternative dispute resolution methodologies, NRCs Information, Counselling and Legal Assistance (ICLA) programmes are increasingly succeeding in solving land disputes.

The methodologies are adapted to the specific context in each country, and sometimes to regions within the countries or urban versus rural contexts. Most countries where the methodologies have been implemented are affected by "legal pluralism", i.e. multiple legal systems within one geographic area, which create confusion as to what laws should be applied to solve disputes. In addition state institutions, including justice systems and land administrations, are weak or non-existent and the population resorts to the mechanisms that traditionally have kept social peace in the communities. However, even those mechanisms have been affected by conflict and new structures with less legitimacy and more partiality appear. In these circumstances alternative dispute resolution yields good results. NRC is currently applying these methodologies in Liberia, Côte d'Ivoire, Sudan, DR Congo, Burundi and Uganda. In 2010, NRC will develop standard models adaptable to other countries.

BURUNDI, 2009: NRC provides legal assistance to returnees in Burundi. Land disputes are a common obstacle facing returnees. Liberia is one of the countries where NRC applies alternative dispute resolution methodologies.



Photo: Astrid Sahli/NRC

Photo: Astrid Sahli/NRC

INTEGRATED GENDER FOCUS

Gender focus is integrated in all NRC programme activities. The story of Mary Gargar from Liberia is a typical example.

Madame Gargar's neighbours disputed her tenure to the land she has occupied for 22 years. Distressed that she might lose the source of food and income with which she supports her household of 14 family members or that the conflict could turn into violence, she sought assistance from NRC Liberia's Information, Counselling and Legal Assistance (ICLA) project. NRC staff found out that Madame Gargar was the victim of fraud when she purchased the property in 1988. The person who sold her the land misrepresented himself as the owner and forged the title deed. Unclear land laws and weak government institutions makes fraud difficult to detect.

After extensive mediation, the original owner acknowledged that Madame Gargar acted in good faith and had made enormous efforts to make the property habitable and productive and agreed to formally transfer the land against a reasonable fee.

On 28 February 2010, NRC conducted a survey to establish the quantity of land, demarcate boundaries and prepare a title deed. Today Madame Gargar enjoys access and increased security of tenure to the land.

Photo: J. Jackson/NRC



LIBERIA 2009: Mary Gargar explains her land dispute to NRC staff.

MORE NATIONAL MANAGERS

In 2009, NRC developed a management training programme aimed at increasing the number of nationally employed managers. In addition to creating a long-term career path for national staff, the initiative aims to secure professional development of key national staff in accordance with new challenges in international humanitarian work. Seven new national managers in NRC's Somalia/Kenya programme have been selected to participate. The programme will be launched in January 2010 with a workshop in leadership and coaching in Nairobi. The NRC National Management Training Programme will be implemented in ten more countries in 2010.

CORE ACTIVITY DATABASE

The implementation of the Core Activity Database (CAD) started in January 2009, and is now an integral part of NRC's programme monitoring and reporting. CAD is key to NRC's focus on and ability to achieve programme objectives in the field through documenting quantitative and qualitative results for all of NRC's programmes, enhancing the organisation's accountability towards its beneficiaries and donors. CAD is also a valuable tool for analyzing and optimizing the effect and quality of NRC's core activities and projects in programme countries

PROGRAMME COUNTRIES 2009

In 2009, NRC had programme activities in 19 countries in Africa, Asia, South America, The Middle East and The Caucasus. In addition NRC cooperates with the Danish Refugee Council on a project in Chechnya. Two programme were discontinued by the end of the year – Nepal and The Central African Republic. NRC visited Iran, Iraq and Yemen in the second half of 2009, to evaluate the possibility of establishing programme activities. NRC completed an application to the government of Zimbabwe at the end of the year, and hopes to start programme activities in 2010.

Photo: Eric Balonon/NRC



BURUNDI

Latest IDP figure: 100,000 (IDMC)
Refugees in other countries: 99,103
Refugees from other countries: 31,305
Population: 8.3 million



The armed conflict has been resolved, and NRC is currently focusing on durable solutions for the internally displaced and returnees.

At the end of 2008 the last rebel group, National Liberation Forces (FNL), laid down its arms. No new conflict-induced displacement was reported in 2009. Up to 100,000 internally displaced persons (IDPs) remain. Most of them have integrated in the towns and villages they fled to. More than 500,000 refugees have returned from neighbouring countries since 2002, mainly Tanzania. Fewer refugees than expected returned in 2009 – due to insecurity regarding the upcoming elections in the summer of 2010. Burundi refugees living in Tanzania since 1972 were also given the opportunity to apply for citizenship in 2009. In March 2010 155,000 succeeded. A political milestone was reached in 2009, as the final demobilisation of FNL was agreed upon and the former rebel group converted into a registered political party. Being one of the world's poorest countries Burundi still faces grave humanitarian challenges.

NRC established programme activities in Burundi in 1997. The country office is located in Bujumbura, and the field offices in Muyinga, Makamba and Ruyigi. NRC is engaged in all core activities in Burundi, except food distribution. The overall objective in Burundi is to promote and protect the basic rights of returnees, IDPs and refugees and to facilitate voluntary return and reintegration as durable solutions, particularly by focusing on the most recent and the most vulnerable returnees and IDPs.

In 2009 NRC's focused on access to education for returnee and IDP children and youth. NRC celebrated 10 years of running the Teacher's Emergency Package (TEP) – an accelerated

learning programme for children, which has provided access to education and protection to 82 000 out-of-school children – with a special emphasis on promoting education for girls.

NRC also ran Youth Education Pack (YEP) projects in 2009, providing displaced youth with vocational and life skills.

In 2009 the shelter programme focused on building houses and schools for returnees.

Access to land and tenure is one of the biggest challenges facing returnees – Burundi being one of the most densely populated countries in Africa. The NRC Information Counselling and Legal Assistance (ICLA) programme assisted returnees in resolving land disputes. The ICLA programme also focused on awareness campaigns regarding family law, asylum law and sexual gender based violence, and monitored the reintegration of refugees forced to return from Tanzania.

Throughout 2009 NRC's advocacy work in Burundi has focused on reintegration challenges and durable solutions for IDPs – towards the Government as well as UNHCR.

The camp management programme continued in 2009, in close cooperation with UNHCR. NRC currently manages the following camps; Gasorwe, Musasa and Bwagiriza. The camps have approximately 20,000 Congolese refugees, who are most likely to remain in Burundi in the years to come, due to the unstable situation in DRC. In September 2009, the Gihinga camp in Mwaro was closed down. The camp population was moved to the newly opened Bwagiriza camp. NRC is preparing to exit from Burundi at the end of 2011, if the elections go well.

BURUNDI: Children attending an NRC TEP-school in Bigera in the south of Burundi.



CENTRAL AFRICAN REPUBLIC (CAR)

Latest IDP figure: 162,000 (IDMC)
Refugees in other countries: 160,424
Refugees from other countries: 28,266
Population: 4.4 million

At the end of 2009, NRC discontinued its activities in the Central African Republic (CAR).

Internal armed conflict between government forces and various armed groups in northern CAR displaced 200,000 people by 2007. Following peace agreements, the number fell to 108,000 by February 2009. However, clashes between the army and a splinter rebel group and attacks against civilians by criminal gangs increased the number of IDPs to 162,000 by the end of the year – mostly in areas where NRC did not have programme activities.

NRC has been present in North-West CAR since 2007, with a country office in Bangui and a field office in Batangafo.

The main focus has been ensuring access to primary education for IDP and returnee children in the triangle covering Batangafo, Moyenne Sido and Ouandago. The education needs in these areas did not match NRC's traditional education programme components (Accelerated Learning Programmes, Teacher's Emergency Package or Youth Education Packs). Instead NRC has been working within the formal, national school system, assisting the authorities in re-establishing schools closed down in the wake of conflict. NRC helped track down and enrol children in school and provided operational support, by training teachers, supplying school material and school meals.

The programme activities also benefited local children to a substantial degree. The result is that school enrolment in NRC's programme area has increased dramatically. The number of successfully passed final exams over the last two school years increased from 37% in 2007 to 82% in 2009.

In 2009, NRC constructed three new school

buildings and rehabilitated three existing schools. The official handover to the local school authorities took place by end November.

There are several reasons for NRC's decision to discontinue its country programme in CAR. It has been increasingly difficult to reach the traditional NRC target groups in the CAR context i.e., IDPs and returnees. Another is the acknowledgement that rather than supporting and strengthening the existing formal education system, the NRC education project has replaced the authorities in their responsibility of providing primary education. This clearly illustrates the need for a stronger focus on development assistance. Furthermore, lack of funding has not only made the required shift in activities impossible, it has made it difficult to sustain a sound programme beyond 2009.

The programme, in its present design, needs to be continued by an organisation with a stronger development approach, which can make a more long term commitment than NRC is in a position to do – hopefully leading to the government taking over one day. NRC was pleased to be able to hand over all activities to the Danish Refugee Council.

CAR, 2009: Children attending an NRC supported school.



CÔTE D'IVOIRE: An internally displaced Mozo woman and her child in a camp in Bouake



CÔTE D'IVOIRE

Latest IDP figure: Undetermined (IDMC)
Refugees in other countries: 28,430 (UNHCR)
Refugees from other countries: 24,826 (UNHCR)
Population: 21 million

The shift from humanitarian to development support has been delayed by the continuous postponement of the presidential elections.

Several hundred thousand people were internally displaced (IDPs) in Côte d'Ivoire by the internal armed conflict, which broke out in 2002, and by local community conflicts. Estimates only cover people displaced in the south of the country, and not in the centre and north, which were under the control of the rebel group Forces Nouvelles. Although the fighting has ended, the situation in Côte d'Ivoire continues to be tense. Presidential elections set for November 2009 have been postponed to an unknown date in 2010, with ongoing political dispute concerning registration of voters and who should be entitled to vote.

NRC has worked in Côte d'Ivoire since 2006, operating from a country office in Abidjan and two field offices in Duékoué (West – Moyenne Cavalli and 18 Montagnes) and one in Bouaké (Centre). Programme activities have been expanded and now also cover the regions of Worodougou, Haut-Sassandra (both situated in the West) as well as rural areas around Bouaké. Core activities include education, shelter (school construction), food security and Information, Counselling and Legal Assistance (ICLA).

The ICLA programme has focused on assisting people affected by displacement in obtaining identity documents and informing them on issues such as civil status and civil rights. In 2009, the programme targeted 9,000 beneficiaries. The programme will expand its intervention in the West to land and property issues in 2010.

NRCs Internal Displacement Monitoring Centre (IDMC) launched a background study on

land issues in Abidjan in November 2009, titled *Whose land is this?*. The report highlighted the challenges related to existing land laws and the effects that its application will have on IDPs. NRC is advocating for the implementation of some of the recommendations in the report.

The education programme is closely collaborating with the ICLA programme by assisting school children in accessing birth certificates, which are essential to sign up for final exams at formal schools. Catch-up classes, helping children and adolescents to integrate into local schools, continued in 2009, targeting a total of 8,150 children in the West and Centre North. A community school programme targets children living in remote areas, without access to the formal education system. NRC is advocating the government to integrate community schools into the formal school system.

The general trend in Côte d'Ivoire is a shift from humanitarian interventions to transitional and/or development support the next two to three years. The repeated postponement of the elections has affected the willingness of donors to continue to provide support. Large donors such as the World Bank have indicated that continued funding will depend on progress towards elections. If elections are postponed beyond 2010 it may result in growing discontent among the Ivorian population and possibly a destabilisation of the political situation.

Programme Activities

DEMOCRATIC REPUBLIC OF THE CONGO (DRC)

Latest IDP figure: 1.9 million (IDMC)
Refugees in other countries: 486,978 (UNHCR)
Refugees from other countries: 186,452 (UNHCR)
Population: 66 million



More than one million people were newly displaced by renewed fighting in DRC in 2009, causing a massive increase in humanitarian needs.

Since the mid-1990s, millions of Congolese have fled their homes to escape fighting between various rebel groups and the government, in a complex conflict involving neighbouring states. In January 2009 the leader of the rebel group National Congress for the Defence of the People (CDNP), Laurent Nkundwa, was removed and Rwandan armed forces were allowed by the government of DRC to cross the Congolese border to intervene against the rebel group FDLR (remnants of the 1994 Hutus responsible for the genocide in Rwanda). This was done with the support of the Armed Forces of the Democratic Republic of Congo (FARDC) and the joint military operation was named Umoja Wetu. Following the withdrawal of Rwandan troops at the end of February 2009, a new joint military operation named Kimia II was soon to follow. This time with the support of the UN's military force MONUC. It was also extended from the province of North Kivu to include South Kivu.

However, the FARDC's military offensive against the FDLR, led to large displacement of the local population. In total 1.9 million people were internally displaced (IDPs) in DRC at the end of 2009. Many IDPs did not receive assistance, as access for humanitarian NGOs were blocked in many areas by insecurity. Tens of thousands of IDPs sought shelter in camps and spontaneous settlements, as the resident population's capacity to host them had declined. NRC also had to adapt to a new environment of simultaneous return to relative safe areas and new displacement due to armed conflict.

NRC has been present in DRC since 2001, addressing the needs through all of NRC's five core activities. NRC operates from a country

office in Goma, with four field offices in North and South Kivu, and a liaison office in Kinshasa. The field office in Moba in Katanga was phased out in August 2009.

Throughout 2009 NRC provided teacher training and basic education for IDP and returnee children, and basic education and practical skills training to youth, who due to war and displacement had not had access to education. This was done through the Teachers Emergency Package (TEP) and Youth Education Pack (YEP). NRC also managed nine camps (five in Goma and four in Masisi), ensuring protection and access to basic services to about 85,000. However, in September four camps outside Goma were closed down by the authorities. During this period NRC had an active role in advocating for ensuring a voluntary return for camp residents. NRC is continuously advocating for reinforced protection measures in camps and in return areas. The Information, Counselling and Legal Assistance (ICLA) programme focused on housing, land and property issues faced by IDPs and returnees, as well as protection monitoring.

NRC also distributed food, non-food items and school kits to displaced people and returnees through its emergency food security and distribution programme. NRC's shelter programme had a strong focus on building permanent and semi-permanent classrooms in return areas, as well as temporary classrooms for NRC's emergency education project for displaced children.

DRC, OCTOBER 2009: Sexual assaults on women IDPs have increased in DRC. Judith (29) was raped by men in uniform while collecting firewood outside the Mugangna 3 IDP camp outside Goma. The daughter strapped to her back is a result of the rape.



SOMALIA, FEBRUARY 2010: The NRC school project in Hargeisa.



SOMALIA AND KENYA

SOMALIA:
Latest IDP figure: 1.5 million (IDMC)
Refugees in other countries: 699,393 (UNHCR)
Refugees from other countries: 26,483 (UNHCR)
Population: 9.1 million

KENYA:
Latest IDP figure: Undetermined (IDMC)
Refugees in other countries: 12,599 (UNHCR)
Refugees from other countries: 377,866 (UNHCR)
Population: 39.8 million



Programme activities in Somalia and Kenya increased in 2009, in response to intensified fighting and new displacement in Somalia.

After the collapse of the Somali State in 1991, Somalia has remained without a central government and suffered intense factional fighting and civil war. 2009 started on an optimistic note. Ethiopian forces withdrew from Somalia and a new president was elected at UN sponsored peace talks in Djibouti. Between January and April an estimated 70,000 people returned to their homes in Mogadishu. However, in May fierce fighting erupted, causing a renewed exodus from Mogadishu and other towns. The renewed conflict led to new displacement and the further worsening of the already grave humanitarian situation across south and central Somalia – severely restricting access to people in need.

NRC has been present in Somalia since 2004. The country office is in Nairobi, Kenya, with field offices in Hargeisa in Somaliland, Bosaso in Puntland, Mogadishu in South Central and Dadaab in Kenya. Being present in four key areas in Somalia and Kenya enables NRC to respond quickly to changes in the humanitarian situation.

Programme activities in Somalia in 2009 included building and rehabilitating schools, providing temporary shelters, improving sanitary conditions and distributing non-food items to internally displaced people in South Central Somalia, Puntland and Somaliland. An additional and important core activity in Somalia is providing access to education.

In January 2009, NRC set up a new school project in Mogadishu, a city where less than 10 percent of children enrol in school. 400

internally displaced (IDP) children were enrolled in 11 NRC learning centres at the end of the year. The goal is 3,000.

In Somaliland NRC runs four youth education (YEP) centres, teaching adolescents who have never attended school, reading and writing, life and vocational skills as well introducing them to human rights, social and health studies. The learners and instructors were selected from within both displaced and host communities.

NRC is also providing reading and writing lessons for adults and Alternative Basic Education for children who have not had access to education in Somaliland and Puntland. NRC is actively targeting girls, and at least half of those enrolled in NRC learning centres are female.

As a response to the massive outflow of Somalis to Kenya, NRC is operating in the Dadaab refugee camps, where at the end of 2009 over 260,000 refugees reside. More than 62,000 new arrivals were registered in 2009, but most of the residents have been living in the camps for over 18 years. Programme activities include building shelters, latrines and classrooms, and distributing non-food items – and were significantly expanded due to the high number of new arrivals. NRC also runs three youth education (YEP) centres inside the camps and one in the host community. In 2009 NRC obtained partnerships with official Kenyan educational institutions to administer examinations of youth enrolled in the YEP-centres. Adult refugees work as teachers and instructors.

Programme Activities

LIBERIA

Latest IDP figure: Undetermined (IDMC)
Refugees in other countries: 73,802 (UNHCR)
Refugees from other countries: 7,487 (UNHCR)
Population: 4 million



Photo: Siri Eiveland/NRC

In 2009 the security situation in Liberia has continued to improve.

Yet challenges remain enormous and the country faces some of the worst socioeconomic conditions in the world. Liberia is still recovering from a devastating 14-year conflict. The civil war claimed over 200,000 lives, completely destroyed Liberia's infrastructure, and displaced more than one million people. The government declared the IDP return process to be completed in 2006. However, challenges remain, including high unemployment – particularly among young people and ex-combatants – drug trafficking and food insecurity. A UN Security Council mission in May 2009 highlighted the need for progress in developing Liberia's security institutions.

NRC has worked in Liberia since 2003. Core activities in 2009 included education, Information, Counselling and Legal Assistance (ICLA), food security and a pilot project on Sexual and Gender Based Violence.

Access to and control of land was key to the conflict, and is still a factor. An increasing number of land dispute cases were reported in 2009, particularly in the countries bordering Guinea in the northeast, but also in other areas affected by large numbers of returnees. In 2009, NRC's ICLA team was an active participant in the land sector. The programme assists returnees in resolving land disputes and securing land tenure through facilitated negotiations with local authorities and communities.

Supporting the Government's efforts to meet the education needs of IDPs and returnees has been a priority for NRC. In 2009, the education programme facilitated access to education for over-aged children through both the Accelerated Learning Programme (ALP) and the Youth Education

Pack (YEP). The YEP programme currently operates at five different locations in three counties. NRC hopes to expand the number of YEP centres in 2010. NRC enrolled the final group of ALP learners in 2009. They will complete their training as NRC will phase out this programme in July 2010.

During the conflict, rape of women and children was so pervasive that the UN described it as a weapon of war. Sexual assault of women and girls is still happening. Mediciens Sans Frontiers recorded an average of 960 reported rape cases monthly in Montserrado alone in 2009. NRC established a pilot project in 2009 to prevent and respond to sexual and gender based violence, focusing particularly on access to justice for survivors. The project aims to strengthen the organisational and technical capacity of the government and community structures to deliver coordinated prevention and legal responses.

Photo: Tone K. Bratsten



LIBERIA: A girl attending an NRC educational programme in Bah.



SUDAN, MARCH 2010: Teacher training in Aweil.



SUDAN

Latest IDP figure: 4.9 million (IDMC)
Refugees in other countries: 385,117 (UNHCR)
Refugees from other countries: 192,233 (UNHCR)
Population: 42.3 million

The focus of NRC activities in Sudan shifted to the South in 2009.

The shift is partly attributed to the ousting of international NGOs from Sudan, following the arrest warrant for President Omar al-Bashir issued by The International Criminal Court in The Hague on charges of war crimes and crimes against humanity in Darfur. The deteriorating humanitarian situation in the South also contributed.

Two decades of North-South conflict, the Darfur conflict which began in 2004 and increasing inter-tribal violence in South Sudan has generated the largest internally displaced (IDP) population in the world – more than 6 million at its height. 4.9 million are still displaced.

Since the signing of the Comprehensive Peace Agreement (CPA) in 2005, approximately 1.7 million people have returned to the South. Inter-tribal violence increased in the South in 2009, killing about 2,500 and displacing more than 390,000 new people – twice as many as the year before, and surpassing displacement in Darfur for the first time since the signing of the CPA.

NRC has worked in Sudan since 2004. Initially also covering the North, NRC was forced to shut down all operations in Southern Kordofan and Khartoum in early 2009. As a result NRC's activities in Sudan were halved. The Information, Counselling and Legal Assistance (ICLA) projects in Khartoum and school construction in Southern Kordofan were discontinued, while the 11 NRC youth education centers in Southern Kordofan were taken over by Norwegian Church Aid. The country office was moved from Khartoum to Juba. The renewed southern focus is concentrated on three core activities: Education, school construction and

Information, Counselling and Legal Assistance (ICLA).

In the wake of draught and violence, a situation of major food insecurity developed in 2009, contributing to the increase in inter-ethnic violence in the South. NRC plans to start a food security programme in 2010.

All NRC activities in South Sudan are linked to the ongoing return process. NRC has programmes in Northern Bahr El Ghazal, Central Equatoria and Warrap, with field offices in Aweil and Yei in addition to the country office in Juba.

The ICLA programme in Southern Sudan largely dealt with land and property rights in 2009, particularly in an urban setting where a majority of returnees settle. ICLA worked closely with the NRC office in Uganda West Nile, assisting Sudanese refugees.

NRC's educational programmes in South Sudan included Accelerated Learning Programmes, targeting children who have had their education disrupted. NRC plans to establish Youth Education Packs in the South in 2010, providing basic vocational, literacy and life skills. In addition NRC continued to construct schools through 2009.

NRC intends to expand its programme portfolio in South Sudan significantly in 2010 – geographically and in terms of core activities. Sudan continues to move towards peace, but massive challenges remain and the situation is volatile. While hoping for the best, NRC is also preparing for potential new displacement and worsening of the humanitarian crisis in 2010.

Programme Activities

UGANDA

Latest IDP figure: At least 437,000 (IDMC)
Refugees in other countries: 8,463 (UNHCR)
Refugees from other countries: 138,896 (UNHCR)
Population: 32.7 million



Photo: Reidar Høving/NRC

A substantial number of internally displaced persons (IDPs) returned to their areas of origin in 2009, but the most vulnerable remained in camps.

In Northern Uganda, up to 2 million people have been displaced by more than two decades of brutal conflict between the rebel group Lord's Resistance Army (LRA) and the government. In 2006 the parties agreed to a ceasefire, but a final peace agreement has yet to be signed. The LRA have, however, been effectively driven back and some 70 to 80 % of the 1.8 million IDPs who lived in camps at the height of the crisis have returned to their areas of origin – to transit sites or permanent homes.

710,000 people were still displaced in the Acholi region in February 2009. By the end of the year the figure dropped to 437,000, who still live in camps and transit sites.

NRC has been present in Uganda since 1997, with a country office in Gulu and field offices in Kitgum, Pader and Arua districts – engaging in all five core activities. In 2009 NRC commenced field operations in south-western Uganda and phased out operations in West Nile towards the end of the year.

The IDPs still living in camps in 2009 were divided into two groups: Those who have established livelihood within the semi urban setting of the camps and wants to remain, and those who are particularly vulnerable and thus not able to return or rebuild their lives.

NRC has focused on the latter group in 2009, assisting them in finding durable solutions and building shelters, in or around the camps, in transit sites or in return areas.

During the year, Ugandan authorities signaled a wish to close the camps. In 2009, the Information, Counselling and Legal Assistance programme (ICLA) focused on securing that established procedures are followed when landowners reclaim camp land and that IDPs are not evicted

unlawfully or without access to durable solutions.

The ICLA West Nile Project continued to work in Sudan to assist Sudanese refugees in West Nile by preparing for their return – before phasing out the operations towards the end of the year.

Since 1997 NRC has distributed food to IDPs in the north. In 2006, NRC also commenced a food security programme. In 2009, distribution was significantly reduced as food was only distributed to the most vulnerable, and the year marked a definitive shift towards enhancing food production capacity and self-reliance.

NRC has made an agreement with local authorities to adjust the Youth Education Pack (YEP) centers so that they can gradually be handed over and turned into full-scale polytechnic schools, in line with national requirements. In addition, two of the ten NRC YEP-projects, offering vocational and life skills to war-affected youth in the north, were handed over to local church communities.

The NRC shelter programme in Uganda has for years focused on re-establishing schools in return areas. In 2009 NRC has focused on building teacher housing.

As the humanitarian phase gives way to recovery and development, donors have moved on. For 20 years NGOs have provided basic services in the north. The UN and donors have failed to secure transitional planning and local authorities are not yet able to supply all services provided by the NGOs. As one of the few remaining NGOs in Acholi in 2009, NRC has actively advocated the need for international recovery assistance in the north, to bridge the gap between humanitarian assistance and development.



UGANDA 2009: Eight-year old Linda (to the right) on her way to school with a friend. Aided by NRC, Linda, her mother and siblings have been able to return to their village. NRC has built a new house for the family, as well as class rooms in Linda's school.

Photo: Phillimon Bulawajye/Reuters/Alamy



ZIMBABWE, MARCH 2009: A woman administers a sugar solution to her child suffering from cholera at Budiriro Polyclinic. The cholera epidemic has contributed to the collapse of the health care system in Zimbabwe.

ZIMBABWE

Latest IDP figure: 570,000 – 1 million (IDMC)
Refugees in other countries: 23,853 (UNHCR)
Refugees from other countries: 4,630 (UNHCR)
Population: 12.5 million



In 2009 NRC applied for permission to establish programme activities in Zimbabwe.

The spiralling political, social and economic crisis, which has engulfed Zimbabwe for a decade, has resulted in a complex humanitarian emergency with a wide range of protection and humanitarian needs. A new coalition government including the opposition took office in February 2009. The power-sharing deal raised hopes for development. Despite the political changes positively influencing socio-economic conditions, the humanitarian situation remained fragile.

NRC's planned operation in Zimbabwe will focus on the plight of internally displaced persons (IDPs) – among the worst affected by the crisis and the most vulnerable group.

During the last decade an estimated 570,000 to one million people have been internally displaced. The most recent wave of displacement came as a

result of the state-sponsored violence before and after the March 2008 elections. In 2005, slum eradication in major cities (Operation "Clear the filth"), left half a million people homeless and displaced. In addition, hundreds of thousands of farm workers and their families have been displaced since 2000, as a result of land reform and resettlement programmes.

Zimbabwe does not have the typical signs of a large displacement crisis, such as camps for IDPs. Displacement is largely a hidden issue. The previous government consistently refused to acknowledge both the reality of displacement, and that its policies were causing it.

Loss of livelihood and destruction of property has been widespread among the displaced.

Food insecurity and food aid dependency remained a concern in Zimbabwe in 2009. Food security is predicted to remain fragile in the coming years.

Over the past decade, millions of children in Zimbabwe have had their education disrupted. School attendance dropped to 20 % in 2008, from 82% in 2004. Restoration of education is a critical factor in consolidating peace and stability.

Forced displacement has also resulted in the loss of civil documents such as birth certificates, identity cards, marriage certificates and passports, undermining the IDPs' access to essential services.

By the end of 2009, NRC was still in the process of establishing operations in Zimbabwe. There were a number of delays in the registration process that was initiated in October 2008. NRC expects official registration to be completed by the first half of 2010. Operations will commence immediately.

NRC plans to establish programmes providing food security, livelihood strategies and access to education, as well as assistance with obtaining identity documents and other protection needs.



AFGHANISTAN

Latest IDP figure: At least 297,000 (IDMC)
Refugees in other countries: 2,917,535 (UNHCR)
Refugees from other countries: 49 (UNHCR)
Population: 28.1 million

The humanitarian space in Afghanistan continued to shrink in 2009, due to the deteriorating security situation.

After three decades during which conflict and natural disaster combined to force three out of four Afghans to leave their homes at some point, internal displacement increased again in 2009 following the intensification of armed conflict in many parts of the country.

The insecurity represents the greatest threat to humanitarian action in Afghanistan. Several humanitarian organisations have minimized their expatriate presence in 2009.

The total number of internally displaced persons (IDPs) is unknown and the prospect of finding durable solutions are bleak. Many refugees returned in 2009, only to become internally displaced.

NRC has been present in Afghanistan since 2002, with a country office in Kabul and field offices in Herat, Bamyan, Jalalabad, Maymana, Sari Pul, Mazar-i-Sharif and Kunduz.

NRC faced major security obstacles in 2009 and had to pull out of several operational areas. To be able to continue to assist IDPs in these areas, the NRC had to change the way the organisation works. Cash grants were for instance distributed through centralized offices, not on a local level, and NRC increasingly depended on national staff.

NRC runs a comprehensive shelter programme in Afghanistan, targeting returnee families and the vulnerable host population in the provinces of Herat, Jalalabad, Kabul and Sari Pul.

In 2009, NRC helped set up a major emergency shelter project in Sari Pul, providing winter proof tents to returning refugees from Iran who were settled in a transit camp. The NRC also focused its attention on providing urban shelters to the increasing numbers of IDPs and returnees settling in Kabul.

Through seven Information, Counselling and Legal Assistance (ICLA) centres across Afghanistan, NRC promotes access to land and property and advises returnees on their rights. In 2009, NRC established a pilot project in Herat assisting female survivors of gender-based violence in legal matters such as divorce and inheritance disputes. The project was expanded to Jalalabad later in the year, and is due to expand further in 2010. The NRC capacity-building team also trained formal and informal justice officials across Afghanistan in property law and related civil procedures.

NRC has trained 5,000 teachers since 2005 and helped the Government develop a teacher-training programme. A Youth Education Pack (YEP) project was set up in northern Afghanistan in 2009, combining literacy training with vocational and life skills to returnees and IDPs with little or no formal schooling.

IDPs and returnees also received livelihood training in 2009. The NRC also provided livelihood training for the host population in areas where the IDPs and returnees settle.

During winter 2009, NRC provided food and non-food items in preparation for the winter to more than 8,000 families in Nangarhar, Kabul and Herat and assisted some 1,000 flood victims in Faryab. NRC will further develop its ability to respond to emergencies in 2010 by the preposition of non-food item stocks.

The main advocacy issue in Afghanistan in 2009 was the increasing militarization of aid efforts. The NRC has actively promoted the need for a clear separation of humanitarian and military operations.

AFGHANISTAN, 2009: Preparing the tents for winter in Sar-i-Pul, housing Afghan refugees who recently returned from exile in Iran.



Photo: Siri Eiveland/NRC



Photo: Shaun Seales/NRC



PAKISTAN

Latest IDP figure: 1,230,000 (IDMC)
Refugees in other countries: 39,888 (UNHCR)
Refugees from other countries: 1,743,141 (UNHCR)
Population: 180.8 million

The ongoing wave of displacement in Pakistan is the single largest population movement recorded in the country since it was created in 1947.

In 2009, the Government's military offensives against insurgents mainly in the North West Frontier Province (NWFP) and the Federally Administered Tribal Areas (FATA) caused massive displacement. In early July, there were between 2.7 and 3.5 million internally displaced persons (IDPs) in the NWFP alone.

NRC has since 2001 had programme activities in Pakistan targeting Afghan refugees and victims of the 2005 earthquake. The programmes were run from the regional office in Afghanistan. In 2009, NRC established a dedicated country office in Peshawar in Pakistan, to enhance the assistance to people displaced by the military offensives.

NRC responded to the current IDP crisis with an innovative shelter construction: A shade netting structure was developed to cover tents, providing women and children residing in the tents during daytime with much needed relief from the sweltering heat. The shade netting benefited 15,000 people in two IDP camps in the Mardan district.

NRC also distributed winter necessities to about 12,000 IDP families living in communities in Mardan district and provided education materials to returnees in Buner.

The military offensive in South Waziristan created another wave of 300,000 to 400,000 IDPs that mainly arrived in D.I. Khan and Tank. International NGOs were barred from accessing this area, but NRC was able to distribute winter necessities through its local implementing partner, benefiting about 21,000 individuals.

In 2009, NRC's continued to assist Afghan refugees in Pakistan with limited access to basic services. The Information, Counselling and Legal Assistance team provided legal assistance to refugees planning to return to their country, where they face lack of documentation on property ownership, repossession and restoration. NRC also provided legal assistance to IDPs registered with the government.

PAKISTAN, 2 JULI 2009: The green shade netting deflects the sun and makes the tents in the Sheik Yassen camp more inhabitable in the relentless sun.



Programme Activities

MYANMAR/BURMA

Latest IDP figure: At least 470,000 (IDMC)
Refugees in other countries: 429,252 (UNHCR)
Refugees from other countries: -
Population: 50 million



Photo: Romy Harseni/NRC

In 2009 NRC has continued building cyclone resistant houses in areas affected by cyclone Nargis.

NRC started programme activities in Myanmar in 2008, as a response to the humanitarian crisis created by cyclone Nargis, which struck the Ayeyarwady Delta region on 2 May that year. The cyclone affected 2.5 million people, killed 140,000 and displaced 800,000. Humanitarian needs among the affected continued to be great throughout 2009.

NRC has a country office in Yangon and a field office in Labutta. The shelter programme aim is to build cyclone resistant homes and schools in the

Ayeyarwady Delta. At the end of 2009, 1600 homes and five schools were completed. The schools will also serve as village cyclone shelters. Building activities are expected to increase in 2010 – to complete as many shelters and schools as possible in time for the rainy season in May and June.

MYANMAR/BURMA 2009: Diagonal beams fitted to the house frame are among the new building techniques applied by NRC when building cyclone resistant houses in Myanmar.



Photo: Martin Swathne/NRC



NEPAL, 2008: *Buthanese refugee children benefiting from NRC's educational activities in a refugee camp in Nepal.*

NEPAL

Latest IDP figure: 6,923 (IDMC)
Refugees in other countries: 109,439 (UNHCR)
Refugees from other countries: 109,439 (UNHCR)
Population: 29.3 million



NRC closed down its activities in Nepal in June 2009.

Displacement caused by internal conflict and the need to promote the rights and contribute to protection of the internally displaced (IDPs) Nepalese, were NRC's reasons for entering Nepal in 2005. As a response, NRC initiated Information, Counselling and Legal Assistance (ICLA) programmes for IDPs. Since 2006, NRC has addressed obstacles to return, resettlement and local integration for IDPs in 17 districts in Nepal, and has reached more than 20,000 beneficiaries. NRC has also given material assistance to particularly vulnerable IDP families, such as building materials to reconstruct shelters and distribution of non food relief items.

NRC actively promoted the adoption of the

2007 National IDP Policy. The Government has yet to approve procedural directives for the IDP policy, which when approved will ensure implementation.

The political situation in Nepal, although greatly improved since 2005, remains volatile and the situation of the target group is not completely resolved. However, NRC believes that it is time for national authorities to take the full responsibility for upholding the rights of the IDPs. NRC trusts that this is possible if resources and political will is committed. National organisations are also key agents in addressing the legal obstacles to durable solutions for IDPs.



Photo: Martin Swathne/NRC

Programme Activities



SRI LANKA

Latest IDP figure: 400,000 (IDMC)
Refugees in other countries: 153,287 (UNHCR)
Refugees from other countries: 589 (UNHCR)
Population: 20.2 million

Following an escalation of the fighting, the Government achieved a military victory over the LTTE in May 2009.

The last phase of the war caused a massive humanitarian crisis and major protection gaps. More than 280,000 people were displaced during 2008/09. The majority of internally displaced people (IDPs) were placed in military run camps, where their freedom of movement was restricted. UN agencies and NGOs were opposed to the nature of the camps and limited their assistance to life saving and life sustaining assistance only – while advocating for the camps to be opened and demilitarized. From October the Government began the return process, and restrictions on freedom of movement were eased as of 1 December. At the end of the year approximately two thirds of the IDPs returned to their places of origin, while 100,000 remained in camps.

NRC has been present in Sri Lanka since 2004, with a country office in Colombo and field offices in Puttalam, Batticaloa, Trincomalee and Vavuniya. Following the needs of the newly displaced in 2009, NRC shifted its focus from the East to the North and reopened its Jaffna office, which had been closed for two years. NRC has since the start in 2004 become a specialist in providing shelter in all phases of displacement and providing Information, Counselling and Legal Assistance (ICLA) to the IDPs. ICLAs main focus is assistance to IDPs and returnees in obtaining essential civil documents and legal aid in relation to land, housing and property rights. In 2009, activities focused on responding to the new crisis through emergency shelter, distribution and protection monitoring, while continuing the focus on durable solutions in the east.

The access of IDPs to assistance in return areas in the north was limited at the end of 2009, as the government was restricting access for

Photo: David Gray/Reuters/Alamy



SRI LANKA, 26 MAY 2009: Civilians stand behind the barbed-wire perimeter fence of the Manik Farm refugee camp located on the outskirts of the northern Sri Lankan town of Vavuniya – home to 220,000 people who were displaced by the last stages of the 25-year war between the government and the Tamil Tigers.

humanitarian agencies. However, NRC was actively negotiating for access and was planning for return assistance – particularly focusing on the need for shelter and legal aid (ICLA) and the added value of the two core activities working closely together.

TIMOR-LESTE

Latest IDP figure: 400 (IDMC)
Refugees in other countries: 7 (UNHCR)
Refugees from other countries: 11 (UNHCR)
Population: 1.1 million



2009 marked the end of mass displacement in Timor-Leste, as most internally displaced people (IDPs) have left camps and transitional shelters in search of durable solutions.

Three and a half years after the 2006 internal conflict and the displacement of up to 150,000 people in Timor-Leste, all temporary camps for internally displaced people (IDPs) have been closed and their inhabitants have returned home or have relocated to other areas of the country. As of November 2009, only around 100 families were still in the few remaining transitional shelters in the capital Dili. With the return process in its closing stages, attention has now turned to the reintegration phase and securing durable solutions for IDPs.

NRC established programme activities in Timor-Leste in 2006. The country office is located in Dili, and the project areas are Dili and the districts of Ermera and Manatuto.

NRC started out working with camp management and transit shelters, but is now

mainly focusing on education programmes.

NRC withdrew from all transit camps in November 2009, following the Government's decision to phase out the camps. Simultaneously the responsibility for camp management was formally handed over to The International Organization for Migration (IOM) and the Government.

The education programme activities in 2009 included building 22 schools. A further eight were under construction at the end of the year. NRC also ran a teacher training project for teachers who are or will be working in the 30 newly constructed schools.

The first NRC Youth Education Pack (YEP) centre was opened in 2008, providing vocational and life skills to young IDPs. At the end of 2009, a total of five centres had been established and were fully operational.

NRC has continued to be a strong advocate for the need to solve the land and property problems, which are some of the root causes to the conflict in Timor-Leste.

NRC's involvement in Timor-Leste will end in 2010.



TIMOR-LESTE, MARCH 2010: A group of learners at the Youth Education Pack (YEP) center in Manatuto, Timor-Leste. The YEP curriculum promotes "critical thinking" among youth. Structured group work activities like this one give the youth a chance to express themselves freely and openly and explore issues affecting their communities.

Programme Activities



Photo: Aairid Sahih/NRC



Photo: Siri Ekenland/NRC



LEBANON

Latest IDP figure: 90,000 - 390,000 (IDMC)
Refugees in other countries: 18,032 (UNHCR)
Refugees from other countries: 476,660 (UNHCR)
Population: 4.2 million

NRC welcomes the more pragmatic response to the protracted refugee situation for Palestinians in Lebanon signalled by the new Government in 2009.

A number of displacement situations have persisted in Lebanon since the 1975-1990 civil war. Several invasions have taken place, as well as an 18-year occupation of southern Lebanon by Israel, a 33-day war in July 2006 between Israel and Hezbollah and the destruction in 2007 of the Nahr el-Bared camp for Palestinian refugees.

However, in 2009 the political situation has been calmer than for years and the newly elected government has signalled a more constructive approach to improving the conditions for Palestinian refugees living in the country for more than six decades. Visible steps towards such an approach remain to be seen.

NRC has been present in Lebanon since the 2006 war, originally running shelter projects aimed at Lebanese displaced by the Israeli incursion. Now, NRC focuses mainly on Palestinian refugees, but is also implementing education activities for Iraqi refugees. NRC has a country office in Beirut and field offices in Tyre in the south and in Tripoli and Nahr el-Bared camp in the north.

Presently, NRC is concentrating on two core activities in Lebanon: shelter and education.

In 2009, NRC completed a two-year project to rehabilitate the Gaza compound near the Shatila refugee camp in Beirut. NRC is implementing two shelter projects in the north. One comprises the reconstruction of 100 houses in areas adjacent to the Nahr el Bared camp, which was completely destroyed during the conflict between the Lebanese army and the Fatah Islam extremist

movement in 2007. The second project includes light repair, weatherproofing and stabilization of damaged buildings in the same area. NRC is also acting as co-lead of the shelter cluster in Northern Lebanon. Following an assessment to uncover the needs in informal gatherings in 2009, NRC started a project implementing emergency repair on houses in informal gatherings in South Lebanon. UNWRA has also asked NRC to conduct emergency repairs inside Rashidieh refugee camp, starting 2010.

In 2010, NRC hopes to address the vulnerable tenure situation in the informal gatherings, which are considered illegal by the government, through the implementation of an Information, Counselling and Legal Assistance (ICLA) project.

In 2009, NRC started planning for a camp management programme, aimed at strengthening governance within camps and informal gatherings housing Palestinian refugees.

As for education activities, NRC started an extensive project on teacher training in 2009. The project is aimed at teachers in UNRWA run schools and is implemented in close cooperation with UNRWA. In addition, NRC continued vocational training for young Iraqi refugees, as well as Lebanese and Palestinian youth.

LEBANON, 2009: NRCs shelter programme is rebuilding this informal settlement outside the Nahr el-Bared refugee camp for Palestinian refugees. The camp and its surroundings were destroyed in 2007.

GAZA, 2009: Zinat Al-Samoni was severely affected by the Gaza war. She is now alone with seven children.



OCCUPIED PALESTINIAN TERRITORY (OPT)

Latest IDP figure: At least 160,000 (IDMC)
Refugees in other countries: 4,864,372 (UNHCR)
Refugees from other countries: 1,885,188 (UNHCR)
Population: 4.3 million

NRC commenced programme activities in Gaza and the West Bank in 2009.

The Israeli occupation of the West Bank and the Gaza Strip has since 1967 caused massive – and still ongoing – displacement of Palestinians.

Between 27 December 2008 and 17 January 2009 Israeli forces conducted a military operation in the Gaza Strip. The offensive was the most deadly in oPt since 1967. 1,300 people were killed, infrastructure and countless homes and schools were shattered and thousands were displaced.

NRC began activities in oPt in 2008, prior to the offensive, participating in the UN-led Displacement Working Group. Following the offensive, NRC set up programme activities in 2009: A shelter project focussing on emergency repairs and the construction of new homes – funded by the Qatar Charity. NRC has a head office in Jerusalem and field offices in Gaza and Ramallah.

Lack of building materials due to the Israeli blockade hampered efforts. In 2009, NRC has thus mainly engaged in rubble removal, through a cash-for-work project, which also provided vulnerable individuals with income opportunities. The majority of the Qatar Charity funding is on hold, pending access to building materials or adaptation of terms to include other programme activities.

NRC also commenced an Information, Counselling and Legal Assistance (ICLA) programme in Gaza assisting Palestinians, who lost their homes in the offensive and are eligible for compensation, accessing the necessary documentation – such as deeds and other proof of property ownership. NRC plans to expand

activities in Gaza in 2010 to include food security projects, and in the longer run other relevant NRC core activities such as education.

NRC has been co-lead for the shelter cluster in Gaza in 2009, establishing a database of all donors to coordinate the international emergency shelter response and uncover and avoid duplication. The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNWRA), has asked NRC to take over as cluster lead.

NRC also commenced activities in The West Bank, including East Jerusalem, in 2009. An Information, Counselling and Legal Assistance (ICLA) programme is assisting individual Palestinians facing demolition or eviction from their homes by challenging these cases in the Israeli legal system. In this way NRC is addressing the cause of the humanitarian situation in oPt, i.e. the Israeli occupation, and not only the effects of the occupation. The project has had a substantial success rate. The ICLA project also took on infringement on Palestinians' right by Israeli authorities or settlers in class action and/or public interest cases. An Advisory Board of Israeli, Palestinian and International lawyers was established in 2009 to advice and assist on strategy and implementation of the ICLA project.

Programme Activities

COLOMBIA

Latest IDP figure: 3,300,00 – 4,900,000 (IDMC)
Refugees in other countries: 454,088 (UNHCR)
Refugees from other countries: 312 (UNHCR)
Population: 45.7 million



Andreas Næhrby/NRC

Armed conflict, generalized violence and displacement continue in Colombia.

50 years of armed conflict between the army, guerrillas, paramilitary and other illegal armed groups has resulted in one of the largest IDP populations in the world. While paramilitary groups were formally demobilized in 2005, new illegal armed groups and resurgence of guerrillas continued to cause displacement and confinement in 2009.

NRC started activities in Colombia in 1991, and is currently present in Bogota and the Departments of Narino, Norte de Santander and Magdalena and is also present in Ecuador, Venezuela and Panama.

All activities promote and protect the rights of the displaced and other individuals of concern, emphasizing the right to justice and education. NRC combines addressing protection gaps with advocacy efforts to promote a change in policy, practice or law in compliance with international and national standards. NRC works closely with institutions of the Colombian State to support their capacity to fulfill their obligations.

The educational programmes target children and youth who have had their education disrupted by displacement or violence. In 2009, the most notable achievement was the funding of NRC's Flexible Education Model for primary school children by the Colombian Ministry of Education, which is a form of Accelerated Learning Programme assisting children in re-entering the ordinary school system. More than 14,000 children benefited. The Ministry also approved NRC's similar model for secondary education. NRC advocates for the state to assume responsibility for the implementation of these models

across the country. NRC continued its learning programmes aimed at adult IDP illiterates and supported ethno education for indigenous groups, to strengthen their capacity to claim their rights. Colombia has a strong legal and policy framework protecting IDPs, but it lacks implementation on a local level. NRC's Information, Counselling and Legal Assistance (ICLA) programmes in 2009 focused on strengthening respect and fulfilment of IDP-rights in local communities and districts with high numbers of IDPs. For instance NRC runs legal aid projects operating from 14 regional universities. NRC works closely with the Ombudsman Office and the Constitutional Court by submitting evidence based documentation on gaps in IDP protection and legislation, and advocating for the implementation of Constitutional Court Orders that identify gaps and instruct the State to fulfil its obligations.

In 2009, NRC also supported a legal aid centre run by indigenous groups and cooperated with local partners and the judiciary to enhance the capacity of the judicial system to investigate and prosecute gender-based sexual crimes in the context of the armed conflict.

The regional ramifications of the conflict increased in 2009, as more displaced people crossed the borders to neighbouring countries. NRC Colombia works in Ecuador, Venezuela and Panamá, strengthening protection mechanism (i.e. refugee status determination, education) and by promoting and facilitating access to such mechanisms.

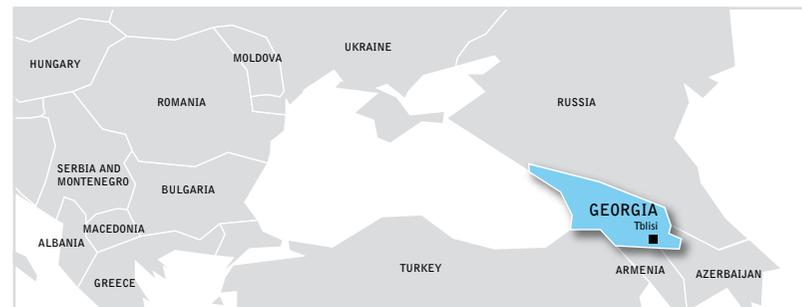
COLOMBIA 2009: Internally displaced children attending an NRC run educational programme.



GEORGIA, NOVEMBER 2009: Youth of an IDP community on the outskirts of Tbilisi engage in role-play. Role-play is an effective method to encourage youth to explore issues affecting them.



Photo: Trine Bræklev/NRC



GEORGIA

Latest IDP figure: At least 230,000 (IDMC)
Refugees in other countries: 19,779 (UNHCR)
Refugees from other countries: 896 (UNHCR)
Population: 4.3 million

In 2009 Georgian authorities accepted local integration of internally displaced persons (IDPs) as a durable solution.

Secessionist conflicts in Georgia in the early 1990s resulted in large displacement from Abkhazia and South Ossetia. For almost two decades, IDPs have faced difficult living conditions with little prospect for return or local integration. The August 2008 war between Georgia and Russia caused new displacement. Most newly displaced had returned by mid-2009. According to the Government, 250,000 internally displaced remains, including 16,000 ethnic Georgians from South Ossetia and 234,000 displaced by the 1990 conflicts. The Government's 2009 amendments to the IDP Action Plan finally presented an opportunity for durable solutions, allowing for resettlement of the new and local integration of the old IDPs.

NRC has been present in Georgia since 1994, with a country office in Tbilisi and field offices in Akhmeta, Kutaisi, Tskhinvali in South Ossetia, and Gali and Sukhumi in Abkhazia. The Tskhinvali region has not been accessible to NRC since August 2008. The Akhmeta office, which serviced Chechen refugees, closed in 2009. The activities were handed over to the authorities and a national NGO created by NRC.

In 2009, NRC has supported the government's IDP assistance by influencing policy change, monitoring implementation of the IDP Action Plan, addressing information gaps and providing free legal assistance to IDPs on housing, administrative and civil law issues. NRC has also assisted IDP families in repairing and building homes, and piloted alternative housing solutions for IDPs in the private sector, outside the scope of the government

housing programmes. In 2009, NRC's educational activities focused on social integration of children and provision of life and vocational skills to adolescents displaced by the 2008 war. Through after-school classes, traumatized children processed their experiences and strengthened their sense of self worth. NRC has also advocated the need for IDP education to be merged with mainstream education. This is reflected in the new IDP policy, but has not yet been implemented.

NRC has worked with children, parents, teachers and policy makers to end stigmatization of IDP children and youth in schools. Youth education activities focused primarily on preparatory classes for higher education entrance exams and on life skills and vocational skills to enhance the income earning opportunities of adolescents. Of the 2009 graduates, 70 % found gainful employment after the training. All projects were carried out in close cooperation with the government.

NRC remained one of the few international organisations working with ethnic Georgian returnees in Abkhazia and continued to focus on primary needs, such as access to housing and education through construction and rehabilitation of homes and schools. NRC also assisted returnees in securing personal documentation. Conditions in Abkhazia continue to be dire with limited to no income earning opportunities and access to social services. International assistance is key in ensuring the sustainability of return.

IMPROVED RESULTS IN 2009

NRC's finances have greatly improved in 2009 in comparison to the two previous years.

The main reasons for the 40 million NOK improvement from 2008 are attributed to the increase of volume without increase in administration and support costs, and a successful marketing campaign targeting private sponsors.

The volume of NRC activities reached an all time high in 2009 with an operating revenue close to one billion NOK. This is 20 % above budget and 27 % more than in 2008. Increased programme activities is the main reason for the high volume, as well as more secondments to the UN.

The administration of NRC became even more efficient during 2009 and the foundation managed to handle the increased volume with only a limited increase in personnel and costs. 96,3 % of the total operating revenue was spent on operational activities in 2009, compared to 93,7 % in 2008.

DRC 2009: Internally displaced congolese children.

Photo: Truls Brække/NRC



SUCCESSFUL FUNDRAISING

In 2009, NRC enjoyed great support from private sponsors in Norway. More than 12,000 people regularly contributed to the foundation through the Sponsor a child programme. In addition more than 17,000 people supported NRC through the online web shop, the travel lottery and direct mail initiatives. In total NRC received 38 million from private sponsors. The annual Scout Fundraising Campaign was also successful, raising more than 300,000 NOK for education activities in Timor-Leste. NRC has been awarded the NRK 2010 telethon. Preparations for the event, expected to raise substantial revenues, began in 2009.

FIGHTING CORRUPTION EVERY DAY

NRC operates in some of the most corrupt countries in the world, and corruption is challenging NRC staff on a daily basis. The foundation has developed anti-corruption guidelines and has a zero tolerance policy. NRC believes corruption awareness is key to minimizing potential staff misbehaviour. In 2009, NRC continued to focus on training and awareness building in the field. Anti-corruption was an important topic at a finance seminar in June 2009, where each programme country made its own anti-corruption plan. At the head office a cross-departmental anti-corruption working group was established. The group meets once a month to share information and keep corruption high on the agenda throughout the organisation. NRC had no significant corruption cases in 2009.

*NRC has 2,600 employees.
2,370 work in the field.
Of these, 94 % are national staff.*

REPORT FROM THE BOARD OF DIRECTORS 2009

The Norwegian Refugee Council (NRC) is the biggest, Norwegian international humanitarian organisation, playing a central role in the international efforts to assist refugees and internally displaced persons (IDPs). The NRC head office is located in Oslo, Norway.

Mandate

The NRC mandate states that the organisation shall "promote and protect the rights of all people who have been forced to flee their countries, or their homes within their countries, regardless of their race, religion, nationality or political convictions".

The three pillars of NRC are Programme Activities, Emergency Standby Rosters and Advocacy and Information.

Programme Activities

NRC engages in five core activities. In 2009 the shelter activities, i.e. constructing homes and schools, represented the most extensive programme activity in terms of spending. 39% of total programme costs were allocated to the shelter programme. Educational programmes accounted for 24 %, Information, Counselling and Legal Assistance (ICLA) 22 %, distribution of food and non-food items 8 % and camp

management 4 %. Other project activities accounted for 3% of total spending.

NRC had programme activities in 19 countries in 2009: Burundi, Central African Republic (CAR), Cote d'Ivoire, Democratic Republic of Congo, Kenya, Somalia, Liberia, Sudan, Uganda, Afghanistan, Pakistan, Myanmar/Burma, Nepal, Sri Lanka, Timor Leste, Lebanon, Occupied Palestinian Territory (oPt), Colombia and Georgia. In addition NRC is collaborating with the Danish Refugee Council in Chechnya. Activities in Nepal and The Central African Republic were terminated in 2009.

In the second half of 2009 NRC visited Iran, Iraq and Yemen to evaluate the possibilities for establishing programme activities. In Zimbabwe an application has already been presented to the local government and NRC hopes to start programme activities in 2010.

In Pakistan NRC has run projects aimed at Afghan refugees and Pakistani earthquake



Photo: NRC

survivors for several years. The programme activities have been coordinated from the regional office in Afghanistan. In 2009 NRC established a dedicated country office in Pakistan, in order to expand activities to include assistance to people internally displaced by the recent military offensives.

In March NRC, alongside a number of other international humanitarian organisations, was evicted from North Sudan. The eviction was a direct consequence of the arrest warrant for President Omar al-Bashir issued by The International Criminal Court (ICC). Activities in South Sudan continued and NRC established a new country office for Sudan in Juba.

Emergency Standby Rosters

In 2009, NRC signed a new deal with the Norwegian Ministry of Foreign Affairs (MFA), which increased the ability of the Emergency Response Department to meet urgent personnel

needs in the UN and other international organisations in a humanitarian crisis.

Signed on 1 April and effective from 1 January, the three-year MFA agreement was the first step towards more efficient management of the standby rosters. Simultaneously a group of rosters were incorporated in the new NORCAP brand (Norwegian Capacity to International Operations).

The goal is for the NORCAP roster to consist of 850 men and women from different professions, who are ready to deploy to international operations within 72 hours. Approximately 120 people are deployed at any given time. NORCAP staff comes from Norway, Africa, The Middle East and Asia. NORCAP received 349 personnel requests, and responded to 75 percent. 185 experts were seconded to 36 countries, contributing more than 1,000 man-months.

NORCAP has 14 UN partner organisations, making the UN its main partner. The roster mandate is to provide support during all stages

Financial Statement

of acute international crises. In addition, NORCAP is engaged in monitoring and early warning, reconstruction and development of sustainable structures and democracy.

In addition to NORCAP, the UN, MFA and NRC have developed a range of specialized emergency

rosters: ProCap and GenCap supply experts on protection and gender respectively. The Mediation Support Unit (MSU) consists of recognized experts on peace mediation. NORCAP/UN is a pool of Norwegian management candidates to the UN. The Norwegian Bank of Resources on Democracy

and Human Rights (NORDEM) is a collaboration between NRC and the Norwegian Centre for Human Rights. The roster supplies, among other expertise, election observers. The Assessment Capacity roster (ACAPS) was established in 2009, and is a collaboration between NRC and the two British NGOs Merlin and Helpage.

Advocacy and information

NRC is continuously advocating the rights of

refugees and internally displaced people in our program countries, international forums and in Norway. In 2009, NRC focused particularly on the challenges posed by shrinking humanitarian space and the ensuing lack of access to people in need, and the importance of a clear separation between military and humanitarian actors to maintain the humanitarian space.

During the national election campaign in Norway, NRC organised an election debate on asylum and refugee issues, with a particular focus on the international dimension.

In recent years, NRC has become a leading international advocate for the need to address displacement in the wake of climate related natural disasters. Prior to the climate summit in Copenhagen in December 2009 (COP15) NRC issued the report *Climate changed – people displaced*. NRC has been present at all major negotiation sessions in the run up to COP 15, as well as in Copenhagen, hosting high-level side events and engaging in dialogue with the delegates.

NRC's Internal Displacement Monitoring Centre (IDMC) in Geneva is monitoring the situation for internally displaced people in approximately 50 countries. Its comprehensive database is accessible through the Internet, as well as through the annual publication *Global Overview*. The database is the authoritative source on internal displacement worldwide. It is widely used as a reference tool by the UN, governments, international media and academic institutions.

NRC is collaborating closely with several UN organisations, the EU and other international organisations, in the field and through liaison offices in Geneva, Brussels and New York.

Organisational management, finances and income sources

Organisational management and the ability to document results were significantly strengthened in 2009. The Balanced Scorecard has been fully

***BURUNDI 2009:** NRC's Information Counselling and Legal Assistance (ICLA) projects assists IDPs and returnees in Burundi and many other countries with essential documentation – to enable them to enter school, secure tenure to land or repossess lost property, among other things.*



Photo: Asrid Sahlin/NRC



Photo: Andrea Nalenti/NRC

GEORGIA, MARCH 2010: Displaced children hanging out in front of a segregated school for IDPs only in Georgia.

implemented as a strategic management tool throughout the organisation – in the annual planning process as well as in the monitoring process throughout the year.

In addition, the Core Activity Database (CAD) was implemented in 2009. The CAD system enables NRC to document quantifiable results from programme activities. Regular reporting of relevant indicators from the field enhances the organisation's accountability towards its donors. CAD is also a valuable tool for analyzing and optimizing the effect and quality of NRC's core activities and projects in programme countries.

Since the fiscal year 2008 NRC has applied the preliminary accounting standard for non-governmental organisations. Total operating revenue increased by 205 million NOK to 982 million. 96 % was spent on operational activities. Short-term assets amounted to 446 million at the end of the year, while short-term debts amounted to 307 million – a ratio of 1,5 which is considered satisfactory. The financial liquidity is good and in line with the situation at yearend 2008. The foundation has no long-term debts.

As a substantial portion of income and expenses is based on foreign currencies, NRC is exposed to fluctuating currency rates. Donors carry the brunt of the currency risks, and the foundation actively uses currency forward contracts to minimize the risks. With no interest-bearing debt, NRC is not heavily affected by interest rate fluctuations. Higher interest rates generally improve financial results.

The Norwegian Ministry of Foreign Affairs (MFA) is still the most important contributor and strategic partner in most programme countries and in the management of the Emergency Standby Rosters supplying personnel to UN humanitarian operations. NRC puts great emphasis on continuously developing the close

relationship with MFA and also with the UN.

In 2009 NRC received substantial funds from foreign donors in most programme countries. The largest contributors were the UN, the EU system and the Swedish Agency for International Development Cooperation (SIDA). NRC continued to work towards increased funding from these and other international actors and focused particularly on non-European donors in 2009. The efforts gave positive results in 2009.

The positive 2009 net result of 21,5 million NOK was added to other equity and represents a substantial and welcome change in comparison to the previous two years. The main reasons for the 40 million NOK improvement from 2008 are attributed to the increase of volume without increase in administration and support costs, and a successful marketing campaign targeting private sponsors. The TV2 Artists Gala in December 2008 represented the main marketing activity of the campaign and resulted in a high number of new sponsors. Most of the newly signed sponsors continued their support throughout 2009. This type of support is essential to NRC's ability to maintain an efficient humanitarian response to IDP and refugee needs.

NRC developed a new approach to sponsor communication in 2009, through the launch of the magazine Perspektiv – among other initiatives. NRC was awarded the annual NRK Telethon 2010 and expects substantial financial gain as a consequence. In addition NRC's main donor, The Norwegian Ministry of Foreign Affairs, will increase its funding of administration and support expenses related to humanitarian responses.

The accounts are presented upon the assumption of continued operations. The Board of Directors confirms that the conditions for continued operations are in place.

Organisational initiatives and human resources

NRC has 2,600 employees. 2,370 work in the field. Of these, 94 % are national staff. 110 people work in the head office in Oslo and 120 are seconded through the Emergency Standby Rosters.

Work environment

NRC is actively engaged in maintaining and ensuring good working conditions within the organisation.

In 2009, NRC revised the guidelines for national staff in programme countries. The updated version regulates staff meetings, the appointment of employee representatives and individual staff follow-up procedures, among other issues. NRC also developed an AIDS/HIV policy for all staff members, as well as debriefing procedures for employees returning from international missions. In 2009, NRC also implemented a Management Training Programme targeting selected national staff. The aim is to increase the number of national staff in management positions in programme countries.

In 2009, NRC negotiated a new collective agreement for head office staff with unions associated to Norsk Tjenestemannslag (NTL) and Akademikerne. The NRC developed an improved and more targeted approach to management training. The foundation also prioritized further development of introductory courses, as well as the appraisal interview concept – which is based on the Performance Appraisal methodology applied in all programme countries.

The Work Environment Committee (AMU) met five times during 2009. The issues dealt with were, among others: Follow-up of the 2009 staff survey results, sick leave, turn over, new staff medical services, the Inclusive Workplace (IW)

COLOMBIA, 2009: An internally displaced woman and her child. Colombians of African descent are particularly vulnerable in the ongoing conflict.

deal and how to apply it to NRC, the office situation and the physical work environment at the head office, AKAN (The workplace advisory centre for issues relating to alcohol, drugs and addictive gambling) and the reestablishment of an internal AKAN representative, and measures to combat bullying and harassment. NRC conducted health, environment and safety training for AMU in 2009.

In 2009, as in previous years, the management at the head office and the main international offices conducted appraisal interviews with all staff. The management met regularly with union representatives and the Secretary General conducted regular collective staff meetings at the head office.

A staff survey was conducted at the head office in 2009. The response rate surpassed 90 %. In 2009, as in 2007, NRC's employees were in general extremely engaged, motivated and positive toward NRC as their employer. To remedy challenges identified, strategies were developed and partially implemented.

In 2009 there were no reports of any occupational injuries at the head office or at the country offices.

Sick leave

The sick leave rate at the main office remained the same as the previous year: 4,1 %. The sick leave rate is below the average rate in Norwegian businesses and organisations. NRC strives to reduce the sick leave rate further, to 4,0 %. Implementation of the possibilities and responsibilities embedded in the agreement on an inclusive working environment were continued. This entails a continuous focus on following up staff on sick leave and assisting those on long-term sick leave in returning to work.



Financial Statement

Equality, discrimination and accessibility

59 % of NRC employees at the main office are women, as well as 48 % of management with staff responsibilities. At country director level there are 44 % women. The main office top management consists of two women and four men, and the Board of Directors consists of 50 % women. At the main office, 15 % of employees are of foreign origin. 6% have a non-Western background. Men earn approximately 5 % more than women at the head office. The NRC recruitment and personnel policy ensures equal opportunities and rights, irrespective of ethnic background, national origin, language or religion, and seeks to prevent discrimination. As of today there are no employees with reduced physical capacity at the NRC main office.

Environment

NRC is continuously working to minimize the environmental impact of its activities. Among the initiatives is a continuous focus on reducing transport, to minimize the environmental strain caused by camps.

The work of the Board

The past few years the administration and the Board have put great effort in improving NRC's fi-

nancial situation. The 2009 results represent a huge step in the right direction.

2009 was characterized by close cooperation between the Board and the administration. The Board wish to express its gratitude to all staff for their remarkable efforts in 2009.

The Board conducted 6 board meetings and 2 board seminars, and handled 63 issues through the course of the year.

Kari Vogt and Trygve G. Nordby were elected new Board members at the end of the year, replacing Grete Brochmann and Ronald Craig. Kari Vogt is an expert on Islam and a professor of Religious History at The University of Oslo. Trygve G. Nordby is a former Secretary General of NRC (1990 - 1997) and also of the Norwegian Red Cross, as well as the former Director of the Norwegian Directorate of Immigration. He is currently the Secretary General of the European Movement in Norway.

Martin Suvatne was elected staff representative to the Board, and Bente Rydland was elected vice-staff representative. They replaced Thomas Horne and Jannicke Storm respectively.

The coming fiscal year

NRC has been assisting displaced people for more than 60 years. The 2009 activities



SOMALIA: Somali school girls. Educational activities are one of NRC's priorities in Somalia. In Mogadishu, less than 10 percent of children enrol in school.

consolidate NRC's position as a competent and efficient organisation, taking action in war and conflict torn areas with widespread displacement. Despite major challenges regarding safety and access to people in need in many countries, NRC will continue to assist refugees and internally

displaced persons in areas where needs are most profound. The need for a continued effort to assist NRC target groups is substantial and the Board is certain that NRC is in a position to handle future challenges and fulfil its mandate.

Oslo, May 6th 2010

Bernt Bull
Chairman of the Board

Vidar Helgesen
Deputy Chairman of the Board

Kari Vogt
Board member

Skjoldvor Fjeldvær
Board member

Trygve G. Nordby
Board member

Bjørn Førde
Board member

Kaci Kullmann Five
Board member

Gisele Marchand
Board member

Martin Suvatne
Staff repr.

Merethe Nedrebø
Staff repr.

Elisabeth K. Rasmussen
Secretary General

ACTIVITY ACCOUNTS (PROFIT & LOSS)

(All figures in NOK 1 000)	Notes	2009	2008
REVENUE			
Contributions from Norwegian donors		561 045	474 701
Contributions from foreign donors		<u>370 001</u>	<u>263 544</u>
Total contributions from donors	5	931 046	738 244
Lotteries and games		10 254	11 585
Sponsors	2	26 670	14 525
Webshop / sale of products		3 500	3 040
Advertisements in NRC magazine		<u>1 099</u>	<u>611</u>
Total fundraising		41 523	29 761
Financial income		10 176	9 493
Financial costs		-680	-652
Net financial income		9 496	8 841
Other income		0	0
TOTAL REVENUE		982 065	776 846

(All figures in NOK 1 000)	Notes	2009	2008
OPERATING COSTS			
Shelter (building of homes and schools)		278 711	206 073
Education		173 978	140 694
Information, Councelling and Legal Assistance		159 208	121 974
Camp Management		58 168	31 318
Emergency Food Security & Distribution		30 287	32 006
Other		<u>18 852</u>	<u>19 661</u>
Total direct costs to Programme Activities		719 204	551 725
Emergency Standby Rosters		131 943	125 577
Advocacy and Information		33 493	28 639
Project Support at Head Office	3	40 310	38 991
Total costs to humanitarian activities		924 949	744 932
Administration costs	3	6 707	5 763
Lotteries and games		7 724	8 465
Sponsors		9 502	8 403
Webshop / sale of products		3 650	2 856
Artist Gala		0	16 993
Other fundraising costs		6 657	6 010
Support costs at Head Office	3	1 364	1 729
Total fundraising costs		28 897	44 456
TOTAL OPERATING COSTS		960 554	795 151
NET RESULT		21 511	-18 305
Appropriation of net result:			
Transfer to (from) other equity		21 511	-18 305
Sum appropriation of net result		21 511	-18 305

BALANCE SHEET AS PER DECEMBER 31

(All figures in NOK 1 000)

	Notes	2009	2008
ASSETS			
Long term assets			
Long term receivables	8	35	35
Fixed assets	6	492	1 104
Total long term assets		527	1 139
Short term assets			
Short term receivables, donors		52 834	44 362
Short term receivables		17 901	15 179
Shares and bonds	7	58 069	54 520
Bank deposits and cash	9	317 457	305 315
Total short term assets		446 261	419 376
Total assets		446 788	420 515

(All figures in NOK 1 000)

	Notes	2009	2008
EQUITY AND LIABILITIES			
Equity			
Foundation capital		1 000	1 000
Contingency fund		49 000	49 000
Total paid-in capital	10	50 000	50 000
Other equity		90 155	68 643
Total earned equity	10	90 155	68 643
Total equity		140 155	118 643
Short term liabilities			
Trade accounts payable		4 385	13 356
Government fees		17 077	15 341
Project funds received as advancements		237 363	243 715
Collected funds, with restriction on usage	2	1 354	380
Other short term liabilities		46 455	29 081
Total short term liabilities		306 633	301 872
Total equity and liabilities		446 788	420 515

Oslo, May 6th 2010



Bernt Bull
Chairman of the Board



Vidar Helgesen
Deputy Chairman of the Board



Kari Vogt
Board member



Skjoldvor Fjeldvær
Board member



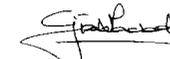
Trygve G. Nordby
Board member



Bjørn Førde
Board member



Kaci Kullmann Five
Board member



Gisle Marchand
Board member



Martin Suvatne
Staff repr.



Merethe Nedrebø
Staff repr.



Elisabeth K. Rasmussen
Secretary General

CASH FLOW ANALYSIS

(All figures in NOK 1 000)	2009	2008
Cash flow generated by operations:		
Net result	21 511	-18 305
Depreciation of fixed assets	1 084	1 324
Increase(+) / Decrease(-) of project advancements	-14 824	53 242
Change in other short term receivables & liabilities	8 391	-55
(A) Net cash flow from operations	16 162	36 206
Cash flow spent on investments in fixed assets:		
Investments in fixed assets	- 472	-149
Net investment in shares and bonds	-3 549	2 180
(B) Cash spent on investments in fixed assets	-4 021	2 031
Cash flow from long term financing:		
Increase(-) / Decrease(+) in long-term receivables	0	0
(C) Net cash effect of long term financing	0	0
A+B+C Net changes in cash flow during the year	12 141	38 237
Bank deposits and Cash Jan 1	305 315	267 078
Bank deposits and Cash Dec 31	317 456	305 315

NOTES TO THE ACCOUNTS

Note 1 Accounting principles

The Norwegian Refugee Council (NRC) is a non-profit humanitarian foundation. Its activities are financed through project contributions from donors such as the Norwegian Ministry of Foreign Affairs (MFA), NORAD, the UN system and EU, and also with own funds collected through fundraising. In 2009, NRC-projects were conducted in 19 countries, some of which experience considerable lack of stability. Consequently, a relatively high risk applies to human resources and to the foundation's assets. The financial risk, however, is rarely the responsibility of NRC. The donors will normally carry the risk of financial loss caused by acts of war or robbery, provided appropriate security measures have been taken. All NRC-employees in Norway and abroad are insured, removing all liability of the foundation in the event of war, other unrest or accidents. Similarly, all material is insured.

On March 13th 1997, NRC was organized as a foundation, with a foundation capital of NOK 1 mill. Being a foundation, NRC's financial statements must be submitted to Regnskapsregisteret in Brønnøysund, Norway. The foundation is tax-exempt.

As of the accounting year 2008, Norwegian Refugee Council has implemented a new accounting standard for non-profit organisations; the Provisional Norwegian Accounting Standard on Good Accounting Principles for Idealistic Organisations as of November 2008. The main change is that the profit and loss account is classified by activity rather than by type. Operating costs are split into three main categories; humanitarian activities, fundraising and administration. Humanitarian activities are split into our different operational activities.

Principles of revenue-and cost recognition

Income from marketing activities (fundraising from individuals, organizations and companies, plus lotteries etc) are recognized as revenue when received, except funds with specific restrictions on usage. There are always certain restrictions to income classified as "Contributions from donors" in the Activity Accounts, also including an obligation to return unused funds to donors. Such contributions are recognized as revenue in line with expenditures used. Contributions that have not been recognised as income are stated in the balance sheet as liability under "Project funds received as advancements". Costs are recognized as costs when incurred.

Classification and evaluation of balance sheet items

Short term assets and liabilities include items which are due for payment within one year from the balance sheet day, and items connected to operation of the projects. Other items are classified as fixed assets/long-term liabilities. Shares and bonds are measured at their actual value on the balance sheet day.

Long-term assets are valued at the lowest of acquisition cost and fair value. Write-downs to fair value are carried out when the decrease in value can not be considered temporary, and must be considered necessary according to generally accepted accounting principles. The write-downs are reversed when the basis for write-downs no longer exists. Long-term liabilities are included in the balance sheet at fair value on the balance sheet day.

Fixed assets

Fixed assets with an expected economic useful life of more than three years and a cost of more than NOK 15,000, are capitalized in the balance sheet and depreciated over their economic useful life. Maintenance of fixed assets are charged directly to p&l, while additional investments and/or improvements are added to the purchase price of the fixed asset and depreciated accordingly with the same. Fixed assets procured for usage in the field are charged directly to Profit and Loss at the time of procurement. This because the purchase cost is covered in total by donor and the asset will normally be at the donor's disposal at the end of the project. In addition there is a rapid wear and tear and high risk of loss of the assets.

Receivables

Receivables are included in the balance sheet at face value less deduction of provisions for expected loss. Provisions for bad debts are based upon individual assessments of each receivable.

Foreign exchange

Balance sheet items in foreign currencies are converted at the exchange rate at the day of balance, except receivables and liabilities in projects, which are valued at acquisition cost. Bank deposits and cash holdings acquired for usage in donorfinanced projects, are also maintained at the rate of acquisition, because this is the rate used when the donors approve and compensate for costs paid in foreign currencies. Foreign exchange gains and losses are included as financial items in the Profit and Loss.

Note 2 Sponsors and fundraising (earmarked and free funds)

(All figures in NOK 1 000)

	2009	2008
Contribution from private sponsors	24 440	11 782
Contribution from business and other partner	2 230	2 743
Total contributions	26 670	14 525

In 2009, NRC continued to keep focus on recruiting new sponsors and also keep the existing ones. Pr 31.12.09 there were approx 9000 sponsors.

Note 3 Specification of operating costs

Following Provisional Norwegian Accounting Standard on Good Accounting Principles for Idealistic Organisations, **costs to administration** are defined as the part of the costs for running of the organisation that are not directly linked to specific activities. Administration costs include costs incurred by the Board, salary to Secretary General and her assistant, Director of Administration, HR- director, Chief Accountant, Strategic Advisor and fees to auditors and lawyers.

All employees of Norwegian Refugee Council are employed to work with one or more of the main activities of the organisation, and costs related to these persons are distributed among the different activities. **Indirect support functions** at the head office are distributed between the main activities based on the number of manyears linked to the different activities.

Support- and administration costs are mainly **financed** by donors as percentage add-ons to direct project costs. Also parts of the advocacy and information activities are not directly financed externally and must therefore be financed within the same percentage add-on or with equity.

(All figures in NOK 1 000)

		2009	2008
Support costs at Head Office			
Project support to Humanitarian activities		35 075	34 650
Indirect support functions		8 190	7 584
Total support costs		43 265	42 234
Distributed between			
Humanitarian activities		40 310	38 991
Administration		1 364	1 297
Lotteries and games		227	216
Other fundraising		1 364	1 729
Specification of costs by activities			
Direct costs on Humanitarian activities		884 641	705 941
Indirect costs on Humanitarian activities		40 310	38 991
Administration costs		6 707	5 763
Fundraising		28 897	44 456
Total operating costs		960 554	795 151
Specification of costs by type			
		2009	2008
Project materials etc		509 623	371 646
Salaries and social costs		407 659	366 522
Other operating costs		42 188	55 659
Depreciation of fixed assets		1 084	1 324
Total operating costs		960 554	795 151

Note 4 Specification of operating costs

(All figures in NOK 1 000)

	2009	2008
Salaries	347 132	313 675
Social security allowance	13 246	15 257
Other benefits	47 281	37 590
Gross salary costs	407 659	366 522

The Secretary General was in 2009 paid NOK 908.174 in salaries and NOK 20,245 in other allowances, in total NOK 928,419. No remunerations was paid to the Board members in 2009. The fee to Ernst & Young AS for ordinary audit for 2009 is estimated to NOK 245,000. In addition, NOK 3,803,619 was paid for project audits performed in Norway and abroad. These audits were performed by a number of different auditors. The audit fees are included under "Administration costs" and "Direct costs on Humanitarian activities", respectively.

At the end of the year there were 120 employees at the head office in Oslo and 2.228 local employees in other countries. In addition, 285 employees were employed by NRC in Oslo, for service abroad. A total of 938 persons were employed by NRC in Oslo in 2009 for service abroad. All employees paying tax to Norway are members in The Norwegian Public Service Pension Fund; NRC's pension scheme. The secondees; who work for miscellaneous UN-organizations abroad, were incorporated as members of the above mentioned pension scheme from January 1st 2010.

Note 5 Project revenue split on donors, countries and regions

(All figures in NOK 1 000)

Region	Land	Collected funds	MFA Norway	UNHCR UN	SIDA Sweden	ECHO EU	UNICEF UN	EC EU	NORAD Norway	OCHA UN	USDOS USA	UNDP UN	WFP UN	USAID USA	DANIDA Denmark	DFAIT Canada	Other	Total
Asia	Afghanistan		49 977	6 244	6 564	11 669		3 717			1 142			2	3 648		3 159	86 123
	Georgia	399	26 539	15 942	3 481	2 276	11										73	48 721
	Iraq	60	801		491													1 352
	Lebanon		11 458	0	3 330	16 419		2 091									354	33 652
	Myanmar	122	19 365	2 692	0												1 431	23 610
	Nepal		1 389			1 691								1 685				4 764
	Pakistan		7 320		3 435		0								2 410			13 166
	Palestine Territories	2 600	394			3 504											3 130	9 627
	Russia / Central Asia		10 776															10 776
	Sri Lanka		13 364	1 920	7 445	5 559		1 480	5 653		0			1 788				37 208
Timor Leste		18 250										10					18 259	
Secondments		65 932								7 853							120	73 904
Total Asia		3 181	225 564	26 797	24 746	41 118	11	7 288	5 653	7 853	1 142	10	0	3 474	6 058	0	8 267	361 163
Africa	Burundi		23 829	7 061	5 224		1 074		3 819								1 511	42 518
	Ivory Coast		7 984	370	3 652		0	8 376									5 012	25 394
	Congo D.R.		42 239	5 552	10 508	3 228	18 061				152	2 709	2 053				409	84 913
	Liberia		29 403		3 392	199						6 131	1 990				3 612	44 727
	Central African Republic		3 994		1 167		3 023					203	398					8 785
	Somalia/Kenya		52 942	32 882	6 437	12 519	205	8 221		3 063	10 111						905	127 284
	Sudan		19 177	0	4 250		1 270									3 814	0	28 510
	Uganda	168	38 478	6 789	4 786		1 660						421	4 214			2 030	58 547
	Zimbabwe		95															95
	Other countries		39															939
Secondments		45 643				216				7 853							120	53 832
Total Africa		168	263 824	52 653	39 416	15 946	25 510	16 597	3 819	10 916	10 263	9 464	8 655	0	0	3 814	14 538	475 584
Europe	Switzerland / Belgium		3 666	186	1 668	397	2 439							3 172		0	9 254	20 782
	Norway	162	2 646	100	1 282				1 994								2 783	8 968
	Secondments		15 094				0			101							831	16 025
Total Europe		162	21 406	286	2 950	397	2 439	0	1 994	101	0	0	0	3 172	0	0	12 868	45 775
America	Colombia	595	15 522	506	4 311	2 776			9 840								7 318	40 868
	Haiti		508															508
	Secondments		2 922															2 922
Total America		595	18 952	506	4 311	2 776	0	0	9 840	0	0	0	0	0	0	0	7 318	44 298
Other																	4 226	4 226
Total project-revenue		4 106	529 746	80 243	71 423	60 237	27 960	23 885	21 306	18 870	11 405	9 474	8 655	6 646	6 058	3 814	47 217	931 046
Donor's share (ex secondments)		1 %	51 %	10 %	9 %	8 %	4 %	3 %	3 %	0,4 %	1,5 %	1,2 %	1,1 %	0,8 %	0,8 %	0,5 %	5,9 %	100 %

Notes

Note 6 Fixed assets

(All figures in NOK 1 000)

	Furniture, IT, equipment
Acquisition cost as per Jan 1st 2009	3 972
Investments in 2009	472
Divestments in 2009	0
Acquisition cost as per Jan 1st 2009	4 444
Accumulated depreciation/write-downs as per Jan 1st 2009	-2 868
Depreciation in 2009	-1 084
Divestments in 2009	0
Accumulated depreciation/write-downs Dec 31st 2009	-3 952
Net book value at Dec 31st 2009	492
Depreciation rate (linear)	33 %

NRCs head office on four floors in Grensen 17 Oslo, is rented from Søylen Eiendom AS. The rental contract runs until 1. July 2013, the annual rental fee is approx NOK 4 million.

Note 7 Shares and bonds

Surplus funds are invested in the market through professional investors. NRC has during 2009 redeemed all shares.

(All figures in NOK 1 000)

Name	Acquisition cost	Value 31.12.08	Inv./(sale) 2009	Yield 2009 Amount	% (annual)	Value 31.12.09
DnB NOR Likviditet (IV)	17 246	0	17 246	162	3,8 %	17 408
DnB NOR Obligasjon (III)	18 605	0	18 605	356	7,7 %	18 961
DnB NOR Obligasjon 20 (III)	21 455	0	21 455	245	4,6 %	21 700
DnB NOR Likviditet 20 (IV)		30 308	-31 178	870	3,9 %	0
Total bonds	57 306	40 849	15 090	2 130	4,8 %	58 069
DnB NOR Global Etisk (IV)		13 167	-15 089	1 922	20,5 %	0
Alfred Berg Humanfond (gml Banco)		503	- 729	226	70,5 %	0
Total shares		13 670	-15 818	2 148	22,1 %	0
DnB NOR deposit bank		1	0	0	0,0 %	0
Total bonds	57 306	54 520	- 729	4 278	7,9 %	58 069

Booked value equals market value both in 2008 and 2009.

Note 8 Long-term receivables

In 2001, 10 of Norways largest humanitarian organizations started a co-operation on games on the internet. In this connection, two companies were established: "De 10 Humanitaere AS" where each organization paid in NOK 15.000 for 10% of the share capital. In addition, each organization granted a loan of NOK 100 000 to "De 10 Humanitaere AS", of which NOK 20 000 is not yet paid back. The loan, totalling NOK 1 mill, was used to acquire 51 % of the company "Norskspill.no AS".

Note 9 Bank deposits and cash

Of the bank deposits, NOK 7,0 mill is tied up on a separate account for tax deducted from employees, NOK 7,0 mill is deposited as guarantee for lotteries and NOK 1,8 mill as deposit for the rental contract for the head office in Oslo.

Note 10 Earned equity

(All figures in NOK 1 000)

	2009	2008
Other equity as per Jan 1st	68 643	86 948
Transfer (from) / to Other equity	21 511	-18 305
Other equity as per Dec 31	90 155	68 643

In addition there is paid-in capital at 50 MNOK. If total equity gets lower than 50 mnok, the Board has committed itself to implement extraordinary measures.

Note 11 Currency risk

All project funds used in the field are converted to USD or EURO. During periods with significant currency fluctuations, the foundation runs a certain risk of currency loss, as most of the donor funds are granted in NOK. In many cases the donors accept to carry the currency risks. In addition, the risk is reduced through usage of forward contracts. As per December 31 2009, NRC has no active forward contracts.



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To the Board of Directors
The Foundation Norwegian Refugee Council

Auditor's report for 2009

We have audited the annual financial statements of Norwegian Refugee Council as of 31 December 2009, showing a profit of NOK 21 511 000. We have also audited the information in the report from the Board of Directors concerning the financial statements, the going concern assumption, and the proposal for the allocation of the profit. The financial statements comprise the balance sheet, activity accounts and cash flows and the accompanying notes. The regulations of the Accounting Act and accounting standards, principles and practices generally accepted in Norway have been applied in the preparation of the financial statements. These financial statements and the report from the Board of Directors are the responsibility of the Foundation's Board of Directors and the Secretary General. Our responsibility is to express an opinion on these financial statements and on other information according to the requirements of the Norwegian Act on Auditing and Auditors and the Foundation Act.

We conducted our audit in accordance with laws, regulations and auditing standards and practices generally accepted in Norway, including the auditing standards adopted by the Norwegian Institute of Public Accountants. Those standards and practices require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. To the extent required by law and auditing standards, an audit also comprises a review of the management of the Foundation's financial affairs and its accounting and internal control systems. We believe that our audit provides a reasonable basis for our opinion.

In our opinion,

- the financial statements have been prepared in accordance with laws and regulations and present fairly, in all material respects the financial position of the Foundation as of 31 December 2009, and the results of its operations and its cash flows for the year then ended, in accordance with accounting standards, principles and practices generally accepted in Norway
- management has fulfilled its duty to properly record and document the accounting information as required by law and generally accepted bookkeeping practice in Norway
- the information in the report from the Board of Directors concerning the financial statements, the going concern assumption, and the proposal for the allocation of the profit is consistent with the financial statements and comply with law and regulations
- the Foundation has been managed and the payouts performed in accordance with laws, the Foundations' objectives and articles of association.

Oslo, 7th May 2010
ERNST & YOUNG AS



Tommy Romskaug
State Authorised Public Accountant (Norway)

Note: The translation to English has been prepared for information purposes only.

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