



OPERATED BY NRC

NORCAP

Global Provider
of Expertise



NORCAP

Norwegian Refugee Council
Prinsens gate 2
0152 Oslo Norway

www.nrc.no/norcap
norcap@nrc.no

NORCAP EXECUTIVE DIRECTOR

Benedicte Giæver

COVER PHOTO

Sydoine Claire Matsinkou Tenefosso, gender-based violence expert, deployed to UNICEF and working on the Rohingya refugee response in Bangladesh. *(Photo: Ida Sem Fossvik/NORCAP)*

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A warm thank you to all NORCAP colleagues who have contributed to the report.

IN 2019
NORCAP SUPPORTED
47 PARTNERS IN
81 COUNTRIES WITH
670 DEPLOYMENTS



NORCAP Executive Director, Benedicte Giæver, says hello to a newborn baby in one of the temporary health facilities set up after Cyclone Idai destroyed several health centres in Mozambique.
(Photo: Ida Sem Fossvik/NORCAP)



Who we are

NORCAP solves challenges in the humanitarian, development and peace-building sectors in order to better protect vulnerable people's lives and rights. We build partnerships, promote more effective ways of working and provide skilled experts to develop capacity.

NORCAP was established nearly 30 years ago to provide the UN with urgently needed extra personnel to deliver aid and help those in need in the aftermath of the first Gulf war. We were able to deploy at short notice to strengthen the response, and this flexibility and can-do-attitude still run in our veins. Our experts have now supported partners on 11,000 missions worldwide.

Providing additional staff is not enough. The world faces a growing number of crises, many of them a complex mix of social and political upheaval, conflict and disasters aggravated by a changing climate. Nor is it enough simply to provide vulnerable people with food and shelter. They have a right to be heard and to take part in shaping responses to their own plight and futures.

We work with and through our partners to address these challenges via three core activities:

- *We develop partnerships and projects with regional and global organisations and national stakeholders. We believe that working together in a coordinated and sustainable manner is the best way to reduce needs, risks and vulnerability over time.*
- *We seek and promote more effective ways of working at the global level and in the field. Our aim is not only to reduce needs, but also to create choice and opportunity for vulnerable people.*
- *We deploy skilled experts to develop our partners' capacity. Given their independence from the agendas and interests of the organisations they are deployed with, our experts are well placed to identify and address challenges, improve collaboration and encourage new and innovative approaches.*

Our expertise

NORCAP has a pool of more than 1,000 professionals recruited to meet the changing demands of a wide range of partners, situations and crises. We cover the following thematic areas:



Crisis response

Improving response to crises is a priority for us. Our expertise range from protection, shelter, coordination, education, health and nutrition to communication with affected populations, camp management and resilience.



Protection

We provide expertise and capacity building in humanitarian, physical and human rights protection. We deploy personnel to field, regional and global operations and strengthen humanitarian leadership and response through specialised projects, such as the inter-agency Protection Standby Capacity Project (ProCap) and Regional Emergency GBV Advisors (REGA).



Gender

We help our partners to ensure they put gender equality at the centre of their work. We recruit and deploy programming specialists, including senior experts, via the Gender Standby Capacity Project (GenCap). Through this joint initiative with the UN Office for the Coordination of Humanitarian Affairs (OCHA), we make sure leaders of humanitarian operations adhere to their gender equality commitments.



Needs analysis

ACAPS provides needs analysis of complex humanitarian crises and supports the capacity within the humanitarian system through deployments of analysis experts. NORCAP recruits and deploys specialists to such missions. The aim is to inform global planning and decision-making, and to improve approaches to risk management. ACAPS is led by the Norwegian Refugee Council and Save the Children Norway.



Cash programming

Our Cash and Markets Capacity project (CashCap) deploys specialists to increase the use and effectiveness of cash and markets programming in the humanitarian and development sectors. It is governed by a steering committee of UN and NGO members.



Clean energy and climate services

We work with national authorities, regional institutions and international organisations to provide expertise in climate change adaptation and mitigation. Among other things, our experts help to green humanitarian operations, strengthen coordination and increase vulnerable people's access to clean energy and climate information.



Peacebuilding, stabilisation and conflict prevention

Through the Norwegian Resource Bank for Democracy and Human Rights (NORDEM), we provide peacebuilding and conflict resolution expertise to peace process mechanisms, as well as stabilisation missions. We work closely with the African Union Commission to strengthen its civilian capacity to prevent and address conflict on the continent.



Human rights, democracy and election support

Through NORDEM, we support civilian monitoring mechanisms and election observer missions around the world. Our observers offer impartial assessments and recommendations on how countries might improve their conduct of democratic elections. NORDEM experts also work to protect human rights, foster good governance and strengthen democratic institutions.



Jonathan Seke Mavinga, NORDEM electoral database expert, was deployed to UNDP during the Madagascar elections in May 2019.
(Photo: Ida Sem Fossvik/NORCAP)



Photo: Mohammed Masharawi/NRC



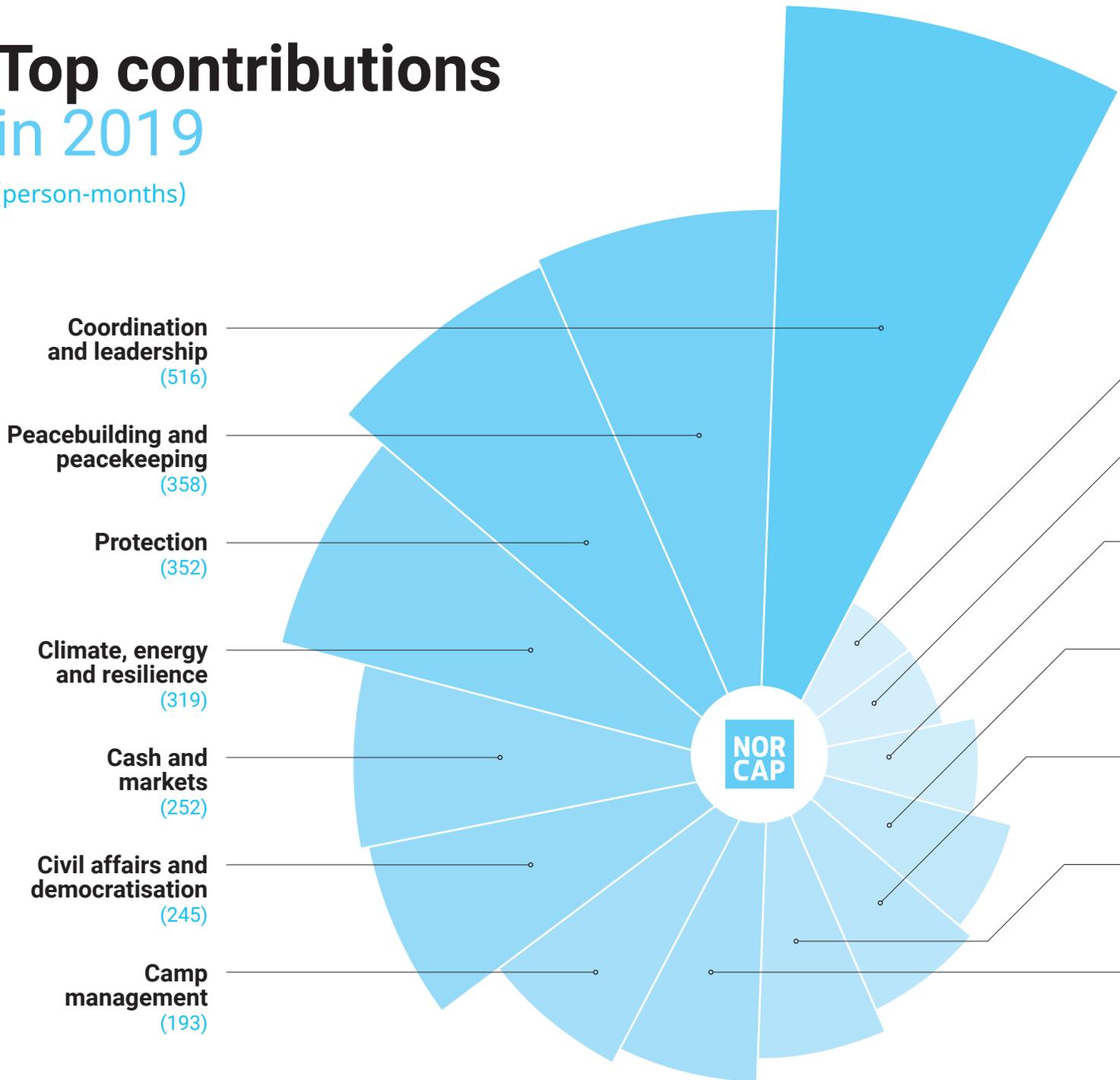
“ NORCAP’s ability to adjust to changing circumstances with precision and speed makes it a vital asset to the international aid community. ”

We also challenge the status quo by encouraging and helping the humanitarian, development and peacebuilding sectors to do better. Our highly qualified experts work with local communities and national governments to protect people’s lives and rights. “

Jan England

Top contributions in 2019

(person-months)



Top ten partners in 2019

(person-months)

Health and
nutrition
(78)

Election
assistance and
observation (79)

Rule of law
and legal affairs
(102)

Education
(134)

Information
management
and technology (145)

Capacity
development
(159)

Gender
mainstreaming
(177)

OSCE (330)

UNHCR (300)

UNICEF (241)

National governments (192)

AU (192)

UNDP (173)

WFP (145)

IOM (145)

FAO (144)

UNFPA (144)

osce



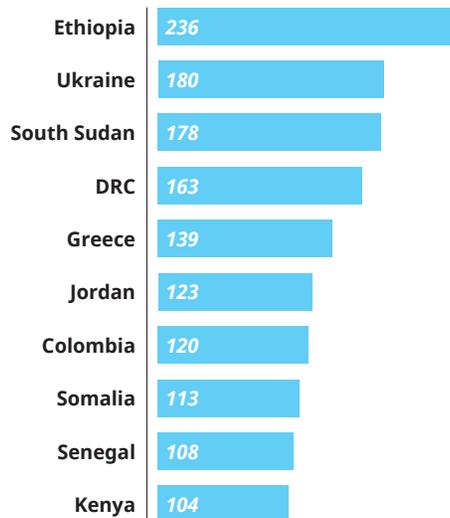
Global overview

2019

- 2019 projects and deployments
- ★ NORDEM election observation missions
- Head quarter, global and regional response and rapid response teams

Top countries

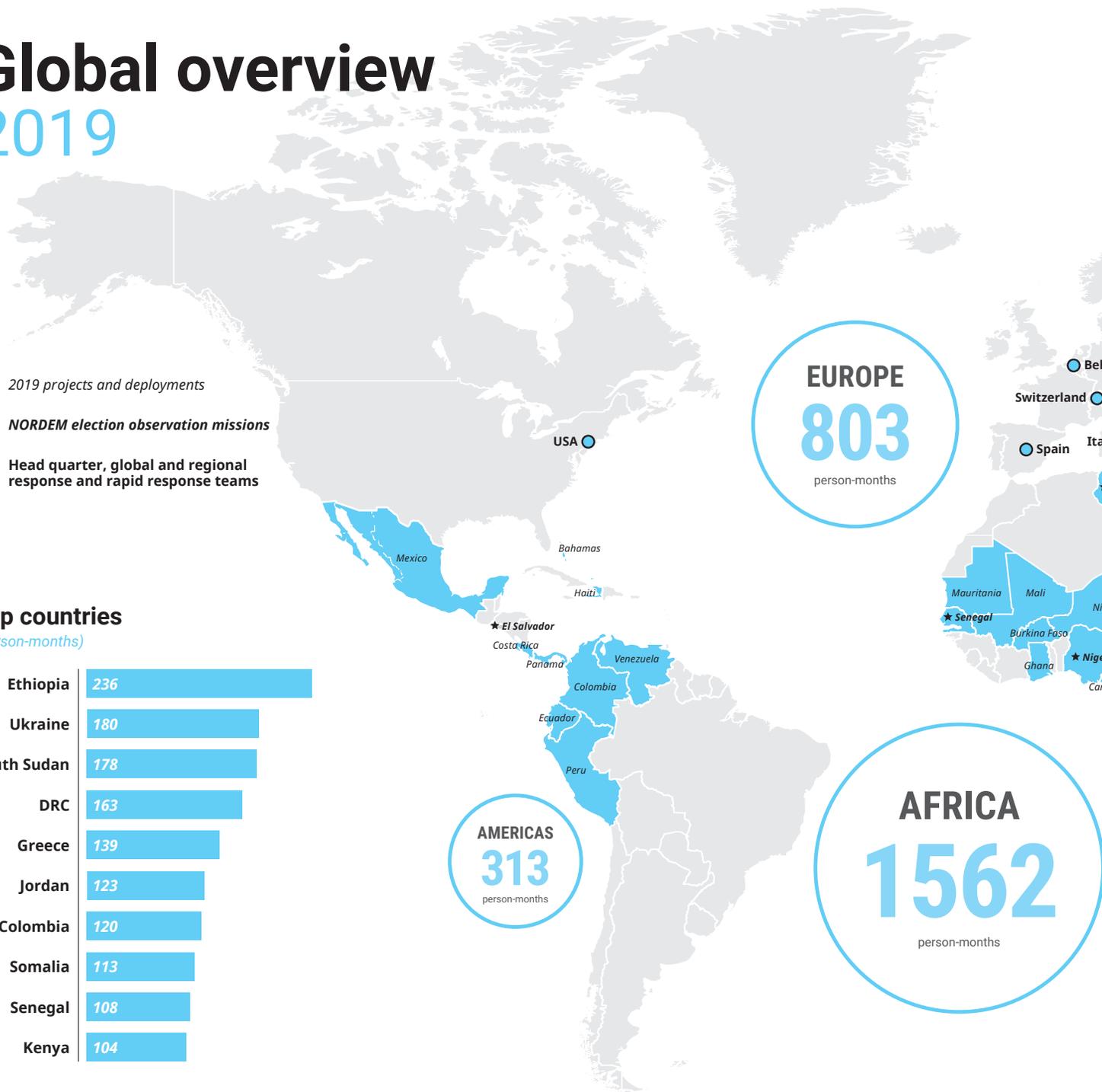
(person-months)

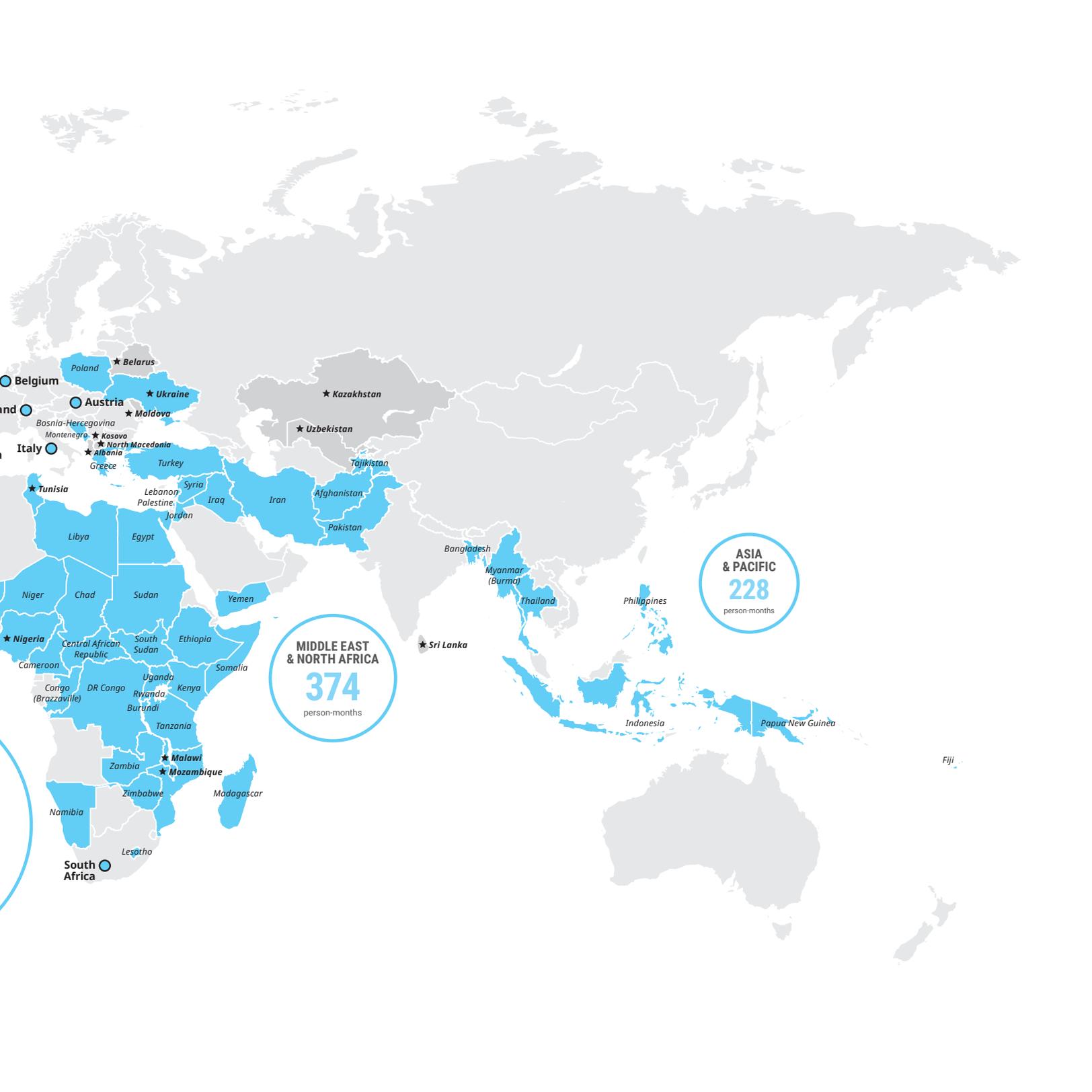


EUROPE
803
person-months

AMERICAS
313
person-months

AFRICA
1562
person-months







Some schools in northern Colombia use white flags in areas affected by armed conflict. (Photo: Milena Ayala/NRC)

Colombia's long road to peace

The country's 2016 peace agreement promised an end to 50 years of civil war, but a change of government and the humanitarian crisis in neighbouring Venezuela threaten to undermine its provisions. NORCAP supports the UN in the region in providing a comprehensive response to help the parties navigate the complex crisis.

Political conflict, violent crime and natural disasters have affected millions of Colombians in recent decades, resulting in mass displacement. National and international humanitarian organisations have worked hard to ameliorate their suffering, but ongoing conflict and violence involving groups outside the peace process have prevented any lasting improvement.

After four years of talks between the government and the Revolutionary Armed Forces of Colombia (FARC), a peace agreement was signed in 2016. It should have brought relief and respite to long-suffering communities, but more than four million people across the country are still in need of humanitarian assistance, according to ACAPS.

In 2018, a staunch critic of the peace process, Ivan Duque Marquez was elected president. At the same time, Venezuela's economic and political collapse under president Nicolás Maduro affected the whole region, and its neighbours in particular. Around 4.6 million people had fled the country as of November 2019, 1.9 million of them to Colombia. As the situation in Venezuela continues to deteriorate, the movements of people are likely to continue.

Implementation of the peace deal all but ground to a halt in 2019. Nearly a third of its 578 provisions had not been implemented at all as of the end of the year, and another third had barely been put into effect, according to a report by the University of Notre Dame's Kroc Institute for International Peace Studies.

Colombia has faced and continues to face numerous challenges; Venezuelans fleeing across the border in need of assistance, rural areas in need of economic development, reintegration of armed fighters and reining in violent crime. This has called for support from the international community that spans the humanitarian, development and peacebuilding sectors.

"A range of factors have impeded implementation of the peace agreement, so it's been vital to ensure a holistic response that doesn't undermine the gains made. Given the multifaceted challenges in ensuring stability and peace in Colombia, we believe it is important to continue to engage long-term in the country," says NORCAP's executive director, Benedicte Giæver.



The 2030 agenda

NORCAP has deployed 26 experts to strengthen the UN response in Colombia since 2016. Four have been working directly with the office of the resident coordinator, the most senior representative of the UN development system in the country.

“NORCAP’s experts have been vital in ensuring that the UN and the international community provide strategic and coherent support for the peace process. They have also played a key role in the rapid scale-up of our response to the enormous influx of refugees and migrants from Venezuela,” says the head of the resident coordinator’s office, Pontus Ohrsedt.

“The support came when the UN was engaged in global discussions and preparations for its development pillar reform. NORCAP’s experts have undoubtedly helped the resident coordinator’s office in Colombia get ahead of the curve in terms of putting the reform into practice.”

The pillar reform involves far-reaching changes in the way the UN development system works to help countries achieve the Sustainable Development Goals. It is intended to reposition the system with a stronger collective identity as a trusted, cohesive and accountable partner. It should yield a more integrated approach more focused on delivery on the ground, with capacities and resources to better support countries in their pursuit of the 2030 Agenda for Sustainable Development.

“The main challenge for Colombia is that there is a multifaceted crisis. A strong resident coordinator’s office focused on the reform is key to ensuring that the UN’s response is in line with people’s needs and the 2030 agenda,” Giæver says.

Mariano Aguirre Ernst, a senior peacebuilding adviser, was deployed to the resident coordinator’s office from August 2017 to December 2019. His role included supporting implementation of the peace deal by strengthening bonds between

the government, civil society and the UN system. Aguirre Ernst provided analysis on topics such as peacebuilding and the political controversy surrounding the Special Jurisdiction for Peace (JEP), a newly established extrajudicial court system to try former rebels and others for their crimes.

He also suggested the government adopt a more nuanced approach to its plan to expand its territorial reach to previously excluded, marginalised and violent areas. “The state has no institutional presence in these areas at all and several non-state armed groups operate there, taking control of people’s lives,” he says.

“It was important to understand that people in excluded areas are organised by criminal organisations in systems of coercion. The state cannot get into these territories just by force. It needs to provide justice, jobs, public services, infrastructure and security. It must involve local communities and deliver the civil side of the state at the same time as military operations. To focus on the latter is a recipe for failure.”

NORCAP in Colombia

NORCAP has provided expertise to the humanitarian, peacebuilding and development efforts in Colombia before and after the peace agreement was signed.

From 2016 to 2019, NORCAP has had a total of 26 deployments in the country.

The work has been three-fold:

- *Support female ex-combatants’ re-integration into society and reduce the risk of violence against female political and civil society leaders.*
- *Support to the Resident Coordinator’s office by providing expertise on the implementation of the peace agreement and the sustainable development goals and political analysis.*
- *Support to the migrant crisis, especially linked to the people crossing the border from Venezuela.*

Scaling-up humanitarian aid

Andrés Romero, a peace and post-conflict expert, was deployed to the resident coordinator’s office from mid-2017 to the end of 2019 to support peacebuilding initiatives. Six months into his deployment, however, the Colombian presidency asked the UN to boost its support for efforts to address the growing influx of people from Venezuela. Given Romero’s humanitarian background, the resident coordinator asked him to shift his focus to improving coordination mechanisms for the response.

“Most of the international community was focused on implementing the peace deal and addressing the humanitarian consequences of ongoing violence in some areas of the country, and we were having a difficult time mobilising money and support for the Venezuelan population,” he says.

“The Colombian authorities have an open-door socioeconomic integration policy toward migrants willing to stay. What we need is an integrated and long-term development plan that takes the country’s complex reality into account.”

A balancing act

The UN Refugee Agency (UNHCR) and the International Organization for Migration (IOM) launched a joint emergency appeal for migrants and refugees from Venezuela in December 2018. It called on donors to increase their support for people affected by displacement in the region, including host communities, with \$738 million for 2019, targeting 2.7 million people in 16 countries. The 2020 appeal has been increased to \$1.35 billion and targets almost four million people.

“NORCAP’s support was highly valued and well timed. The migrant situation was getting too big and the resident coordinator did not have the resources to handle it. NORCAP boosted the response with the provision of expertise in coordination, gender, protection, shelter and cash transfers. These areas were identified jointly by NORCAP, government officials, UN agencies and NGOs,” says Romero.

With the humanitarian, development and peacebuilding sectors operating simultaneously, short-term humanitarian responses to minor disasters are implemented in parallel with broader and longer-term interventions to address the impacts of conflict, displacement, social exclusion and economic inequality. To succeed, it is important that the various organisations and stakeholders collaborate effectively.

“What we refer to as the humanitarian, development and peacebuilding nexus recognises the need for all sectors to coordinate with each other. Better coordination means that limited resources can be used more effectively and that we can improve collaboration with local stakeholders. This is key to ensuring that long-term interventions are sustainable,” Giæver says. ■



Mariano Aguirre Ernst, Senior peacebuilding adviser deployed to the UN Resident coordinator office in Colombia. (Photo: Marta Peiro-Suso/NORCAP)



CashCap expert Maria Jimena Peroni Galli talking to a local vegetable vendor in a refugee settlement market in Uganda. (Photo: Fernanda Baumhardt/NORCAP)



Practical information



How to request expert personnel

NORCAP deploys experts on demand to the UN, regional organisations and national governments. If your country office or organisation believes our specialists would improve the delivery of humanitarian aid and services, please get in touch:

norcap@nrc.no



Would you like to join our team?

The recruitment of highly qualified and motivated experts is vital for us to maintain our position as a responsive and trustworthy strategic partner. We recruit continuously and our members are diverse in terms of nationality, language skills and gender. If you would like more information about our recruitment process and opportunities to work with us, please visit our website:

www.nrc.no/career/norcap

NORCAP donors

The Norwegian Ministry of Foreign Affairs (NMFA) and NORCAP have worked closely together since 1991 to strengthen capacities and improve humanitarian responses. NMFA's financial support has included framework partnership agreements since 2009 and additional funding for emergencies.

We also receive resources from European Economic Area (EEA) Grants, European Civil Protection and Humanitarian Aid Operations (ECHO), The Norwegian Agency for Development Cooperation (Norad), Swedish International Development Cooperation Agency (SIDA), the World Bank, the US Department of State's Bureau of Population, Refugees and Migration (BPRM), UN agencies, United States Agency for International Development, Office of Foreign Disaster Assistance (USAID OFDA)/Food for Peace, the Swiss Development Cooperation and others. Some deployments are cost shared or fully funded by the hosting organisation.

The UK Department for International Development (DFID) has supported us since 2012 and funded a range of emergency interventions in 2019, including CashCap activities.

NMFA and the US Bureau of Population, Refugees and Migration funded the scaling up of our thematic project on strengthening gender-based violence (GBV) responses in 2019 through the deployment of Regional Emergency GBV Advisers.

CashCap has worked closely with and received funding from ECHO, the German Federal Foreign Office, NMFA, SIDA, the Swiss Development Cooperation and USAID OFDA/Food for Peace in 2019.

Canada, ECHO, Norway, Sweden, Switzerland, the UK and the US provided funds for ACAPS in 2019. OCHA funds the operation of ProCap and GenCap.



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