



Evaluation of Five Humanitarian Programmes of the Norwegian Refugee Council and of the Standby Roster NORCAP

Report 4/2013



Norad

Norwegian Agency for
Development Cooperation
P.O.Box 8034 Dep, NO-0030 Oslo
Ruseløkkveien 26, Oslo, Norway

Phone: +47 22 24 20 30

Fax: +47 22 24 20 31

Photo: Eva Bratholm

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Annexes

Ternstrom Consulting AB
in collaboration with Channel Research SPRL
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Annex 1: Definitions, data and survey instruments

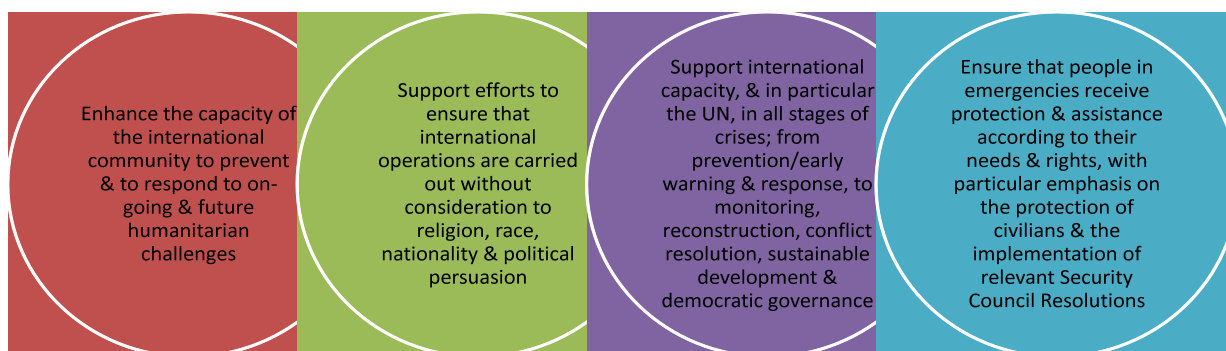
Annex 1b: About the Evaluation Questions Matrix

The evaluation Questions Matrix is an Excel document covering ten Excel worksheets, one for each specific main area of the evaluation. It contains evaluation questions, broken down into separate, "one-question" statements or questions. For each such statement or question, one or several questions and methods are listed, to serve as a "smorgasbord" to the consultants. Different questions were developed to adapt to different stakeholder groups, countries and levels of analysis. In total, the document covers a large number of pages (approx. 60, depending on size of font). The team will share the evaluation questions matrix in electronic version with interested readers on demand.

Annex 1c: NORCAP Key Results Areas and Indicators

(Developed with reference to Sphere and HAP standards and input from NRC)

NORCAP'S MANDATE



Standard 1	NORCAP to provide appropriate management, supervision & psychosocial support, enabling seconded personnel (SP) to have the knowledge, skills, behaviours & attitudes to plan & implement an effective humanitarian response with humanity & respect.				
KEY ACTIONS	Provide SP with adequate training, familiarity with relevant key policies & the resources to manage their tasks effectively	Establish systematic, fair & transparent recruitment & selection procedures to attract maximum number of (how many) appropriate candidates	Hire SP with a balance of women & men (ratio?), ethnicity, age & social background so that the SP's diversity is appropriate to the required context & culture & needs.	Provide SP with adequate & timely inductions, briefings, clear reporting lines & updated Job descriptions/ToR to enable them to understand their responsibilities, work objectives, organisational values, key policies, system & country context.	Ensure SP have access to medical care & psychosocial support
	Establish codes of personal conduct for SP that protect disaster-affected people from sexual abuse, corruption, exploitation & other protection issues.	Promote a culture of respect towards the disaster-affected population	Establish grievance procedures & take appropriate disciplinary actions against SP following confirmed violation of the agency's Code of Conduct	Carry out regular appraisals or performance review & provide feedback in relation to work objectives, knowledge, skills, behaviour & attitudes	Enable SP & NORCAP management to jointly identify opportunities for continued learning & development
KEY INDICATORS	Updated ToRs/partner agreements, recruitment & briefing & debriefing procedures, code of conducts, contracts; etc	NRC has clearly defined & documented knowledge, skills, behaviours & attitudes that SP needs to meet NORCAP's commitments	SP's who breach codes of conduct are formally disciplined	The incidence of SP's illness, injury & stress related health issues remains stable, or decreases over the agreed period	

	SP's performance reviews indicate adequate competency level in relation to their knowledge, skills, behaviour, attitudes & responsibilities described in their ToR/ Job descriptions		Examples & records of staff training & development activities, including training reports; training effectiveness (impact of training) report;	SPs are deployed within 72 hours of request from partner organisation?
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Annex 1d: NORCAP process, procedure, system's review checklist

Description	Does this exist?	Is it up to date?	Is it clearly communicated?	Is it consistently applied?
Strategy, Policy, Plan and Structure				
NORCAP Strategy				
NORCAP Action Plan (2010, 2011, 2012)				
NORCAP Key Results Areas; Indicators				
Competencies Framework				
Partner Agreements				
NORCAP Structure				
Legal review of existing policies, procedures, etc.				
Written terms and conditions of employment				
Staff Regulations				
Code of Conduct				
Recruitment and Selection Policy and Procedures (flow chart)				
Recruitment and Selection				
Forecasting Plan				
Job descriptions/ToR				
Advertisements (samples)				
Contracts for all NORCAP management staff & NORCAP secondees				
Interview package (tests, questionnaires, scoring sheets)				
Offer Letters/Deployment Letter				
Profiles & competencies of seconded personnel				
List of Seconded Personnel (name/designation/sector/location/period/date of deployment/cost of deployment/)				
Analysis of Seconded Personnel Data				

Induction/Orientation & Debriefing				
Pre-departure briefing; security briefing; cultural briefing; technical briefing by NORCAP/NRC				
Induction program by partner organisation				
Orientation Checklists				
Debriefing by NORCAP				
Debriefing by Partner Org				
Management Support & Appraisals				
Follow up support				
Performance review by Partner Organisation				
Performance review by NRC				
Mission Reports of Secondees (who reads; analysis; feedback on report; etc.)				
Personnel Files				
Disciplinary Procedures; Grievances				
On-going Information & Communication (type; mode; frequency; outcome)				
Reward & Retention; Staff Care				
Health, Insurance, Staff Care Benefits				
Harmonious salary scale				
Psychosocial Support				
Secondee Survey				
Talent Management mechanism				
Lessons Learned Exercises				
Training and Development				
Training and development mechanism				
Training Needs Analysis				
List of trainings provided (training type/sector, cost of trainings, location, duration, etc.)				
Follow-up after training (training effectiveness)				

Method and Questions for the online survey: See Annex 2g: NORCAP online survey report.

Annex 2: Other information

Annex 2c: Statistical Overview of NRC's International Humanitarian Assistance 2010-2012

Statistical overview of NRC's activities 2010-2012

Introduction

This paper presents a brief overview of NRC's activities, partner organisations and geographical coverage for the years 2010 to 2012. The basis for the data presented below is the reported cost of activities undertaken.¹ The reason for this is the nature of NRC's activities: the alternative would have been to use budgeted costs, but as these are (still, in September) not fully confirmed for 2012, and as NRC's activities may rapidly change in response to emergencies etc. it was judged most correct to use actual expenses. This means that for 2012, only the first six months are included. The percentage distribution of costs is used as a way of enabling comparisons across the three years. Throughout the document, costs are in Norwegian Kroner (NOK) and where nothing else is mentioned, items have been sorted in decreasing order of cost in 2010.

During the three years covered, NRC has had activities in 88 countries, funded by 32 partners and divided into a number of different areas of activities and projects. The total cost for 2010 was 1 030 MNOK², for 2011 the total cost was 1 188 MNOK and for the first six months of 2012 the total cost was 545 MNOK.

Activities

NRC presents its core competencies as being Camp management, Education, ICLA (Information, counselling and legal assistance), Shelter and EFDS (Emergency food distribution and security). In addition, NRC has several multicomponent programmes, a number of emergency rosters and carries out information activities. The costs of NRC's different activities are presented in the table below, in decreasing order of cost in 2010.

Cost per Activity, NOK	2010		2011		2012	
	Cost	%	Cost	%	Cost (6 months)	%
Shelter programme	318 549 690	30,9	353 633 745	29,8	127 836 429	23,4
Legal aid programmes	167 348 791	16,2	195 175 472	16,4	75 104 584	13,8
Emergency Rosters	164 380 177	16,0	174 727 744	14,7	100 106 108	18,4
Education and Teaching	153 680 768	14,9	171 846 268	14,5	72 322 914	13,3
Direct distribution of food and/or other items	71 261 458	6,9	137 524 860	11,6	59 367 831	10,9

¹ Source: Financial Overview of NRC 2010-2012, supplied by NRC Head of Finance.

² MNOK indicates Million Norwegian Kroner.

Multicomponent/Integrated programmes	52 734 023	5,1	15 668 251	1,3	51 347 593	9,4
Other activities	43 988 688	4,3	63 668 550	5,4	31 486 394	5,8
Camp Management programme	32 063 161	3,1	51 133 993	4,3	19 488 367	3,6
Various field administration	20 769 581	2,0	22 717 901	1,9	7 433 287	1,4
Election related activities	2 507 424	0,2	-614 295	-0,1	-70 233	0,0
Information, Norad-projects	2 003 992	0,2	1 398 259	0,1	274 018	0,1
Information, NMFA- projects	1 011 750	0,1	972 748	0,1	684 243	0,1
Total	1 030 299 504	100	1 187 853 497	100	545 381 535	100

Figure 1: Cost per activity and percentage distribution of costs for the period 2010 - 2012.

The Shelter programme is the single largest component. This includes some of the school construction projects and Water, sanitation and hygiene (WASH) activities. The latter is being introduced as a new core competence and Camp Management, with the lowest cost, is being phased out.

Legal aid programmes (ICLA), Education and teaching and Secondments are at about the same level of expense, with around 15 % of total costs. However, while the share of costs for Secondments is increasing in 2012, the shares for Education and Legal aid are decreasing slightly. This picture may change, though, after the final numbers for 2012 become available.

Distribution of food and other items covers around 10 % of the total cost. This includes e.g. Emergency food distribution (with less than 5 % of the total cost for Emergency food distribution) and distribution of NFI-kits (non-food item kits).

The percentage distribution of costs over time is illustrated below. The total cost per activity over time is illustrated in Figure A1 in the Annex. Please note that in all line charts, legends are presented in the order of appearance, from top to bottom, of the lines in 2010.

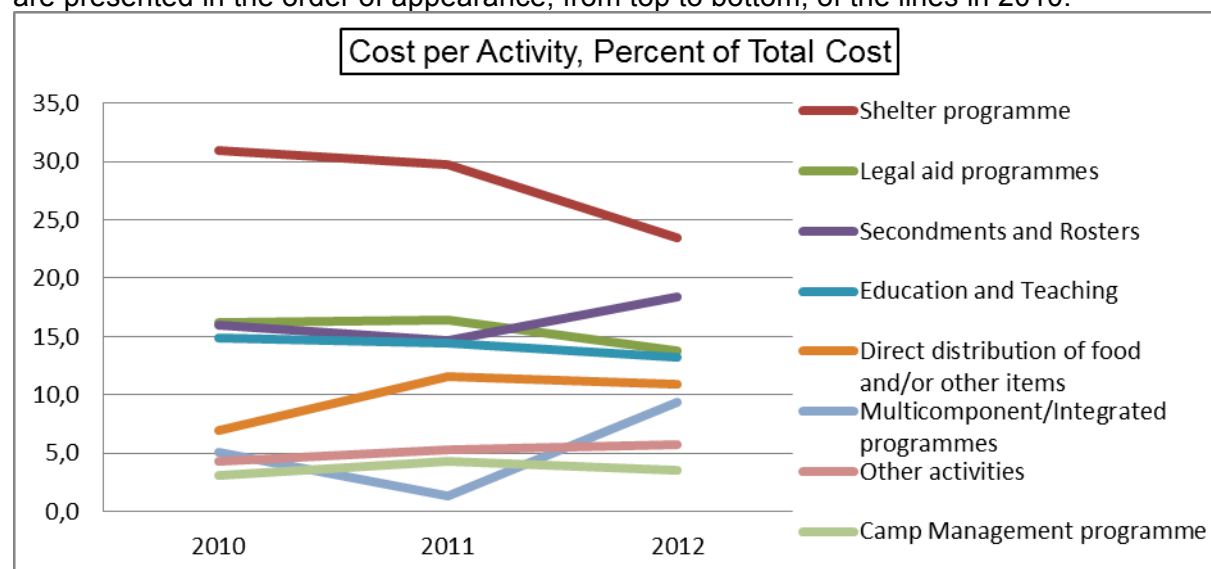


Figure 2: Percentage distribution of cost per activity

Partners and funding

NRC's activities are funded by a total of 32 different partners or sources, illustrated below.

Norwegian Contributions	2010		2011		2012	
	Cost	%	Cost	%	Cost (6 months)	%

NMFA (HUM)	353 240 964	34,29	380 987 194	32,07	181 810 923	33,34
GAP (Norad and NMFA)	68 628 190	6,66	59 907 718	5,04	3 173 342	0,58
Norwegian Embassies	54 039 555	5,25	26 065 131	2,19	13 733 448	2,52
NMFA other	24 871 408	2,41	26 475 481	2,23	6 960 305	1,28
Norad (non GAP)	23 818 829	2,31	55 636 130	4,68	35 700 421	6,55
NRC own funds	11 327 381	1,10	8 597 069	0,72	2 726 630	0,50
NRC Telethon Funds	792 917	0,08	24 350 641	2,05	14 832 009	2,72
Norwegian Directorate of Immigration	489 989	0,05	0	0,00	0	0,00
Other Norwegian Companies/Organisations	198 617	0,02	955 594	0,08	259 615	0,05
Total Norwegian	537 407 851	52	582 974 957	49	259 196 694	48

Figure 3: Norwegian contributions, cost and percentage of total costs.

The single largest donor is the Norwegian Ministry of Foreign Affairs (NMFA). In total, half of the funds come from Norwegian sources and all but a few percent origins at the Norwegian Government. Looking at all donors, it is obvious that many of them contribute very small shares of the total funding. About half of the donors contribute with less than one percent each, a handful with more than five percent.

NRC has limited access to non-earmarked funds. Part of the "NRC own funds" are not earmarked. 17 MNOK per year is received from Norad for core funding, with budgets to be approved annually. Other funds seem to be earmarked for specific activities or purposes.

Cost Per Partner, NOK	2010		2011		2012	
	Cost	%	Cost	%	Cost 6 mths	%
NMFA (Hum)	353 240 964	34,3	380 987 194	32,1	181 810 923	33,3
UNHCR	91 817 651	8,9	135 687 154	11,4	31 256 421	5,7
ECHO	89 947 479	8,7	117 177 181	9,9	72 300 219	13,3
Sida	88 802 607	8,6	83 407 977	7,0	45 905 837	8,4
GAP (Norad and NMFA)	68 628 190	6,7	59 907 718	5,0	3 173 342	0,6
Norwegian Embassies	54 039 555	5,2	26 065 131	2,2	13 733 448	2,5
EC ³ (Non-ECHO)	42 966 307	4,2	19 973 746	1,7	9 608 271	1,8
Other Foreign Organisations	29 370 312	2,9	36 724 056	3,1	13 119 909	2,4
UNICEF	28 328 870	2,7	35 269 158	3,0	6 834 383	1,3
OCHA	27 673 113	2,7	52 531 531	4,4	28 743 270	5,3
NMFA Other	24 871 408	2,4	26 475 481	2,2	6 960 305	1,3
Norad (Non GAP)	23 818 829	2,3	55 636 130	4,7	35 700 421	6,5
BPRM ⁴	17 214 572	1,7	17 683 823	1,5	10 068 292	1,8
Danida ⁵	15 991 670	1,6	21 870 509	1,8	8 083 584	1,5
USAID ⁶ (OFDA ⁷)	12 486 291	1,2	11 487 040	1,0	7 962 082	1,5
NRC Own Funds	11 327 381	1,1	8 597 069	0,7	2 726 630	0,5
UNDP	9 792 195	1,0	1 863 794	0,2	291 508	0,1

³ European Community.

⁴ US Bureau of Population, Refugees, and Migration.

⁵ Danish International Development Agency.

⁶ United States Agency for International Development.

⁷ Office of Foreign Disaster Assistance.

CIDA ⁸ Canada	8 560 037	0,8	8 976 168	0,8	3 612 757	0,7
Other Official Foreign Organisations	8 240 604	0,8	18 734 626	1,6	7 567 489	1,4
World Food Program	6 991 751	0,7	9 933 443	0,8	3 361 261	0,6
World Bank	6 861 678	0,7	0	0,0	0	0,0
DFAIT ⁹ Canada	2 816 017	0,3	0	0,0	0	0,0
Other UN Organisations	2 257 118	0,2	6 359 198	0,5	2 167 420	0,4
DFID ¹⁰	1 844 430	0,2	24 923 700	2,1	34 264 588	6,3
NRC Telethon Funds	792 917	0,1	24 350 641	2,0	14 832 009	2,7
Qatar Charity	647 407	0,1	0	0,0	0	0,0
Norwegian Directorate of Immigration	489 989	0,0	0	0,0	0	0,0
Other Norwegian Companies/Organisations	198 617	0,0	955 594	0,1	259 615	0,0
Statoil	140 781	0,0	0	0,0	0	0,0
Other EU Organisations	140 764	0,0	18 792	0,0	0	0,0
NRC Earmarked Funds	0	0,0	1 954 128	0,2	754 781	0,1
American Jewish World Service	0	0,0	302 516	0,0	282 770	0,1

Figure 4: Distribution of costs per funder, cost and percentage of total costs.

Figures A2 and A3 in the Annex show contribution by partner, in cost and as percent of total cost. The diagrams below show the trend in the share of different sources of contributions over the period 2010 – 2012.

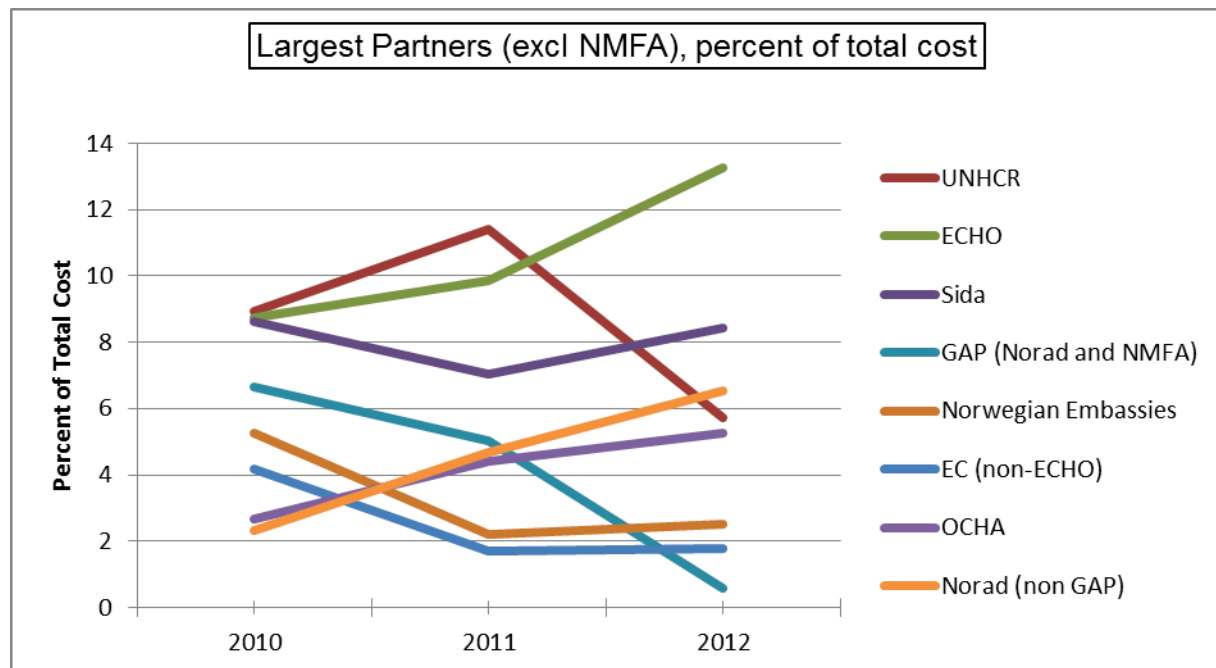


Figure 5: Largest partners excluding direct NMFA contributions, percent of total costs.

From this diagram, we see that ECHO, Norad and OCHA have been increasing their shares, while the share of non-ECHO EC funding, UNHCR and GAP funding has decreased. The diagram below shows the development for the second-largest group of donors.

⁸ Canadian International Development Agency.

⁹ Foreign Affairs and International Trade.

¹⁰ Department for International Development, UK.

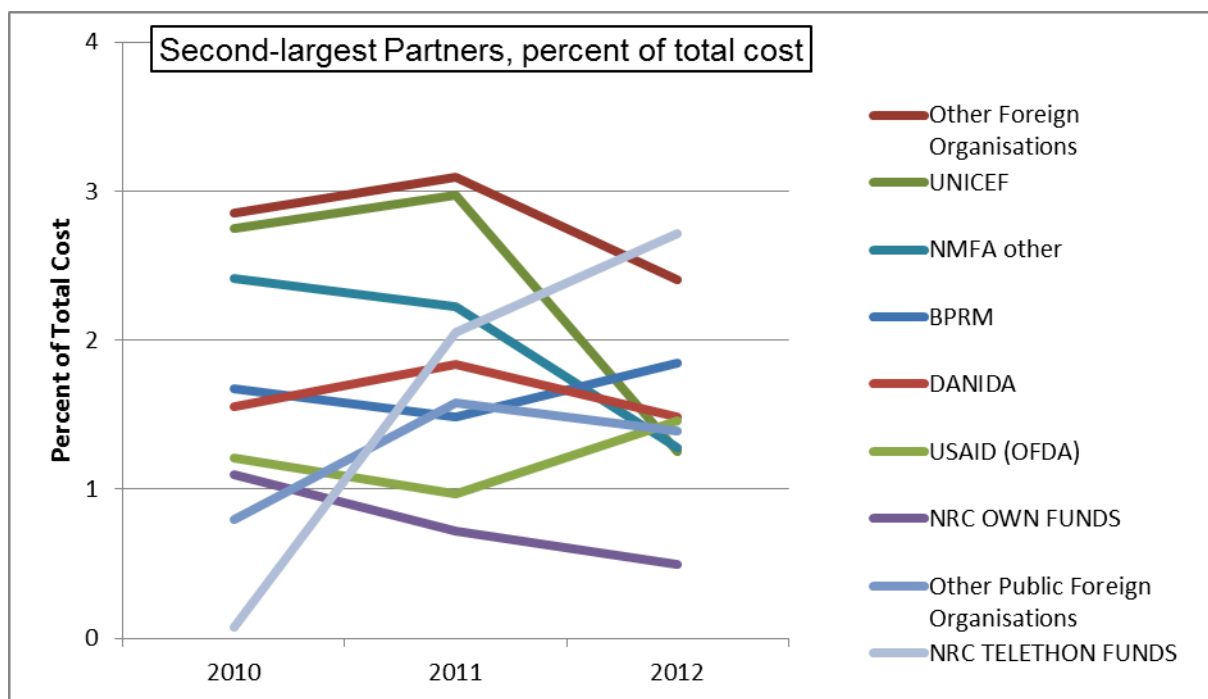


Figure 6: Second-largest partners, contributions as percent of total costs.

NRC was the charity selected for the Telethon in 2010, hence the increase in this source of funding. USAID and BPRM¹¹ are the only other two sources in this category that are increasing.

Countries

During the three years covered by this overview, NRC has been present in 88 countries. Figure A4 in the Annex shows the distribution of expenditure for each country. The figure below shows expenditure in countries receiving at least four percent of NRC's total funds.

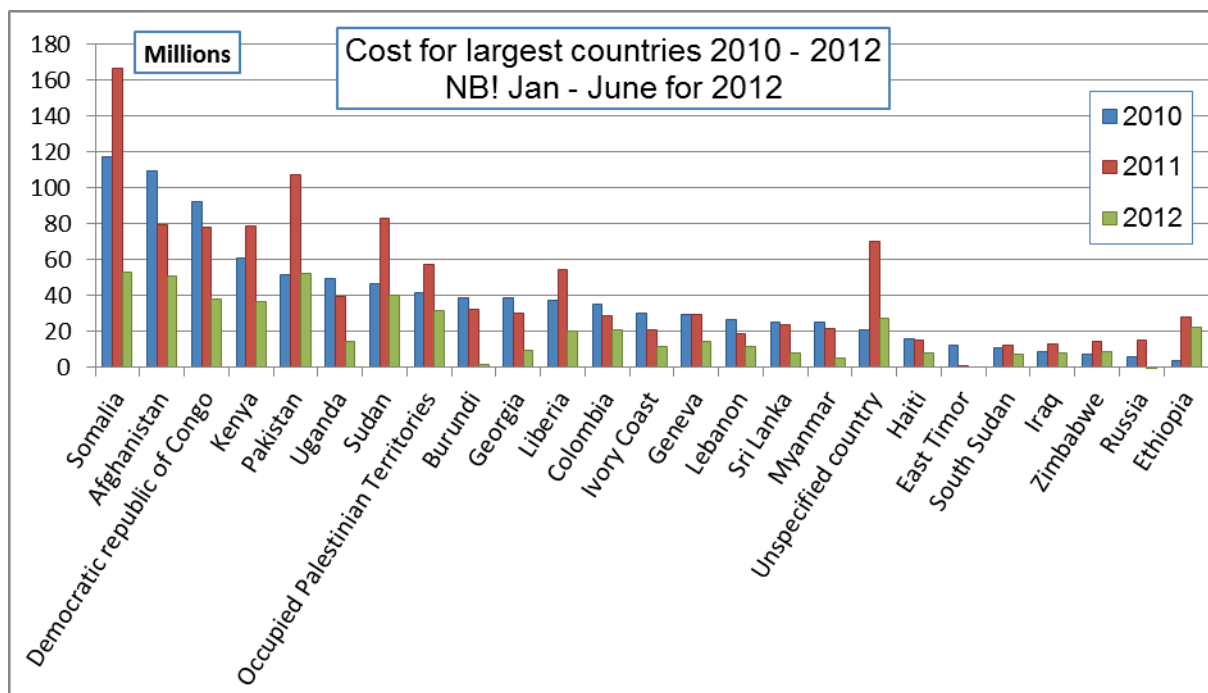


Figure 7: Cost per country, countries with above four percent of total costs.

¹¹ US Bureau of Population, Refugees, and Migration.

NRC's activities in different countries can be grouped by type of support – project or program funding, including e.g. Shelter, ICLA, etc. and secondment of personnel to other organisations. Regarding secondees, it may be argued that the recipient is not the country where the secondee is placed, but rather the organisation to which he/she is seconded.

Countries with Project Funding

Focussing on countries with project funding (PF), the picture becomes less scattered. Of the total 88 countries, NRC has had project activities in 39 countries. The diagram below shows the cost of projects per country:

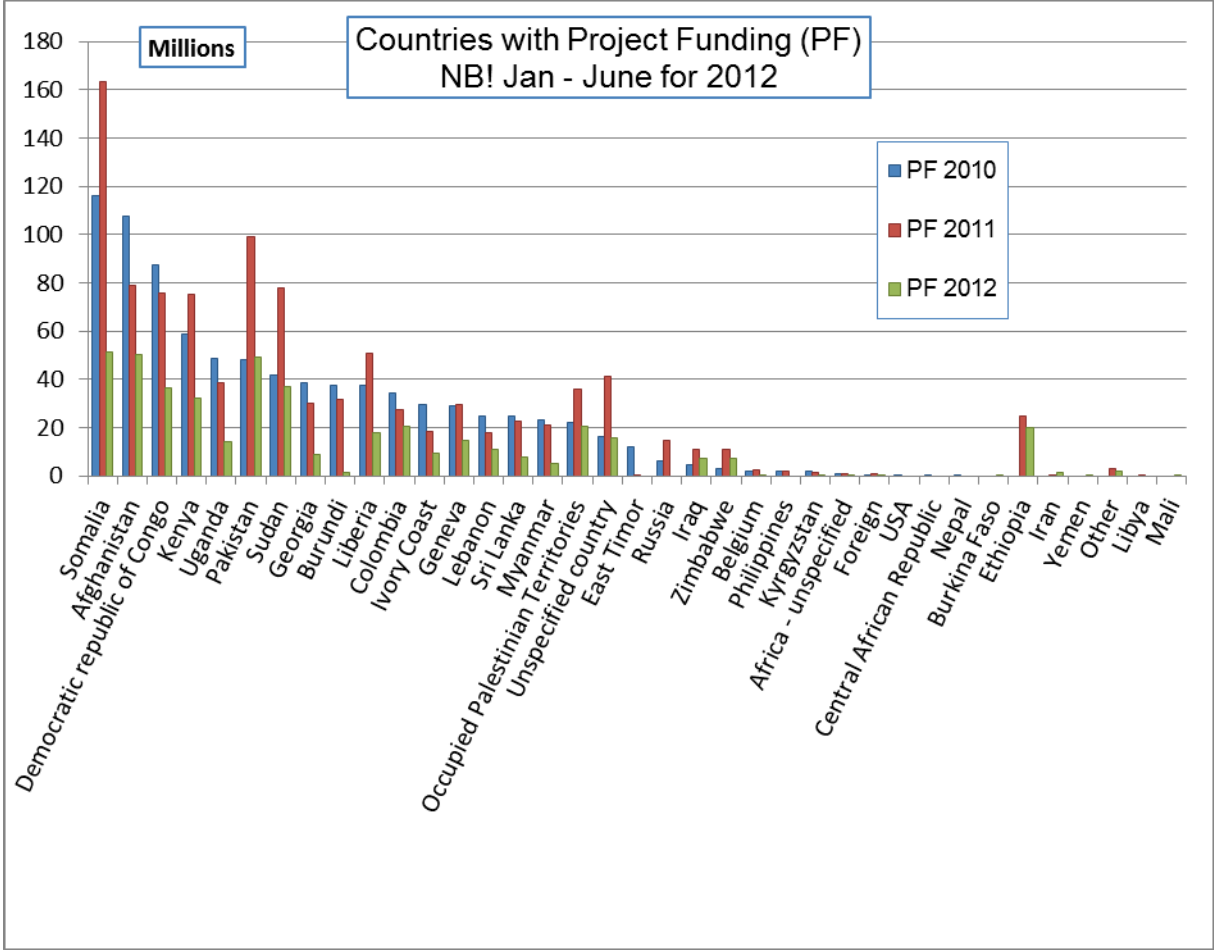


Figure 8: Cost per country, countries with project funding.

By grouping the countries into regions, it is obvious that NRC has most of its project activities in Africa, followed by Asia, MENA and Eastern Europe.

Countries with Project Funding		2010		2011		2012	
		Cost	%	Cost	%	Cost (6 months)	%
Horn of Africa	Somalia	115 880 949	13,5	163 438 719	16,2	51 582 253	11,6
	Kenya	58 940 017	6,9	75 172 717	7,4	32 113 203	7,2
	Uganda	48 560 621	5,6	38 630 253	3,8	14 460 643	3,3
	Sudan/ South Sudan	41 966 800	4,9	77 989 903	7,7	37 144 594	8,4
	Ethiopia	0	0,0	25 042 129	2,5	20 103 031	4,5
Total, Horn of Africa		265 348 387	30,9	380 273 722	37,6	155 403 724	35,0
West and Central Africa	Democratic Rep of Congo	87 661 938	10,2	75 978 080	7,5	36 370 756	8,2

West and Central Africa	Democratic Rep of Congo	87 661 938	10,2	75 978 080	7,5	36 370 756	8,2
	Burundi	37 617 086	4,4	31 803 076	3,1	1 522 138	0,3
	Liberia	37 573 913	4,4	50 758 747	5,0	18 133 521	4,1
	Ivory Coast	29 779 961	3,5	18 432 143	1,8	9 513 365	2,1
	Central African Republic	92 022	0,0	0	0,0	0	0,0
	Burkina Faso	0	0,0	0	0,0	288 204	0,1
	Mali	0	0,0	0	0,0	435 294	0,1
Total, West and Central Africa		192 724 920	22,4	176 972 046	17,5	66 263 277	14,9
Rest of Africa	Zimbabwe	3 270 085	0,4	11 129 415	1,1	7 320 868	1,6
	Africa – unspecified	771 291	0,1	902 441	0,1	282 770	0,1
Total, Rest of Africa		4 041 376	0,5	12 031 855	1,2	7 603 638	1,7
Afghanistan Pakistan Iran	Afghanistan	107 365 849	12,5	78 741 990	7,8	50 249 826	11,3
	Pakistan	48 425 632	5,6	99 090 262	9,8	49 519 736	11,1
	Iran	0	0,0	414 373	0,0	1 474 892	0,3
Total, Afghanistan Pakistan Iran		155 791 481	18,1	178 246 625	17,6	101 244 454	22,8
Rest of Asia	Sri Lanka	24 873 277	2,9	22 888 720	2,3	8 015 789	1,8
	Myanmar	23 068 240	2,7	21 249 381	2,1	4 980 491	1,1
	East Timor	12 083 307	1,4	164 024	0,0	0	0,0
	Philippines	1 982 193	0,2	2 248 277	0,2	0	0,0
	Nepal	89 991	0,0	0	0,0	0	0,0
Total, Rest of Asia		62 097 008	7,2	46 550 402	4,6	12 996 280	2,9
MENA	Lebanon	25 043 279	2,9	18 161 610	1,8	11 182 827	2,5
	Occupied Palestinian Territories	22 226 520	2,6	35 860 819	3,5	20 403 708	4,6
	Iraq	4 488 787	0,5	11 271 504	1,1	7 549 357	1,7
	Yemen	0	0,0	0	0,0	249 308	0,1
	Libya	0	0,0	497 503	0,0	-3 382	0,0
Total, MENA		51 758 585	6,0	65 791 436	6,5	39 381 818	8,9
Europe and former Soviet States	Georgia	38 397 228	4,5	30 206 073	3,0	9 008 656	2,0
	Russia	6 098 263	0,7	14 941 339	1,5	-570 854	-0,1
	Kyrgyzstan	1 772 831	0,2	1 312 293	0,1	4 105	0,0
Total, Europe and former Soviet		46 268 322	5,4	46 459 705	4,6	8 441 907	1,9
EU and USA	Geneva	28 983 756	3,4	29 358 076	2,9	14 521 671	3,3
	Belgium	2 184 413	0,3	2 642 321	0,3	6 535	0,0
	USA	183 341	0,0	0	0,0	0	0,0
Total, EU and USA		31 351 510	3,6	32 000 397	3,2	14 528 206	3,3
Total, Americas (Colombia)		34 157 320	4,0	27 685 375	2,7	20 529 537	4,6
Total, Unspecified Country		16 094 127	1,9	41 536 817	4,1	15 998 930	3,6
TOTAL, Countries with project funding		859 969 606	100,0	1 011 355 240	100,0	444 387 398	100,0

Figure 9: Countries by region, total project funding and percent of total project funding. NB! Only Jan - June for 2012.

The development over time of the shares of project funding going to countries in the different regions is illustrated below:

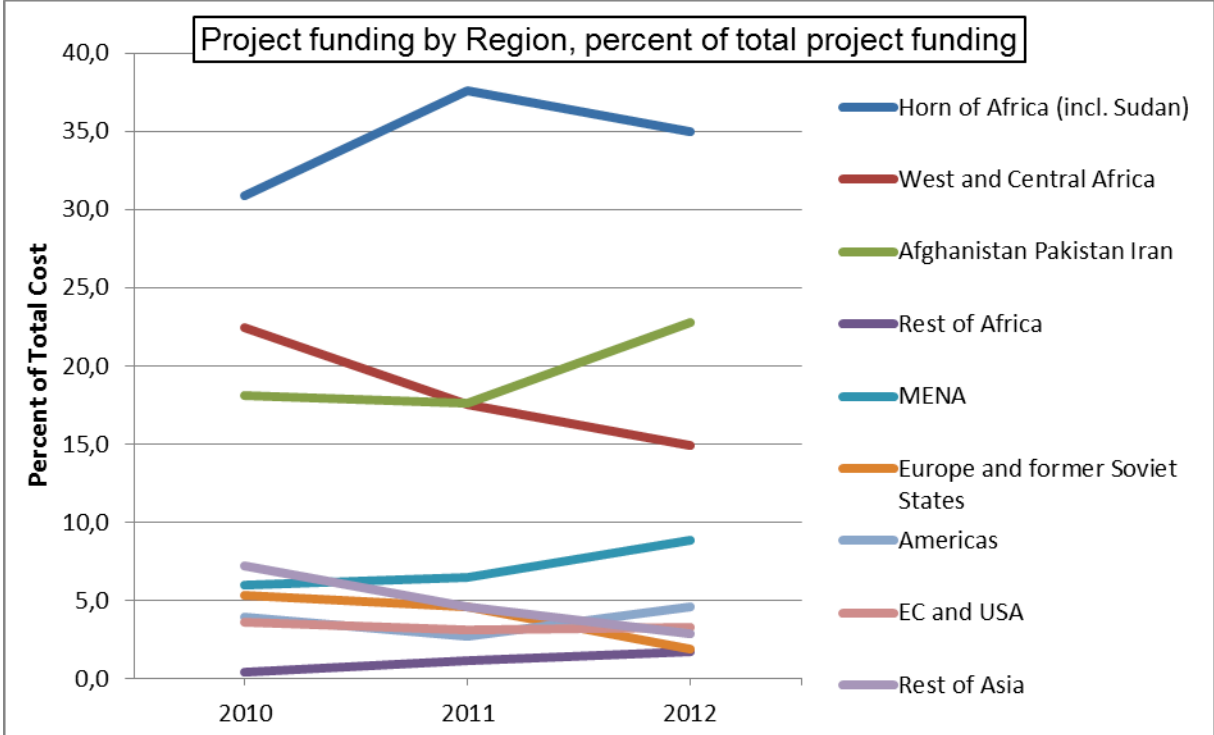


Figure 10: Project funding by region, percent of total project funding.

The Horn of Africa region peaked in 2011 but is still the largest recipient region with about 35% of total project funding. West and Central Africa, Europe and former Soviet States and Rest of Asia have been steadily decreasing over the three years, while Afghanistan/Pakistan/Iran and the MENA region have received increasing shares.

The following is the percentage spent in the ten largest recipient countries:

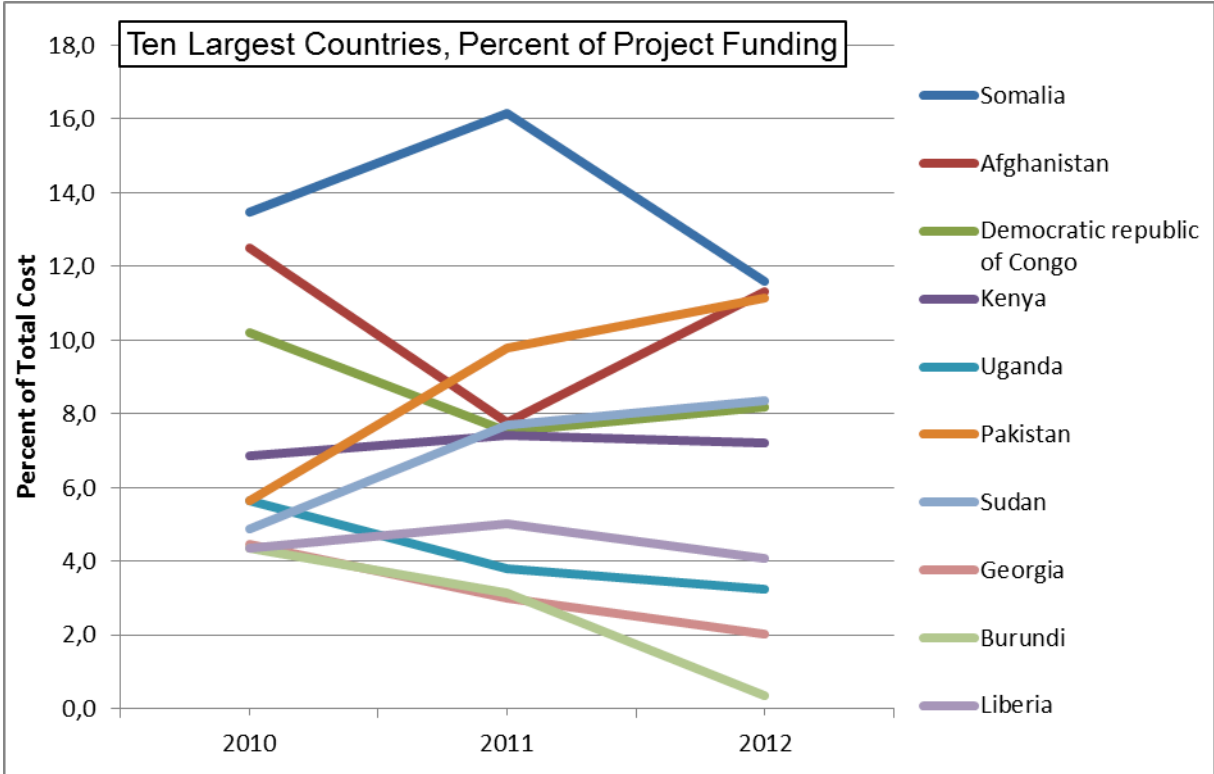


Figure 11: Ten largest recipient countries, percent of total project funding.

Somalia, DRC, Uganda, Georgia and Burundi show decreasing trends, Afghanistan decreased in 2011 but is again increasing in 2012. Pakistan is the only country with a steadily increasing share of funding over the three years.

Looking at the second largest group of recipient countries for project funding, we see increasing shares for Ethiopia, Colombia (the only country in the Americas receiving project funding) and Palestinian areas.

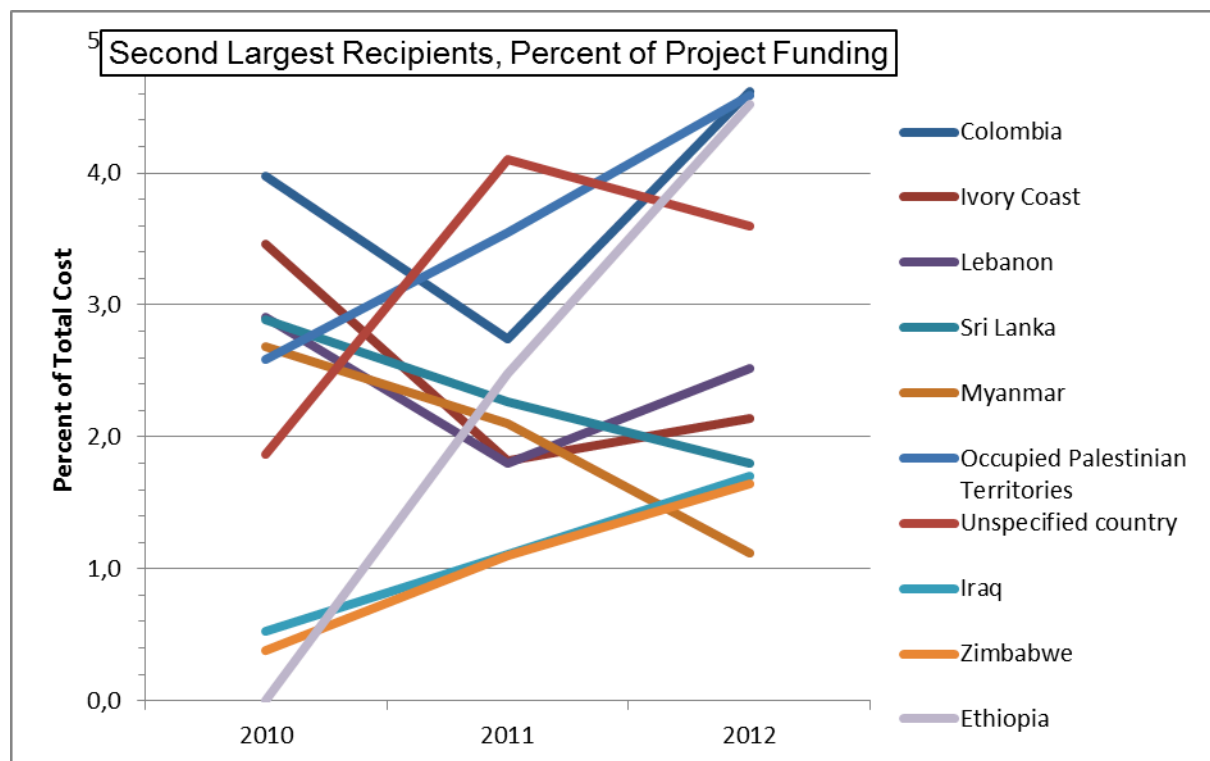


Figure 12: Group of second largest recipient destinations, percent of total project funding.

Zimbabwe and Iraq, although receiving very small shares, are also showing increasing trends. The shares of project funding going to Russia, East Timor, Myanmar and Sri Lanka have been decreasing during the period.

Countries and Host Organisations of Seconddees

NRC has financed secondments to a total of 78 countries over the past three years. Figure A5 in the Annex provides details, but it is obvious that most countries have very small shares of the total cost. The diagram below shows the 25 countries receiving the largest shares of costs. Occupied Palestinian Territories, Haiti and South Sudan are the main recipients, apart from the share not specified. Interestingly, this share has increased dramatically to 17 % in 2011, and seems to be reaching similar levels in 2012.

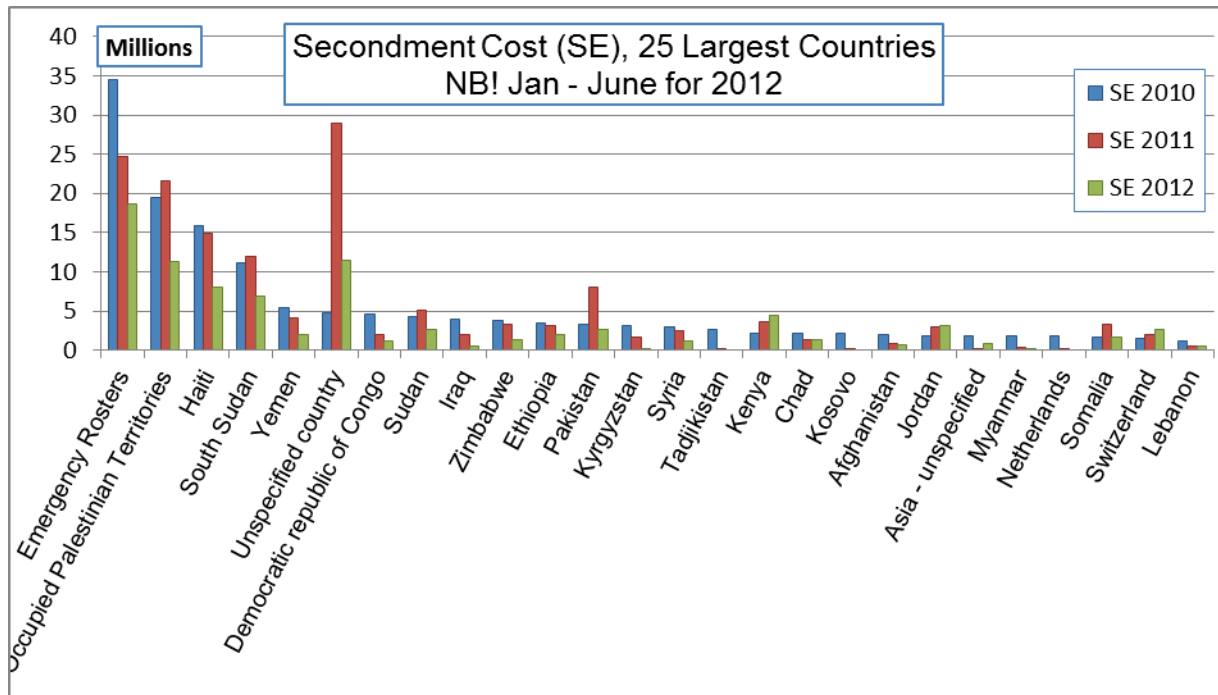


Figure 13: 25 countries with largest shares of secondment costs (SE). NB! Only Jan - June for 2012.

Note that in the diagram showing secondment costs, the first entry “Beredskap” (preparedness) is the cost for administration. This is different compared to the reported cost for project funding, where administration and HO costs are included in the cost for each country.

Looking at the distribution of costs by host organisation of secondees, we find that UNICEF and UNHCR are the largest recipients of secondees. However, large amounts fall under headings that do not specify the host organisation.

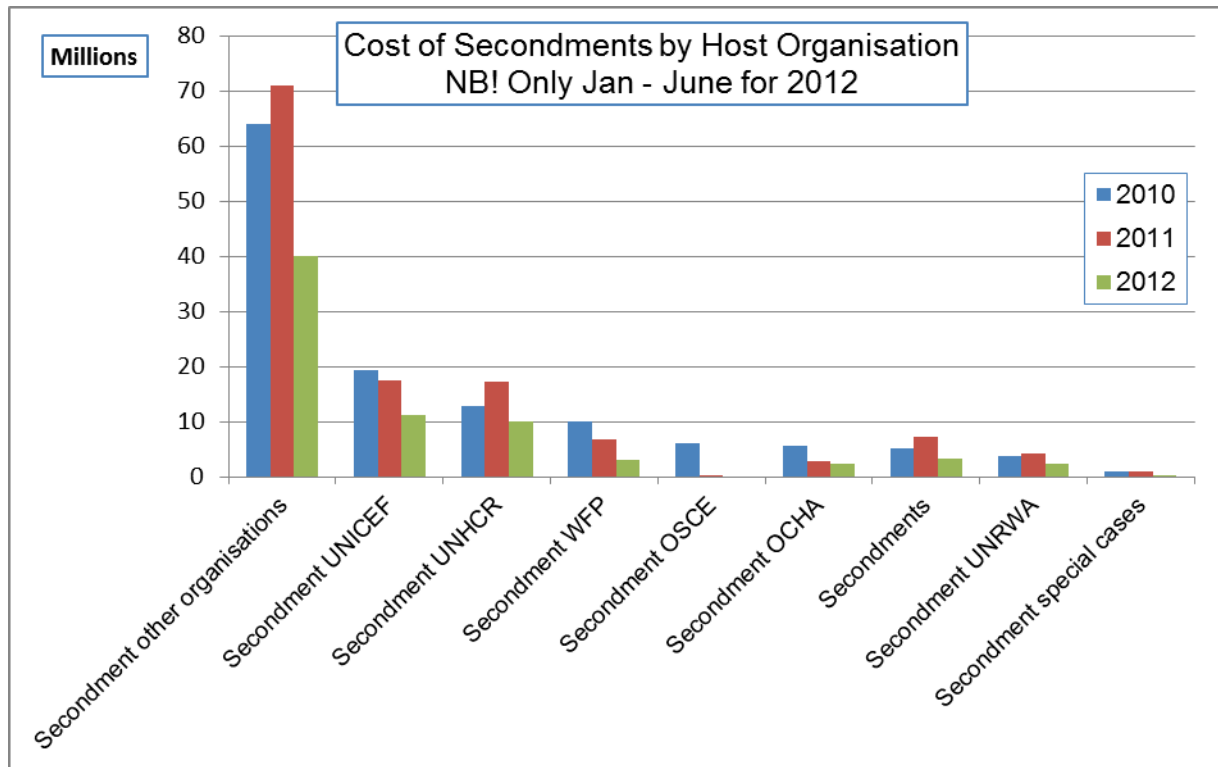


Figure 14: Cost of secondments by host organisation.

Excluding the unspecified secondments, UNICEF accounts for between ten to twelve percent of secondment related costs, UNHCR has increased from eight to ten percent and the other host organisations account for less than five percent each.

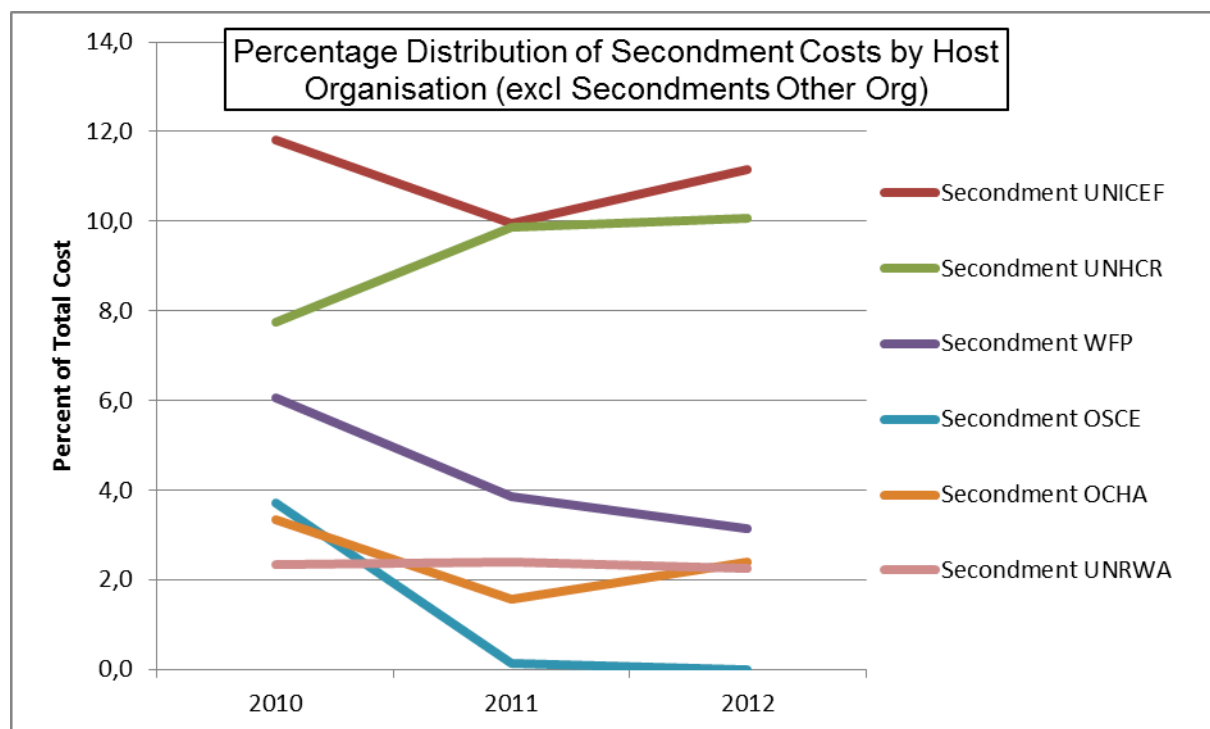


Figure 15: Percentage distribution of secondment cost per host organisation.

The above statistical overview has presented the distribution and development costs per activities, countries and partners of NRC. The section below links this to the global emergency trends over the same period.

The Context of NRC's Activities: Global emergency trends¹²

The period 2009-10 saw no major new trends in number of disasters: They remained at a level of around 600 reported incidents, slightly below the longer trend. The geographical distribution also remained fairly consistent with Asia accounting for around 40% of the number of cases. Natural disasters (droughts, floods, tsunamis, earthquakes) were almost constant, whereas technologically caused disasters (industry, transport) fell slightly.

The number of people killed in natural disasters had peaked in 2010 in the Americas, because of the Haiti Earthquake, which had a similar death toll to the 2004 tsunami in Asia. Both account for more than 80% of all people killed by natural disasters in these years.

The reported costs in a particular year do not reflect only the number of disasters or the number of affected or killed people but also the level of development.

Countries labelled as having Low Human development according to UNDP's¹³ Human Development Index had around 1 800 reported disasters for the period 2001 to 2010. Those labelled Very High development had 1 100.

The estimated cost of the damages for the low level countries was 22 000 million dollars. For the high countries the damage was estimated at 626 000 million, suggesting costs thirty times higher per disaster; but the evidence for this is not precise.

¹² Sources for this section:

International Federation of Red Cross and Red Crescent Societies, 2011, World Disaster Report 2011.

United Nations High Commissioner for Refugees, 2011, UNHCR Statistical Yearbook 2010.

¹³ United Nations Development Project.

Refugee trends: Where?

In 2010 to 2012 there have not been any major changes in the global refugee context. In many cases there was a continuation of crisis situations caused by internal strife over power and resources, such as Ivory Coast, Afghanistan and Somalia. In Libya the changes were dramatic, as they were in Sudan, albeit planned.

In 2011, Pakistan received the highest number of refugees, followed by Iran, Syria, Germany, Jordan and Kenya. Developing countries continued to receive the majority of refugees, hosting around 80%, a figure that also reflects their proximity to the country of origin, normally another developing country, notably Afghanistan, Iraq, Somalia and the Democratic Republic of Congo (DRC).

This can also be seen from the figures measuring number of refugees in relation to the GDP per capita in receiving country: Pakistan is the highest, followed by DRC, Kenya, Liberia and Ethiopia.

Where is NRC in this picture? It is active in 88 countries with Project funding in 39. The seven largest from a cost perspective were Somalia, Afghanistan, DRC, Kenya, Pakistan, Uganda and Sudan/South Sudan. Together they account for more than half. Somalia, DRC and Uganda show a small decrease, while Afghanistan and Pakistan are increasing.

NRC had secondments in 78 countries; their geographical distribution is different from those with project financing. Palestine, Haiti and South Sudan were at the top. Secondments are short term and reflect different programming mode and parameters where dramatic emergencies (such as Haiti) are immediately reflected in the data.

Some tendencies that have an impact on the environment in which NRC operates.

Below some tendencies that have an impact on NRC and other humanitarian actors are described. To what extent are they seen to be relevant and have been integrated in thinking and planning by NRC?

More protracted crisis I. We have witnessed a financial crisis and a food crisis in recent years. The costs of basic food items have doubled in 10 years. Compensations to those living on food or cash for work have not matched price hikes. The effect will be various forms of malnutrition. This will clearly have repercussions on refugee and IDP camps or settlements.

More protracted crisis II. Emergencies caused by unrest or conflicts dominate, but climate change and environmentally-related emergencies increase. The flow of IDPs and refugees might be slowly rising, but one should not exclude sudden changes in behaviours. Which are the refugee prone areas, and is NRC forecasting capacity sufficient?

Competition for scarce resources. Energy production and food production compete, globally regionally and locally. Power struggles over land and water resources have been major factors behind conflicts in Somalia. Cash transfers to poor around refugee camps are difficult to maintain in periods of stagnating aid budgets and higher food prices. How does NRC, and other actors, link settlements with production?

New patterns and challenges I. Urbanisation. Refugees from developing countries are often rural, and the receiving neighbouring environment is predominantly rural. But conflicts, lack of resources as well as increasing numbers of IDPs mean that refugees are tending to live in more urban settlements, as seen in Sudan and Somalia.

New patterns and challenges II. Local authorities, communities, individuals, civil society are often the fastest to respond. How can NRC build on that capacity even for the longer term challenges?

New patterns and challenges III. Need for new competencies. Agencies take on a whole series of services, with increased demand for competence in management, information, language, culture

Old challenge revisited. Strengthen links between humanitarian responses and interventions that address underlying constraints to development. This challenge has been more essential given the protracted nature of many emergencies.

The period (2010-12) chosen is far too short to see any statistical evidence of trends. It gives an overview of partners, of funding, of geographical distribution but not of tendencies and developments. The data does, however, generate questions, for example:

- In the NRC portfolio, are the increases in multi-component projects an attempt to meet some of the challenges above?
- Are the decreases in Shelter allocations a consequence of actively bringing in new actors such as local government and civil society, or are shelter activities increasingly being included in multi component projects?
- Is NRC spreading its resources too thinly with activities in 88 countries, project funding in 39, secondments in 78, and offices in 22 countries? Is there a risk in not having the capacity to monitor contributions or respond to changing circumstances? What are the benefits of being a small player in many places with little clout to change the design of the overall operations, versus being an important player in fewer situations?

Having said, or asked this, it is clear that NRC's operations and funding do reflect the emergency and refugee patterns, and emerging patterns, measured as money received and allocated. The Horn of Africa has received larger attention, as well as Pakistan after the floods. From that simple analysis one can conclude that NRC clearly operates in areas of need – thus NRC's geographical focus is relevant. It is more difficult to draw conclusions about NRC's choice of activities and partners. The risks and costs of having many projects and working with many different partners should be balanced against the issue of relevance.

Statistical Overview Annex: Figures A1 to A6

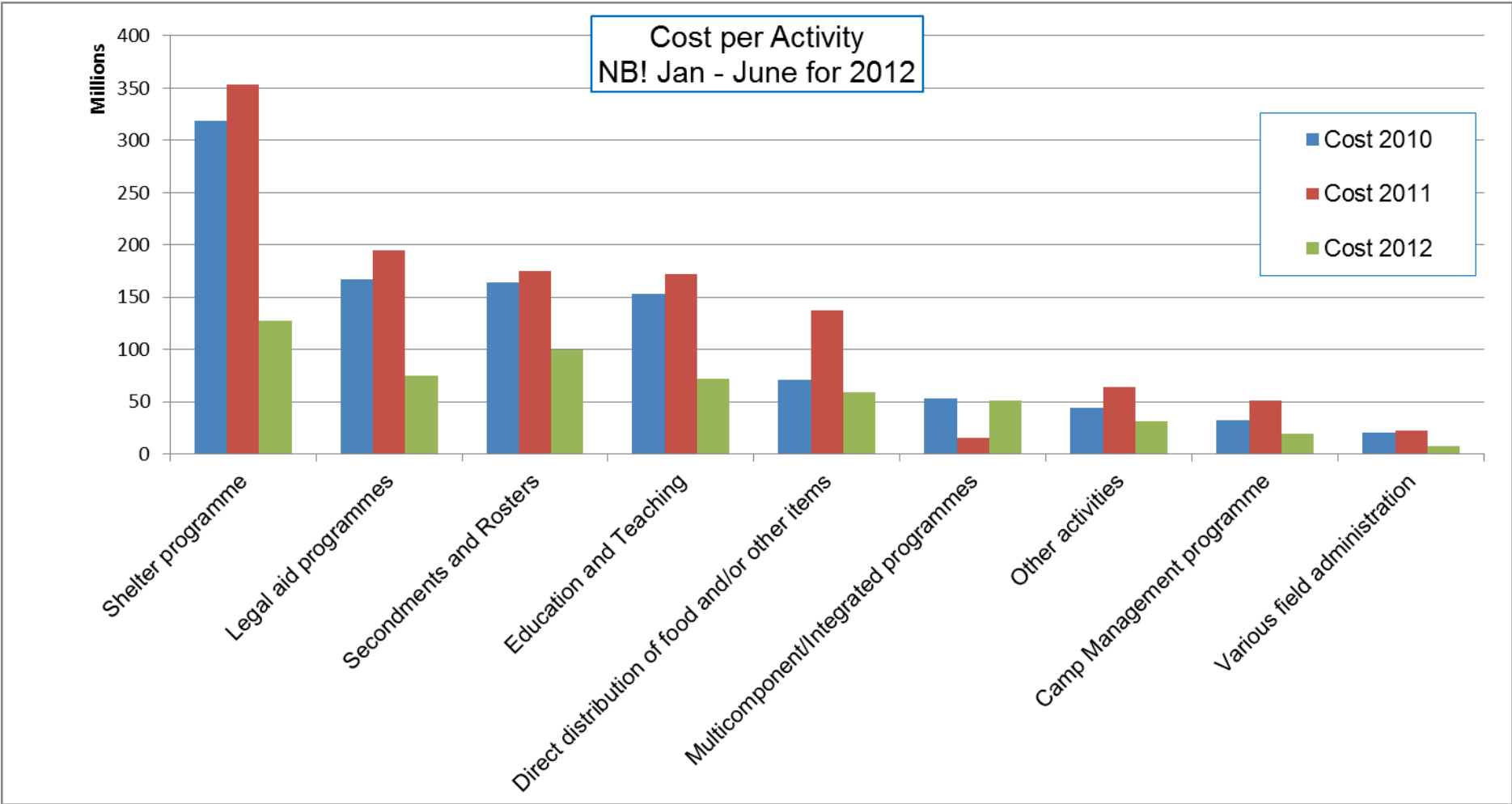


Figure A1: Cost per activity for 2010 (blue), 2011 (red) and first six months of 2012 (green).

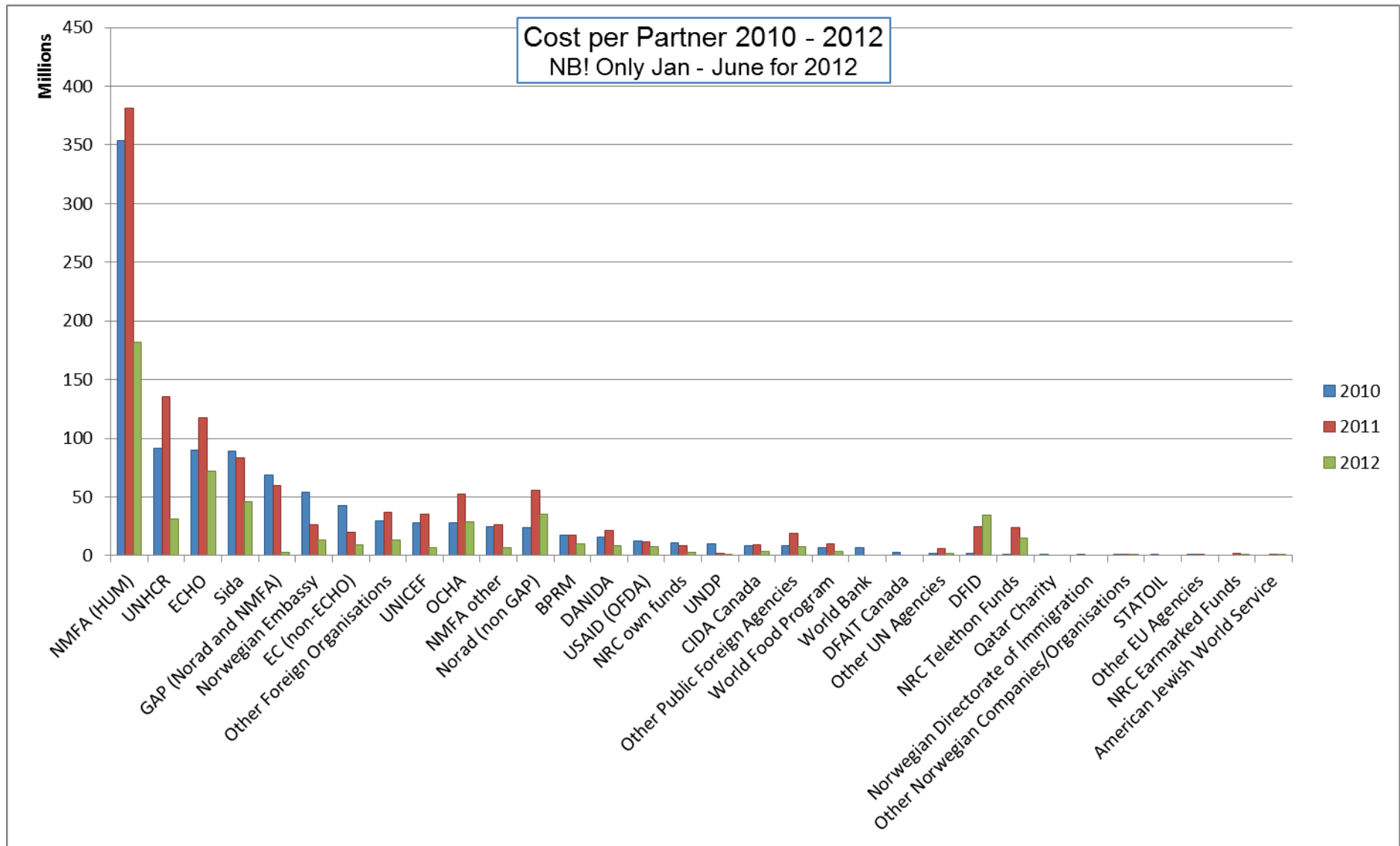


Figure A2: Cost per partner for 2010 (blue), 2011 (red) and first six months of 2012 (green).

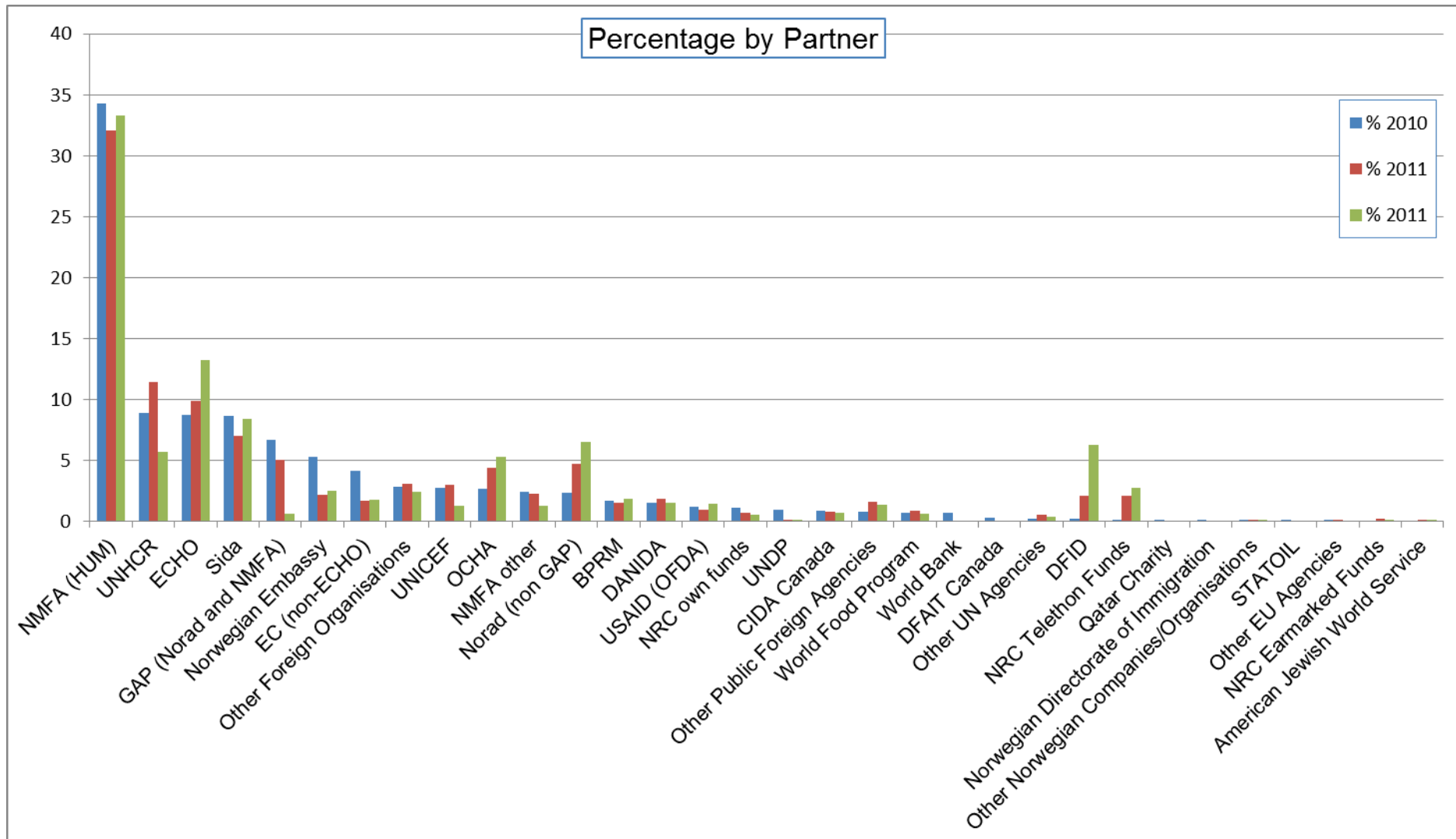


Figure A3: Percent of total cost covered by each partner for 2010 (blue), 2011 (red) and first six months of 2012 (green).

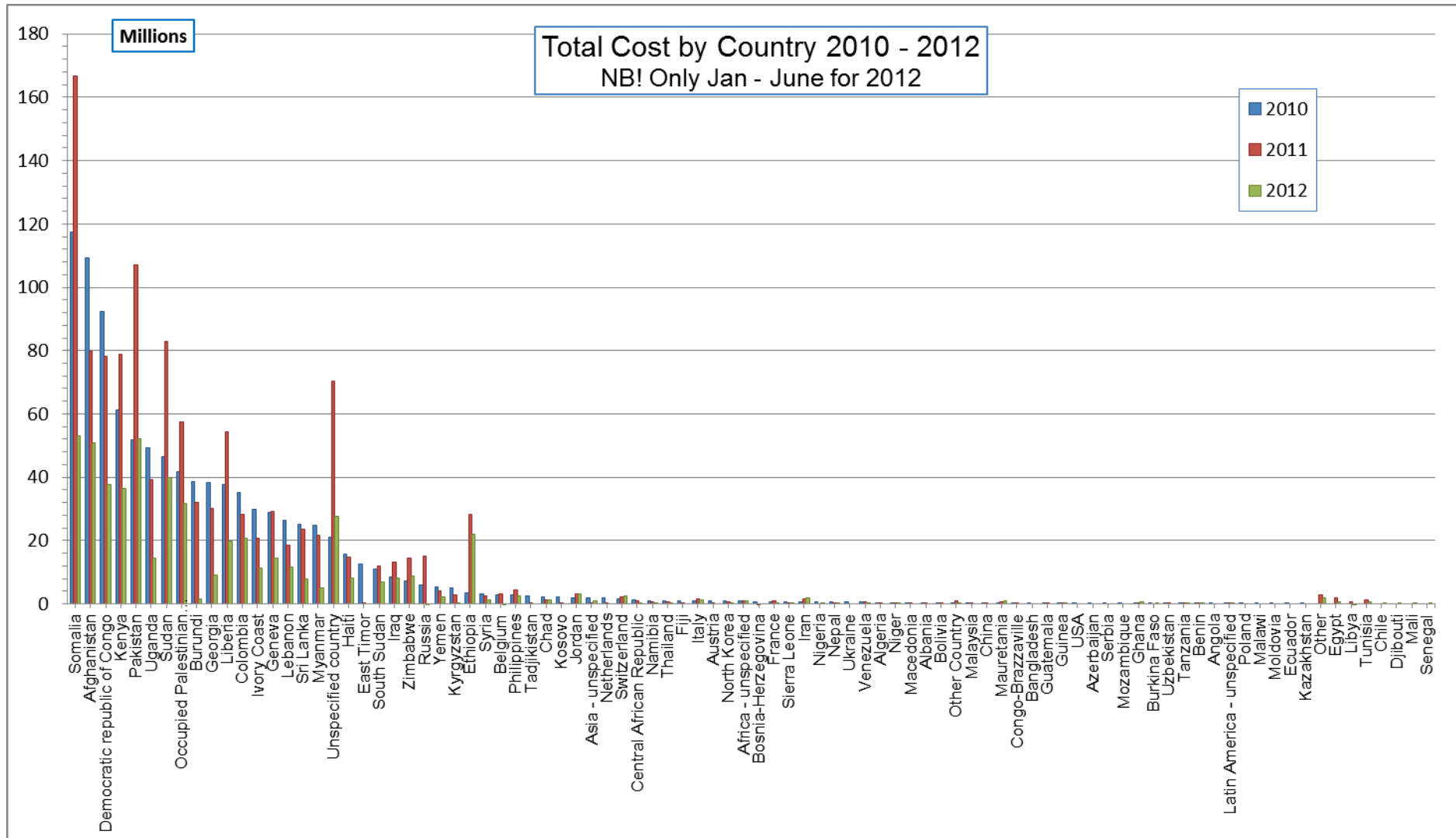


Figure A4: Cost by country for 2010 (blue), 2011 (red) and first six months of 2012 (green). This graph is included mainly to give an overview of the spread of costs over countries. Different breakdowns of this information are available in other graphs.

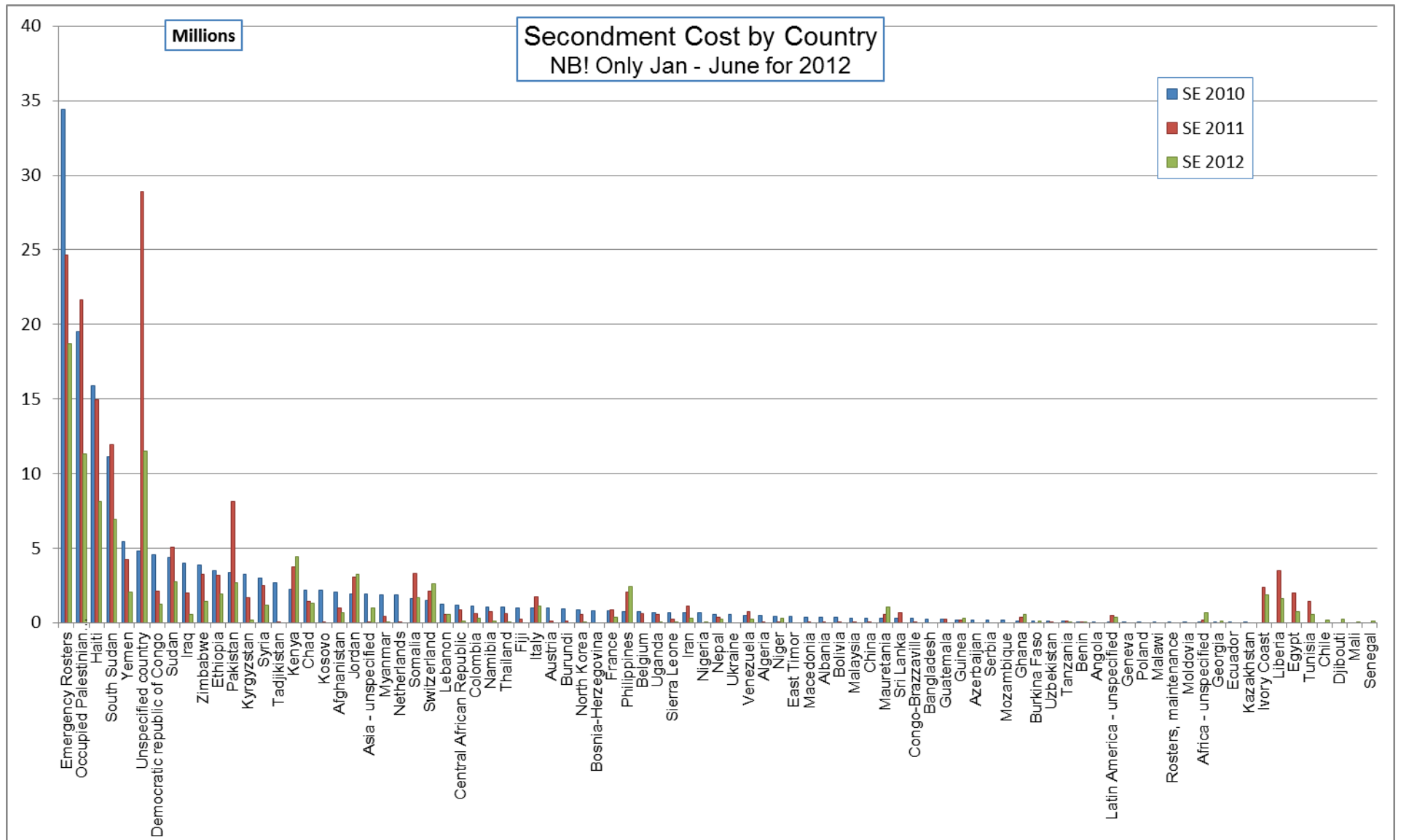
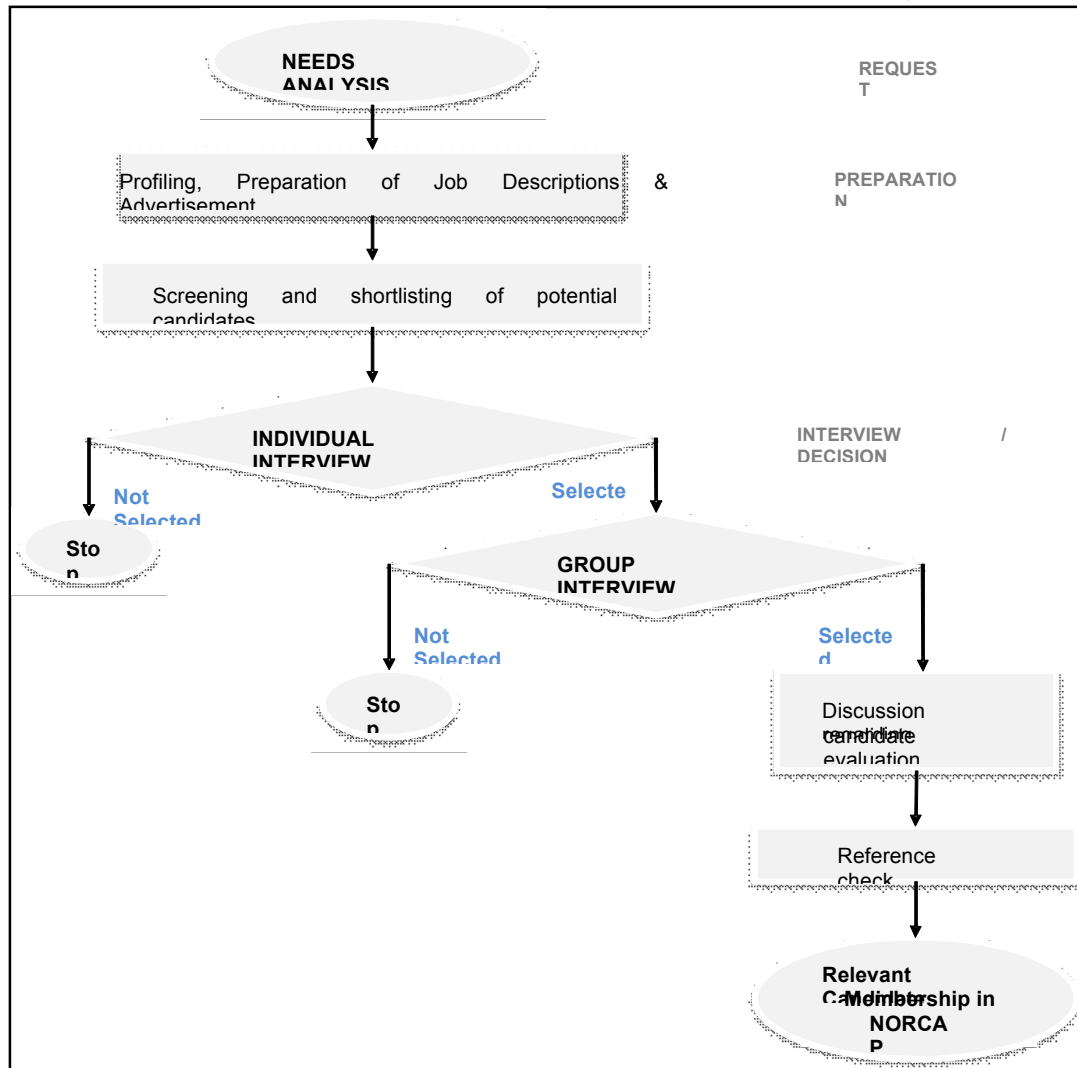
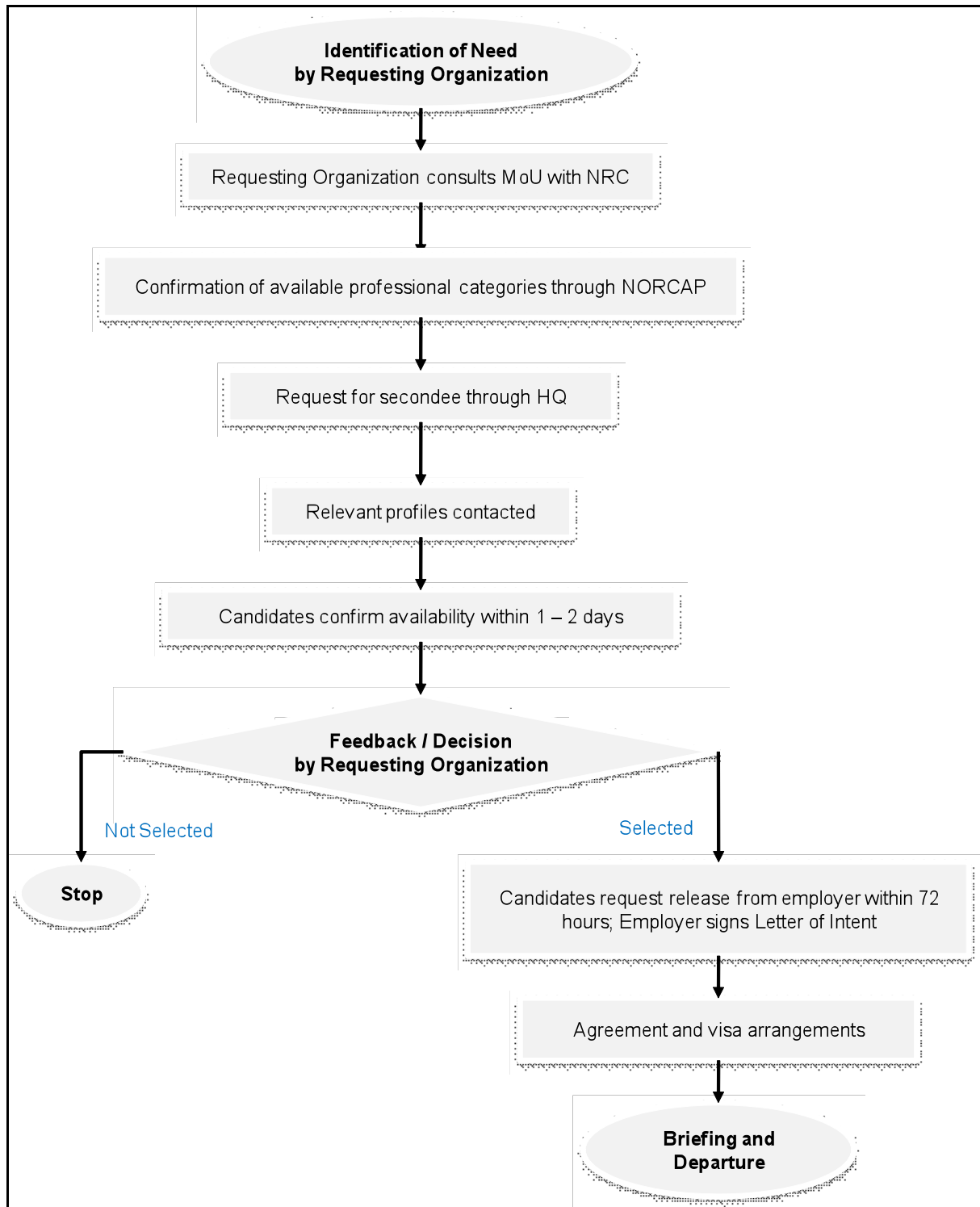


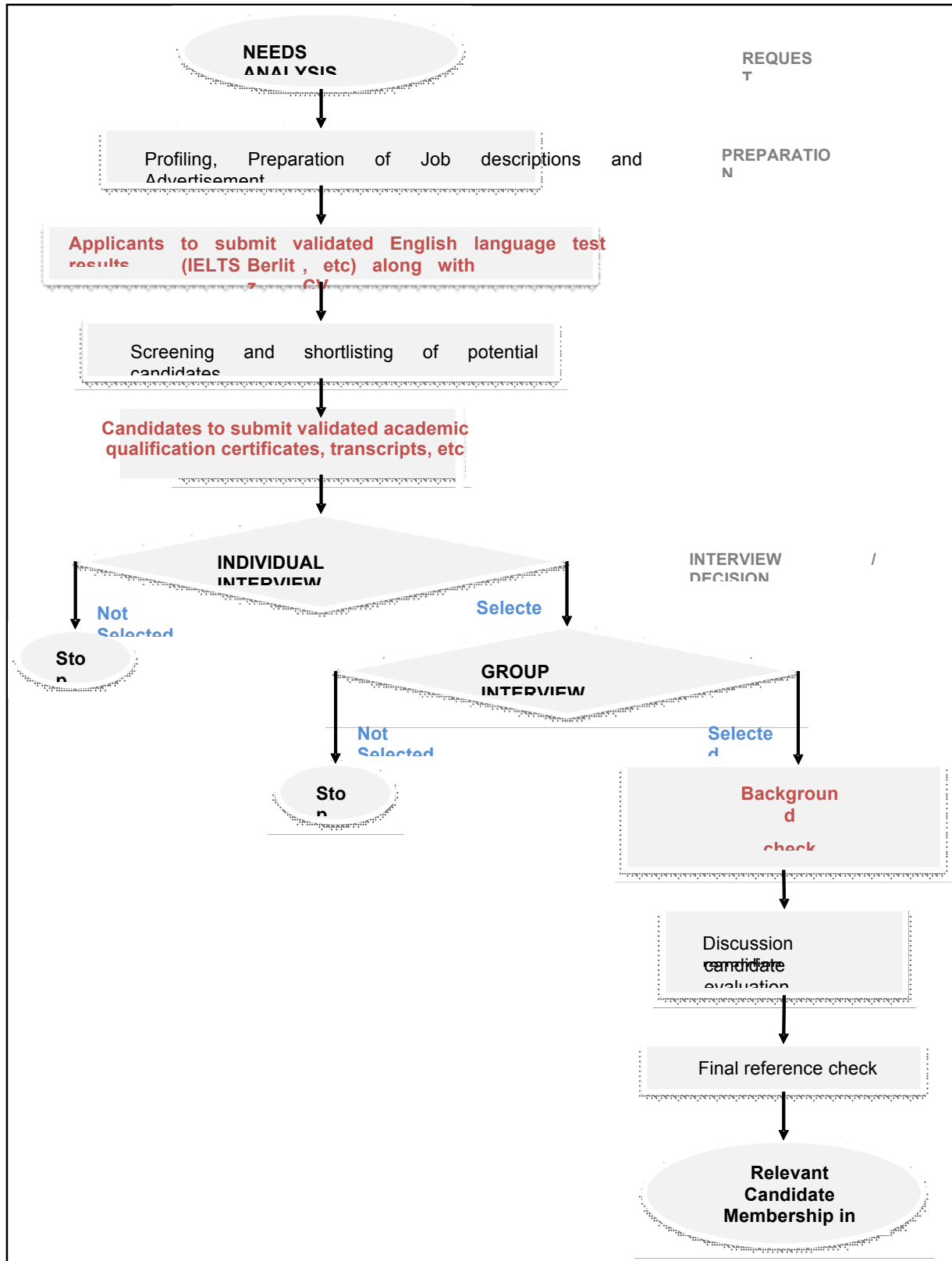
Figure A5: Secondment Cost by country for 2010 (blue), 2011 (red) and first six months of 2012 (green)

Annex 2d(a): NORCAP Recruitment and Deployment Flowchart





Annex 2d(b): NORCAP Proposed Recruitment and Deployment Flowchart



Annex 2e: NORCAP: Comparative Table of Standby Rosters.

(Based on interviews with standby partner representatives, compiled in the following revised and updated version of Baker J. et. Al., Study of Sida's Support to the Swedish Civil Contingencies Agency (MSB) 2006-2011, Sida Decentralised Evaluation 2012:22 Sida, Annex 9).

	NRC/NORCAP	Danish Refugee Council	MSB (Sweden)	RedR (Australia)	Irish Aid	SDC (Swiss Agency for Development Cooperation)
Organisational set up, budget	<p>NORCAP exists since the mid-1990s. Part of NRC, so NGO, and not directly attached to MFA but work closely with them. Get funding for 3 years at a time. NOK 90 million/year. Can ask for additional money if end of year crisis.</p> <p>NRC operates 4 additional thematic rosters: GenCap, ProCap, Mediation support Unit (MSU), NORDEM (special roster on human rights and democracy).</p>	<p>Have 3 year framework agreement with DANIDA but have to apply for funding every year anyway. It is DKK13 million/year with an additional DKK1-2 million on top. In addition, funding from the UN for those positions they do have the funding but not the person > DRC takes 7% overhead.</p>	<p>A division of the Ministry of Defence with specific duties for MFA. International operations core funding SEK 115 million/year. Operations funding including secondments funding on case-by-case basis from Sida or through cost sharing. Average annual operational budget 2009-11 SEK 200 million.</p>	<p>Registered as an NGO. Have a 3 year funding agreement with AusAID for AUD 18 million with a goal of field months/year. Can ask for additional funding if go beyond due to two or more crises in the same year</p>	<p>A division of MFA so Government entity. Budget comes from Parliament. The Rapid Response Initiative sits in the Emergency and Recovery section in the Hum Assistance dept.</p> <p>Rapid Response has EUR4.3 million out of total EUR60 million Hum Ass budget. Of this, Standby partnership gets 1.8 million > the rest is for stocks in UNHRD¹⁴ in agreement with WFP.</p> <p>Additional budgets announced at times (e.g for famine in East Africa last year). Can spend money from other budget lines if</p>	<p>A division of the MFA. Principles of secondments > have to be strategic and linked to political priorities. All divisions and geographical desks can finance secondments if it fits within the strategy. No specific budget related to secondments > each desk decides and money comes from overall division budget.</p>

¹⁴ United Nations Humanitarian Response Depot

	NRC/NORCAP	Danish Refugee Council	MSB (Sweden)	RedR (Australia)	Irish Aid	SDC (Swiss Agency for Development Cooperation)
					necessary.	
Standby partnership agreements	Serve 15 UN Agencies + IOM. Primarily UNICEF, UNHCR, WWFP, FAO, OCHA, UNESCO, UNFPA ¹⁵ , UNDP.	UNHCR (oldest and biggest, 20 years), UNICEF, WFP, OCHA, UNRWA (one per year), UNDP, UNFPA (none in past 4 years), IOM (not active), FAO (since 1 Jan 2012). Have been approached by OHCHR and World Bank, but DRC ALWAYS short in funding so not keen on taking on more partners.	UNICEF, OCHA, ICRC, UNOPS, UNHCR, WFP, UNDP, CADRI	UNICEF, UNHCR, WFP, OCHA + WHO new. FAO, IOM and UNOPS in negotiation.	OCHA, UNICEF, UNHCR, WFP + UNHRD network for stocks. Testing new partnership with UNMAS.	WFP, UNHCR, UNICEF, UNRWA, OCHA, WHO (but not regular), Separate agreement with ICRC.
'Bouquet' of services	Individual deployments only. No equipment, but considering this. Offer most profiles, but NOT pure medical. Mainly: logisticians, ICT, ¹⁶ warehouse management, education, protection, WASH, health, nutrition, humanitarian affairs officers. Have several niche profiles, such	Individual deployments only, no equipment. Key profiles: Protection and WASH, logisticians, emergency managers, camp managers. Do NOT do: ICT, Public health + nutrition, education (although thinking about it), telecoms, information management. Many strategic deployments: e.g. global protection support cell + UNDP	Individual deployments in a broad range of technical capacities. Also 'Global Service Package', where 'turn-key solution' teams are provided along with needed equipment; commonly base camps, trucks and fleet management, Explosive Ordnance Disposal,	Individual deployments only, no equipment. All profiles except for medical. Includes HO roles (e.g. Donna Carter at WFP Rome). HO positions very much in line with AusAIDs hum objectives.	Personnel and equipment (through UNHRD and WFP). Roster established in 2007. Used to do mainly logstics, ICT, telecoms, but now also offer humanitarian affairs officers, nutrition experts, public health and GBV ¹⁸ . Liaise actively with partners on where the gaps lie.	Individual deployments, sometimes part of project. Have search and rescue packages. Technical profiles like constructions/reconstruction, DRR (SDC general priority). Humanitarian Affairs officers, generalists with good emergency and good UN knowledge. Child protection. Some

¹⁵ United Nations Population Fund

¹⁶ Information Communication Technology.

	NRC/NORCAP	Danish Refugee Council	MSB (Sweden)	RedR (Australia)	Irish Aid	SDC (Swiss Agency for Development Cooperation)
	as land and property rights experts, DRR ¹⁷ experts, information managers and cluster coordination experts. Prioritise field based. If HO, must also cover field.	and UNICEF HO. However, increasing number of non-emergency postings > want to reduce, revert back to original idea of field based, emergency.	Information & Communications Technology			medical/ public health experts but limited. Some IT but limited. Strength – French speakers.
Size of roster	Over 700 members on roster: Norwegians, Africans (since 2006), Asians (since 2009). MFA and UN partners pushed for bring on Africans and Asians. Now deploy most Africans.	350-400 before ‘clean up’ later in 2012. Have over 700 applications pending. Can be any nationality.	1250+ members; mixed nationals, largest groups in emergency response, logistics, construction, UNDAC ¹⁹ team leaders, Info + communication technology and management.	Only Australian nationals.	Officially 192, but only half are active. Must be EU nationals, must have a tax – clearance from Irish Revenue if Irish.	Part of internal SDC staff roster (Swiss Core for Hum Aid) > 650 persons. Also advertise for specific postings. All Swiss citizens, although working on the possibility of adding people who have work permits in Switzerland.
Request process	Have just reorganised this process. Until April, requests divided geographically. Now, one focal point who sends out requests to advisors who have sectoral responsibilities. Take up to 3 weeks for finalisation if not	3 person team registers and responds to each request. Aim to give final response within a week (although also have 72h goal, but do not keep track). Decide based on a)Funding, b)Who is asking, c)Available experts, d)Emergency or not.	Process is under review. Currently MFA sets overall policy, partner makes request to MSB, MSB makes preliminary assessment of whether possible to respond in relation to policy and available resources	RedR can deploy without approval from AusAID anywhere in Asia Pacific. Used to have to ‘ask permission’ for outside Asia Pac and for non-urgent emergencies. Have really worked on relationship over past years, now based on	2 person team. Circulate request to relevant candidates same day ideally. Definite response to UN within same week. Know roster staff well, have interviewed all of them and seen on training. Have political element – Irish Aid government	Request comes to focal point who forwards to relevant geographical desk. If geographical desk deems that it fits with strategy and Division priorities, prepares a ‘case’ with financial and technical aspect. The specific section gets

¹⁷ Disaster Risk Reduction.

¹⁸ Gender-based violence.

¹⁹ United Nations Disaster Assessment and Coordination.

	NRC/NORCAP	Danish Refugee Council	MSB (Sweden)	RedR (Australia)	Irish Aid	SDC (Swiss Agency for Development Cooperation)
	<p>emergency. Discuss each request, especially at the end of the year when budget is tight. Certain categories and regions prioritised based on need and Norwegian politics. E.g yes to South Sudan, no to Botswana. Also discuss relevance vis-à-vis the agency requesting (do they really need this or just using free service?). Last few years seen an increase in these non-relevant requests.</p> <p>MFA not consulted and has never questioned NRC on specific deployments. Norad not at all involved.</p>	<p>DRC does not have to do to the MFA for approval for any deployments, only if they have run out of money.</p>	<p>– human and logistical, request to Sida which assesses in relation to country strategy and funding available, then takes formal decision. MSB operationalises and deploys.</p>	<p>trust. RedR can now decide but have informal chats twice/week and send weekly report.</p>	<p>agency. Political consideration always there when deciding on deployment.</p>	<p>together and decides based on budget and priority.</p>
Average cost and average length of deployments	<p>65,000-100,000 NOK/month</p> <p>-----</p> <p>Average cost of 6 month deployment of Norwegian to South Sudan or similar: NOK500 000-600</p>	<p>57,000 NOK/month</p> <p>-----</p> <p>Average cost of 3 month deployment: DKK175.000</p> <p>Average length of DANIDA funded deployments in 2011:</p>	<p>117,000 NOK month (based on 6 month deployment)</p> <p>-----</p> <p>2006-2011; most common deployment 31-180 days with a total average length of deployment of 77</p>	<p>94,500 NOK/month</p> <p>-----</p> <p>Average cost per 4 months deployment: AUD 64,767. Includes all expenses.</p> <p>Field: 6 months ideal length, 9 months</p>	<p>35,500 NOK + accomodation + per diem/ month</p> <p>-----</p> <p>Average annual deployment cost+ EUR58400 which will be subject to 41% income tax. But Irish</p>	<p>90,300 NOK/month</p> <p>-----</p> <p>(Very fluffy) Average cost: CHF90 000 for 6 month deployment which includes all expenses, including</p>

	NRC/NORCAP	Danish Refugee Council	MSB (Sweden)	RedR (Australia)	Irish Aid	SDC (Swiss Agency for Development Cooperation)
	<p>000. Other countries around NOK500 000. Average cost for 6 month deployment of African/Asian: NOK350 000-400 000.</p> <p>All Norwegian deployees have to pay taxes.</p> <p>Length: Only accept 3 months if real emergency. Otherwise prefer 6 months with possible extension up to 18 months. This is normal. Sometimes even longer.</p>	<p>3.5 months (196 man-months for the year).</p> <p>UN funded deployments longer, vary depending on type of posting.</p>	<p>days</p>	<p>max. Exceptionally 12 months. HQ: 12 months non-renewable.</p>	<p>Aid withholds 20% for Inland Revenue as credit against their income tax return (except for residents outside Ireland). But all payments not directly to deployee not taxed (insurance, flights, etc).</p> <p>Average cost: EUR160/day + subsistence (varies per country) + cost of accommodation.</p> <p>Length: Used to be 3 months, now average more or less 6 months with often extension of another 6 months.</p>	<p>salary, accommodation, travel, insurance etc.</p> <p>Length: Depends per agency. For OCHA can only be max 6 months. Average overall is minimum 6 months, but prefer longer. No maximum length, contracts are always renewable, but the extension has to be requested by the partner.</p>
Number of deployments	<p>2010: 1503 person-months</p> <p>2011: 1659 person-months (figures for NORCAP alone, not including GenCap, ProCap, MSU and NORDEM).</p>	<p>2011: 115</p>	<p>2006-2011: 1200 person-months per annum on average</p>	<p>The first year (2011) of the FWA required RedR to support the deployment of 200 field months; 250 months in year two; and 300 months in year three. In the first year, RedR failed to reach its target. In 2012 they will support over 400 field months. This has been achieved by better processes, improved practices and more</p>	<p>2008: 27</p> <p>2009: 26</p> <p>2010: 44</p> <p>2011: 47 (but for 2010-2011 also deployed to NGOs as they asked for assistance. Will not do this again as deployment cost so different).</p>	

	NRC/NORCAP	Danish Refugee Council	MSB (Sweden)	RedR (Australia)	Irish Aid	SDC (Swiss Agency for Development Cooperation)
				commitment from RedR to achieving its objectives.		
Cost-share	NRC does encourage cost-sharing with its partners but it is not common.	In 2011 more than 50% of deployments were paid by the UN. The total cost of deployments (including overhead) for 2011 = DKK32 million. DANIDA funded 55 deployments, UN agencies funded 60 (often more in the end of the year when DRC has run out of DANIDA money).	In principle some cost sharing is assumed for all "package" interventions, negotiations follow. For individual secondments, no hard and fast rules. Normally brought up by MSB if host organisation requests contract extension; if post does not fall in surge capacity framework included in partnership agreements.	Try to negotiate cost-share with UN agencies, especially for extensions where the partners have the money but not the expertise (and take 6 months to recruit).	No. Once by accident > deployment to Iraq where ECHO ended up paying for the post > got money back. If not paid up-front by UN agency, no use as have annual budget and if money returned in following tax year > will go to overall budget, not to department.	None.
Trainings	Yes Free 4 days training and 4 days induction & 4 days security for all field roster staff. Selected staff: education and election process. NRC do not host trainings for UN partners. However, send roster staff	Yes. DRC has a free 3.5 day compulsory basic training plus specialised options (protection, early recovery, camp management) for their roster members	Hosted over 200 trainings or exercises (including simulations) during 2009 – 2011. MSB was responsible for planning, delivery and evaluation for just over half of these, while OCHA or the EU mainly facilitated the	Yes 2 compulsory courses for all secondees, and specific sector/agency trainings. Induction training paid by the individual roster member (@\$4,000) 5 days training on	Yes Free for all roster staff: a full week induction course: 3.5 days induction 3.5 days security. Hosted 2 trainings in 2012: GBV in emergencies for UNICEF > open for all standby partner rosters. Internal surge	NA

	NRC/NORCAP	Danish Refugee Council	MSB (Sweden)	RedR (Australia)	Irish Aid	SDC (Swiss Agency for Development Cooperation)
	onto UN trainings regularly.		remainder The most common types of training topics were induction courses, operational management, and Search and Rescue.	essentials & 4 days security for all roster members. Plus selected by post: WASH & logistics. RedR has internal training team of 5 people. Provide joint trainings with the UN partners. In 2012 will spend AU\$60,000 on capacity development training for existing Register personnel (those already on the RedR Register). Next year this will increase to AU\$80,000.	training for OCHA > only for OCHA internal roster. UN trainings for own roster staff crucial for deployment > opens doors. Purposefully pay their roster staff to attend UN trainings > investment in the future.	
M&E function	Carry out field visits several time/year. Very important for NRC and for secondees. Secondees also have to report 3 times in 6 months, 1-2 pages. Also encourage them to keep informal control with 'base'. NRC asks secondees NOT to be NRC but to represent fully the UN agency in question. But the	Do not require regular reports from deployees in the field. Use the shared UN end of mission report + internal DRC report asking them to rate their mission. Also do a phone debrief upon return and offer psychosocial counseling. Carry out field visits 1/year. Follow up with line-managers in the field only if problems	Secondees expected to produce short weekly reports. Field visit undertaken 'as needed' (mostly related to number of simultaneous secondments in the same country. Mid term reviews of 'package' secondments. Standardised survey	Debriefing upon returning from the field, but also proactive while in the field. If hear things are going poorly, intervene.	Nothing formal in place. Use the UN common end of mission report format. Debrief deployees upon return. Have several repeat deployments > indication of success.	Use the UN common end of mission report. Longer term deployees write reports regularly while in the field. Have active discussions with the partners and get regular feedback from agencies. Lesson learnt sessions for missions that were less successful. Involves desks but also the

	NRC/NORCAP	Danish Refugee Council	MSB (Sweden)	RedR (Australia)	Irish Aid	SDC (Swiss Agency for Development Cooperation)
	choice is theirs. MFA not pushing for visibility through logos but want to read all reports. Send annual report < financial and narrative.	but normally only contact with HQ level.	in connection with return. Mostly also a debriefing meeting. Thematic experience sharing seminars. Budgets for two evaluations per annum; managers decide object of these on case by case basis.			multi-lateral division in charge of partner relations. E.g. SDC collaborating closely with UNICEF on WASH and education in emergencies. WASH proved very successful, but education in emergencies do not see the impact and have discontinued.
Other	Sometimes MFA requests for certain persons to be deployed to specific positions > strategic. They then use the NORCAP system of recruitment but not the roster. Very convenient for MFA. Can do quick recruitment process on the basis of UN request, but normally prefer not to. Precious about the quality of NRC brand.	Internal DRC review done in 2009 and DANIDA did an external review in 2010. DRC has external roster for UN agencies to use to bypass their own recruitment policies. The UN comes with their own candidates and DRC incorporates these onto this separate roster. The UN then recruits them through DRC, paying fully for them. These do not have quite the same rights as DRC members. Tricky, as part of DRC' brand, but do not go through	Review 2012.	Pro-active with deployments in priority sectors e.g. DRR. Have DRR expert at UNICEF in Geneva for 9 months. Want to see DRR incorporated into all TORs. RedR would encourage much more closer cooperation and coordination between the different standby partners > everyone would win.		

	NRC/NORCAP	Danish Refugee Council	MSB (Sweden)	RedR (Australia)	Irish Aid	SDC (Swiss Agency for Development Cooperation)
		DRC recruitment process.				

Annex 2f: NORCAP SWOT

	HELPFUL TO ACHIEVE OBJECTIVES	HARMFUL TO ACHIEVE OBJECTIVES
INTERNAL	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Large roster with 700 members • Diverse roster in terms of expertise (ranging from niche to generalists) but also ethnicity, geographical background and linguistic skills such as French and Arabic • Fast, flexible deployment for up to 18 months • Good relationship with MFA with significant resources which allows it to constantly respond to needs arising among the UN agencies it aims to serve • Strategic approach to partnership with UN agencies; aims to understand their needs and maps their skills gaps, thereby being able to respond to specific requirements by recruiting proactively rather than reactively 	<p>WEAKNESS</p> <ul style="list-style-type: none"> • Large roster expensive to maintain and train • Diverse international roster dilutes the “Norwegian component”²⁰ • Limited oversight of secondees in the field; challenging for NORCAP to ensure consistent quality of secondees provided • 18 month deployments that are fully paid for by NORCAP is expensive especially when value for money not clear as no real post-deployment impact assessment is carried out
EXTERNAL	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Good standing with UN agencies allows for real partnership and a chance for NRC/NORCAP to influence UN agency policies in the sectors they deploy staff in > really strategic position Diverse roster in terms of expertise (ranging from niche to generalists) but also ethnicity, geographical background and linguistic skills (French and Arabic key) • Proactive recruitment of specific agency-requested profiles ensures roster relevance for foreseeable future • 18 month deployments, especially in strategic positions at HQ level, allows for fully understanding how a specific UN agency functions and what the staffing needs are 	<p>THREATS</p> <ul style="list-style-type: none"> • Strategic, proactive approach to recruitment can be costly if needs suddenly change as they do in the ever changing complex environment of emergencies • Survival of roster and threat of competition from other rosters becomes primary aim of recruitment and rapid deployment, as opposed to supporting UN agencies. > Independent analysis of requests in terms of relevance and need becomes secondary or non-existent • Increasing the roster size reduces oversight of roster members and the image and overall quality of the NORCAP roster can be damaged > risks are increased • Being the ‘go-to’ partner for many UN agencies leads to competition for key profiles and skills, and the need for more coordination by NORCAP, especially in large sudden onset emergencies where several experts may be seconded under different agencies • Too much flexibility with UN agencies can lead to abuse of the in-kind system (deployments not always needs based)

²⁰ Mentioned as a weakness as several key informants (non-Norwegian) emphasized that Norwegian secondees had higher quality and greater usefulness than other secondees.

Annex 2g: NORCAP Online Survey Analysis Report

1. Overview

The purpose of the online survey is to conduct an independent, confidential, simple and targeted survey to understand perceptions of secondees so to contribute to continuous learning and improvement. The survey used the Survey Monkey tool.²¹ The target audience of the survey is secondees that have been deployed by NORCAP to all countries, including case countries of evaluation (Pakistan, South Sudan and Somalia) from 2010-2012. NRC headquarters provided an email list of all secondees who have been seconded from 2010-2012. Having removed a few duplications in the email entry, the total number of secondees deployed during the evaluation period is 463.

An email invitation was sent out to all the secondees through the Survey Monkey tool. In the responses received, the name of the secondee is not evident ensuring that confidentiality of responses is maintained. Each respondent is identified with a number. Out of the 463, 5 secondees claimed there were no longer members of NORCAP and requested to be removed from the survey, leaving a final total of 458 secondees. Reminders were sent to those who have yet to respond. The online survey remained active for 3 weeks. The response rate was 63.1% with 289 response hits, higher rate than originally expected.

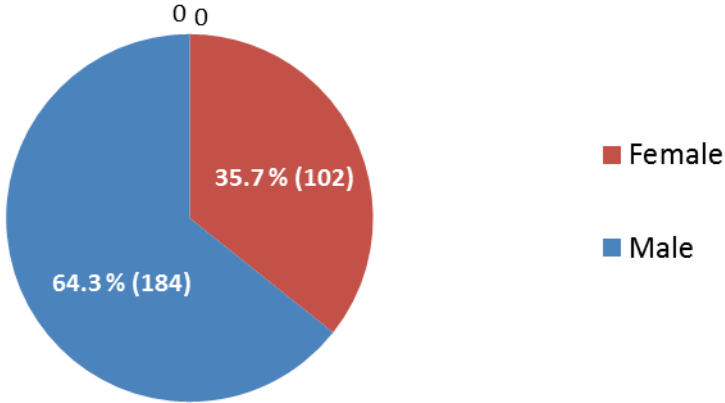
This report outlines the analysis of the online survey. Accuracy of the data and analysis may be slightly affected due to the following limitations:

- Respondents did not complete the survey and skipped a few questions
- Respondents' answers are based on their own interpretation of the question. For example a respondent stated there is communication with NRC in the field on formal matters. However during the follow up interview it was found the respondent had understood NRC to be NORCAP team in Oslo and not NRC country office team.
- Respondent accidentally clicked the wrong response. Verification during the follow up interview suggests at least one respondent appeared to have clicked the wrong age range.

²¹ www.surveymonkey.com

2. Background Information

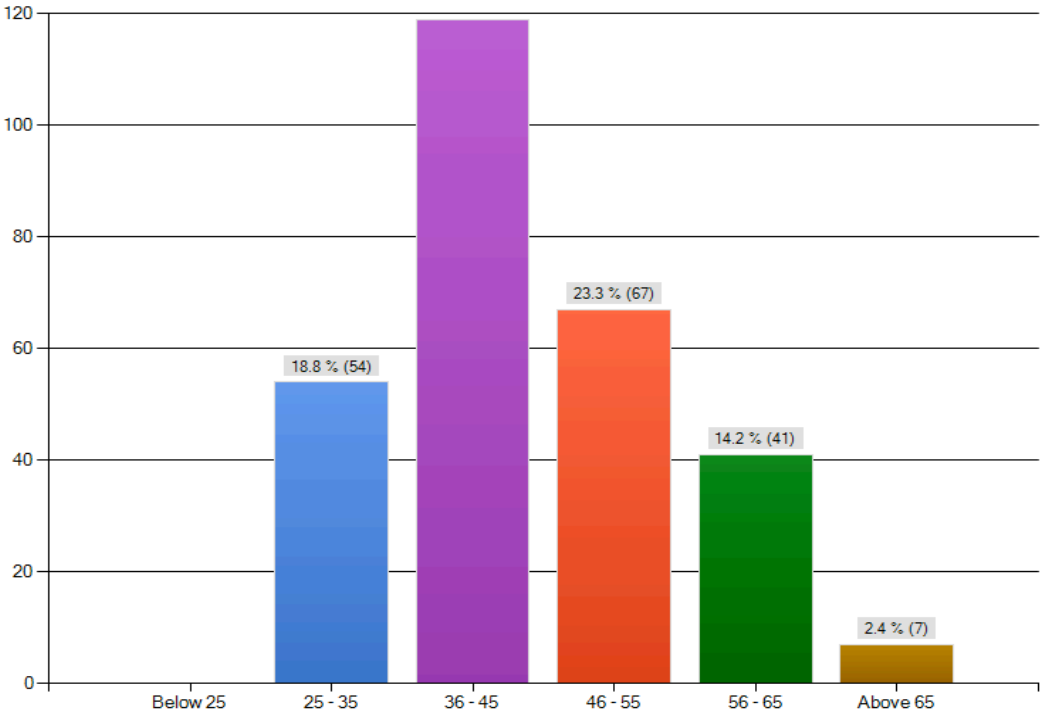
Q2. Gender



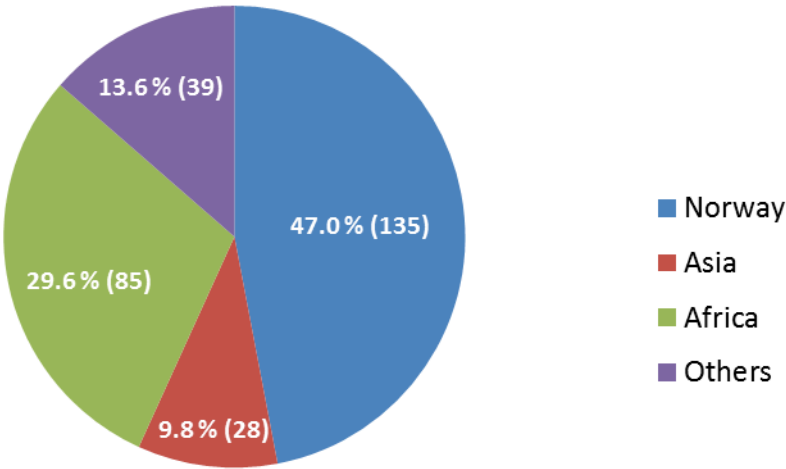
64.3% of the respondents are male while 35.7% are female. Three respondents skipped this question.

Q1. Age

Majority of the secondees are between the ages of 36-45 years old while 2.4% of secondees are aged above 65 years old.

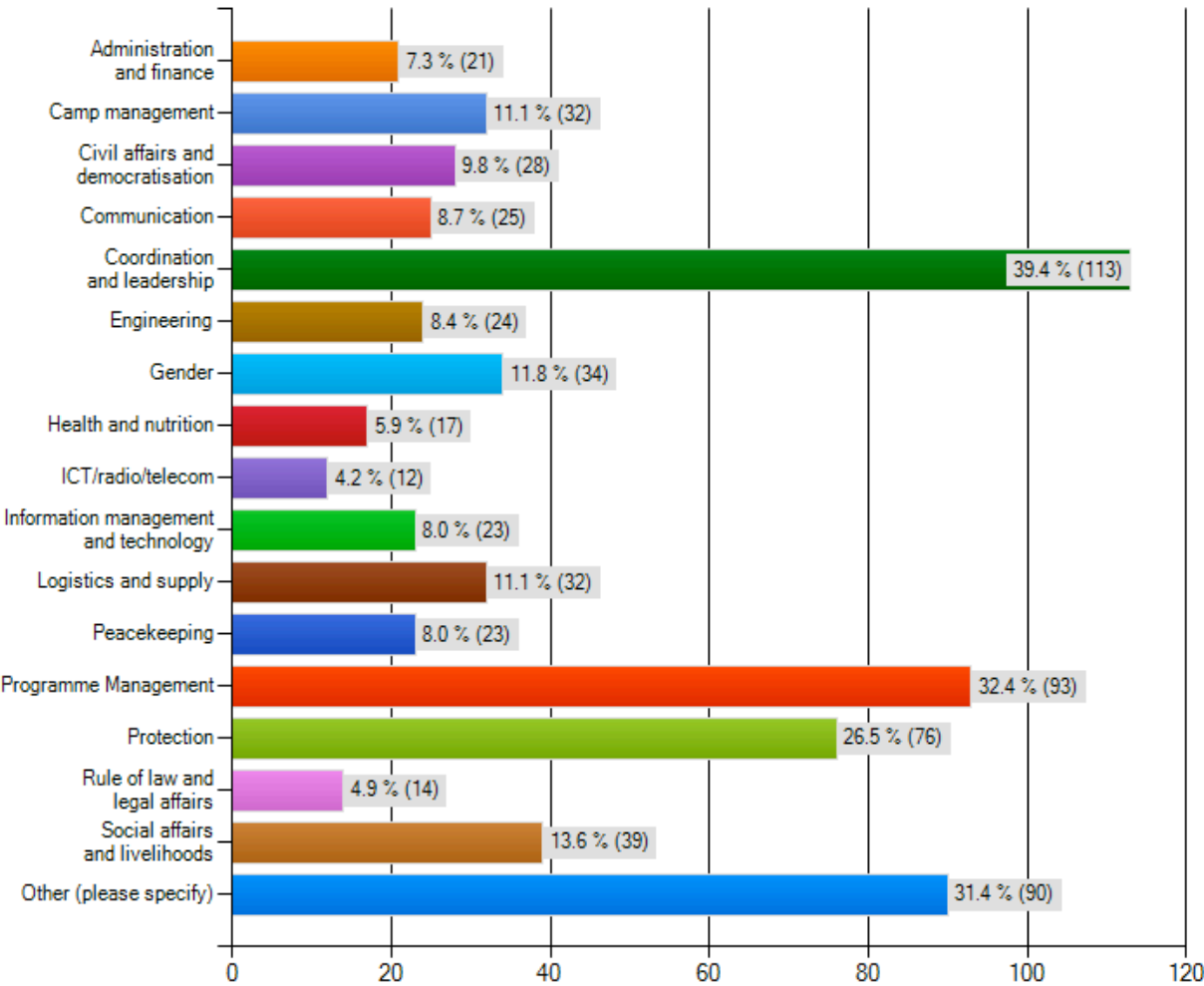


Q3. Where is your home country?



The largest percentage of respondents is 47.0%, from Norway followed by 29.6% from Africa. 9.8% of respondents are from Asia while others constitute around 13.6%. Home countries stated include Middle East, Canada, Sweden, Germany, and America.

Q4. What are your main areas of expertise?

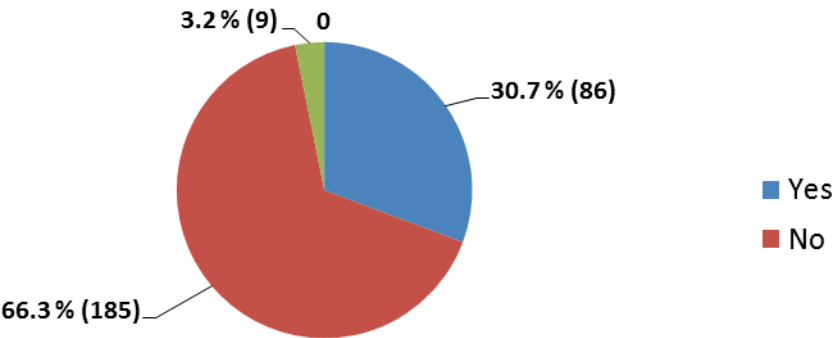


The main areas of expertise include Coordination and Leadership; Programme Management; and Protection. This is followed by Social Affairs and Livelihood; Gender; Camp Management; Logistics and Supply; and others.

3. Secondment History

Q5. Are you registered with more than one organisation's emergency roster?

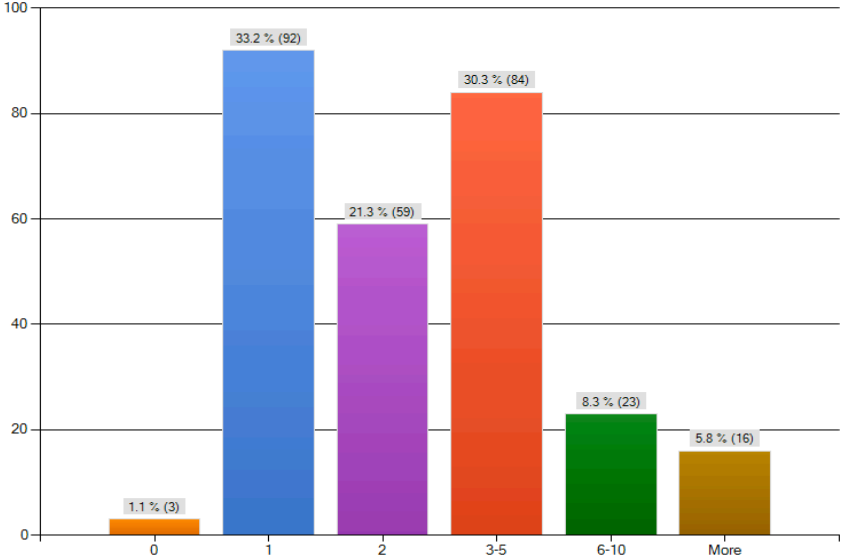
66.3% of secondees are only registered with one organisation's emergency roster, which is NORCAP while 30.7% are registered with more than one. 3.2% are not aware of how many they are registered with.



Q6. When was your first secondment (for any organisation)?

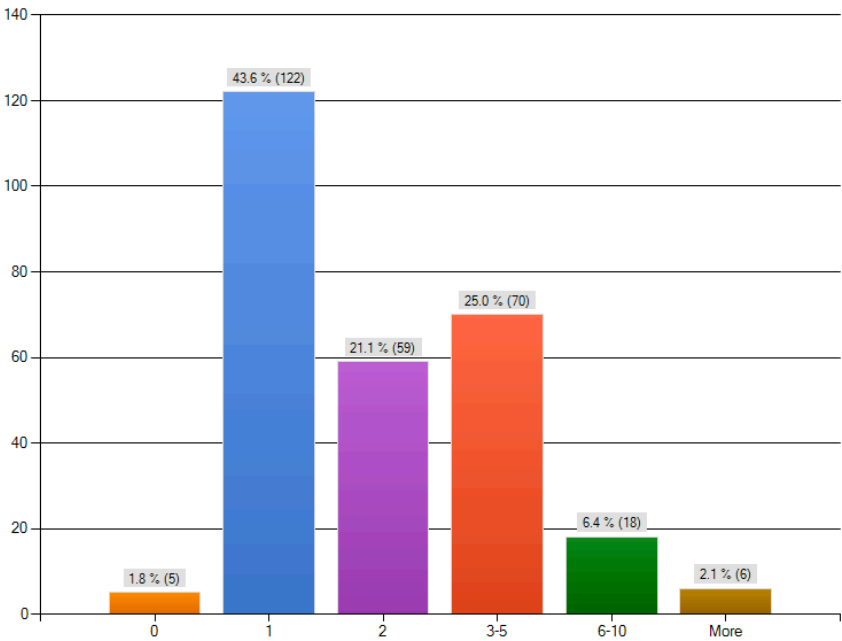
Some secondees were sent on their first secondment as early as in year 1992 with a handful assigned between 1995 and 1999. The majority of secondees had their first secondment in the last 5 years.

Q7. How many times have you been sent out as a seconded in total?



Most secondees have been sent out between 1 to 5 times in total, with only 1.1% who have never been on any secondment and 14.1% who have been sent out as secondees more than 5 times.

Q8. How many times have you been sent out as a seconded for NORCAP/NRC?



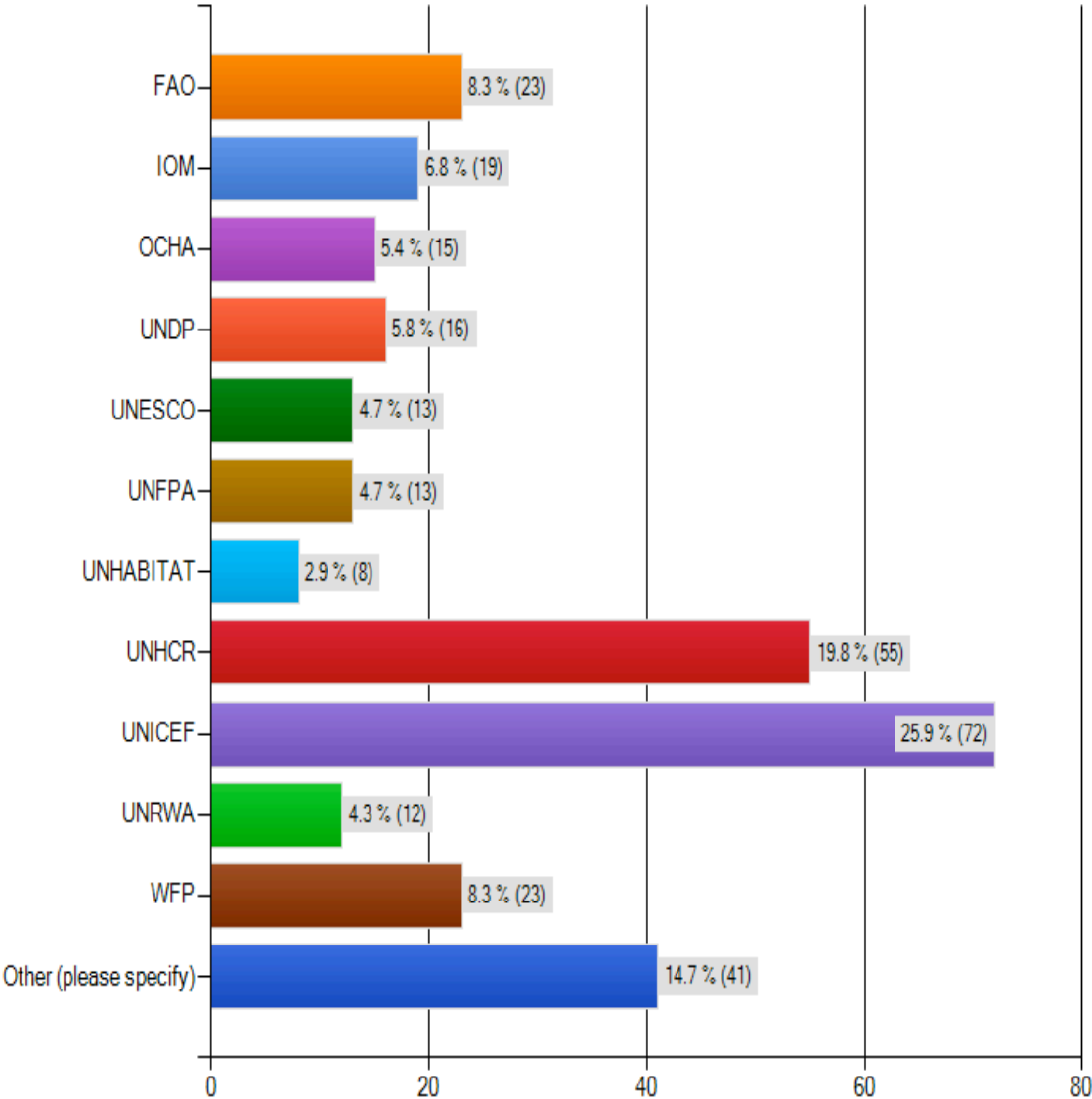
A similar pattern as in the previous graph is seen in secondees sent out specifically for NORCAP/NRC. Most secondees have been sent out between 1 to 5 times in total, with 1.8% who has never been on any secondment and 8.5% who have been sent out as secondees more than 5 times.

Q9. Which country are/were you seconded to during your most recent post of secondment for NORCAP/NRC? Please enter name of country.

Some of the countries of secondment included Jordan, Kosovo, Palestine, Pakistan, Sudan, Lebanon, Italy, Iraq, Italy, Ethiopia, Myanmar, Somalia, Mauritania, Colombia, Switzerland, Philippines, Zimbabwe, Afghanistan, Yemen, Nigeria, Kenya, Senegal, Netherlands, Venezuela, Egypt, France, Chile, Kyrgyzstan and others, which indicated a large variety and spread across the globe.

Q10. Which host organisation are/were you attached to during your most recent post of secondment for NORCAP/NRC?

The highest host organisation attached to was UNICEF for 25.9% of secondees, followed by 19.8% with UNHCR. Scattered responses showed that secondees were attached to FAO, WFP, IOM²² and others during their most recent post of secondment for NORCAP/NRC.

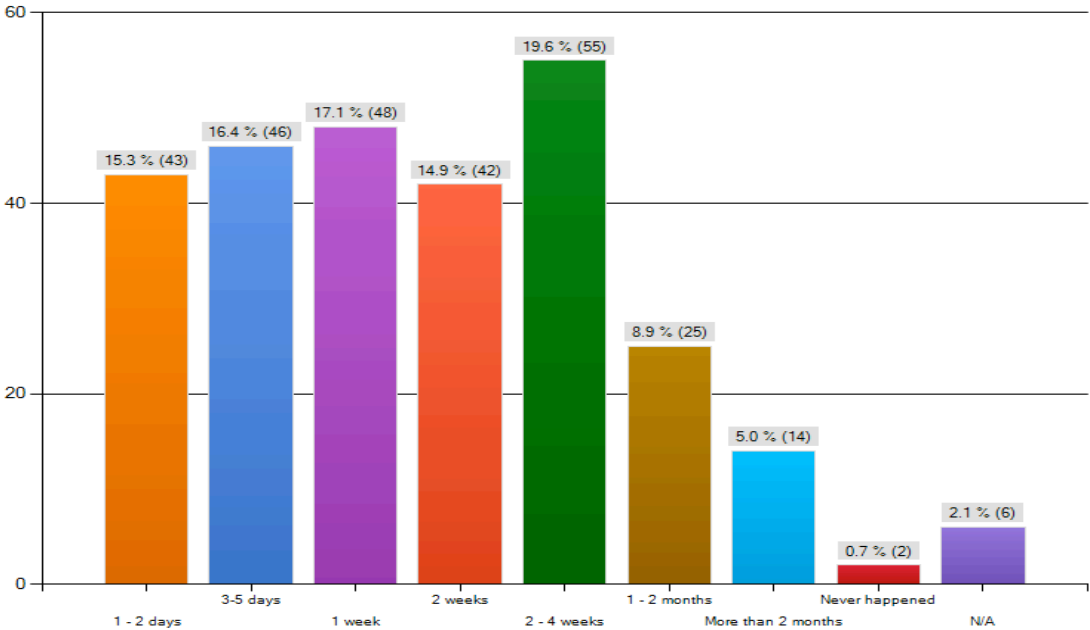


²² International Organisation for Migration.

4. Questions about your most recent post of secondment for NORCAP/NRC

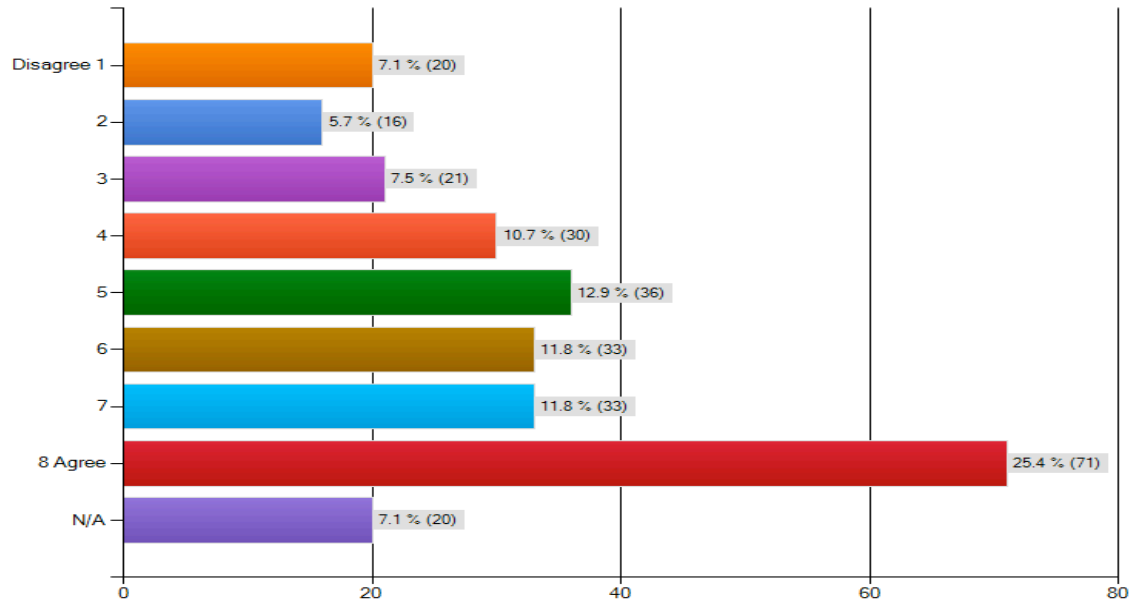
Q11. Upon arrival at the post of secondment, the duration it took me to fully operate in my position was

15.4% agreed that the fastest it takes for secondees to settle in and operate upon their arrival is 1-2 days. 16.1% respondents required 3-5 days to operate while 17.1% required 1 week to operate in their new assignment. 15% required 2 weeks to operate. A large number of respondents, 19.6% required 1-2 months to operate. 8.9% required 1-2 months to settle in the job while 5% took more than 2 months to be fully operational.

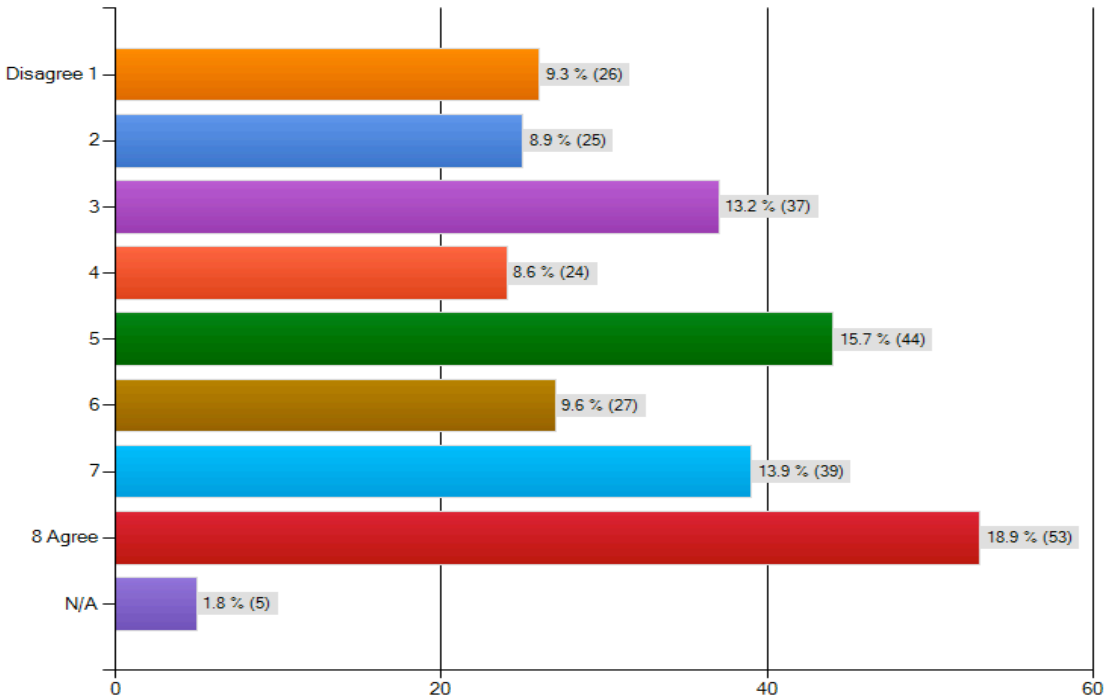


Q12. I received thorough briefing by NORCAP/NRC

37.2% strongly agreed that they received thorough briefing by NORCAP/NRC while 24.7% agreed to the statement, with a general acceptance of 61.9%. Only 12.8% disagreed to this and 18.2% remained neutral.



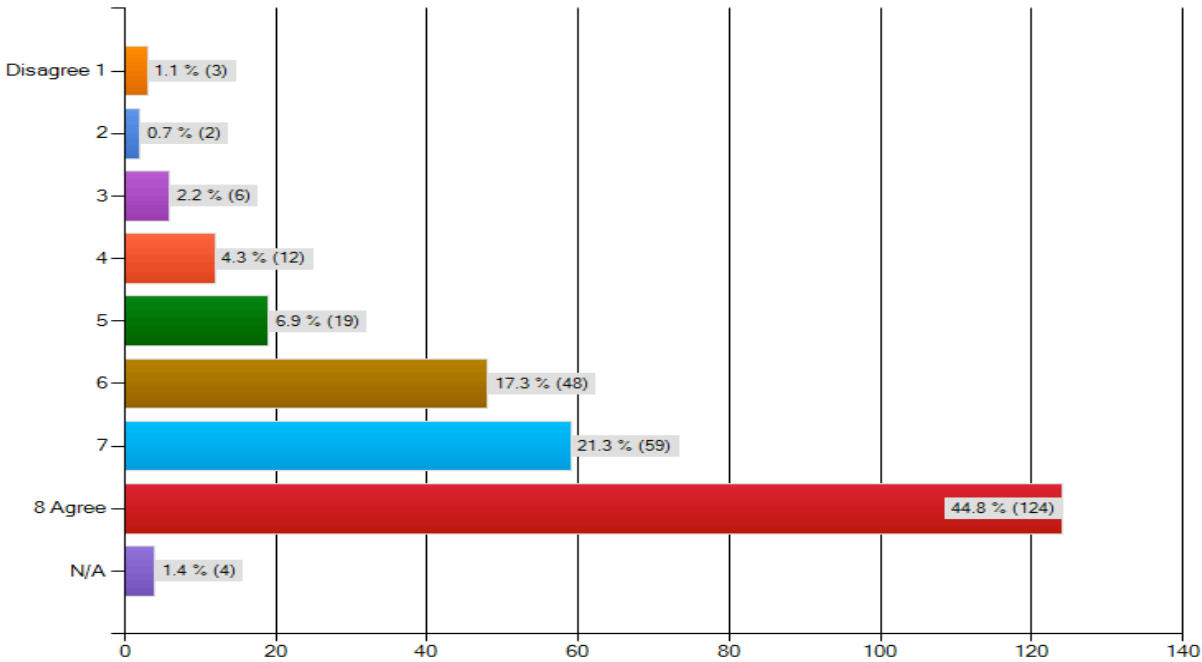
Q13. I received thorough briefing by the Host Organisation



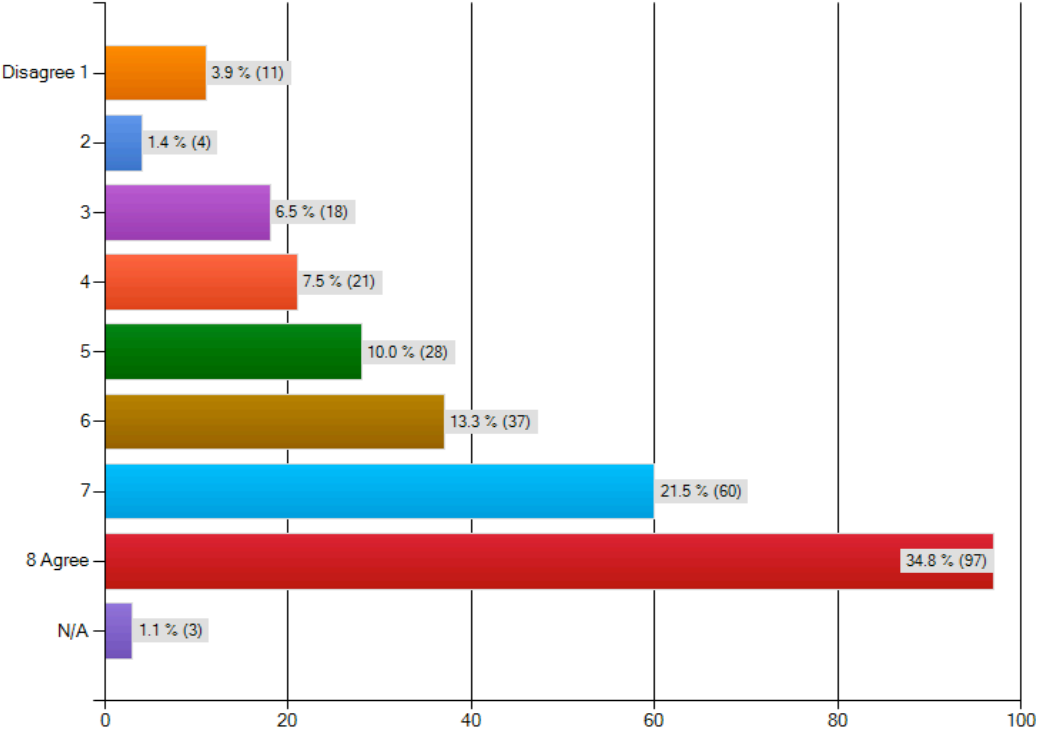
In comparison to briefing by NORCAP/NRC, more disagreed to have received thorough briefing by the host organisation, with only 32.8% strongly agreeing to the above statement. Approximately 31.4% can be said to disagree on receiving thorough briefing by their hosts, and 24.3% not giving a distinctive feedback.

Q14. I know how to get the information I need to fulfill my role as a secondee

More than half of the secondees, 66.1%, strongly agreed to knowing how to get the information needed to fulfil his or her role as a secondee, with only about 1.8% disagreeing so.

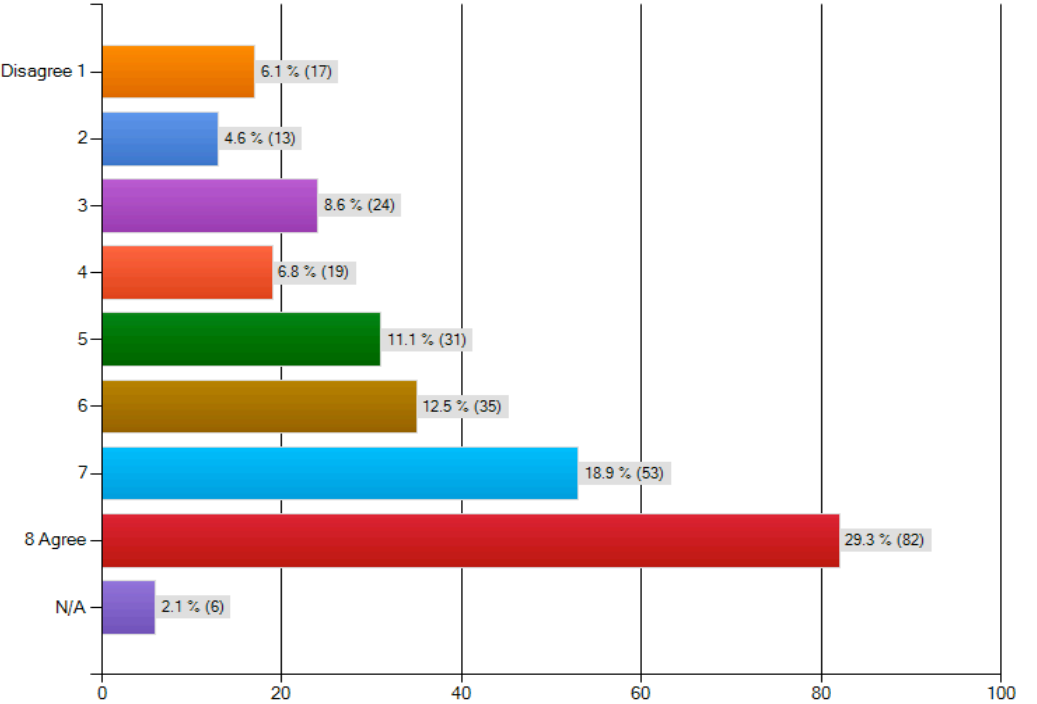


Q15. It is clear to me what the Host Organisation expects me to deliver in my job



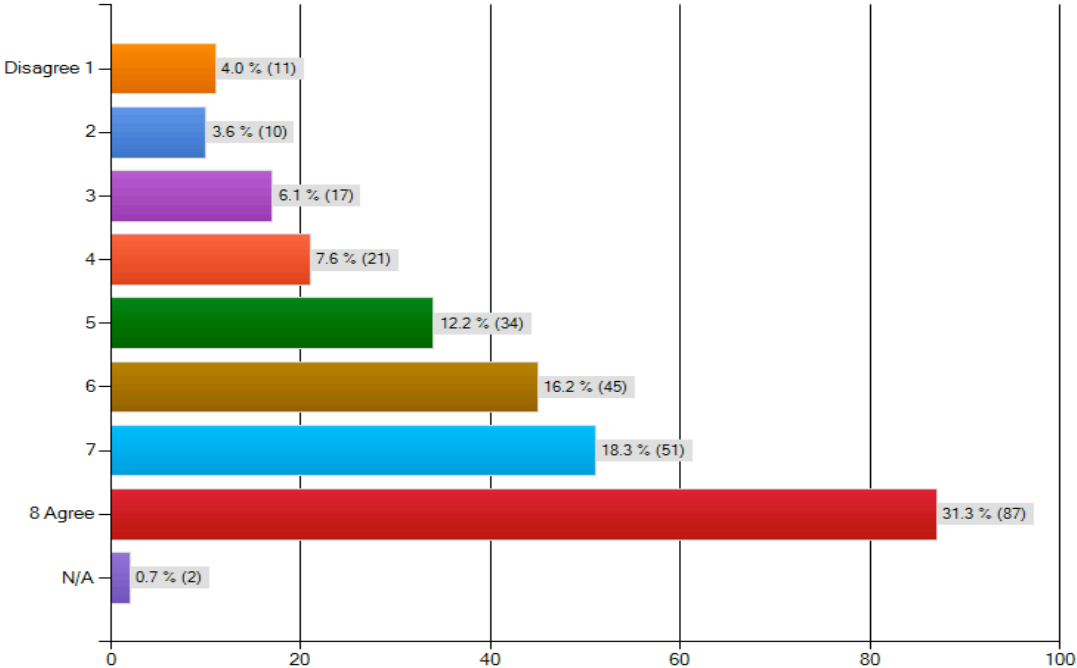
It was largely clear to the secondees what the host organisation expects him or her to deliver in their jobs, with 56.3% strongly agreeing so, 23.3% agreeing, and only 5.3% disagreeing.

Q16. On mission, I have been treated fairly just like any other staff members in the Host Organisation



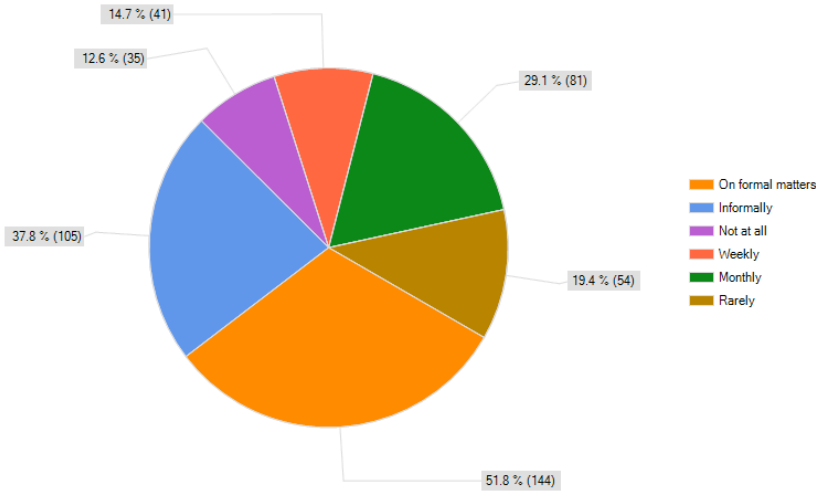
While 60.7% felt like they are treated fairly just like any other staff in the host organisation, 19.3% disagreed and 17.9% remained neutral with the statement.

Q17. I believe there is sufficient communication between me and the relevant people in the Host Organisation



The majority believes that there is sufficient communication between them and the relevant people in the host organisation (65.8%). However there is a handful of 13.7% who believe there is lack of communication and 19.8% who do not take a clear stand on the matter.

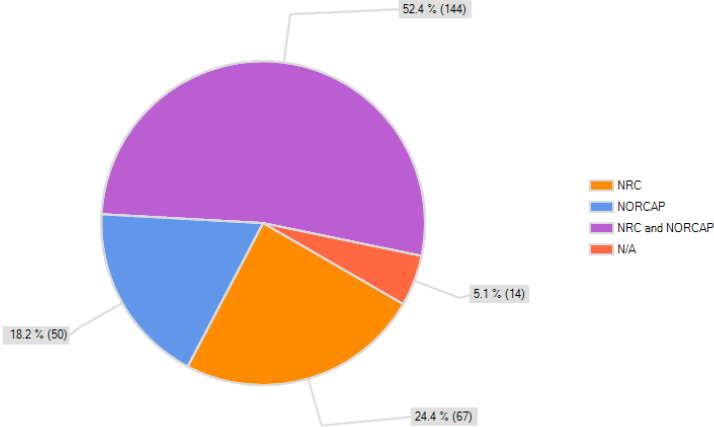
Q18. On mission, I communicate with NRC personnel in NRC programmes or projects in the field



More than half of the interviewed secondees, 51.8%, communicate with NRC personnel in NRC programmes or projects in the field on formal matters and 37.7% communicate informally. 29.1% communicate once in a month, 14.7% weekly, 19.4% rarely establish communication and 12.6% do not communicate at all. (Note that respondents have checked more than one answer.)

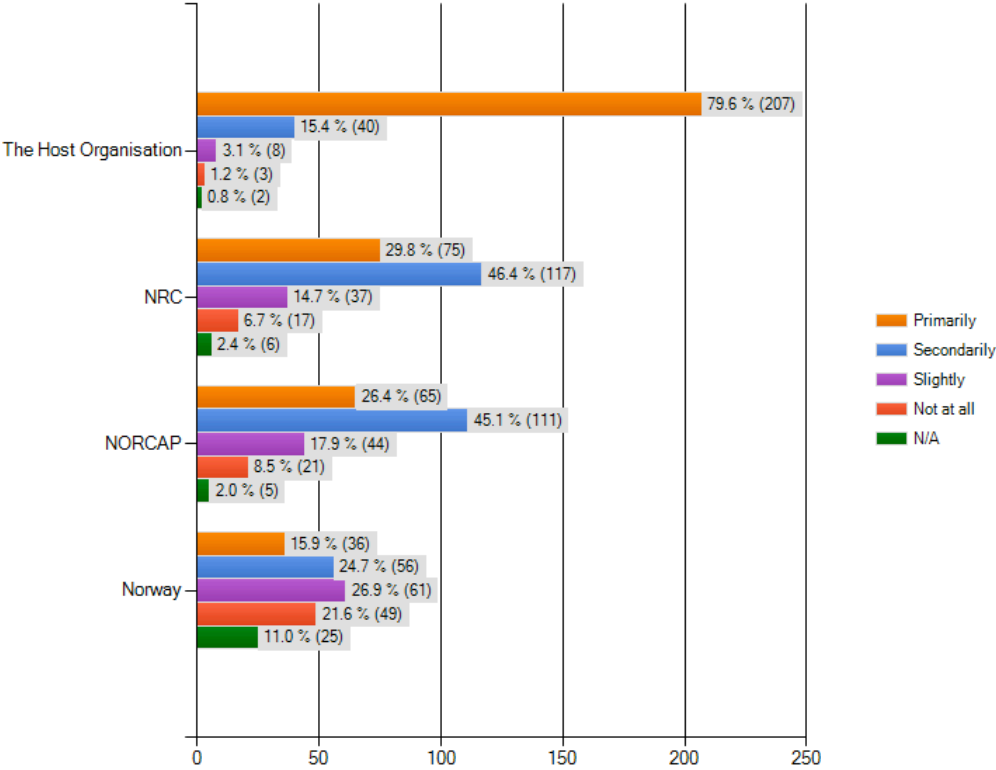
5. Questions about your most recent post of secondment for NORCAP/NRC.

Q19. When on secondment, I see myself as a secondee of



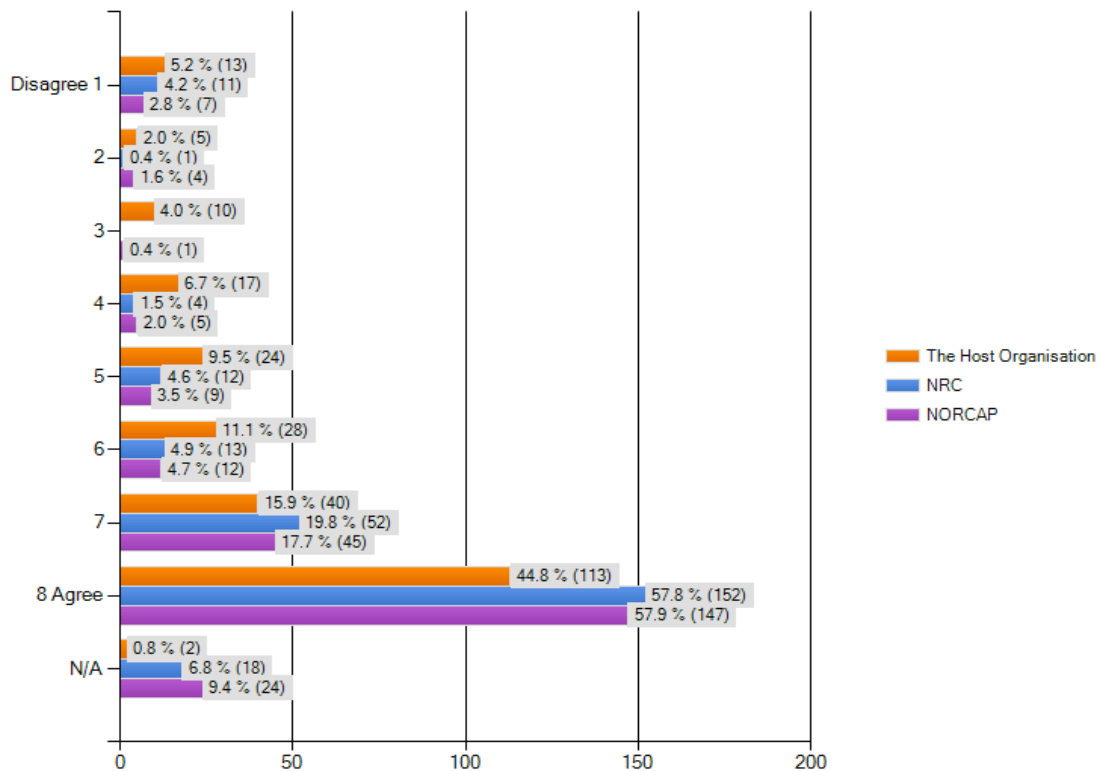
52.4% of the secondees regard themselves as representatives of both NRC and NORCAP. 24.4% see themselves as a secondee of NRC while 18.2% see themselves as a secondee of NORCAP only.

Q20. On mission, I regard myself as representing



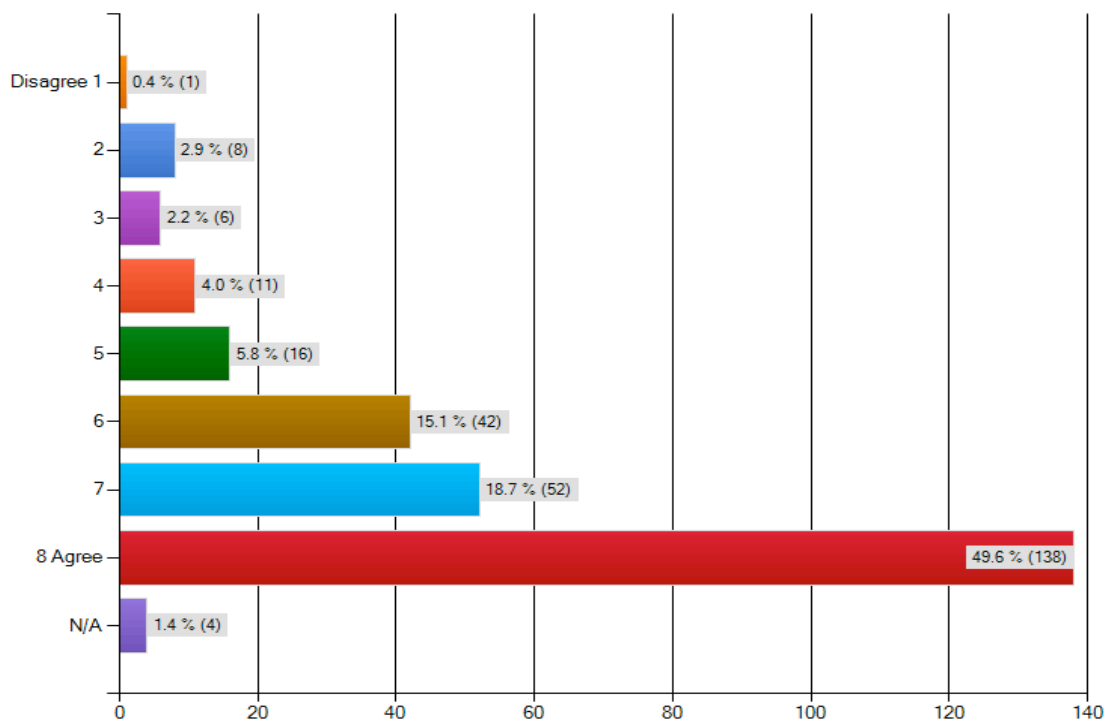
Primarily, 79.6% regard themselves as representing the host organisation. Secondarily, almost half regard themselves as representing NRC (46.4%) and NORCAP (45.1%), with lesser representatives regarding themselves as representing Norway.

Q21. I am proud to tell people I am part of



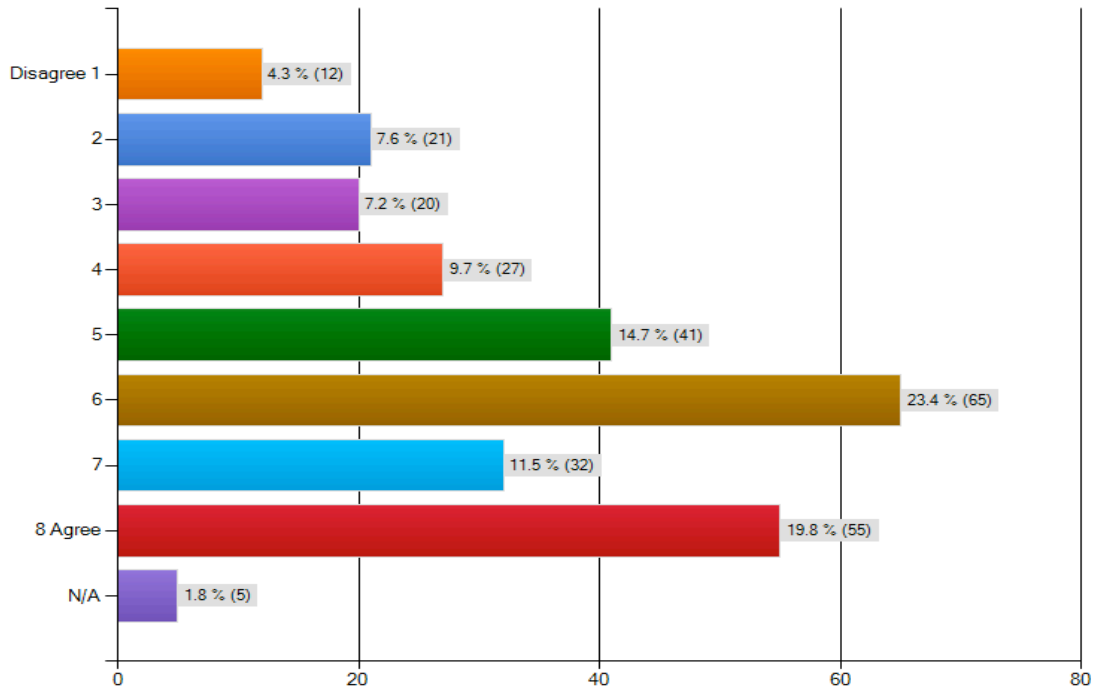
60.7% of secondees are proud to tell people that they are part of the host organisation, while a larger percentage of 75.6% are proud to say they are part of NORCAP and almost equally 77.6% are proud to say they are part of NRC.

Q22. NORCAP/NRC inspires commitment among its secondees



83.4% feel that NORCAP/NRC inspires commitment among its secondees.

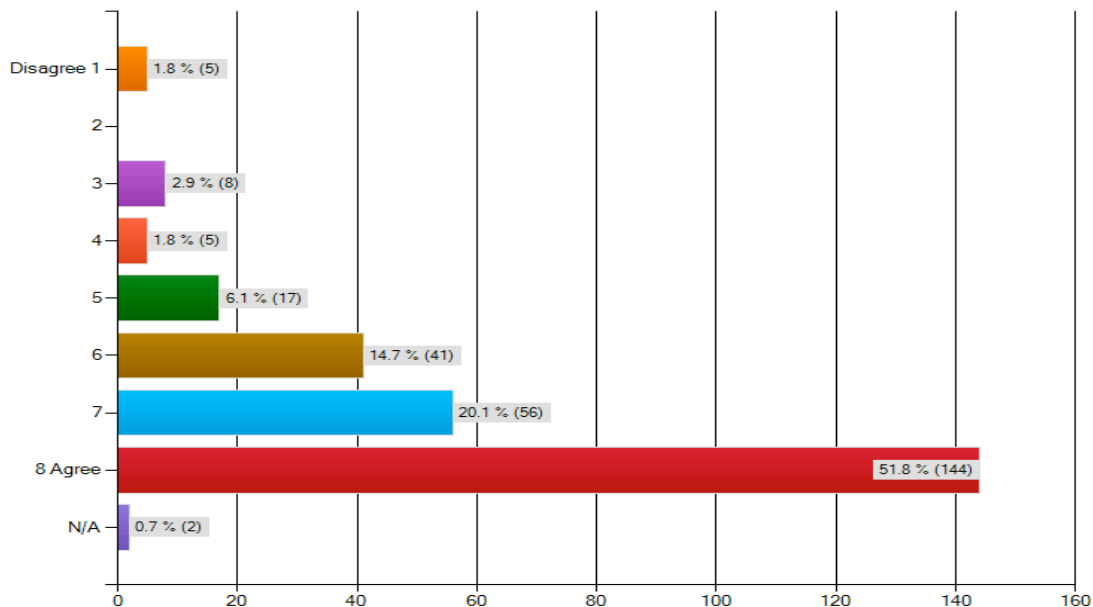
23. The Host Organisation inspires commitment among its secondees



As opposed to NORCAP/NRC inspiring commitment, a much lower percentage of 54.7% feel that the host organisation inspires commitment among its secondees. This is 28.7% lesser than the previous graph. While 19.1% disagree that host organisations inspires commitment among them, 24.4% remain neutral.

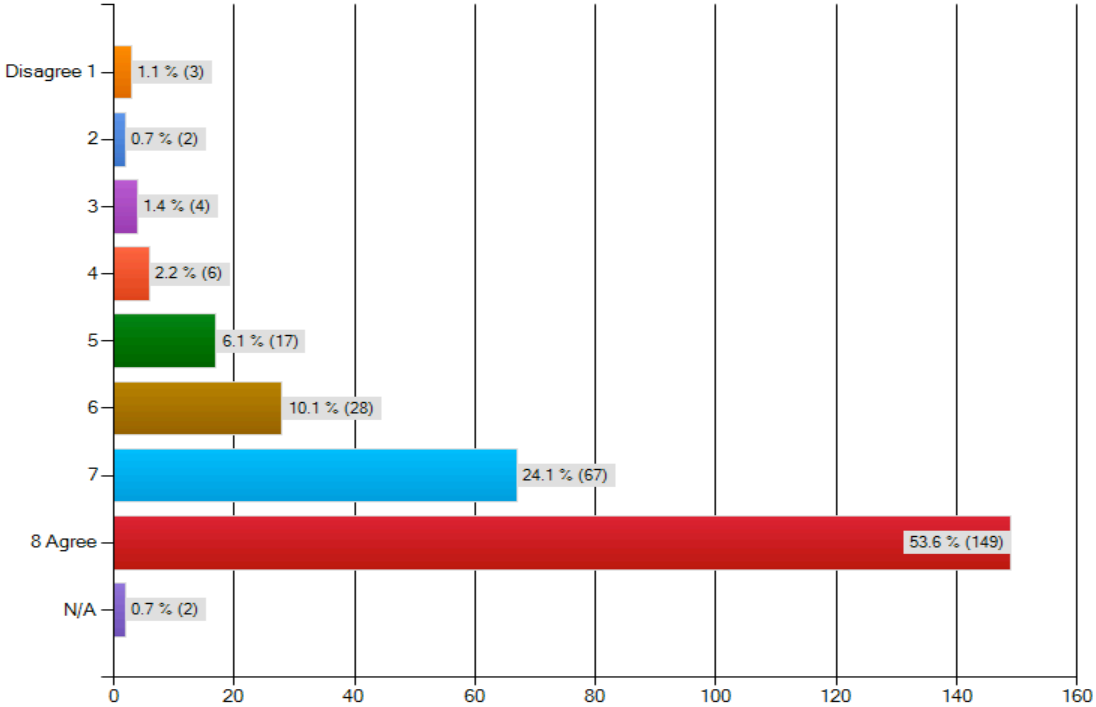
6. Questions about your most recent post of secondment for NORCAP/NRC.

Q24. It is clear to me how my role contributes to the Host Organisation's goal



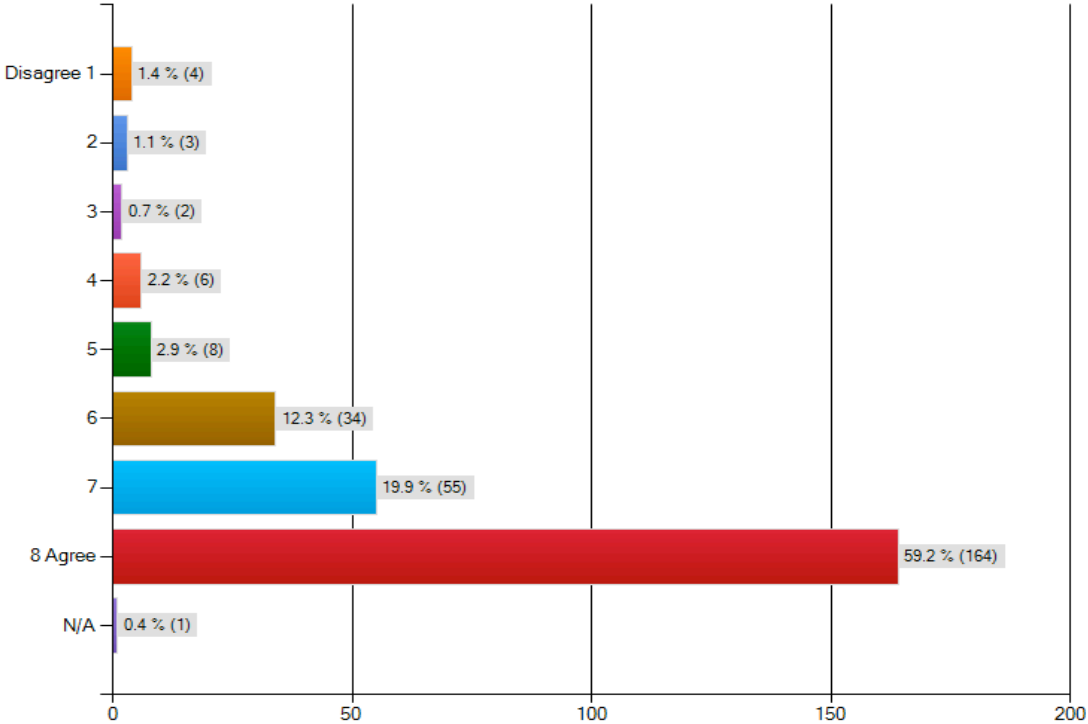
86.6% of secondees are clear on how their role contributes to the host organisation's goal.

Q25. It is clear to me how my role contributes to improving the situation of the target population



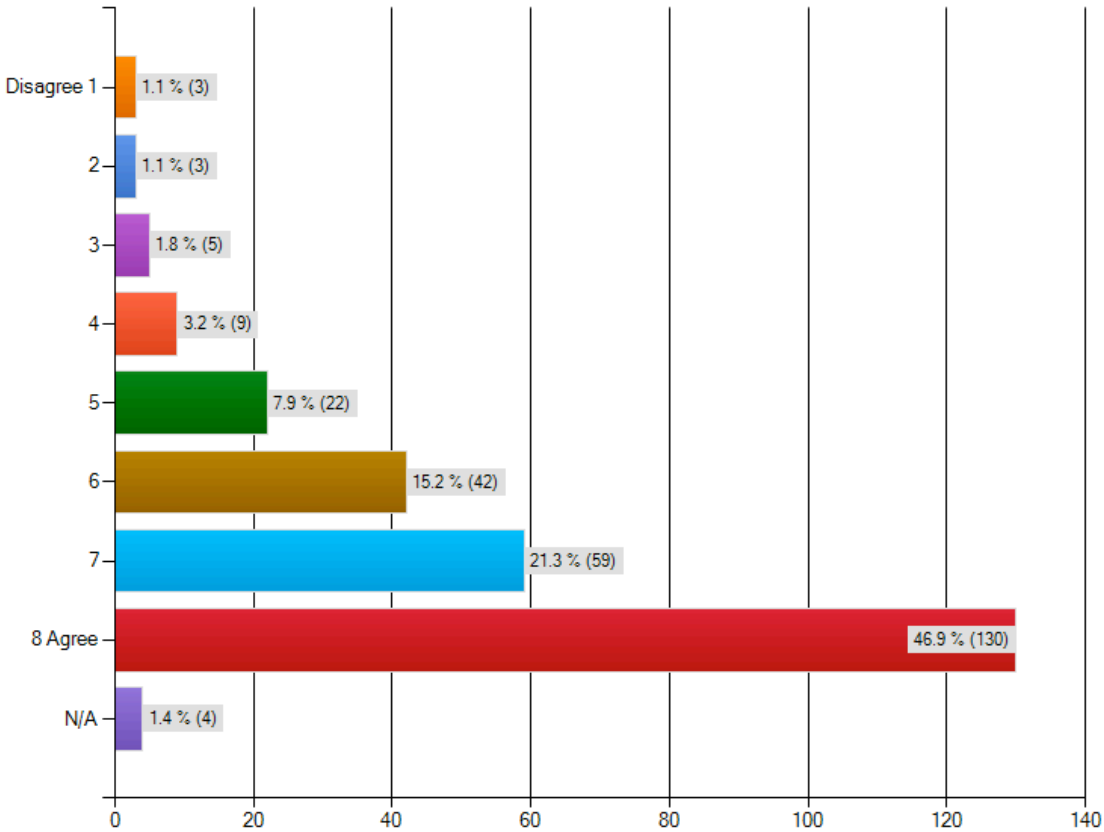
Similarly, 87.8% know how their role contributes to improving the situation of the target population.

Q26. I feel the work I do has a positive impact on the Host Organisation



Almost all secondees, 91.4%, feel that the work they do has a positive impact on the host organisation.

Q27. I feel the work I do has a positive impact on the target population



Secondees also feel their work has a positive impact on the target population in general. However only 83.4% agree with this statement, which is 8% lesser than those who feel that their work have a more positive impact on the host organisation (as seen in the previous graphs 91.4%). There is a 11.1% who remain neutral on the matter.

7. Comments by the respondents.

70.8% of online respondents indicated their availability to the contacted for further discussions via skype, by leaving their contact numbers and skype IDs.

The respondents were asked to give their comments and suggestions on a number of topics, such as the host organisations, other rosters, NORCAP and about being a secondee. The comments under each category were sorted into positive comments, negative comments and areas of improvement. Below is a list of the comments. Apart from sorting them and ensuring there are no obvious threats to anonymity, they are listed as given by the secondees.

About Host Organisations

POSITIVE COMMENTS

- 1 The staff are open minded and understand our support to reach the common goal.
- 2 The Representative for UNESCO was very excited about the work and my evaluation was very positive.
- 3 Senior staff at Country Office level made me feel more like one of them, not at junior levels in the field.
- 4 Am satisfied by the way my UNICEF supervisor relates with me professionally.
- 5 Host organisations have in general been grateful for the secondment. Knowledge about the secondment arrangement varies a lot in the field.
- 6 Always had great experiences, worked with high professionals and was regarded as an equal in their teams. Full support by management and space / trust to work!
- 7 Can be tough working for the AU but I also work with some really fantastic people and my work is valued.
- 8 My skills were very relevant to the nutrition emergency response and UNICEF provided a favourable working environment.
- 9 UNICEF office in Juba was pleasant place to work at.
- 10 I got a good preparation before secondment, paid by NRC and trained by WFP and attended 2 courses in Cash and Voucher.
- 11 Thank you for the great work of helping others.
- 12 I was very well welcomed at UNFPA Sanaa in YEMEN and got great responsibilities to set up a GBV sub-cluster. I had great interaction with other secondees from NORCAP and ProCap. We mutually supported each other in protection cluster chaired by ProCap, child protection cluster chaired by a NORCAP fellow and GBV sub-cluster chaired by myself.
- 13 Although I have issues sometimes with the management and leadership in the host organisation, when I speak to other secondees, I feel I have a decent time. I never am made to feel different from the host organisation employees.
- 14 Host Organisations usually respect secondees from NORCAP/NRC.
- 15 Most of the time they are fine.
- 16 The organisation is unique for specific reason in a particular place.
- 17 The Host organisation has been very fair to me and offered me a contract.
- 18 Huge in operations and the areas I was involved in are not the main priority. So it seems a bit difficult to bring a lasting change to the program operation. But still have a great opportunity and a chance to contribute to the program.
- 19 Host Organisations have become better at integrating secondees.
- 20 First time for UNDP but so far it's ok, no bad feelings, but system is big and slow.
- 21 It has been mostly friendly and appreciative of services given. My familiarity with UN as an agency helped me fit within rules and regulations of the agency.
- 22 Over the years I have learned that host organisations differ, although they are UN agencies they are not the same in the way they treat staff on secondment. Also, personality comes into play; there are those with leadership skills and those with none. In the spirit of the latter I have learnt to adjust accordingly and find my way of coping and proving that I can make a difference especially in the lives of beneficiaries. Putting beneficiaries first has helped me to overcome most obstacles.
- 23 Interesting experiences.
- 24 However, when I was seconded by UNDP to support SSDDRC I found that SSDDRC had a better understanding of my work and a need for it and I felt welcome and better used by that organisation for my skill set.
- 25 The job and the task of my secondment were interesting. Host organisation dealt with me as being an equal member of the organisation; learned a lot despite the context being difficult to work in.
- 26 Being a former UNICEF staff I am always seconded to UNICEF positions. It is much more relevant and easy for me to adapt into the activities due to the previous knowledge in the organisation.
- 27 The entire UN family was in a mess in Haiti following the earthquake early 2010 and the WFP was no exception. Our arrival was hardly foreseen, I had to order three of my team-members - out of five - to remain in Santo Domingo, DR. It was all a mess for approximately six weeks. Finally I chose to work for a catholic community in Port Au Prince. This after being presented with nearly impossible projects by the WFP. We prepared hot meals for approx. 2000/1500 children and with no soldiers present! This was the key to our success. Our project was chosen among many others to the WFP Donor presentation in New York in March 2010.

NEGATIVE COMMENTS

- 28 On one secondment I felt mistreated and suffered some mental distress, but the other two I felt like they were grateful to have me, even though it is never easy situations.
- 29 No clear communication about my role.
- 30 UNICEF had a communication problem in Liberia on all levels.

- 31 It happens that some managers/supervisors in the fields of host organisations don't master the MOU signed between the NORCAP/NRC and their institutions.
- 32 Host organisation should be oriented in details about how to view the secondee, what is their position (staff-non staff, etc) and what does that mean to the organisation. In my case, this was never clear to the host organisation.
- 33 OCHA in this case did not have any Head of Office until just before I left which made it take much longer to fully operate in my post.
- 34 Knowledge about the secondment arrangement varies a lot in the field.
- 35 UNESCO has no money, they had my supervisor who was insecure and not particularly happy with me as her assistant. She was making it difficult to even leave the office.
- 36 Host organisation could do much more in integrating the secondees into the office as well as involving them in the important forums and program structures; often it happens that we are not perceived as a part of the organisation, sometimes this can impact on very practical issues (ie. as a secondee you will often not have an access to the same/standard quality of the IT equipment)
- 37 Have been posted to the same host organisation twice.
- 38 UNICEF office in Juba was pleasant place to work at though my supervisor was difficult to work with. He totally lacks supervision skills and has unpredictable mood.
- 39 The host organisation considers us as consultant, so there is some services that we are not receiving, because they are not aware of the MoU between NRC and UNICEF.
- 40 As a secondee you are not treated as an international staff, e.g. you are denied an opportunity of driving while a national staff is allowed to use organisation's cars. You are also not given an opportunity to represent the host organisation in high profile meetings e.g. SMT meetings.
- 41 My experience with my last host organisation was not as good as the previous (no phone, difficulty to get a laptop and sometimes no vehicle for field visit).
- 42 I have issues sometimes with the management and leadership in the host organisation.
- 43 My line manager was expecting someone else, not I. He noticed that upon my arrival. There was an impact on our work relation.
- 44 Most of the time they are fine but sometimes it is very difficult to accommodate as they show that you are different from them - that we are not working in the same organisation.
- 45 Many times even the local staff create problems for the secondees and the Head also listen to them.
- 46 Usually host organisations do not treat us as full staff in rights and obligations. This comes from considering us a surge, short term and free staff, inaccessibility to agency's financial and administrative system. Implementing emergency programs which has certain complexities in term of remote duty stations, less monitoring and follow up.
- 47 So it seems a bit difficult to bring a lasting change to the program operation.
- 48 Less so for UNHCR, lots of politics and back-stabbing and change in management changed my remit and purpose.
- 49 But system is big and slow.
- 50 Host Organisations should treat secondees better than they do. I was not pleased when I heard one of the managers saying that I am on "some sort of consultancy".
- 51 Although they are UN agencies they are not the same in the way they treat staff on secondment. There are those with leadership skills and those with none.
- 52 Sometimes the logistics capacity of the host organisation is limited and that will affect the work of the secondee.
- 53 I felt the host organisation wasn't prepared to host me, they did no orientation and even lost my papers and asked for things NORCAP had provided them to begin with, making it appear that I wasn't prepared, as I was forced to repeatedly phone my NORCAP and NRC contacts to furnish the same papers again. However, when I was seconded by UNDP to support SSDDRC I found that SSDDRC had a better understanding of my work and a need for it and I felt welcome and better used by that organisation for my skill set. It was a pity I couldn't go back due to policies governing how long one can remain in a mission. UNDP can do a much better work to prepare for Secondees. Makes no sense to have secondees still having to find out what they need to do to get from point 'a' to point 'b' months into placement. Sometimes they act like they really don't need you, partly because you are not 'part of UNDP'. I even had staff refuse to fetch me from hotel to work, I had to walk. Eventually, while they were required to take me to the market on Saturdays when requested, the driving staff did not show up, I walked or took local taxis in the last few months of my stay, this wasn't necessary at all. Example how sometimes Host organisation seems to work against Seconding organisation: When NORCAP contacts visited Juba, UNDP refused to provide me a vehicle to attend a meeting for it was 'after hours' (they did this regularly) as it was not 'official'. I found out when my vehicle didn't show up, so I didn't go to that meeting, I found myself having to apologise for not making it! Petty things can sour one's desire to remain in the host country or organisation.
- 54 The job and the task of my secondment was interesting; however, the extra-work life could become boring in the context I was in; Host organisation dealt with me as being an equal member of the organisation; learned a lot despite the context being difficult to work in; however, some modalities of work of the host organisation were difficult to adapt to; there was a high turnover of my supervisor position which became frustrating for me and some of my colleagues.

- 55 Channels of communication not very clear and no baseline is set for performance evaluation, leaving secondees at the mercy of supervisors irrespective of achievements.
- 56 I just feel that the MoU between NRC and UN Agencies needs to be updated and also most of the HR units in the agencies do not know all the commitment of their agencies towards secondees.
- 57 The present one is more or less in total disarray and suffers from inertia and incompetency.
- 58 When Host Organisation doesn't treat you as one of their own staff, the assignment becomes difficult. One has to have a proper place to stay in order to work well. We are normally under high pressure and with pressure on housing that takes a lot of energy. In this assignment I slept on floors sometimes because there was no bed.
- 59 The treatment I received from IOM in my last assignment was very poor and abusive. I will have serious reservations about working for IOM again.
- 60 Being not part of the organisation, certain decisions even affecting your sector (eg. staff hiring etc) are made without your knowledge.
- 61 Some do not fully understand the MOU in detail.
- 62 Some don't take their part of the MOU seriously.
- 63 Host Organisations should have trust and faith in secondees especially when it comes to decision making. Some secondees are better and far better managers than what the Host organisation would be having. Conflicting ideas in most cases when someone tells you that he is to supervise a secondee when that someone is just a fool.
- 64 UNICEF and UNHCR very, very weak impressions; IOM much better, but saw them off balance in Haiti, TIPH a special mission/organisation and does what it can within very limited framework (and in essence just a political statement of an outdated Oslo Process); SLMM was an interesting entity coming out of a political an historical reality which eventually was bypassed by a new political and historical reality. It did however have, until the conflict reached a point of no return, an important role as a formal and informal channel of communication for the parties to the conflict.
- 65 They are not aware of the agreement they have signed with NRC when it comes to our rights.
- 66 Host organisation is well familiar with NRC. I don't think they have clear image of NORCAP as a distinct entity within NRC.
- 67 In this particular case, the host office was not prepared for receiving me (it took 2 weeks for me to have a UNICEF e-mail address and access to internet and a printer), and they had no plan for what to do when I left.
- 68 There was misunderstanding between UNHCR head office and country office regarding my TOR. Hence, I was asked to work on different task instead of my initial TOR. This has created some problem in contributing to my mission to the best of my capacity.
- 69 It was the biggest emergency operation in 2010 and the host organisation was overwhelmed and staffed with a lot of inexperienced camp management employees.
- 70 My experience in the host organisation was not very good, caused mainly by a terrible office manager (who I was warned against before deployment).
- 71 Some staff of the host organisation do not care for the secondee.
- 72 The feeling that I am a secondee leaves me out of the privileges other staff members have. I have to take care of myself in a foreign country completely on my own.
- 73 They regard the seconded staff as secondary.
- 74 There is a lack of debriefing.

SUGGESTIONS, ETC

- 75 WFP could do better to ensure the secondee feels more at home.
- 76 Sponsor relevant training, events for secondees.
- 77 Host organisations should request secondees when really needed and staff demands cannot be met in other ways.
- 78 Treat the standby partners staff and the regular staff as equal in terms of to spend in the field if we have to organise technical mission from the country office.
- 79 Host organisation should be oriented in details about how to view the secondee, what is their position (staff-non staff, etc) and what does that mean to the organisation.
- 80 May know well NRC /NORCAP rule and principle.
- 81 Information from HQ to the field office that receives a secondee should be improved in most cases.
- 82 To consider secondees as partners in delivering same goals.
- 83 Host organisation could do much more in integrating the secondees into the office as well as involving them in the important forums and program structures.
- 84 Host institutions should use Secondees for only tasks in the ToRs.
- 85 Filing the documents related to performance evaluation and propose officially to NORCAP/NRC the promotion of secondees in case of new responsibilities.
- 86 They need to understand that we are not an outsiders, but rather colleagues working together for the same purpose.

- 87 Plus de respect du staff de soutien. revision des accords entre NRC et UNICEF et le HCR. nous faire beneficier de formation a l'interne et nous considerer comme des staffs surtout avec UNICEF
- 88 Better get to know about secondees capacities.
- 89 They should give full responsibility to secondee to carry out their tasks and same chance as other staffs for opportunities such as post/vacancy, trainings.
- 90 While secondees are host organisation staff agencies should endeavour to ensure their full integration into the host agency. Introductions such as: this is so and so a secondee from NRC although essential should be minimised to ensure full integration and acceptability.
- 91 At the field level, be sure to receive and understand the MoU in order understand the secondees statue in the organisation.
- 92 Need to brief the secondee on the whole internal practices at the arrival: Who? Where? What?
- 93 Host organisation is to provide a comprehensive briefing and authority to the secondee.
- 94 HOs need to ensure most privileges are given to secondees just as their own staff.
- 95 To contribute to the improvement of working conditions of the secondees.
- 96 Improvement of treatment to secondees.
- 97 The receiving agency should undertake to respect the terms and conditions of the MoU, facilitating the employee's needs in these activities during his mission, and clarifying.
- 98 In general I think it could be done much more from the host organisations to accept the secondee as the equal member of the team since often we are not there only on very short assignments but end up being seconded for quite long time in the same office (based on the request of the office)
- 99 Host Organisation should treat secondees equally as their staff. You can read in between the line that this is not so.
- 100 Should be advised to consider secondees came to serve the people, and do not divide secondees or their own staff.
- 101 I just feel that the MoU between NRC and UN Agencies needs to be updated.
- 102 Can be focused on community institution strengthen through vertical and horisontal expansion of Government organisation.
- 103 One has to have a proper place to stay in order to work well.
- 104 May know well NRC /NORCAP rule and principle.
- 105 Host Organisations are not bad, however they need to improve on the arrangements to receive secondees, especially accommodation.
- 106 Variable with organisation, country and personnel how much is possible to implement and how to integrate.
- 107 Need to improve the way secondees are handled in terms of work responsibilities and decision making.
- 108 Host Organisations should have trust and faith in secondees especially when it comes to decision making.
- 109 Other than HQs, country offices (especially HR and Admin) need to know about standby partner agreement with WFP on entitlement and alike.

About Other Secondments

POSITIVE COMMENTS

- 110 A positive and direct way to contribute in helping the target population. A strong force in the field.
- 111 It is a great team of NRC secondments and we help each other.
- 112 Happy to continue - however NRC need to explore training and rewarding opportunities based on PER.
- 113 I feel good to work with anybody as usual so that everywhere, I am; things are ok (personal and professional relations).
- 114 Secondment exposes one to different situations in different countries which are both positive and negative.
- 115 Good team work and friendly environment.
- 116 Would have given a better review if asked about my first secondment (to the same organisation in another country).
- 117 I am with UNICEF, oPt since Dec, 2010. Before that I was seconded to UNHCR in Liberia (2007 - 2009). Related to one of the survey's question: in Liberia I have direct/ formal contact with NRC programme, since I was working on the transitioning of Protection monitoring project which has been implemented by NRC.
- 118 I would be very interested to keep going on other secondments for different organisations.
- 119 Other secondments haven't always been as successful as this one.
- 120 Secondment to MONUSCO was one of the best professional experiences I had.
- 121 I like being seconded because it makes me feel safer than when I am just with the UN. When crisis-type situations have occurred, I've felt cared for by NRC vs. my UN colleagues who did not receive the same. This is important in such intense environments.
- 122 I have been on other secondments and I think UNICEF has being one of those organisations where you feel like you are one of them, which to me is important.
- 123 UNICEF lovely organisation to work with from my point of view.
- 124 Have enjoyed them all.
- 125 Tough but satisfying especially when one's contribution (secondees contribution) is realised and appreciated.

- 126 I am a GenCap member of the roster since 2009. There are a number of other secondments from different organisation, however i still feel NRC/NORCAP has better conducive terms.
- 127 Would gladly accept one if offered by NRC, taking into account also how much the job would be interesting; but as an organisation, would definitely work again for NRC.
- 128 I am seconded to countries Uzbekistan, Kyrgyzstan, Myanmar and Philippines and taken assignment as Emergency WASH Specialist. All are great.
- 129 I have had interesting posts and tasks and learned a lot, improving my general performance and widening skills.
- 130 Very good eye opener.

NEGATIVE COMMENTS

- 131 This was my first secondment.
- 132 My previous secondment was with a UN-organisation, there I experienced that gratis personnel as NORCAP were treated as second rate compared to UN personnel.
- 133 However NRC need to explore training and rewarding opportunities based on Performance Evaluation Review (PER).
- 134 All the UN host organisations field management behave with all the secondments in the same like they are outsiders.
- 135 Secondment exposes one to different situations in different countries which are both positive and negative.
- 136 My last secondment is not typical of my experiences as it lasted only 3 months, and as the situation in the country of secondment was very chaotic.
- 137 Never been on any other.
- 138 This was/is my first mission and was extended as requested by host organisation to the maximum time offered by NRC. May share more with others. It normally takes too long to receive other secondments.
- 139 Host organisations delay deployments by providing invitation letters (for a visa) or a terms of reference late, even when the secondee is ready to leave earlier.
- 140 Other secondments haven't always been as successful as this one.

SUGGESTIONS, ETC

- 141 Avoir une plateforme pour le partage d'information
- 142 More respect for the secondees. Revision of agreement between NRC and UNICEF and UNHCR, let secondees benefit from internal information and most of all, consider us at equal terms as UNICEF staff.
- 143 I am available for other secondments and hope it will be with good supervisors of hosting agencies and supportive local staff.
- 144 When will I be redeployed again?
- 145 The contract extension periods should be viewed in relation with the assignment.
- 146 I think there is need to cooperate with host organisation to give secondees a UNLP (UN passport) for them to use for travelling to avoid harassment at the airports.
- 147 Never been on any other secondment.
- 148 Is it possible to increase the duration of deployment from 6 months to 1 year in order to reach some quantified achievements for the organisation?
- 149 I would be very interested to keep doing on other secondments for different organisations.

About Being A Secondee

POSITIVE COMMENTS

- 150 Enjoyed it very much.
- 151 I like this job and appreciate being a member of the NRC/NORCAP roster. However would like to see more efforts in advancing the capacity of secondees (i.e. support to relevant trainings).
- 152 A chance to work in an international organisation. It built my capabilities and I gave my own experiences and knowledge in the service of others.
- 153 Very interesting experience, but also frustrating.
- 154 Is like being part of a family, strengthens unity, community of practice, coordination.
- 155 As a secondee, we may know that we are consultants so we can't have the same advantages like the host organisations staff.
- 156 Being a secondee makes you more or less free in terms of advice and observations beyond institutional biases.
- 157 It is a great privilege to be a secondee and to see that the work you do is being appreciated by the host organisation.
- 158 It is a good experience, but with challenges of being an accompanied position, even in countries not at risks.
- 159 Interesting, have enjoyed the independence that I have as I am not looking for a career with my host organisation.
- 160 Am proud of being a secondee, the only problem I have with the Host Organisation is the fact that in the field you work under a national staff.

- 161 I'm proud of my achievement as secondee.
 162 Great opportunity.
 163 Have got good and great experience.
 164 Life is easier, as I fully control my flexibility and availability and I work all over the world and in so many institutions.
 165 Worthy experience that I was assistance to the disaster victims.
 166 Proud to be NRC/NORCAP member.
 167 It is my great pleasure to be a secondee and more so with NRC/NORCAP. I get the support I require in all issues from my coordinator which is not the situation with other employers.
 168 Has advantages and disadvantages.
 169 I like the flexibility of the programme.
 170 It is rewarding and fulfilling to use my skills and knowledge to contribute in the response to the person in need of protection and assistance through NORCAP/NRC.
 171 Was the highlight of my UN career of 20 years, working with NRC, working for UNHCR, despite the challenges.
 172 As a first time secondee, I think it went better than I thought/expected and I might enjoy being in the roaster.
 173 Very proud to share my experience with other humanitarian workers, and help those who are in need.
 174 Being a secondee is critical in my career as it allows me to deliver timely services wherever and whenever I am required. It is an opportunity for me to continue learning and develop in my career path as a humanitarian worker.
 175 Being a secondee gives you courage to do your work and to do it well. In most organisations the leadership can sometimes be very hard on their employees to report positively on what might be negative. Being a secondee one can stand on what one means and what is right because you are there on limited time. And coming from Norway gives you that right, many workers seem to like our Human rights stand. That one is not looking for a job gives you more freedom, to do what is right.
 176 I am happy for being secondee with NORCAP.
 177 Happy about being a secondee as it personally and professionally suits my career and personal life.
 178 I am proud being a secondee for NRC first and Norway second.
 179 I only think about the people for whom I am there to help them and I am happy that I can do something for the people whom it is not the matter I am secondee or whoever, they just need help.

NEGATIVE COMMENTS

- 180 Since we are not the staff of the organisations we are secondeed to, they will not include or send us on the trainings or even include into seminars/ workshops (unless they are happening in the duty stations) even when they are relevant to the work we are doing.
 181 I feel a bit uncertain about my future career path.
 182 Frustrating.
 183 Host organisations need more awareness on how to treat secondees. Sometimes they regard us with less regard. Some incentives are not given to us such as phone credit or even a newspaper just because we are not staff.
 184 As a secondee, we may know that we are consultants so we can't have the same advantages like the host organisations staff.
 185 As a secondee, other staff within the host institution or other organisations may not very much value a secondee and his/her decisions.
 186 To be a secondee, it is a hard job because we have to conciliate the rules of Host Organisations and NORCAP/NRC and report to 2 organisations.
 187 Challenges of being an accompanied position, even in countries not at risks.
 188 Not entitled to DSA payment when on missions. It is believed that NRC/NORCAP already covered it in the salary package.
 189 In the field you work under a national staff.
 190 Very challenging and un-predictable life as mostly to work in emergency situations.
 191 Difficulties with conflicting information between host organisation and NRC/NORDEM on administration (payment, coverage) and layers of contacts. Host organisation (OSCE HCNM) raised this several times with the Norwegian MFA.
 192 Difficult sometimes, especially when the decision to continue a contract has to be taken. Sometimes it is very frustrating for the secondee as it takes time to make decision whether the secondee will stay or not.
 193 Even though it is very important, it is not sustainable type of employment for the secondee.
 194 Particularly in UN operations, secondees are treated as inferiors to regular personnel.
 195 Some break rules and endanger their host organisation, other secondees and themselves.

SUGGESTIONS

- 196 Would like to see more efforts in advancing the capacity of secondees (i.e. support to relevant trainings).

- 197 On another note, as indicated above, more should be done to include/integrate secondees in the office and relevant structures /meetings etc. This would not only contribute to higher satisfaction for us as the employee in the particular organisation but would contribute very much to the efficiency and our output (this is particularly relevant in the beginning, before we 'found our way' to get relevant information etc).
- 198 I wish that NRC can create a system whereby a secondee have the opportunity to continue working with NORCAP/NRC and be in different missions without disruption of financial matters.
- 199 Host organisations need more awareness on how to treat secondees.
- 200 Being a secondee changes with every secondment and/or leadership of the host organisation.
- 201 I wish the contract conditions of NRC be similar as the Host organisation. I.e. pension and benefits.
- 202 Plus de formations et de soutien psychologique**
- 203 There should have been some questions about NORCAP behaviour when there are problems with the secondment.
- 204 Secondees should be paid according to both the standard of living in their country of origin (country of residence) and level of study (bachelor, master, PhD).
- 205 Be ready for hard work in the field level.
- 206 May have more time to interact with host/targeted populations.
- 207 It's okay, but when we are out for longer period tax must be reduced, UN employed are better off that way.

About NORCAP / NRC

POSITIVE COMMENTS

- 208 Very supportive.
- 209 I am proud to be the member of NORCAP/NRC.
- 210 I have always used these terms interchangeably.
- 211 Great system, just the tax system not really clear and not competitive for European Non Norwegian.
- 212 The NORCAP/NRC contributes a lot to the host organisation, but rarely appreciated at mission by host organisation.
- 213 Am satisfied with the way my coordinator helps me in case of my needs, he responds immediately.
- 214 I appreciate the opportunity given me to share my skills and contribute to emergency response. There was always support whenever it was required from Oslo coordinator.
- 215 My NRC representative has been thorough and accessible.
- 216 Great roster, highly abused by UNHCR - use it to cover up their inability to recruit from outside so when they need skilled people, they use the roster.
- 217 Secondment program is very suitable to support Host organisation which sometimes lacks financial resources for the recruitment of specialists required for specific assignment.
- 218 Professional in admin support, but very personally dependent on their advisers. Some make a great difference, few lack social skills, contextual understanding and pro-active.
- 219 Very professional people to work with. The secondment is generally handled extremely well.
- 220 Make you feel that they are reachable and ready to help if needed.
- 221 Is a nice structure but many things need to be improved.
- 222 Very interesting organisation on international personal deployment.
- 223 Very good roster and reputed among host organisations.
- 224 Hope they will have more opportunities to assign as soon as possible. All the members of NRC did like it that I was recruited and thought I was actually not NRC qualified although my evaluation was very positive.
- 225 Very professional and they do care about their staff while on deployment.
- 226 NORCAP/NRC brings precious support to its secondees in terms of advice, visits in the fields and living conditions.
- 227 Communication between NRC and secondee is very good, timely responding. What I see missing is the physical follow up either with Host organisation or secondee.
- 228 NRC/NORCAP motivated me considerably despite job insecurity.
- 229 The organisation debriefed me well for the mission. As a person who has worked in different countries I was fine with my placement. Later, I was able to attend a follow up in Norway and that helped with my trips second leg.
- 230 Very responsive to secondees' needs and welfare.
- 231 NORCAP/NRC is very supportive for secondees when they have an assignment, and before and after an assignment. Between assignments there should be more follow-up on emergency matters.
- 232 MFA in Norway had outsourced my budget to NRC for the seconded period 2008 - 2012 (4.5 years). One of the best organisations I have ever worked for, with people at heart.
- 233 Is a competent organisation that deals with all kind of situations around the world.
- 234 I am grateful for the NORCAP/NRC opportunity and support.
- 235 Excellent organisation to work with.
- 236 Wonderful support from HQ.
- 237 I came to learn about NRC in 2007, and since that time, there have been a lot of development in the arrangements.

- 238 I got a good preparation before secondment, paid by NRC and trained by WFP and attended 2 courses in Cash& voucher.
- 239 Good employer - takes care of secondee well.
- 240 I feel comfortable working with NORCAP/NRC and feel supported by them when needed!
- 241 I am and I will always be very grateful for the opportunity that NRC provided me to work as a secondee.
- 242 It is a great arrangement that support and assist other Organisation to provide assistance to the population in need.
- 243 Excellent working with NRC, was treated very well.
- 244 I feel proud and honored to be part of the team.
- 245 Excellent initiative and dedicated organisation.
- 246 Very experienced organisation and the coordinators for the secondment are very collaborative.
- 247 I've been happy with NORCAP/NRC and have good relations with the NRC staff, especially in my last secondment location. Several of them have become good friends.
- 248 Sponsor relevant training, events for secondees.
- 249 NRC communicates official matters to members and to me they are seen as fully in charge of secondee.
- 250 NORCAP/NRC provides timely interventions by deploying humanitarian specialists where they are needed most. This is a noble humanitarian intervention that contributes immensely to saving human lives and stopping human suffering.
- 251 It is a great organisation.
- 252 Very professional organisation to fulfill specific tasks.
- 253 Very good at following up before assignments, during and after assignment, at least in my experience.
- 254 Very well organised, supporting their employees, very good when needed.
- 255 Best, considerate and most organised body to work for.
- 256 Was local staff with NRC Pakistan for the emergency response of earthquake 2005, Pakistan. During those years and later NORASIA (Now NORCAP) groomed me. What I am today is because of their trust and intention to polish their staff members. Wherever we are, whether with NRC/NORCAP or not, our performance is the token of support / interest of NRC/NORCAP in their staff for their capacity building.
- 257 Doing a great job.
- 258 We are doing a remarkable job in difficult situations in emergencies.
- 259 UNHCR seems to be very satisfied with NRC secondees. One of my colleague even implied that NRC has higher recruiting standards than UNHCR itself.
- 260 Great experience working for them; very professional and respectful; one of the best I have worked for; supportive when needed.
- 261 NRC prepared us for the mission with post deployment briefing and that helped me a lot during my mission.
- 262 I am very much satisfied being an emergency roster member and secondee of NRC/NORCAP. I have frequently visited Oslo Office on many occasions and found NRC/NORCAP staff very friendly and assisting in all of the requirements for the secondments.
- 263 Pleased with NORCAP/NRC follow up.
- 264 Thank you so much for your great support.
- 265 Generally good support and follow-up in the field.
- 266 Is one of the best agency seconding staff to other organisations.
- 267 Dedication, professionalism, impartiality, commitment, transparency.
- 268 Has become much more professional lately, and follows up secondee.
- 269 During assignment I have received full support from the coordinator.

NEGATIVE COMMENTS

- 270 My experience is that NRC's name is better recognised, NORCAP is only understood by secondees.
- 271 My arrival was not planned, because nobody was at the airport, I suffer to have a hotel, and nobody was expecting to arrive that day.
- 272 Tax system not really clear and not competitive for European Non Norwegian.
- 273 Rarely appreciated at mission by host organisation.
- 274 NRC an organisation with ideological and economical potential. Its strength is its focused mandate and at times good field operations (though weakened being linked up to a normally ineffective, at best, UN in the field). Weakness in lack of NRC culture and overall strategy: difficult to get sense of an organisation which existing since the 1940s - it could just as easily have been established last year. Not rooted in its own history and tradition - not having its own unique historical, cultural identity despite being around so long.
- 275 My impression is that for years (closing in on decades) the feedback from the field has been very negative, but no new policies or change of attitude comes out of it: continue as before, get the numbers of secondees, improve the statistics. A bit unfair, I know, but an edge of seriousness and idealism would be appreciated.
- 276 NORCAP comes off as a bit of an "administration hub" sending people out on missions - does not feel it is very involved with the effect of those missions; a feeling that their hearts are not in it "hear nothing, see nothing, do nothing" attitude.

- 277 Highly abused by UNHCR - use it to cover up their inability to recruit from outside so when they need skilled people, they use the roster.
- 278 Although the briefing was thorough at the HQ of the NRC, the practical preparations for the mission was chaotic. Logistically, nothing was prepared. Furthermore we were forced to leave for Haiti due to political reasons. The Ministry of Foreign Affairs - MFA - was financing the operations and wanted action. NRC is totally dependent of the MFA by all means and they jump when they are told to.
- 279 Very personally dependent on their advisers. Some make a great difference, few lack social skills, contextual understanding and proactive attitude.
- 280 There are a lot of technicalities ignored by the NRC and they are crucial to deliver and influence. The salaries are much lower than the staff members in the same level as the host organisation.
- 281 I still don't understand if I can be part of NORCAP or not because of my Canadian nationality.
- 282 Too long time between secondments and very little interest from NRC/NORCAP to reply on questions, etc.
- 283 They rotate their own administrative staff too often, which creates confusion and BIG misunderstandings / errors.
- 284 Lacking in the survey: the communication between NRC/NORCAP and the secondee in the field: the need for support from NRC.
- 285 Why NORCAP/NRC? I'm a NORCAP roster member. I have never worked for NRC.
- 286 Could generate some frustration.
- 287 The total duration of my secondment with NRC is two months. The contracts were transferred to NORDEM afterwards.
- 288 My contact person at NRC is very slow to deal with my administrative issues and because of that, I have been getting short term contracts, which affects my personal and professional life.
- 289 I previously said that I do not "feel" NORCAP or NRC while in the field, I first of all see myself as the technical resource person.
- 290 What I did not like, and I think NORCAP needs to think seriously about, was that one of the colleagues (a secondee) who is Norwegian was offered a vehicle through the local NRC office to drive, while two other secondees in addition to myself, did not and this is not a good example of treating all secondees fairly and equally. It just leaves a bad taste in one's mouth. If they are going to do that they must do it for everybody, and or provide ability for everybody to do it.

SUGGESTIONS, ETC

- 291 I am proud to be the member of NORCAP/NRC however given the size and importance of the roster in responding UN needs, I think that there should be more strategic approach in secondments (or if there is a strategy it should be introduced to the members).
- 292 Should communicate with its roster experts often.
- 293 Should have the attitude of a Norwegian employer towards the secondee.
- 294 Very good to be a neutral voice and not be mired in the interests of the UN organisation.
- 295 An edge of seriousness and idealism would be appreciated.
- 296 Before departure to the assignment, provide enough information on the destination country.
- 297 There should be motivation for those who perform well on missions by elevating them to higher levels.
- 298 Increase the trainings for secondees; Give opportunities to NORCAP secondees to switch the programs within NRC staff when they want to do that according to competencies and expertise; Harmonise the status of NORCAP secondees to ProCap and GenCap secondees status in terms of salaries and advantages.
- 299 It is important that NRC implements monitoring mechanisms to ensure that the MoU is followed because it is misleading. Should clarify some terms and conditions of the MoU that creates a problem to understand.
- 300 Keep supporting the secondees by asking the host organisations about the working environment as well as the living conditions in the field.
- 301 NORCAP should keep in closer contact with its secondees.
- 302 Many things need to be improved.
- 303 Linking emergency to development can be one of the area.
- 304 Lacking in the survey: the communication between NRC/NORCAP and the secondee in the field: the need for support from NRC.
- 305 In some questions I have an impression that you are talking about two different organisations, (NRC/NORCAP), I was thinking that NORCAP is a part of NRC?
- 306 Review the salary scale of secondees taking into consideration UN Salaries. Could generate some frustration.
- 307 To improve in contact with secondees.
- 308 Communication between NRC and Secondees is very good, timely responding. What I see missing is the physical follow up either with host organisation or secondee.
- 309 I think NRC should pay the same scale to citizens other than Norwegians.
- 310 NORCAP/NRC could have established a pension fund for the secondees.
- 311 NORCAP/NRC is very supportive for secondees when they have an assignment, and before and after an assignment. Between assignments there should be more follow-up on emergency matters.
- 312 NORCAP/NRC should insist that their secondees should be treated equally, not to be looked down upon.

313 Plus de soutien et suivi de la part de NRC. un fort besoin de renforcement de capacites. depuis 2008, je n'ai aps recu de formation de NRC. je dois negocier avec l'organisation hote pour avoir acces a une formation

- 314 They should create a link where secondees can chat online exchanging their ideas, experiences to improve their field works. Secondees should be grouped according to their field of work, country of origin. All deployments reports should be posted there as resources.
- 315 Make sure in the field level host organisations have information on how to treat secondment staff in reference to the MoU signed at HQ. Be sure to organise a briefing session prior to deployment.
- 316 NRC/NORCAP may give more visibility materials to secondees.
- 317 NRC need to communicate/talk to its secondee at least once a month if not fortnightly.
- 318 NRC should clear with the host organisation not to change the ToR once the secondee joins the position and provide all kinds of support and good behaviour as team member.
- 319 NRC/NORCAP should provide us with country specific information before being deployed (dress code etc.). I would also like to receive the UN security report for my country of deployment before leaving.
- 320 Let NRC/NORCAP explore the possibility of assisting the secondees with a separate cut away money of 25% of the net salary, saved into an account in Oslo and paid to the secondees at the end of their assignment. It will help the secondees upon returning home with our last salary received.

Others

POSITIVE COMMENTS

- 321 The filed visits and support by NRC and the Director are tremendous.
- 322 Working in Kakuma I also was exposed to conflict resolution in the office and now have gone in a totally different direction, inspired by this experience and have just been accepted to a one year PHD programme on analytical psychology in Zurich. Would like to work in psycho-social support and mental health in future, if possible with NRC.
- 323 In fact, I am so happy and proud to be a member of NORCAP - worked in 3 African and 1 South Asian Countries in 3 years time.
- 324 Working as a secondee for NRC helped me preserve somewhat of an Esprit of NGOs while at the same time working for the UN; it was a good balance for me, in which I could highly perform.
- 325 Thank you!

NEGATIVE COMMENTS

- 326 Currently I am not registered on the NORCAP roster nor NRC.
- 327 It is rare that you are given the chance to decide on upgrading courses.
- 328 The NRC is mostly used to send individuals to their missions. To handle a team and heavy material/machinery was too much for them. I wrote a very critical evaluation with the approval of the entire team. The result was that I was taken out of the NORCAP list, also for election observations. The NCR is not involved in these missions, this is the task of the SMR. However, the NCR at that time handled practical issues like travels, salaries etc.
- 329 I am not seconded anywhere at the moment.
- 330 Main problem with NRC/NORCAP: HR policy - lack of support/communication with the secondees when in the field.
- 331 Although I am on roster of DRC as well but have never been seconded by them to any organisation.
- 332 Using our African national passports does not give easy access and same treatment as when you have the UNLP.
- 333 I have been seconded to a variety of agencies in different types of emergency settings, and each secondment has been a very different experience, so I found it rather difficult to answer some questions.
- 334 I think maybe they forgot that I qualify for receiving the TIPH medal.
- 335 Salaries to be reviewed. NOK - USD fluctuating exchange rate also affecting our salaries. Would not have been without this experience.
- 336 If there would have been an NRC office in the country, I would have contacted them, but I have never been deployed to a country with an NRC office.
- 337 Am still in Syria and Skype or other communications is difficult. Other agencies like MSB, they do provide their secondees with necessary and modern tools from PC, Modem, smart Telephone set, without taking the risk of not being available in country offices.
- 338 My mission statement is to work with the people and not for them.

SUGGESTIONS

- 339 One practical suggestion (related to the documents) NRC/NORCAP could request from UN (if possible) to issue the UNLP for secondees. While I was working in Liberia I did not feel that matters a lot but given the complexity of the political situation in the Middle East, it would be useful to have that document when working there.
- 340 Would like to work in psycho-social support and mental health in future, if possible with NRC.

- 341 NORCAP should do more to help the UN to reform its recruitment system.
- 342 I am sorry I can't be much of help in providing you with information about secondee's experience. I was an UNHCR Intern and offered me a consultancy contract. Organisation had to "outsource" my contract because of internal HR policies regarding Interns becoming Consultants. I have been therefore contracted through a partner agreement between UNHCR and NRC/NORCAP.
- 343 With time you get used to things and that is the reason why better treatment should be granted to long term members.
- 344 Being a female humanitarian expert, being bi-national (French and Cameroonian) taking advantage of both cultural environments. It will be too much to put down here.
- 345 Amelierer l'accès aux soins médicaux en donnant 1 mois de suivi médical après la fin d'un contrat.
- 346 My status is a bit unusual and therefore my comments may not apply to a standard NORCAP/NRC secondment.
- 347 It would be better for NORCAP/NRC to consider some advantages for the family of the secondee and provide the pension fees to the secondees as they do in host organisations for their staff to secure the secondee at the end of mission.
- 348 Salaries to be reviewed.
- 349 I personally feel that there is a definite need to provide further protection and commitment from the organisations to the secondees.
- 350 After at least five years of being a secondee, the person should become NRC staff completely (Job / career).
- 351 Capacity building.
- 352 Submit survey both in English and French.
- 353 The project target should not be only population as it should be others (i.e. local authorities, institutions, etc).
- 354 I strongly request and hope that NRC will provide us trainings in order to train us with internal logistics systems of all UN agencies who hire or need secondees in the field of logistics so that they will be thoroughly familiar with how to run their jobs when deployed to the field.

Annex 3: Field work itinerary and list of interviews

Annex 3a: Field work itinerary

Pakistan: Where	When	Who
NRC Pakistan Country Office, Peshawar	Nov 15–22th	Björn Ternström, Japhet Makongo (left 21st)
Charsadda, KP	Nov 16 th	Björn Ternström, Nousheen Khan and Abid Rehman
Ghari Momin, Nowshera, KP	Nov 17 th	Björn Ternström, Nousheen Khan and Abid Rehman
Prang, Charsadda, KP	Nov 18 th	Björn Ternström, Nousheen Khan and Abid Rehman
Jalozai camp, KP	Nov 18th	Japhet Makongo with enumerators
NRC Pakistan Country Office, Peshawar	Nov 19 th	Field work cancelled for security reasons
Jalozai camp, KP	Nov 20 th	Enumerators
Bajaur, FATA	Nov 18th–20th	Enumerators
Expats evacuated	Nov 22 nd	NRC evacuated all expats to Islamabad due to security concerns

Somalia: Where	When	Who
Regional Office Nairobi	Sept 25–28th, Oct 13–15th	Björn Ternström
Mogadishu (South Central)	Sept 25–28th	Anne Davies, Liban Hassan
Bossaso (Puntland)	Sept 30th–Oct 4th	Björn Ternström (until 2 Oct) Anne Davies, Liban Hassan
Hargeisa (Somaliland)	Sept 30th	Japhet Makongo
Burao (Somaliland)	Oct 1–5th	Björn Ternström (arr. 2nd) Japhet Makongo

South Sudan: Where	When	Who
Regional Office Nairobi	Sept 25th	Charles Byamugisha and Björn Ternström
Country Office Juba	Oct 3 - 4th Oct 7th	Charles Byamugisha and Leben Moro Björn Ternström and Japhet Makongo
Aweil	Oct 5 – 7th	Charles Byamugisha and Leben Moro
Aweil	Oct 7 – 12th	Björn Ternström and Japhet Makongo
Alek/Warrap	Oct 9 - 12th	Charles Byamugisha and Leben Moro
Juba	Oct 12th	Feedback session Management team, Ternström
Juba	Oct 13th	Full team
Juba	Oct 16-22nd	Follow up interviews, Leben Moro
Juba	Oct 22nd	Feedback session with Country Director, L. Moro

EVALUATION REPORTS

4.00	En kartlegging av erfaringer med norsk bistand gjennomfrivillige organisasjoner 1987–1999	2.08	Study: Anti- Corruption Approaches. A Literature Review
5.00	Evaluation of the NUFU programme	3.08	Evaluation: Mid-term Evaluation the EEA Grants
6.00	Making Government Smaller and More Efficient.The Botswana Case	4.08	Evaluation: Evaluation of Norwegian HIV/AIDS Responses
7.00	Evaluation of the Norwegian Plan of Action for Nuclear Safety Priorities, Organisation, Implementation	5.08	Evaluation: Evaluation of the Norwegian Research and Development Activities in Conflict Prevention and Peace-building
8.00	Evaluation of the Norwegian Mixed Credits Programme	6.08	Evaluation: Evaluation of Norwegian Development Cooperation in the Fisheries Sector
9.00	"Norwegians? Who needs Norwegians?" Explaining the Oslo Back Channel: Norway's Political Past in the Middle East	1.09	Evaluation: Joint Evaluation of Nepal's Education for All 2004-2009 Sector Programme
10.00	Taken for Granted? An Evaluation of Norway's Special Grant for the Environment	1.09	Study Report: Global Aid Architecture and the Health Millennium Development Goals
1.01	Evaluation of the Norwegian Human Rights Fund	2.09	Evaluation: Mid-Term Evaluation of the Joint Donor Team in Juba, Sudan
2.01	Economic Impacts on the Least Developed Countries of the Elimination of Import Tariffs on their Products	2.09	Study Report: A synthesis of Evaluations of Environment Assistance by Multilateral Organisations
3.01	Evaluation of the Public Support to the Norwegian NGOs Working in Nicaragua 1994–1999	3.09	Evaluation: Evaluation of Norwegian Development Cooperation through Norwegian Non-Governmental Organisations in Northern Uganda (2003-2007)
3A.01	Evaluación del Apoyo Público a las ONGs Noruegas que Trabajan en Nicaragua 1994–1999	3.09	Study Report: Evaluation of Norwegian Business-related Assistance Sri Lanka Case Study
4.01	The International Monetary Fund and the World Bank Cooperation on Poverty Reduction	4.09	Evaluation: Evaluation of Norwegian Support to the Protection of Cultural Heritage
5.01	Evaluation of Development Co-operation between Bangladesh and Norway, 1995–2000	4.09	Study Report: Norwegian Environmental Action Plan
6.01	Can democratisation prevent conflicts? Lessons from sub-Saharan Africa	5.09	Evaluation: Evaluation of Norwegian Support to Peacebuilding in Haiti 1998–2008
7.01	Reconciliation Among Young People in the Balkans An Evaluation of the Post Pessimist Network	6.09	Evaluation: Evaluation of the Humanitarian Mine Action Activities of Norwegian People's Aid
1.02	Evaluation of the Norwegian Resource Bank for Democracy and Human Rights (NORDEM)	7.09	Evaluation: Evaluation of the Norwegian Programme for Development, Research and Education (NUFU) and of Norad's Programme for Master Studies (NOMA)
2.02	Evaluation of the International Humanitarian Assistance of the Norwegian Red Cross	1.10	Evaluation: Evaluation of the Norwegian Centre for Democracy Support 2002–2009
3.02	Evaluation of ACOPAM An ILO program for "Cooperative and Organizational Support to Grassroots Initiatives" in Western Africa 1978 – 1999	2.10	Synthesis Study: Support to Legislatures
3A.02	Évaluation du programme ACOPAM Un programme du BIT sur l'« Appui associatif et coopératif aux Initiatives de Développement à la Base » en Afrique de l'Ouest de 1978 à 1999	3.10	Synthesis Main Report: Evaluation of Norwegian Business-related Assistance
4.02	Legal Aid Against the Odds Evaluation of the Civil Rights Project (CRP) of the Norwegian Refugee Council in former Yugoslavia	4.10	Study: Evaluation of Norwegian Business-related Assistance South Africa Case Study
1.03	Evaluation of the Norwegian Investment Fund for Developing Countries (Norfund)	5.10	Study: Evaluation of Norwegian Business-related Assistance Bangladesh Case Study
2.03	Evaluation of the Norwegian Education Trust Fund for Africa in the World Bank	6.10	Study: Evaluation of Norwegian Business-related Assistance Uganda Case Study
3.03	Evaluering av Bistandstorgets Evalueringsnettverk	7.10	Evaluation: Evaluation of Norwegian Development Cooperation with the Western Balkans
1.04	Towards Strategic Framework for Peace-building: Getting Their Act Together. Overview Report of the Joint Utstein Study of the Peacebuilding.	8.10	Evaluation: Evaluation of Transparency International
2.04	Norwegian Peace-building policies: Lessons Learnt and Challenges Ahead	9.10	Study: Evaluability Study of Partnership Initiatives
3.04	Evaluation of CESAR's activities in the Middle East Funded by Norway	10.10	Evaluation: Democracy Support through the United Nations
4.04	Evaluering av ordningen med støtte gjennom paraplyorganisasjoner. Eksemplifisert ved støtte til Norsk Misjons Bistandsnemda og Atlas-alliansen	11.10	Evaluation: Evaluation of the International Organization for Migration and its Efforts to Combat Human Trafficking
5.04	Study of the impact of the work of FORUT in Sri Lanka: Building Civil Society	12.10	Evaluation: Real-Time Evaluation of Norway's International Climate and Forest Initiative (NICFI)
6.04	Study of the impact of the work of Save the Children Norway in Ethiopia: Building Civil Society	13.10	Evaluation: Real-Time Evaluation of Norway's International Climate and Forest Initiative. Country Report: Brasil
1.05	–Study: Study of the impact of the work of FORUT in Sri Lanka and Save the Children Norway in Ethiopia: Building Civil Society	14.10	Evaluation: Real-Time Evaluation of Norway's International Climate and Forest Initiative. Country Report: Democratic Republic of Congo
1.05	–Evaluation: Evaluation of the Norad Fellowship Programme	15.10	Evaluation: Real-Time Evaluation of Norway's International Climate and Forest Initiative. Country Report: Guyana
2.05	–Evaluation: Women Can Do It – an evaluation of the WCDI programme in the Western Balkans	16.10	Evaluation: Real-Time Evaluation of Norway's International Climate and Forest Initiative. Country Report: Indonesia
3.05	Gender and Development – a review of evaluation report 1997–2004	17.10	Evaluation: Real-Time Evaluation of Norway's International Climate and Forest Initiative. Country Report: Tanzania
4.05	Evaluation of the Framework Agreement between the Government of Norway and the United Nations Environment Programme (UNEP)	18.10	Evaluation: Real-Time Evaluation of Norway's International Climate and Forest Initiative
5.05	Evaluation of the "Strategy for Women and Gender Equality in Development Cooperation (1997–2005)"	1.11	Evaluation: Results of Development Cooperation through Norwegian NGO's in East Africa
1.06	Inter-Ministerial Cooperation. An Effective Model for Capacity Development?	2.11	Evaluation: Evaluation of Research on Norwegian Development Assistance
2.06	Evaluation of Fredskorpset	3.11	Evaluation: Evaluation of the Strategy for Norway's Culture and Sports Cooperation with Countries in the South
1.06	– Synthesis Report: Lessons from Evaluations of Women and Gender Equality in Development Cooperation	4.11	Study: Contextual Choices in Fighting Corruption: Lessons Learned
1.07	Evaluation of the Norwegian Petroleum-Related Assistance	5.11	Pawns of Peace. Evaluation of Norwegian peace efforts in Sri Lanka, 1997-2009
1.07	– Synteserapport: Humanitær innsats ved naturkatastrofer: En syntese av evalueringstfunn	6.11	Joint Evaluation of Support to Anti-Corruption Efforts, 2002-2009
1.07	– Study: The Norwegian International Effort against Female Genital Mutilation	7.11	Evaluation: Evaluation of Norwegian Development Cooperation to Promote Human Rights
2.07	Evaluation of Norwegian Power-related Assistance	8.11	Norway's Trade Related Assistance through Multilateral Organizations: A Synthesis Study
2.07	– Study Development Cooperation through Norwegian NGOs in South America	9.11	Activity-Based Financial Flows in UN System: A study of Select UN Organisations Volume 1 Synthesis Volume 2 Case Studies
3.07	Evaluation of the Effects of the using M-621 Cargo Trucks in Humanitarian Transport Operations	10.11	Evaluation of Norwegian Health Sector Support to Botswana
4.07	Evaluation of Norwegian Development Support to Zambia (1991 - 2005)	1.12	Mainstreaming disability in the new development paradigm. Evaluation of Norwegian support to promote the rights of persons with disabilities.
5.07	Evaluation of the Development Cooperation to Norwegian NGOs in Guatemala	2.12	Hunting for Per Diem. The uses and Abuses of Travel Compensation in Three Developing Countries
1.08	Evaluation: Evaluation of the Norwegian Emergency Preparedness System (NOREPS)	3.12	Evaluation of Norwegian Development Cooperation with Afghanistan 2001-2011
1.08	Study: The challenge of Assessing Aid Impact: A review of Norwegian Evaluation Practise	4.12	Evaluation of the Health Results Innovation Trust Fund
1.08	Synthesis Study: On Best Practise and Innovative Approaches to Capacity Development in Low Income African Countries	5.12	Real-Time Evaluation of Norway's International Climate and Forest Initiative. Lessons Learned from Support to Civil Society Organisations. Facing the Resource Curse: Norway's Oil for Development Program
2.08	Evaluation: Joint Evaluation of the Trust Fund for Environmentally and Socially Sustainable Development (TFESSD)	6.12	A Study of Monitoring and Evaluation in Six Norwegian Civil Society Organisations
2.08	Synthesis Study: Cash Transfers Contributing to Social Protection: A Synthesis of Evaluation Findings	7.12	Use of Evaluations in the Norwegian Development Cooperation System
		8.12	Evaluation of Norway's Bilateral Agricultural Support to Food Security
		9.12	A Framework for Analysing Participation in Development
		1.13	Local Perceptions, Participation and Accountability in Malawi's Health Sector
		2.13	Evaluation of the Norway India Partnership Initiative for Maternal and Child Health

Norad

Norwegian Agency for
Development Cooperation

Postal address

P.O. Box 8034 Dep. NO-0030 OSLO

Visiting address

Ruseløkkveien 26, Oslo, Norway

Tel: +47 22 24 20 30

Fax: +47 22 24 20 31

postmottak@norad.no

www.norad.no