



NORWEGIAN
REFUGEE COUNCIL

Annual Report 2012

Unprecedented high levels of activity

In 2012, the Norwegian Refugee Council (NRC) assisted more displaced people than ever before. More than three million people received various kinds of protection and assistance through NRC's programmes in over 20 countries. The standby roster also had a higher level of activity than ever, with 348 seconded (181 man-years) to the UN and other international organisations. In financial terms, 2012 was also a record-setting year with a turnover of NOK 1.39 billion.

The Norwegian Refugee Council is Norway's largest international humanitarian organisation and NRC also has a central position in international aid work targeting refugees and internally displaced persons. In 2012, the organisation has further strengthened its role in the international humanitarian community and has increased the operational volume despite financial challenges internationally, in which fewer funds are granted to humanitarian work, in part due to the effects of the financial crisis. NRC has a clear Norwegian base, but also has a significant international profile. In 2012, Norwegian authorities (the Ministry of Foreign Affairs and the Norwegian Agency for Development Cooperation, Norad) contributed 44 per cent of the total turnover, foreign donors contributed 52 per cent, while the remaining four per cent were primarily from private Norwegian donors.

The greatest humanitarian challenge in 2012 was the deterioration of the civil war in Syria and the subsequent dramatic increase in the number of people forced to flee. More than one million

people have fled to neighbouring countries, while more than four million people are estimated to be internally displaced within Syria. NRC started aid work for Syrian refugees in the neighbouring countries, and became one of the most influential humanitarian actors in the region during 2012.

The kidnapping incident in Dadaab refugee camp, June 2012, is the most serious episode in NRCs more than 60 year long history. One person was killed, two were seriously injured and four people were kidnapped. The four kidnapped people were released after a few days. The entire organisation was deeply affected of the tragic event and sympathises with the people involved and the bereaved. The event has led NRC to conduct a thorough review of its security systems and several measures have been implemented to minimise the risk that something like this will happen again.

The Norwegian Refugee Council's Policy Paper

In 2012, to sharpen the profile of the organisation and meet the altered humanitarian challenges, the Board of the NRC adopted a revised Policy Paper for the organisation:

"The Norwegian Refugee Council works to protect the rights of displaced and vulnerable persons during crises.

Through our programmes we provide assistance to meet immediate humanitarian needs, prevent further displacement and contribute to durable solutions. Through our stand-by rosters we provide expertise as a strategic partner to the UN, as well as to national and international actors. Through our advocacy we strive for rights to be upheld and for lasting solutions to be achieved.

NRC takes action during situations of armed conflict, and engages in other contexts where our competencies will add value. We are a rights based organisation and are committed to the principles of humanity, neutrality, independence and impartiality."

Programme activities

In 2012, several measures were implemented to ensure that NRC's humanitarian work remains relevant, innovative and of high quality. A new programme policy was prepared in which WASH (Water, Sanitation and Hygiene) was identified as a new core competency. The work on security

was strengthened and the chief of security in the organisation was included as a part of the management group. Measures will be initiated to strengthen NRC's competencies within gender-based violence through a three-year pilot project. A new monitoring and evaluation system was developed to improve NRC's documentation of results and the relevance of programme activities.

NRC has five core competency areas. In 2102, camp operation was phased out as a separate core competency and was replaced by WASH. In 2012, the construction of homes and schools represented the largest programme activity when measured by cost, totalling 39 % of programme costs. This was followed by education (18%); information, advising and legal assistance (17%); food security (17%); camp operations (5%); WASH (1%) and other (3%).

Out of the approximately three million refugees and internally displaced persons that NRC supported in 2012, girls and women make up 49 per cent of the recipients. The countries where NRC provides aid to the most people is Pakistan, the Democratic Republic of Congo, Afghanistan, Somalia and Kenya.

In 2012, NRC provided aid in 22 countries: Burkina Faso, Ivory Coast, the Democratic Republic of Congo, Yemen, Kenya, Somalia, Ethiopia, Liberia, South Sudan, Uganda, Zimbabwe, Afghanistan, Pakistan, Myanmar, Sri Lanka, Iran, Iraq, Lebanon, Jordan, Palestine, Colombia and Georgia.

Strengthened response capacity and access to new groups of refugees

NRC's ability to respond to new conflicts and catastrophes improved significantly in 2012. The Rapid Response team, which was established in 2012, started new country programmes in Burkina Faso and Jordan. At the end of the year, the team was involved in the work related to the crisis in Syria.

An intensification of the conflict in Mali at the start of 2012 led to an increase in the number of refugees fleeing to neighbouring Burkina Faso. NRC therefore decided to start a programme in Burkina Faso, mainly providing support for the construction of shelters in refugee camps. In the second half of 2012, a decision was made to survey the situation for internally displaced persons in the southern parts of Mali. At the end of the year, NRC resolved to start aid work in Mali as well. This work will be organised by NRC's office in the Ivory Coast.

In 2012, NRC established an extensive regional response to the crisis in Syria by providing aid to people who had fled to the neighbouring countries of Lebanon, Jordan and Iraq. NRC started a new country programme in Jordan in the second half of 2012, and quickly established itself as an important humanitarian actor in the on-going aid work. NRC's most important task in Jordan is to support the operation of the Zaatari camp through the distribution of materials for tent construction and general aid materials, as well by assisting the educational programme in the camp. In Lebanon, Syrian refugees primarily live with host families, and NRC has assisted in the upgrade and repair of houses and in educational programmes, in addition to distributing aid materials. In the Kurdish areas of Iraq, NRC has distributed aid materials to refugees in the Domiz camp. In the new year, NRC will establish an educational programme for Syrian children living outside the camp.

In addition, NRC succeeded in obtaining access to new areas in existing programme countries. In the Democratic Republic of Congo NRC continued to increase the scope of aid in new areas such as Walikale, and in Pakistan NRC succeeded in reaching out to new groups of displaced in Baluchistan. In Myanmar NRC has changed from only working with shelters to now also working with education and assistance in providing ID cards to people internally displaced by conflict in the southern parts of the country.

People continue to be displaced in the Horn of Africa. In Yemen, NRC signed an agreement with the authorities at the start of the year to provide assistance to refugees who have come to Yemen from the Horn of Africa, and to internally displaced persons from the conflict in North Yemen. NRC has helped by distributing aid materials and by providing temporary shelter for internally displaced persons. The programme will be developed to include activities related to education and food security.

NRC applied for registration in Djibouti at the turn of the year to provide aid to refugees from Somalia. The programme will be managed by NRC's office in Somaliland and start-up is planned for spring 2013.

The kidnapping in Dadaab

The organisation was tested when a column of three cars from NRC was attacked near Dadaab in Kenya. A driver was killed in the attack, and two employees were seriously wounded. Another four people were kidnapped, but were released in a rescue mission three days later. This was the most serious security event in NRC's more than 60-year long history.

NRC takes the event very seriously and is profoundly sorry that life was lost. We are very relieved that those kidnapped were brought to safety with no serious injuries.

NRC has extensive safety plans and routines that are implemented when serious events like this take place. The entire organisation gave full priority to the safety of those kidnapped and to the follow-up of next of kin.

NRC started a review of the event immediately, and two months later we presented an extensive report that provided a good basis for the assessment of our preparedness and handling of relevant issues before and during the event. This report also contained more than 100 measures to strengthen the systems of security and risk management in all parts of the organisation.

A structured follow-up of the report was implemented afterwards, including an external assessment of the evaluation report and the suggested improvements. An external assessment of NRC's over-all security system and overarching approach to risk management was conducted. The external review supports the findings in NRC report, including the conclusion that there is a need for some systematic improvements so that the organisation gains more knowledge of security threats and thereby a better basis for decision-making.

The attack led to a demanding information situation, and there was a tremendous number of enquiries from Norwegian and international media. Concern for the safety of those who had been kidnapped guided decisions about all information that was released. The Norwegian Refugee Council is very grateful for the good collaboration with the media during these critical days.

In the Board's assessment, NRC employees have received good information about the handling of the event and the subsequent process. An internal version of the report, where some security sensitive information has been removed, has been prepared and shared with NRC employees.

The follow-up of those who were directly affected by this serious event will continue for as long as necessary.

Emergency standby rosters

The mandate for the NRC's emergency standby rosters states that they are to support international operations in all stages of a crisis. Additionally, the NORCAP standby roster provides monitoring and early warning, reconstruction, and development of sustainable structures and democracy. NORCAP has a target of always having 650 people with varied occupational backgrounds ready for deployment in international operations at 72 hours' notice.

A broad spectrum of standby rosters

In collaboration with the UN and the Norwegian Ministry of Foreign Affairs, NRC has developed several special projects beyond NORCAP. The ProCap and GenCap standby rosters comprise specialists within emergency protection and the integration of gender perspectives in humanitarian operations, respectively. Further, the Standby Team of Mediation Experts (SBT) consists of recognised experts who contribute to dialogue processes and peace negotiations, while the Assessment Capacities Project (ACAPS) is a standby roster consisting of specialists who on assignment perform needs analyses before, during and after crises. The recently established Camp Coordination/Camp Management Capacities (CCCMCap) project, which is being run in collaboration with the International Organisation for Migration (IOM) and the UN High Commissioner for Refugees (UNHCR), also provides specialists within the coordination and operation of camps for refugees and internally displaced persons.

Historically high level of activity

With 348 single secondments with a total of 181 man-years, in 2012 the standby rosters provided a record level of support for international, regional and national actors' work to prevent and respond to different types of crises. More than 80 per cent of the support was secondments through NORCAP, while the other 20 per cent were distributed among the ProCap, GenCap, Standby Team of Mediation Experts (SBT) and ACAPS special projects. The volume of NORCAP's support to international operations increased by nine per cent from 2011 to 2012.

In 2012, the activities of the standby rosters were heavily focused on the civil war in Syria, the drought in the Sahel, and the conflict in Mali, as well as on the continuing unrest in Afghanistan, the Democratic Republic of Congo, South Sudan, Palestine and Yemen. Recurring natural disasters necessitated support for reconstruction projects that had already started in Pakistan and Haiti, and NRC also provided significant support in the Horn of Africa.

The UN is NORCAP's largest client, and the United Nations Children's Fund (UNICEF) and UNHCR were the largest recipients of personnel. The Emergency Response Department has agreements on secondments through NORCAP with 11 different UN organisations as well as IOM. Agreements with the United Nations Environment Programme (UNEP), the World Health Organization and the African Union (AU) are also being prepared. Additionally, the ProCap and GenCap special projects have an agreement with the UN Secretariat's Office for the Coordination of Humanitarian Affairs (OCHA) about recruitment and administration of personnel, while the SBT special project has an agreement with the UN Department of Political Affairs.

Information and advocacy

An active advocate

NRC works actively to improve protection for refugees and internally displaced persons through political advocacy in programme countries, international forums and in Norway. NRC especially emphasises the development of knowledge-based political recommendations from field work and seeks to ensure that these are relayed to relevant decision-makers and communicated in selected political processes. In 2012, NRC placed particular emphasis on challenges related to a lack of humanitarian access in emergency operations, property rights and the climate, which has been a main priority in recent years.

In 2012, NRC again focused on the importance of a principled approach to emergency aid. With support from the Humanitarian Aid and Civil Protection department of the European Commission (ECHO) and the Ministry of Foreign Affairs, NRC launched the "Tools for the Job: Supporting Principled Humanitarian Action" report, which was a collaborative project with the Humanitarian Policy Group (HPG). NRC also organised seminars in London, Geneva, Oslo and Dubai, where various challenges related to principled emergency aid were discussed.

The year concluded with a successful conference in Brussels. The "Principles in Practice:

Safeguarding Humanitarian Action" conference gathered 150 representatives from states, donors, NGOs and the UN, including Minister of Foreign Affairs Espen Barth Eide, EU Commissioner Kristalina Giorgieva, ICRC President Peter Maurer and Assistant Secretary General for Humanitarian Affairs for the Organisation of Muslim Cooperation, Atta Al-Manane Bakhit. The conference resulted in a number of recommendations that are now being brought to, for example, NRC's own bodies and participation in working groups in the Inter-Agency Standing Committee (IASC).

Within property law, a number of studies were conducted in programme countries, including Pakistan, Afghanistan, Myanmar and Iraq. The reports from the country programmes identified the most important challenges these countries are facing when building homes and schools. Based on these findings, several reports were prepared that will be used in advocacy work in relevant forums and in relation to decision-makers. Further, NRC has conducted studies in Afghanistan, Lebanon, South Sudan, Palestine, Colombia, and Liberia related to the property rights of displaced women. The findings from these studies will be collected in a series of reports and will be presented at conferences in 2013.

"The Nansen Initiative" was launched in October as a state-led process spearheaded by Norway and Switzerland. It is an important step in climate work, and NRC has been actively involved and contributed to the design of this process, both in form and substance, with regard to how people displaced by natural catastrophes can gain more systematic protection. Further, NRC worked with parliamentarians in East Africa to prepare a bill for crisis-prevention work related to natural catastrophes that reflects the humanitarian principles and protection of displaced persons which will be presented in the East African Legislative Assembly in April 2013.

Media is an important channel

NRC works actively to highlight neglected conflicts and especially to highlight the situation of displaced persons. Even in conflicts that already receive media focus, NRC plays an important role in highlighting the vulnerable situation of refugees and internally displaced persons, and their right to protection.

In 2012, the situation of internally displaced persons in Syria and Syrian refugees in neighbouring countries was central to NRC's information and advocacy work, which also helped trigger

increased financial support for the enormous needs in the region.

Developments in the Sahel region and in Mali in particular, also gave rise to concern, and NRC helped lift this onto the agenda in the Norwegian media and participated actively in the public debate.

Focus on internally displaced persons

The NRC's Internal Displacement Monitoring Centre (IDMC) in Geneva monitors the situation of internally displaced persons in approximately 50 countries. IDMC's extensive database is accessible online and in the annual Global Overview publication. The database is the foremost international source of information on internally displaced persons, and is used as a reference by the UN, governments, international media and academic institutions. IDMC launched the "Global Estimate" report for the fourth year in a row; this report estimates the number of persons who are internally displaced as a result of natural catastrophes. Further, IDMC has worked on the approval of the Kampala Convention, which was adopted in December for all African Union member countries.

Market activities

NRC entered 2012 with a record number of private donors, and the number has remained at a historically high level throughout the year. There is little attrition among donors, which is attributable to good reporting to donors, and good coverage in the media of NRC's work and the situation in the different countries where the donor money is used.

In connection with the Syrian crisis and NRC's aid work in the region, a number of collections have been organised, and the entire Christmas campaign was dedicated to the Syrian crisis. NRC's donors have shown great willingness to give in connection with the crisis, and many have donated multiple times. At the end of the year, NOK 2.1 million had been collected for Syrian refugees.

The 2012 Nansen Refugee Award was awarded to Mama Hawa from Somalia. During the annual ceremony in Geneva, with 800 specially invited guests, Mama Hawa's work for girls and women who have been displaced due to war and conflict was honoured by, among others, Nobel Peace Prize award-winner Leymah Gbowee and UN Goodwill Ambassador Barbara Hendricks. There

was great media interest in the award-winner: documentaries about Mama Hawa were translated into 11 languages and reached 350 million viewers through Euronews, Phoenix TV, Al Jazeera and the BBC. Large national broadcasters in Norway, Switzerland, Germany, Sweden and elsewhere also conveyed the moving story. The award ceremony is a collaboration between NRC, the UN High Commissioner for Refugees, Norwegian and Swiss authorities and the IKEA Foundation.

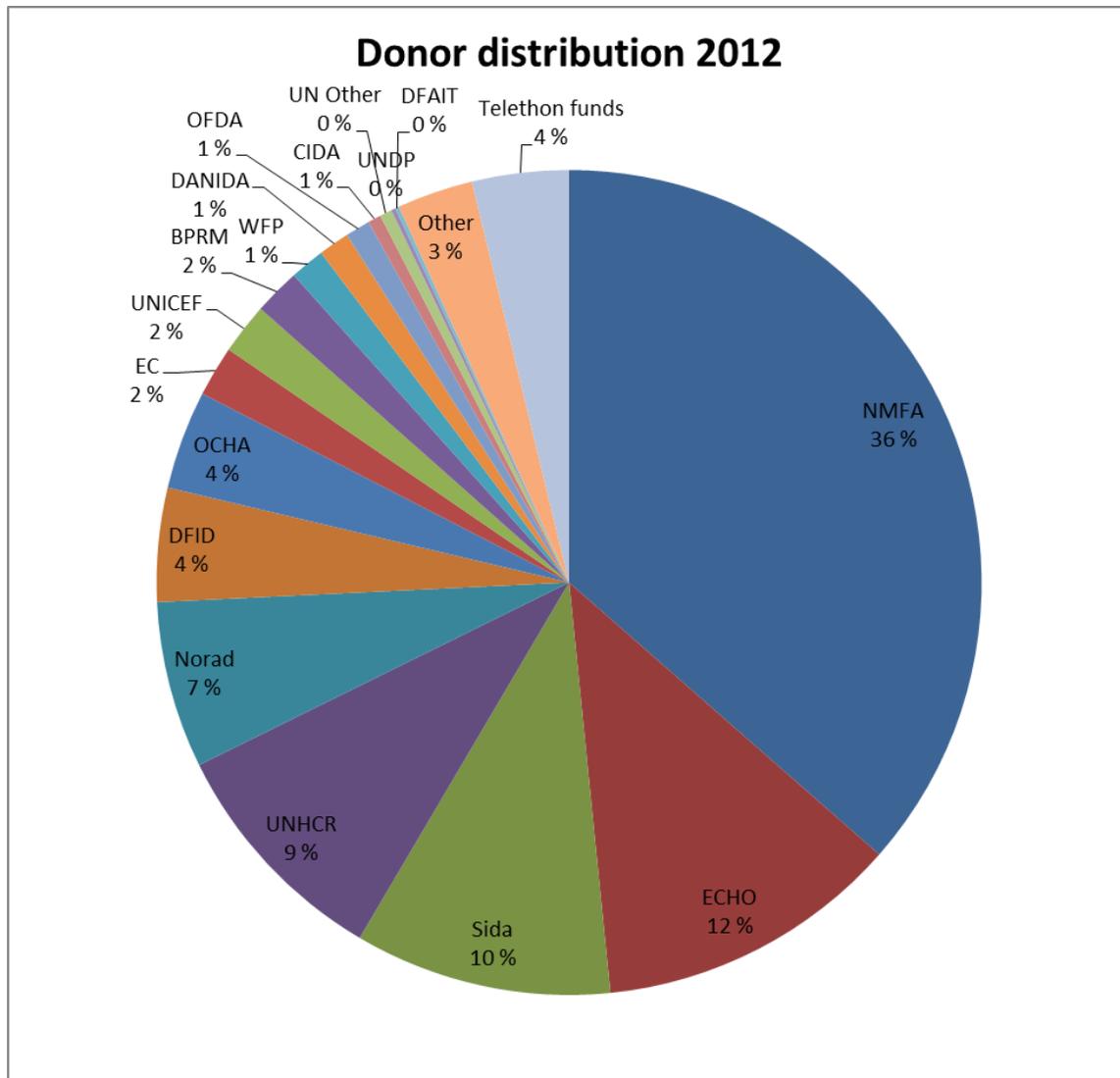
Organisational management, economics, and income basis

In 2012, NRC's gross income was NOK 1.39 billion, which is a 14 per cent increase over 2011. Ninety-eight per cent of costs were used to fulfil NRC's mandate. Since the 2008 financial year, NRC has used the temporary accounting standard for NGOs. Pursuant to this standard, the entire income of NOK 209 million from the 2010 telethon was recognised in 2010, even though the money will be used over a five-year period. The annual result shows a negative result of NOK 29.3 million. Other equity was nevertheless strengthened by NOK 17.1 million because NOK 46.4 million of the telethon funds were used in 2012. Other equity is the concept that best describes the financial result. Current assets amounted to NOK 614 million by the end of the year, against a short-term debt of NOK 308 million, which is a ratio of 2.0. This is satisfactory. Liquidity is good and the organisation has no long-term debt.

The organisation's activities are exposed to changes in exchange rates, as a significant part of both income and costs are in foreign currency. The donors carry most of the currency risk, but the organisation enters forward contracts to reduce the risk. As the organisation has no interest-carrying debt, increases in interest rates will lead to an improved result.

Broad donor base

In later years NRC has broadened the donor base so that it now includes a larger number of institutional donors. This is a strategic priority, and the Board has also been working on this. Having more donors gives NRC more security and predictability, but the different donor requirements have also led to an increase in professionalism in the organisation.



The Ministry of Foreign Affairs in Norway remains the largest contributor, and is an important strategic partner in most programme countries and in the deployment of personnel to the UN. NRC places great emphasis on the further development of this positive collaboration, but the targeted work on increasing allocations from foreign donors showed a positive development in 2012 as well, and NRC received more funds from foreign than from Norwegian donors. The largest foreign contributors were the EU system and the government of Sweden, various UN organisations (of which UNHCR was by far the largest contributor) and government authorities in Britain, USA, Denmark and Canada.

One important reason why NRC's position has been strengthened the last couple of years is the freedom of action that the support from private donors is providing. It is completely essential to

NRC to maintain the ability to respond quickly and efficiently to the humanitarian needs of refugees and internally displaced persons around the world. Another important reason for the positive 2012 result is that NRC implemented the significant increase in its level of activity without an equivalent increase in its administrative costs.

The income from the 2010 telethon will be very significant for NRC's level of activity and financial situation in the next several years. The funds are invested in accordance with NRC's and NRK's Fundraising Association's investment instructions.

The accounts are prepared on the assumption of continued operations, and the Board has confirmed that this assumption is correct.

Organisation and personnel

At the end of 2012, NRC had 3,626 employees. Of these, 3,123 were national employees, 168 were international employees at the country offices, 156 worked at the Head Office in Oslo, and 179 were at the time seconded through the standby rosters.

Skilled and motivated employees

NRC actively works to ensure and maintain a good work environment in the organisation. This is important in order to recruit skilled and engaged employees, and to retain and develop these employees in accordance with NRC strategies and objectives.

NRC continues to focus on the training and development of our employees, and management trainings were held for the management group, line managers and country directors. In 2102, management training was also included in all four introductory seminars and the HR seminar.

In 2012, a large working environment survey was conducted that covered the Head Office and country offices down to the project manager level. The results show that NRC employees have a high level of internal motivation, are satisfied with their jobs and find that their work is meaningful and that they have a great deal of autonomy in their work. The challenges that emerged in the survey were especially tied to organisation and roles/responsibility, in addition to regular follow-up from immediate supervisors.

Management and working environment

In 2012, managers at the Head Office and in the field offices conducted development discussions with their employees. Management have fixed meetings with the labour unions, and the Secretary General holds regular staff meetings for Head Office staff.

By using appropriate management tools and training, managers are able to achieve results for the organisation through their staff. NRC has seen that effective management contributes to our being able to respond quickly, effectively and with high quality aid.

The Working Environment Committee (AMU) has held three meetings during the year, and their discussions have included the following issues: Sick leaves; status of the activity plan; the occupational health service; the reporting of deviations related to health, safety, and the environment (HSE); safety inspections; and the preparation of a policy regarding the abuse and use of drugs and alcohol; as well as the working environment survey.

The Working Environment Committee (AMU) also helped revise the 2012 working environment survey, which provided guidelines for the planning of the 2013 working environment survey.

Sick leaves

In 2012, there was a 4.83 % sick leave rate at the Head Office, compared to 4.3 % in 2011 and 2.9 % in 2010. We note that there has been an increase over time in this area, and have therefore focused especially on this issue in our on-going HSE work to ensure that sick leaves are kept to as low a level as possible. The opportunities and obligations in the agreement on an inclusive workplace have been maintained. This means, for example, that NRC has a continuous focus on following up on employees on sick leave, with the goal of looking after and helping employees on long-term sick leave return to work.

Gender distribution and immigrant background

As of 31/12/2012, Head Office employees comprised 60% women and 40% men. At the Country Director level, there were 14 % women and 86 % men, while management with personnel responsibilities at the Head Office comprised 50 % men and 50 % women. The Head Office

management group consists of four women and four men. The Board consists of 56 % women and 44 % men. In terms of salaries, men and women are very similar; the difference is less than one per cent.

In the Head Office, 14 % of the employees have an immigrant background, which is defined as having immigrated to Norway or having parents who were both born outside of Norway.

NRC's recruitment and HR policy is to ensure equal opportunities and rights, and prevent discrimination based on ethnic origins, nationality, language, religion and beliefs.

NRC does not currently have any disabled employees in the Head Office.

The composition of the Board

In 2012, the Board was composed of

- Idar Kreutzer (Chair)
- Gisele Marchand (re-elected 7 May, Deputy Chair from 11 June)
- Bernt Bull (left the Board on 11 June)
- Kaci Kullmann Five (re-elected 7 May)
- Trygve G. Nordby (leaves the Board February 2013)
- Turid Læg Reid (left the Board 19 September)
- Ahmed Madar
- Cecilie Hellestveit
- Petra Storstein (employee representative)
- Martin Suvatne (employee representative)
- Merethe Nedrebø (deputy employee representative)
- Bente Rydland (deputy employee representative until 18 September)
- Stine Paus (deputy employee representative from 18 September)

On 18 September, Ingvill Fredriksen was elected as an employee representative with effect from 1 January 2013. On 5 December, Laila Bokhari and Leiv Lunde were elected to the Board with effect from January 2013.

The Board has held six ordinary Board meetings, two extraordinary Board meetings, and two Board seminars. The Board has discussed 74 cases in 2013.

The Board and the administration collaborated very well throughout 2012. The Board wishes to thank all employees for their excellent efforts.

Prospects for the next year

NRC will have the same strategic goals for 2013 as it did in 2012: to reach more people with quick and relevant emergency aid through our programme activities; to strengthen the rights and situations of displaced persons through targeted advocacy; and to support the UN, regional institutions and national governments through our standby rosters. To achieve these goals, NRC will focus on strengthening the organisation through various strategic projects, as well as increasing the focus on quality in every part of the organisation, strategic partnerships and a continuation of differentiating and increasing the share of flexible funding.

In a sector affected by less money due to the financial crisis and at the same time by more actors, competitiveness and quality become ever more important. NRC will face this challenge by strengthening the organisation internally and by focusing on cost effectiveness and innovation in our programmes in order to maintain and strengthen our position even further. Documentation of results and relevance is also important and NRC will prioritise a further development of our monitoring and evaluation (M&E) system in 2013. NRC will also continue its focus on "new" partners in the Gulf, and with the Organisation for Islamic Cooperation (OIC), as well as with the African Union (AU). NRC also aims to strengthen the collaboration with UNHCR through an updated collaboration agreement, and to continue our collaboration with our existing partners.

