

What activities other than development cooperation is organization engaged in, either in Norway or internationally?

The sole activity of the organization is development cooperation. This includes emergency relief and preparedness, and administrative support functions such as finance, human resources, fundraising, communication and constituency mobilization, as well as advocacy on development related issues in Norway.

c. Number of employees:

Account for the total number of people employed by the applicant: 1224 people

Number of employees and man-years working with the development cooperation:

• Number of employees in Norway as per 1 October 2010 including part-time and temporary staff:	170
• Number of expatriates in programme countries as per 1 October 2010:	32
• Number of local staff as per 31 December 2009:	1022
Total	1224

- d. Number of members:** Norwegian Church Aid has 23 institutional members and 3 observer organizations. These members are Churches, Church based organizations and Church of Norway dioceses. These members constitute the highest governance body which meets once a year. This Council elects the Board, approve the annual accounts and decide on overarching policy. NCA has in addition a network of some 1,300 volunteers, who organize local campaign groups and work for Norwegian Church Aid in congregations and on district level. The organization has also a campaign network of around 11,500 people.

Number of regular donors: Around 27,200 people donate regularly to Norwegian Church Aid. These are included in an average of 55,000 people for the last three years, who donate every year.

e. Is the organization a member of an international network, and if so, which?

Norwegian Church Aid (NCA) is a member of the *Action by Churches Together (ACT) Alliance*, which was formally established on 1 January 2010 by a merger of ACT International (for emergency relief) and ACT Development (for long-term development). The ACT Alliance is comprised of church and church-related member organizations from 60 countries both in the South and North, who “...work together for positive and sustainable change in the lives of people affected by poverty and injustice through coordinated and effective humanitarian, development and advocacy work”. (Mission statement, ACT founding document from 27 February 2009). For more information see www.actalliance.org

In addition NCA is member of (for more information on NCA’s affiliations, see: www.kirkensnodhjelp.no/Om-Kirkens-Nodhjelp/Om-Kirkens-Nodhjelp/Vart-globale-nettverk/ and <http://www.kirkensnodhjelp.no/en/About-NCA/About-NCA/Accountability-Commitments>):

- Association of World Council of Churches related Development Organizations in Europe (APRODEV), which objective is to “...influence decision-making processes in

the European Union institutions as these affect developing countries, in order to promote justice and peace, and the eradication of poverty". (See: www.aprodev.eu)

- *European Network on Debt and Development (EUROPAD), which is a network of 58 non-governmental organizations from 19 European countries working on issues related to debt, development finance and poverty reduction. (See: www.eurodad.org)*

and observer of:

- *World Council of Churches (WCC), which is a fellowship of 349 churches, denominations and church fellowships in more than 110 countries and territories, representing over 560 million Christians including most of the world's Orthodox churches. See: www.oikoumene.org/en/home.html*

f. What type of legal entity is the organization (foundation, association, etc.)?

Norwegian Church Aid (NCA) is a diaconal organization registered in Brønnøysundregisterene (the Brønnøysund Register Center) as a "forening/lag/innretning" (association/club/organization) under organization number 951 434 353.

In addition, NCA is registered as a non-profit organization in each country in which it operates, in accordance with national laws and regulations.

g. How and by whom are decisions regarding development cooperation programmes made?

The overall direction for NCA's development work including its vision, mission, values and commitments, are decided by the Council every ten years and based on a consultative process within the organization and its constituency. Each five years a new Global Strategy is approved by NCA's Board. This strategy provides the frame for thematic and geographic priorities. New programmes and projects are developed by NCA's local partners and representations and approved by the Director of the organization's Department of International Programmes in line with the Global Strategy. This approval process consists of two stages; the five-year country plans, setting the strategic direction for the organization's work within each country, and every year, the annual budgets and plans for its country programmes.

1.2. DEVELOPMENT COOPERATION STRATEGY AND EXPERTISE
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The following questions cover all of the organizations activities, not only those concerned by the application for Norad financing.

a. Explain the organizations set of values, overarching goal and development cooperation strategy, hereunder thematic and geographical areas of priority?

The vision of Norwegian Church Aid (NCA) is "Together for a Just World". For explanations on the vision as well as the organization's mission, values and, standards and commitments for development cooperation, see the attached document *Together for a just world* approved by NCA's Council in May 2008.

On 5 May 2010 NCA's Board approved the new *Global Strategy 2011-2015 (GLS)*. This outlines NCA's strategies for contributing to favourable changes for poor and marginalized people, its approach to development cooperation and partnerships and, global strategic thematic and geographic priorities and programmes.

For the coming five year period, NCA's Strategic Priorities will be;

- 1) The Right to Peace and Security
- 2) Gender Justice
- 3) Economic Justice
- 4) Climate Justice
- 5) The Right to Water and Health.

NCA will focus on taking advantage of the integrated approach and potential synergies between the three working methods; long-term development, emergencies and advocacy. It will continue building stronger horizontal and vertical linkages in order to contribute to a momentum for global change. Please see chapter 4 for more details.

NCA has already started the process of geographic concentration. This will continue the coming five years with an aim to reduce the number of programme countries from 39 in 2011 to around 30 in 2015. For more information on the criteria for geographic concentration, see chapter 4.5 of the GLS as well as the attachment

b. Describe the organizations own technical and administrative experience and resources within development cooperation, its expertise on developing countries and thematic areas, as well as any other technical or professional resources available to the organization?

Norwegian Church Aid (NCA) has specialised staff in both thematic programme and financial and administrative areas at head office and representations. At head office level, thematic expertise includes currently gender-based violence, HIV and AIDS, peace and reconciliation, climate change and the environment, and indigenous people. Considerable expertise on policy and advocacy processes is located in NCA's development policy department. NCA has also an emergency preparedness division, which include an Emergency Rooster. The latter is in emergency relief situations coordinated with the Rapid Support Team of the ACT Alliance. See point 1.1.e. for a short description of this organization.

Financial and administrative competence includes the areas of human resources, quality assurance, procurement and logistics, and finance. The latter includes also internal auditors with extensive knowledge about auditing processes and risk management. Current processes that contribute to develop the organization's administrative and financial systems and expertise include:

- The implementation of the global finance system Maconomy, which will involve all country representations
- A stronger focus on accountability including anti-corruption both within the organization and with partners and in coordination with ACT
- A roll-out of a global document handling system called 360°
- A further development of NCA's global personnel policies and human resource management including the introduction of performance-based management.
- Further development of NCAs Routines and Guidelines
- Competence Management: Implementation of a global web based competence system (E-learning)

It is expected that all these developments will contribute to further improve the organization's accountability, transparency and efficiency.

NCA has decided to prioritize countries, where it has long-standing experience and presence. Its local expertise therefore includes extensive contextual knowledge of each country, and builds on programme history and long-serving staff and partner relationships. Further it is the result of capacity building by NCA on thematic priorities, working methods and concepts, and financial and administrative policies, procedures and systems.

In areas, where NCA and its partners, do not have extensive expertise in a specific area, it fosters cooperation with resource partners i.e. specialized non-governmental organizations, or academic or governmental institutions. The type and content of these partnerships vary from country to country depending on programme portfolio and identified gaps.

In the coming period NCA will continue to focus on coordination of resources within the ACT Alliance and with sister organizations. An example is the current merger of the three country programmes of NCA, Christian Aid (the UK) and DanChurchAid (Denmark) into one joint country programme with NCA as the lead agency. The further development of ACT national forums and the ACT Alliance will take both programmatic and administrative coordination forward during the coming five years. This will include taking advantage of expertise amongst members and joint capacity building efforts.

c. Describe briefly the organizations system for assuring the quality of programme implementation, applications, reports and reviews/evaluations, as well as any plans to further develop this system.

Norwegian Church Aid (NCA) has since 2006 had a web based handbook for its *Routines and Guidelines*¹ that is accessible for NCA staff, partners and other stakeholders. It is comprehensive and consists of all administrative and financial procedures and requirements, organizational issues such as codes of conducts, organisational charts, roles and responsibilities, and routines for Planning, Monitoring, Evaluation and Reporting (PMER).

NCA is using a Logical Framework Approach (LFA) project methodology for programme/project design. In line with the objective of concentration as outlined in the Global Strategy (GLS), the number of Global Programmes has been limited to twelve belonging to five Strategic Priorities. For each of these programmes, a Selected Output Indicator has been developed and will be reported on annually. They will be used for communication purposes, statistical comparisons between countries and years, and for follow-up of progress and impact. They will complement country programme reporting and qualitative methodologies, such as Significant Change Stories. The first year for collecting indicators from partners and representations will be 2011.

NCA will continue to use the LFA-based methodology at project and country programme level. However, as indicated by own evaluations and Norad's review of NCA's work, there is room for improvement. As a response, NCA has initiated a Planning, Monitoring, Evaluation and Reporting project (PMER project) to review the systems and guidelines for international development projects and programmes. An aim is to ensure that it supports results-based management throughout the entire project cycle.

It is an overall objective that the revised system will be simplified in terms of formats and clearer roles and responsibilities between NCA and partners, and better integration with the financial reporting system. Representations will be requested to use more

¹ The web-based compilation is password-protected. For access, contact the NCA.

systematically baselines to ensure both better programme/project design and evaluation of outcomes. An objective will be to improve technical quality assurance throughout the project cycle. Finally the development of new formats and systems will be coordinated with members of the ACT Alliance for better harmonization of planning, monitoring and reporting standards, and consequently ease the administrative burden on common partners.

d. Describe the organizations system for monitoring of their own local offices in partner countries, if any.

Each representation reports to the relevant geographic section under the Department of International Programmes. Besides the section head, a dedicated programme coordinator is responsible for the regular follow-up and support of the representations. The two are assisted in this task by a financial controller and, according to need, other support functions e.g. the emergency preparedness division, and human resource and thematic advisors.

The basis for monitoring of representations is the agreed upon five-year country plan and the annually approved budgets and plans. Representations are obliged to report on progress, deviations from plans, challenges and achievements twice a year through the representative periodical narrative report. This report is submitted in May and October together with the periodic financial report on income and expenditures. Reported deviations, major challenges and plans for corrective action are addressed in discussions between the resident representative and the section head.

Each year the representations produce an annual report and year-end financial statements, which are consolidated by NCA's finance department into a global statement. The representations' year-end statements are reviewed by the programme coordinators and financial controllers and audited locally as well as in Norway by internationally recognized auditing companies. Each auditing firm appointment is approved by NCA's Board.

In addition, reviews of representations' activities are conducted minimum once a year during field visits from the head office. These usually follow an agreed upon agenda, and may include reviews of particular areas of concern and meetings with partners and rights-holders.

Finally NCA's internal auditors visit each representation on a regularly basis. During these visits they assess the office's financial and administrative routines with the aim to detect weaknesses and recommend actions to reduce risks for amongst others fraud and misappropriations.

e. Describe the organizations systems for monitoring results and evaluation of its own development cooperation efforts.

Norwegian Church Aid (NCA) during the previous strategy period, 2005-2010, conducted several evaluations on global and national levels and of both thematic and country programmes and projects. These evaluations can be accessed through NORAD's publication database. See url: <http://www.norad.no/en/Tools+and+publications/Publications>

For the coming strategy period, 2011-2015, NCA will continue to emphasize the importance of regular evaluations. Each country programme has therefore been asked to

develop a plan for monitoring and evaluation of each of its programmes. This plan includes both periodic monitoring by for example field visits, partner meetings, and project and partners' assessments as well as more extensive evaluations of outcomes and impacts by external consultants.

NCA will focus more strongly in the coming period on revisiting and learning from evaluations in order to improve programme/project content and design, rights-holder focus and participation, partner cooperation, financial and administrative routines, and Planning, Monitoring, Evaluation and Reporting (PMER).

f. What is the added value that the organization can bring to local partners through its development cooperation efforts, and how can cooperation help to strengthen the capacity of local partners?

Norwegian Church Aid (NCA) has a long tradition for building sustainability through strengthening civil society organizations and local ownership. The organization's principle is to work through local partnerships in a spirit of mutual respect and trust. The aim is both to foster local ownership to actions contributing to improvement of the situation of right-holders', and to a strengthening of civil society (see Global Strategy chapter 3.1.1).

This principle and aim imply a gradual transfer to local partners of the responsibility for back donors' requirements to financial and administrative systems and to project management. The focus is hence not only on capacity building of partners on technical issues such as budget monitoring, water, peace-building and health, but also on organizational issues. To support this process, NCA will introduce new Organizational Capacity Assessment tools developed together with the ACT Alliance. These OCA tools will support the process of setting goals and agreeing with partners on capacity building activities. Until the partner is fully able to comply with donors' requirements, NCA will function both as a quality assurer and as a buffer, ensuring that the partner can focus on the primary objectives of its programmes and first of all on its accountability to right-holders.

NCA is particularly well positioned for strengthening church- and faith-based organizations as civil society actors. In many ways these organizations share similar challenges. NCA can reflect on the experience of its organization and its constituency to find a balanced approach for this group of partners for accompaniment and capacity building.

The organization can also build on its like-mindedness with faith-based partners to challenge church- and faith-based organizations to contribute to change both within their own organizations as well as in local communities. In the past, NCA has played a role for engaging faith-based organizations in peace and reconciliation e.g. in Ethiopia, Eritrea and Pakistan, in reduction of stigma and discrimination of people living with HIV and AIDS e.g. in Russia, Vietnam and 39 countries in Sub-Saharan Africa, and in addressing gender-based violence e.g. in Ethiopia and Zambia. More recently this has included promoting women in governance e.g. in Mali and engaging faith-based organizations in advocacy on local resource allocation and governance issues e.g. in Tanzania. All of these efforts have been accompanied with networking and capacity building efforts including on concepts such as the rights-based approach, "Do No Harm" and in the future the Humanitarian Accountability Partnership (HAP). See point 1.2.m, cover letter and attached documentation for more explanations of this concept.

In countries where the space for civil society is limited, NCA has and will continue to take advantage of the space available on a local level. It will also aim to further opening up

this space amongst others by contributing to greater mutual understanding and constructive dialogue between government authorities and in particular faith-based organizations. A more conducive environment for civil society organizations is a significant pre-requisite for successfully strengthening local partners.

As NCA can be a facilitator for increased coordination and cooperation between civil society actors and government institutions, the organization may also act as a facilitator for establishing contact between its partners and others on national, regional and international levels. In the past NCA has contributed to establishing contact between organizations of various faiths in Vietnam and in linking civil society organizations to national and regional resource partners as well as strategic alliances on national and regional levels. In the coming period, 2011-2015, NCA will continue to build on these experiences with horizontal and vertical networks and alliances, for the benefit of its partners.

g. Explain the principles underlying the choice of local partners and how is the principle of recipient responsibility is satisfied?

Norwegian Church Aid (NCA) in its Global Strategy for 2011-2015 (see chapter 3.1.3) groups partners into four main categories; core partners, programme support, resource organizations and strategic alliances. The Global Strategy also outlines principles of good partnerships and relationships (see chapter 3.1.2).

Core partners and partners for programme support are the main programme/project implementers and the link to local communities and authorities. The preference is for faith- and value-based organizations as core partners. While faith-based organizations draw their inspiration and guidance from a given religious tradition, value-based organizations share a common vision of a more just world. Criteria for selection of core partners include:

- Legitimacy in local and national contexts
- Rootedness
- Ability to organize development work in close dialogue with local communities
- Part of national or regional networks and alliances
- Ability to work with an integrated approach

Criteria for selection of *resource partners* are based on its very definition i.e. that they are specialized professional organizations and institutions that contribute to the success of the programme with their expertise. Their ability to use this competence for the benefit of the programme and rights-holders to fill a gap by the partner and NCA therefore becomes the criteria for selection.

The case is similar for *strategic alliances*, which are formed with organizations with common agendas and goals. Together with these organizations, partners and NCA, may share information, experiences and best practices and may for example advocate for particular concerns and issues. The common agenda and goal and the added value of the strategic alliance in terms of access to information, coordination and achieving advocacy goals, are all criteria for this choice of partners.

Recipient responsibility will be a priority area for the period 2011-2015. This will include establishing a clearer division of work between NCA and the partners with regard to planning, programme development and implementation, monitoring and evaluations, and reporting. A key instrument for ensuring recipient responsibility will be the Humanitarian Accountability Partnership. HAP focuses on partners' and NCA's mutual accountability

towards those affected by their decisions and actions. For more information see also point 1.2.m regarding accountability and HAP.

h. What are the principles underlying the choice of target groups?

Norwegian Church Aid (NCA) aims to “protect the dignity of the destitute, poor and oppressed” (see its mission statement). Who this is, is defined in each context in partnership with local partners and communities and within the framework of the organization’s thematic priorities for each country.

In practice during the process of programme design and planning, the final target group or rights-holders’ list is identified through contextual and needs analysis, and through participatory processes with a broad representation from local authorities and communities, including both women and men.

i. Describe how the organization works in partnership with other stakeholders at country level

The list of prioritized stakeholders in each country is determined by context and programmes, and may range from various national and local government and academic institutions, United Nations organizations and other national and international non-governmental organizations.

Common for all NCA representations is prioritizing participation in the following three types of networks, wherever these exist, for exchange of information, for taking advantage of synergies and for coordination of activities:

- Regional and national Forum of Action by Churches Together (ACT). These may include both international and national members of ACT, and aims amongst others to coordinate efforts, foster standardization and reap advantages of synergies.
- United Nations clusters consisting of groupings of UN agencies, non-governmental organizations (NGOs) and other international organizations for coordination of humanitarian assistance within specific areas such as Water Sanitation and Hygiene (WASH), Health, Shelter, Nutrition and Early Recovery.
- National platforms for international and/or national non-governmental organizations. These platforms may be organized around specific themes e.g. HIV and AIDS, gender, and climate change adaptation, or concerns e.g. security or non-governmental organizations’ conditions for operating.

j. Describe how the organization relates to recipients countries’ own plans and priorities for development, including a few examples.

A country’s laws, policies, plans and programmes on specific issues, or the lack thereof, are taken into consideration both during the development of country plans and for programme/project design. In countries where NCA supports service delivery functions of partners, due care is taken to ensure that these are within national frameworks and policies and that the activities are coordinated and if possible, co-funded by local authorities. The focus is on complementing public services rather than on substituting them.

For advocacy towards duty-bearers e.g. national and local authorities, deficits in public programmes, legal or policy frames form a basis for programme development. Such deficits may be related to the content and functioning of public services, to human rights

or protection issues, or non-existent or poor implementation of laws, policies and plans. Such deficits may also influence project activities related to capacity building, referrals of individuals to public or other organizations' services, and initiation of complementary and pilot services towards marginalized population segments.

Examples of recipient countries' documents besides legal frameworks that are prioritized include:

- Poverty Reduction Strategy Papers or National Strategy for Growth and Poverty Reduction or similarly called documents for each country.
- Relevant strategies, policies and plans for the selected programme area e.g. on peace and reconciliation, resource allocation issues, gender equity, climate change adaptation, disaster risk reduction, health, HIV and AIDS, and water management.
- National policies and plans relevant to civil society.
- National reports to the UN General Assembly Special Sessions on for example the Millennium Development Goals and to Committees for Conventions such as the Convention on Elimination of All Discrimination Against Women (CEDAW).

k. Are programmes coordinated with the priorities of the recipient country, and if not, why not?

For the development of the five-year country plans, the representations analysed various deficits related to people's participation, equality and protection. This analysis included also a review of the priorities of the recipient country as stated in national strategies, plans, policies and programmes. (See chapters 1.4.1 of the country plans.) In most cases the programme priorities of NCA coincide with national priorities, but there are also examples where NCA is choosing to advocate for not-prioritized issues. Examples are advocacy programmes on gender-based violence and women in governance and issues related to national and local resource allocation.

In the coming period, 2011-2015, NCA will focus its agenda for international advocacy work on its five strategic priorities. It will coordinate its efforts with local partners and strategic alliances. A particular priority will be the global advocacy work within the ACT Alliance.

l. Describe and analyse the activities of the organization in relation to thematic priorities in Norwegian development cooperation (preferably with references to Norwegian strategies and plans of action).

In the same way as with host countries' policies Norwegian Church Aid (NCA) pays attention to, Norwegian priorities for development cooperation:

- The Norwegian Government's Action Plan for the Implementation of UN Security Council Resolution 1325 (2000) on Women, Peace and Security
- Towards a Strategic Framework for Peace Building, 2004
- New Action Plan on women's rights and gender equality in development cooperation, 2007
- The Norwegian Government's International Action Plan for Combating Female Genital Mutilation, 2003-2010, Ministry of Foreign Affairs
- (New revised) Action Plan Against Human Trafficking, 2006
- New and revised HIV and AIDS Strategy
- Principles for Norad's Support to Civil Society in the South, May 2009
- St.meld.nr.13 (2008-2009): Climate, Conflict and Capital: Norwegian development policy adapting to change

- St.meld.nr.15 (2008-2009); Interesser, ansvar og muligheter: Hovedlinjer i norsk utenrikspolitikk
- St.meld.nr.40 (2008-2009) Norway's Humanitarian Policy

m. Explain how elements like gender perspective, environment, hiv/aids, institutional capacity, conflict sensitivity, financial management/corruption and human rights have been integrated into the organizations programmes. If relevant include contribution to the Norwegian Government's plan for implementing United Nations Security Council Resolution 1325 on Women, Peace and Security, 2006.

Norwegian Church Aid (NCA) has identified five key commitments for its international development work². An additional commitment is towards anti-corruption. In the coming five years, NCA will work systematically on how to integrate these commitments as cross cutting issues in programme and institutional development. The commitments will be focus areas for joint capacity building with partners and for NCA's active participation in relevant ACT working groups for joint policy development and coordination of activities.

"Civil society for accountable governance" was an own programme area during the strategy period 2005-2010. In the coming five year period it will be a cross-cutting issue relevant for all programmes and a part of NCA's Strategies for Change³.

1. A commitment to rights:

NCA's commitment to Rights-Based Approach was strengthened and widely implemented with the Global Strategy for 2005-2010. In the coming five year period, NCA will continue to develop how it and its partners work in practice with this approach in all phases of the project cycle and for all working methods of the integrated approach; emergency preparedness and assistance, long-term development, and advocacy.

2. Women's rights and gender equity:

This commitment is implemented both in the strategic priorities of Gender Justice and in the Programme area of Women, Peace and Security. In addition, it is a crosscutting issue to be mainstreamed in all of NCA's work.

All NCA representations will undertake gender analysis to ensure that gender roles and relations and their implications are identified and addressed. The results will be used in decision-making on programme content and on organizational adjustments with the objective of ensuring greater gender equality in policy and programme outcome.

A key document for NCA's gender work will continue to be the ACT Gender Policy Principles for gender-sensitive planning and implementation⁴. In the coming plan period NCA will work on implementing this policy in practice at both programme and institutional levels. It will be a focus area for joint capacity building with partners. Each representation will be responsible for assigning responsibilities to staff for this area and for follow-up of plans.

² *Together for a just world*: Chapter 4 Standards and commitments

³ *NCA Global Strategy*, Chapter 4

⁴ http://www.actalliance.org/resources/policies-and-guidelines/gender/GenderPrinciples_English.pdf/?searchterm=gender policy

NCA will also continue to quality assure its work in line with the Inter-Agency Standing Committee (IASC) Handbook on gender in humanitarian action. It will actively participate in the work to put the United Nations Security Council Resolution 1325 (UNSCR 1325) into practice. This will involve working both with likeminded organizations in Norway and with partners abroad to ensure that 1325 is a part of training, and programme content. NCA and its partners will advocate for women and men's equal participation in peace building, conflict resolution and decision making structures as well as in building protective measures for affected women and children.

3. Protection of the environment

NCA's commitment to the environment is integrated in the thematic priority of Climate Justice. In addition NCA will focus on climate and environmental protection as a cross cutting issue both for institutional development and relevant programmes.

For its work in this area, NCA will apply the guiding principles on Climate Change for ACT Alliance programmes. These outline how climate change and environmental considerations should be integrated into humanitarian action, long term development and advocacy.

NCA will aspire to the following environmental standards for the period 2011-2015:

- Address environmental concerns and climate change in strategic planning in all aspects of the project cycle
- Identify the impact that climate change is having on the lives of rights-holders targeted by NCA and partners' activities by using the rights-based approach in programme development. The aim is to identify possible risks and take action to protect them.
- Plan for the consequences of future climate change on the same right holders.
- Support adaptation, mitigation and emergency response measures that do not have a negative impact on the environment.
- Climate secure some of the programmes in order to lay the ground for climate proofing of the portfolio in the future.

NCA has today no common methodology for environmental impact assessment of projects. However, where relevant, impacts are assessed at a project level. Environmental impact assessments is one of the areas identified where NCA needs a more systematic approach. This will therefore be addressed in the PMER project and be an area for cooperation within the ACT Alliance.

4. Peace and reconciliation.

This commitment is implemented in the thematic priority of the Right to Peace and Security. In addition it is a crosscutting commitment for all projects located in conflict areas. Also in the previous strategy period, NCA applied "Do no Harm" and project staff were trained on this approach. Still there is a need for more systematic training on both "Do no Harm" and Reflecting on Peace Practices (RPP) including conflict analysis. This will therefore be a priority for staff training, the PMER-project and for joint capacity building with partners.

5. Accountability

NCA joined the Humanitarian Accountability Partnership (HAP) in June 2009, and has started the work for complying with their standards for accountability. These standards will contribute to quality assuring NCA's accountability to rights-holders,

host communities, partners and other stakeholders, including donors. In 2010 HAP did a baseline assessment of NCA. The goal is to obtain the HAP certification in 2011. This certification is valid for three years and based on compliance to minimum standards and a development plan.

The six standards that NCA will work on are:

- Delivering on Commitments This requires that NCA's management system enables the organization to deliver on what it has promised in its Accountability Framework⁵.
- Staff Competency This requires that NCA ensures that it has the staff expertise it needs to live up to its commitments. Development of the human resource area based on HAPs recommendations will therefore be a priority the coming five years.
- Information: This requires that NCA informs all stakeholders, including rights-holders, about who it is, its commitments, plans and progress and about the NCA complaints mechanism. Improving NCA's information work at programme and project level and communication with different categories of rights-holders will be prioritized during the planning period 2011-2015.
- 4) Participation: This requires that NCA ensures rights-holders' participation in assessment, planning, monitoring, evaluations and reporting. NCA will set clearer goals and benchmarks for rights-holders' participation in projects, both in order to ensure their active participation in all phases of the project cycle and to enable more systematic monitoring and reporting on NCA's compliance with this standard.
- Complaints: NCA is developing a complaints response mechanism for all external stakeholders. Objectives are to protect rights-holders' interests, increase their ownership to projects and secure that complaints contribute to programme improvements and organizational learning. A well-functioning complaints response mechanism will contribute to preventing and detecting sensitive issues such as corruption, and breaches on code of conduct. The goal is to establish complaints response mechanisms in all program countries, where NCA has representations, before the end of the planning period 2011-2015.
- Learning and improvement: The requirement is to document lessons learned. NCA will work more systematically during the coming period with follow up of complaints and incident reports, results from evaluations and learning processes of the same.

6. Financial management/corruption

Anti-corruption work is a part of the process on HAP described above under "Accountability", but it goes also beyond the six standards. NCA recognizes that anti-corruption work demands a holistic approach, involving consistent and persistent attention on all levels. This includes signals given from top-management, the effectiveness and staff's adherence to NCA's principles, policies and guidelines, and the action taken on the ground to address corruption and fraud. In the coming planning period, NCA will put into practice and further develop its five pillars for anti-corruption work, which are: a) Leadership and priorities; b) Organisational culture, transparency and knowledge management; c) Policies, routines and guidelines; d) Learning and training and e) "Advocacy" and working together on anti-corruption measures.

⁵ For further information please see: <http://www.kirkensnodhjelp.no/en/About-NCA/About-NCA/Accountability-Commitments/> and attachment.

1.3. POPULAR SUPPORT AND INFORMATION ACTIVITIES

a. Describe the organizations popular support in Norwegian society.

Norwegian Church Aid's (NCA's) vision is "Together for a just world". It aims to communicate the need to address structural causes to poverty and for an integrated approach including emergency preparedness and assistance, long term development and advocacy. Poor people are not presented as helpless victims, but as dignified rights-holders. In the coming planning period NCA will aim to focus more on communication on achieved results, and the strength of working together with other ACT Alliance members.

NCA has the following target groups in Norway: The general public, media, constituencies including local congregations, and the government.

NCA aims to mobilize a broad segment of the Norwegian public. This includes categories such as youth, families, mid-life and elderly people. Communication and fundraising activities are directed towards people, who "TNS Gallups Kompass-undersøkelse" classify as "togetherness oriented" and "modern togetherness oriented". Groups targeted for communication on donation, advocacy and volunteering opportunities in NCA are challenged to join efforts for a more just world. NCA's communication channels range from TV-/and video productions, social media to more traditional channels like books, magazines and brochures.

NCA aims both to influence the agenda on important international development issues and respond to current topics. A key objective is to foster a broad debate on development issues in Norway by challenging various decision makers, being self-critical, and by highlighting voices from the global south. In 2009 NCA was mentioned in 6900 articles in the Norwegian press, an increase of 30% from 2008. Also a focus on social media has been successful with for example the establishment of a fan page on facebook with 8000 supporters.

NCA's database includes addresses of 100 000 supporters. The magazine "Kirkens Nødhjelps-magasinet" is distributed 5 times a year, and the webpage has 150 000 unique visitors per year. A petition by an NCA mass mobilizing campaign has in average in recent years, generated between 30 000 and 40 000 signatures.

Changemaker, NCAs youth movement, concentrate their information and advocacy work on young people and students from the age of 16 to 25.

b. Describe the organizations information activities in Norway in terms of content, target groups and objectives.

90% of the Norwegian public regards NCA (NCA) as a trustworthy organization and 92% say that they have a good impression of its work. The majority (70-80%) knows NCA as an actor in emergency response and long term development, and 30 % as an advocacy actor. As it takes time to change public perception of a brand, these results are encouraging, taking into consideration that NCA has worked with emergency relief for more than 60 years and advocacy for about only ten years. (Source: Annual "profilundersøkelse", Opinion 2010)

Annually 1150 local churches all over the country participate in the annual Lenten campaign. This is an integrated campaign of fundraising, advocacy, volunteering and awareness raising. One important part is teaching "konfirmanter" about injustice and

poverty. This activity reaches approximately 35 000 youngsters at the age of 15. At Christmas Eve NCA is a natural topic of the international solidarity at services of more than 800 local churches reaching an estimated 100 000 Norwegians. (Source: NCA's own system of reporting.)

1.4. FINANCIAL MATTERS

- a. **Describe the organizational financial basis, and the funds available for development cooperation programmes during the desired agreement period, other than public grants.**

NCA is financed primarily by public grants from the Norwegian state, amounting to NOK 428 million in 2009. NCA also received NOK 178 million in grants from other organizations. Collected funds from the Norwegian public was NOK 130 million. All funds received from other organizations go almost in its entirety to country program work. The aim for the agreement period is to maintain the value of collected funds stable and to increase funding from other organizations.

- b. **What is the organizations total annual budget, and how much of this is spent on development cooperation efforts?**

The total annual budget for 2011 is forecasted at NOK 767 million. Of this, NOK 665 is in the budget for International Development Cooperation. But is it important for us to underline what we said in point 1.1.c.

- c. **How are development cooperation programmes financed? Give an overview, broken down by country and programme, of support received from the Norwegian development cooperation administration (all grant schemes administered by the Norwegian Ministry of Foreign Affairs, the Norwegian embassies and Norad, including public funding received through other Norwegian organisations) and foreign donors in the previous year:**

NCA's financial statements and annual review from 2009 is enclosed with this application. In the financial statements, note 2, Norad will find an overview for 2009 of public grants including from the Norwegian Ministry of Foreign Affairs and its Embassies. In the Annual Review, Norad will find an overview of expenses per country.

- d. **How are funds raised in Norway? How much is raised annually?**

NCA raises annually NOK 130 million to NOK 190 million depending on the level of earmarked fundraising campaigns such as for emergency relief operations. Around NOK 50 million is raised from regular donor activities, NOK 30 million from the annual Lenten campaign and around NOK 12 million from collection at churches. Around NOK 14 million is given as legacies. The rest is generated from other activities such as the virtual web store and fundraising from the corporate sector.

- e. **State the name of the organizations registered or state-authorized public accountant. For how long has the organization had this public accountant?**

Price Waterhouse Coopers (PWC) has been the public accountant for NCA since 1998.

- f. **Is the organization a member of the Norwegian Control Committee for Fundraising in Norway, and if not, why not?**

NCA is member of the Norwegian Control Committee for Fundraising.

1.5. BUDGET

See separate budget documents in Chapter 3 in this application

1.6. OTHER MATTERS

a. Building ACT Alliance

ACT Alliance – Action by Churches Together - is one of the biggest aid and development alliances in the world. It has a global membership of 105 with 70% members from developing countries. The alliance members work in 140 countries with a global budget of \$1.6 billion a year⁶ and 33,000 staff and volunteers. With decades of experience, most ACT Alliance members are from globally poor countries, working at grass roots level and immersed in the culture of the places they are based.

This alliance's membership includes churches and organisations from the Orthodox, Anglican and Protestant traditions, as well as the World Council of Churches (WCC), the Lutheran World Federation (LWF) and other denominational global organisations. Norwegian Church Aid is a committed member of the new ACT Alliance. ACT alliance was created on 1 January 2010 by bringing together the efforts, resources, people and organisations who have been working together since 1995 as ACT International and since 2007 as ACT Development.

The ACT Alliance members are churches and church-based organisations involved in emergency, long-term development and advocacy. Norwegian Church Aid will invest in and take advantage of the improved division of labor and coordination among ACT members present in different partner countries. We anticipate that ACT Alliance will provide new opportunities for focused growth and improved quality in our international cooperation. The establishment of ACT Alliance strengthens Norwegian Church Aid's platform for emergency preparedness and response, long-term aid and advocacy on national, regional and global levels.

ACT Alliance mobilizes resources, brings together communities, churches and organisations from all over the world. It is an important alliance for building strength and for horizontal and vertical coordination. Whereas national organisations have a degree of legitimacy and relevance in their national context that is unmatched by any Northern organisation, a global ecumenical organisation like ACT Alliance will have greater impact when approaching international actors. Norwegian Church Aid will link local organisations in the countries in which we work to relevant organisations and institutions in Norway, as a contribution to their work on global justice.

International networks and standards

Member organisations operate from an egalitarian belief in treating all people with

⁶ Combined annual total income for the financial year 2008/2009

dignity, and an absolute commitment to serving people of all faiths and none. ACT Alliance members shall not be involved in proselytizing. ACT Alliance is a member of the International Council for Voluntary Agencies (ICVA), the OCHA Steering Committee for Humanitarian Response (SCHR) and the Humanitarian Accountability Partnership (HAP).

ACT is currently applying for UN consultative status via the Economic and Social Council (ECOSOC) to allow greater alliance-wide engagement with all UN agencies. A number of ACT members already have consultative status. The ACT Alliance has observer status at the UNFCCC and direct links with FAO, OCHA, OHCHR, UNICEF, UNHCR, UNDP, UNISDR, WHO, and WFP among other UN entities.

ACT is a signatory to the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief and is committed to the Sphere Humanitarian Charter and Minimum Standards in Disaster Response and the Global Humanitarian Platform's Principles of Partnership.

Governance

The alliance has a General Assembly of all members (each organization one vote) which meets every four years. A Governing Board of up to 21 representatives is elected by the General Assembly and meets annually. The Governing Board appoints a smaller Executive Committee of up to 13 persons (seven being members of the Governing Board, and six selected from the wider membership based on specialized knowledge that they can contribute) which meets 3-4 times a year. Norwegian Church Aid has one elected representative in the Governing Board and has regularly network meetings with the Western European and Nordic members. Several directors from Norwegian Church Aid's partners are members of the Governing Board and the Executive Committee.

The Secretariat

The alliance is supported by an international Secretariat of currently 18 staff based in Geneva. Its role is to support the membership and governance through global level coordination, collaboration and facilitation of special initiatives, thematic groups, policy engagement and ACT's response mechanisms for coordinated humanitarian programmes. This includes the coordination of finances, material aid and personnel mobilized by members in response to emergencies and the processing of ACT appeals from members. The Secretariat also supports international communications, capacity development of the alliance members and global representation of the alliance in different platforms, networks and UN and multilateral bodies.

ACT National and Regional Forums

ACT National and Regional Forums are shared platforms or spaces comprising ACT members and observers who are engaged in a particular country or region. The main objective of an ACT forum is to increase the effectiveness, harmonization and impact of the humanitarian assistance and development work being undertaken by members through improved coordination and mutual capacity development. There are approximately 40 national forums and five regional forums.

Global Working Groups

Working groups are a core element in ACT's mobilization of its members. Over the years a number of ACT groups have been formed to work on particular policy and operational issues in order to increase the effectiveness and impact of ACT's work. In 2010, a total of 10 working groups support the alliance in its work, namely: Accountability, Climate Change and Disaster Risk Reduction, Development Effectiveness, Gender, Impact Assessment, Malaria, Protection, Psychosocial, Rights and Development, and Security. This is in addition to the Advisory Group on the ACT Response to Emergencies and the Appeal System and the Steering Group of the ACT Capacity Development Initiative.

Norwegian Church Aid is active member in several working groups and will use these groups as an instrument for organizational development in Norwegian Church Aid. ACT Alliance also operates in emergencies with a Rapid Response Fund and a Rapid Response Team.

ACT Alliance strategy 2011-2014

At the ACT Alliance General Assembly in October 2010, the member organisations met in Tanzania to conclude their first global assembly by electing governing bodies and affirming strategic directions for the alliance's work over the next four years. The assembly affirmed that ending poverty and inequality was not just a goal but an obligation.

Strategic aims:

1. Enable and empower poor people to achieve sustainable and transformative change through better planning and coordination of ACT's development, humanitarian and related advocacy work
2. Strengthen the quality of the development, humanitarian assistance and advocacy work being undertaken by ACT members, both individually and collectively
3. Make ACT a visible, influential and prophetic voice at relevant national, regional and global forums
4. Ensure ACT has the necessary commitment, structure and resources to fulfill its mandate

For each of the strategic aims more specific expected outcomes are defined.

The aims complement the ACT mission of working together for positive and sustainable change in the lives of people affected by poverty and injustice through coordinated and effective humanitarian, development and advocacy

b. Funding strategies

Attached to this NORAD application are strategies for Norwegian Church Aid's (NCA's) priority countries for the period 2011-2015. A new point compared to previous country plans is a funding strategy. The content of this part of the country plans should be considered preliminary and a first step towards working more systematically at both head and representative office levels with funding opportunities. It has been included in order to encourage for the first time NCA's representations to reflect on how they can better take advantage of the organization's unique position in each country, both to expand and diversify the funding base. This implies approaching both different Norwegian funding mechanisms as well as other types of institutional donors. The latter includes internationally active foundations, other states' development agencies, and institutions funded by the Norwegian government e.g. various United Nations organizations, regional development banks and financing mechanisms such as The Global Fund to Fight AIDS, Tuberculosis and Malaria.