

**NORDEM:  
ANNUAL REPORT  
2005**

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NORDEM, the Norwegian Resource Bank for Democracy and Human Rights, is a programme of the Norwegian Centre for Human Rights (NCHR), and has as its main objective to actively promote international human rights. NORDEM is jointly administered by NCHR and the Norwegian Refugee Council. NORDEM works mainly in relation to multilateral institutions. The operative mandate of the programme is realised primarily through the recruitment and deployment of qualified Norwegian personnel to international assignments which promote democratisation and respect for human rights. The programme is responsible for the training of personnel before deployment, reporting on completed assignments, and plays a role in research related to areas of active involvement. The vast majority of assignments are channelled through the Norwegian Ministry of Foreign Affairs.

NORDEM Report is a series of reports documenting NORDEM activities and is published jointly by NORDEM and the Norwegian Centre for Human Rights.

Series editor: Siri Skåre

Series consultants: Hege Mørk, Lisa Kirkengen, Christian Boe Astrup

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## 1. Introduction

NORDEM, the Norwegian Resource Bank for Democracy and Human Rights, has as its objective meeting the needs of international organizations for qualified personnel on short notice, for assignments connected to the development of democracy and respect for human rights. NORDEM is operated by the Norwegian Centre for Human Rights (NCHR), in close collaboration with the Norwegian Refugee Council. Most requests for personnel are submitted through the Royal Norwegian Ministry of Foreign Affairs (MFA), which also finances the majority of NORDEM's assignments.

The secretariat of NORDEM consists of three positions at the NCHR. Employed staff in 2005 were Siri Skåre (project director), Gry Kval (project co-ordinator) and Hege Mørk (project co-ordinator). These three positions are funded under the terms of the five-year agreement between the NCHR and the MFA, which was renewed in 2005. Additionally, several members of the Norwegian Refugee Council staff are involved in the daily running of NORDEM, funded by the 10% administration fee charged by NORDEM for its secondment work.

Work in 2005 focused on NORDEM's core spheres of activity: responding to requests for personnel, providing courses and training, and further developing contacts with its network of partners abroad.

NORDEM seconded more than 130 persons on assignments for Organization for Security and Co-operation in Europe (OSCE), the United Nations (UN) and the European Union (EU) in 2005. This was an increase of more than 30% compared to 2004. 75% of those seconded were on election-related assignments as experts, researchers or observers for a total of 16 different elections. The remaining 25% were long-term assignments such as mission members in OSCE, European Union Monitoring Mission (EUMM), and the United Nations Mission in Kosovo (UNMIK). Around 55% of those seconded were men.

All assignments are documented through written reports, most of which are published in the series "NORDEM Reports". 15 "NORDEM Reports" were published in 2005. Reports are written for all assignments and unpublished reports are available on request.

## 2. Secondments

### **Long-term assignments (minimum duration 6 months)**

Throughout the year NORDEM had long-term seconded personnel working in the OSCE region – mainly in the Balkans, but also in Central Asia and the Caucasus. Of these, there were five seconded to the OSCE, eight to the EUMM, two to the Office of the High Representative (OHR), one to the European Union Police Mission in Bosnia and Herzegovina (EUPM), four to UNMIK, one to the United Nations Development Program (UNDP), one to the OSCE High Commissioner on National Minorities (HCNM), and one to the Aceh Monitoring Mission in Indonesia (AMM).

Below follows a more detailed list of the long-term seconded personnel and types of positions in 2005:

- Bosnia and Herzegovina:
  - OSCE: One legal advisor
  - OHR: One political advisor and one veterinarian
  - EUPM: One political advisor
  - EUMM: Three political analysts and one head of contingent
- Croatia:
  - UNDP: One democratic governance assistant
- Serbia:
  - OSCE: One senior political officer
  - EUMM: Two political analysts
- Kosovo:
  - UNMIK Housing and Property Directorate (HPD): Four legal officers
  - EUMM: Deputy head of regional office
- Former Yugoslav Republic of Macedonia (FYROM):
  - EUMM: One political analyst
- Albania:
  - EUMM: One political analyst
- Moldova:
  - OSCE: One human dimension officer

- Kazakhstan:
  - OSCE: One head of mission
  
- Tajikistan:
  - OSCE: One field officer
  
- The Hague:
  - OSCE High Commissioner on National Minorities: One project officer
  
- Warsaw:
  - ODIHR: One human rights officer
  
- Indonesia:
  - AMM: One political analyst

### **Short term assignments**

Throughout the year, NORDEM recruited observers to various election observation missions in the OSCE region, co-ordinated through the OSCE Office for Democratic Institutions and Human Rights (ODIHR):

- Kirgizistan: One long-term and two short-term observers to the parliamentary elections in February
- Tajikistan: One long-term and two short-term observers to the parliamentary elections in February
- FYROM: Four short-term observers to the local elections in March
- Moldova: One long-term and two short-term observers to the parliamentary elections in March
- Albania: One long-term observer and two short-term observers to the parliamentary elections in July
- Kirgizistan: One long-term and two short-term observers to the presidential elections in July
- Azerbaijan: Two long-term and six short-term observers to the parliamentary elections in November
- Kazakhstan: Two long-term and four short-term observers to the presidential elections in December.

Seconded for the EU's election observation missions were:

- Two long-term and 13 short-term observers to the Palestinian presidential elections in January
- Two long-term and two short-term observers to the federal and state parliamentary elections in Ethiopia in May
- One long-term and two short-term observers to the parliamentary elections in Burundi in July
- Two long-term observers that were sent to Haiti for the elections that were to take place in December, which were postponed until 2006; they continued in Haiti into the new year.

### 3. Other activities

Throughout the course of the year a study has been done on the return of minorities in Bosnia and Herzegovina. The study addresses different factors of significance to minority return. In addition, the study includes an outline of the return projects with Norwegian support in BiH. The study will be concluded early in 2006.

Towards the end of the year an evaluation was done of HPD under UNMIK in Kosovo. HPD has for a number of years received Norwegian support both in the form of direct operational support and seconded personnel. The purpose of the evaluation was to look at whether HPD has been a fair and effective instrument for property restitution. Further, one will address whether the administrative structure has been expedient and which areas of expertise have been worked on. The evaluation will be completed in the spring of 2006.

For the election processes in Palestine and Ethiopia, researchers from NCHR have been involved in NORDEM's projects and these election processes are being reviewed both through standard election observation and research. Work is also being continually carried out on a closer connection between NORDEM and the research activity at NCHR.

For the elections to the Lower House of Parliament in Somaliland three experts followed the elections processes and wrote an extensive report. They worked as an independent NORDEM-team and served also as a follow-up to the involvement NORDEM had in the presidential election of 2003.

A group of ten observers were sent out by NORDEM for the union elections in Tanzania and the elections in Zanzibar in October to follow the election processes. The union election was postponed and a group of five returned in December to observe the postponed election.

Experts were sent out to provide reinforcement for the embassies in connection with the election in Zimbabwe and the referendum in Uganda.

The use of computers and electronic data processing in different parts of the election process is now being introduced in a number of countries. This implies wholly new challenges and issues also with regard to observation. A separate report about the observation of electronic voting was developed and published in 2005.

## 4. Contact with NORDEM members: information dissemination

In order to maintain current information about NORDEM members an annual review of the database is performed, wherein people are asked to renew their intention agreements with employers regarding stand-by preparedness for NORDEM. In addition, NORDEM members will at all times keep the secretariat informed with regard to availability, in the event changes should occur during the year.

To maintain ongoing contact with members a quarterly NORDEM-newsletter is distributed to everyone in the database. All NORDEM members also receive the newsletter published six times a year by the NCHR.

## 5. Recruitment

General recruitment was implemented in the autumn. Vacancies were publicly issued and the screening of new members for the stand-by force carried out. Interviews and training courses will take place early in 2006.

## 6. Courses and training activities

No courses were organized in 2005 in that recruitments did not commence until towards the end of the year.

## 7. Briefing and follow-up

### **Briefing prior to deployment of personnel**

NORDEM holds briefings prior to all new assignments which involves the sending out of personnel. The aim is to prepare personnel for the work and work situation that can be

expected in the organization and country in question. A standard briefing consists of the following components:

- update on the political and human rights situation
- information about the organization that requested the personnel
- orientation on working methods
- personal security in the field
- contract, insurance policy, etc.
- reporting routines in relation to NORDEM

### **Field visits**

Field visits constitute an important part of NORDEM's follow-up routines. The NORDEM secretariat meets the secondee in the field and conducts separate meetings with the receiving organization to assess how the secondee is functioning. In 2005, field visits were conducted to Bosnia and Herzegovina, Serbia, Kosovo, FYROM and Moldova.

### **Performance evaluation**

The performance of all personnel seconded by NORDEM is always evaluated, also by the receiving organizations. The secondee's immediate superior is given a separate performance evaluation form to be completed at the end of the contract period and submitted directly to the NORDEM secretariat.

Before a personnel contract can be extended, a mid-term performance evaluation form has to be completed by the secondee's superior in the field. The feedback will be decisive in determining whether an extension will be granted.

## **8. Debriefing and Reports**

All personnel recruited by NORDEM are debriefed after completion of the field assignment. They are then expected to prepare a final written report. Several of these reports are published as NORDEM reports and made available on the Internet (see separate list, annex). Unpublished reports are available on request from NCHR/NORDEM.



## 9. Training and information material

### **NORDEM manual**

The main component in the training of NORDEM personnel is the *NORDEM Manual on Human Rights Monitoring*, which has been widely distributed and is also available on the Internet. The manual is used in a training context and provides an introduction to human rights, the UN's involvement in human rights, the various tools and mechanisms for promoting and protecting human rights, and the agencies and bodies involved in human rights work. It further discusses how to conduct human rights monitoring in the field, monitoring of prosecuting and judicial authorities, trial monitoring, election observation, preparation of cases to the International Criminal Tribunal for the Former Yugoslavia (ICTY) and, finally, practical aspects of working in the field, such as personal security and health. The manual is concise and is intended as a tool for those who will be working for international organizations.

### **Information material for specific assignments**

In conjunction with each new assignment, NORDEM compiles documents relevant to that assignment, the receiving organization and the country. This material – articles, country information, human rights reports, previous NORDEM reports, reports from the receiving organization, etc. – is sent to the personnel recruited for the assignment. In connection with election observation missions, documentation on the relevant legal provisions is also supplied.

## 10. Networking

It is important to spread awareness of NORDEM and its extensive experience in recruiting, training and placing personnel. Contact with other institutions is useful in relation to NORDEM's operations.

In the course of 2005, the secretariat participated in numerous meetings and workshops. These included several meetings at the OSCE in Vienna, an OSCE meeting on training and recruitment, and a visit to the ODIHR in Warsaw.

Visits to the UN in New York and to the UN's High Commission for Human Rights in Geneva took place, with a view to exploring the possibilities for a stronger collaboration with relevant UN bodies. The UN system is, to a much lesser extent than the EU and

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OSCE based on secondments, so it is important in relation to the UN system to look at all possibilities for channeling persons in the NORDEM-system into regular positions. People in NORDEM are informed regularly about non-seconded vacancies in the UN and the OSCE, but this is an area where more can be done and this work will be continued in 2006.

**ANNEX:**

## List of publications

2005

1. NORDEM Annual Report 2004. ISBN: 82-90851-90-1
2. Bjørg Hope Galtung: Kosovo: Assembly Elections October 2004. ISBN: 82-90851-94-4
3. Kenneth de Figueiredo: Mozambique: Presidential-and Parliamentary Elections December 2004. ISBN 82-90851-95-2
4. Ronny Myhrvold: Former Yugoslav Republic of Macedonia: Education as a Political Phenomenon. ISBN 82-90851-96-0
5. Nils Gunnar Songstad: The Republic of Uzbekistan: Parliamentary Elections - 2004. ISBN 82-90851-97-9
6. Jeremy Franklin: Ukraine: Presidential Elections 2004. ISBN 82-90851-99-5
7. Kenneth de Figueiredo: Tajikistan: Parliamentary Elections February 2005. ISBN-13: 978-82-8158-000-8 ISBN-10: 82-8158-000-3
8. Merete Dyrud and Ragnhild Hollekim: Palestine: Presidential Election 2005. ISBN-13: 978-82-8158-001-5 ISBN-10: 82-8158-001-1
9. Linda Kartawich: Kyrgyzstan: Parliamentary Elections February 2005. ISBN-13: 978-82-8158-004-6 ISBN-10: 82-8158-004-6
10. Bjørn T. Vagle: Republic of Moldova: Parliamentary Election March 2005. ISBN-13: 978-82-8158-005-3 ISBN-10: 82-8158-005-4
11. Kåre Vollan: Zimbabwe: Parliamentary Elections March 2005. ISBN-13: 978-82-8158-006-0 ISBN-10: 82-8158-006-2
12. Arild Stenberg: Burundi: Parliamentary Election July 2005. ISBN-13 : 978 82 8158 007 7 ISBN-10 : 82 8158 007 0

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13. Linda Kartawich and Espen Eftedal Svensen: Kyrgyzstan: Early Presidential Election July 2005. ISBN-13 : 978 82 8158 008 4 ISBN-10 : 82 8158 008 9
  14. Tone K. Sissener and Linda Kartawich: Afghanistan: Parliamentary and Provincial Elections September 2005. ISBN-13: 978-82-8158-009-1 ISBN-10: 82-8158-009-7
  15. Kåre Vollan: Observing Electronic Voting. ISBN 13: 978-82-8158-010-7 ISBN 10: 82-8158-010-0