



FK Norway's annual report 2005



ANNUAL REPORT 2005



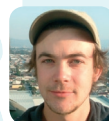


The cover features an extract from the information campaign *Ekstrem forvandling* (*Extreme makeover*).



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NEW PERSPECTIVES

FK Norway asked some of the participants what they think are their most significant experiences from 2005.

Their answers are presented throughout the annual report.

Introduction

In 2005 Fredskorpset (FK Norway) marked its first five years of activities. The event was celebrated in Oslo by partners, participants, the Norwegian development cooperation community and international guests. Guest of honour Graça Machel commended FK Norway for its initiatives and innovation. She gave us inspiration to continue our important development work and build bridges between peoples in different parts of the world.

FK has had another good year and after five years of operation we have 441 active partners and more than 1,800 active or returned participants.

Since its inception in 2000, FK has grown each year. We need to sustain strong growth in order to achieve our ambitious goals, goals which underpin the most important goals for the fight against poverty: the UN Millennium Development Goals.

FK's goals fall into two areas:

- Contributing to development in the South
- Contributing to information, changes of attitude and insight into the major global issues in Norway.

An increasing proportion of our activities takes place in Norway's most important partner countries for international development. The major FK countries are Uganda, Tanzania and South Africa. All our programme lines are showing growth - including FK Senior which is still in the establishment phase. In 2006, we expect FK Senior to have emerged as a valuable programme line, from which interesting experiences can be garnered. The South-South programme is a good example of the occurrence of valuable exchanges of competence between countries in the South, which also strengthen regional cooperation and offer new development opportunities on their own terms.



Per Kristian Lunden

Per Kristian Lunden
Chair of the Board



Graça Machel receiving a tribute during FK Norway's fifth anniversary celebrations in Oslo on 8 June 2005. Photo: Per Steinar Moen

In Norway, FK is one of the driving forces in the Millennium Development Goals Campaign, in which the aim is to engender enthusiasm and knowledge about the global goals of the fight against poverty. All our public relations activities seek to provide an inspirational picture of the opportunities in the South and the global challenges Norway and the world faces. Our public relations activities in Norway are intensifying and have spread to all parts of the country through the *Bringing People Together* events. More than 20 municipalities have received the *International community* mark of distinction, stimulating the municipalities to get involved in North-South networks.

FK places great emphasis on strengthening the partnerships, the networks and contact with participants who have decided on an exchange. A separate participant organisation has been established. FK is a very active player in the international voluntary service movement.

The future challenges are considerable and the opportunities for forging partnerships are plentiful. For 2006, FK's Board and staff are committed to continue working to develop and enhance the organisation's activities in a sound and high-quality manner.



Tor Elden

Tor Elden
Director General



Organisation

FK Norway is a governmental body under the Ministry of Foreign Affairs (MFA). FK's core activity centres on the exchange of personnel between Norway and developing countries within the framework of institutional cooperation. FK administrates the Norwegian Parliament's annual appropriation for this purpose through an applications-based grants scheme.

Goals and tasks

The policies governing FK's activities derive primarily from the organisation's statutes and the MFA's ongoing instruments for governance, including the annual letter of allocation and two annual management meetings.

Under its statutes, FK shall:

- Contribute to lasting improvement in the economic, social and political circumstances of people in the developing countries.
- Work for a more just world in which fundamental human rights are realised
- Promote contact and cooperation between individuals, organisations and institutions in Norway and in the developing countries

In other words, FK has two primary objectives:

- A *development goal*, which is in accordance with the overarching goals for Norway's cooperation with the developing countries
- A *commitment goal*, which aims at strengthening contacts, partnership and solidarity between people and institutions in Norway and in the developing countries

The statutes specify core values such as solidarity, equality, reciprocity and diversity. In addition to these, FK's Board has formulated boldness as a core value for its activities.

Central policies

The Ministry of Foreign Affairs' allocation letter for 2005 reiterated six focal areas for Norwegian development policy, and requested that new activities be directed especially towards these areas, which are:

- Education
- HIV/AIDS
- Private sector development and trade, including agriculture
- Sustainable development
- Good governance
- Peace building and development



Photo: Sigrid Heier.

The allocation letter stresses the importance of good links with the embassies and other relevant actors in order to achieve the best possible coordination of these focal areas. In subsequent meetings with the MFA, it was underlined that peace building should receive special attention in the future. FK was also requested to continue prioritising its work on quality assurance and participating in the Millennium Development Goals Campaign.

At least half of FK's funds shall go to measures which include the least developed countries (LDCs) and new measures shall be concentrated primarily on Norwegian partner countries.

As a governmental body, FK is obliged to adhere to governmental guidelines in relation to gender equality and environmental management.





Part I Partnerships



1.1. The partnership model and FK's programme structure

FK's most important tool for achieving its primary objectives is the provision of support for the exchange of personnel between organisations, businesses and institutions, in order to assist in capacity and competence building at both an individual and an organisational level. The organisations, businesses and institutions in the North and in the South share knowledge and ideas and learn from each other, thereby contributing to their mutual development.

The organisations which are exchanging personnel form a partnership, in which they define the goals of the exchange and the type of competence they want the prospective exchange candidates to have. As part of the process of identifying the goal and competence requirements, the partner institutions sign a partnership agreement.

FK then signs a cooperation agreement with the partnership concerning financial support for the exchange. In formal terms, the partnership appoints a primary partner, who is the one who signs the agreement with FK on behalf of the partnership, while the other partners are referred to as secondary partners.

Once the formal agreements are in place, the partners recruit participants to the exchange and sign participant agreements with them concerning the terms of their employment during the exchange.

1.2. The programme lines

FK has four programme lines: The primary programme (North-South), the South-South programme, FK Youth and FK Senior.

The primary programme (North-South)

Exchange of participants aged 22-35 between Norway and countries in the South. In individual cases, South-South exchanges may form part of the programmes.

Focus: Professional exchange and the building of competence and capacity in organisations, businesses and institutions.

The South-South programme

Exchange of participant aged 22-35 between countries in the South, primarily within Africa and within Asia.

Focus: As for the primary programme.

FK Youth

Exchange of participants aged 18-25 between Norway and countries in the South.

Focus: Individual experience and learning from living and working in another country for a period, with the aim of bringing back into one's own environment information about North-South issues and instilling a commitment to international cooperation.

FK Senior

Exchanges between Norway and countries in the South. The Senior programme is very often combined with the primary programme, by having senior participants and primary programme participants exchanged within the same partnership, but its remit is different. Participants are nominally aged 55-70, but exceptions are sometimes made in the case of seniors from the South.

Focus: Exchange and institutional capacity building with a professional aspect to the exchange. Senior participants often have a mentor-like role during their posting.

1.3. Results

Number of partners and partnerships

At the end of 2005, FK had cooperation agreements with a total of 102 primary partners, two fewer than at the end of the preceding year. These break down by programme line as follows (the total is more than 102 because some primary partners are in more than one partnership):

- 73 partnerships within the primary programme
- 21 in the South-South programme
- 21 in FK Youth
- 9 in FK Senior

Ten new partnerships were gained during 2005 and twelve concluded. Over the year, there was a slight increase in the number of programmes within FK Senior and FK Youth.

The loss of partners occurs primarily in the primary programme, with ten having left in 2005, making way for new partners. In the other programme lines in 2005, the partnerships were very largely static.

The results of the exchanges

Programmes in the various programme lines may have different focuses and goals, and are expected to produce different outcomes. Studies of the FK programmes indicate that the development effect is exceptionally strong in South-South programmes. This may be due to the fact that conditions in each of the countries are more similar, making it easier for the participants to integrate into the work situation, function in daily life and transfer knowledge. In the FK Youth programmes, the results will be more concerned with fostering understanding and increased awareness. The results from the primary programme will vary from commercial programmes with a distinct focus on competence and easily measurable results, to bridge-building projects between municipalities or local society, where the aims are largely to involve local society and where the outcome resembles more that from some of the FK Youth programmes. Because the different programmes have such different objectives and outcomes, each one must be measured against its expected potential.



We have opted to present examples of the results from the programmes by detailing some of the partnerships in each programme line.

The primary programme (North-South)

73 partnerships had exchanged participants on the primary programme as at 31.12.05, and 196 participants in this programme line had completed FK's preparatory courses and been posted during the year. In this programme line, a wide range of partners from all parts of Norway participated with different parts of the world, within a number of specialist areas.

The examples we have selected range from agriculture, research and local private sector development in Tanzania, Ethiopia, Namibia, Sri Lanka and Ås, Tingvoll and Oslo (The Development Fund), through small business partners in Kenya, Colombia, India and Oslo (Global Entrepreneurs), to higher education and performing arts in Stavanger and South Africa (University of Stavanger), ending with mapping and geographical information in Vietnam, Laos and Hønefoss and Arendal (Statens kartverk – the Norwegian Mapping and Cadastre Authority).

Volunteers for Sustainable Development

The Development Fund in collaboration with Envirocare in Tanzania, Rest in Ethiopia, DRFN in Namibia and Green Movement and a number of partner organisations in Sri Lanka

The Development Fund has been an FK partner since 2001, and in 2005 was in its third round of exchanges. Through the *Volunteers for Sustainable Development* project, The Development Fund exchanges young professionals with Envirocare in Tanzania, Rest in Ethiopia, DRFN in Namibia and Green Movement and a number of partner organisations in Sri Lanka. On the Norwegian side, Noragric (the Department of International Environment and Development Studies at the Norwegian University of Life Sciences in Ås) and NORSØK (the Norwegian Centre for Ecological Agriculture in Tingvoll) are the project's cooperation partners, and the place of work for a number of the South participants. The exchange that concluded in 2005 had ten participants. All the project's partners share a common interest in sustainable agriculture, with special emphasis on the management of natural resources, food safety and biological diversity. All of these are viewed in

the context of local populations' usage rights and attainment of food safety.

During their posting in Norway, the six South participants took part in a number of work-experience placements on Norwegian farms, including in Våler, Hermansverk, Herdalseetra (Nordal) and on Østre Alm in Stange. Several of the farms have organic and biodynamic production methods. Two of the participants also returned to Herdalseetra at Easter in connection with a project in partnership with the Norwegian Veterinary College. During their stay in Norway, the South participants took part in two projects which resulted in reports entitled *Gender and land rights* focusing on Tanzania, Ethiopia and Namibia, and *Organic agriculture, conventional agriculture and genetically modified foods; what is the way?* with examples from Sri Lanka, Tanzania and Norway.

In the wake of the tsunami that struck South-East Asia at Christmas 2004, the participants from Sri Lanka played an important role in The Development Fund's response to the disaster and in coordinating the joint relief efforts with local partners in Sri Lanka.

The four Norwegian participants in the exchange all worked closely with local organisations in their host countries and were active in devising various projects. The participant in Sri Lanka was closely involved in the response to the tsunami and played an important role in this. In Namibia, the Norwegian participant worked on a project with the Ministry of Agriculture, Water and Rural Development. The participant in Ethiopia worked on producing guidelines for the management of water resources. She also learned basic Tigrinya and, at the end of her posting, lived for two weeks with a family on a farm in her host partner's project area and took part in the farm's daily activities. The participant in Tanzania worked closely on organic plant production in the Kilimanjaro Region.

Some of the South participants who were in Norway now hold important positions within their organisations at home, some of the Norwegian participants have become important resources in The Development Fund's networks, and two of the Norwegian participants have been taken on as junior experts in various UN agencies.

The partnership with FK is continuing in 2006, with a total of 12 participants, this time in collaboration with partners in Malawi, Sri Lanka, Ethiopia, Tanzania and Uganda. The programme has also changed its name to *Exchange for Sustainable Development*. ■



Global Entrepreneurs

Global Entrepreneurs in collaboration with Global Entrepreneurs Africa in Kenya, Global Entrepreneurs India and Global Entrepreneurs Colombia

Global Entrepreneurs has collaborated with FK since 2002, and in 2005 carried out its second round of exchanges with its cooperation partners in Kenya (Global Entrepreneurs Africa), India (Global Entrepreneurs India) and Colombia (Global Entrepreneurs Colombia). Six participants are active in the project. Of these, one participant from India and one from Kenya have worked in Norway, two participants from Norway have worked in Kenya and India, respectively, one participant from India went to Colombia and one from Colombia worked in Kenya.

Global Entrepreneurs works to promote opportunities for business in developing countries, extend the capacity of the different offices and increase access to international markets. The companies belonging to this exchange project are all relatively new companies and the exchanges have been important both in giving the companies a stronger local foundation and in building their international networks.

During 2005 the companies grew their international networks, increased and strengthened their staff and performed a number of projects for different customers, in which, amongst other things, they assisted them with internationalisation processes and implemented a number of sustainable projects. One of the projects initiated in 2005 is a joint venture with a factory in Kenya which produces macadamia nuts for sale abroad. The nuts are supplied by a cooperative of

70,000 farmers in rural Kenya. A second project involves the sale of traditional art and handicrafts from Kenya to Colombia. The partner in India supplies a number of network-based solutions to companies in Norway. The exchange has led to a number of promising South-South partnerships between the various companies and other actors.

The collaboration with FK is continuing in 2006, and will be extended to Uganda. The partners are very satisfied with what the exchange project has brought them and report that they believe they have achieved the goals set out for the exchange. ■

Multicultural experiences through the performing arts

Faculty of Teacher Education at the University of Stavanger in partnership with the University of Western Cape, Centre for the Performing Arts (UWC)

In 2004, the Faculty of Teacher Education at the University of Stavanger signed a partnership agreement with the University of Western Cape in South Africa focusing on performing arts. They call their project *Multicultural experiences through the performing arts*. Through the exchange of music, drama and dance specialists, the partners aim to bridge the cultural distance between Norway and South Africa, promote cultural dialogue and foster understanding and interchange across the cultural divide. The first phase of the exchange was concluded in the summer of 2005 and mobilised four participants, two from Norway and two from South Africa. ►



Lars Kåre Grimsby (26)
From: NORSØK in Norway
To: Environcare in Tanzania
Tasks: Research into home-made biogas plants and plant-oils, to produce energy at a local level

“I wanted to look at development from a local society level before I got a job as a bean counter. I did this to get a sense of perspective. And to learn a new language.”



Mukadasi Moses Buyinzi (37)
From: Makerere University in Uganda
To: Noragric at the Norwegian University of Life Sciences (UMB) in Norway
Tasks: Participate in developing teaching procedures, seminars, case studies and preparing articles, etc.

“I have a strong personal desire to improve my teaching, research and international experience in sustainable resource management and to strengthen the network between Makerere University and Noragric. I won't forget Christmas dinner, with the Norwegian specialities of cured mutton or lutefisk, dried cod prepared in lye.”

- ▶ The participants' task is to build bridges and open doors for their respective partners by bringing new impetus and commitment to intercultural understanding. The consensus among the partners is that the performing arts as a genre is an excellent point of departure for fostering fellowship. The participants from Norway were to contribute actively to cross-cultural presentations at UWC and other cultural arenas, run workshops with cultural elements, instruct students in music, dance and drama and participate in other, extra-mural, cultural events.

The exchange has had a sustained positive influence on the Centre for the Performing Arts. The Norwegian participants succeeded in tailoring a programme capable of reaching a wide audience and uniting different cultural elements around a common theme. They worked with various interested parties from schools and grassroots organisations in order to share experiences and put the activities at UWC into a social perspective. They received excellent testimonials for their professional skills and their commitment.

The University of Stavanger, which has a considerable body of international students, requires new cultural impetus that can facilitate access to Norwegian culture and create forums to bring together Norwegian and international students. This was the premise for the two South African participants. Through performances, involvement in the international student association, tuition at Stavanger's municipal cultural education centre and various workshops, they have placed intercultural issues on the local agenda.

In terms of transferring experience back to their own societies, the participants, both Norwegian and South African, communicated their experiences and knowledge in schools, workshops and at universities. Beyond the entertainment dimension, through these public relations activities, the participants have made an important contribution to opinion-forming efforts. Using music, dance and drama, they created cultural forums. Since the participants are linked to their respective institutions, they have actively sought to test out their experiences within the organisations. The project has generated considerable enthusiasm among the partners in both Stavanger and South Africa, providing the foundation for continuing the scheme in 2006. ■

Statens kartverk

Statens kartverk (the Norwegian Mapping and Cadastre Authority) in partnership with the Ministry of Natural Resources and the Environment (MoNRE) in Vietnam, the Vietnam Association of Geodesy, Cartography and Remote Sensing and the National Geographic Department in Laos

In 2002, Statens kartverk began a cartographical exchange programme with the Vietnamese Ministry of Natural Resources and the Environment (MoNRE), the Vietnam Association of Geodesy, Cartography and Remote Sensing and the National Geographic Department in Laos. The aim was to give young professionals from Norway, Vietnam and Laos the opportunity of exchanging specialist skills and experience between their respective institutions with the aim of reciprocal learning and capacity-building. The constantly improving access to geographical information is involved in increasing the requirement for accurate and up-to-date data for improving decision-making processes within public-sector administration. The first phase, which mobilised 18 participants in all, seven Norwegians, ten from Vietnam and one from Laos, was concluded in 2004, and a new round of exchanges started in 2005.

Geographical information is important within many sectors of society such as local and regional area management and planning, environmental and natural resource management, forestry, farming, fisheries, real property administration and public transport. Statens kartverk cooperates with various organisations, both private and public, to post South participants based on their professional aspirations. GRID-Arendal and Blom/Nordkart Mapping are among the partners to have hosted the participants from Asia.

Fully in line with their professional expectations, the Vietnamese participants in Norway had the opportunity to work on geodetic issues, geographical information systems (GIS), standardisation (ISO TC 211), topographical and thematic mapping and environmental monitoring. In spite of linguistic and cultural challenges, the Vietnamese participants, both in Norway and Laos, were given meaningful assignments with substantial learning impact for the individual participant. Some of the participants were catalysts in the effort to introduce new software and new technological solutions in their organisations back home. One Vietnamese participant established a consultancy business in Ho Chi Minh City following the exchange, in order to take advantage of his acquired knowledge and offer services within his specialism. ▶

► Despite difficulties related to a lack of effective tools and also cultural challenges, the Norwegian participants performed their tasks within accepted professional standards and to the benefit of both themselves and their host partners. This applies to the participants in both Vietnam and Laos. The participants worked within geodesy, orbital photography, mapping and the standardisation of geographical data. Some of them also provided English language tuition to their colleagues. As part of the public relations activities, the Norwegian participants played a "door opener" role by informing the Vietnamese participants about Norway and the relevant cultural and social conditions prior to their departure. Through publication on the Internet and in international journals, they have also reached a larger target audience and thereby presented the FK project in a broader context.

The Vietnamese participants conducted the first part of the public relations activities in Norway. They gave presentations of their work at Statens Kartverk, Ringerike library and at the GeoNorge 2004 conference. They were highly commended for the professional quality of their work. Back in Vietnam, they highlighted the technical standard that prevails in Norway in geomatics (geographical information technology) and showed how such methods and tools could be used in Vietnam. Some of them were also able to present FK as an institution and development concept. ■

The South-South programme

21 partnerships are exchanging participants on the South-South programme, and, during 2005, 112 participants completed FK's preparatory course and were posted abroad. The vast majority of participants are exchanged in Africa and Asia and thus contribute to regional cooperation and network-building; participants on the exchange programmes also gain increased competence. Many participants return home and work at the organisation which sent them out, but for some participants, the FK posting becomes an experience which allows them to make a career in other organisations or start their own business.

Farming tilapia

Genomar Supreme Philippines with partners in China, Zambia, Bangladesh and Uganda

Genomar exchanges technical and administrative personnel within the farming of the tropical fish tilapia. The primary objective of the exchange is to build the competence of the partners, which all farm tilapia, operate hatcheries and distribute fish fry. Another key goal is to extend knowledge of the importance of ecologically sound revenue creation and sustainable aquaculture among local fish farmers.

Genomar began exchanges in 2003, and is now in its third round of exchanges, which involve four partners from the Philippines (Genomar Supreme Philippines Inc), China (Genomar Supreme Hatchery China Ltd), Uganda (Sungenor Holdings Ltd) and Zambia (Chirundu Bream Farm Ltd). At present, eight participants are in exchanges. In the second exchange round, Bangladesh (United Aqua Farms) and Norway (Genomar ASA) were also involved.

This second exchange round contributed to a number of results at the organisational level, including increased production capacity, increased expertise and increased reputation. For example, the hatchery in Bangladesh was reviewed and expanded. An old, badly functioning hatchery in Chittagong was improved and a new hatchery was built in Jessore. The Chinese partner's hatcheries were expanded in Zhuhai, and Genomar Supreme Hatchery China Ltd is now the largest tilapia producer in China, both in terms of size and output. A participant from the Philippines was invited to the fisheries ministry in Bangladesh in order to teach them about tilapia farming. United Aqua Farms in Bangladesh was invited by the government to participate in the prestigious annual national fisheries market. One non-planned outcome was that the ►

- Philippino participant in Bangladesh also got involved in a poorly functioning chicken production unit and turned it into a revenue-generating project.

The project has raised competence among the participants. A training programme covering the operation of tilapia hatcheries and water quality was tailored for the participants from Bangladesh and China by the partners in the Philippines and Central Luzon State University. The Chinese participant in the Philippines learned a lot, not least linguistically, and, having returned to China, is well-placed to participate in communications with the company's international partners.

In the third exchange round, now in progress, the Philippino participant in Uganda is in full swing building dams for trialing tilapia farming. The partner in Uganda will be the first in the country to farm tilapia commercially for the local market.

At the same time, two participants from Uganda and Zambia are in the Philippines to receive instruction in the techniques and operation of an aquaculture plant and, on their return, will be responsible for running a plant which the Philipinos are currently in the process of setting up. Once the Philippino participant in Zambia trained up local staff in order to optimise tilapia farming to the local conditions, the partner in Zambia could talk of a visible improvement in the size of fish, and new dams have been constructed to further improve production. ■

Human rights cooperation

Asian Forum for Human Rights and Development (Forum-Asia) in cooperation with human rights organisations from Asian countries which are members of Forum-Asia

The current exchange round involves seven human rights organisations: from Thailand (Asian Forum for Human Rights and Development), Bangladesh (AIN O Salish Kendra), Sri Lanka (Community Trust Fund), India (Friends' Association for Rural Reconstruction), Nepal (Informal Sector Service Center), Mongolia (The Center for Human Rights and Development) and East Timor (Hak Association). Eight participants are currently in exchanges, while the first exchange, started in 2004, had six participants.

The partnership exchanges staff with expertise in law, advocacy, research and documentation. The primary goal is to build capacity among people and organisations within human rights issues, legal aid and documentation. One example is the partner in Bangladesh, who through the exchange will strengthen his knowledge within the use of UN mechanisms for promoting and protecting human rights in Bangladesh. The partner in East Timor will increase his competence in jurisprudence. The Mongolian partner will strengthen his knowledge of the UN's human rights mechanisms, local development projects and research.

The current exchange round has an additional component with the exchange of three participants to Sri Lanka who are working in reconstruction following the tsunami, with a special focus on strengthening local organisations within psycho-social counselling, and to develop strategies, capacity-building and training programmes. ►



Saraswatee Karmacharya (29)
From: College of Journalism and Mass Communication in Nepal
To: Drik Picture Library in Bangladesh
Tasks: Run writing and journalism courses for finals students

« One day during the preparatory course in Bangkok, we did a role-play in an FK project, with the primary partner, secondary partner and participants. Now this role-play has become reality in my FK life in Dhaka: If I run into a problem, I try to solve it in the way we learnt in the role-play. »



Kristoffer Sævre (24)
From: Gimlekollen School of Journalism and Communication in Norway
To: Tanzania Media Women's Association in Tanzania
Tasks: Working as a journalist for Tanzanian newspapers, radio and TV. Training in the use of radio equipment

« On New Year's Eve I was invited to the home of Sheik Salim, a 58-year-old Muslim religious leader. He had bought a sheep in my honour, which we roasted over an open fire. We chatted about religion and cultural difference and how his boys sneaked out to drink beer. That was a New Year's Eve I'll never forget. »

- ▶ The exchange has had several positive results. For example, the partner in Mongolia and the participant who was exchanged there from Sri Lanka have published research reports on the conditions of casual labourers in the gold mines and on human rights and rights to food. Local and international organisations in Mongolia have shown great interest in the report and some organisations are planning projects to support the miners.

The participant who was exchanged from Bangladesh to Thailand learned in particular how the UN can be used to draw international attention to human rights violations. This is knowledge which the home organisation in Bangladesh has now put to use. Following the exchange, the participant has been promoted to head up the media and communications section of the home organisation. Among other things, the participant who was exchanged from Bangladesh to Sri Lanka provided help to three clients who had cases before the courts. This participant also conducted training programmes in awareness-raising and human rights for internally displaced persons, and in cooperation with the Sri Lanka Supreme Court she prepared a report on the educational and health conditions of internally displaced persons. After returning to Bangladesh, she worked with local organisations on studies of internally displaced persons in Bangladesh. The Indonesian participant gave legal counselling to individuals and organisations in East Timor and was also involved in developing training programmes for lawyers. Since East Timor has a huge shortage of lawyers with human rights expertise, legal assistance is extremely important for building democracy in the country. ■

Women in the media

Media Women's Associations, organisations for women in the media in Kenya, Uganda, Ethiopia, Tanzania and Zambia

The partnerships consists of national member organisations for women in the media in five countries:

Kenya, Uganda, Ethiopia, Tanzania and Zambia, called respectively AMWIK, UMWA, EMWA, TAMWA and ZAMWA.

At the end of 2005 the media women had been involved in three exchange rounds, in which a total of 28 women journalists had been exchanged. Among the aims of the exchanges was the sharing of experiences between members, staff and participating organisations and the strengthening of weaker organisations with expertise.

The exchanges have contributed to strengthening both the organisations and the individuals who have participated in them. The fact that the organisations now appreciate each other in a wholly new manner through people having been exchanged serves to strengthen cooperation. For example, TAMWA, AMWIK and EMWA have participated in a two-year-long international campaign against female circumcision through a joint partnership with an Italian organisation.

TAMWA has learnt about financial support from AMWIK and has now managed to bring in so much money that they are able to support members in taking courses in journalism at university. ▶



Tore Fantoft Tuastad (31)
From: Haukeland Hospital in Norway
To: Haydom Lutheran Hospital in Tanzania
Tasks: IT work and user support

« I have always wanted to work in a setting outside Norway. The purpose of the exchange is to share experiences between the hospital's IT departments. What I remember best from 2005 is the Mandela concert in Tromsø during the preparatory course. »



Susil K. Jayalath (29)
From: Jiffy Products SL in Sri Lanka
To: Jiffy International in Norway
Tasks: Quality control of end production, enhancement of production processes, troubleshooting of machine stoppages, etc.

« Through experience from different environments, we gain increased knowledge and expertise. What I remember best from 2005 was the talent day on the preparatory course in Kongsberg when I spontaneously composed a poem and presented it to the other participants. I still remember the response from the listeners; I felt that my heart had stopped for an instant. »



become more confident in talking in meetings following the exchange. She decided to continue her university studies after the exchange. ■

Children's rights

African Network for the Prevention of and Protection Against Child Abuse and Neglect (ANPPCAN)

ANPPCAN is a pan-African child-protection network. Its headquarters are in Nairobi and it has observer status at the African Union (AU). ANPPCAN now has 20 national departments in the same number of African countries. Each ANPPCAN office is independent, making the organisation a loose network. When FK was discussed for the first time at the regional office in Nairobi, ANPPCAN immediately saw the potential for bringing the different national office closer together through exchanges, and by the end of 2005, the partnership had exchanged 31 participants.

The national offices scarcely knew each other and they were also very different in terms of capacity. Some offices such as those in Uganda, Kenya and Ethiopia were well-organised, while others such as those in Togo, Liberia, Zimbabwe, and Zambia were weak. Through the FK programme the weak have learned from the strong.

With the help of the exchanges, ANPPCAN is able to take cases about children at a continental level to the AU, and ANPPCAN has helped in establishing a secretariat for children's rights in the AU.

The exchanges have also helped ANPPCAN as a whole to improve its fund-raising. Some offices have prepared new strategies for resource mobilisation and for extending their resource base. In all the offices, applications have been made ▶

- ▶ The exchanges have also helped the participants to make careers outside of the partner organisations. The participant from Ethiopia now works for Deutsche Welle, reading the news in Amharic, while the Zambian participant was employed in the office of the President as a public relations consultant once she returned home from the exchange. A participant from Tanzania who was exchanged to Kenya reported that she had increased her knowledge of English and



Shiva H. Adhikari (31)
From: The Development Fund in Norway
To: Kinniya Vision in Sri Lanka
Tasks: Helping to rebuild farmland destroyed by the tsunami

At lunchtimes, all my male colleagues went home for two hours, leaving just the women. For these two hours my name was Fattima and the women allowed me to eat, joke and chat with them. After the election, the situation was very different; it was all about finding a safe route to the office and home again.



Camilla Mellemstrand (27)
From: The Development Fund in Norway
To: National Association of Smallholder Farmers of Malawi in Malawi
Tasks: Writing for a quarterly magazine for the 100,000 members of the organisations

I spent four days with Mrs Fanny Makina, a widow with four children who had just been elected as the first female chair of the board in the organisation. Sometimes I get tired of all the rich, white people driving around in expensive cars while trying to save the world. I think it is primarily the Malawian people who can change Malawi. These four days with Mrs Makina gave me hope



► to various potential donors for project support and the skills required for making applications have been shared among the partners. Many of the applications have been granted. In Zambia, they managed to obtain support for three new small-scale programmes and to get staff and a functional secretariat for the organisation in place, where this had previously been very weak. In Zimbabwe, the participant who had been on an exchange to Uganda managed to obtain financing after having represented the Zimbabwe office at an important meeting in Mozambique. In Liberia, it appears that they have managed to arrive at a cooperation with UNICEF.

Increased communication and data collection for cases concerning children have also come out of the exchanges. During their exchanges, many participants have seen how different case areas are in focus in the host country and they see that these cases should be examined in the home country and across the entire continent. Examples of such themes are HIV/AIDs, the sexual abuse of children, trafficking and child soldiers. The identification of important themes has helped the national offices in their programme work and in standardising their efforts. ■

FK Youth

21 partnerships are exchanging participants on the FK Youth programme, and, during 2005, 229 participants completed FK's preparatory course and were posted.

Follow-up activities, i.e. work the participants carry out after returning home to their own countries, are important in all programme lines, but perhaps especially important for many Youth programmes, where, for many, this consists of public relations work on North-South issues. For Norwegian participants in particular, this is an important aspect of being an FK participant. Examples from the Strømme Foundation's Act Now programme illustrate this. South participants perform perhaps somewhat less public relations work and contribute somewhat more to capacity-building after returning home. Nearly all participants gain valuable experience through an FK posting, as illustrated in the example from Friendship North/South's Spor programme.

Act Now

The Strømme Foundation's "Act Now" programme

The Act Now programme began in 1997 (before FK came onto the scene, the programme was supported by NORAD, the Norwegian Agency for Development Cooperation), and exchanges young people between Norway and the Strømme Foundation's partners in Africa, Asia and Latin America. In 2005 there were 24 participants in the programme, of whom six were from countries in the South. The goals of the programme are: ►



Agnes Rani Paul (38)
From: Asian Forum for Human Rights and Development in India
To: Community Trust Fund in Sri Lanka
Tasks: Relief work in tsunami-affected areas in Sri Lanka

My main task is to visit tsunami-hit areas in Sri Lanka, in order to assess the need for help, come up with proposals, raise funds and provide psycho-social care services for women and children. On my first day in Sri Lanka I was in a town controlled by LTTE. I have never seen so many soldiers and military camps, which is something I will never forget.



Elvis Ketende Oitoye (22)
From: Kenya Red Cross Society in Kenya
To: Norwegian Red Cross in Norway
Tasks: Working with the Red Cross' refugees' guide and homework help

Skiing! Not as easy as it looks. I fell over about a hundred times on the first day, but the funny thing was, the more I fell over, the more I wanted to do it again! We had this motto to keep us going: "Don't worry, there is no sugar!"

- ▶ ■ To enlarge the participants' perspectives, increase their cultural understanding and their knowledge of poverty and development through participation and involvement at the host partners'.
- To create change agents who, once the programme has finished, are committed to and engage in, North-South-related issues.

Over recent years, the Strømme Foundation has put a lot of emphasis on strengthening and developing follow-up activities, so that this is now extremely comprehensive and diversified. As a result, last year's participants have performed more than 100 public relations activities around Norway. Added to which are activities in the South. Follow-up activities in Norway include more than 40 articles and interviews published in everything from major media outlets such as Norsk Ukeblad (weekly magazine) and Gudbrandsdølen Dagingen (daily newspaper), to contributions to Ljosgløtt and Nannestad parish magazines. Many participants have also been active in school visits, with 17 schools around the country having received visits. At the secondary school in Dovre, the visit produced immediate results. Here the FK participants focused on the effect of the tsunami on Sri Lanka, and how the Strømme Foundation's local partners contributed to reconstruction by cleaning wells and giving people clean water. As a direct result of the participants' presentation, NOK 20,000 were raised at the school.

Other participants created photographic exhibitions that were shown at twelve different locations in Norway. Some of them also organised stands at festivals. Many talks were held in a variety of contexts. Recipients of FK visits ranged from Rød Ungdom (socialist youth organisation) to Randesund church and a gymnastics group in Sykkylven. Two different films were also produced as a result of the exchanges.

In addition to this formal follow-up work, it has also been documented that the participants' families and friends have become more involved and now know more about North-South issues and conditions in the countries the participants went to than before the postings. ■

Spor

Friendship North/South, the Spor programme

Friendship North/South (VNS) is an umbrella organisation for friendship links between Norway and local society in countries in the South. VNS' Spor programme is aimed primarily at young people with a professional background who have not previously been especially involved in international work. The exchanges take place between Guatemala and Norway, and in 2005 eight young people travelled in each direction.

The goals of the Spor programme are:

- Vitalisation and extension of the friendship links, and mobilisation of more young people to become involved in friendship groups.
- Increasing knowledge of and commitment to environmental and North-South issues.
- Learning more about one's own profession and strengthening creativity and self-reliance among the participants

The exchanges have led to considerably more contact between the friendship groups involved, Reu-Tinn-Panajachel—Stjørdal-Comalapa-Stord, and has had a vitalising effect and given the groups new impetus.

All the participants, both Guatemalan and Norwegian, found that they had developed on a personal level and acquired a completely new understanding, not just of another continent and of global issues, but also of their own culture. A good number of them also became aware that it is possible to do something about their own situation and see more opportunities than they saw previously. One example of this is Maria Alicia Sunuc from San Martin Jilotepeque, who together with ▶



Siddhartha Dave (29)

From: Forum-Asia in India

To: Community Trust Fund in Sri Lanka

Tasks: Development work in Sri Lanka

« I'm fighting to realise my dream. I have come to realise that all people are equal, regardless of regional, linguistic, ethnic and cultural differences. And this programme is an important part of this realisation. »

- ▶ her father has now started up a small business enterprise and who wants to train as a nurse, which she had not considered before the exchange. In addition, she has also become very active in the local friendship group and mobilised other young people.

The Guatemalan participants in particular believe they have become more environmentally aware and, since returning home, have introduced composting and more environmentally friendly waste disposal, initially in their own families.

For the Norwegian participants too, the exchange has been very significant and reinforced their self-reliance. Many of them, for example, are interested in continuing involvement through VNS. Some have made new occupational and educational choices, while others have got jobs they would not otherwise have had, like one who got a job as a security guard where knowledge and experience of other cultures was an important precondition for getting the job. ■

FK Senior

Nine partnerships are exchanging participants on the FK Senior programme, and, during 2005, 8 participants completed FK's preparatory course and were posted. No exchanges within FK Senior had been completed at year-end. The participants are well underway with their work in South Africa, Mozambique, Malawi, Tanzania and Norway. 2006 will be the first year in which concrete results from the FK Senior programmes will start to show through.



Monika H. Waagan (36)
From: Skodje kommune in Norway
To: Voi Municipal Council in Kenya
Tasks: Work with children and social work in Voi.

“The women's group in Voi tell me about their situation, lack of money and scarce access to markets. I promise to take pictures and recount their activities to people in Skodje, and maybe we can sell their products through the friendship shop in Skodje.”



Petter Slaatrem Titland (21)
From: Friendship North/South in Norway
To: Fundated in Guatemala
Tasks: Writing for a local organisation.

“I was working as a voluntary fireman when Hurricane Stan struck. With the water reaching up to my chest, I helped people out of their homes.”



Part II Composition of the portfolio



The policies governing the composition of FK's portfolio have changed over the course of the organisation's operation. The statutes of 2 March 2000 emphasise that the portfolio should achieve a *diversity* of private and public-sector organisations and institutions. Potential partner countries are specified in the DAC list, which covers 150 countries, and the restriction is only that 50% of the funds should go towards measures that include LDCs. Diversity was also given support as a value when the Board subsequently adopted *boldness* as a distinct value. Diversity and boldness were values that should deliberately promote FK as new and exciting, and attract new groupings, occupations and countries to development cooperation.

From 2004, policies were issued by the MFA, through allocation letters and departmental management meetings, to the effect that new activities should be directed at the *six focal areas for Norwegian development policy*, and that new activities should concentrate on the *LDCs* and *Norwegian partner countries*. On the basis of these signals from 2004, the composition of the portfolio has been continuously assessed at a more operational level. The portfolio was recoded and analysed in terms of the six main strategic areas. It is also continuously analysed in terms of the Norwegian partner countries. A more proactive selection from the queue of stakeholders is now made, along with more selective initiatives in accordance with the new policies. However, it takes from six to twelve months from the launch of a partnership concept until a cooperation agreement is signed and the participants are able to attend courses and start their posting. This timelag, and the fact that most partnerships are based on long-term agreements, means that to achieve a significant change in a given portfolio composition takes a long time.

Geographical distribution within Norway has also been a consideration in the granting of cooperation agreements. Decentralisation is a key Norwegian policy, and this consideration has also been instrumental in the appointment of FK Norway's Board. As the activities in Norway have grown in intensity and significance, a cooperation agreement may be seen as a driving force behind the international orientation of a district or municipality.

The primary instrument for measuring the composition of the portfolio is FK's database containing key data on all the cooperation agreements, partners and participants. This database has been developed in several stages, is analysed regularly and provides the basis for all reporting.



Photo: Per Steinar Moen

2.1. Public, private and civil sectors

At an overarching level, it has been important for FK to form partnerships within the public, private and civil sectors, and the percentage distribution between these sectors is now:

2.1 Partners by sector

	Public sector	Private sector	Civil society
2005	41%	12%	47%
2004	40%	9%	51%

In 2005, FK sought to achieve more programmes within the private sector and the increase from 9% to 12% shows that we succeeded in this aim.

2.2. Focal areas of Norwegian development policy

FK is prioritising the focal areas in Norwegian development cooperation, see White Paper no. 35 (2003-2004), and, as of 2004, began reporting in respect of these areas.

Education is the area in which FK has the most projects. The education sector includes everything from primary school to university, and nearly one quarter of FK's exchanges contribute to education. Good governance comes in at number two. The programmes here are in the media, advocacy work and much more. Private sector development, including agriculture, is an area in FK that is growing only slowly. This

2.2 Projects by focal areas

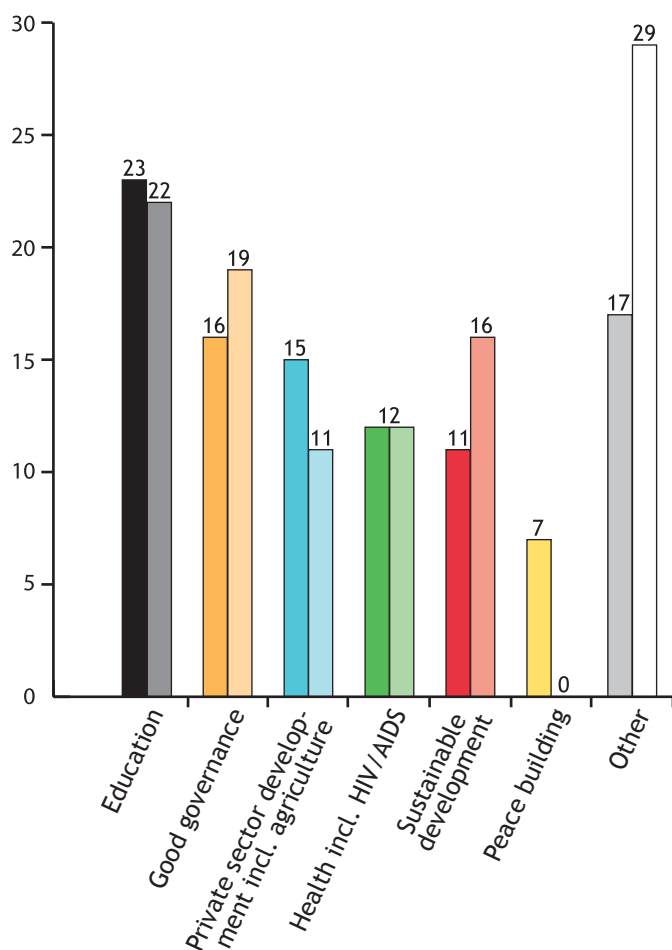


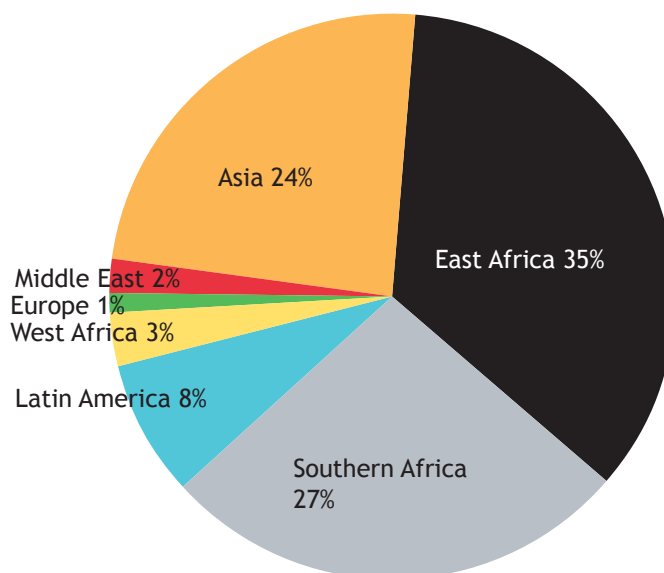
Figure: The six priority areas in Norwegian aid measured in number of active partnerships (percentages). The right-hand columns show the 2004 figures.

category comprises mostly businesses and business cooperation. Health, including HIV/AIDS, is FK's fourth largest area, while sustainable development has seen a fall from 2004 and is now fifth in the list. Peace building was introduced in 2005, partly through new projects, partly through a change in focus in the projects of a number of partners, and partly through FK having recoded some projects which initially may have belonged either here and, for example, under good governance. The remaining category, *other*, has been substantially reduced. This category comprises primarily sports and cultural exchanges, as well as some youth exchanges.

2.3. Partners by region

Measured by the number of partners, Africa is FK's largest region by far, accounting for a full 65% of activities. Asia is also relatively substantial, at 24%. Over the last year, we have seen a stronger concentration in Southern and East Africa, and a

2.3 Partners by region



fall in Latin America and West Africa. This is a consequence of the targeting of South-South programmes, especially in Africa, but also Asia, as well as a clearer concentration on Norway's partner countries.

2.4. Distribution by main partner countries, partner countries and other countries

Norway has made a policy choice to prioritise development cooperation with a number of countries. Norway's main partner countries are currently Bangladesh, Malawi, Mozambique, Nepal, Tanzania, Uganda and Zambia. In addition to these are the other partner countries, which are Afghanistan, Angola, China, East Timor, Ethiopia, Eritrea, Guatemala, Indonesia, Kenya, Madagascar, Mali, Nicaragua, Nigeria, Palestine, Pakistan, South Africa, Sri Lanka and Vietnam.

FK, as an agent in Norwegian development cooperation, prioritises partners and projects in these countries, and the distribution in 2005 shows that three out of four South partners are in the main partner countries and partner countries, and that three-quarters of financial support goes to these countries.

2.4 Distribution by number of partners in the South

Main partner countries	42%
Partner countries	33%
Other countries	25%

2.5 Distribution by support amount

Main partner countries	35%
Partner countries	39%
Other countries	26%

2.5. FK Norway's support to the least developed countries (LDCs)

Norwegian development cooperation accords priority to the least developed countries. Least developed countries (LDCs) means countries which had an annual gross domestic product of less than 825 US dollars per inhabitant in 2004.

All of Norway's main partner countries are LDCs, as well as many of the partner countries: Afghanistan, Angola, East Timor, Ethiopia, Eritrea, Madagascar and Mali. FK also has projects which involve, to a lesser extent, LDCs which are not among Norway's partner countries: Cambodia, Ghana, Laos, Benin, Gambia, Lesotho, Liberia, Somalia and Togo.

In 2005, 66.7% of FK's funds were allocated to projects involving the least developed countries.

2.6 The LDC percentage

The primary programme:	57%
South-South in Africa:	100%
South-South in Asia:	99%
FK Youth:	56%
FK Senior:	78%

2.6. Partners by country

The partners with cooperation agreements with FK are located in a total of 54 countries, a fall of six countries since 2004. FK is in the process of somewhat concentrating its activities.

Even though the number of countries is high, the majority of activities are nonetheless aimed at a smaller number of countries. At the end of 2005, there were 22 countries with four or more partners. Of these 22, the first seven are relatively large: Uganda, Tanzania, Malawi, Kenya, Sri Lanka, South Africa and Zambia are the home countries of more than half of the partners. All of these are among Norway's partner countries. In the remaining 32 countries, there are one to three partners per country.

Uganda has gone from seventh place in the list at 1 October 2004 to being the largest country in terms of partners at the end of 2005. There have not been any other major changes; Tanzania, Malawi, Kenya, Sri Lanka and South Africa have

been major FK countries for a long time. Zambia is on the way up and some countries have entered the list of the 22 largest (Mozambique, Nicaragua and Madagascar), while others have dropped off (El Salvador, Cambodia and Nigeria).

Of the 22 largest countries, only India, Zimbabwe, Namibia, Brazil and Peru are not Norwegian partner countries. None of these are major FK countries.

2.7 Partners in the South

Uganda	39
Tanzania	33
Malawi	20
Kenya	19
Sri Lanka	17
South Africa	16
Zambia	13
Bangladesh	9
Ethiopia	9
India	9
Nepal	8
Zimbabwe	8
Guatemala	7
Namibia	7
Madagascar	6
Brazil	5
Mozambique	5
China	4
Nicaragua	4
Palestine	4
Peru	4
Thailand	4
<i>The 22 largest countries (countries with 4 or more partners), total partners</i>	250
<i>The remaining 32 countries (1-3 partners), total partners</i>	52
Total partners in the South	302

Table: Number of primary partners and secondary partners in the South in the planning or implementation phases, by country

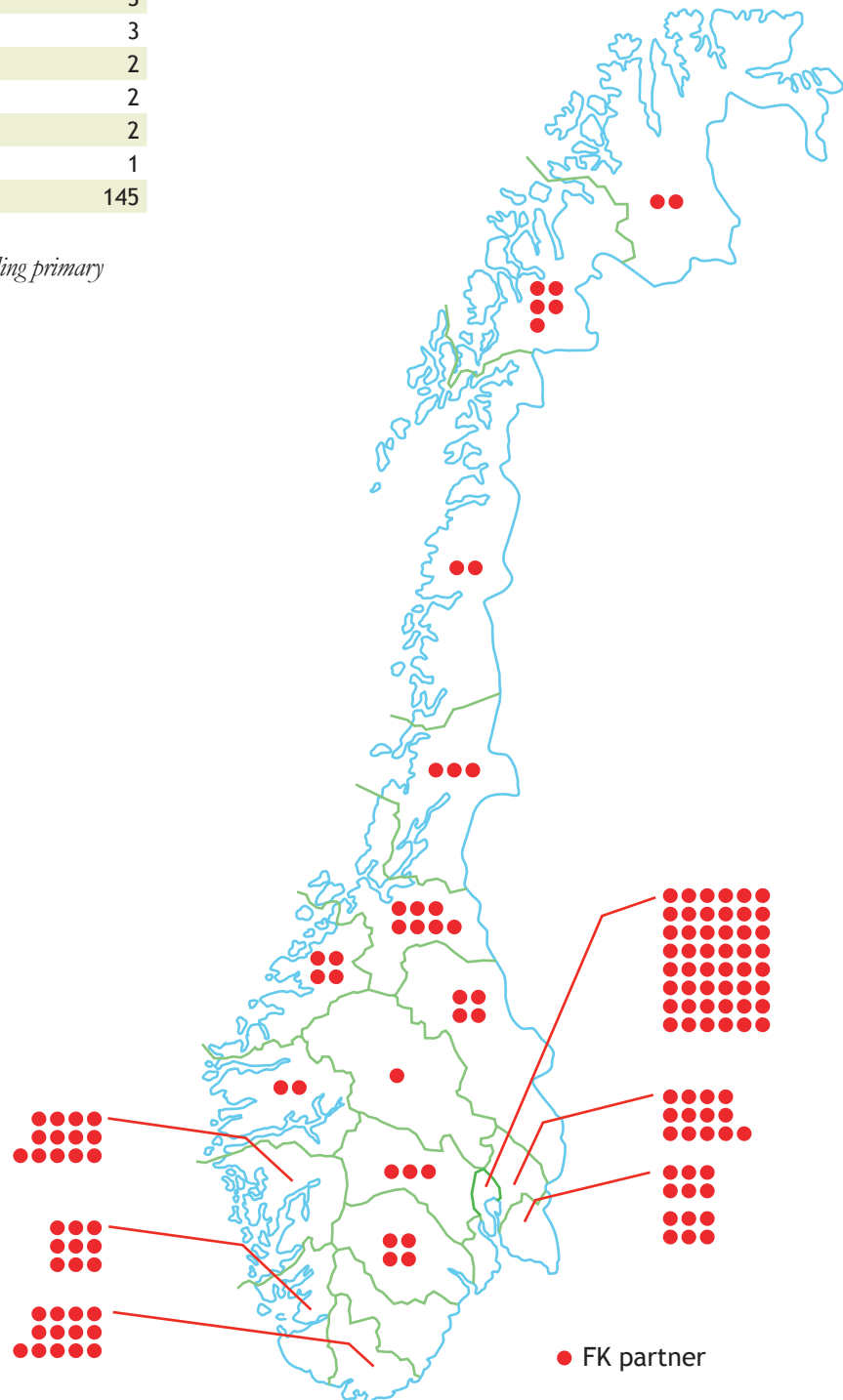
2.7. Norwegian partners by county

FK seeks to involve organisations, businesses and institutions throughout Norway in its activities. Oslo, Akershus, Hordaland and Vest-Agder are the largest FK counties in terms of the number of partners. All Norwegian counties except Aust-Agder had active FK partners at year-end. This list also contains registered *co-partners*, i.e. organisations, businesses or institutions who receive participants in collaboration with a formal partner institution.

2.8 Partners in Norway

Oslo	48
Akershus	13
Hordaland	13
Vest-Agder	13
Rogaland	9
Sør-Trøndelag	7
Vestfold	6
Østfold	6
Troms	5
Hedmark	4
Møre og Romsdal	4
Telemark	4
Buskerud	3
Nord-Trøndelag	3
Finmark	2
Nordland	2
Sogn og Fjordane	2
Oppland	1
Total	145

Table: Number of Norwegian partners by county (including primary partners, secondary partners and co-partners)





Part III Participants



Fredskorpset has increased its focus on participants as a resource. FK's objectives and remit as set out in its statutes can only be achieved through the people who take part in the exchanges and the programmes' success stands or falls on the ability of the participants. The objective is that, through the exchanges, participants both extend their expertise within their specialist field and contribute what they are able to the host partner. In this way, participants become a channel for the exchange of knowledge at an institutional level. In other words, the participants are change agents in relation both to their employers (home partners and host partners) and to target groups in the work situation itself. One important issue is whether the returning participants are able to bring their influence to bear in terms of changes in their home workplace. Here the impact is unpredictable and, in the best cases, will be visible long after the participant returns home.

In all programme lines there is a goal of inspiring the participants to participate in activities beyond what is laid down in the agreements. Ideally, the FK period should stimulate the participant to make a life-long commitment to North-South issues, a commitment that will shape their choice of career and leisure interests. The ideal participant creates waves that continue to be felt for many years ahead.

FK also seeks to ascertain the significance that the stay abroad has for the participants personally, what choices the stay stimulates them to make in life and work, and how they contribute through their experiences to society around them. This is a clear extension of the concept of outcome in relation to classical ideas of development cooperation. But we see that many people get inspired to become driving forces in North-South work or take up an international career in their specialist field. Many participants create their own businesses as a result of the exchange. In this way, the results of the FK period can be reaped for many years into the future.

Satisfied participants are essential for successful running of the programmes. By the same token, dissatisfied participants can represent a significant obstacle to institutional goal achievement. The participants are recruited by the partners, who also have the employer's responsibility. A significant element in FK's assessment of a partnership when they sign a cooperation agreement is their capacity to administrate and follow up the participants in terms of their specialism and as employees. If this requirement is not catered for, or fails to be met, during the exchange, the cooperation agreement may be rejected or not extended. The partner course provides advice and an arena for experience exchange in relation to recruitment.



Course participants at Vestlandet in the summer of 2005.

The following tables show some statistical characteristics of the participants as a group:

3.1. Participants by programme line and exchange relationship

All participants 2001-2005

	North-South	South-North	South-South	Total
Primary	407	350	76	833
Senior	5	4	0	9
South-South	1	10	310	321
Youth	424	211	7	642
Total	837	575	393	1805

New participants in 2005

	North-South	South-North	South-South	Total
Primary	99	88	9	196
Senior	4	4	0	8
South-South	0	0	112	112
Youth	140	85	4	229
Total	243	177	125	545

As we can see, we are approaching 2,000 participants in total, and in 2005, 545 new participants were recruited. This is nearly 100 more than in the previous year. Of the new participants, 45% were Norwegian residents. Outside of Norway, it is Africa which dominates with 31% of participants.

In 2005, FK had participants who were recruited from, or on their way to, a total of 54 countries on four continents. The tables below show the participants by home country or by which continent they come from. The tables also show the direction of the exchanges: North-South, South-North or South-South.

3.2. Participants in 2005 by home country

	N-S	S-N	S-S	Total 2005	Total 2001-05
Norway	241			241	817
Tanzania		23	6	29	85
Uganda		13	15	28	63
Malawi		17	5	22	47
South Africa		12	9	21	78
Bangladesh		3	16	19	38
Kenya		14	5	19	68
Sri Lanka		5	12	17	41
India		9	7	16	41
Guatemala		13	0	13	44
Zambia		5	7	12	40
Zimbabwe		5	5	10	29
Namibia		7	2	9	21
Brazil		6	2	8	22
Madagascar		6	2	8	12
Nepal		0	8	8	17
The Philippines		2	6	8	12
Thailand		5	3	8	16
Colombia		5	1	6	19
Cambodia		2	3	5	13
China		3	2	5	22

The table shows the number of participants in FK countries with five or more participants.

3.3. Partners by continent

Continent	All participants 2001 - 2005			Total participants
	N-S	S-N	S-S	
Africa		308	241	549
Asia		134	126	260
Europe	838	14	0	852
Latin America		117	27	144
Total	838	573	394	1 805



Photo: Per Steinar Moen

Continent	New participants 2005			Total
	N-S	S-N	S-S	
Africa		109	56	165
Asia		36	65	101
Europe	243	5	0	248
Latin America		27	4	31
Total	243	177	125	545

3.4. Distribution by gender

Participants who have attended a course and been posted in 2005 by gender and exchange relationship

	N-S	S-N	S-S	Total	%
Women	159	86	34	279	51
Men	84	91	91	266	49
Total	243	177	125	545	100

Gender equality is a core value in Norwegian development policy and a pervasive factor that must permeate all concrete measures. At participant level, it is important that men and women in the North and South have equal access to participation in the programmes. It is an objective to have a nearly equal gender distribution for FK as a whole, and we have succeeded in this. Nonetheless there remains a clear tendency for more women than men to travel from North to South (65%), while far more men than women are recruited in the South (60%). In South-South programmes this is especially clear, with 27% women and 73% men. Some measures have already been introduced into this programme line, but these will be strengthened in 2006.

3.5. Norwegian participants

Fredskorpset has an objective that all parts of Norway should be involved in Fredskorpset exchanges. All Norwegian counties are represented as home counties for one or more FK participants posted in 2005, but there is a big jump from the top to the bottom of the list.

The largest FK county in 2006 measured by number of participants (i.e. their home addresses) is Oslo (65), with Hordaland (42) second and Rogaland (24) third. Akershus, Sør-Trøndelag, Vestfold, Møre og Romsdal and Vest-Agder also send out a considerable number of FK participants. The bottom of the list is occupied by Aust-Agder (2), Buskerud (2), Finnmark (1) and Oppland (1).

3.5. Norwegian participants by county

Oslo	65
Hordaland	42
Rogaland	24
Akershus	19
Sør-Trøndelag	13
Vestfold	11
Møre og Romsdal	10
Vest-Agder	9
Østfold	7
Nord-Trøndelag	6
Nordland	6
Sogn og Fjordane	6
Telemark	6
Troms	6
Hedmark	5
Aust-Agder	2
Buskerud	2
Finnmark	1
Oppland	1
Participants registered with a domicile outside Norway	2
Total participants	243

Table: All Norwegian participants who attended a course and were posted in 2005.

The trend for 2005 is the same as for the whole of the new FK Norway's existence from 2001 to 2005. Throughout the period, Oslo and Hordaland are also the counties which have had most Fredskorpset participants, with 246 and 117 respectively, comprising 29% and 14% of all FK participants. Similarly, Oppland, Buskerud and Finnmark have also been the three at the bottom in the full period, with only 13, 11 and 5 participants respectively. These data may conceal the fact that many young people in the FK target group may, due for

example to their studies, be ordinarily resident in the cities, but actually come from, and belong to, other parts of the country.

3.6. Preparatory courses

FK conducts mandatory preparatory courses for all participants, as well as homecoming seminars for all participants on the primary programme and some of the participants on the South-South programme.

In 2005 six preparatory courses for the primary programme were held in Norway, and four courses in the South, namely in Cape Town, Kampala and two in Bangkok. For the Senior programme, FK conducted three courses, while, for the Youth programme, six preparatory courses were held.



Seven homecoming seminars were organised in Norway and two in Bangkok. In Bangkok, a preparatory course and a homecoming seminar were coordinated, so that participants on the preparatory course had the chance to meet former participants and their partners. In this way, we obtained direct experience transfer, which was very successful and will be followed up further.

A course development initiative was begun in the autumn of 2005. This work is intended to result in a revised sub-strategy for courses. For the time being, work has been done on a somewhat altered educational scheme for the preparatory courses for the primary programme. The object of this work is to prepare the participants for exchange in an even better manner, by making them more active and responsible for their own learning both during the course and during the exchange.



3.7. Participant association

During 2005 the task of creating a participant association for participants in FK's programmes was set in motion. It was decided that all current and former participants should be able to join. In May/June, contact was made with a number of people who might have an interest in the preparatory work. Over summer and autumn, increasing work was done on the participant organisation and on Friday 30 September a major conference and following celebration was held in Oslo. In all, around 160 participants attended the event, which was a great success. The work at the conference resulted in an interim board and a number of guidelines for further efforts. The interim board worked regularly and steadily from autumn 2005 and laid ambitious plans for 2006.



Part IV Networks and communication



The overriding goal for FK's network-building and communications activities is to assist in creating sound networks and to promote commitment to the North-South issue in Norway through its own events, and through its input into other parties' campaigns and events, especially within the Millennium Development Goals Campaign. The network initiatives also have a goal of establishing FK as a key player in Norwegian development policy.

4.1. Networks in the South

A number of national network meetings have been organised in Africa and Asia, including in Bangladesh, India, Cambodia, Kenya, Tanzania, South Africa, Uganda and Zambia. In these networks, current and former participants and partner representatives from all programme lines meet to exchange experiences and to discuss current issues. Representatives from FK have participated in most meetings.

4.2. Networks in Norway

Bringing People Together (DMM)

Through the *Bringing People Together* events, FK seeks in particular to direct focus at the international commitment in Norwegian local authorities. These events are organised by FK in close cooperation with local actors and aim to provide a meeting place for the local international environment. The aim is to showcase past and present initiatives, as well as to establish new arenas and networks. FK's goal here is promote itself and its activities.

In 2005, where FK was fully responsible for planning and running the events, they were called *Der Mennesker Møtes (Bringing People Together)*. Where Friendship North/South had primary responsibility for planning and carrying out the events, but where FK participated in the events themselves, they were called *Vennepunkt (Turning Point)*.

In addition to local input, the Bringing People Together concept consists of various components developed directly, or commissioned, by Fredskorpset. All or a selection of these components are incorporated into a Bringing People Together event:

- **School visits:** A two-hour participatory process for secondary schools focusing on the UN's Millennium Development Goals. The educational programme is devised and led by the Lent consultancy firm. The school visits take place jointly with FK participants from the North and the South.

- **Future workshops:** What is our vision for the international community year 2015? How can we challenge ourselves, each other and the politicians to realise that vision? This is the basis for these two-hour creative future workshops, in which decision-makers and international environments in the community are invited to formulate individual commitments for the future.



Photo: Per Steinar Moen

- **Some communities are awarded the mark of distinction of *International Community*.** In these cases, the future workshop is linked to the justification for the prize. FK and the Norwegian Association of Local and Regional Authorities have created this prize to be awarded to local authorities in accordance with fixed criteria. It rewards international commitment within the local authority (community) and among its inhabitants to date. The aim is also for it to result in increased North-South commitment in the future.
- **Evening celebrations:** At evening celebrations, samples from the Bringing People Together week's events are served up, and, through cultural insights, light is shed on international commitment in the community.
- **In connection with the Bringing People Together events,** FK is promoted through advertisements.

In 2005, Bringing People Together events were held in Trondheim, Volda, Lund, Sauda, Sarpsborg, Skien, Bodø and Sør-Varanger.

Turning Point events were held in Tingvoll, Sauda, Tinn, Nordkapp/Honningsvåg, Melhus, Risøyhamn, Ål, Namsos, Re and Lund.



Vegard Ulvang mullhalifsting Shabana Rehman during DMM in Sør-Varanger. Photo: Per Steinar Moen

Future workshops were held in a total of eleven locations, with nearly 350 participants. School visits took place in seven locations, and nearly 40 schools with a total of 2,300 pupils received visits from FK participants.

Follow-up events (following Bringing People Together or Turning Point events) were held in Bø in Telemark and Kristiansand.

The International Community mark of distinction

The following local authorities received the *International Community mark of distinction* in 2005:

- Trondheim
- Volda
- Lund
- Melhus
- Sarpsborg
- Skien
- Bodø
- Sør-Varanger
- Ål

Fifth Anniversary

Fredskorpset's fifth anniversary was celebrated with a summer convention on 8 June. Guests of honour were Graça Machel from Mozambique and Minister of International Development Hilde Frafjord Johnson. The programme featured speeches, circus artists, music and singing. Several FK participants made their own cultural presentations, in which FK's cultural diversity and breadth were brought to the fore. They also presented a work of art to Graça Machel in honour of her and Nelson Mandela's peace and conflict resolution initiatives.

4.3. Conferences in the South

During 2005, FK was involved in organising four conferences in the South. On FK's part, the primary responsibility for planning and execution was lodged with the regional representatives in Africa and Asia.

Tanzania and Malawi: Conferences in collaboration with local partners on: *The Role of Media in Fighting Corruption.*

Zambia: A conference on sport and development organised by National Sports Council of Zambia, the Norwegian Olympic Committee and Confederation of Sports, Fredskorpset and others: *Next Step Livingstone – Taking Sport for Development Home.*

Cambodia: A conference in collaboration with Forum Syd and Cambodia NGO Forum: *Environment and Human Rights Conference.*





Environment and Human Rights Conference in Cambodia. Photo: Per Kr. Lunden.

4.4. The Norwegian Millennium Development Goals Campaign

In 2005, the Norwegian Millennium Development Goals Campaign ran activities aimed at several target groups and through a number of channels. The biggest commitment came in connection with six major festivals and events in the summer: the National Shooting Championship in Lesja, the St. Olav Festival in Trondheim, Notodden Blues Festival, the Norway Cup, Øyafestivalen and the Norwegian Band Federation's Centenary in Oslo. The Campaign produced a publicity film featuring Norway's Prime Minister Mr. Jens Stoltenberg in the main role, which was broadcast on TV2, the national commercial channel, just after Christmas. The film marked the start of an extensive national campaign for 2006 under the rubric *Et løfte er et løfte - Keep the promise*. Other initiatives included the Norwegian launch of the UN report *Investing in Development*, a seminar at Blindern, a market survey, preparation of teaching materials, a collaboration with NRK (the Norwegian Broadcasting Corporation) children's TV, talks, training for the political youth organisations and lobbying in connection with the UN Summit in September. FK, through the Communications Director, has had managerial responsibility, and also makes an office available for a coordinator.

4.5. Other information activities

In 2005 an information campaign called *Ekstrem forvandling* (*Extreme makeover*) was prepared to be carried out in 2006.

Standard promotional material, including a complete set for the participants, has been developed. In total, 2,350 new web pages were created in 2005, of which 1,500 are personal accounts and articles written by the participants themselves on their own homepages, or blogs.

Statistics from Observer show that FK was in the media 379 times in 2005, primarily in local/regional media.



Part V Administration



Administration is taken to mean FK's management, procedures, advisory and informational activities, both internal and external. A systematic review of the administration routines was implemented in the autumn of 2005 and will be continued in 2006. The overarching goal of this work is to achieve *quality at all levels*. This goal entails specifically:

- Accurate and definitive information readily available at all times
- Cost-effective routines
- Legally valid contracts and routines
- Procedure in conformance with adopted strategic policies
- A shared attitude that quality will be a hallmark of FK at all levels and in all contexts

Based on the objective of quality at all levels, all departments have reviewed their routines and a quality objective has been defined for all activities in the planning for 2006.

5.1. Advisory and other communication with partners

Three courses for FK's partners in Norway were held during 2005. Two of these were designed for new partners and/or new coordinators, while the other was aimed at experienced partner contacts. The courses were well-attended and seen as useful, from the point of view of both FK and the partners. Partners in Norway were also invited to one-day meetings during their respective participants' preparatory courses. In the South, the network meetings partially served as support for the partners.

All the primary partners in Norway are visited by an FK administrative officer at least once during the programme for a project review. In the South-South partnerships, monitoring is especially close, in that a representative from FK visits effectively all partners/participants during the exchange. The review here covers both the programme and practical aspects of the exchange.

In addition, the partners report in accordance with FK's templates for finances, progress and outcomes in the projects.

5.2. Evaluations

As an element in FK's work to document results, develop sound methods for this task and to improve FK's and the partners' work, three different studies of FK's programmes were completed during 2005, all commissioned by FK itself.

Scanteam produced a *Study of the results of selected projects of Fredskorpset primary programme 2004*. This report took as its basis the partners' objectives as formulated in the agreements and looked at the extent to which they had been achieved.

Kulturell Dialog produced *Change agents for development. A study of individual and social results of the FK exchange programme*. This report was based on returning participants and their account of the results and consequences of the exchanges.

NUPI produced *Norway's Fredskorpset youth program, study of selected exchange projects*.

Combined, these reports provide the foundation for how we understand and measure FK's results. They show that the values and results achieved through exchanges vary and are to be found at different levels, both in organisations and in individuals.

5.3. Internal administration

Finance

Accounting and financial management is performed in accordance with official guidelines, incl. R.105 on the use of payment cards. The Office of the Auditor General undertook a review of the administration in connection with the audit of the 2004 annual accounts. There were no significant comments on the annual accounts and the enterprise's execution of its budget. A new payroll and HR system was introduced on 1 July 2005. Administrative reviews of the offices in Bangkok and Kampala were carried out in which all the financial management routines were examined.

Office premises

A new lease was signed with Olav Thon Eiendomsselskap for the premises at Torggata 2. This new agreement incorporates extensions to the premises and, following substantial refurbishment, the new premises were taken into use at the end of September. This has given us more space for offices, meeting activities and stores, and we are very pleased with the result.

Staff

Regular contact is maintained between the management and the trade union, and a total of eight meetings were held with the staff consultation committee. New staff regulations were discussed, laid down by the Board and have now been finally confirmed by the Ministry of Government Administration and Reform. A local agreement on weekly working hours has been signed, and guidelines for competency building have been produced.

In May, the entire Norwegian staff together with FK's two representatives in the South gathered for thematic days involving discussions on topics such as success criteria in partnerships, diversity as a challenge in training situations and local ownership; inspiration was provided by guest speaker Professor Jon-Roar Bjørkvold. The popular tradition of thematic lunches was also continued in 2005, and we had highly profitable specialist lunchtime talks from Jon Bech (on South Africa), Jan Borgen (on corruption), Emily Joy Sikazwe (on the mobilisation of women in rural Zambia), Kjartan Stigen (on the work of Norfund, the Norwegian Investment Fund for Developing Countries), Jørn Lemvik (on capacity building in Africa), Anne Julie Semb (on peace building), Iver B. Neumann (on the history of the Norwegian Ministry of Foreign Affairs) and Bernt H. Lund (on aid development and Fredskorpset).

Environmental management

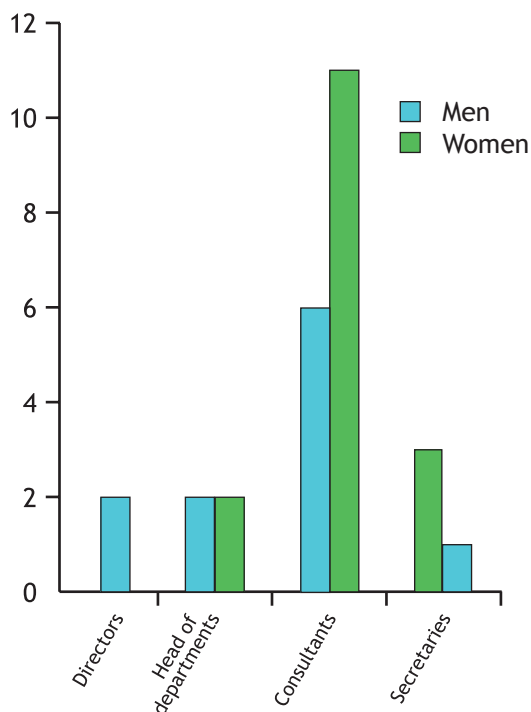
Environmental management (the 'Green State' project) was introduced in 2005 after a survey involving the entire staff. This now forms part of the management system. A programme of measures was prepared based on the following primary goals:

- All of FK Norway's employees are obliged to assume "Green Responsibility"
- FK Norway's management will ensure that environmentally friendly measures are prioritised in our activities
- FK Norway will assess the environmental impact of all procurements, waste management, choice of transport and use of energy
- Through its commitment, FK Norway will seek to communicate Green Responsibility to its cooperation partners

Illustration: FK Norway's environmental guidelines

Equality

Of the 27 employees of FK at 31.12.2005 (excluding two employees of the Norwegian Centre for Democracy Support), 16 are women and 11 are men. All these positions are full-time, with two on leave. Although there may be said to be a slight bias in the distribution of the genders, we have no indications of any such bias in terms of sickness absences and working hours, or support for further education and other competency-building measures. The distribution of the genders in terms of positions in the organisation is as follows:



The Board of FK Norway in 2005

A number of changes were made to FK's Board with effect from March 2005. Through this change, FK's staff also acquired their own representative. Following these changes, the Board comprises:

Permanent members:

Per Kristian Lunden (Chair)
 Marianne Damhaug (Vice-Chair)
 Wenche Fladen
 Nina Emaus
 Svein Fjellheim
 Arne Sandnes
 Tutu Jacobsen (staff representative)

Deputies:

Laila Dalhaug
 Vigdis Ravnøy
 Nina Birkeland
 Eyolf Jul-Larsen
 Sten Rino Bonsaksen
 Hanne Marstrand
 Hans Inge Corneliusen (staff deputy representative)

The Norwegian Centre for Democracy Support:

Anja Riiser
 Eva Langslet

The Millennium Development Goals Campaign:

Lisa Brodshaug

FK Regional office, Africa

Fikre Haile Meskel, Regional Representative

FK Regional office, Asia

Sacha Jotisalikor, Regional Representative

FK Norway's employees in 2005

Tor Elden (Director General)
 Helge Espe (Deputy Director General)
 Stefan Midteide

Department of Programmes:

Live Bjørge (Head of Department)
 Kristine Ø. Alsvik
 Hans-Inge Corneliusen
 Saliou Kane
 Synnøve S. Seljeflot
 Jorunn Stokke

Department of Communications:

Håkon Ødegaard (Head of Department)
 Per Steinar Moen
 Tonje Westbye (on leave)

Department of Courses, Conferences and Networks:

Knut Jostein Berglyd (Head of Department)
 Marit Elverland
 Espen Marius Foss
 Kari Siwe Haugen
 Kristine Hoddevik
 Tutu Jacobsen
 Jørn Henning Lien
 Ellen Linde
 Maria Cristina Latini (on contract)
 Anne Marit Træland (on contract)
 Øyvind Sunde (on contract)
 Solrun Samnøy (on leave)

Department of Administration:

Grete Thingelstad (Head of Department)
 Ine Birgitte Dalseg
 Berit Wærn Hansen
 Sonade Mehta
 Elisabet Nossen
 Martin S. Drevvatne (conscientious objector)
 Jan Mathias Raaheim (conscientious objector)



Part VI Finances



FK Norway Financial Statement 2005

Balance sheet

Account	Text		
1520	Travel and salary advances		41 833
1521	Salary loans without interest		4 962
1571	Salary advances		18 000
1720	Advances to regional office Africa		348 327
1721	Advances to regional office Asia		648 270
1795	Telephone deductions		11 098
1799	Other temporary receivables		-10 000
1928	Norges Bank		1 395 705
1	Assets		2 458 196
	Equity 01.01.2005	52 322 654	
	Result of the year	25 499 152	77 821 807
2400	Accounts payable in Norway		-931 076
2401	Accounts payable abroad		-64 099
2402	Accounts payable, Feasibility Studies		-616 520
2403	Accounts payable, Cooperation Agreements		-75 969 172
2600	Withholding tax		-626 171
2610	Attachment of earnings		579
2630	Pension deductions (2%)		-14 526
2640	Allocated NI contributions		-71 065
2680	Net payroll payments		-6 080
2686	Pension allocation		-504 013
2770	National insurance contributions owing		9 178
2771	National insurance contributions on allocated holiday pay		-294 753
2930	Holiday pay owing this year		-1 192 283
2	Liabilities and equity		-2 458 196

Profit and loss

Account	Text	
	Appropriation from Ministry of Foreign Affairs	149 775 866
3	Revenues	149 775 866
461	Feasibility Studies	3 701 755
4610	Feasibility Studies, FK North-South	1 648 602
4611	Feasibility Studies, FK Youth	163 828
4612	Feasibility Studies, FK Senior	452 862
4613	Feasibility Studies, FK South-South Africa	50 766
4614	Feasibility Studies, FK South-South Asia	484 121
4615	Feasibility Studies, FK South-South Latin America	-2 453
4619	Feasibility Study NDS	904 028
462	Cooperation Agreements	132 003 645
4620	Cooperation Agreements, FK North-South	74 823 673
4621	Cooperation Agreements, FK Youth	21 849 294
4622	Cooperation Agreements, FK Senior	6 585 813
4623	Cooperation Agreements, FK South-South Africa	15 854 428
4624	Cooperation Agreements, FK South-South Asia	10 177 736
4625	Cooperation Agreements, FK South-South Latin America	0
4629	Cooperation Agreements, NDS	2 712 701
463	External programme support	3 609 273
464	Quality	1 047 446
465	Preparatory courses	6 647 913
466	Partner/network meetings	2 101 231
467	External network activities	2 304 067
4	Programme costs	151 415 334
5	Payroll costs	15 173 793
6	Management and operations	6 149 020
7	Other operating costs	2 718 756
8/9	Financial revenue and expenditure/Provisional account	-181 886
	Total revenues	149 775 866
	Total costs	175 275 018
8800	Result for the year	25 499 152

Comments on the Financial Statement 2005

The Financial Statement for 2005 is prepared in line with the guidelines issued by the Office of the Auditor General of Norway. In preparing the Financial Statement, account is taken of the provisions that apply to FK Norway as a governmental body with separate authority.

On the basis of its activities, FK Norway is authorised to commit funds for subsequent years through entering into cooperation agreements with partners. This means that only a certain proportion of the contracted total is disbursed in the year in which the agreement is signed. The remainder of the allocated funds are disbursed in the following year in accordance with an agreed transfer plan. The contracted total for feasibility studies is disbursed in its entirety once the feasibility study has been concluded. The total cost liability for multi-year agreements is accounted for in its entirety when the agreement is signed, but unpaid balances appear in the balance sheet as liabilities to collaboration partners, and will represent a future cash requirement.

Profit and loss

The profit and loss account provides a representation of the enterprise's operations in the financial year.

Total available funds in 2005 consisted of the annual appropriation from the Norwegian Ministry of Foreign Affairs to FK Norway of NOK 145,000,000, cf. allocation letter; a transfer from the Ministry of Foreign Affairs to the Norwegian Centre for Democracy Support of NOK 4,525,866 for operation of the centre, and projects under the auspices of the Norwegian Centre for Democracy Support, a transfer from the Millennium Development Goals Campaign of NOK 250,000, and an opening balance of NOK 4,379,749.

The accounts for 2005 show a deficit of NOK 25.5 million. FK Norway has increased its liabilities to cooperation partners since 2004. In 2005, agreements for feasibility studies and cooperation agreements were signed for a total of NOK 135.7 million, against NOK 114.2 million in the preceding year. In other respects, the overall programme costs for the year show that activity levels were as expected. Total costs for the payroll, administration and operations came to NOK 24.1 million and, as a whole, correspond to the year's budget.

Receivables/bank deposits

Receivables derive from advances paid to the regional offices in Africa and Asia for use as working capital for January 2006.

Liabilities and equity

In addition to stating FK Norway's liability to partners and suppliers, the balance sheet shows the provisions made in 2005 in accordance with applicable regulations. Payments in the following year for holiday pay and the 6th instalment of National Insurance contributions are to be covered through the present year's appropriation.

Negative equity in 2004 increased further in 2005; see the year's result. These are liabilities linked to signed cooperation agreements.

Liquidity

The year's result, adjusted for changes in liabilities and receivables, produces a negative cash flow from the year's operations of just under NOK 3 million. With an opening liquidity of NOK 4.4 million, this produces liquidity at year-end of NOK 1.4 million. These funds are to cover payments in 2006 linked to holiday pay earned in 2005 and the 6th instalment of NI contributions for 2005 to be paid in January 2006.

The accounts laid for 2005 have been audited and provisionally approved by the Office of the Auditor General of Norway.



FK Norway's annual report 2005

Printed by: Printing AS

Graphic design: arc | giraff AS [www.arcgiraff.no]

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A PDF version of this annual report is available for download
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