

Annual report 2008



Front page: Jørgen Nilsen and Tommy Dibane are working together with their drumsticks. Nilsen is a participant for The Norwegian Band Federation, and Dibane is a participant for Field Band Federation (South Africa).  
Photo: Ken Oprann

Right: Fish pond of community members involved in a Shisuk fish enterprise project. Nepal.

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## Foreword

In 2008, FK Norway had yet another year replete with events both major and minor.

The core of our activities was the exchange of personnel within the framework of institutional cooperation between Norway and countries in Africa, Asia and Latin America as well as South-South.

A total of 536 new participants went on FK postings to another country in 2008. This brings the total number of participants since the inception of the new FK Norway in 2001 to 3,500. The exchanges are based on the concept of reciprocity, such that as many participants were received in Norway from abroad as we ourselves sent out. The participants teach and learn and enhance their CVs, gain international experience and a knowledge of other cultures.

A total of 125 partnerships conducted exchanges in 2008, and 450 individual partners in 54 countries sent and/or received participants. FK Norway's network thereby extended to cover countries in most regions. The participating companies, institutions and organisations appreciate the benefits of exchanging technical expertise and building capacity, as well as gaining a boost from being part of an international network.

The Esther programme got underway in 2008 and this offers the potential for exchanging health personnel within the framework of a cooperation between health institutions in Norway and in the South. Esther is a European health network aimed at strengthening the fight against HIV/AIDS; FK Norway has been chosen as the implementing agency in Norway.



A series of FK network events also made their mark on the year:

In February, FK Norway, in cooperation with the state-funded DSV network for cultural diversity, took the multimedia 'Hands That Shape Humanity' exhibition from Cape Town to Oslo. Nobel Laureate Desmond Tutu attended the opening at Oslo City Hall. The exhibition which displayed messages and words of wisdom from internationally famous people in the fields of science, culture, sport and human rights, was a major success, attracting 5,000 visitors, including many upper-secondary school pupils.

FK Norway's North-South Forum was held in Oslo in September, with 380 representatives from FK partners in Norway and the South. Speakers at the City Hall included Nobel Laureate Muhammad Yunus, President of the Norwegian Parlia-



ment Thorbjørn Jagland and High Commissioner Knut Vollebæk.

In cooperation with local partners, FK Norway organised conferences on equality and women's rights in Tanzania and Kenya. National network meetings were held in 15 countries to support the exchange work and create forums for participants returning home.

In Norway, our municipality-based concept for public relations work and focus on the Millennium Development Goals, which goes under the name 'Der Mennesker Møtes', (Bringing People Together), was conducted in 7 municipalities, from Tana in the North to Gjøvik in the South. A report on the DMM concept, was concluded in June. From 2009, a new concept is planned, in which FK Norway's own partners and participants will have a more central place in the events.

A report prepared by the Agency for Public Management and Government (Difi) in May led to a decision to disband the Board of FK Norway as of 1 May 2009, which is also the date the new Director General takes up the post.

During the year, consideration was also given to incorporating FK Norway under Norad, the Norwegian Agency for Development Cooperation, but the conclusion was that we should continue as a separate administrative body under the Ministry of Foreign Affairs. (However, our special authority will be removed as of 1 January 2009. The altered management structure of FK Norway's activities will be based on new instructions.)

This change to the framework marks a turn in the pages of FK Norway's history. The basic elements of our activities have been elaborated and we are

transitioning to a more established and consolidated phase. But we will be taking with us the founding spirit, enthusiasm and user-focus that has characterised our activities to date. There will still be space for new ideas and inputs to be developed and put into practice!

We would like to thank all our partners and participants who, in 2008, have helped to make FK Norway a wide and important network for competence exchange, cultural understanding and bridge-building around the world. Your efforts have helped to make the world that little bit better.

Sten Rino Bonsaksen  
Chair of the Board

Helge Espe Acting  
Director General

## Introduction and facts about FK Norway

Fredskorpset (FK Norway) forms part of Norwegian official development cooperation, as a governmental agency under the Ministry of Foreign Affairs. FK Norway shall, according to its statutes, contribute to increased contact and collaboration between individuals and institutions in Norway and in countries in Africa, Asia and Latin America and contribute to development. FK Norway also sees it as important to use its mandate to bring about change in Norwegian society, share experiences and create enthusiasm and understanding for cooperation with institutions and people in Africa, Asia and Latin America.

FK Norway's special niche and core activity is to facilitate institutional collaboration through the exchange of personnel. Institutions link up with each other and, with the support of FK Norway, sign a collaboration agreement. They then start the exchange of personnel or volunteers between them, who will work towards concrete objectives defined by the partner institutions, based on their own assessment of needs.

In FK Norway terminology, the collaborating institutions are named partners, and the people being exchanged are named participants. FK Norway today is a unique network of partners and participants in 54 countries in Africa, Asia and Latin America. Almost 3500 participants have been exchanged through FK since the start in 2001, between Norway and the South and between countries in the South.

FK Norway operates three programme lines: North-South programme, South-South programme and Youth programme. In addition, in 2008 FK Norway started running a specific health programme, forming part of the European Esther network.

What can be achieved through FK Norway?

FK Norway's programmes and activities produce outcomes in a number of areas, and on different levels. FK Norway contributes to:

- Building capacity in institutions
- Increased understanding between different individuals, institutions and nations, building bridges and promoting peace

- Promoting global networking and increased strategic cooperation between institutions and individuals
- Leadership training, individual competence building and international involvement in order to produce change agents for a more just world

Which organisations are eligible for support from FK Norway?

Organisations in all countries eligible for official development aid (ODA) can apply for funds from FK Norway. ODA countries are defined by the OECD, and in FK Norway there is a focus on those countries which are given priority in Norwegian development cooperation, with a minimum of 50 percent of funds going to projects involving the least developed countries (LDC).

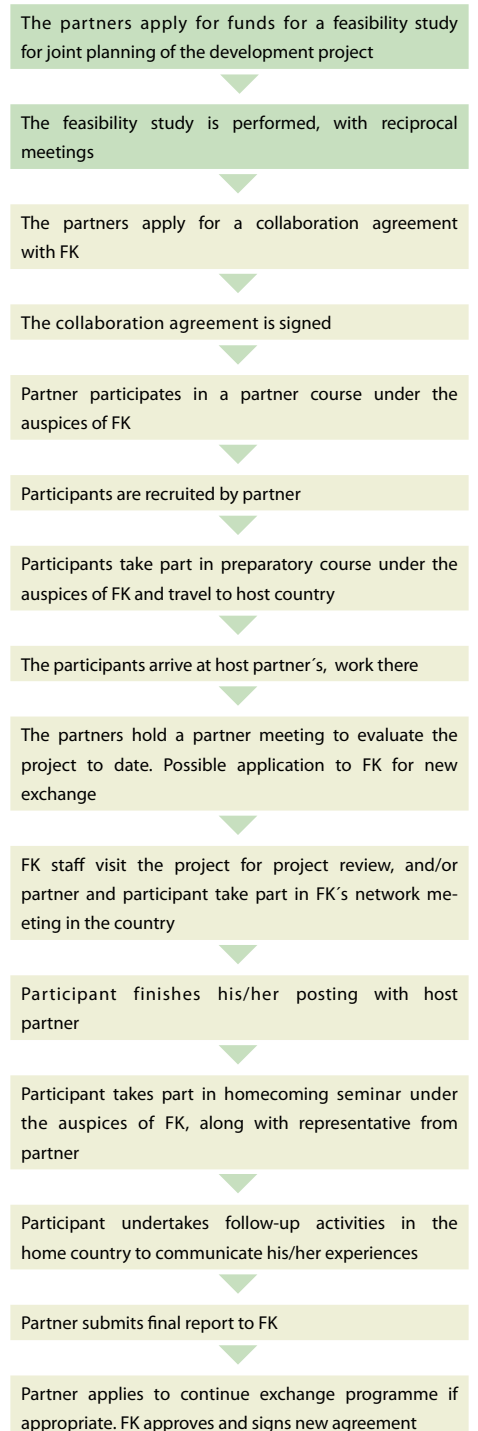
All sectors of society and all types of institutions, from civil society actors, to governmental organisations and private business companies can apply, but, as in its selection of countries, FK Norway has a main focus on those areas of cooperation which are given priority in official Norwegian development cooperation. These are:

- Environment and sustainable development
- Women and equal rights
- Peace and reconciliation
- Good governance
- Business development

Health is also a priority of FK Norway, with the establishment in 2008 of a new programme for capacity building in health institutions, in connection with the European Esther network.

Who are the FK participants?

The FK participants are recruited through the partner organisations, and mirror the organisations in terms of nationality and area of work. 90 percent of the participants are aged 35 years or younger, as FK Norway is mainly a programme for young people. FK Norway invests in the leaders of tomorrow!



	North-south programme	South-south programme	FK Youth programme	Esther programme (health exchange)
Direction of exchange	North-South, South-North, and in some cases also with a South-South component.	South-South	North-South, South-North, and in rare cases also with a South-South component.	North-South, South-North, and in some cases also with a South-South component.
Size	Aprox. 70 partnerships and 170 participants per year	Aprox. 20 partnerships and 150 participants per year	Aprox. 20 partnerships and 230 participants per year	At the point of being established, aprox. 20 participants in 2009
Age of participants	22-35 (10% may be above the upper age limit)	22-35 (10% may be above the upper age limit)	18-25 years	More flexible than the other programmes, but still with a young profile
Duration of exchange	Min. 1 year, including preparatory course and follow-up activities	1 year, including preparatory course and follow-up activities	Prep. course min. 1 month, posting in host country 3-9 months, follow-up activities 2 months	Min. 6 months posting in host country, and in addition preparatory course and follow-up activities
Costs (NOK)	300.000-350.000 per participant/year	Aprox. 250.000 per participant/year	Approx. 100.000 per participant	350.000-450.000 per participant/year

Queen Elisabeth Central Hospital is one of the FK partners in Malawi. They exchange orthopaedists with Sophies Minde in Norway.



## Results Building capacity in institutions

### Through FK Norway, capacity is built and human capital is developed

FK Norway is a tool for capacity building in institutions. The partners plan and design their projects to exchange valuable competence. Planning is based on a needs assessment and an assessment of strengths and weaknesses of the collaborating organisations. The partners ask the questions: What kind of competence do we need? What do we want to achieve through the exchange? How can we exchange personnel in order to learn from each other and achieve our common aims?

After getting their plans approved by FK Norway, the partners start recruiting participants according to the needs and objectives defined in the partnership agreement. The participants attend FK Norway's preparatory course, and start working at their host partner, to learn and to share their knowledge. After finishing the exchange period, the participants return to their home country and have at least one month of follow-up activities to share their new experiences with their home partner. In many cases the participants continue to work in the home institution. An institution can learn both from sending and from receiving participants.

Converting the new knowledge from an individual level to an institutional level is a challenge for all partnerships. Internal recruitment and a policy to retain participants after they have come home are factors that increase possibilities for institutional learning. Even in cases where partner institutions are not able to employ participants after they have returned home, it is possible to get good value out of the exchange by having a clear framework for transfer of knowledge during and after the exchange. Some participants who don't go back to work with the organisation that sent them still form part of an important network for the partner, while others move on to new employers carrying valuable knowledge along with them.

What is learnt in the institutions? Here are some examples:

Transfer of skills:

Participants from the National Institute for

Scientific and Industrial Research in Zambia are trained in molecular methodologies at the laboratory of the Norwegian Institute of Gene Ecology (GenØk) in Tromsø, and continue to use these methodologies when they return home. Participants from Haydom Lutheran Hospital in Tanzania have learnt how to use hospital equipment at Sørlandets Sykehus, which has been beneficial for the patients in their home institution.

Transfer of technology:

New technology for cooking stoves is transferred from Nepal to Tajikistan through an FK Norway project with the Norwegian Society for Conservation of Nature. A village in Tanzania has been electrified with the help of a participant from Brazil.

Improved production:

Through collaboration with Norsk Form in the project "Design without borders", handicraft production in villages, and women's cooperatives in Uganda and Guatemala has been improved to make it more suitable for the European market. Through the collaboration with Sophies Minde, there has been a steady increase in the production of prostheses and crutches at Queen Elizabeth Central Hospital in Malawi.

Improved knowledge:

Through the collaboration with Instituto Socioambiental (ISA) in Brazil, Noragric, The Rainforest Foundation and Norwegian Church Aid have all gained better knowledge of issues related to the rainforest in the Amazon region of Brazil. The exchange has also prepared the grounds for a research project at Noragric.

Cultural competence is built:

Competence in other cultures and in cross-cultural collaboration is seen as very important for many Norwegian institutions operating around the world. After returning to Norway, a Norwegian participant who had been on an exchange to China through AIESEC set up a very successful course for Norwegian companies where they learned how to do business in China.

Language skills are gained:

One could argue that there are less costly ways of learning English but at the same time, there are various examples showing how important it has been for an institution that the employees have improved their language skills. Ningxia University in China and the Provincial Teacher Training College of Siem Reap, Cambodia are both examples of institutions where a number of returned participants have improved their English skills. This makes further foreign collaboration easier for the institutions, fostering new positive projects.

New activities are implemented:

Through the collaboration with Akershus University College, Kyambogo University in Uganda has developed a curriculum for vocational teacher training. In Kenya, a theatre and music group called Playback has been established as an activity for mentally disabled youth and children in the slums of Mathare. This is a result of the collaboration between Mathare Youth Sport Association (MUSA), Volda University College and the culture group Merkesteinane.

Launching the Norwegian ESTHER programme: capacity building in health institutions

The Norwegian Government decided in 2008 to establish a new health programme that would be part of the European Esther network (Ensemble pour une Solidarité Thérapeutique Hospitalière En Réseau). The network has 10 European member countries and its main focus is hospital-to-hospital cooperation within the area of HIV/AIDS. The Norwegian programme is also including HIV/AIDS work, but has a wider focus, aiming at strengthening the health sector and health systems in countries in the South, primarily in Africa.

FK Norway is the implementing agency for the programme in Norway and is working towards the programme's objectives by supporting institutional cooperation and capacity building through exchange of personnel between health institutions.

Three collaboration agreements were signed in 2008 and three feasibility studies received funding. The projects funded in 2008 included cooperation between Norwegian hospitals and one hospital in Malawi and one in Tanzania. Capacity building of the National Blood Transfusion Centre in Tanzania also forms part of one of the projects. The Malawi project aims at strengthening mother and child care in the maternity ward, and reducing the mortality rate among newborns and mothers giving birth. The Tanzania hospital exchange has a more broad-based capacity-building focus. Hospitals in Ethiopia, Sudan and South Africa are involved in the feasibility studies granted funding in 2008.

#### Recycling in Comalapa, Guatemala

The municipalities of Stord and Comalapa have been collaborating through FK Norway since 2002, and in 2008 they were able to set up a recycling plant in the city centre of Comalapa. The municipality was faced with a growing problem of contamination due to all the rubbish thrown away in the streets and at illegal waste disposal sites around the city. A project to handle the increased amount of rubbish in and around the centre of Comalapa was established with the help of the FK Norway participant Fredrik Orvin Tveit. The plant is open five days a week for anyone who wants to deliver glass, bottles, rubber and plastic and the payment is based on the amount of rubbish you bring to the plant. "The result is overwhelming", says the mayor of Comalapa, Javier Bal. "The amount of rubbish in the streets is drastically reduced and we are about to get rid of the illegal waste disposal sites that have been causing trouble for the people, the town and its surroundings. It is obvious that if people get paid for bringing their rubbish to a company run by the municipality, they will do that in preference to throwing it away. Our next step will be to see if we are able to establish a system where we can collect the waste closer to where people live. If we are able to do that, the results will be even more evident in Comalapa", he says.

Environmentally friendly designer produces fashion in Nepal

The designer Leila Hafzi and her company Nepal

Productions DA, which is based in Stavanger, has been a partner of FK Norway since 2007. In the FK Norway project, Nepal Productions exchanges participants with the company Monal Export and Import Trading Firm in Nepal.

The partners have a goal of increasing the production of designs produced in Nepal for the international market and the long-term objective is to develop an environmentally friendly production circle. The focus on ethical production and ecological materials is an integrated part of the project. The participants handle production of approximately 1500 products and are responsible for making sure the quality and quantity of these products are up to standard. They are also looking for new fabrics and materials to use in new designs. During their stay they learn about the production of high-end fashion, the quality demands of the market and how to meet them. They also learn about eco-labelling, and how to communicate and interact with suppliers and workers in a developing country. In 2008 the collaboration between the two companies yielded many concrete results; the scope of the collection has increased, the quality has improved and more clothes have been sold.



FK participant Linn Gjelsvik at work in Kathmandu. Here she meets one of the factories that produce silk clothes for Nepal Production.

Developing environmental technology together

Hunan Huayi Co. Ltd is an engineering company

based in Hunan Province in China, and provides consultancy services within the water management sector. It was established when Zhuzhou Water Works was privatised in 2005 and in the process of transforming a public water works into a professional private company, the FK exchange with Norwegian partner Jofi Engineering made an important contribution. Through this project, employees gained essential international exposure and improved their English language skills. The project has also strengthened the professional level of the staff both within the area of water treatment and in terms of management. From an environmental perspective, strengthening local capacity for water treatment is important, and the FK exchange has contributed to Hunan Huayi being certified by the local environmental authorities (EPB). China is currently in the process of introducing higher environmental standards on water pollution, and Hunan Huayi is one of only a few companies in the Hunan Province that can offer water treatment solutions to such international standards.



FK participant Anders Rikheim works for the engineering company Hunan Huayi in China.

Reaching a critical mass of young professionals, bringing capacity to the institutions

The Norwegian Mapping Authority (Statens Kartverk) has been involved in an FK project with their counterparts in Laos and Vietnam since 2002. All the South participants have been internally recruited and are presently working in their sending organisations where they take an active part in the ongoing development and capacity-



building process. They now constitute a critical mass of young engineers who have benefited from the exchange through competence enhancement, improved language skills and expanded social capital with new friends and contacts in other countries. Their contribution is crucial if the South partners are to bring about sustainable change in their institutions, and thereby further build their capacity to deliver high-quality services to their stakeholders. The introduction of new software which is more in tune with international standards has had a positive impact on the production system within the partner organisations in Laos and Vietnam. Drawing from their body of knowledge and exposure to modern data processing technology in Norway, the returnees - who constitute the critical mass of the project - can play an important change-agent role in the ongoing innovation processes in their respective institutions.

#### Bringing new competence home

Fasika Zelealem is a journalist and member of the Ethiopia Media Women Association (EMWA) and was exchanged to the Tanzania Media Women Association (TAMWA) in 2008. When she returned home, she shared her experience and lessons learned from her stay abroad with all members of EMWA:

“Fund raising is basic among other activities performed for an organisation to make sure that the organisation has sustainability instead of being dependent on donors. It was a good opportunity for me to be exposed to TAMWA and learn about the organisation’s method for fund raising. Some of the fund-raising techniques I have learned from TAMWA are:

1. Selling small reports, magazines and books written about the association for visitors coming from abroad and for persons who want to do research about women and the association’s work in the country.
2. Collecting membership fees regularly. Each member has to pay at the beginning of year.
3. Funding from consultancy work by the Association
4. Fund raising by organising events
5. Internal sources: By writing press releases, features and the like

The other area of learning from TAMWA was on media campaign strategies. I have become familiar with and been able to practice media campaign strategies that can be applied by EMWA, including:

1. Use of bang style journalism: It is a unique way of using media to engage the public and reach out to women and women’s groups, children, men, experts, policy makers and others.

Bang style journalism involves disseminating strategically collected and written news through radio, television and newspapers at the same time.

2. Writing press releases in news story form and also by using bang style journalism. This will help news editors, journalists and sub-editors to save time.

3. Conducting journalistic surveys, organising press conferences and writing features.”

The presentation was highly appreciated by EMWA members and it was agreed to make it part of the discussions at the next EMWA strategic meeting. EMWA has a strong need to think strategically for their future survival and so this participant’s experience is not only important but also very timely.

National FK networks in the South	Country and Coordinating Partner
Core values in FK cooperation:	• Diversity • Reciprocity • Equality • Solidarity • Transparency
Core concepts in FK:	<ul style="list-style-type: none"> <li>• Competence (individual) <ul style="list-style-type: none"> <li>- skills, knowledge and attitude</li> </ul> </li> <li>• Capacity (institutional) <ul style="list-style-type: none"> <li>- performance, organisational culture, organisational ability to perform and act effectively and efficiently</li> </ul> </li> <li>• Individual learning <ul style="list-style-type: none"> <li>- individual acquiring skills, knowledge, attitude and ability to act (competence)</li> <li>- necessary in order to achieve institutional capacity building</li> </ul> </li> <li>• Institutional learning <ul style="list-style-type: none"> <li>- process contributing to institutional capacity building, from individual to institution</li> </ul> </li> <li>• Institutional capacity building <ul style="list-style-type: none"> <li>- increase competence and capacity in institutions through individuals within existing institutional structures</li> <li>- institutional learning from individual to institution</li> <li>- the changes that the exchange project contributes to should be sustainable within the institutions</li> </ul> </li> </ul>

Community members from Comilla district where most community members are spouses of migrant workers. Shisuk has an enterprise community project which successfully generates extra income to community members. Nepal.

#### Migrant worker rights

Pourakhi is an organisation of Nepali returnee women migrant workers. It is partnered with Shikka Shastha Unnayan Karzakram (SHISUK) in Bangladesh whose work also focuses on migrant workers and their families. Through the exchange project, Pourakhi and SHISUK have increased their exposure to and improved their understanding of migrant workers' problems in each other's countries. As a result, the partners have learnt new approaches and methodologies to address specific issues related to migrant workers that they have integrated into their work. For example, Pourakhi has learnt about a community enterprise approach implemented by SHISUK, where the community members own an enterprise to generate income from activities such as fish farming and handicraft production. The profit is lent at a minimal interest rate to members who need financial resources to establish a small business and the members are expected to return the loan with interest within a specified period of time. The fund, which belongs to the community, is expected to grow and will then be lent to other members.

Pourakhi is looking to apply a similar approach as a means to increase the independence and social security of the spouses of migrant workers and female migrant workers in Nepal. Inspired by Pourakhi, SHISUK hopes to apply income-generating initiatives to their own Female Spouse and Women Program.

Anita Gurung from Pourakhi, Nepal was posted to SHISUK in Bangladesh in 2007-2008. "My experience in Bangladesh makes me realize that there are so many things I can do to help other people. After I returned to Nepal, my home organisation heard of my training (conducted in Bangladesh) and asked me to conduct similar skill development training for returnee female migrants. With these skills, they can use their savings to start small businesses. I have conducted training on handicrafts and beautician services for them and I really enjoy doing this," said Anita.





FK youth programme in Western Sahara, participants from Red Cross Nordic United World College in Norway, from left: Andrea Aasgaard, Andrea Gustafsson and Maren Johansen, together with local villagers.





## Results peace, bridge building

### Increasing understanding, building bridges and promoting peace

FK Norway collaboration brings increased understanding between different individuals, institutions and nations, builds bridges and promotes peace.

Ever since the establishment of Fredskorpset in Norway in 1963 and all the way to the new FK Norway established in 2000, the rationale for its existence has been based on ideas of bridge building between nations and people, increased understanding and the promotion of peace. Literally Fredskorpset means Peace Corps. One of the ideologists behind FK Norway, Johan Galtung, had the idea that FK Norway could play an even more active role in peace building, giving all participants an explicit role in promoting peace. Under the present scheme, the participants' role in peace building and global understanding is more implicit. When getting to know people, you learn that the similarities are greater than the differences. FK Norway is a bridge builder across borders and continents, stands for a specific type of development education and is a tool for cross-cultural understanding.

The Youth programme promotes mutual understanding and peace. This is the largest of the FK programmes by number of participants (231 out of the 536 participants in 2008) and for very many young people it represents their first exposure to a different culture. This is an experience they will carry with them for the rest of their lives.

Several FK partnerships consist of friendship municipalities or friendship schools. In addition to the exchange of professionals (teachers, nurses, technical personnel), these projects often involve an exchange of information between school children. Exchanging letters or e-mails, drawings etc. generates increased understanding and cultural knowledge between children in different parts of the world.

#### Bringing Western Sahara to the Norwegian public through FK Youth

Western Sahara has been the subject of a decades-long dispute between Morocco and the Algerian-backed Polisario Front. There are still more than 150 000 Western Sahara refugees in Al-

geria, but their existence seems to be forgotten by the international community. In 2008, The Red Cross United World College in Fjaler and Polisario Front partnered to exchange young people in order to encourage understanding, broaden perspectives, build bridges and hopefully, in the future, achieve peace. Through the FK project, young people of Western Sahara and Norway have been exchanged and have engaged in activities related to education and language, as well as giving talks and lectures about the life in the Western Sahara refugee camps. The aim of the project is to promote humanitarian values and awareness of the situation of the Sahrawian refugees. The young Sahrawians and Norwegians in this exchange have the potential to be change agents, both locally and nationally. They act as ambassadors for their home countries and bring back home knowledge, new understanding and perspectives from their host countries.

In some FK Norway projects, organisations working directly in the areas of peace and reconciliation have specific peace-related goals in their projects.

FK partner Deer Park Institute in India has started Himalayan Eco Club to raise awareness on waste management. Youth from two different ethnic neighbours in Bir community come together to have a better understanding on each other through common environmental problems.

#### FK exchange for Peace and Social Innovation

In 2007, the exchanges between socially engaged Buddhist organisations, which are members of the International Network of Engaged Buddhists (INEB) was started in Asia. The main objectives of the INEB exchange are to empower youths in Asian countries to integrate spirituality into peace building and sustainable development work, and to support the learning process of a deeper understanding of factors that can bring about individual and social change.

In Cambodia, the Khmer Youth Association (KYA) has strengthened their analytical skills and adopted into their Peace Building Unit work an effective methodology using questionnaires. They learned from Sengathit Vangvilachit, a participant from Laos, that questionnaires can be a systematic tool for project monitoring. In the past, activities of KYA were only internally evaluated by the staff. Sengathit shared with KYA different evaluation methods that can be conducted through questionnaires. Using questionnaires, KYA also learned that stakeholders have the opportunity to evaluate the project themselves, and this allows KYA to get direct feedback from the stakeholders. Recommendations from the stakeholders will now be part of the development of KYA's three-year master plan.

In India, through the efforts of Lao and Cambodian participants in mobilising youth, Deer Park Institute was able to start a Himalayan Eco Club to raise awareness of waste management to the Indian and Tibetan communities. The Eco Club provides a platform for youth from the two different ethnic neighbours in Bir to come together and have a better mutual understanding through working together on common environmental problems. Deer Park Institute saw that waste management was a good entry point to build better relations between the Indian and Tibetan communities and, through this, they are helping to reduce tensions and promote peace in the area.





Zanza entertaining at the FK North-South Forum in Oslo.





#### Peace and communication

Responding in part to the cartoons of the Prophet published by a Danish newspaper that caused outrage among Muslim communities worldwide, Environmental Broadcast Circle Association, Incorporated (EBC) initiated exchanges between media and peace-building organisations in Asia and Africa with the aim of developing peace communicators. The partnership consists of EBC (Philippines), Institut Titian Perdamaian or Peace Building Institute (Indonesia), Shalom Foundation (Burma), Conflict Resolution by Youth-Uganda (Uganda), and Global Development for Peace and Leadership (South Africa).

The partners have integrated approaches to peace learned from other partners into their own peace programs. The Burmese partner has started to integrate Conflict Early Warning and Early Response System, adopted from Institut Titian Perdamaian or Peace Building Institute (PBI), into their peace education programme and community development activities as a tool for conflict prevention, conflict management and peace building in Burma. Likewise, this early warning system of PBI has been integrated into the South African partner's curriculum, which will enrich their existing training module on non-violent peace building.

Ronald Rwankangi, FK participant from CRY-Uganda posted in Indonesia, contributed to the development of Karamoja Youth Former Warriors Peace Facilitators project using the knowledge he gained from his exchange. When he was abroad, Ronald acquired knowledge on early

warning and early response to conflicts, peace facilitators and civilian peace-keeping concepts, and the peace village concept. After he returned home, he shared these methodologies with his home partner, and they will now provide training on the Conflict Early Warning and Early Response System concept to students and teachers in the schools.

#### Dialogue and development

The FK North South Forum and the International Advisory Council Meeting  
The FK North South Forum 2008 and The IV International Advisory Council Meeting were organised for, respectively, the third and fourth times since 2002. The overarching theme of Forum 2008 was "Dialogue and Development", and included the participation of about 380 FK partners from 55 countries in Latin America, Africa and Asia. In addition, the Forum in the City Hall opened up for participation of close to 1000 persons from FK and society at large. It was opened by the President of the Norwegian Parliament, Mr. Torbjørn Jagland, and the guest of honour in 2008 was Nobel Peace Prize laureate, Professor Muhammad Yunus. The keynote address was given by the OSCE High Commissioner on National Minorities, Knut Vollebæk, and FK partner Father Thomas from India. A two-day Advisory Council meeting was conducted at a hotel in Oslo for all FK partners, comprising plenary sessions, thematic seminars, workshops, network sessions and a banquet dinner. After the meeting in Oslo, the FK Seminars were conducted onboard a mini-cruise to Copenhagen over the weekend. The value of the

FK slogan of "Bringing People Together" formed the backdrop to all activities, and feedback from partners in an online survey showed overall that they were, very satisfied with their experience of the Forum 2008.

#### Hands That Shape Humanity

From 7 February to 7 March 2008, FK Norway presented the exhibition "Hands That Shape Humanity" in the Oslo City Hall Gallery. As an initiative of the Desmond Tutu Peace Trust, famous global achievers from all sectors were asked to answer one question: If there was just one message you could leave behind for humanity, what would it be?

By providing an intimate showcase of the journeys and wisdom of the greatest achievers of our time - simple, ordinary people who have managed to do the extraordinary with their lives - Hands That Shape Humanity is a deeply personal experience. It actively inspires each of us to discover our own potential, to reflect on how we may achieve personal success, joy and lasting happiness for ourselves, our communities and the humanity we are all a part of.

FK Norway invited schools and students to take part in a specially designed student programme where the reflections of the exhibition and the Millennium Development Goals were brought to life through a workshop. The exhibition was formally opened by the patron and principal attraction of the exhibition, Archbishop Desmond Tutu. The exhibition attracted 5000 visitors, and 400 students joined the student programme.

## Results Global networking

### Between organisations and individuals across continents

FK Norway collaboration leads to global networking and increased strategic cooperation between institutions and individuals

FK Norway is in itself a large network of more than 400 organisations around the world. Close to 3500 participants have joined FK programmes since the new FK Norway started operating in 2001. Each partnership also forms a network, involving from two to eight partner institutions exchanging people and ideas between them. Participants from the same partnership often form valuable networks to work on their thematic areas. Participants also very often form networks with other participants they met at the preparatory course, or with other FK participants being exchanged to the same country or the same town as themselves.

What is achieved through the networks?

Some partners use FK Norway actively and explicitly as a tool to build and sustain strategic networks. One example of this is the Norwegian Institute of Gene Ecology (GenØk) and the Gateways Institute Program, using FK Norway to more closely link the institutions in Zambia, Norway and China together. The African network ANPP-CAN, with national chapters in a number of African countries promoting children's rights, uses FK Norway as a tool to increase collaboration between the national chapters. Prashant Varma, Director of Deer Park Institute in India, and part of The International Network of Engaged Buddhists' partnership says: "Through the partnership and exchanges, we have a stronger relationship with the partners, not only at organisation level but also at individual level. Because we are partnering with organisations in Asia, we see social issues at a higher level and we see that we really need to work together". This relationship laid the foundation for partners to collaborate on similar issues of interest, such as Gross National Happiness (GNH), and develop an action plan accordingly.

Some participants form, and sustain networks after being participants. One example of this is the group Amigos Pecu Pecu (the barefoot friends), a network of participants from Norway,

Guatemala and Tanzania, all at one time FK Youth participants in the Spor programme of Friendship North South, Fundated and Flame Tree Media Trust. The objective of this group is to work with environmental programmes through art and education. Last year a group of people from Amigos Pecu Pecu from all three countries conducted an activity promoting environmental action in Guatemala with the support of Friendship North South.

Social capital in the form of networks and confidence is built up on the basis of the exchange. Contact through FK Norway has, for many organisations, led to other kinds of collaboration, and to increased collaboration. Some organisations continue to use the participants as a network, for example Future in Our Hands and the Nepal Forum of Environmental Journalists, where the two organisations have undertaken journalistic productions in Asia together. There are examples of former participants starting businesses on the basis of the network they acquired during their period of exchange.

Relation capital is being built up between individuals and organisations. One can today see the fruits of capital developed during the times of the old FK Norway (before 2000), in the form of cooperation between municipalities or organisations that initially got to know each other through a Norwegian volunteer.

Women organisations networks

Women empowerment network is a new FK partnership consisting of the National Association of Women Organisations in Uganda (NAWOU), the Women's Economic Groups Coordinating Council (WEGCC) in Tanzania, the Non-Governmental Organisations Coordinating Council (NGOCC) in Zambia and the Women Association of Tigray (WAT) in Ethiopia.

The partnership's main objective is to initiate the building of a strong and sustainable network of women empowerment organisations in Africa through exchange of experiences and practices. The specific objectives include:

- Facilitating participation in exchange learning

visits to other countries on successful advocacy interventions

- Building a network at regional and international level for strengthening the advancement of women through coordinated efforts.

The project is enabling the partners to gain experience of other women organisations, specifically of credit management and resource mobilisation capability. It is also addressing the issues of new concepts, ideologies and trends that need clarification. These include issues of power sharing, succession in order to create democratic institutions, financial management and challenges of information technology which women leaders need to cope with to be effective and empower others. On a positive note, the women organisations regard the partnership as a source of strength for the organisations, both within their countries and within Africa as a region and, because of this, there are more requests from other countries to be included in the network.

Participant-conference in Antigua, Guatemala.



#### Strategic networking between Gateways Institutes on biosafety

The Norwegian Institute of Gene Ecology (GenØk) – Centre for Biosafety in Tromsø has had two exchange projects since 2006 under the North-South Programme of FK Norway. All together 8 participants have been exchanged between the research institutes NISIR of Zambia, NIES of China and GenØk of Norway. The three institutes are part of the Gateways Institute Program, a collaborative research network that, from 2008, has also received funding for capacity building and research activities from The Norwegian Agency for Development Cooperation (Norad).

All three participating countries have ratified the UN Cartagena Protocol on bio-safety under the Convention on Biodiversity, and have therefore the same international obligations in relation to safe handling, use, transport, import and export of genetically modified organisms (GMOs). There is a huge knowledge gap regarding possible effects from GMOs on the environment and health, including how to manage and monitor GMOs. The Gateways Institute Program is therefore a much-needed research and capacity-building activity, which aims to reveal new bio-safety knowledge in an integrated and multidisciplinary way, and thereby also help countries to effectively implement the Cartagena protocol nationally.

The exchanged participants work in teams together with senior researchers and are directly involved in research and training. The main activities comprise analysis linked to bio-safety projects in order to detect and control GMOs, or to reveal new knowledge regarding possible impacts of GMOs. Analysis and training in molecular methodologies at the laboratories of the three institutes is therefore an integrated part of the exchange projects. The recruitment of the participants varies between the institutes, but all have a Bachelor or Master degree in biology/biotechnology. One important aim of the exchange project is that the participants learn and benefit from their new experiences at the host institute and afterwards use the new knowledge in the bio-safety research collaboration under the Gateways programme when coming home.

Integrating FK exchange within an international collaborative research network, such as the Gateways Institute Program, is an efficient and economical method of achieving both the objectives of FK Norway and the research and capacity-building needs of all the three institutes involved.

#### Climate seen from the South through the eyes of former FK participants

Sushil Mainali, exchanged from the Nepal Forum for Environmental Journalists to Future in Our Hands, and Nathalie Understell, exchanged from Instituto Socioambiental in Brazil to NORAGRIC and the Rainforest Foundation, have both been resource persons for their Norwegian host organisations in the project "Climate seen from the South". They have contributed in producing reports, and in December 2008 they had a web meeting with Minister for Environment and Development Erik Solheim, to discuss the issues of climate change.

Recycling project in Comalapa, Guatemala (page 8). Exchange program with Stord municipality.





In addition to the main exhibition at Drik Gallery in Dhaka, mobile exhibitions were set up to in 4 communities in different parts of Bangladesh. Our FK network partner shared that “people at different points stopped the vans to have a closer view of the photographs and commented that the scenario in the photographs seems to reflect their own sufferings.”



Members of the FK network organize a meeting at Deer Park Institute, Bir.

**Network activities in the South**

In the largest partner countries, FK Norway regularly holds network meetings of 1-2 days’ duration for its partners and participants. The aim is to improve the quality of on-going exchanges through direct contact with partners and participants in the field, by organising course/seminar-oriented activities and the exchange of information and experiences on a national basis.

FK Norway appoints a primary partner to arrange the necessary network activities in each of these countries. In addition to network meetings, such activities might involve organising FK conferences, preparatory courses, debriefing seminars, arranging partner visits, receptions, registering future career paths for returning FK participants and other tasks for which FK Norway needs ongoing assistance in a particular country.

FK Norway also seeks to strengthen the participants’ positive post-exchange outcomes,

and contribute to the development of civil society by supporting the establishment of its own alumni networks. Over the years, more than 1,700 participants from the South have returned home from an FK exchange abroad. The main impression is that most of them have enjoyed a real boost in their further personal and professional careers, and participation in the FK network offers them further useful contacts and ideas.

In 2008, the concept was systematically implemented in 15 countries and regions: In Asia: India, Bangladesh, Sri Lanka, Nepal, China and Indo-China. In Africa: Ethiopia, Kenya, Tanzania, Uganda, Malawi, Zimbabwe, Zambia and South Africa. In Latin America: Guatemala/Central America.

All networks held 1-2 meetings during 2008. In India, Bangladesh and Nepal, the networks have also arranged major public exhibitions and

events, with themes ranging from human rights to environmental issues. Our respective primary partners in Tanzania and Kenya have been the organisers of national equal opportunities conferences, in which the Norwegian embassies have also participated. In South Africa, Uganda and Ethiopia, they have arranged preparatory courses and debriefing seminars for our South-South participants.

During 2008, several Norwegian embassies expressed a wish for joint meetings to be held for former FK participants and others who have had postings in Norway under publicly financed schemes. This wish will be met in 2009, initially in Zambia and Ethiopia.

All in all, the networks have become an important aspect of FK Norway’s general quality work, as well as supporting the development of civil society in the countries in question.

National FK networks in the South	Country and Coordinating Partner
<p><b>Networks in Asia</b></p>	<ul style="list-style-type: none"> <li>• Nepal (Nepal Institute for Development Studies) • Bangladesh (Ain O Salish Kendra) • India (Drik India)</li> <li>• Sri Lanka (Strømme Foundation) • Sub-Regional network; Thailand, Laos, Cambodia and Vietnam (Prince of Songkla University, Thailand) • China (Ningxia University)</li> </ul>
<p><b>Networks in Africa</b></p>	<ul style="list-style-type: none"> <li>• Zambia (Agri-Business Forum Zambia) • Tanzania (Tanzania Media Women Association) • Ethiopia (ANPPCAN Ethiopia) • Malawi (Church Health Association of Malawi) • Uganda (Uganda Media Women Association)</li> <li>• Zimbabwe (Public Affairs and Parliamentary Support Trust) • South Africa (Sports Coaches OutReach) • Kenya (ANNPCAN Kenya)</li> </ul>
<p><b>Networks in Latin-America</b></p>	<ul style="list-style-type: none"> <li>• Meso America; Guatemala, Nicaragua, Honduras, El Salvador and Cuba (Fundated, Guatemala)</li> </ul>



Participant to the Conference on Climate Change organized by the FK India network came from many parts of India and included community members from Bir.



#### FK Meso America network:

##### Improving leadership

One of the main topics for the FK network in Meso America (Central America and Caribbean) is leadership training. In 2008 two seminars were conducted; one for FK partners and another one for current and former participants in the region. For both seminars the topic leadership was highlighted.

In Estelí, Nicaragua representatives from FK partners in Guatemala and Nicaragua met on December 4-6 in order to share experiences, discuss leadership in a Latin American context, and define the path for future network activities in the region. After an introduction by one of the partner representatives, the group discussed the issue in general and what kind of leaders they would like to develop in their own institutions and as part of the regional FK network. The conclusion of this discussion was that the FK network in Meso America wants to contribute to a development of competitive, dynamic and result oriented leaders.

In December nearly 50 current and former FK participants met in the Antigua for a three days seminar. The focus of the seminar was on leadership and how FK participants can use their position as leaders in their community and/or institution to contribute to development in the region.

#### FK Bangladesh network:

##### Campaigning against Climate Change

As an outcome of joint effort of FK Bangladesh network members, a Climate Change campaign was initiated by FK Bangladesh network in June 2008. The network used a photography exhibition to raise public awareness on environmental issues. The exhibition was divided into two parts. The main exhibition was organized at Drik Picture Library Ltd (Drik) gallery in Dhaka. On the opening day of the main exhibition, there was a discussion where environmentalists, journalists and think tanks discussed on the impact of and possibility to minimize impacts of climate change.

In addition to the main exhibition, Ain O Salish Kendra (ASK), Shikka Shastha Unnayan Karzakram (SHISUK) and Sabalamby Unnayan Samity (SUS), who are also members of the network, worked

with Drik to set up mobile photo exhibitions in four communities in Dhaka and the rural areas of Bangladesh. "The initiative will include those who do not have access to galleries," explained Reza Rahman from Drik. As part of the campaign, SHISUK also invited students from Saghata, Upazilla and Gaibandha communities to participate in essay contests on climate change.

The FK partners agreed that the exhibition was very successful. The impact of mobile exhibitions was very strong and are higher than their expectation. Mahboob Alam from SHISUK explained that, "The majority of the population in the rural area, such as Upazilla where the mobile exhibition was organized, is illiterate. As such, the photo serves as an effective tool to raise awareness and understanding on climate change". After the exhibition, SHISUK received letters from the principal of a school in Upazilla requesting for another mobile exhibition in 2009!

#### FK India Network:

##### Network brings new opportunities

In August, the network organized a Global Warming Conference and a network meeting at Deer Park Institute in Bir Valley, near Dharamshala. The objectives of the conference are to discuss the issues and impact of climate change in the Indian context as well as to identify potential local solutions. Some of the discussion included how climate change is a social issue, a poverty issue; where do we get the solutions—from eco-industry, entrepreneurs, or scientists? These institutions are far from the communities. Another discussion on bio-fuels draw the linkages to what we can do individually and collectively; how bio-fuels have been conveniently packaged as solution to poverty and fuel crisis; the assumption that bio-fuels will be eco friendly and help the poor. Resources persons and participants came from all over India, including local participants from Bir and network partners.

Some of the India network members shared with FK that through the networking they have established new relations and cooperation beyond the FK exchange program. Samples of these new relations and cooperation include: Deer Park Institute and Deccan Development Society (DDS) have been discussing about the

possibility to conduct a joint project on food security; Drik India has established cooperation with the Center of Science and Environment, where one of the speakers from the Global Warming Conference is from, to produce a TV show on air-pollution in Kolkata. The show will be shown on the main street in Kolkata; and Mr. Lokendra Arambam, a human rights activist and a noted theatre personality from Manipur, discussed a possible workshop on theatre at Christ University.

#### FK Kenya Network:

##### Contribution in post election violence

Network of FK Participants in Kenya (NEFPAK) is one of the oldest FK networks in Africa. The network involves both former and active FK participants and partners in Kenya. Currently the network has registered 80 individual and 26 organizations as members.

Following the post election violence in Kenya, NEFPAK members called extraordinary meeting to discuss on "What can NEFPAK contribute to harmonize the situation". After two days meeting, the members agreed to donate blood. As a group the members went to the official site for such service and spend a whole day giving blood to be used to address emergency medical need and help those hurt during the violence.



FK Norway presented the exhibition "Hands That Shape Humanity". Students were invited to special student programmes.

#### Network activities in Norway

FK Norway has worked extensively with network-based activity throughout Norway. The main focus has been on local communities and municipalities in order to raise awareness and enthusiasm for working through partnerships in the South, and the tools used for this have been the Bringing People Together (BPT), events. In addition, extensive follow-up work has been carried out through visits to the municipalities, joint trips, participation at seminars and conferences, among other activities. All mayors in the municipalities where a DMM event was held were contacted and encouraged to discuss the way forward. In 2008, 31 such meetings were held. In addition FK Norway organized 2 conferences together with Norwegian counties, at which some 45 municipalities participated through their politicians and/or administrative leadership. Representatives from both the Government and the Parliament were present at the conferences and underlined the importance of a strong commitment to international relations on the part of local communities.

FK Norway has provided two individual grants, to the municipalities of Stor-Elvdal and Tromsø, for further follow-up activities as a part of their international commitment.

For the third consecutive year, FK Norway organized the International Municipality Conference in Oslo, in which more than 100 participants from 40 different municipalities participated. The target group for this conference was the political leadership and those who are involved in international projects in Norwegian municipalities. All the municipalities that received the "International Municipality" award were invited. During the programme the audience was able to hear about FK projects and the international perspectives of 3 municipalities: Drammen, Risør and Stavanger. Speakers included Margaret Burr from England, who talked about the Tool Kit for Linking: Opportunities and Challenges.

Finmarksløpet 2008 – The northernmost sled-dog race in the World.

Finmarksløpet is an international sled-dog race

which crosses the vast Finmarksvidda in northern Norway from Alta to Kirkenes and back. About 150 people from 15 different countries participate in the race and they run for 500 or 1000 kilometres. In 2008, FK Norway initiated a collaboration with Finmarksløpet and their Culture programme. The title of the programme this year was "Bringing people and cultures together" and, for the first time, Finmarksløpet was focused on the Millennium Development Goals. All the participants in the race were literally carrying the goals in their sleds.

Finmarksløpet's Culture program consists of many different art forms, such as music, dance and exhibitions. FK Norway followed the dog race tracks through Finnmark County and organised various happenings; including a session on the Millennium Goals and a film seminar hosted by journalist Erling Borgen.

As part of the culture programme, FK Norway arranged a DMM (Bringing People Together) event in Tana in cooperation with the municipal administration. A "Future Workshop" was also part of the programme and invited politicians and other leaders in the local community to give Tana a more international orientation. The workshop put forward some important challenges to the community and the municipal administration. Tana was declared an "International Municipality" and the mayor received a picture from FK as a token of this award.

"Bringing People Together" in Flakstad with guest of honour Professor Muhammad Yunus  
Flakstad municipality is situated in the western part of Lofoten in northern Norway and encompasses the whole of Flakstad Island as well as the eastern side of Moskenes Island. The municipality has 1,411 inhabitants and beautiful scenery of mountains and chalk-white beaches. It was in this setting that Prof. Muhammad Yunus handed the "International Municipality Prize" to the municipality, represented by Mayor Stein Iversen, during the "Bringing People Together" event in September 2008. Flakstad first started working with Professor Yunus in 1992

and subsequently on a project in Galachipa in Bangladesh. The municipality's close relations with Professor Yunus and its involvement in the micro-credit scheme (women's bank in Norway) in line with Professor Yunus' concept made his visit possible. Over 4 days the people in Flakstad participated in a variety of activities including a film about Bangladesh, a school visit with FK participants, a Future Workshop and a photo exhibition about the project in Galachipa. The main event on Sunday evening brought together 500 people including many artists and politicians.

#### DMM – "Bringing People Together"

DMM or "Bringing People Together" is a different way of inviting people to think about, talk about and share their views on the relationship between countries in the North and in the South. This is part of FK Norway's work to motivate and inspire people to strengthen their international commitment and to create new meeting places in the municipalities. In 2008, through events in eight different places around Norway, FK managed to bring more than 5000 people together. Students, politicians, artists, FK participants, overseas visitors and leaders from a wide variety of organisations participated in such events as school visits, future workshops, film shows, debates, exhibitions, conferences, etc. These experiences were certainly enriching, fostering greater understanding of the common goal of social solidarity.

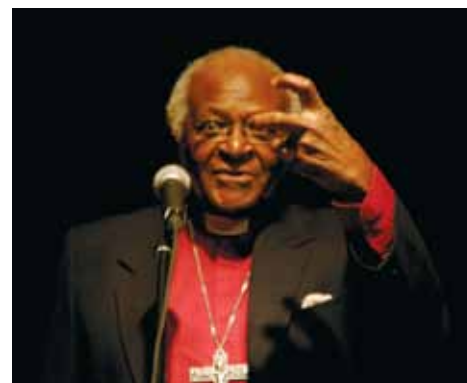
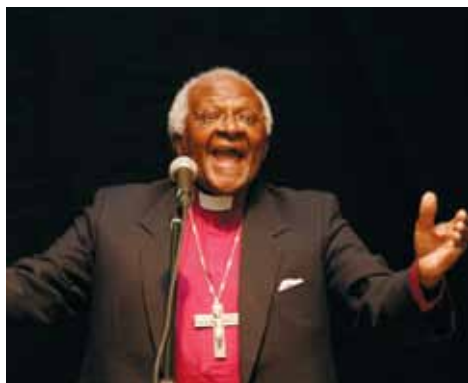
#### Future Workshop and the South perspective

Seeing into the future becomes possible when a group of people resolve to look beyond the challenges and focus instead on solutions. We can in fact see into the future, by starting to construct it today!

#### Aim and purpose

The Future Workshop invites people from different sectors of the municipality to answer the question "How can we make our municipality more international by year 2015?" In 2008, FK developed the Future Workshop concept further, by emphasizing the South perspective.





Archbishop Desmond Tutu opened the exhibition in Oslo City Hall Gallery.

The municipality is invited to look at the projects and the cooperation it has in the South. Another aim is to include the FK South participants in the workshop, using their valuable experience and knowledge of North/South cooperation.

#### Outcomes

In the Future Workshop, the participants vote for the ideas that they think are the key to make their municipality more international. The end results are concrete challenges handed over to the political leadership of the municipality. Here are some of the outcomes from Future Workshops held during the year:

- 1: Establish language internship
- 2: Mentoring for new citizens
- 3: North/South exchange programme/visits
- 4: Retain and develop/acquire skills and jobs in Flakstad municipality
- 5: Sustainable tourism
- 6: Establish a friendship agreement with a country in the South.

#### Bringing People Together – Numbers and Facts

	Main event	Future Workshop	School Visit	Total
Kristiansund	2200	34	443	2677*
Førde	300	46	465	811
Gjøvik	350	32	475	861
Tana	500	15		515
Nesna	250	25		275
Nordkapp	600	28		628
Flakstad	350	24	60	434
Stjørdal	350	55		405

\*The municipalities of Kristiansund and Frei wanted to arrange a DMM event in connection with the unification of the two municipalities.

#### Other activities:

Lunch seminar, photo exhibitions, living library, international concerts, film shows and debates, photo projects for young people, etc.

## Results - training the leaders of tomorrow

An FK Norway exchange is a leadership training, building individual competence and international involvement, producing change agents for a more just world.

Being part of an FK exchange is in itself leadership training. After finishing their exchange, almost all participants report that they have developed as individuals, gained increased confidence and that the FK programme has improved their career opportunities. Going through the FK-programme presents a lot of personal challenges and, when these challenges are met in a positive way the individual learns and grows.

FK programmes and especially the FK Youth programme can be seen as a leadership training programme, fostering personal growth. The FK Youth programme allows organisations to exchange people between 18 and 25 years, and in most FK Youth partnerships there is a focus on individual learning and leadership training, rather than institutional capacity building and exchange of skills. The objective of the collaboration between the partners is often to train people through this programme so that they can take on greater responsibilities in their organisations after coming home, or become activists or active in the work of the organisations. When participants from FOCUS Kenya and FOCUS Uganda return back home from Norway, they continue as youth leaders in their organisations. Participants from Colombia and Nepal Red Cross contribute to the national Red Cross youth organisations when they return home. Participants from Norwegian Church Aid (NCA) become activists in Change-maker, the youth organisation of NCA, when they return to Norway from Africa, Asia and Latin America, and when participants from LAG, (Latin-Amerikagruppen i Norge), come back home from Latin America, they do advocacy work for Latin American issues in Norway.

Leadership training or training of young people to become more skilled professionals also takes place in FK Norway's other programmes. The South-South partner HURINET reports that some of the participants have been promoted at their places of work after completion of the exchange, having demonstrated a higher level of competence in leadership. Both participants from Haydom Lutheran Hospital got promoted to leadership positions after coming home to Tanzania from their stay at Sørlandets sykehus, a hospital in Kris-

tiansand, Norway. Several participants under the PEACECOMM project have been promoted after completing their stay abroad. After returning from his FK exchange, Doctor Ding was appointed as a Resident in Chief of Sekwa Eye Hospital, which is a position in-between junior doctor and specialized doctor. He was a junior doctor before becoming an FK participant. There are many similar examples.

Khamphoui Saythalat, Head of Action Research Unit of PADETC in Laos, shares his thoughts about a former participant after he came back from his posting at Deer Park Institute in India during 2007-2008. Before participating in the exchange programme, he was a volunteer of PADETC. After returning to Laos, he now works as Assistant Head of Media Unit of PADETC. "Sometimes we are good, but we do not know ourselves. But once we have the opportunity, our talents or abilities can be revealed. And FK has provided the opportunity to our staff to explore themselves. Before joining the FK program, he did not speak a single word of English. He was posted in a place where no one speaks Lao, which forced him to learn English. He has professional knowledge but it never revealed itself before because he lacked confidence. But after the exchange, his capacity lit up like a firecracker," Khamphoui reflects.

FK Norway helps women from the South into higher positions

Academic qualifications alone are not enough to produce leaders. In addition, leadership requires exposure to different settings, knowledge of other ways of doing things and thinking outside of set norms. Other requirements include self-confidence, an ability to communicate effectively, respect for the views of others etc.

It is mandatory for FK Norway participants to undergo a preparatory course. The course is an introduction to leadership training. The participants start opening their eyes to new cultures and communicates with people from different countries while learning and living together in the same place. One illustrative example is from a preparatory course where a white South African man lived in the same room with a black South



Ex-participant Doctor Ding examines one of his clients at Sekwa Eye Hospital, Beijing.

African. It was the first time he needed to know a black man and he confessed that it helped him to effectively remove his colour bias. A South Sudanese girl, who introduced herself as unapproachable and defensive as a "cactus", stated at the end of the course that she was no longer defensive and had become quite sociable. The course takes a participatory approach, -so even the shyest girls are encouraged to talk and actively invited to participate.

Simply out of necessity, participants have to talk to others to survive in foreign countries. They have to talk and communicate effectively with their colleagues in the host country as well as with the new society that is their temporary home. One female participant said that she was no longer the same shy person who was afraid of leaving her parents' home. Thanks to the FK programme, she had lost her fear of being by herself. On returning to her home country, she immediately rented her own apartment and started living independently. A female participant from Kenya who was exchanged to Tanzania said that she was ready to shoulder greater responsibilities.

Some female participants have climbed up the leadership ladder within their organisations and some have even shifted to other organisations to take up higher posts. Once they rid themselves of their shyness and face the public, men and women together, they have the capacity to influence people, and society as a whole.



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### Individual development bringing institutional development

Agder University College has exchanged teachers with the Provincial Teacher Training College in Siem Riep, Cambodia over the last five years, and has now completed their FK programme. Has the exchange been relevant, given the great difference between the two countries and their education systems? Yes, according to Director Leav Ora at the PTTC.

Skills have been acquired, such as improved English language skills for teachers and students, and new methods have been learnt. According to the Director of the PTTC, the most significant change has been the change in attitudes of the participants; they now show that they have a commitment, they take the initiative and come up with new ideas. This has changed the way the institution works, and has been important, for example, for a later collaboration with Belgium on the construction of buildings. PTTC is now more able to cooperate and set their own goals. According to former participant Rin Lot, "the programme has cleaned our minds. Now we know what we can do, that we can exert influence".

The fact that many teachers have been to Norway has helped. An increasing number of teachers with exchange experience has made it easier to implement new ideas and changes. The personal development that the participants have acquired has fed back positively to the institution. Of the eight participants who have been to Norway on the programme, seven are still working at the PTTC.

### Spor, Footprints, Huellas

Through the FK Youth programme "Spor" (a collaboration between Friendship North South, Fundated, and Flame Tree Media Trust), many young Guatemalans have been given the opportunity to change their lives. Six months in Norway may seem like a short period of time, but this experience nonetheless changes each one of them in a dramatic way. The majority of the Guatemalan participants in the programme are indigenous (Maya). When entering the exchange programme, many of these young people lack

self-confidence due to gender and ethnic discrimination. Thanks to the exchange and to the opportunity of finding out about other cultures like the Sami in northern Norway, they return to Guatemala proud of themselves, their roots and their culture. According to the Director of Fundated, Mario Salazar, nine out of ten participants have become leaders in local organisations or in their communities on return, contributing to the further development of their local communities and country. They become examples for other young people through their focus on the future and by setting new goals for themselves and their society.

### Training the participants; FK preparatory courses

Former participant Carla Patricia Hernandez from Acción Médica Cristiana in Nicaragua relates her experiences:

"In August 2004 I travelled from Managua to Norway, to participate in the FK preparatory course, before embarking on an exchange between Cuba and Nicaragua. One of the topics presented at the course made a strong impact in my life: conflict resolution. On several occasions I have used the tools from the preparatory course, and I decided to study psychology. At the course I learned that we all have equal rights. I learned to relate to different groups of people, and that no culture is better than others. I got rid of the pre-

judice that people from developed countries are more intelligent than others, and I have learned that we all have the chance to grow as persons if we have the right opportunities. I increased my self-esteem as a woman, because I travelled around the world. I learned that it is necessary to talk to people about disagreements – even if they are higher up in the hierarchy".

At the FK preparatory courses young people from all over the world live and learn together. Throughout the course they are exposed to other cultures, opinions, lifestyles and competences. The participants share rooms, worldviews and traditions – and are challenged and encouraged to contribute their own knowledge and to learn from what the others might contribute in their turn. Many participants define the most valuable learning outcome as the experience they gain from the diverse group of participants. Some build international networks, and keep in contact with their fellow participants. Such international exposure and the acquisition of tools for the exchanges – as well as for communication and cooperation – is what FK Norway believes will bring about change in the individual himself or herself, and in his or her surroundings. Many participants comment that the preparatory course proved to be very valuable for them, helping them to cope with the challenges that arise during the exchange.



FK Preparatory Course, Norway August 2008



FK participants Tone Skou Nilsen, Victor Masele Lwaso, Lena Gjernes and Ndopu Ndopu. The two nurses from Zambia are currently working in Nordkapp municipality in Norway.

In 2008, 231 young people joined the FK Youth programme. Since it started in 2003, a total of 1363 young people have taken part in the FK Youth programme.

296 women joined FK as participants in 2008

<p><b>Objectives</b></p>	<p>FK arranges courses and seminars for partners and participants in all programme lines. The overall objectives for courses and seminars are twofold: to give our partners and participants relevant tools for exchange and partnership, and to create arenas for networking.</p>
<p><b>Course Content</b></p>	<p>FK's preparatory course provides 1-3 weeks of training, comprising modules on intercultural communication, development issues, capacity building and information work, in addition to health and personal safety. Project work is incorporated in the preparatory course for the North-South programme. The participants have to plan, create and carry out a 45-minute session in local schools. The practical experience they gain from working together in intercultural groups is valuable preparation for the exchange.</p>
<p><b>Home-coming seminars, North-South Programme</b></p>	<p>At the FK home-coming seminars, we focus both on the individual experience from the exchange, as well as results for the partnerships as a whole. For the participants, the seminar is a 2-day workshop, while the partners are invited to attend on the second day.</p>



01



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## Management / Expenditures 2008

### FK Norway employees

Tor Elden, Director General  
Helge Espe, Deputy Director General

### Dept. of Programmes

Live Bjørge, Head of Dept.  
Hans Inge Corneliussen  
Håvard Hovdhaugen  
Saliou Kane  
Jorunn Stokke  
Julia Trochez (on leave from 8 Sep)  
Vigdís Holm  
Susanne Brovold Hvidsten (on leave from 3 Nov)  
Synnøve Seljeflot (on leave/- 31 Aug)  
Thore Anton Bredeveien (from 15 Sep)  
Helene Aall Henriksen (from 3 Sep)

### Dept. of Courses

Ellen Linde, Head of Dept.  
Anne Marit Træland (on leave from 1 Dec)  
Nahuel Polese  
Thore Anton Bredeveien (- 14 Sep)  
Kristine Hoddevik (- 31 Jan)  
Lene Dalen (from 13 May)  
Peter Legat (from 1 Nov)  
Henrik Aasvestad (from 15 Sep)

### Dept. of Networks and Conferences

Knut Jostein Berglyd, Head of Dept.  
Cristina Latini  
Jørn Henning Lien (- 31 Mar)  
Ole Bjørn Ileby  
Tutu Jacobsen  
Øyvind Sunde

### Dept. of Administration

Grete Thingelstad, Head of Dept.  
Sonali Mehta (on leave until 4 Aug)  
Berit Wærn Hansen  
Marianne Kvisvik (- 16 May)  
Elisabet Eikheim  
Astrid Westby (from 18 Feb)  
Paola Tobon Satzabal (from 30 Jun)

### Dept. of Communications

Håkon Ødegaard, Head of Dept.  
Liz Palm  
Jørn Henning Lien (from 1 Apr)  
Kine Fredheim (- 31 May)  
Per Steinar Moen (on leave/- 15 Jan)

### Board members

#### Members

Marianne Damhaug, Chair (- June)  
Sten Rino Bonsaksen (Chair from June)  
Christine Øverli Eriksen  
Vigdís Ravnøy  
Noralv Pedersen  
Karl Tore Hareide (from June)  
Ermin Krehic  
Håvard Hovdhaugen (- 28.10.2008)  
Hanne Marstrand (from 28.10.2008)

### Deputies

Christine E. Parker  
Hanne Marstrand (- 28.10)  
Karl Tore Hareide (- June)  
Karen Landmark  
Kjersti Koffeld  
Tutu Jacobsen (- 28.10.2008)

### Female/Male

Women 59%  
Men 41%

### Regional offices

#### Asia

Sacha Jotikalikorn, Nisa Chamsuwan,  
Saowanee Sangsawangsrri

#### Africa

Fikre Hailemeskel, Yonathan Fikre, David Matovu, Debitu Mekuria, Eden Tsegaye, Georgina Angela Manyuru

### Total expenditures 2008

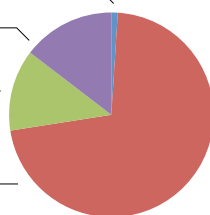
(Expenditures in million Norwegian kroner)

Feasibility studies; 02

Communication and administration; 25

Other programme and network activities; 22

Collaboration agreements; 121



Feasibility studies	2
Collaboration agreements	121
Other programme and network activities	22
Communication and administration	25

### Collaboration agreements 2008

(Expenditures in million Norwegian kroner)

Esther programme; 3.4

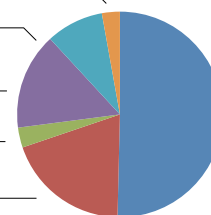
South-south programme Asia; 10.9

South-south programme Africa; 18.3

Senior programme; 3.8

Youth programme; 23.4

North-south programme; 60.7



North-south programme	60,7
Youth programme	23,4
Senior programme	3,8
South-south programme Africa	18,3
South-south programme Asia	10,9
Esther programme	3,4



## Statistics participants

Participants who have completed FK's preparatory course in 2008	
	Number of Participants
North-South programme	144
Senior Programme	3
South-South Programme	158
Youth Programme	231
<b>Total</b>	<b>536</b>

Participants who have completed FK's preparatory course from 2001 - 2008	
	Number of Participants
North-South programme	1355
Senior Programme	56
South-South Programme	700
Youth Programme	1363
<b>Total</b>	<b>3474</b>

### Participants according to gender

Participants who have completed FK's preparatory course in 2008	
	Number of Participants
Female	296
Male	236
<b>Total</b>	<b>536</b>

Participants who have completed FK's preparatory course from 2001 - 2008	
	Number of Participants
Female	1872
Male	1603
<b>Total</b>	<b>3475</b>

Active partners in the south according to region	
	Number of partners
Middle East	2
Asia	81
East Africa	111
Southern Africa	82
West Africa	8
Latin America	28

Active partners according to type of organisation	
	Number of partners
Civil society	206
Private business	48
Public sector/ semi public	179

Projects according to sector	
	Number of projects
Education	29
Sustainable Development	22
Business Development incl. Agriculture	18
Health, incl. HIV/AIDS	17
Good Governance	13
Peacebuilding and development	6
Other	28

Norwegian partners according to region	
	Number of partners
Eastern Norway	75
Western Norway	25
Mid Norway	9
Northern Norway	9
Southern Norway	12



Students at Christ University in Bangalore. FK India Network arranged a Human Rights conference at the University, which is one of the FK-partners in India.

Douglas Jimmy Kaziro

Host partner: Eastern Africa Environmental Network, Kenya

"I have changed in terms of appreciating different organisational set-ups and new approaches in the carrying out environmental projects. I have learnt networking techniques and techniques for organising a successful conference."

Lisbeth Senumstad

Host partner: Child Restoration Outreach, Uganda

"I have grown a lot as a person to be more independent and my perspective on the world has grown and made me reduce spending money on material things and am more focused on buying fair trade and ecological products. Now I have seen how big the world is outside of Norway, and how important it is to take global responsibility."

Host partner: Child Restoration Outreach, Uganda

"I have learnt more about how difficult it must be for foreigners who come to Norway from a different culture and that it is really important that the Norwegian people should learn about cross cultural communication and understanding."

Lenin Joyal

Host partner: Sund Folk College, Norway

"The FK programme had provided a strong platform to understand other societies; the Latin American as well as the Norwegian societies. It has also broken my pre assumptions and prejudices of the Norwegian or Western society as a whole."

Eirik Soldal

Host partner: FOCUS Uganda

"I guess I have become less attached to consumerism, after having seen how people live with little money. Buying clothes, for example, seems kind of meaningless."

"I actually learnt just as much about Norway as I learnt about Uganda. Living for six months in a wholly different culture allowed me to see Norway "with new glasses"."

Maria Kalstø

Host partner: Child Restoration Outreach, Uganda

"I had to start questioning the way of life in Norway when I got to know people who had a different way of thinking. Their way of looking at my culture made me understand that we might not have all the solutions, even though we are a rich country."

"I've become so much more humble in my way of thinking and interacting with people from other cultures. During the exchange, when we had visitors from our own country, I experienced that I felt more equal to my Ugandan friends than the visitors that were of the same age and background as me. My thoughts about "the differences between cultures" have changed to "the differences between people"."

Linda Gjersøe Helset

Host partner: Zimbabwe College of Music

"I have learnt to become less naive, and more realistic, both professionally and on the personal level. I have learnt that there is always a reason that things are the way they are. They are not idiots; find the reason for the situation being the way it is."

Tone Espeland

Host partner: Freidis Rehabilitation and Disable Centre, Uganda

"Be nice to people you meet because before you know it, they might be someone you'll need help from. Don't stress to try to be anyone else than yourself because I'm good enough as I am!"

Nam Tran Hoang Nam

Host partner: Norwegian Mapping Authority and Trondheim municipality

"I have learnt to become more self confident and to be able to control stress. I have learnt about a new perspective, new culture, and I have learnt a lot when talking and listening to other's experience."

Harald Stavestrand

Host partner: National Geographic Department of Laos

"I have regained some self confidence. Professionally I have learnt to produce geographic information with GIS."



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The Climate Change Exhibition is a joint effort of FK Bangladesh network. In addition to the main exhibition at Drik Gallery in Dhaka, mobile exhibitions were set up to in 4 communities in different parts of Bangladesh. Our FK network partner shared that "people at different points stopped the vans to have a closer view of the photographs and commented that the scenario in the photographs seems to reflect their own sufferings."