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FK NORWAY / FREDSKORPSET

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Development: Driven by people

640 volunteers and professionals became global citizens through FK Norway in 2014. These FK participants travelled to another country to live in a new host community and serve an organization or workplace. They did so in order to contribute, to learn and to promote development – and did so in a personally fulfilling way. 235 partners in our countries of operation in Asia, Africa, Latin-America and Norway made this collaboration possible.

Everyday, we who work in FK Norway are overwhelmed by your vibrant stories and testimonies of positive change through the FK projects. Thank you for your contribution and dedication!

Development is driven by people. To deal with the global challenges of our time, the world needs to build constructive relationships across cultures, borders and disciplines. FK Norway is a tool for doing just so; for creating global partnerships in practice. A tool for challenging old-fashioned notions of “north” and “south”, or of “donor” and “recipient” – and instead, creating more equitable relationships for the common good.

FK Norway stimulates progress through mutual international exchange so that young people can come together to share knowledge and create new solutions. When founded on reciprocity and local ownership, international exchange will strengthen relationships on both the institutional and the individual level. As you will see in the stories and results presented in the following pages, young people gain new skills, experiences and attitudes, as well as increased social

involvement. Partners enhance their service delivery and strengthen their organizations. We have seen through ample evidence over many years that the effects last long after the exchange itself is over.

As we have put a productive year behind us, it is a pleasure to present FK Norway's new long-term strategy which will guide us in the coming years. It builds on and consolidates our previous strategy through which FK concentrated geographically and thematically in order to strengthen the results and impact of our work. The new strategy reflects the priority sectors for the Norwegian Government. Education, global health, private sector development and young people in civil society are areas we wish to strengthen in FK Norway's countries of cooperation.

Our ambition is to see that reciprocal exchange fosters leadership, learning and increased social commitment. We look forward to continued cooperation with our dedicated partners towards this goal, and also welcome new partners and participants to international exchange through FK Norway



Nita Kapoor
Director General

Nita Kapoor
Director General,
FK Norway

Fostering leadership for global justice, creating change on the ground and in our minds

FK Norway vision

This is FK Norway FREDSKORPSET

FK Norway is a modern approach to developmental challenges worldwide. Our method cannot be described as traditional aid, humanitarian relief work or donorship. FK Norway promotes international cooperation between equal partners (businesses, organisations and institutions) by means of staff- or member exchange.

Our goal is to embed positive change on both the individual and the organisational level. We also see impact on a societal level as well, because society is nothing but the sum of individual and collective efforts.

That is why we are proud to describe our work as a human-centred method for development, both in Norway and in our focus countries.

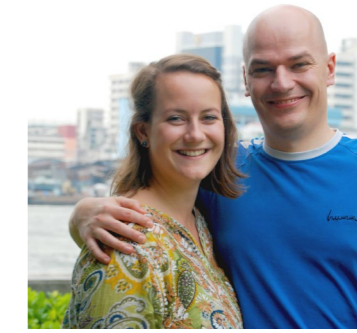
We mainly fund the exchange of professionals or volunteers who contribute to creative and innovative ways of cooperation and sharing of skills and knowledge. Learning is the primary outcome of our projects; and this is done within health care, sustainable, social and green businesses, education and civil society.

FK Norway constantly engages in new partnerships and networks in order to discover the many possibilities emerging from a constantly evolving world. In this work we try to involve and mobilise existing and former FK partners and participants. After all, competence, skills and values are what we produce, and that is a life-long and life-changing asset.

As part of the long line of participants on exchange between Kamuzu Central Hospital, Malawi and Sophies Minde Orthopedic, Norway, we see the development of better methods of helping people with disabilities is our main objective. The exchange aims to improve the procedures in both institutions – to which the exchange of participants has contributed enormously.

We discuss a lot with our Malawi colleagues, ideas are shared and we assist each other in helping patients. The most important thing we've learned is that helpful tools are not necessarily complicated or expensive. This realisation challenges us to be more creative in our work, with cost-efficient measures and resources at hand.

Finally, it's exciting for us as a married couple to work together – we don't necessarily agree professionally! That being said, Team Gjora is doing great!



Anne-Margrethe Gjora
Erlend Gjora
Sophies Minde, Norway

A glimpse of our FK PARTICIPANTS



Tom Kalyesubula
AIESEC, Uganda

In AIESEC, we believe that exposing a person to another culture, different people and new ideas is the best way to develop tomorrow's leaders. And being in that situation makes you think about the beliefs and theories you have. People need values, and exposing yourself to other ways of solving issues, you challenge what is standard and what you may think is correct.

The FK program does exactly that. It puts you out of your comfort zone. It forces you to consider and reconsider the details and factors of the world around you. Moreover, you become conscious of how people perceive your actions.

Through this process, we as humans can develop new and shared values, new and common principles and habits – as well as an internal frame of reference to what's wrong and what's right.



Andrea Vasquez
Sysco, Peru

Exchange between two partners in an FK project is the best way to understand how your partner on the other side of the world thinks and works. Coming from Sysco in Peru to our Norwegian partner has also given me new perspectives, both professionally and personally.

Would I recommend others to go on such an exchange? Absolutely!

Read more
participant
interviews on
our Facebook
page



FK Norway 2014 Data and figures

Graphics: Milena Vuckovic

JANUARY
Youth Camp
Norway

FEBRUARY
Youth Entrepreneurship
Norway

APRIL
Friends of Norway,
Tanzania
Preparatory Course
Thailand

MAY
Preparatory Course
South Africa

JUNE
Friends of Norway
South Africa

JULY
Preparatory Course
Thailand

AUGUST
Seminar on Mozambique
Norway
Youth Camp,
Norway
Preparatory Course
South Africa

SEPTEMBER
GSSD UN Conference
Washington
ESTHER Conference
Morocco
Films from the South
Norway

OCTOBER
NABA Conference
Norway
IVCO Conference
Peru
APF Youth Volunteerism
Thailand
Preparatory Course,
Thailand

NOVEMBER
Preparatory Course
Uganda

DECEMBER
FK Partner Summit
Norway

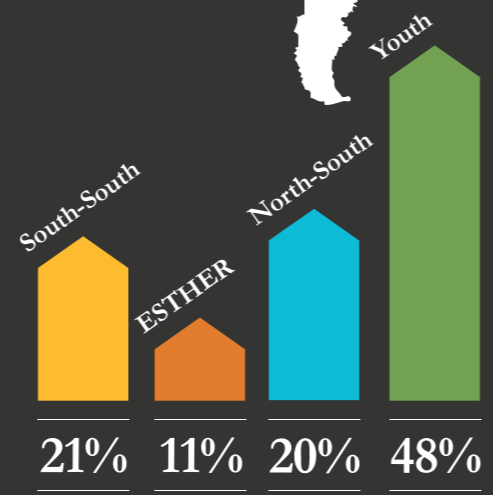
640

Participants made the world smaller in 2014

A total of **90** projects with an average of **7,1** participants and **2,6** partnerships each

Participants' origin

Norway	231
Kenya	48
Tanzania	43
Uganda	28
Malawi	26
Ethiopia	23
South Africa	20
Brazil	17
Zambia	17
India	17
Sri Lanka	14
Cambodia	13
Nepal	13
Thailand	11
Mozambique	10



Participants with departure 2014 according to program line

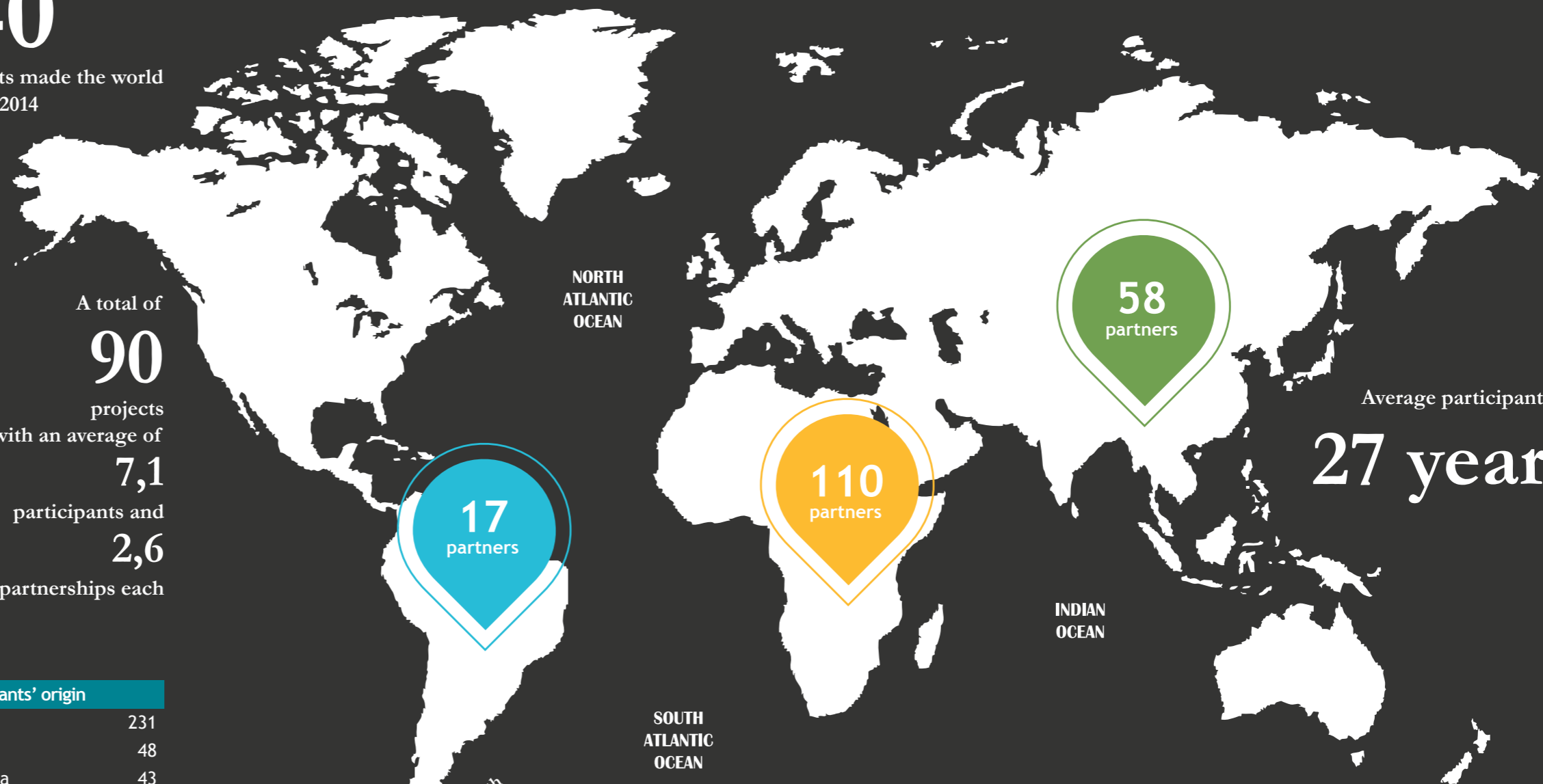
FK NORWAY funds projects and mutual exchanges of volunteers and professionals between Norway and 24 countries globally.

In our North-South programme we facilitate mutual exchange of professionals between Norway and countries in the South.

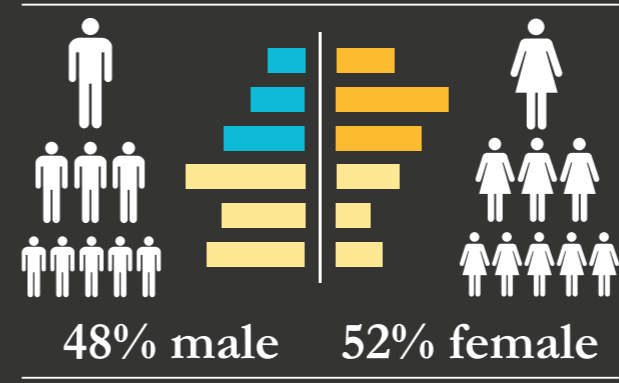
Our Youth programmes exchange volunteers for 3-12 months between countries North-South, or South-South.

South-South programmes exchange professionals between partners in developing countries.

OUR WORK



Average participant age **27 years**



FOCUS AREAS

The 2015 FK Norway strategy puts our attention on the following priority sectors:

- Education
- Health
- Private Sector Development
- Civil Society



Photo: Bergit Sonstebo

Friends of Norway

Johannesburg, South Africa
May 9th

Two Friends of Norway events took place in 2014; in Dar es Salaam, Tanzania and in Johannesburg, South Africa. The objectives of these events are to showcase FK projects in the country; to create a networking arena for partners and participants, and to enable contact with potential new partners.

In the 2014 events, 'Youth leadership and youth as the key to development and economic growth' was the main topic for discussion. The conferences attracted a large audience, who were inspired by distinguished speakers and panelists. Especially Ambassadors Ingunn Klepsvik and Kari Bjørnsgaard received acclaim after their encouraging speeches based on personal stories and support for youth initiatives.

A key feature of the Friends of Norway concept is the triangular cooperation between FK, the Embassy and a local FK partner. The Journalists Environmental Association of Tanzania (JET) and the Field Band Foundation, South Africa were instrumental in the successful organization of the 2014 events.

2014: Some highlights of the year

Read more stories on:



THE WINNER OF THE INSTAGRAM COMPETITION

An Instagram photo competition took place in the fall for our FK participants around the world. Several hundred pictures were hashtagged #fredskorpset and #FKyouth. Christine Holum's picture (above) from her work with hard-of-hearing children in Malawi won the competition



Christine Holum @christineholum

Youth Camp Sørmarka, Norway January & August

Two Youth Camps, gathering over 300 FK Youth participants took place at Sørmarka, outside Oslo. The keynote speaker in August was Mr. Raymond Johansen, Secretary General of the Norwegian Labour Party. He stated that "FK Youth is the bridge to narrow the gaps in our World".

Photo: Liz Palm



Youth Leadership Conference Oslo, Norway March 6th

"How do we move from 'aid for Africa' to 'made in Africa'?" The question was raised by Andrew Mupuya, one of the participants at the Youth Leadership Conference 2014 in Oslo 6th March. The conference explored the role of young entrepreneurs in development. His Royal Highness Crown Prince Haakon opened the conference. The Crown Prince has been involved in promoting youth leadership for several years, and addressed the young people in the audience in his speech.

Photo: Liz Palm



NORWAY
p12
Sharing the best hospitality ideas between Norway and Cambodia

MYANMAR
p18
New development requires common challenges

TANZANIA
Focusing on the positive in vocational training
p10

ETHIOPIA
Fighting antibiotic-resistant bacteria on the ground
p16

THAILAND
How volunteering can change the lives of many
p14

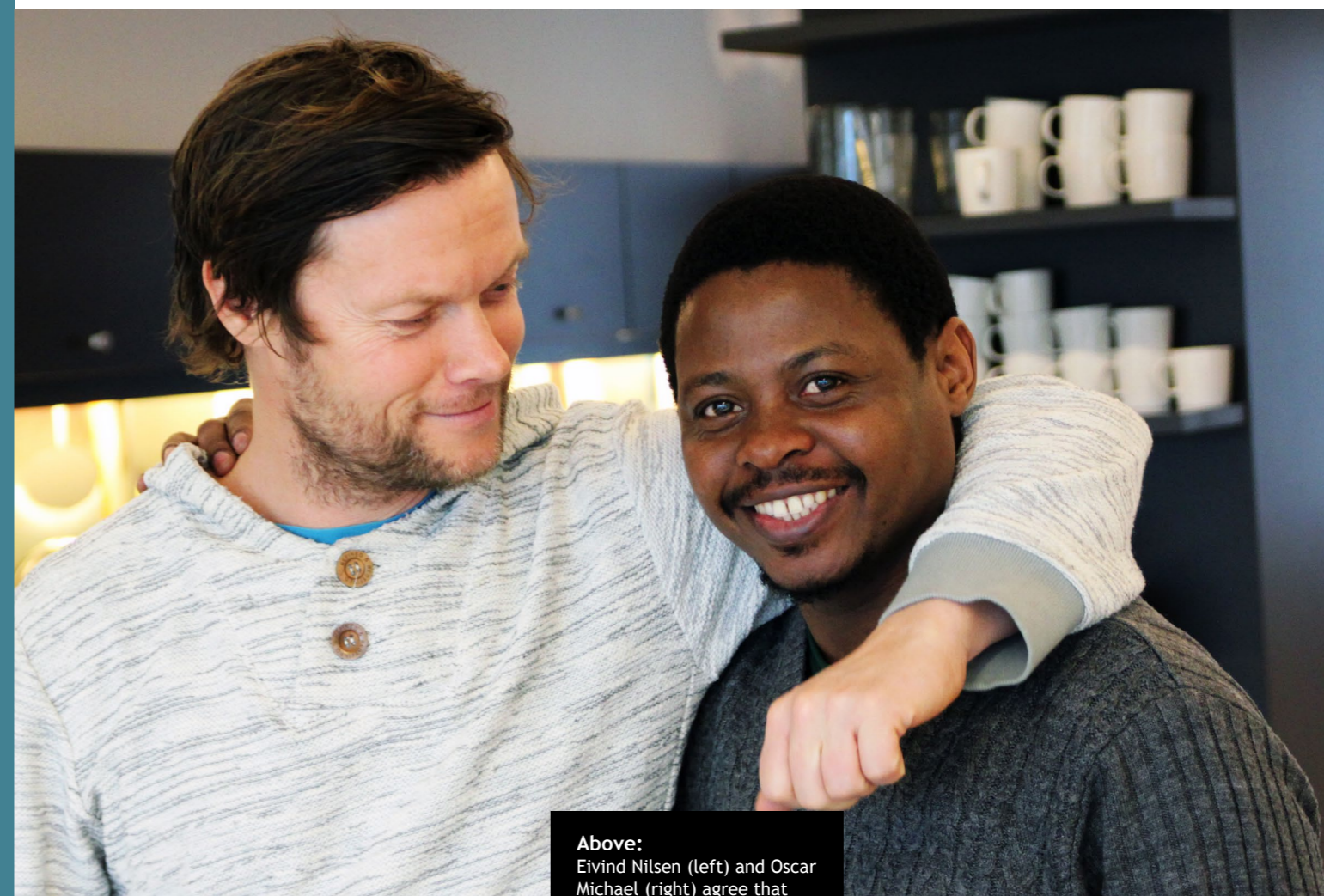
ZAMBIA
Read the daily stories from our sports instructors in the field
p15

OUR STORIES



THEY FOCUS ON WHAT'S POSITIVE

- Instead of focusing on problems, we should develop and use the resources that people have, says FK participant Oscar Michael. During his exchange to Norway, he has gained valuable expertise in positive or "strength-based" learning. Oscar will use his new knowledge to foster development in rural communities in Tanzania.



Above:
Eivind Nilsen (left) and Oscar Michael (right) agree that the exchange between Tanga and Lent has given a more positive view on difficult situations.

Below:
H.R.H Crown Princesse Mette Marit of Norway and Oscar Michael (right) at the National Science Centre for Strength based learning in Norway.



Foto: Reidun Thom Ake

As part of his work at Lent, he has written a book on strength-based development methods. The book is a collection of stories based on Oscar's experiences in working with youth in both Tanzania and Norway.

- I hope my writings will inspire other youth to adapt the positive way of learning, he says.

Shortly after Oscar's return to Tanzania, he will be joined by Therese Idsøe, one of his new colleagues at Lent. In 2015, she will be exchanged to Tanzania. The two of them have spent the past months planning courses on presentation and study techniques for the staff at TICC.

- An investment

According to Lent's Managing Director, Eivind Nilsen, the exchange has contributed to substantial results for all of the three organisations.

- We have invested a lot in Tanzania, and we want all our employees to have knowledge and ownership to our cooperation with TICC. Since we started the FK project, several of us have had the chance to visit each other, and to make the work we do together more efficient, he says.

As they embark on the third exchange round since 2012, Eivind is convinced that the results are sustainable.

- Even though an employee is exchanged only for a short period of time, we see that the structures and routines they establish remain, he says.

Oscar agrees:

- At TICC we want to constantly keep improving our work, but we don't always have the capacity to introduce new methods. FK participants bring fresh ideas and perspectives, and they are important for introducing new approaches, he concludes.

- Even though an employee is exchanged only for a short period of time, we see that the structures and routines they establish remain

Eivind Nilsen



VISIT THEIR WEBSITES:

lent.no

meetingpointtanga.net

Oscar is an employee at Tanga International Conference Centre (TICC), a knowledge centre located in the Tanga region, situated on the coast of North-Eastern Tanzania. Every year, students in health and educational disciplines from Norwegian universities and university colleges complete their mandatory practical training at TICC.

The job of Oscar and his colleagues is to help facilitate the practice of the visiting students in a manner that meets the needs of local communities in the region.

Positive in their work

A rather unique aspect of TICC is its use of positive learning techniques. These techniques have been introduced in close partnership with Lent, a Norwegian consultancy in the field of organisational development. Lent works on increasing the capacity of organisations and businesses by helping them adopt so-called "strength-based

methods" of learning and development. These methods suggest that in order to realise their full potential, organisations must move beyond traditional problem solving. By facilitating positive conversations about resources, values and hopes - change is created.

During the past year, Oscar has been on exchange in Norway in order to receive theoretical knowledge and practical experience in these methods. He has assisted Lent in planning and conducting training courses, in addition to working at "Arbeidsinstituttet i Buskerud", a strength-based activity centre for youth that are temporarily out of the formal educational system. Oscar's exchange is part of a project supported by FK Norway.

Written a book

- I believe the strength-based methods I have learned at Lent will be valuable in working with both students and the local population in Tanga, says Oscar.



CAMBODIA - NORWAY

Quality Hotel Expo and Soria Moria Boutique Hotel exchange industry skills and knowledge about Asian and European culture, as well as working for and promoting sustainable and responsible tourism.

Project funding in 2014: 1,65 Million NOK



12 Quality Hotel Expo has improved their understanding of Asian guests, a result of their exchange with a small hotel in Cambodia.

At the reception at Quality Hotel Expo in Oslo you are greeted by Cambodian staff, on exchange from Cambodia to Norway. The hotel is nothing like Soria Moria Boutique Hotel in Cambodia, where Maridet Real and Chandy Eam are exchanged from. Still, they are thriving in their new jobs, handling Norwegian and international business customers entering the doors at Fornebu.

- In Soria Moria, it is not so busy, there's more staff, lower salary and less guests. In Quality Hotel Expo, it is busier, there's less staff, higher salary and more guests, Chandy sums up.

Better understanding

The main aim of the project is to enhance capacity and competence within the areas of hotel management and responsible tourism in Norway and Cambodia.

The staff going on exchange gain experience from a different hotel and cultural context.

Front Office Manager Henriette Asphol Indbjør is the main contact person for the exchange at the hotel. She says they have improved their understanding of Asian guests as a result of the exchange.

- Asian guest tends to have different expectations compared to our other guests. We have struggled to understand why they were unhappy about some of our services. But Chandy and Maridet have helped us understand and taught us to be more patient and talk more with our Asian guests, Henriette Asphol Indbjør says.

- Learn the language

The participants for the next round of the exchange between Quality Hotel Expo and Soria Moria Boutique Hotel have already been selected.

What is your best advice to the next participants taking part in this exchange?

- Start out with tasks where you can practice the Norwegian language, and wait until you are comfortable speaking with the guests before moving on to the reception, Chandy says and Maridet agrees. - In Norway, most people speak English, but it is useful to learn some Norwegian, she adds.

“Chandy and Maridet have helped us understand and taught us to be more patient and talk more with our Asian guests”

Henriette Asphol Indbjør



Maridet and Chandy will be working closely with the newcomers at the hotel in Cambodia. This week, Chandy is working together with one of them, Magnus, at the reception.

- He speaks English very well, so I'm sure he will do fine, she smiles.

 Follow the hotel that tweets!
@QualityHotelExp

 Want to know more about Soria Moria Boutique Hotel? Check out their Facebook-page

Left: Maridet Real says language is crucial when working with hospitality business.

Upper right: Chandy Eam (left) and Magnus Reinemo (right) in the reception at Quality Expo.

Lower right: Maridet Real and colleagues at Wayne's Coffee.

Photos: Bergit Sonstebø

13



Right:

It is Saturday, and language class for the preschool teachers at Mercy Centre in Khlong Thoey. Many use their spare time to improve their english skills.

Photos: Simen Willgohs



A NEW FUTURE AT MERCY

Learning English may be the ticket out of poverty for children living in the slums south of Bangkok.

With the incredible economic growth in large parts of South-East Asia, it comes as no surprise that even life in the slums have improved. Proper sanitation is rolled out, and security is improved, to mention some examples. But for many, especially children, future still holds no promise of education, employment or a life free of poverty.

Volunteers

South of Bangkok, the capital of Thailand, lies the slum of Khlong Thoey, historically infamous for its rough living standards and organized crime. Many of the people living here and in the surroundings are migrant workers, poor and without the proper documents to ensure schooling for their children.

Several NGO's work in this area, among them HDF Mercy Centre, offering preschool and school for children, and evening classes for adults, using FK volunteers as teachers.

– We work Monday to Friday, eight to six. We teach mainly in preschool and classes. But we also work with Mercy staff, and do one-on-one teaching to improve the English-level of the teachers, says Sandra Kristine Halvorsen (25).

– The problem is particularly large among Cambodian migrants in construction, as their children cannot attend school in Thailand. Therefore, we visit the construction sites to teach as well, says Johan Ludvig Holst (18).

This experience has made me choose a different path. I now really want to work in an NGO or a job that concerns development.

Sandra Halvorsen

Sandra and Johan are, together with Kjersti Steinsdatter Reggestad and Solveig Lande, the four volunteers at Mercy this semester. Mercy Center exchanges volunteers with Red Cross Nordic United World College in

Fjaler, Norway, and Polisario in Algeria. The aim is to address cultural and humanitarian challenges through education.

English is the key

After working in the slums for three months, the four volunteers feel a need to address the poverty and lack of future for the children they meet every day. Learning English may seem trivial in developed countries, but gives disadvantaged youth in Thailand an opportunity for employment in the tourist industry or in the service industry, both lacking English speaking staff.

– We teach English to children as young as two and three, as early as possible. With a good fundament in English, learning will be easier later, says Johan.

– I remember one day in class when teaching the word for “glue”, all the children would make gestures of sniffing. It took days to convince them that glue primarily is a tool, and not a drug. That just convinced me of how important it is to give them a chance of a life outside Khlong Thoey, says Solveig.

– It may just be a small part in a bigger project of giving these children a better

future. But I truly believe our effort makes a difference, continues Johan.

- Will do it again

One of the goals of the FK exchange programs is that the participants also learn new perspectives, and bring back new knowledge to their host organisations and local communities. Sandra, Johan, Solveig and Kjersti all say that their exchange has changed them and their opinion on voluntary work.

– This experience has made me choose a different path. I now really want to work in an NGO or a job that concerns development. Seeing how the world is from the poor side has affected me, says Sandra.

– There is a lot that needs doing, and even a little effort is met by much appreciation. Local people here are happy to see us. I would recommend as many as possible to volunteer in a verified project such as this. I know I will do it again later in life, concludes Johan.



Upper right: Johan L. Holst (left), Sandra K. Halvorsen and Kjersti S. Reggestad (right).

Lower left: Sandra K. Halvorsen (left) and Solveig Lande (right) teach English daily at the Mercy Centre.

“The small and wonderful events that happen every day, on the streets, at home, when working, or elsewhere, that’s what makes every day unique and unforgettable”

Kristoffer, on exchange to Zambia

CHECKOUT THEIR BLOGS

Many FK participants blog while on exchange. For some it’s a great way to share their experiences with family and friends. For others its just a great communication tool.

The Norwegian Olympic and Paralympic Committee and Confederation of Sports (NIF) is an umbrella organisation that has worked with FK Norway over several years. Every year, young skilled sports instructors from NIF go on exchange to three different countries in Africa, where they use sports as a medium of development and social transformation, increased networking and cooperation.

Dig in to our shortlist

MARIE, on exchange to Zambia
<http://tumbleweedinafrica.wordpress.com/>

CHRISTIAN, on exchange to Zambia
<http://christianpettersen27.blogspot.no/>

OLE HENRIK, Zimbabwe (in Norwegian)
<http://olehenrikvik.blogspot.no/>

KRISTOFFER, in Zambia (in Norwegian)
<http://krisiverden.blogspot.no/>





FIGHTING ANTIBIOTIC RESISTANCE

Photo: Liz Palm

Antibiotic resistance is a growing, worldwide problem. Norwegian and Ethiopian hospitals cooperate on solutions to stop the resistance from spreading.

Antibiotic-resistant bacteria is a major issue in many countries, and a worldwide health concern. In Addis Ababa, antibiotic drugs are abundant and literally available for purchase on every street corner, causing overconsumption of of this type of medicine.

Abuse of antibiotics may change the microbes in our body and make them non-responsive to antibiotic treatment. In many cases, this means that a common disease once easily treated by antibiotics may now cause significant danger.

FK Norway supports projects that benefits from exchange between health institutions in Norway and countries in the South, targeting health concerns and issues in common.

Microbiologist and FK participant Charlotte Markussen from Norway is on exchange to Yekatit Hospital in Addis Ababa in Ethiopia. She works with bacteriology, which means that she finds the right antibiotic treatment by growing and identifying



WATCH THE FULL STORY ON OUR VIMEO CHANNEL

<http://bit.ly/bact-res>



Scan the QR-code to see the video at Vimeo

Above: Doctors and medical staff at Yekatit Hospital have seen an increase in antibiotic resistance.

bacteria found in patients' blood samples.

Charlotte stresses the importance of blood tests to find the right treatment for each patient. Antibiotics cannot treat viruses, but if a person has infections caused by bacteria, it is crucial to find the right type of drugs to kill this specific bacterium. If one uses the wrong type of antibiotics, the treatment has no effect.

KEY FACTS

- Antimicrobial resistance (AMR) threatens the effective prevention and treatment of an ever-increasing range of infections caused by bacteria, parasites, viruses and fungi.
- It is an increasingly serious threat to global public health that requires action across all government sectors and society.
- AMR is present in all parts of the world. New resistance mechanisms emerge and spread globally.
- In 2012, there were about 450 000 new cases of multidrug-resistant tuberculosis (MDR-TB). Extensively drug-resistant tuberculosis (XDR-TB) has been identified in 92 countries. MDR-TB requires treatment courses that are much longer and less effective than those for non-resistant TB.

Source: World Health Organisation



Photos: Simen Wallgöhs

640

participants

that inspires

5079

followers on Facebook

and generates

101 976

views on our websites

The work of our

235

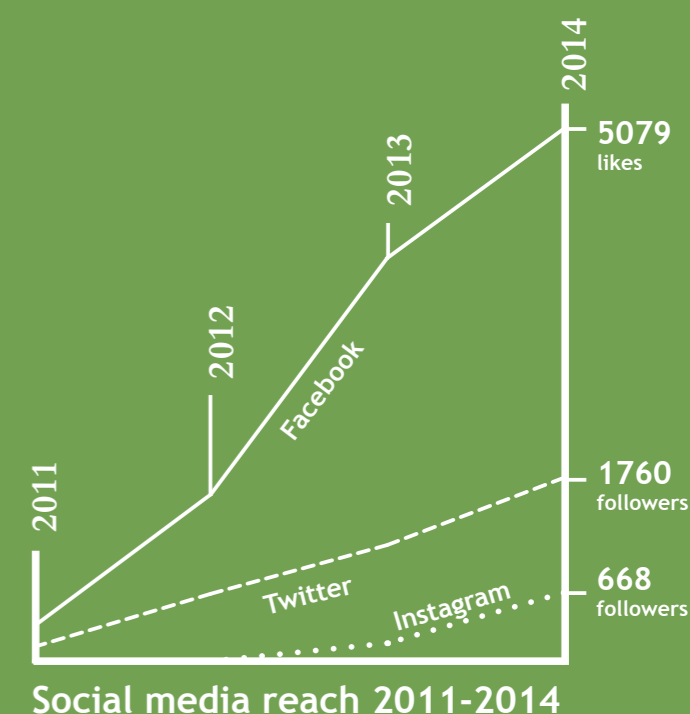
partners

has inspired others to download

393

feasibility studies

OUR RESULTS



Social media reach 2011-2014

18

In the corner of Seikkanthar and Merchant Street in Yangon city, up two stories and behind a green door, you will find Yangon Justice Centre. For many, this is the only opportunity to find legal aid, unless you can pay for your own lawyer. FK participants Maruli Tua from Indonesia and Sai Awan from Thailand have been working here for four months.

Over a cup of coffee, in a dimly lit meeting room, they speak relentlessly of all the work needed to get Myanmar's legal system in shape, and all the commonalities they see from home.

Common challenges

– In Thailand I met migrant worker organisations, helping them in the Thai legal system. Immediately upon arrival, I saw similar problems here, Sai says.

– One of my first tasks was to address the rights of sex workers in the legal system, Maruli continues. He explains that in Myanmar, a sex worker can be imprisoned for three years while the customer is only regarded as a witness. Apart from heavy discrimination, this shows how far the legal system is from treating citizens as equals before the law.

Yangon Justice Centre was opened in 2012 and is a cooperation between independent lawyers and U Kyaw Myint Law Firm, an FK partner. The establishment has been far from easy, in a country undergoing a shaky development towards democracy.

– Our biggest challenge for the Centre is to prove to the authorities that we are working for the disadvantaged, and not against the government, says U Kyaw Myint, lawyer and partner in the Centre.

We try to adress the problems as a pattern, and not only as individual cases

U Kyaw Myint

– Our aim is therefore to establish trust from both clients and authorities. In addition we try to address the problems as a pattern, and not only as individual cases.

This is the only way we can help Myanmar develop as a society ruled by law, he concludes.

– The law is not equal for all

Sai and Maruli continue explaining how they find and support their clients in legal issues, or help them meet local authorities. All families with a shared income of less than

300 dollars a year can apply for help from the Centre.

Maruli draws on experiences he and others made in Indonesia's democratisation after the end of Suharto's regime in the early 2000's.



Sai Awan

– Democratisation is needed if decisions within society are to be tested and proven right. When casinos are illegal here, but the military continues to build casinos wherever they want, the law obviously is not equal for all.



Maruli Tua

– But as FK participants from fellow Asian countries, we can disguise as locals, learn and observe. This way we gather information and know better how to help, Sai says.



Immediately upon arrival, I saw similar problems here

Sai Awan

FK Norway has countless reasons to conduct extensive monitoring of our own work. Mostly, because we love to improve.

WORK BASED ON FEEDBACK

Throughout this presentation, you have probably already noticed a lot of numbers and statistics regarding our work. This is because we measure and analyse extensively. Efficient and long-term cooperation needs everyday adjustment and care, and in order to fix what is sub-standard or below our expectations, we continuously ask for opinions and gather data in order to deliver services and projects of a standard well above what we regard as required.

Every year, FK Norway conducts over 20 surveys among our participants, partners and other relevant interest groups in Norway, related to our work. Every preparatory course is followed by a qualitative questionnaire. The same applies to conferences, Youth Camps and partner events. And we conduct an annual visibility survey.

In addition, our FK participants out in the field gather crucial knowledge and valuable input that is necessary to develop the 90 different projects further. All is recorded and registered using extensive bi-annual Questback surveys, where we ask both former participants and those newly returned from exchange.

And, as the numbers tell, most of our partners and participants are either satisfied or even thrilled with the quality and aim of what we do together. But we can always improve for the better!



READ MORE ABOUT OUR SURVEYS AND CHECK OUT SPECIFIC RESULTS ON OUR WEBSITE

www.fredskorpset.no



Report: Building tomorrow's leaders

Clear goals and strategies benefit the exchange, says a recent evaluation of the FK Youth programme, done by ILPI.

A major part of FK Norway's ambition is to empower youth to be able to show leadership in their organisations and communities.

All FK programmes, and FK Youth in particular, devote a major part of the training and follow-up work on sessions enhancing the participants' ability to present and promote their visions and ideas for future solutions.

Two crucial factors

The renowned International Law and Policy Institute presented in February 2015 a 13-page report on "Leadership in the FK Youth Programme: A study of how the leadership component affects participants, partners and communities". The authors Elisabeth Fosseli Olsen and Ruth Mwikali Nzioki looked at changes on the individual, institutional and societal levels during and after the exchange.

Based on the interviews of 55 former and current FK participants from Kenya and Norway, the report states that the participants experience increased leadership abilities, especially within communication. The participants, representing seven different FK partners, highlighted a steep learning curve and increased self-esteem as critical factors.

This equip them with the ability to cope with unknown challenges, and "the otherness" connected with moving from their home country to an unfamiliar one, and then returning after an intensive exchange period. "Otherness", together with professionalism within the partner organisations involved, are the main success factors.

New leadership style

One particular finding of the ILPI report was the special type of leadership developed when young people are exposed to the FK exchange method. Being flexible, and by developing cross-cultural communication skills, the participants develop and enable a relativistic leadership-style, entailing the skill of adaptation to the environment. The authors have signalled a wish to look further into this particular subject.

In conclusion, the ILPI researchers find short-term results, such as new skills, leadership and a large network for the participants.

They also conclude that in the medium- to long-term perspective, former participants will have more responsibility, higher employability, increased income and a general innovative and civic engagement beyond the ordinary.

You can download the complete ILPI-report from our website



LAST YEAR'S BRIGHTEST START-UP?

What started as an exchange of vocational teachers between Norway and Malawi, has now resulted in a solar company making electricity available for several Malawi villages. All in the spirit of social entrepreneurship.

In a country where most people don't need electricity except for light and charging their phones, the low-scale solution from Kumudzi Kuwale is the perfect catch. Using batteries and solar panels combined, the company now offers electricity to more than 720 homes off-grid, covering six villages, four schools and several other independent projects.

Village lights

Since 2012, Flora Upper Secondary School and Nkhotakota Youth Organization have exchanged staff teaching vocational skills and entrepreneurship to students in both countries. In 2014 they took the exchange project a step further, turning the knowledge and skills gained into a business.

Offering electricity off-grid is not a new concept, but cheaper solar solutions has made it an ideal way to spread electricity fast in developing countries. Kumudzi Kuwale aims to offer a "one-stop-shop" for solar energy, and has since its startup experienced a rapid growth.

Won prize

In October 2014, the startup was granted the SEED Award, an UN acknowledgement to sustainable solutions in Africa. Robert Mbaya, Director of Nkhotakota Youth Organisation, accepted the prize together with Trygve Mongstad, the General Manager at Kumudzi Kuwale. Mongstad previously worked at Insitute for Energy Technology in Norway, and oversees the technical training of staff and deployment of equipment.



Top left: Deus Byson, Martina Kunert and Trygve Mongstad at the SEED award.

Top right: The installation team including apprentices at work.

Above: The battery using solar power can easily charge mobile phones.

Below: A solar power installation.



All photos: Kumudzi Kuwale

NEW STRATEGY TOWARDS 2017

In December 2014, FK Norway presented a new long term strategy for 2015-2017. It outlines our guiding principles, target areas and priority sectors, as well as the further development of FK's programs for professionals and volunteers.

FK Norway has a clear mandate, given by decree from the Norwegian Parliament and Ministry of Foreign Affairs. This defines our mission statement and underlines the fundamental principles on which our activities are based.

For FK Norway, the new long-term strategy builds on the previous one and points out our main objectives towards 2017 within three target areas. A theory of change embedded at the center of our work describes how our method of mutual international exchange between partners promotes transformation on the individual and institutional level.

Professional and Volunteer

Within the target area of Partnerships and Exchange, FK Norway will continue our geographic and thematic concentration and focus on four priority sectors, in line with Norwegian foreign policy. These are Education, Health, Private Sector Development and Civil Society.

Another strategic move will be to strengthen our programming along two major lines: *FK Volunteer* and *FK Professional*. These describe the two main ways in which FK Norway and our partners facilitate an exchange. Whilst similar in principles and overall objectives, they differ from each other with regard to terms and conditions, age limits and duration of the exchanges. Effectiveness will also be increased in the administration of and cross-sectoral synergies between the two programmes.

Strengthening the learning base

FK Norway has a clear mandate, given in The strategy outlines how the learning base will be strengthened, i.e with regard to revision of training methods as well as developing learning objectives related to what we term as *FK Skills* which denote the critical thinking and problem solving, knowledge, skills and social involvement which FK participants obtain through an exchange.

Focus will also be put on strengthening the FK-partners' ability to utilize FK participants' competencies during and after the exchange.

Staying in demand

As a service provider and a governmental agency, FK Norway wishes to see that our activities are recognized and valued. That they are efficient and meet popular demand among institutions within our priority sectors both in Norway and in our partner countries in Asia, Africa and Latin-America.

94% of FK participants says that the FK experience became an inspiration for further career development

FK SURVEY - PARTNERS AND PARTICIPANTS 2013

EXCHANGE AS A TOOL FOR BUSINESS DEVELOPMENT

Towards 2017, FK Norway will support private sector entities that provide solutions to today's social and environmental challenges.

– Innovative and socially responsible businesses play a key role in achieving development. Exchange of personnel fuels not only new ideas and innovation, but enhances private enterprises' understanding of – and abilities to meet global challenges, says Private Sector Team Manager, Vigdis Holm (picture).



FK Norway seeks to expand its private sector portfolio comprised of socially

responsible businesses. – Our mutual exchange program is a valuable tool for businesses that seek to expand their presence in developing countries, she says.

Holm strongly believes that institutional cooperation between businesses can deliver results that the traditional aid segment cannot. – Development should not be limited to development professionals. Mutual exchange programmes equips employees with valuable skills in international cooperation and problem-solving that are good for business – and creates development.

NEW PARTNERSHIPS WITHIN THE EDUCATION SECTOR

Learning is an integrated component of all exchanges. However, with its new strategy, FK Norway will seek to further develop the formal education sector.

– Our focus on education will be an important tool to develop the sector, be it through partnerships and exchanges between formal educational institutions, or between organisations and other sectoral bodies that focus on education, says Education Project Manager, Julia Tróchez (picture).



– An important global challenge today is the low level of qualifications and high unemployment rates among young people, which in turn contributes to increasing the gap between rich and poor within and between countries, says Tróchez.

She explains that FK will prioritise vocational projects, as young people need to develop the skills necessary for employment and to function well in a society. By concentrating on this specific area,

FK Norway aspires also to explore the potential for development in the interface between education and the business sector.

Access to skilled labour is crucial for business development, and the education sector therefore has an important task to fulfil within this context. However, FK Norway sees it as necessary to include higher education institutions as well.

– We will also welcome new partnerships within higher education, as this level of education is fundamental for good health and education, says Tróchez.

TARGET AREA 2 Communication

The basis for FK Norway's communication strategy is to develop knowledgeable and dedicated FK participants and partners who produce results through exchange. Our underlying message is that the world becomes a better place through reciprocal exchange of professionals and volunteers in equitable partnerships.

FK Norway will further develop its capacity of both individuals and institutions to contribute to society. We consider it important to take an active role in international development activities to promote the methodology of mutual exchange amongst our own organisations.

TARGET AREA 3 Management and Organisation

FK Norway will be characterised as effective and quality oriented. These will be a clear correlation between one use of resources and one result. FK partners should consider one engagement and one guidance as relevant and result-oriented. Active risk management should promote all aspects of one work and organisation. FK Norway

All FK Norway activities will be characterised by a culture of cooperation, generosity and integrity. Commitment and motivated employees will have the appropriate working conditions and tools to make goal-oriented and effective decisions and progress. The health and amount of employees, as well as the work environment, are to

FK Norway practices equity: distribute demands, share resources towards helping, and encourage resource activation and self-development.

STRATEGIC OBJECTIVES:

- FK Norway is perceived as a leading agency within the field

VISION

"FOSTERING LEADERSHIP FOR GLOBAL JUSTICE, CREATING CHANGE ON THE GROUND AND IN OUR MINDS"

MISSION

FK Norway is a governmental body under the Ministry of Foreign Affairs, and an integral part of Norwegian development cooperation. Parliament allocates funds annually to support our mandate, which is to:

1. Facilitate reciprocal exchange programmes between a diverse range of organisations, institutions and companies in developing countries and Norway.
2. Promote mutual learning and sharing of experiences, while contributing to the transfer of knowledge and experience back to the FK participants' own societies.
3. Contribute to the development and strengthening of civil society in developing countries.

VALUES

FK Norway's mandate, given by Royal decree, reaffirms our three fundamental principles:

Reciprocity as a fundamental social and ethical norm in FK Norway's activities. Partners are planned and implemented through equitable partnerships. This principle is also transformed into action when partners both send and receive FK participants.

Solidarity entails acknowledging that today's political and social challenges have no borders or cultural barriers. We must work together to find solutions to common problems.

Equity lies at the heart of the Universal Declaration of Human Rights. It implies that everyone, regardless of background or origin, possesses knowledge and valuable resources to share with others.

In addition to these core values which characterise our work and the partnerships we facilitate, FK Norway has established two pairs of operational values to guide our behaviour externally as well as internally. Both include and embrace different dimensions:

To challenge and be respectful
To be passionate and professional

Our 12-page strategy for 2017 seeks to aim and guide FK Norway and partners towards our common goals.

Our communication work and network activities must ensure that FK Norway's method is accepted as an important instrument for development policy by key stakeholders.

FK Norway will aim to achieve a working environment which is transparent, trustworthy, and committed to cooperation. We will emphasize these efforts in the coming strategy period, along with a strengthened focus on reducing our carbon footprint and increasing environmental awareness among employees and partners alike.

www.fredskorpset.no

READ AND DOWNLOAD THE COMPLETE STRATEGY FROM OUR WEBSITE:

fredskorpset.no

NEW LIST OF PRIORITY COUNTRIES

In line with Norwegian foreign policy, FK Norway has reduced the number of countries in which we support projects. The following are our prioritised countries. Projects in countries that are not on the list will be phased out during 2015, with the exception of Thailand, which will be phased out in 2016.

FK NORWAY PRIORITY COUNTRY LIST (Remaining countries will be phased out in 2015)

ASIA	LATIN AMERICA	AFRICA	
Bangladesh	Brazil	Burundi	South Africa
Cambodia	Colombia	Ethiopia	Sudan
China	Guatemala	Kenya	Tanzania
India	Nicaragua	Madagascar	Uganda
Myanmar		Malawi	Zambia
Nepal		Mozambique	Zimbabwe
Thailand		Rwanda	
Vietnam			

STATISTICS 2014

PARTICIPANTS WITH DEPARTURE 2014 ACCORDING TO PROGRAM

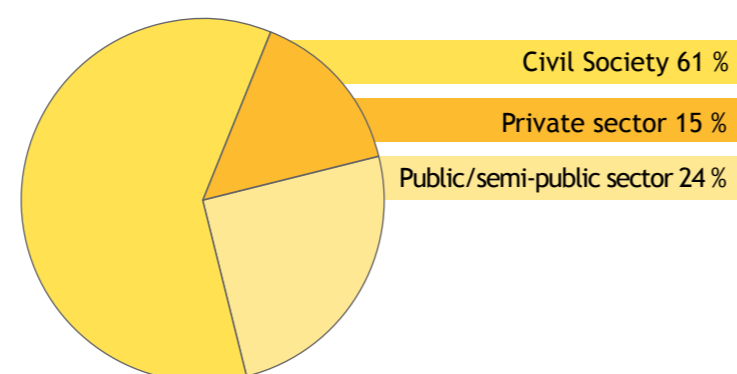
	2014	2001-2014
FK Health Exchange programme (Esther)	72	313
North-South programme	126	2637
South-South programme	134	1198
FK Youth programme	308	2946
Senior programme	-	65
Total	640	7159

GENDER DISTRIBUTION OF PARTICIPANTS ACCORDING TO DIRECTION OF EXCHANGE

Gender	DIRECTION OF EXCHANGE			TOTAL
	NORTH-SOUTH	SOUTH-NORTH	SOUTH-SOUTH	
Female	69 %	46 %	36 %	52 %
Male	31 %	54 %	64 %	48 %

Priority Area	% of projects
Private sector development	24 %
Education	4 %
Governance	9 %
Environment	8 %
Health	29 %
Youth	26 %

PARTNERS BY SECTOR OF SOCIETY



FK NORWAY PROGRAMMES:

North-South programme:

Mutual exchange of professionals aged 22-35 between organisations and institutions in Norway and developing countries.

South-South programme:

Mutual exchange of professionals aged 22-35 between organisations in developing countries.

FK Health Exchange programme (Esther):

Mutual exchange of health professionals between organisations in Norway and developing countries.

FK Youth Programme:

Mutual exchange of young people aged 18-25 between organisations in Norway and developing countries.

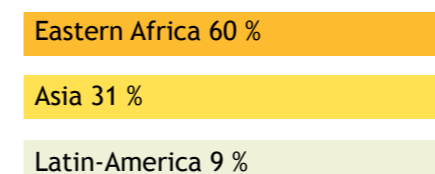
FINANCIAL RESULTS 2014

WHERE DO THE PARTICIPANTS COME FROM*? EXPENDITURE 2014 (Expenditures in million Norwegian kroner)

COUNTRY	
Norway	231
Kenya	48
Tanzania	43
Uganda	28
Malawi	26
Ethiopia	23
South Africa	20
Brazil	17
Zambia	17
India	17
Sri Lanka	14
Cambodia	13
Nepal	13
Thailand	11
Mozambique	10
Madagascar	10

(*Showing countries with ten or more participants)

SOUTH PARTNERS BY REGION



Expenditure 2014 grants	
North-South programme	72.1
- Health, Education and Human Rights	40
- Environment, Climate and Econ.dev.	32.1
South-South program (Africa and Asia)	34.8
South-South Youth/ESTHER	1.8
FK Youth programme	40.1
Training of participants and partners	9.5
Monitoring and evaluation / Introduction seminars	0.6
Feasibility study	1.8
TOTAL:	160.6

Expenditure 2014 operating expenses	
Operating expenses South-South	5.9
Salaries	24.9
Travelling expenses	2.4
Purchase of external services	5
Other running expenses	7
TOTAL:	45.2

Remember:

You will always find an updated and complete set of statistics and key figures on our website



HOW TO CONTACT US

HOW TO BECOME AN FK PARTNER OR FK PARTICIPANT

1. Visit our website



WWW.FREDSKORPSET.NO

On our website, you can read more about our different projects and partners, our priority sectors, and which countries we operate in. You will also find requirements for new partners and application forms.

If you would like to go on exchange, you need to work for or be a member of one of our project partners. You will find a list of FK partners on our website.

2. Contact our partners

If you would like to know more about being a partner, or you would like to join one of our partners as a participant, you can find their contact information through our website.

3. Contact us

If none of the above mentioned answers your questions, we will be delighted to hear from you. You can contact us using email or phone.



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SOCIAL MEDIA



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On Vimeo, search "Fredskorpset"
or user id '9737001'



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FK NORWAY supports exchange of young people and professionals between organisations, institutions and companies in Norway and countries in Africa, Asia and Latin America.

Since 1963 more than 8500 FK Norway participants have taken part in an exchange across borders. About 400 organisations, institutions and companies exchange young people annually.

Through their co-operation the organisations share knowledge and experiences. A collaboration with FK Norway expands perspectives and changes attitudes.