

FREDSKORPSET (FK) NORWAY

Assessment of results - FK in Nepal, Norway and Ethiopia

Final report

Nordic Consulting Group (NCG)



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Acronyms

| | |
|---------|---|
| ALERT | All Africa Leprosy Rehabilitation and Training Center |
| AMWIK | Association of Media Women in Kenya |
| ANPPCAN | Association for Nationwide Action for Prevention & Protection against Child Abuse & Neglect |
| BoLSA | Bureau of Labour and Social Affairs, Bahr-Dahr (Ethiopia) |
| CfC | Communications for Change |
| CMC | Christian Medical College in Vellore, India |
| CJMC | College of Journalism and Mass Communication, Kathmandu, Nepal |
| DF | Development Fund |
| DRIK | Drik Picture Library Limited |
| EEJA | Ethiopian Environmental Journalist Association |
| EECMY | Ethiopian Evangelical Church Mekane Yesus |
| EMWA | Ethiopian Media Women's Association |
| ESD | Exchange for Sustainable Development |
| ESTHER | <i>Ensemble pour une Solidarité Thérapeutique Hospitalière En Réseau</i> |
| EWLA | Ethiopian Women's Lawyers Association |
| FECCLHA | Fellowship of Christian Councils and Churches in the Great Lakes region and Horn of Africa |
| FIOH | Future in our hands, Sri Lanka |
| FIVH | Fremtiden i våre hender, Norway |
| FGD | Focus Group Discussion |
| FK | Fredskorpset Norway |
| FNJ | Federation of Nepalese Journalists |
| FTG | Fair Trade Group |
| GSJ | Gimlekollen School of Journalism |
| HUH | Haukeland University Hospital, Bergen |
| JET | Journalists' Environment Association of Tanzania |
| KS | Association of municipalities in Norway |
| KU | Kathmandu University |
| MDG | Millennium Development Goal |
| NAWOU | National Association of Women Organizations in Uganda |
| NCA | Norwegian Church Aid |
| NCDC | Namsaling Centre for Development |
| NEFEJ | Nepal Federation of Environmental Journalists |
| NIDS | Nepal Institute of Development Studies |
| NGO | Non-governmental organization |
| NMC | Nepal Media Centre |
| NNV | Norges Naturvernforbund (<i>Friends of the Earth Norway</i>) |
| NOMA | Norad's Program for Master Studies |
| NRK | Norwegian Broadcasting Cooperation |
| NUFU | Norwegian Cooperation Program for Development, Research and Higher Education |
| OUC | Oslo University College |
| PSD | Private sector development |
| RBM | Results-based management |
| TAMWA | Tanzania Media Women's Association |

| | |
|-----------|--|
| TAWLA | Tanzania Women's Lawyers Association |
| UIA | University of Agder |
| UIB | University of Bergen |
| UIT | University of Tromsø |
| UMB | University of Life Sciences, Norway |
| UMWA | Uganda Media Women's Association |
| WAT | Women's Association of Tigray |
| YWCA/YMCA | Young Women/Men Christian Associations |
| ZAMWA | Zambia Media Women's Association |

FK Definitions

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Exchange period: the posting of a participant, working with a host partner. Duration: from 3-10 months (FK-youth) or 10-16 months (NS, SS or Esther). Consists of: preparatory course, posting abroad and follow-up work including homecoming seminar (debriefing). Work tasks designed by partnership

Exchange project: Described in the project documents (partnership agreement and collaboration agreement) on the basis of FK document framework

FK Forum: FK biannual gathering with representatives from all FK partners in the world in Oslo.

FK regional offices: FK contracted team of consultants in Asia (Bangkok) and Africa (Kampala) which has the overall responsibility for the South-South partnerships

Home-coming (also referred to as Debriefing): 2 days meeting organized by FK for the participants by end of the exchange period in Norway, Africa, and Asia). Purpose: share reflections and personal challenges between participants, FK and home partner (in NS, South partner is often not present), plan follow-up work.

Home partner: institution sending participants.

Host partner: institution receiving participants.

Mid-Term Review: management meeting between home and host partner(s) in middle of exchange period to revise/adjust ongoing cooperation. Not practiced consistently across NS/SS/Youth; participants not always included, FK observing sometimes.

Network: refer to different events a) in-country networks consisting of partners, participants (current and alumni); b) thematic networks organized by FK Oslo ex. women/gender equality, communication and visibility, c) networking is one of the FK result areas

Network coordinator: in countries where there substantial numbers of FK participants FK regional offices in Africa and Asia, or the Norway office for Latin-America will contract a coordinator in charge of updating list of alumni and career development schemes; in charge of country network seminar(s).

Participant: individual recruited for exchange by partners; either own staff, member, from network or sometimes recruited with no prior affiliation to the above i.e. internally recruited or externally recruited.

Partner: institution from civil society organizations, public and semi public sector, private sector which sends and receives participant(s). Partners can be divided between primary partner, secondary - and co-partner.

Partnership: primary and secondary partners having an agreement on exchange of participants within FK framework. Partnership agreement is signed by all partners; the collaboration agreement is signed between FK and the primary partner (on behalf of all the partners)

Preparatory course: Two-three weeks preparatory course organized by FK in Norway, FK Asia and Africa offices to prepare participants for working and living abroad during the exchange period; can also include limited participation of partners. Special courses for North-South, South-South and Youth program lines.

Program lines: North-South (NS), South-South (SS), Youth and ESTHER (health exchange).

Primary partner (also referred to as *Lead partner*); the partner signing Collaboration agreement with FK, legally responsible on behalf of partnership. Receives fund for distribution from FK to secondary partners and submits consolidated FK financial and narrative report on behalf of partnership.

Result areas: capacity-building, peace- and bridge-building, networking, leadership (FK strategy 2007-11)

Secondary partner: receives funds via primary partner, reports financially and narrative to primary partner.

1. Executive Summary

1. In the nine years since Fredskorpset (FK) was re-organized as a two-way partner-based exchange program almost 4000 young people from 54 developing countries and Norway have taken part. More than 400 organizations, private companies and public institutions have benefited from having a FK professional from a different social, cultural and economic/political setting in their work place. Most of the times, the one year abroad is a “life-changing experience”, “a milestone”, “the beginning of a beautiful career” for the person travelling – just to mention a few of the characteristics the team recorded during this external review process.
2. The goal of FK is to “facilitate contact and cooperation between individuals, organizations and institutions in Norway and the developing countries, built on solidarity, equality and mutuality”. Partnerships include organizations, municipalities, schools, universities and private companies working in a broad range of sectors from health, education, media and community work to agriculture, energy and business development. FK Norway is funded by the Norwegian Ministry of Foreign Affairs (MFA) with an annual budget of around 185 million NOK.
3. In 2009 FK decided to commission an external review with the purpose of identifying results and long-term outcomes of the partnerships. The aim was also to inform FK’s ongoing strategy process mid-way until the next MFA external evaluation planned in 2012. Nordic Consulting Group (NCG) put together a South-North, gender- and age-balanced team of consultants from Nepal, Ethiopia and Norway and was contracted to conduct the review.
4. The external team applied a learning approach to the review with FK staff on board. This approach was appreciated by the respondents as it allowed for some extent of candidness in order to support FK with the strategic planning. The review focused on two selected case countries (Nepal and Ethiopia) in addition to Norway, and not the whole organization. The findings should thus not be used to generalise on FK as a whole. Although all four program areas: North-South (NS), South-South (SS), Youth and ESTHER were present in the two countries, categories like the Municipalities’ cooperation and Friendship North/South were not included.
5. Main methodological tools for the review team were desk studies, interviews, and data from the FK web-based survey where 952 participants and 129 partners responded. The results of 24 partnerships were assessed, 43 former and current partners, and more than 150 current and former participants were interviewed. The team gave four different presentations to FK; three separate debriefs immediately after the fieldwork in Nepal, Ethiopia and Norway, presentation of draft and final report for FK Norway (including representatives and program coordinators from Norway, Asia and Africa).

Main findings

6. Fredskorpset has been able to produce a range of relevant outcomes along the thematic priorities of Norway’s development policy White Paper, “Climate, Conflict and Capital”. FK has initiated and facilitated successful partnerships between environmental journalists, human rights activists, media women, private businesses, and anti-corruption networks across Asia, Africa and Norway. There has been a stronger focus on environment and business than on conflict resolution.
7. Among FK’s four program areas, institutional capacity-building, networking, peace- and bridge-building and young leadership, the team found most outcomes on the first program area. In most of the organizations and institutions, **technical expertise** had clearly been developed at personal level and in several cases transferred to institutions through development of systems, mechanisms and enhancement of services. For the civil society sector, which is by far the largest, most partners reported a transfer of skills for writing reports and **fund-raising proposals** both when they hosted foreign participants and when they reintegrated the returning participants. Part of the fund-raising abilities was related to improved language skills.

8. For the **private sector**, which accounts for around 10 per cent of the programs, the outcomes of four partnerships were found to vary according to the program lines. The institutional outcome in the South-South private sector development (PSD) was clearly stronger than the two North-South private sector partnerships; in the SS institution there were measurable changes in the way the company was working to promote its product, promotional strategies and new tools for enhancing the products. The team was however concerned that FK did not ensure that support to PSD is not skewing competition towards one private company. It was not clear to which extent FK ensured the public good of the initiatives in line with overall Norwegian PSD guidelines.
9. Results on **governmental/semi-governmental** level included only one partnership in the two case countries (Haukeland University Hospital with Yekatit 12 in Ethiopia), but were found to be substantial in terms of complementarity and using FK as a tool for propping up the results on the institutional level for the Ethiopian partners. FK personnel exchange was combined with funding from Norad, the Norwegian Embassy, along with scholarships from NOMA. This combination gave strong synergies and results on the South partner level by improving the medical services for the beneficiaries in Ethiopia.
10. **The outcomes on the** institutional capacity building program area were found to be linked to the type of partner (institution or member-based) and the type of participants selected (staff or members/volunteers). In Ethiopia 4 out of 9 partners were membership-organizations, while in Nepal, only 3 out of 16 partners were run by members. The membership-based partners in the two case countries often sent students or members employed in other organizations. This proved to be ineffective in building institutional capacity as most of the participants upon their return, especially in Ethiopia, served within the membership organizations for one month based on the agreement, but then left and did not continue to engage unless there were incentives for it.
11. **Retention of participants:** Many partners shared how valuable their staff had become after returning from the exchange program; their 'social' capital had increased enormously as the FKers were reportedly self-confident, visionary, entrepreneurs who would see more opportunities than difficulties. As a consequence the participants often grow "out" of their home organization - which was perhaps a good outcome for the individual participants and society, but usually a loss for the partner organization.
12. **Challenges of retaining staff.** Partners therefore chose different retention strategies. Some encouraged the participant by giving them more responsibilities and opportunities, while others made the participants sign on contract to stay on in the home organization for a certain period. In some cases the home organization had asked the participant to have a two years contractual bound after an FK exchange, and when the participant left s/he had to pay back the investment money from FK.
13. **Follow ups during the fellowship period of participants:** Many participants complained of insufficient follow ups from the home (sending) partner organizations and to some extent by the regional FK offices or FK in Norway. This could be counterproductive since they face different cultural and social problems and no coaching or mentoring. The participants in Ethiopia stated that they report to the FK Africa and their home partner organizations on a quarterly basis, but rarely were there feedbacks provided. FK Asia seemed to have better feedback routines to the participants' reports.
14. **Selection of partners and participants:** The results and outcomes were found to be linked to the selection process that FK apply. 22 out of 24¹ current South partners in Nepal and Ethiopia were

¹ WAT in Ethiopia and NCDC in Nepal, both partners of the Development Fund, are the only FK partners with their offices outside the capitals, Addis Abeba and Kathmandu, respectively.

found to be based in the urban capital. Although some have outreach outside the capital, there is a concentration of activities in the urban areas. The team was concerned about the lack of **equitable access** for taking part in FK partnerships for partners in the South. The current selection process of new FK partners was not based on an open or competitive process. Although relevant information is available and accessible on the FK website, the applicants were either invited by the FK Asia or Africa offices or potential partners have heard about FK from participants already involved. The team sees a risk in FK being perceived as an “elitist club” for the urban well-offs rather than a tool for promoting development cooperation goals of reducing poverty.

15. **FK’s role in facilitating the exchange** was found to be under internal revision; the extent of ‘closeness’ and ‘hands-on’ from FK with the partners without infringing on the ownership or the “autonomy of the partnership” implying that partners need to equally plan, implement and monitor their own partnership. Among some FK staff, this approach was still prevailing, while others saw the risks involved in a hands-off approach.
16. The review found many indicators of FK being a learning organisation. FK is continuously developing and improving the programs based on internal learning, reflections and previous reviews; in 2007 the senior program was closed down due to low cost-efficiency; the FK program cycle has been amended and developed; SS exercises like the mid-term review involving both partners and participants has been adopted by the NS program, and improving the follow-up activities after the exchange period is finish is ‘work in progress’.
17. Results-based management. In the oldest plans and agreements reviewed (like EMWA in Ethiopia and FIVH-NEFEJ in Nepal) there are few result and outcome indicators, while in the most recent agreements signed a much stronger result-orientation was found (but since they were recent partnerships they were not assessed in this study).
18. Despite the progress found in developing more results-based plans in FK, there are weaknesses in the monitoring system of the results at partner level and especially in the NS partnerships.
19. **Complimentarity and synergy** with other Norwegian development efforts were not always observed in the FK partnerships. Two levels of potentials for complimentarity and synergy were found to be underutilised in the FK programming; first of all the lack of joint planning and programming between the North-South and South-South programs. Secondly, the fact that FK is receiving directions from MFA provides many opportunities for synergy effects, while at the same time running the risk that FK might duplicate that other governmental or governmental-funded actors or initiatives are conducting. In some cases, there were overlapping partnerships with institutions offering NOMA scholarships.
20. For FK as a governmental agency facilitating personnel exchange between the developing and developed world, a key result indicator is to facilitate the return of the participants to his/her home country after the exchange period. In the two case countries explored, out of the 55 Alumni from Ethiopia, 13 had left the country (24%) for studies or permanent emigration, while in Nepal the percentage was ten percent lower (14%). The database in FK does not have a tracer of alumni participants, and these data were collected by the review team.
21. Summing up, the team concludes that FK is a successful enterprise in terms of having “produced” numerous future leaders and/or change agents and many good outcomes on different sectors. Due to the weak monitoring systems, it was a challenge to document these outcomes in an evidence-based way. On the societal level, FKs contribution in the short-term is probably limited since resources are spread thinly in many countries and sectors (health, education, research, media, human rights, environment, private sector etc). However long-term impact of the future leaders returning to their home countries after a FK year is an exciting opportunity to explore. If proper tracer databases are kept such a study is feasible to conduct.

Recommendations

22. FK needs to continue the process it has started by defining expected outcomes of the partnerships in the next FK strategy period (2010-15). Being rooted in the tradition of building bridges for peace and understanding, Fredskorpset's core mission could be defined as **an exchange program that is fostering global citizens and leaders for the future** by building institutional capacity in areas of health, education, civil society and business.
23. When the key outcome has been defined, FK needs to step up the systematization of monitoring of results on several level:
 - a. Participant level: tracers and statistics on alumni participants' whereabouts need to be produced regularly for FK
 - b. Partner level: FK needs to monitor and record the results on the partner level, including the follow-up activities to ensure institutionalization of skills transfer and capacity-building. The reports of FK Africa's monitoring consultant are a best practice in that regard.
 - c. Networks: best practices for enhancing FK's result areas, including capacity-building need to be cross-shared among FK partners, participants, networks and staff in country and region.
 - d. Institutionalization of results/transfer of capacity at institutional level. The follow up activities need strengthening.
24. Leadership mentoring: more focus is needed on how to **learn and teach in an institutional multi-cultural** setting (the current course is mainly focused on the individual perspective and experiences) and include elements of leadership mentoring into the program cycle.
25. **Transparency of selection of partners:** The selection of partners in the SS programs needs to be transparent and merit-based and aim for equitable access among urban/rural areas.
 - a. Encourage and ensure that organizations which operate nationwide be included in FK partnerships as the access for more disadvantaged groups will be higher.
 - b. Increasing the visibility of FK in the program country, more information dissemination on FK application procedure and selection criteria (FK network, local embassy, other development agencies and media).
 - c. Consider open advertisement for new FK partnerships in local media and news
26. **Transparency of selecting participants:** FK should mainstream transparency requirements to ensure that there is no conflict of interest (anti-corruption measures) involved.
27. **Synergy between programs** the team encourages FK to look into how the NS and SS program lines can be better utilized and provide complementarity to each other.
28. **Evaluations and phase-out strategy:** Continuation of the next FK phase projects need to be based on an in-depth evaluation of the partnership and results of the subsequent phase.
29. The FK **Networks** in the countries need to be more functional for the three different groups involved; FK partners, FK current participants and FK former participants. The role and purpose of the network need to be defined in terms of support mechanism for cross learning and sharing.
30. Peace- and bridgebuilding should be viewed as a cross-cutting issue in all FK partnership more than a specific result area to report on.
31. A more **in-depth assessment of the partners** together with the proposed program is needed in the two case countries studied. The assessment should include not only the primary partner, but also the institutions brought on board in terms of equity, capacity, potential complementary/synergy, their constituencies, and type of partner (membership-based, foundation, private etc).
32. Closer cooperation with embassies in Norwegian priority countries is needed, as well as ensuring that FK partnerships are in line with national governments plans and priorities (PRSP).
33. Support to private sector must be in line with overall Norwegian guidelines for the private sector, i.e. promoting framework conditions for the private sector and skewing competition for one company above others.

2. Background

2.1 Overview of the report

This report is divided into six chapters; the first chapter provides an executive summary of the key findings, conclusions and recommendations. Chapter two provides a brief background to the review. Chapter three is the approach and methodology. Chapter four presents a brief context about FK, the programmes, partnerships and directions from the donor (MFA). Chapter five presents the synthesised findings of the two case countries (Nepal and Ethiopia) along the FK four result areas; institutional capacity-building, peace- and bridge-building, networking and young leadership. Chapter six assesses the results along the lines of relevance, effectiveness, sustainability and complimentary/synergy. A reference list is included in addition to four annexes: Terms of Reference, List of Interviewees, Interview Guide for partners and participants, and the results of the FK survey for participants and partners.

2.2 Purpose and scope of review

According to the Terms of Reference, the purpose of FK Norway's self-commissioned review has four key elements:

1. Contribute to FK Norway's program development
2. Provide a strong learning element for the organization.
3. Assist in further developing improved methodologies, success indicators and definitions of results in the 4 result areas.
4. Be a reference for the upcoming FK strategy process.

The TOR states that that the Review shall "focus on FK partnerships, its partners and participants, and the direct and indirect effects which are outcome of the FK exchanges." The main focus shall be on attempting to identify the *long-term results* in the below four result areas:

- Institutional capacity building
- International networking
- Peace and bridge-building
- Young leadership development

The study covers three countries (Nepal, Ethiopia and Norway), 40 partners and more than 200 former and current participants. Time allocated for three consultants was 40 days in total.

2.3 Limitations of review

There are several limitations to this study that the reader should keep in mind. First of all, the focus is on the selected programmes in Nepal and Ethiopia and their counterparts in Norway – and not the whole organization.

Second, the review is focused on the "FK programs" including the South-South (SS) and not FK activities like the communication work, training and network activities, except where it has been

relevant to assess how the work of these FK departments are enabling or impeding results of the partnership at the outcome level. Thus the team leader tried to attend activities organized by these departments in order to observe the FK program cycle.

Third, the review was specifically asked not to assess administrative and financial management systems unless it had major implications on the results. Since administration and finance are integral part of the whole program the team encountered several such issues in the field and it directed the participants/partners to the FK staff that was part of the fieldwork in Nepal and Ethiopia so they could deal with the issues and solve them. For the team, it was interesting to see how FK handled such issues and assess how it could be related to the success or failure of partnerships, and what FK could learn from it in future planning and implementation of projects.

Fourth, the team was asked to assess results of NS, SS and Youth. For the NS and Youth, we were able to validate findings from both/all partners; but in the SS partnership we could only talk to the south partners in Nepal and Ethiopia (and not their counterparts in Asia and Africa). This is a limitation for conducting a fully-fledged review of the South-South partnerships which need to be kept in mind for a future review/evaluation. According to FK it was a conscious decision to do the review by country, not by partnership, the main reason being costs in relation to expected outcome.

In the field, one factor that impeded an efficient fieldwork was that records of former/alumni FK participants were not updated. The team spent time on tracking down former FK participants in order to assess the outcomes at their level. It should be noted that the lead consultants for Nepal and Ethiopia assisted the network coordinators in updating the lists with information both regarding whereabouts of the former participants (still with host partner, left the country etc) and updated the contact information.

3. Approach and methodology

3.1 Approach

Thanks to the unique approach of FK Norway of promoting partnerships and mutual exchange of personnel between north/south and south/south, NCG was able to compose a team of a gender/age balanced team of consultants from Nepal, Ethiopia and Norway in order to integrate the FK values to the evaluation methodology. One of NCG's senior partners functioned as quality-assurer. Although the two South consultants were unable to visit each others' countries and conduct a peer-review of the respective programs², contact and communication was established internally in the team.

Participation from FK in the review process was established in the TOR which emphasized the learning aspect of the review. This was underscored by FK staff taking part in some of the discussions and meetings during the field surveys in all countries, including Norway. The FK Head of Programmes and FK Africa representative took part in the Ethiopia field survey, while FK Head of Administration and the FK Asia representative took part in the Nepal field survey. The team saw it as a great value-added to have FK staff readily available when issues came up in the field. Due to FK's complex and multi-layered way of working, it frequently required FK to explain to the consultants why things are done the way they are. Having the Head of Programmes in the field was particularly useful because she knew the background of all the partnerships having worked with FK almost from the beginning.

Having stated the importance of FK Norway being closely involved in the review process for FK's own learning and ongoing strategy process, it was equally important to stress that it was an external team that would provide an **outside assessment** of the outcomes of the partnerships in the case countries; and thus, the team did on some occasions ask FK not to be part of meetings and interviews to ensure that it would get more independent information from the partners and participants. In some partnerships, the team felt that some of FK's staff and representatives had too strong ownership to the projects. The team feared that this would affect the ability of the respondents to be frank about his/her experiences with FK due to fear of resources being withdrawn.

On the other hand, the team clearly communicated to each respondent, both in in-depth interviews and focus-group discussions, that this was a learning process for FK, and that their inputs (the outcome of the report) would inform/influence FK's future strategic direction. The team felt that this learning approach was much appreciated by the respondents and made them be more candid because of the opportunity to support FK with their strategic planning.

3.2 Methodology

The main tools for collecting data on the outcomes of FK partnerships have been qualitative; direct interviews with partners and participants of the FK exchange program combined with data from project documents and reports. Some statistical analysis was conducted based on the data from the web-based survey.

A mix of evaluation and assessment tools were utilized;

² This was proposed as one possible evaluation approach, but not taken on board due to budget limitations.

- desk reviews of FK project documents; collaboration agreement, Annex I (substance of program, Annex II budget), partners' narrative reports, some participants' reports to home and host partners³, and travel reports from FK⁴
- secondary sources like previous evaluation/review reports of FK and literature of volunteerism, personnel exchange, peacebuilding etc.
- in-depth interviews with partners in Norway and case countries
- in-depth interviews with current and former participants in Norway, case countries and a few participants that have worked with the same partner organizations as above
- focus groups meetings/discussions in Norway, Nepal and Ethiopia
- observation of FK events (network meetings in case countries Nepal and Ethiopia, preparatory and homecoming seminar in Norway)
- FK's web-based survey of partners and participants
- Debriefing for FK both in field (Ethiopia) and Oslo after both case studies
- Triangulation analysis of findings including reports from FK partners and participants obtained throughout the field survey

The review team has talked to a large number of participants and partners; current South participants from Nepal and Ethiopia in Norway, current North and South participants in Nepal, current North and South participants in Ethiopia, former South participants from Nepal and Ethiopia in Norway, former North participants who were on exchange in Nepal, former North participants who were on exchange in Ethiopia. When writing up the case studies, the involved individual participants were given a draft of the text for comments and validation. The case studies published in this report is approved by the individual participants and partners.

A major limitation that was also pointed out in NCG's tender document is that assessing **results at FK partner level** in an evidence-based way would require much more resources and time than what was set aside in this assignment. An impact evaluation of results at partner level would require an in-depth study of selected partner organizations; comparing their performance **before** and **after** the intervention into the FK partnership programmes or trying to reconstruct what would have happened with the FK home and host partners without the FK support and facilitation (contra factual analysis).

The assessment of results at partner level which is conducted in this limited study is thus to a large extent based on **self-assessment**; the partners' self-reporting on progress of results at the institutional and organizational level triangulated with data collected from the in-depth interviews with the FK staff and participants in both Norway and the South countries.

Due to the limitations mentioned above, in the SS partnership we have only been able to talk to the south partner in Nepal and Ethiopia (not their counterparts in Asia and Africa) with a few exceptions where we have been able to conduct email interviews with former south participants who were hosted in Nepal and/or Ethiopia.

³ Some partners were hesitant to share the participants' reports with the review team as they were considered to be internal partner documents.

⁴ There were few travel and/or monitoring visit reports from the FK North-South program, while the monitoring reports from FK Africa's external consultant were shared with the team.

Table 1 Overview of field informants

| | Network meeting | Current and former partners (out of total) | Current participants (out of total) | Former participants (out of total) | Embassy/MFA |
|-----------------|-----------------|---|---|------------------------------------|-------------|
| Norway | -- | 10 out of 14 partners working in Nepal & Ethiopia | 5/13 from Norway to Nepal 2/2 Ethiopia | 10/37 – Nepal 7/31 Ethiopia | 0 |
| Nepal | 34 | 16/19 | 14/17 (82%) | 22/48 (46%) | 2 |
| Ethiopia | 55 | 14/23 | 9/9 (100%) | 16/56 (28%) | 2 |
| Total | | 40 | 33 | 55 | 4 |

Web-based survey

As part of its regular work, FK conducted two separate surveys in October/November 2009; one for the former participants (not current), and another survey for current and former FK partners. The review team was given the opportunity to comment and give inputs to the survey questions before they were sent out. One of the comments was that both surveys were very comprehensive and that there were too many open questions. However because FK's different departments (Training, Communication, Network and Program) all wanted answer to specific questions the surveys ended up being so comprehensive (37 main questions with several sub-questions). This meant that not all questions were relevant for this review and thus only selected questions are included in Annex IV. The response rate was relatively low; 36 percent of the partners gave a response (129 out of 357 invited partners) and 29 per cent of former participants (952 respondents out of 3826 invitations⁵). Contributing factors to the low response rate among the participants include weak internet connections in some countries and a weak and not up-to-date database.

Among the partners, 66 percent of the respondents belonged to the civil society sector, 36 percent to the public or semi-public sector and 11 percent to the business sector. The civil society sector is more dominant in the South-South partnerships and Youth programmes compared to the North-South where almost half of the respondents report that they belong to the public/semi-public sector in Norway. The business sector also has a weaker representation in the South-South programs with only seven percent compared to 11% in the North-South.

Looking at the individual **participants**, 57 percent of the respondents belonged to the NS program, 18 percent to the Youth program and 25 percent to the SS program. Among the participants 63 percent of the respondents were from the North, while 37 percent were from the South.

⁵ Out of the 3826 invitation emails sent out almost 1000 emails bounced back, indicating a high number of old addresses and not updated database of former participants and partners.

3.3 Assessment model

Based on the TOR, the team developed the below model for assessing the outcome of the FK partnerships in the inception report.

| Review criteria | Main review questions (TOR) | Indicators | Sources |
|-------------------------------|---|---|--|
| Relevance: | | | |
| Partner level (institutional) | To what extent has the FK partnership been relevant for the capacity needs of the partners? To what extent has the FK partnerships contributed to building institutional capacity in home and/host partners? | Match between participant's qualifications and capacity need of partner organization Equality of partners and capacity to both <u>send</u> and <u>receive</u> FK participants Clear identification of need and results of partnership | In-depth interviews with current and former FK partners and participants, web-based survey, FK documents |
| Participant level | To what extent have participants experienced achievements stated in plans (personal growth, technical and cultural skills, increased public participation etc) | Match between stated plans and participants' own experiences/perceptions | Participants' reports In-depth interviews with current and former FK participants, web-based survey, media reports |
| Society level | How can FK's relevance and efficiency as an instrument for Norwegian development aid be further improved? To what extent do partners' performance to beneficiaries contribute to poverty reduction etc. | FK partnerships are integrated with major development cooperation programmes Alignment to FK regional offices priorities as reflected in selection criteria | Interviews with external resource persons, local stakeholders, Norwegian Embassy, media reports, reports from partners |
| MFA – FK | Relevance to FK/MFA priority areas | Alignment with Embassy in country/region where partnership is taking place | Interviews with embassies Nepal and Ethiopia |
| Sustainability: | | | |
| Impact sustainability | How can results (ex. capacity-building, networking, leadership) be sustained after FK support has ended? | Partnerships and exchange of experience continue after the financial support Results developed from FK exchange are sustained on institutional level | In-depth interviews with current and former FK partners and participants, web-based survey, media reports |
| Effectiveness(impact) | | | |
| Partner level (institutional) | What are the short-term results in terms of exchange of technical skills and knowledge between the partners? What are the long-term results in terms of institutional and organizational development? | Partners benefit from sending and receiving participants in terms of skills transfer, cultural and Social benefits etc | In-depth interviews with current and former FK partners and participants, web-based survey |
| Participant level | What are the FK effects on the participants' careers in terms of education, employment and/or as public spokespersons? Do FK participants assume leadership positions in their communities and societies? How do FK participants form and utilize networks with each other? | Participants' career get a boost due to FK exchange Participants' leadership skills have been greatly enhanced. FK alumni take on community involvement roles FK networks provides spin-off effects | In-depth interviews with current and former FK participants, web-based survey, media reports, other review and/or evaluation reports etc |
| Complimentarity | To what extent are FK programs and partnerships complementary to other parts of Norwegian development cooperation in Nepal and Ethiopia? To what extent are there complementarities to other | FK exchanges compliment other initiatives by bringing in personnel funded by Norway (NOMA, NUFU, Norfund, MIC, Rikskonsertene and embassy-initiated projects) FK interacts with other exchange | Interview with Embassies, MFA and FK staff , FK partners and participants, other NGOs and actors working in the case countries |

| | | | |
|--|---------------------------------------|--|--|
| | exchange programs in the South/North? | programs in the countries/ regions of exchange | |
|--|---------------------------------------|--|--|

In the TOR, the main review criteria were relevance, cost-efficiency, impact and sustainability. The team commented in the tender document that in order to assess cost-efficiency, one would have to assess financial and administrative procedures, while the TOR specifically stated that this was not part of the mandate for the review. Thus, it was decided to omit this evaluation criterion.

However the team believed it was important to include **complimentarity (or synergy)** in order to assess to what extent the FK programmes and partnerships are perceived as being complementary to other parts of Norwegian development cooperation in Nepal and Ethiopia. This issue was discussed with the embassies in the two countries – as well as with the partners. Because FK is meant to be a tool for promoting priorities in Norwegian development cooperation (MDGs), this criterion might shed light on how the complementarities can be further enhanced in FK's next strategy period.

4. FK Context

According to the newly developed instructions for FK, the main goal of FK is to “contribute to facilitating contact and cooperation between individuals, organizations and institutions in Norway and the developing countries, built on solidarity, equality and mutuality”.

4.1 Partnerships

FK's core task is to facilitate exchange of personnel between partners in Norway and South. Partnerships include organizations, municipalities, schools, universities and private companies. The primary program is targeting participants in the age group 22-35 years and includes the North-South-North and South-South countries. A separate youth program which targets youth (up to 25 years) being exchanged for a minimum period of three months also exists. The European exchange program on health personnel, ESTHER, was incorporated into FK in 2008.

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Table 2 Overview of FK programs⁶

| | North-South | South-South | Youth | Esther |
|------------------------------|--|---|---|---|
| Direction of exchange | North-South, South-North and occasionally with south-south component | South-South, occasionally with North-South component | North-South, South-North and in rare cases with south-south component | North-South, South-North and in some cases with south-south component |
| Size annually | Ca 70 partnerships and 170 participants | Ca 29 partnerships and 150 participants | Ca 20 partnerships and 230 youth | Ca 20 participants in 2009 |
| Age of participants | 22-35 years (10% may be above 35) | 22-35 years (10% may be above 35) | 18-25 years | Flexible, but with young profile |
| Duration of exchange | Minimum 1 year, incl. preparatory and follow-up activities | 1 year, incl. preparatory course and follow-up activities | Minimum 3 months in host country, up to 9 months plus 1 month preparatory and 2 months follow-up activities | Minimum 6 months in host country, plus preparatory and follow-up activities |
| Costs (NOK) per year | 300-350.000 NOK | 250.000 NOK | 100.000 NOK | 350-450.000 NOK |

⁶ Source: FK Annual report 2008

Participants in FK programmes

According to the annual report 2008⁷, by 31.12.08 almost 4000 participants had taken part in the exchange programs; 39 percent in the North-South program, 39,2% in the Youth Program; 20 percent in the South-South program and 1,6% in the now phased-out senior program. Considering that the Youth program does not have a SS component, almost 80% of all participants have been exchanged between Norway and South (76% as of end-2009, i.e. one in four is an SS participant).⁸

Comparing Norway's relative small size as a country the number of participants is quite significant. From 2006 until 2009, the total number of participants has increased slightly. The NS program has remained quite stable, while the youth program has steadily increased. In the same period, FK's budget has increased from 134 to 185 million NOK.

The US Peace Corps which adopts a totally different approach of one-way sending of volunteers has currently around 7500 Volunteers serving in 74 countries. The majority of volunteers are women and the average age is 25 years. Interestingly more than a third of the volunteers work in the educational sector and almost 40% work in Africa. The annual budget is 340 million USD (2,2 billion NOK) which equals around 300.000 NOK per volunteer (source: peacecorps.gov).

Figure 1 Number of partnerships

Collaboration agreements 2008

(Expenditures in million Norwegian kroner)

Esther programme: 3.4

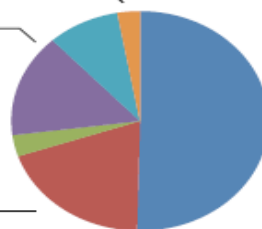
South-south programme Asia; 10.9

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 |

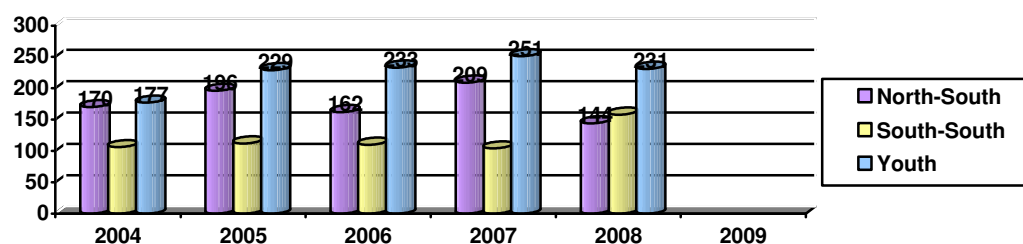
(source: FK Annual report 2008).

In addition to facilitating the partnership exchange, FK runs a range of activities that involves networking and network communication in Norway aimed at raising awareness and interest about north-south issues. Some of these are public events initiated and partly financed by FK. The aim is to create opportunities for networking between individuals, countries, organizations and regions so that "FK in cooperation can improve the world" (source: Fredskorpset website).

⁷ Annual report from 2009 was not ready by the time of the final report.

⁸ Comments from FK to draft report 14.01.10

Table 2 Total number of FK participants 2004-8 (numbers from FK reports)



4.2 FK program cycle

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FK's facilitating role has developed gradually over the nine years of work. Based on a learning-by-doing approach and continuously striving to improve the benefits for participants and partners, FK has created a program cycle (see below). How partnerships are initiated vary greatly; many of the initiatives in the private sector and municipalities have been promoted by FK directors' actively encouraging engagement and the SS programs have been identified by the FK regional offices in Africa and Asia in line with priority sectors from MFA. As it will be discussed in the next chapter, the process of partnerships initiation and selection does have a say on the results and outcomes being generated. The below program cycle will be referred to in chapters four and five when documenting and assessing the outcomes.

Figure 3 FK program cycle



FK runs a series of courses and seminars: Partner courses, preparatory courses for participants and home-coming/debrief seminars, network gatherings as well as organizing individual partner meetings where FK representatives meets partner representatives to discuss and evaluate projects.

Partner seminars are organized by FK like an introduction to new partners or for consulting with the partners on important issues.⁹ As will be discussed in the assessment section of the report this cycle is practised differently in the FK regional offices and by the NS and SS program officers. The factors that seems to vary the most is FK's role in observing the joint planning sessions, the mid-term review and the follow-up work in the home organizations. One key difference though is that while in the SS program, the program officers "accompany" the participants through the whole program cycle from identifying partners and approving a feasibility study to attending preparatory course, visiting the participant and partner during the exchange, observing the mid-term review and debrief etc, the NS and Youth programs are organized according to the functions (prep course, mid-term, follow-up) rather than having the partnership as the organizing principle. Thus, in Oslo the preparatory courses and the Home-coming seminars are organized by a separate Training Department, while the planning, implementation and follow-up are facilitated by the Program Department. The main reason for this difference is that in the regional offices, the program officers have 5-6 partnerships to follow, while in Oslo, the program officers have a larger group of partnerships.¹⁰

4.3 Directions from MFA

FK is a governmental agency¹¹ directly under the instructions of the Ministry of Foreign Affairs in Norway. In line with the missions of other governmental agencies such as Norad and Norfund, FK should serve an instrument for achieving the development policy goals of the Norwegian government. The Norwegian parliament (*Stortinget*) appropriates the annual budgets; for 2010, the proposed budget for FK was 185,2 million NOK.¹²

Norwegian priority areas for development cooperation are each year proposed by the MFA and presented to the Storting. The most recent white Paper on Norwegian development policy, "Climate, Conflict and Capital" directs the work of governmental agencies such as FK. The current five priority areas of Norway are i) climate change, the environment and sustainable development; ii) peace building, human rights and humanitarian assistance; iii) oil and clean energy; iv) women and gender equality; and v) good governance and the fight against corruption.

In the current white paper, FK is not mentioned *at all* as a tool for Norwegian development cooperation while Norfund is mentioned several times with examples of successful results in case boxes, and naturally Norad is one of the major agencies mentioned frequently.

⁹ The review team was unable to attend any of these meetings, nor review the programs/minutes from seminars.

¹⁰ According to FK, each North-South program officer caters for up to 20 partnerships.

¹¹ Until May 2009, FK was governed by a board appointed by MFA which included representatives from FK partners, MFA and independents. An external assessment of the need for a board was commissioned by MFA and conducted by the Agency for Public Management and eGovernment (DIFI). The report from DIFI recommended that MFA clarify its directions and guidelines to FK and to dissolve the board. Although new directions to FK was not yet approved at the time of this review, the FK director now report directly to the section of development policy in the MFA.

¹² Fredskorpset is funded over chapter 160, post 77, Civil Society and Democratization. The budget for Norad was one billion NOK, and for Norfund 585 million NOK.

4.4 Follow-up of last evaluation

In the first comprehensive evaluation of the “new” FK conducted by Norad in 2006, the FK’s partnership portfolio was found to be highly relevant to both Norwegian and host country’s development cooperation priorities. The evaluation concluded that **FK fills a niche** within Norwegian development cooperation. The evaluation gave several recommendations that are relevant to this study as they would affect the planning, implementing, monitoring and sustaining of results.

Table 3 Recommendations from 2006 Evaluation

| Recommendation 2006 Evaluation | Progress/comments |
|---|--|
| 1. MFA should not add too many responsibilities on top of the existing ones so that Fredskorpset can be given time to focus on its core business. | MFA added ESTHER program line to FK in 2008 |
| 2. Introduce a performance based planning and budgeting system with performance indicators etc. | Process started by FK program dept, new format for Annex I with performance indicators |
| 3. Feasibility studies must identify tangible outputs, and these should be utilized to establish a simple performance indicator system (MIS) to guide partners and FK managers to improve the quality of the exchanges. | Feasibility studies not actively used |
| 4. Senior Program is expensive and has not as yet added value. Merge the Senior and the Primary programs and let exchanges be flexible within a framework focusing on the needs of the partners for capacity building | Senior program phased out in 2007 |
| 5. Expertise in capacity building should be made available to partners. | Partly implemented, program officers in SS and NS function as “experts”, but insufficient as PO are overloaded with facilitation of partnerships |
| 6. Partners sometimes need additional financial resources in order to ensure that enhanced skills of participants can be used for the benefit of the South organization. ¹³ | FK provides ad-hoc funds for follow-up activities of participants |
| 9. FK should intensify its monitoring of the North-South exchanges, in particular in the South. This is probably most easily done through giving the regional offices this responsibility in addition to their current tasks with the South-South Program. | Not implemented; has negative implications for monitoring partnerships in the NS program |
| 10. FK needs to re-consider its organizational structure in the South. The 2006-2011 Strategic Plan should include an organizational development plan and a human resources development plan, which utilizes potential synergies and integrates the Secretariat and the regional offices in terms of management systems and staff experience and competences. | Not implemented; has negative implications for the effectiveness of the partnerships in the NS program |
| 11. Board should review ways and means of enhancing the influence of the South partners at the Board level. | Not applicable as board was dissolved in 2009 |

¹³ Recommendations 7, 8 on FK’s information and communication work were not relevant for this study.

5. Program outcomes

In the below section the results of the FK partnerships are discussed according to FK's own result areas (institutional capacity-building, peace-and bridge-building, networking and leadership). Results at partner-level in thematic categories of health, media, education, human rights, business etc are discussed intermittently in the report, and finally this chapter provides a brief analysis on two unintended consequences.

5.1 Institutional capacity-building

When assessing to which extent institutional capacity had been built in the FK partnerships that were assessed in Norway, Nepal and Ethiopia, the team found a range of good outcomes; in many of the organizations and institutions **technical expertise** had clearly been developed at personal level and in several cases transferred to institutions through development of systems and mechanisms, and enhancement of services. Quantifying the institutionalization, technical expertise was found to have been transferred to an institutional level in all the 30 South partners reviewed. Expertise in the field of writing tenders for the private companies and **fund-raising proposals** among the NGOs. The partners reported that this was of great help both when they hosted foreign participants and when they reintegrated the returning participants.

Part of the fund-raising abilities was related to improved language skills. The Ethiopian participants especially reported that they had the opportunities to improve their English language and writing skills and had learnt how things can be done differently and more efficiently. The 10 North partners involved in Ethiopia and Nepal receiving South participants in Norway reported that one of the biggest challenges in the partnership was to **utilize their knowledge** (question 16 cross-tabulated with type of program). 32 percent of all the partners irrespective of North or South background reported that this challenge, while almost 60 percent of the North partners highlighted it (FK Survey). From FK's side underutilization of South participants' technical competence and capacity at an institutional level in Norway is a known issue. FK tries to monitor to assess if the South participants face these types of challenges. A good outcome and potentially best practice in the opposite case, where South participants' competence have been utilized, was found among the FIVH South participants from NEFEJ in Nepal who produced documentaries on various environmental issues that were relevant for both their host and home partner (see also case study on NEFEJ-FIVH).

Besides the technical skills individuals have also strengthen their skills for **problem solving and working with complexities** which have enriched their work back home. Supervisors shares that participants come back with wider perspective and strengthened confidence. Hence organizations have been able to benefit from the enhanced capacity of the participants sent as well as expertise of the participants received.

Both South partners and participants reported that a key asset learnt on the individual level in the NS program was to adopt a **stronger result focus** in their work. Both Ethiopians and Nepalese stated that the stay in Norway taught them to set clearer goals for what they wanted to achieve and work more systematic in order to obtain it. Although the result is mainly individual, it might be transferred to the institutional level provided that the participant is reintegrated in the primary partner. The supervisor of a South participant from Ethiopia (who was not satisfied that his skills had been appreciated in Norway) stated that the participant had become clearly more results-focused upon his return to Ethiopia.

For the North participants being hosted in the South, an opposite valuable skill was learnt: to be more flexible in the work; learn to be impulsive, **do tasks “outside the box”** and agree to conduct assignments even if wasn’t planned for in advance. Several participants reported that this total opposite to “results-based planning” was too much to handle for some of the North participants who felt that they were “wasting” their time if they couldn’t plan sufficiently beforehand. The lack of prepared plans led some participants to break off the exchange period earlier, while for others – after the initial resistance – learning to be flexible is a highly valued outcome of their FK stay.

Another institutional result found was that partner organizations had experienced greater **institutional visibility** and credibility due to the international exposure the organizations had been able to provide to their staff, members, and students. The FK exchange enhanced their institutional profile, developed their credibility as an institution with international linkages and opened doors. For instance, the Environmental Journalist Association in Ethiopia (EEJA) had its institutional visibility greatly improved as a result of the program. EEJA has after the FK program managed to be a member of several regional and international networks.

FK program has also been used as a **tool for incentive for the organizations** by providing international exposure to the individuals (CV enrichment), often promoting loyalty to the institutions. Many partners were found to have loyalty to the organizations as a key criterion for selection participants though not explicitly mentioned.

Comparing the institutional outcomes between one SS and one NS business partnership in Nepal and Ethiopia (Fair Trade and Norplan-Shebelle), the outcomes on the SS was clearly stronger than the NS partnership mainly due to the **match between the participants’ qualifications and the needs of the partners**. In the SS program, the planning process had been more thorough compared to that in the NS program, where the partners had not spent sufficient time **jointly planning** the outcomes of the exchange. The NS partners had not utilized the available funding for FK to meet and thoroughly discuss through the needs of both partners. According to the North partner, there was recognition that the results had not been as forthcoming in Ethiopia as in the other countries where Norplan had FK exchange programs (Uganda and Tanzania). One reason for that seemed to be linked to a lack of joint planning and preparing for the exchange periods before the sending and receiving of participants.

The third private sector partnership in the two case countries (Nepal productions and Monal export) was found to be a very different partnership than the others. There are two partners; a designer (Leila Hafzi) and a cargo company (Monal export). The South partner is taking care of exporting the designer clothes produced in Nepal to Norway and ensures payments from Nepal productions to the factories, the seven main sub-contractors (two pashmina factories, bio-handcraft, natural, gems, organiza silk and buttons factory). The current FK participant who has been in Nepal almost two years spends a lot of her time coordinating the work of the seven sub-contractors. There are great results of her work in terms of increased production (50 percent increase according to NP), a higher quality of the work due to better communication between Norway and Nepal thanks to the Nepali tailor who is on Norway working on Nepal productions, and the Norwegian FK participant based in Nepal. The designer has recently received great recognition and fame for her beautiful dresses (worn amongst others in the Eurovision Song Contest in 2009) and the success is forthcoming for the North partner.



The main weakness in this partnership from the team's analysis is the **inequality of the two partners**¹⁴, and the weak transfer of institutional skills from the Norwegian FK participant to the Nepalese in the partner company (Monal). This partnership was the only one where we found that the North participant would give a one-month handover period to the incoming North participants in the last phase (2010/11). This is in itself an indicator that there is no person in Nepal who could fill the current role of the North participant. The partnership could thus be seen as **gap-filling** rather than transferring skills to the local partners. This weakens the institutional outcomes in this private sector partnership. Having said that, the results on the individual level found on the North participant staying in Nepal was some of the **most impressive** observed in the whole fieldwork in both countries. She spoke the local language well, and seemed extremely well integrated and very well liked and respected by the people she was working with. In that sense, the participant was indeed a wonderful Fredskorpset ambassador for Norway in Nepal (see photo above). This case study sheds light on an interesting dilemma for FK; is it sufficient that outcomes are strong on an individual level and to one partner, but not the other? In this case, the team would be favorable to allowing some degree of flexibility to results on individual level even if the institutional outcomes were not so strong. However when a partnership is renewed it is exactly these kinds of issues that FK needs to facilitate a dialogue on between the partners.

POURAKHI - Transfer of Technology: Possibility and Challenges

POURAKHI, an organization formed by returnee Nepali women migrant workers, working for the rights of migrant women workers was established in 2003. As a newly established organisation, POURAKHI was in need for capacity building support of its members as well as exposure to international partnership and networks to establish its credibility and visibility. Through its contacts (previous partners of FK), POURAKH learnt about the FK program, and was able to apply for the project led by South Asian Research & Development Initiative (SARDI) India in partnership with SHISUK, Bangladesh in 2006. Raks Thai Foundation, Thailand was included in the partnership from 2009. When SARDI dropped out of the partnership in the first round, POURAKHI took over the leadership.

POURAKHI believes that FK partnership has been instrumental for their capacity enhancement and giving them access and credibility. The organisation has been able to

solicit additional program funding from the proposal developed by the participants hosted by them (UNFEM funded project "Deepening Democracy: Women's participation in peace and politics). Having additional staff for the organisation, in form of the participants received, supporting them with the program and day to day organisational affairs such as documentation, annual reporting, reporting to donor and organisational administration has been a great value for POURAKH. Md Kazi Ahshan Habib Zakir, the current participant hosted by POURAKHI from SHISUK Bangladesh, has been trying to transfer the community based development model (in fishery) pioneered by them, which has been awarded as the best model for strengthening livelihood for alleviating poverty by 'Independent south Asian commission on poverty alleviation'.

A study had been conducted for the replication of the model and some community members trained. POURAKHI shares that adopting the model borrowed from another sector is often a challenge considering the different environmental setting while Zakir believes that the model can be replicated irrespective of sector, the



¹⁴ FK believes that in general, inequality and differences between partners is not a problem. As long as the different partners consider each other to have the same **value**, this can create a good complementarities.

only challenge is the fund to design and implement the project. POURAKHI has only few projects (2) and hence less opportunity to experiment with the SHISUK's model on enterprise approach for community based fisheries management and replicate. The participants received by POURAKHI believes that they have contributed a lot to their host organisation, and in return are taking with them the knowledge of the fund raising model of POURAKHI which Zakir and Sabiha Laizu Nishi would like to implement in SHISUK for organisational sustainability. Additionally, they also have been able to Liaison with South Asian Association for Regional Cooperation (SAARC) secretariat here in Kathmandu and seek assignment for SHISUK to set a consortium of NGOs in Bangladesh for achieving the SAARC Development Goal. They have also visited the LWF (local INGO) and shared their model, which they believe is a way of contributing to their host organization's visibility.

Institutional capacity in health

Substantial efforts and resources have been channelled into the health sector through the FK.¹⁵ The largest partner in this study (which encompasses only Nepal and Ethiopia) is the Department of International Collaboration at Haukeland University Hospital (HUH) in Bergen which has had a long-term cooperation with two health institutions in Ethiopia (Yekatit 12 and ALERT). Combined with a tripartite agreement with a hospital in India (CMC), the outcomes of this partnership were found to be substantial in terms of complementarity. FK has been a tool for propping up the results on the institutional level for the Ethiopian (and Indian) partners. FK personnel exchange was combined with funding from Norad, the Norwegian Embassy, along with scholarships from NOMA. This combined sandwich model gave strong synergies.

The outcomes on the South partner level (Yekatit 12) are well documented; a burns unit has been established, the cooperation continued with CLP and reconstructive surgery, and a spin-off effect is that Yekatit 12 today has fully trained plastic surgeries and has become a training hospital. The outcomes for North partner (HUH) were weaker. HUH reported challenges mentioned above under institutional capacity-building like being unable to fully utilize the participants' skills and competence in Bergen. Another challenge was that the medical staff in the different HUH sections that agreed to mentor the Ethiopian participants (Physiotherapy and Medical-technology) were not provided with any additional support or facilitation to train and mentor the South participants. The task was added on top of their daily routines and work.

In the South-South program in Asia a comprehensive partnership is ongoing on health research and research training activities between the Epidemiology Unit, Prince of Songkla University (PSU), Songkhla, Thailand (primary partner), and Sekwa Eye Hospital, China, Center for Research Training & International Relations (CRTIR), Nepal, Impact Foundation Bangladesh, Bangladesh and the State Research Center on Maternal and Child Health and Human Reproduction (MCH Center) in Mongolia (see case study below).

¹⁵ The most recent health partnership (not included in this study) was signed in 2009, "Safe use of radiation in diagnostic imaging and radiotherapy" between the University Hospital of Tromsø (UiT), Faculty of Health Sciences and Tribhuvan University Teaching Hospital and Institute of Medicine (TU Teaching Hospital, IOM).

CRTIR –

Capacity of the organization – managing expectation and providing enabling environment

Center for Research, Training and International Relation (CRTIR) is the research wing of Stupa Health Care Cooperative (SHCC), which was established in 2001. SHCC aimed to serve the community through education and research services, but before the FK program, only its academic wing National Institute to Health Science (NIHS) was functional while its research wing, CRTIR was dormant, in absence of adequate capacity to undertake research initiatives. Hence, with the aim to strengthen its research capacity, through Narvada Thapa (share holder and part time faculty member), who was a student in PSU the FK program was initiated in 2006 in partnership with Epidemiology Unit; PSU; Hat Yai, Thailand; Sekwa Eye Hospital, Beijing, China; Impact Foundation Bangladesh (IFB), Bangladesh; and State Research Center on Maternal and Child Health and Human Reproduction (MCH Center), Mongolia.

CRTIR believes that the FK partnership was instrumental in reviving their research wing, with an identity of its own. The program gave them the credibility and visibility required for enhancing its institutional profile because of the internationally trained researchers, the research articles published in international journals and international linkages. As an independent entity, CRTIR took over the role of a key partner from the second phase of the FK program, which earlier was handled by NIHS. CRTIR shares *“earlier, for developing any research proposal external consultants had to be hired and the proposed team members were also external consultants, but now we can develop research proposals ourselves, comprising the research team of our own faculty members”*. As an initiative to revive CRTIR, after the participants returned, their Job descriptions were revised to assign them to the research wing with more research responsibility and specific time allocation for research proposal development. 6 research proposals are currently submitted to University Grant Commission, out of which 4 proposals have been short listed for the final round of selection (yet to be awarded). Further, 1 research is currently being undertaken by the institution (self funded by CRTIR, present participant is engaged presently in this research). Further, CRTIR also believes that the FK program has been instrumental in strengthening the institution and capacitating them to explore linkages with other institutions and also mobilize local resources. CRTIR has been able to rent a building and seek funding support from NNCTR for developing a training hall and they are also in the process of signing a MoU with Bangladesh Institute of Health Science for exchange of student and conducting international conference jointly. CRTIR now aims to diversify into consultancy research in addition to academic research in the future, for organizational sustainability, as they believe they now have the human resource and technical capacity to enter into this sector. Being a social sector organisation, they are not eligible to enter consultancy services, once this technical problem is sorted out, this would be a key milestone for CRTIR.

With all these achievements, there have been challenges as well for CRTIR in terms of managing the expectation of the participants who returned from the exchange with increased competencies and expectations. CRTIR shared *“the participants have returned with immense confidence, enthusiasm and commitment but are soon frustrated in absence of adequate opportunity to experiment with their ideas and apply learning”*. In absence of adequate resources they are finding it difficult to provide the participants (especially those who come back with highly specialized skills as in case of research) the required opportunity and enabling environment to keep them motivated and apply their competencies which is also crucial for institutionalizing their learning in the home organizations. After the exchange program the faculty members are still expected to continue their academic teaching responsibilities but the participants are more eager for research assignment which is not available often due to lack of resources, creating de-motivation and frustrations among the participants. CRTIR further shares *“we need to seriously think how we are going to utilize the enhanced skills and additional capacity of the participants after they return, how we can ensure that the participants have realistic expectation as well as how we can provide them the environment that can be mutually beneficial for both the institution and the participants”*. As in the case of a participant from IFB, presently hosted by CRTIR, a research “Community Diagnosis of Dhulikhel Municipality” has to be initiated by its own funding just for the sake of giving Rahul the required practical exposure, CRTIR adds *“we have the capacity to give theoretical knowledge to the participants, but practical skill transfer requires resources which is not always available”*. CRTIR expects FK to support with creating the enabling environment and giving the

participants the opportunity/scope for applying and institutionalizing their knowledge, in form of post exchange support program or supporting the organizations to establish linkages with other like minded institutions for collaborative programs which would be helpful for creating opportunities for the exchange participants as well as build capacity of the organization.

The participants from CRTIR who was sent to PSU have gained immensely from the exposure but the experience has been different for Bhumika Sharma (faculty member since 2006) who was placed in IFB Bangladesh as part of the FK exchange program. Initially she was very enthusiastic of the opportunity to strengthen her research competencies but soon faced disappointment, as they were neither professionals nor any on-going research opportunity for learning. She recalls *“since I had to make my stay productive, I developed my own research project, developing all the tools and methodology on my own, my host organization did provide the administrative support but in terms of technical support, I was on my own. Since the outcome of my research was not very encouraging for the host organization, they were least interested in it and did not take it seriously”*. Reflecting back on the experience, beside the confidence in leading research independently, in terms of additional/new skill enhancement, she thinks the gain is minimal. Bhumika believes that she could have learned more and contributed more if there host organization had more research capacity and if her expertise had been more valuable or relevance to the hosts organization.

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In 2008, FK was given the task of administrating ESTHER, an instrument to motivate hospitals and health institutions in Europe and in the South to establish cooperation, on behalf of MFA. The 2008-9 budget is NOK 10 million annually (USD 1,5 mill.). ESTHER - *Ensemble pour une Solidarité Thérapeutique Hospitalière En Réseau*, was initiated by France with a main focus on HIV/AIDS, joined by other European states in 2002 and 2004/2006, and by Norway in 2008. The Norwegian ESTHER program focuses on broader health system issues, including HIV and AIDS, in particular strengthening the health workforce and the MDGs 4, 5 and 6 (children, mothers and HIV/AIDS).

As a result of the ESTHER program, FK together with Norad and the Directorate of Health is in the process of establishing a platform for exchange of knowledge and experience in Norway, a *Norwegian Health Development Network*.¹⁶ Apart from that FK has not been provided particular health management expertise in order to follow-up these projects. Although the arrangement provides for utilization of Norad's health section in this respect, the team took note that adding a new program component (ESTHER) to FK was against the main recommendation of the 2006 Norad evaluation of FK. A second observation is that in order to get Norwegian health institutions on board FK partnerships, careful considerations must be made as to the level of administrative support to the North partners. The HUH Physiotherapy and Medical-technology sections reported that they were unable to commit to taking in new South participants at this stage because of the weak financial incentives for the Norwegian partners.

Capacity-building

Finally, in this section of the report, the team analyzed the findings from the web-survey with regards to partners' and participants satisfaction with FK as a tool for building capacity. As seen in the table below, the South partners were in general more satisfied with the capacity-building in their institutions than the North partners. 50 percent of the secondary South Partners were very satisfied with the capacity-building component of the exchange while one third of the North Primary partners were 'very satisfied. The team tried to cross-tabulate in order to find out which programs the secondary south partners belong to (South-South, or North-South). However there were no clear

¹⁶ Start-up meeting took place on 3rd December 2009 in the Norwegian Health Directorate in cooperation with Norad.

findings on that point; 41 percent of the partners in the NS programs were ‘very satisfied’ with the capacity-building effects, and 37 percent of the SS program also reported that they were “very satisfied”.

Table 4 Partners satisfaction with capacity-building

Question 11. How satisfied is your organization with the capacity building related to the FK exchange?

| | Very satisfied | Quite satisfied | Satisfied | Less than satisfied | Not satisfied at all | Don't know |
|--------------------------|-------------------|--------------------|-----------|------------------------|-------------------------|---------------|
| | % | % | % | % | % | % |
| Primary partner, North | 36,8 | 30,2 | 45,2 | 34,6 | 100,0 | 0,0 |
| Secondary partner, South | 44,8 | 49,1 | 35,7 | 53,8 | 0,0 | 100,0 |
| Primary partner, South | 19,2 | 18,9 | 21,4 | 15,4 | 0,0 | 0,0 |
| Secondary partner North | 2,4 | 3,8 | 2,4 | 0,0 | 0,0 | 0,0 |
| N | 125 | 53 | 42 | 26 | 2 | 1 |

When the partners were asked to range the institutional results gained in the FK exchange program, the alternative “organization developed” scored highest; almost 60 per cent stated that this was the most important gain, while 51 per cent believed language skills were the most important result gained and technical skills was mentioned by 56 percent. General results like “staff better trained” (44%) and “staff more motivated” (57%) were other gains. “Leadership improved” at the partner level was listed as an important result by 37 percent of the respondents, i.e. the least reported benefit.

Summing up, the team found that on an overall level, the FK program is contributing to the career developments of individual participants which is usually linked to the institutional capacity of the partner organizations. For the membership based-organizations like the media women, the lawyers’ networks, the personal career development of participants was more clearly observed than the benefits to the partner organizations since they did not work in the home organizations (due to the nature of the media women organizations).

The partners from the South were more satisfied with the capacity-building results than the partners from the North, while it is not clear from the survey whether the NS or SS programs are perceived as most effective when building capacity in the organizations. Based on the field interviews however the South-South seems to be a better instrument for transferring technical skills and expertise as participants spend less time adjusting to the culture and society and can start working shortly after being placed in a host partner. Other factors similar working context, similar issues/challenges hence can relate to, working themes are more relevant.

There are strong outcomes of FK partnerships building institutional capacity. However, FKs facilitation and monitoring of the “institutionalization of results”, i.e. transfer of capacity at institutional level could be improved. Based on the finding of the institutional capacity-building level, the following result framework with expected results, result indicators and sources, could be utilized for aiding FK in defining the strength (or weakness of a result).

Table 5 Proposed result indicators capacity-building

| | Expected result | Result indicators | Means of Verification |
|--|---|---|---|
| Institutional capacity-building | | | |
| Partner level (institutional) | <ol style="list-style-type: none"> 1. FK partnerships are contributing to capacity-building equitably to partners involved in project 2. Results are sustained in terms of knowledge, skills or experience after FK support has ended. | <p>Match between participant's qualifications and capacity need of partner</p> <p>–Partners have capacity to both send <u>and</u> receive participants</p> <p>Partnerships and exchange of experience on different levels continue after the financial support</p> | <p>New FK monitoring reports include focus on:</p> <ul style="list-style-type: none"> - rapid organizational assessment of partners capacity - follow-up activities <p>Inputs and comments from FK partners</p> |
| Participant level | <ol style="list-style-type: none"> 3. Participants learn and transfer back home technical skills gained during exchange 4. Participants develop personal growth, enhanced cross-cultural skills, gender awareness, increased understanding for democratic organisations and public participation | <p>Application of skills, confidence of the participants in their area of work, training other/sharing expertise</p> <p>Partners encourage, provide incentives and enabling institutional environment</p> <p>Changes in work position</p> <p>Change in the quality of work (job responsibility)</p> | <p>FK monitoring reports on current and former FK participants</p> <p>Regular use of FK web-surveys before/after exchange</p> |
| Society level | <ol style="list-style-type: none"> 5. FK's relevance and efficiency is an instrument for Norwegian development cooperation 6. Strengthening relationships with the stakeholder (community, government, existing funding partner, like minded organizations), cooperation 7. End-users (beneficiaries) receive improved services/benefits | <p>FK partnerships are used to strengthen results in major development cooperation programmes (ex in health, education, NOMA, embassy funding, PSD)</p> <p>Partners' performance increase results at community level (access to additional opportunities, funds, contacts, themes broadening)</p> | <p>FK regular monitoring reports include consultation with external stakeholders, incl Embassies and MFA</p> <p>Media reports</p> <p>Annual reports from partners including overview of new projects initiated due to FK contacts</p> <p>End-users' survey and/or qualitative inputs from partners' beneficiaries</p> |

5.2 Peace and bridge-building

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 (*FK Annual Report 2008*).

During the historic context of Cold War in the 1960s, building bridges between people from the different parts of the world had a completely different meaning then than today – where half of the world is easily available with a couple of 'google' clicks on internet. At the same time, even if the world has become smaller, the differences between rich and poor have grown. But these differences do not necessarily cut across north and south they are more likely to follow socio-economic lines within the developing or developed world. A Nepalese girl attending a private school in the capital's richer district with educated parents might find that she has more in common with a Norwegian girl the same age than a displaced girl from the lower castes in the poor areas of the Terai – a girl from

the rural areas of Ethiopia where poverty is still widespread and people lack basic health and education services and electricity.

Due to the fact that differences are as large within Southern countries as between North-South, FK's South-South partnerships build bridges and create meeting places between people within Asia or Africa continents. The cross-cultural exchanges observed by the review team in Ethiopia, Nepal and Norway cannot qualify for peace building projects per se. Peace building encompasses a broad range of long-term initiatives aimed at patching up war-torn societies by strengthening the societies' "connectors" (what binds people together) and weakening the "dividers" and spoilers (CDA, 1998). In order for a program to have a peace-building function, it must be either targeting directly the root causes of a conflict or pave the way for and/or support peacemaking processes in countries of conflict. Many elements of peacebuilding are the same as those of development co-operation with countries that are not affected by conflict, but the context and purpose are different and require an extra-sensitive approach to what should be done and how it should be done (MFA/CMI, 2004). According to FK however, its concept of peacebuilding is a broader and general definition, and FK has been instructed by MFA not to try and play an intervention role in conflict areas.¹⁷

Both case countries (Nepal and Ethiopia) are post-conflict countries, Nepal more recent than Ethiopia and there are many root causes that FK partnerships could be working on if that had been planned. Both countries, especially Ethiopia, also have tense relationship with their neighbors, which could be potential themes for partnerships across Ethiopia, Eritrea, Somalia, Kenya just to mention a few of the neighbors that could need some low-key bridgebuilding.

Currently, none of the case countries have partnerships that target causes of conflicts or aim at exchanging young people from potential flare-up countries. Thus, there are no outcomes on peacebuilding to elaborate on here. The only initiative the team heard about was in Asia, where in 2007, FK facilitated an exchange between socially engaged Buddhist organizations, which are members of the International Network of Engaged Buddhists (INEB). The main objectives of the INEB exchange has been 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 (FK Annual Report, 2007).

All FK partnerships have however strong elements of building friendships and cross-cultural understanding, the preparatory courses and debrief/home-coming seminars organised by FK are very important milestones for the participants in forming friendships. Some participants reported that the FK seminars were some of the best activities they attended – a 'highlight' of the whole exchange period.

The outcomes of friendships among participants can transcend to an institutional level – depending on whether the participants are staff or members/volunteers of their home organizations. If staff, then friendships formed between individual FK participants can be transferred to the institutional partner levels. On another institutional level - although not present in the two case countries under review, many FK partnerships consist of friendship municipalities and/or friendship schools organized under the umbrella of Friendship North/South (VNS) or the Municipalities international cooperation (MIC) project.

In the FK web survey 83 percent of the respondents rated "friendship across borders" as the most important result, while 78 percent agreed that cultural knowledge is the most important result. In the survey, it should be noted that the respondent was able to check multiple choices:

- Friendships across borders 83 %
- Cultural knowledge 78 %

¹⁷ Interview with FK directors.

- Intercultural acceptance 58 %
- International exposure 59 %

This study would sum up by stating that FK's **overall and long term goal is building bridges** across different cultures and societies. It is the vision and mission of FK and a cross-cutting issue; rather than a specific result area. If partnerships are planned to directly target causes of conflict – perhaps in complementarity with other peacebuilding programs – the planned outcomes can be on peacebuilding and conflict resolution/prevention/transformation like suggested in the frame below. Thus, it might be more relevant to view bridge- and peacebuilding as a cross-cutting issue in all FK partnership; from teaching participants in the preparatory courses “do no harm” techniques in order to prepare them for the potential tensions and conflicts that can arise due to their being in host organizations. By giving participants tools for analyzing how external aid (FK programs are part of the development cooperation/aid mechanisms) interferes with internal issues and play into organizational struggles etc. the participant will be better prepared and able to see his/her own role in the development of partnerships that build bridges.

Table 6 Proposed result indicators peace- and bridge building

| | Expected result | Result indicators | Means of Verification |
|----------------------------------|--|--|--|
| Peace and bridge-building | | | |
| Partner level (institutional) | Partners divided along lines of religion/ ethnicity/caste/geography develop a shared purpose of exchange | Periodic meetings, shared goal is internalised | FK planning format, and organisational assessment form include focus on: - root causes of conflict between countries involved Inputs and comments from FK partners |
| Participant level | Increased understanding of different countries' culture, religion, causes of conflict etc. Participants are taught individual and group techniques for conflict management and resolution | Participants' own perceptions measured through qualitative interviews or surveys | FK monitoring reports and thru sample field visits on current and former FK participants Regular use of FK web-surveys before/after exchange |
| Society level | <i>FK interventions too small to have an impact on society level</i> | | |

Summing up, the team understands that FK's roots stem from a solidarity tradition of building bridges for peace and understanding. FK's main mission is not specific peacebuilding work, but a broader definition of term: Fredskorpset's core mission could be defined as an exchange program that is fostering global citizens and leaders for the future by building institutional capacity in areas of health, education, civil society, and business. Peace- and bridgebuilding is today more of a cross-cutting issue in all FK partnership than a specific outcome area that FK's staff report on because the interventions are not directly targeting the causes of conflict, and interventions are limited in scope.

5.3 Networking

FK Norway is in itself a large network of more than 400 organizations around the world forming partnerships with each other. 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.

Among the main outcomes identified under this program areas are:

- **Strengthening institutional relationship:** The FK partnership have helped strengthen the partner's relationship with donors and enriched their existing partnership/program. Several examples could be quoted such as NCDC in Nepal and WAT in Ethiopia's relationship with DF Norway. INSEC in Nepal shares that their relationship with CHRD is much closer with more frequent communication and coordination which was not there before the FK partnership even though they were from the same alliance (Forum Asia which is a membership based organization with 46 members).

In terms of **international network** leading to concrete results such as access to additional opportunities and new partnerships, the outcomes could not be identified clearly in Nepal and Ethiopia. Although some of the partnerships have indicated this as a key results and purpose of the exchange the team was unable to validate these results. In some cases where this was highlighted as a key result (for example in Pourakhi, where the participants have been able to contact South Asian Association for Regional Cooperation (SAARC) secretariat in Nepal and seek assignment for SHISUK to set a consortium of NGOs in Bangladesh for achieving the SAARC Development Goal) or among the media women and/or female networks of journalists in Ethiopia), it has hard to validate that the additional sources came from the FK partnerships as these organizations were already cooperating before FK came in.

Networking were in many of the examples found to be more at the **individual level**, mostly personal and only some professional (e.g. CJMC participants sent was able to be British Broadcasting corporation (BBC) correspondent (reporter) which has boosted his career; same with African women media associations) and it was more of a individual initiative rather than promoted as part of the exchange program. Institutional networking through the exchange participants was not concretely focused. FK's prep course has also been an important means to strengthen individuals' network.

One of the eldest partnerships for FK Africa is ANPPCAN, a regional network of 22 African countries working on advocacy for children's rights. The primary partner is ANPPCAN Kenya and the secondary partners are ANPPCAN Chapters of Ethiopia, Ghana, Kenya, Liberia, and Uganda. The organization has come to know the FK program through the regional ANPPCAN network office in Nairobi and has been one of the beneficiaries of the program since 2002. So far, the organization has sent 8 participants to different African countries (Kenya, Liberia, Uganda and Kenya) and received 6 participants from Uganda (1), Liberia (1), Kenya (2) and Mauritius (2).

Results identified by the team refer to the career development of the participants and also the institutional capacity building of the partner organization. After returning, the participants have acquired additional skills such as language and analytical skills and developed confidence. In general, the participants have improved communication skills, more confidence in their work and have aspiration for better responsibilities. It was reported by ANPPCAN Ethiopia that the participants have been taking more responsibilities within the organization. For instance, one of them was a project officer before the exchange program but promoted to the program coordination role. The other

participant was a project coordinator in Gondar town and now is based in Addis as a program coordinator. Their salaries and status have changed significantly.

The incoming participants have also contributed to the institutional capacity and networking to the ANPPCAN Ethiopia. The participants have prepared project proposals for funding to the EU which was successful. They have contributed to the improved publications of the ANPPCAN and have also served as resource persons in different organizations representing the organization. This has generally positive development for the institutional capacity of the ANPPCAN since there have been skill transfers to other staff members, the quality of work has improved as the result of the exposure and experience gained from the program. Language skills have also been improved which are reflected in the writing skills of the participants. It was noted that in terms of institutional capacity, it was found to be more relevant to send to the south instead of to the north. The risk of staff turnover has also been noted and stated that as long as the participants are within Ethiopia, they would contribute to the efforts of the country in different sectors but the problem comes when they leave the country. South to south program would be more productive, especially if the participants are sent to Asia which are a growing continent and the experience of these counties are relevant to the Ethiopian situation. Before the FK program, the ANPPCAN members used to meet once in two years and communications were very weak. Joint East African program on child trafficking has been developed as a result of the program and more frequent meetings are taking place.

FK Networks

Partners self-reported however that they had greatly benefited from the FK meetings where all the FK partners come together for sharing, but this is mostly at the top management level and the international level, like in the bi-annual Forum meetings.

One finding was the three participants and partners from the private sector interviewed in this study were less in contact with the FK networks than the participants from solidarity or development organization. “We do not see the benefits of networking, just for the sake of networking” said one of the former private sector participants and emphasised that if the networks had been organized along thematic lines (for business), this would have a larger interest for the companies.

Assessing the outcomes of the FK partnerships on networking, an interesting finding from the survey is that the networks and the professional contacts seem to be much more important for the South participants than the North. This has implications on FK’s programming and designing.

Table 7 FK Survey: Networks and contact – type of program

My FK experience gave me a professional network and contacts that I have been able to utilize later – according to program

| | Total | | Program | |
|-------------------------|-------|----------------|----------|----------------|
| | | FK North-South | FK-Youth | FK South-South |
| | % | % | % | % |
| Yes, a lot | 37,9 | 32,6 | 27,9 | 58,7 |
| Yes, a little | 36,1 | 37,9 | 37,6 | 31,6 |
| Absolutely not | 11,5 | 14,2 | 12,1 | 4,9 |
| Don't know / No opinion | 13,9 | 15,3 | 22,4 | 4,9 |
| N | 925 | 530 | 165 | 225 |

When contrasting these two survey answers, both provide clear indicators that FK has a huge impact on the participants and partners’ ability to use the networks later. Almost 60% of the partners in the

South-South program believe that they benefited greatly from the networks later, while less than half (20%) of the North participants felt the same way. It is also worth noting that almost a quarter (23%) of the North participants have no opinion on whether the FK experience gave them networks and contact that they have been able to utilize later. This finding is a bit of a surprise to the review team as one of the theses that it has been working on is that the networking is an outcome also taken for granted. Networking has been perceived as a cross-cutting issue, and/or a tool that all FK participants benefit from.

FK's comment to this is that it should be no surprise that the south participants in general benefit more than the north along several dimensions, hereunder network participation, CV strengthening, international exposure and others. This is more or less intrinsic to the program concept, and not related to how the programs are being administrated.¹⁸

Table 8 FK Survey: Networks and contact - North or South participant

| | Total | Participant status | |
|---|-------|--------------------|-------------------|
| | | North-participant | South-participant |
| My FK experience gave me a professional network and contacts that I have been able to utilize later – according to Participants | % | % | % |
| Yes, a lot | 23,2 | 20,5 | 49,6 |
| Yes, a little | 28,5 | 40,2 | 35,0 |
| Absolutely not | 10,0 | 16,7 | 7,9 |
| Don't know / No opinion | 12,7 | 22,6 | 7,5 |
| N | 930 | 438 | 254 |

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

FK Africa has also stressed women's networks such as women media associations and female lawyers associations. The legal women's network in Africa have produced many results that are likely to have long-lasting effects: The EWLA participants have learnt how to compile cases and providing hot line services to women who have had their rights violated. So far, the FK program has strengthened networking between the similar organizations in the region. In effect, before EWLA was established, FIDA Kenya and FIDA Uganda were established and communications had started before the FK program created such communications.

Then, FK program has strengthened the regional coordination and networking which were already started. One of the challenges of EWLA under the new Charity law is that the executive bodies are leaving the organization and is now run by an acting head (a man). As a membership organization, it is supported by members who are women lawyers. There are two FK participants from Kenya and Tanzania who are providing the different supports as per the agreed action plan. EWLA is registered as a local advocacy organization. It used to get most of its funding from different donors and only 1% of the total funding was locally raised. However, the current Charity Law in Ethiopia limits the external funding if EWLA is to be registered as a local advocacy organization. At the moment, they are planning to re-register as a local NGO and attempt to raise funds locally and operate on advocacy as a local NGO. This means, the organization should raise 90% of its funding locally and only 10%

¹⁸ FK comments to draft report 14.01.10

from abroad. In this connection, it is unlikely that they can get the support from the FK program since the proportion of funding between locally raised (90%) and the foreign support (which should be 10% only) will be affected. The new law brings serious challenges to several of the FK partners in Ethiopia as the room for freedom of expression and advocating for women and children's rights is being limited.

If FK intends to continue to use networking as a result area that the partners will report on, there is a great need for developing result indicators in order to measure if the results achieved in each partnership are acceptable.

Table 9 Proposed result indicators for networking

| | Expected result | Result indicators | Means of Verification |
|-------------------------------|--|--|--|
| Networking | | | |
| Partner level (institutional) | Active links btw FK partners in country along thematic/sectoral lines or according to networks Networks utilised for starting new projects and/or providing contacts for new initiatives | Number of young participants elected into governing bodies in home organization Number and type of activities initiated and led by youth participants | FK monitoring reports include focus on: leadership positions enhanced or created during exchange or in follow-up activities Inputs and comments from FK partners |
| Participant level | Participant taking lead in home/host organization Upgraded position upon return in home organization FK leaders (more than formal positions) are role models, innovative entrepreneurs, change agents etc. | Activities conducted by participants No. of FKers advancing to formal leadership positions Number & types of role models, change agents etc. Number of FK alumni establishing new businesses/entrepreneurs Extent of community involvement among FK alumni | FK monitoring reports and thru sample field visits on current and former FK participants Regular use of FK web-surveys before/after exchange Job descriptions and pay roll Media coverage of FK change agents |
| Society level | FK Alumni are future leaders promoting values of democracy, transparency, accountability, inclusiveness etc Networks on specific thematic areas (women's rights, climate, media, CRS, anti-corruption) are taking part and influencing national agenda and policy debates | | Tracer mechanisms for alumnis |

Summing up, the team found that FK networks are being used on many levels to enhance the results of capacity-building, leadership and peace- and bridge-building

- FK alumni networks in developing countries, in Norway
- FK Forum for partners
- Thematic networks have started
- FK world on web

FK could revise the different networks considering carefully through function and purpose. Networks could be more tailor-made and geared towards the different needs of 4 groups:

- a. FK partners
- b. FK current participants
- c. FK former participants (alumni)
- d. FK Norway's needs

5.4 Young leadership

Developing young FK participants' leadership skills is defined as a key result area for the outcome of the partnerships. Although FK does not provide direct inputs to this result area such as special leadership training, mentoring or coaching, it is expected that the exchange will produce results in leadership skills on the individual level. "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 program has improved their career opportunities. Going through the FK-program presents a lot of personal challenges and, when these challenges are met in a positive way the individual learns and grows." (FK Annual Report, 2008)

In the FK framework, developing leadership is the most important expected result for the FK Youth, but the review team found this to be an outcome across the board of all the programmes (except Esther which was recently started and thus not included in this study). Among the results identified with more than a third of the interviewed partners:

- **Independence, ability to work and solve issues independently** in their work places was reported by a large majority of the 48 participants interviewed in the three case countries. In work places where the team had a chance to interview the supervisor(s) of the former FK participant, the supervisor shared that the FKer became much more independent and work on her/his own (see case study in Sabina Singh, FTG).
- **Added job responsibility** and greater professional responsibility in the work place;
- **Organizational leadership:** FK partnerships have provided exposure not only to individuals but for organizations being leaders of a group of partners in a partnerships agreement. This requires great skills in negotiation and dealing with other partners.
- An unintended leadership result is when some of the organizations take up lead leadership role after the lead partners dropped out (in Nepal, these happened in three South partnerships where INSEC, Fair Trade Group and Pourakhi became leader partners). In these cases FK Asia office try to provide closer monitoring and support in the first phase in order to support the successful continuation of the partnership.

Table 10 FK Survey: independence in job before/after exchange

Have you got more independence in your job today than when you came home?

| | | North-participant | South-participant |
|--------------------------|------|-------------------|-------------------|
| | % | % | % |
| Yes, much | 22,4 | 17,3 | 52,2 |
| Yes, a little | 19,1 | 24,2 | 28,5 |
| Like before | 19,5 | 36,6 | 9,2 |
| No, a little poorer/less | 2,0 | 2,6 | 2,8 |
| No, a lot poorer/less | 0,8 | 1,0 | 1,2 |
| Don't know | 10,1 | 18,3 | 6,0 |
| N | 907 | 421 | 249 |

37

The finding that participants become more independent after taking part in a FK exchange was repeated by almost every individual interview – especially among the South participants. This is also confirmed in the survey. More than 50% of the South participants agree that they have much more independence at work after the return from FK, while most North participants feel that this is the same like before their exchange.

A similar difference between the North and South participants were observed in another question of leadership responsibilities in their work situation after the exchange; where almost 60% of the South participants believe they have more responsibility today, only 25% of North participants agreed to that, and most North participants did not see a lot of differences before/after. These are remarkable findings which indicate that the FK programs are much more effective on the South participants in obtaining planned results.

Table 11 FK Survey: Leadership before/after exchange

Have you got greater leadership responsibility today?

| | Total | Participant status | |
|--------------------------|-------|--------------------|-------------------|
| | | North-participant | South-participant |
| | % | % | % |
| Yes, much | 24,6 | 18,3 | 58,8 |
| Yes, a little | 18,8 | 26,7 | 23,6 |
| Like before | 19,6 | 36,0 | 10,8 |
| No, a little poorer/less | 1,3 | 2,1 | 1,2 |
| No, a lot poorer/less | 0,9 | 1,0 | 1,6 |
| Don't know | 8,5 | 16,0 | 4,0 |
| N | 910 | 420 | 250 |

These differences would lead to a discussion of how to fully utilise these programmes; why are South participants so much more certain that their leadership and responsibilities have increased?

Gender aspects are relevant for assessing leadership skills. One respondent believed that the leadership of partners has changed in some FK partnerships as they have “learnt from each other on

women empowerment programs and organizational development” (web-survey respondent). Many male (south) participants had to admit that during the exchange they had learnt how to cook and do other typical female household chores. Even a few females from middle- and upper-classes in the South had learnt to do a broad range of issues in the house and office due to change in their own ‘class’ situation being a stranger in a foreign country.

Based on the case studies, the review team found many participants sharing their frustrations of having grown too fast in their personal and professional development and when returning their home organization is ‘too small’ for them.

This review assessed three partners involved in the youth exchange; Norwegian Church Aid’s Communication for Change (CfC) partnership, Norway Red Cross’ Youth Delegate program and Norwegian Christian Students’ Fellowships. As seen in Annex IV, the three youth programmes are markedly different; where CfC duration period is three months and is part of a academic degree (Global Understanding I linked to Oslo University College¹⁹) for the Norwegian participants, the Red Cross Youth delegate is eight months in the field (out of total ten months) and NKSS is six-seven months in the field in a school year.

The review team was impressed at the level of professionalism in the youth programs, especially in Red Cross, where most of the participants were 4-5 years older than in the other youth programs. Red Cross was found to have a best practise in terms of an Experience-Sharing document developed by the participants. The first round of participants to Nepal started writing down their experiences from the eight months in Nepal, the second group continued to add to it – adding their own particular challenges etc. This type of ‘living’ document is an excellent example of how knowledge and experience can be transferred between former and current participants.

RED CROSS YOUTH DELEGATES

Building future leaders - UMITA

Norwegian Red Cross, Colombian Red Cross, Nepal Red Cross Society, Rwanda Red Cross Society and Sudanese Red Crescent Society are all national societies in the International Federation of Red Cross and Red Crescent Societies (IFRC). These National Societies act as auxiliaries to the governments of their own countries in the humanitarian field and provide a range of services including disaster relief, health and social programmes, and assistance to people during war and peace times.

Youth Basic Training Course is a prerequisite for becoming a youth delegate (special cases will be additionally discussed between the partners concerned). Youth Delegates are recruited amongst young members/volunteers of the National Red Cross/ Red Crescent Society. Information about the YDP and open positions is advertised at all levels within the NS’, those interested shall apply to become Youth Delegates. Candidates that fit with the criteria and a short-list are called for interviews. Candidates that are offered a position are expected to meet the objectives of the host national society. Criteria for selecting participants: a) Between 21-28 years old, b) Red Cross/Red Crescent volunteer experience, c) Fluent command of English, and if possible some basic knowledge of the local language.



¹⁹ FK finances the first 6 months of the CfC program, and Norway’s Student Bank (Lånekassen) the last six months.

Umita (photo) is from Lalitpur outside Kathmandu and has been a volunteer with Nepal Red Cross (NRC) since she was 14 years. Upon being selected for FK, she was placed in Red Cross Youth in Akershus in Norway. All receiving participants of Red Cross are in the districts and regions on Norway, never the head office. In Norway she worked a lot with Red Cross Youth organization in mobilising youth for community work. At times she became frustrated at what she saw; “In Nepal, we have lots of youth who want to be active, but we have no funding so we don’t get much done... In Norway there is lots of funding, but no youth volunteers who are interested!” Umita learnt that leadership style in Norway is very different from Nepal. In Norway the youth could contact decision-makers directly if they wanted to organize something, in Nepal the youth first have to contact the district level before the central. Umita shares that her position in Nepal Red Cross has changed a lot since she came back from Norway; “Now I am often called to Head Office to be a trainer for youth. I go to Bhaktapur and Nagarkot to share experience with other youth. Recently I was elected head of the ICRC Action team.” Umita did her follow-up activities in five districts as she was given 3 months to do follow-up work. This was in her view a great experience as she got to travel around in Nepal and got to know her own organization’s local network in 7 districts. Although Umita is a pure volunteer she has a hope that one day Nepal Red Cross can utilize her fully in a paid position, but due to strict recruitment regulations in Red Cross this might take a while.

Summing up: The case studies on the youth program in Nepal shows that there are many results on developing leadership skills among the individual participants and substantial institutional capacity-building results (but not necessary affecting leadership in home/host organization). For the Red Cross Youth delegate there are not many differences observed from the primary program (North-South), and thus the team is questioning if it is efficient to keep a separate program line for some of the programs.

5.6 Unintended results

FK being a development focused organization is greatly aware of the dangers of contributing to human capital flight which takes place in many of the countries of work. For the countries under study, Nepal and Ethiopia, the number of professional individuals migrating to US and Europe are still increasing. In the case of Ethiopia alone it was said that there are more Ethiopian doctors in Chicago than there are in Ethiopia.

Out of the total 55 FK alumni in Ethiopia, 32 (58%) have left the organizations they were affiliated with when they left for the exchange program, 19 (34%) of those who left the organizations are within the country, while 13 (24%) of them have left Ethiopia. Most of the participants who left the country were associated with EMWA.

Out of the 48 FK alumni in Nepal, the team found that 7 were out of Nepal (but at least three were studying in Norway and US and were determined to return to Nepal), ten percent less than in Ethiopia. Exploring the factors of the participants leaving their home country is not within the reach of this study. FK believes that this could be expected and is not surprised by the finding.²⁰

Additionality or duplication?

²⁰ FK comments to draft report 14.01.10

FK being a tool for enhancing the effects and synergies of other development cooperation initiatives need to ensure that it is not funding partnerships that duplicate existing projects. The other initiatives most closely linked to FK are:

- NOMA (Norad's Program for Master Studies) provides financial support to develop and run Master degree programmes in developing countries through collaboration between local and Norwegian higher education institutions. The overall aim of the NOMA program is to contribute to the education of staff through strengthening capacity at the Master level in Malawi, Mozambique, Tanzania, Uganda, Zambia, Bangladesh, Nepal, Nicaragua, Bolivia and other eligible countries as decided by Norad.
- Norfund: the second channel for Norwegian Ministry of Foreign Affairs (after Norad) for promoting investments in the developing world.
- KS – Municipalities international cooperation (MIC)

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NOMA and FK are both instructed to adhere to Norwegian priority sectors, and thus they share joint academic fields such as: Education; Environment, Economic development and trade; Gender; Good governance, Democratic development, Human rights and migration; Health; HIV/AIDS; Oil and energy; Peace and Conflict Resolution.

In Nepal and Ethiopia the team found that both NOMA and FK were cooperating with the following joint institutions:

- DRIK Bangladesh and College of Journalism and Mass Communication (CJMC) are part of the South-South partnership of FK; and has a parallel ongoing NOMA project "Media, Communication and Journalism" with Oslo University College (OUC) whereby 26 Master Students from Bangladesh, India and Nepal are in exchange. Handled by Norwegian Centre for International Cooperation in Higher Education (SIU)²¹
- UMB – KU are part of North-South FK partnership under the project name "Exchange for Sustainable Development – ESD", facilitated by Development Fund. UMB and KU also have an agreement with the NOMA program of graduating a certain number of NOMA students.
- Centre for international health, University of Bergen, was primary partner in the north-south partnership which involved Yekatit12 hospital in Ethiopia (and CMC in India and Uganda), while parallel having a NOMA program with CMC.

In a recent evaluation of the KS, it was found that the cooperation lacked a direct interaction between Southern and Norwegian peers, specialist-to-specialist cooperation or similar mechanisms inherent in the MIC intervention logic. However, in Malawi FK, has been an active partner in the MIC programs in Lilongwe and Nkhotakota. According to the report, "FK has been decisive in the establishing phase and has proved to be of vital importance in the operative phase as the volunteers from FK have taken on day-to-day responsibilities to secure some continuity, although to a varying degree from year to year." But the evaluation report also points out the dangers of having intermediaries like the FK participants as it could weaken the intensity of contacts between municipal officers in the two local governments in the partnership. The different activities seem highly dependent upon Norwegian funding. As an FK volunteer put it: "In order to have activities, the Norwegians must pay for it" (NIBR, 2009:13). Vennskap Nord/Sor (Friendship North-South), a network of friendship twinning committees around the country is supported by FK via municipalities and thru the Youth exchange Spor.

²¹ JBI has a grant of 5,6 million NOK over four years (2009-2013) to establish a regional Master degree in Journalism, media and communication in Dhaka and Katmandu. Source: JBI, OUC, <http://www.hio.no/Aktuelt/HiO-nytt/Arkiverte-nyheter/2008/09/Unik-erfaring>

A recent evaluation of Norwegian business-related assistance, whereby Sri Lanka was the first case country, whereby three FK exchanges were identified since 2001. These concerned Jiffy, an emerging Norwegian multinational company (through an exchange of personnel between Norway and a newly established subsidiary in Sri Lanka), a five year program concerning Strømme (exchange among SF in Sri Lanka and other SF operations in Asia), and one South-South exchange (a Sri Lanka eco tour company with a Laotian organisation). The evaluation report concludes that “the institution building objectives for the specific projects seem to have been overall achieved. In general, FK Norway has a streamlined and standardised operation, efficiently implemented.” However, also this evaluation report points out that the “*additionality* is an issue: FK Norway’s program often seems to be used as (generous) additional support to already on-going aid financed operations.” (Devfin Advisers AB (2009), *Evaluation of Norwegian Business related-Assistance, Sri Lanka Case Study*. Final report, page 7, 52-54.)

This concern is further elaborated in the report “Two of the three projects in Sri Lanka concerned organisations already supported by Norwegian official aid: Strømme has had framework agreements with Norad for its microfinance programs since 2002. Jiffy International had received various forms of support under the Norad Application-based program for setting up a subsidiary from 2000 onwards with support that totaled NOK 2 million. FK Norway support is thus an added grant support for institutional capacity building within existing organizations. There is no assessment in FK Norway of what other forms of support the recipient organisations receive, whether there is additionality of the FK Norway support or – in the case of Jiffy, a commercial company – the organisation merits grant support for what must be considered normal corporate expenses.” (Devfin, 2009: page 52)

The 2006 Evaluation concluded that FK has the same overarching objectives as Norwegian development cooperation in general, and is in many ways parallel to the financially important and politically relatively uncontroversial NGO channel. Thus, FK should be seen as a natural part of Norwegian development assistance. But Fredskorpset also has important particularities, in terms of objectives both in the North and the South, and in terms of its focus on exchange of people. Fredskorpset occupies a separate niche, which no other institutions or programs fill (2006:15).

Summing up this part of the report, the team concludes that FK needs to increase its monitoring of FK partnerships to ensure that there is complementarity and synergy with other Norwegian initiatives, but perhaps more importantly on the partner level in order to enhance the outcomes on the ground for the beneficiaries of FKs partners.

A final comment is attached to the opportunities for internal synergy in FK. FK is as mentioned in chapter four organised in different departments; the program department handles the North-South partnerships, the Youth program and ESTHER, while the South-South programs are handled by the regional offices. The lack of joint programming for all the programs/ partnerships is affecting the outcomes and there are great potentials for more synergy effects if these programs are integrated. The team found many examples of partnerships in the two program lines working on similar thematic issues without knowing about each other:

- Fair Trade Group partnership in the SS and Nepal Productions/Monal export in the NS partnership. Both work on promoting fair trade although NP to a less extent than Fair Trade Group, however many potentials for improved effectiveness by learning from each other.
- Pourakhi and Shishuk working on migration and trafficking in the South-South partnership and FIVH and NEFEJ participant working on similar themes (see for example article by Holme-Ottesen, 2006b where she is interviewing another FK partner without knowing it).

Case study North-South: FIVH – NEFEJ

Equality – Democracy – New Technology

Fremtiden i våre hender (Future in our hands, FIVH) was founded by Erik Dammann in Norway. Based on the great interest in his book *The Future in Our Hands* he initiated The Peoples Action The Future in Our Hands in 1974. Dammann called for lifestyle changes in the affluent Norwegian society and maintained that international social justice cannot be achieved without a general lowering of material living standards of people in the rich countries. Today, FIVH is one of Norway's largest movements for social change with 22.000 members. The same inspiration has produced FIOH groups in USA, Sweden, UK, Sri Lanka, Kenya, Tanzania, and Malawi. The Development Fund (DF), another FK partner grew out of FIVH as the "development arm" in 1978, but is today independent.



Nepal Forum of Environmental journalists (NEFEJ) was established in 1986 by a group of environmentally concerned journalists and is today a leader among NGOs working to raise public awareness on the environment, sustainable development, and social justice in Nepal. The former general secretary of NEFEJ approached FIVH in 2002 and proposed to apply for Fredskorpset projects. This was the beginning of the partnership which has so far produced (and still ongoing) 12 Fredskorpset fellows (six from each partner, 7 men and 5 women). Substantial outputs can be documented like a large number of video documentaries ranging from fully-fledged TV documentaries to shorter video clips on environment and social issues; climate change in Asia, environmental degradation, pollution of rivers in Nepal and Norway, biodiversity, corporate social responsibility (CSR), aired on *Aankhijhyal* Video Magazine which is run by NEFEJ once a week, Norwegian media and website. There are also a good number of reports and articles in Norwegian and Nepali in print media and websites, and an audio-visual department at FIVH and revising NEFEJ-website

Outcomes: What are the generated outcomes of the above mentioned outputs? Have people in Norway and Nepal changed their lifestyles in terms of protecting the environment, consumerism etc? Have governments been pressured to change policies to promote social justice? It was outside the scope of this limited study to assess the results on the societal but there are substantial evidence to indicate that the work of NEFEJ and FIVH have contributed to creating a momentum in the climate campaign, especially including the South perspective. The outcomes of the partnership level are also substantial, and the team would suggest that the following success indicators could be highlighted for FIVH-NEFEJ:

- **Democratic process and equality:** NEFEJ and FIVH seem to be among the most democratic partnerships the team found in Nepal and Ethiopia. Both partners insist of mutual exchange – and treat each other as equals, both partners teach other. When FIVH challenge NEFEJ on sending more women and younger participants, NEFEJ has their own say in that. When NEFEJ wants FIVH to send journalists (not sociologists), that is spelled out clearly and there is a negotiation process.

- **Spending time and resources for planning:** thanks for the flexibility of FK of allowing partners to submit applications at their own speed, NEFEJ and FIVH have used the time to ensure that both partner share their views shared and that there is a joint understanding of the objective of the partnership agreement.

- **Prop-up financing of the FK projects** by attracting extra funds from Norway (FORUM, RORG, Norad). Combined with the fact that FIVH and NEFEJ are prudent organizations, extra funding has given more visible results.

This is not to say that the partnerships have been without challenges. When FIVH sent professionals with background from social work aimed at promoting the MDGs, NEFEJ was not able to fully utilize their resources. They ended up completing their FK exchange period outside NEFEJ. Similarly, when FIVH was unable to get the needed audio-visual equipment, the NEFEJ participants went idle for some time before working. Socially, living in Norway was a challenge, especially in the two first rounds when there was only one participant at a time. The interesting aspect about the partnership is *how* FIVH-NEFEJ handled the problems and learnt from them. After the two first rounds, it was agreed to send two-and-two participants. After the problems of finding relevant work for the sociologist, FIVH went back to sending journalists. Summing up, this review would say the results are both on individual and partner level, and thus concludes that the partnership has been successful. The knowledge and experience held by FIVH and NEFEJ could easily be shared by other FK partners.



6. Assessment

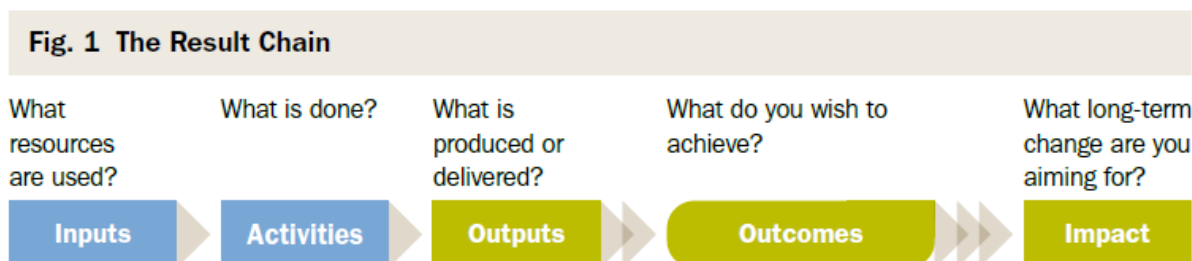
In this chapter the main conclusions on the results documented in the previous chapter will be assessed according defined review criteria of relevance, sustainability, effectiveness and complementarity, before summing up the assessments. However, before discussing the results obtained through the partnerships, there is a need to understand how FK defines and identifies results in the partnerships.

6.1 Defining results

A result is generally agreed upon as being a “measurable change” that is derived from a cause and effect relationship. The result “arises as a consequence” of a specific intervention. Results are the same as “outcomes” and are further qualified as short or long-term.

Outputs are normally quantitative results; products or services which are relevant for the achievement of outcomes. Outputs are actually the short-term products of completed activities. They can typically be measured on a regular basis by keeping account of what has been produced within a specific timeframe and budget. As outputs normally are possible to attribute to the activities performed, there is a tendency for management to focus on these aspects in the performance monitoring, often neglecting the monitoring of outcomes (Norad, 2009:10).

As seen in the figure below, the blue colour indicates inputs and activities, while the outputs, outcomes and impact (the actual development) are taking place on the yellow/green colour level.



(Source: Norad/MFA, *Results Management in Norwegian Development Cooperation - A practical guide*, 2009)

Outcomes – which are the **intended, intermediate effects on the target groups**, represent the most important level in this chain. Thus, defining expected outcomes is important in order to stay focused on what an agency wants to achieve.

For FK, the outcomes are defined on different levels. The current four result areas (institutional capacity-building, networking, peace- and bridge-building) are the expected **consequences** rising from the same result chain. For each of the four results, the inputs and activities are more or less the same, but the outcome is expected to be different. The main challenge with this approach is that the logic in the result chain is not consequent.

The institutional capacity-building which is ranged as the most important result for FK is an expected result from the cooperation between the partners. Young leadership is an expected outcome on the participants’ level while networking, peace and bridge-building are results directed at society level.

FK considers the **partnership exchange as a result in itself**, a separate ends – and not a tool for promoting results for the end-users. Results at partner levels are thus not the main concern for monitoring and reporting on for FK. The team found that this approach leads FK to focus more on the **short-term achievements on individual level than the long-term outcome on the partner level**.

Illustrated in a different way, FK is today monitoring the first three levels in the result chain, but in order to be certain that development is actually taking place – as FK is a tool for promoting Norwegian development cooperation – regular monitoring on the outcome level needs to be included. This does not mean that the team is unaware of all external contextual factors influencing the outcome levels in any given society, but FK can monitor what happens to the participants and their career development as this is the most substantial outcome of the FK programs.

A FK chain could thus look like the below:



6.2 Relevance

For discussing the relevance of the FK partnerships and programs, the team identified certain indicators for measuring and assessing the partnerships (as seen in Table 6, 7, 8 and 9 in chapter 5).

Indicators

- a) Proper goal setting and activity planning (focus -realistic, relevant, concrete, longer term value addition) for matching of need; ensuring equity, relevance, reducing the risk for conflict/unmet expectations; seeking for areas of complementary not only in border sectoral terms but in terms of specific areas so that the support is actually relevant
- b) Equitable partners (capacity to candidly articulate and negotiate with each other); clearly define role/contribution and authority (of each partners including FK)
- c) Equally relevant to
 - to all the partners in the project (both to lead and the secondary, equally to receiving and sending organization)
 - Relevance to FK/ MFA/Local country context (embassy's and its country level policy and priority in the respective county) - - instrument for Norwegian development (through alignment with major development cooperation)
 - Also to both host/home organization and participants
- d) Mechanisms to ensure relevance such as contingency planning and the role of the mid term review to adjust; renegotiate; contextualize the project(exchange program) to keep it relevant
- e) In-depth analysis of what is the relevance of the program for each of the partners and who will be actually benefiting.

Based on these indicators, the team's assessment is that around 75% of the partners have found the FK partnership valuable and relevant in terms of their capacity development need. Partners take FK as a valuable opportunity especially because of its unique two way exchange program.

Partners have shared that SS is more beneficial because of the similar context and hence greater applicability of the lessons learnt (some partners have even suggested in-country exchange which can be a more cost effective approach for capacity building). On the other hand South participants are often more attracted to NS partnership on an individual benefit level.

Bethlehem Negash (EMWA)

Career development with Fredskorpset

Bethlehem Negash is one of the participants of EMWA who was in Zambia for 10 months in 2006. Before being selected for the exchange she worked for EWLA. While in EWLA, she had worked in the *Reporter*, a daily Amharic paper on a part time basis and was aware of gender issues on which the interview was focused. Before going to Zambia, she did not have any work plan and did not know what she was expected to do there. At the initial stage, she was engaged in everything within ZANMWA, as it was small and did not have the capacity and thus she was doing all admin work. Part of the exchange period she was attached to *Zambia Daily Mail* in the gender desk and also to Times of Zambia daily paper. She contributed an article comparing the Ethiopian culture and that of Zambia which was appreciated by the readers and the outcome of the FK program was reflected.



Results: as an individual, she has benefited on the personal level from the exposure which she did not have before and has become more assertive and outspoken. Professionally, she has greatly improved her skills in print journalism and her English language. After her FK stay in Zambia she was promoted from assistant position to editor position because of the Zambia experience – there were three editors in the *Reporter* and Bethi was one of them. Later she was selected for the leadership training program conducted in Ethiopia and Senegal funded by the British Council. She shares that it was a great benefit to be in the training since multi-cultural experience was one of the criterion which has got through the FK exchange program. Finally, Bethlehem got a scholarship to the University of Liverpool where she studied Politics and Media – her FK exposure and skill improvement helped her to get her MA opportunity in Liverpool, and now she has just returned to Ethiopia with a Master in her back searching for new opportunities to serve her country.

Institutional Capacity Building and Networking: Together with a colleague from EMWA (Beletu), she compiled a magazine on Experience Sharing of the EMWA FK Program which is widely used and appreciated. She has transferred her skills and experience with EMWA during the one month service. Raised funding for the general assembly of EMWA – prepared project proposal and a dinner event was organized during which fund was raised. There are some contacts established between EMWA and other organizations as a result of the exchange program.

In some of the partnership, it was not equally relevant to all the partners in terms of benefit from the exchange. Around six of the 24 partnerships²² reviewed in both case countries were found to be unequal in the sense that some perceived that the lead partners benefited more from the partnership while some lead partners were of the opinion that they were contribution more by sending participants (as experts to build capacity of the other partners) as well as received participants in order to teach them (invested in their learning) and the return in terms of their own institutional capacity building was relatively less as compared to other. Hence the exchange were not two way in term of give and take but it was more of giving in case the institutions was comparatively stronger in terms of capacity that their counterpart.

So the question is how the partnership can be made equally valuable and relevant to all partners? While at the same time, the purpose of the FK exchange program is to enhance and strengthen institutional capacity, thus it is a point to select partners that need capacity-building. The team believes that this is where FK's main role is – to be the balancing point, if a partner is weak, FK need to facilitate the planning and mid-term sessions in such a way that the weakest partners' voice is heard and taken into account.

The visibility/international exposure and tool for motivation can be value addition to stronger partners but how long will they be willing to spare their senior level expertise to build the capacity for

²² Internal note: these six partnerships are, CJMC, NCDIC and Monal from Nepal and EOC-DICAC, EECMY and Shebelle consulting in Ethiopia.

others that too for 10 months if there was no greater incentive (especially in case of SS partnership where exchange in the regional level would not be that attractive for the staff as compared to the N-S)²³

In one of the partnership the role, the contribution and the partners could not be ascertained clearly (DF Norway in partnership with Katmandu University) because the North partner who had a co-partner agreement with a secondary institution in Norway (Noragric-UMB) was sending participants from the secondary partner without any direct engagement with the primary partner. The interesting thing about this partnership is that the goal (exchange for sustainable development, ESD) was focused on the outcome on the partner level – promoting organic farming and exchanging skills for developing sustainable agriculture, and thus the partnerships are highly valuable because they probably enhance the partners' performance towards the beneficiaries and work towards poverty reduction. However DF is encouraged to assess its strategic value-added in the above-mentioned partnership.

In another partnership in Ethiopia, the team found that the North partner wanted to use the partnership strategically by incorporating it with the current NCA programs on gender and peacbuilding in the Horn of Africa. Also based on the experience from last year, where NCA had sent a person who was perceived as not having the appropriate educational background, this year NCA decided to send only well-educated women. Indeed a commendable effort. However, the unintended consequence of this strategic move was that the Ethiopian partners (EOC and EEMCY) could not identify participants from their own synods with higher education, especially not within the fields of gender or peace studies, and thus EOC ended up sending a participant outside the regular recruited process.

In three partnerships there was an existing exchange program before entering an agreement with FK. The main value-added of the FK exchange was the **two way** exchange (other had two way except CRTIR), opportunities for staff (other were primarily students exchange except in case of NMC) and south and south exchange which is a unique feature of FK. But there is risk of duplication if the organizational context and background of the participants are not checked properly which will have implication on the relevance and effectiveness of the program.

In some of the partnership the benefit seems to be more at the individual level. The team found several cases where participants received private tutorial classes as the learnings inside the organization was not considered sufficient. In one of these partnerships, the participants were referred to as exchange fellows. The question that arises here is why FK was financing for individual benefits. FK responded to that by explaining that FK's goal is to assess various ways of **enhancing partner and participant outcomes** and experience. FK considers it important to create and add value at all levels.

While appreciating FK's flexibility, the team believes that there is a need for FK conducting more thorough rapid organizational assessment and in-depth evaluation of each feasibility study and the subsequent plans before awarding the proposal. FK does an assessment of partners today, but the team believes it needs to be more in-depth (including those of secondary partners)

²³ FK disagrees with this point and states that in the beginning FK also believed that regional was less attractive, but FK has found that it has proven to be attractive.

6.3 Effectiveness

Assessing effectiveness implied assessing to which extent the FK partnerships have reached their objectives and planned results as stated in the substance of the programs. The team assessed each partnership individually comparing planned outcomes with achievements. Below is a summary of the findings. The overall indicators that the team used for assessing the effectiveness were:

Equitable access to potential partners for creating wider pool of potential partners from which the selection can be made on merit basis/priority basis (competitive award) is a key indicator.

Another is that **selection be based on quality** of the project/partnership. It should be noted that the team was unable to get a clear idea about how applications to the regional offices are received and based upon which criteria the applications are selected. The issues was explained by the FK regional staff, but the team was unable to triangulate that information based on other sources; there are no written documents outlining selection criteria for selection and the partners did not know upon which criteria they had been selected. It would have been interesting to explore how many proposals are received annually by FK (in Oslo, Bangkok and Kampala) and how many of those are selected for funding.

Clearly defined results (in line with the identified need) and result focused monitoring by FK during the implementation (result mapping and result based monitoring and evaluation); accountability on part of the partners to ensure results (rather than activities)

Mechanism for effective transfer of skills; learning mechanism (supervisor role defined for ensuring learning; Here it could be noted that maybe mentor is a more appropriate word than supervisor. The term supervisor gives the sense of day to day job allocation rather than learning and hence supervision of the assigned task, while mentor has a connotation of professional growth and development; the participants can be both mentee when learning some specific skills and mentor to other staff members of the host organization to teach some specific skills.

Continuation of the next phase project based on in-depth evaluation of the partnership and results Support during implementation (FK role in creating/ensuring enabling environment for the participants to learn and contribute); empowering the participants (awareness of the policy and individual rights; mechanism for handling grievances) but at the same time ensuring the participants accountability and responsibility; Clear understanding/communication of the results/role of the participants not only among the organization's leadership but among other staff members as well.

Findings - Access

Most of the partner's organizations in the South-South partnerships gained access to FK through associates, acquaintances or personal contacts that already had access/link with FK or knew about FK by referral. None of the respondent referred to competitive processes for selections although FK states that partners make final recommendation in planning meeting who will join the project. Secondary partners (their need/profile/capacity) had less role in the selection process and they role came only at the planning process when the partnership decisions have already been made. All the initial process has been managed by the lead partners.

In a few cases (2-3) of the North-South partnership, the partnership just happened to the South partner, it was hand-picked by the North partner with no efforts on their side. The team found that this had some implications on their ownership and the commitment as well as risk for being governed by the lead. In one case, it was the South partner that picked out the North partner (NEFEJ – FIVH), but the North partner still ended up being the primary partner.

FK have maintained a low profile in the county with less deliberate attempt to increase its visibility which has an implication on the access of wider population to its program. Those with intermediately who can facilitate link with FK, or those who can access the FK's network have greater access to FK. May be this is the reason that all the partners in Nepal except one are Kathmandu based, while in Ethiopia all partners except one (WAT) is based in the capital Addis Abeba.

Some organizations, especially those having a partnership with the Norwegian Development Fund, were found to have more than one partnership (DF's partner in Nepal had 2-3 different partnerships in addition to being the network coordinator) and DF's partner in Ethiopia WAT also had 2 partnerships, both taking part in ESD and with the National Women's Association in Uganda). This is an issue that FK would need to have policies on; what are the criteria for giving one partner many partnerships? Here it should be noted that DF has functioned like a "mini-FK" by linking its partners working on agriculture and sustainable development from Africa and Asia with some great outcomes.

Enabling environment for the partners – support to the participants

An enabling environment for the participants has huge implication on the effectiveness of the program and the results. As seen in the case study above, this can make the whole difference for the outcomes of an exchange.

Quite a number of participants voiced that the organizations were given more support than the participants in cases of tensions. Any complains of the participants are diverted back to the host organization and if not solved then to the home, but if the home organization is not strong enough to negotiate on behalf of the participants (or vice versa if participants have problem with home organization such as in case of home allowance) or if home and host organization are together then there is no alternate mechanism for securing the interest/right of the participants.

The participants expressed that FK also need to be *equally responsible and accountable* for participants' security. Further, the debrief/home coming seminar is the only means for sharing participants' experiences (and in some case it might be too late to address the grievances, or the participants might not be willing to bring up the issue in front of their bosses or might have given up since everything have already ended). So a mechanism needs to be there that addresses the issues as and where it emerges so that the rest of the period of the exchange is productive. One participant shared her experience of being mistreated by other staff members in the host country because of lack of understanding of the participants role and contribution when all have not been oriented about it (case study above).

Capacity of the partners – both to send and receive

Capacity of the partner organization to receive and send participants (to mentor, groom, engage in activities/project to provide learning opportunity) has implication on the effectiveness of the program. There were cases where partners have sent participants other than their own staff or members as they did not have the capacity to send the participants as desired by the partners. More than half of the partners organizations are finding difficulties to keep the participants received engaged, (they shared they had only enough substance for 3-6 months program). In other cases the participants created their own project (self created learning opportunity) without clear plan from the organization. One participant created a demonstration plot of local edible plants, which did not have any relevance to the organization, but was important for the local community.

Also, more than half of the FK participants that were interviewed in-depth shared that they initiated their own projects or research in order to engage themselves. The negative side is that it implied that there was not a sufficient plan in the partner organizations before starting the posting.

However, there are also many positive sides to that finding; the exchange allowed and/or “triggered” the participants to become entrepreneurs inventing their own work tasks. This taught many of them to cope in a completely different setting and adapting to unplanned situations – a skill which is highly appreciated by agencies working in fragile or conflict environments. This last point was especially valid for many of the North participants that in the beginning of the exchange became frustrated because the tasks were not clear, but – the flexible ones turned the potential problem into an opportunity.

Capacity of the partners

Some of the partners shared that the participants sent were not par with their expectation or had to accept only for the purpose of teaching and not gaining from their expertise (only CV exchanged which was impressive but not interviewed - the person in reality was different in terms of capacity, the participants could not comprehend enough to understand the context and hence learning was limited; the exchange was more of a course for teaching English as almost half of the period was spend in helping the person understand English).

Mechanism for skill transfer

Most of the partners have not strategically thought about how they would like to benefit from the exchange participants or how they would like to systematic tap into their expertise or transfer the expertise to them other than engaging them in the day to day activities with the assumption of “learning by doing” – “HR gap filling”. As stated above, in around seven of partnerships assessed (out of 30 in the two case countries) the benefit seems to be more at the individual level. The team found cases where participants received private tutorial classes as the learnings inside the organization was not considered sufficient. In one of these partnerships, the participants were referred to as exchange fellows. The question that arises here is why FK was financing for individual benefits.

Gender equality

Assessing gender is also part of the effectiveness of FK, as gender equality is one of the priority areas in FK partnerships. First of all, there is a clear and well-documented gender balance in the recruitment and selection of FK participants, with the exception of a handful partners in Nepal and Ethiopia who find it hard to recruit women in ‘productive age’ to FK. In Norway, the challenge is rather to encourage males to engage in FK programs as volunteers tend to be more women. FK has also introduced practical measures, such as allowing participants with family one free return ticket home during the exchange period.²⁴

In addition to promoting a gender balance in terms number of participants FK has actively initiated projects and partnerships on women’s role in media, law and networking (Africa) while in Asia there have been no direct partnerships between women’s organizations and networks, except one women’s network (ANW). An unexplored opportunity so far is mainstreaming gender into the energy, business programmes.

Although this study was not assessing the cost-efficiency of the FK program, the team notes that the cost of a NS exchange participants is around 300-350.000 NOK and for a South-South participant the

²⁴ The free ticket home for participants with family has spurred an intense debate about ‘biological’ children among some participants arguing that in for example African culture “biological” children is an alien concept and the criterion should rather be ‘children under care’.

cost is 250.000 NOK annually. In comparison, a NOMA student costs Norway 250.000 NOK for three years, all included.²⁵

6.4 Sustainability

The key sustainability indicator is to ensure results at the institution level and to some extent on the individual participant's level. Even if FK approves results at the individual level with the assumption that they will use it further in their home/host organizations, the strategies and mechanism for institutionalization of learning are crucial. By translating the competencies gained after returning to the home organization, clear plans of action for engaging the participants need to be integrated in the follow up activities. The receiving (host) institutions need to develop clear ideas on how they want to use the available capacity (rather than gap filling) and the sending (home) organization need to be clear on how to use the increased capacity and how to transfer the expertise brought in their respective organization. FK's role in this is to facilitate the dialogue (if needed).

Ensuring results not only at the participants level (send and received) also includes ensuring that **other staff members** also benefit from the experience and exposure without actually being exchanged, through cross sharing and translation mechanisms. This points to the need for follow up activities to be a stronger component and a core part of the exchange project. FK's monitoring is also needed here because this is where the actual institutionalization happens in the home organization - small projects can be part of the follow up activities, rather than just experiential sharing and presentation.

Summing up the findings related to sustainability

The competencies and results gained at the individual level do not necessarily get institutionalized. Both FK participants sent and received were found to be filling jobs gaps (human resource requirement) taking up regular job responsibility where the assumption seems to be the individual will learn as they do (on-the-job training). But with lack of clear supervisory support; mentoring attachments and systematic plan for skill enhancement cannot ensure the capacity building results are actually realized. Some participants were found to come in as trainees while others came as experts. The participants were mostly attached to their specific role rather than facilitating a two-way transfer of skill and expertise. Partners have different strategies and mechanism to institutionalize or transfer the skills that is brought back by the individual/ or available through the participants received. Partners were also found to have different retention strategies – in some cases participants were vulnerable.

FK focuses more on development of the individual participants and does not emphasize on the utilization aspect. The FK project ends with the home coming seminar (debriefing meeting) - Follow up activities very weak/diluted in absence of close monitoring. Staff come back with enhanced skills and enthusiasm, but do not receive the same motivation and support to utilize the skills. Partners also cannot manage the increased expectation or does not know how to utilization the product/services/knowledge produced by the participants.

Summing up the assessment of FK programs sustainability, the team found excellent outcomes on the individual level. A large number of FK participants have gained valuable skills, leaderships abilities and networks that they carry with them for the rest of their lives, especially the South participants. These are sustainable results for the young leaders of tomorrow that FK wants to nurture.

²⁵ NCG report to Norad, 2009. Anders Wirak.

On the institutional level, the team found some results that were sustained, but mainly where there was additional funding involved (like Haukeland hospital with Yekatit). On other long-term partnerships that have been ongoing for 8-9 years, like EMWA in Africa, there were very few outcomes found on the institutional level. The lack of sustainability in that partnership can probably be traced back to the organization being a membership-based organization, and the participants have not been staff – and thus the results are (hopefully) to be found on the society level.

6.5 Complimentarity/synergy

Two levels of potentials for complimentarity and synergy were found to be underutilised in the FK programming; first of all the lack of joint planning and programming between the North-South and South-South programs. The team found several examples of how the North and South partners did not know of each other, not even in the same sectors. The one North participant working on migration and trafficking was not familiar with South partners working on the same themes (although she even interviewed them and wrote an article as a FK participant).

Secondly, the fact that FK is receiving directions from MFA provides many opportunities for synergy effects, while at the same time running the risk that FK might duplicate that other governmental or governmental-funded actors or initiatives are conducting.

When the government in 2008 launched its white paper, *Climate, Conflict and Capital*, FK immediately sought to enhance partnerships in the thematic areas of climate change, peace and reconciliation and anti-corruption. The embassies in the concerned countries were adapting to the same orders from MFA, and the results would therefore often be that FK, embassies and Norfund would be supporting similar initiatives without coordinating the programmes.²⁶

The key success indicator for ensuring synergy effects is for FK to keep a close dialogue with the Norwegian embassies abroad. In the two case countries in this study, there was a marked difference between FK's working relationships with Nepal and Ethiopia, where the latter was much stronger and better-informed about FK's partnerships.

Another challenge observed with some of the partnerships where there is an existing project cooperation and a – to varying extent - donor-recipient relationship, is that the South partner which is also a recipient position can have difficulty of adjusting to the equality that is required if a FK partnership exchange is to be successful. The “donor” NGO in such cases needs to be extra sensitive and consultative in order to ensure that the South partner had been able to communicate his/her actual capacity-building from the FK exchange program. There is also a relevant discussion as to which capacity-building functions are better filled by local trainings and which would be better met by engaging in a FK partnership.

²⁶ For example, the Norwegian Embassy in Nepal and FK both support Transparency International (which has a south-south partnership coordinated by the FK Asia office in Bangkok).

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Vigdis Holm, Mid-Term Review Norplan 16.01.2010

Hans Inge Corneliusen, Travel Report from Ethiopia and Kenya, 1-9.04.2008

Partner documents:

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North - South:

Development Fund – WAT

Development Fund – NCDC

Development Fund – KU,

Development Fund – ESD

FIVH – NEFEJ

Gimlekollen School of Journalism – EMWA

Haukeland University Hospital – Yekatit 12 - CMC
 Norplan – Shebelle Consulting
 Norwegian Church Aid – Communications for Change, NCA – EOC/DICA, FECCLEHA
 Naturvernforbundet – For the Earth /NIDS
 Nepal Productions – Monal Export
 NKSS – NBCBS
 Norway Red Cross – Nepal Red Cross
 University of Agder - Nepal Music Center and Rikskonsertene
 University of Bergen - SIH
 University of Tromsø – TUTH

South-South

ANNPCAN -
 EWLA – TAWLA - Fida
 JET - EEJA
 NAWOU - WAT
 MWA – EMWA, TAMWA, ZAMWA
 Clean Air Initiative
 DRIK
 Fair Trade
 FIOH
 FNJ
 INSEC
 Pourakhi – RAKSI (SARDI)
 PSU – MUC, IBD
 TI Nepal – TI Sri Lanka, TI Maldives, TI Bangladesh, TI Pakistan

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 Liyunet Demsis, August – December 2005
 Astrid Randen, April – July 2006, 3rd quarterly report
 Helen Yosef Hailu, August – October 2007, 1st report
 Helen Yosef Hailu, October 15th 2007 - January 15th 2008, 2nd quarterly report
 Helen Yosef Hailu, January 15th – April 15th 2008, 3rd quarterly report
 Tormod Nuland, Jan – April 2007, 3rd Quarterly report,
 Tormod Nuland, April – July 2007, 4th Quarterly report
 Tormod Nuland, July - November 2007, Final Report
 Anette Os, October 2007 to September 2008, Final Report
 Annette Os, Utfordringer_anette

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<http://lifeofthomasnj.blogspot.com/2009/03/genocide-and-war-crimes-icc-ruling.html>
<http://srpkknife.blogspot.com/> <http://cactuspeace.blogspot.com/>
<http://emilflakk.blogspot.com/>

Communication for Change participants in Ethiopia blogspots:

<http://africacantwait.wordpress.com/> <http://mareniafrika.blogspot.com/>

NKSS blogspots

<http://kristinnevdal.blogspot.com/> <http://shyamkoblog.blogspot.com/>
<http://bishnuinnorway.blogspot.com/> <http://mariannehelen.blogspot.com/> <http://sigrun-i-nepal.blogspot.com/>

²⁷ Most of the articles by FK participants at FIVH have also been published in Folkevett

Annexes

Annex I - Terms of Reference

FK NORWAY (FREDSKORPSET) REVIEW OF SELECTED FK NORWAY PROGRAMMES

Background

FK Norway (Fredskorpset) is a governmental agency under the Norwegian Ministry of Foreign Affairs, financed directly by the state budget. FK Norway shall assist in implementing the Norwegian government's goals for international development cooperation. The agency shall contribute to betterment of economic, social and political conditions in developing countries, and to solidarity with these countries amongst the Norwegian public. The operational mandate is to facilitate and support international exchange of personell within the framework of institutional cooperation between Norway and DAC countries.

FK Norway has about 30 employees in its offices in Oslo, and maintains regional offices in Kampala and Bangkok with a further 8 staff. Its 2009 budget appropriation is 185 mill NOK.

In 2009, FK Norway's board was dissolved and its economic powers qualified. Its director now reports directly to the section for development policy at the MFA. The previous *statutes* which governed the board are to be replaced with a new *instruction* during 2009. The other formal elements of governance are MFA appropriation letters and governance meetings.

FK Norway works with *partnerships*, which are groups of two or more collaborating organizations, agencies or institutions in the public, private or civil sector in different countries. These apply to FK Norway for funds to carry out exchange of personnel between themselves.

At the beginning of 2009 FK Norway had 125 active partnerships with 450 partners in 55 countries. However, 75% of FK Norway's exchanges are concentrated to 20 common Norwegian development assistance countries. Every year about 550 new *participants* are recruited by the partners to go and stay with another partner in the partnership. All participants have to attend a 2-3 weeks' FK organized preparatory course prior to the exchange.

The present FK Norway was set up by governmental decree with a Board and statutes in 2000, and since then its constitution as well as specific mandates have from time to time been adjusted:

- FK north-south is the original and largest program for competence-focused exchange between Norway and developing countries. Its previous strict age limitations have been abandoned, but the program still focuses on professionals below 35 years. The most common length of stay abroad is one year.
- FK south-south started in 2002 for exchange between countries within or between Africa and Asia. The program is administered from FK Norway's regional offices.
- FK Youth was introduced as a separate program in 2003 and has a stronger weight on bridge-building and young leadership training, and a period of 3-9 months abroad. It has an 18-25 age limit.
- In 2008, FK Norway was chosen to administer Norway's participation in the European health institution capacity building program ESTHÉR. This program has a more flexible age limit and duration of stay.
- For a few years, FK Norway also offered a senior program (age 55-70), which has now been abandoned.

Purpose of review

The last broad, general evaluation was commissioned by MFA and carried out by NORAD/external consultant in 2006.

The overall purpose of the present self-commissioned review is to contribute to FK Norway's program development and provide a strong learning element for the organisation. In particular, the review shall assist in further developing improved methodologies, success indicators and definitions of results in the 4 result areas (see below), and render advices for a better performance.

The review shall also serve as a reference in connection with a new strategy process and operational planning which shall take place in the last quarter of 2009.

The review shall take Fredskorpset's standing in a Norwegian political, professional and media/public opinion context as the main reference.

Scope and limitations

Scope

The review shall focus on FK partnerships, its partners and participants, and the direct and indirect effects which are outcome of the FK exchanges. The main focus of the consultant shall be on the *long-term results* in the following 4 result areas (the definition and importance of which varies with program type and partner/participant/society level – see below):

- Institutional capacity building
- International networking
- Peace and bridge-building
- Young leadership development

Partner level:

Major forms of results on partner level are: 1) sustained upgrading of technical skills, knowledge and competence related to the institutions' products and services, through exchange of internally or externally recruited competent personnel, who learn/contribute both at home and host partners. 2) more general organizational development as a result of the exchanges, f. ex. in the form of new ideas, cultural competence, strengthening of leadership, improved international networks and cooperation, new strategies, or new approaches to management. This applies both to Norwegian and south partners.

To achieve partner level results is in general not a main purpose of the FK Youth program, although it can happen, especially inputs on a more general organizational level. For the other programmes, partner results in one form or the other are clearly intended, as set down in project documents.

Possible issues on partner level:

- What are the short-term results in terms of exchange of technical skills and knowledge between the partners?
- What are the long-term results in terms of institutional and organisational development?
- How sustainable are the results?
- Are there unintended effects and results as compared to the project documents? What are the most significant changes?
- What can be done to add more value to the partnerships of FK collaboration?

Participant level:

While FK Norway as an aid instrument is focused on institutional capacity building, the broader vision of FK is just as much about the participants and their potential for the society as a whole, although such goals are not always set forth in the project documents. It is therefore important for an assessment of FK Norway's achievements to gather information on this level.

Major forms of results on participant level are: 1) personal growth, increased technical and cultural skills and competences, increased public participation as active citizens and public spokespersons, development of actual and future leadership capacities, international outlook and networks. 2) increased understanding of different

countries, peoples, cultures and religions; bridge-building and promotion of peace. This applies both to Norwegian and south participants.

All FK participants are expected to get a professional or personal impetus as a result of the stay abroad, regardless of program line. For FK Youth participants, the personal motivation and involvement in international questions, as well as practical international solidarity, are the primarily intended results of the program. As it may take some time after coming home for such results to be manifest, it is important to include *former* participants in the review.

Possible issues on participant level:

- What are the FK effects on the participants' careers in terms of education, employment and/or as public spokespersons?
- Do FK participants assume leadership positions in their communities and societies?
- How do actual and former FK participants form and utilize networks with each other?

Society level:

FK Norway shall contribute towards fulfillment of Norwegian economic and social development policies as set forth in the appropriation letters and other documents. FK Norway shall also contribute towards fulfillment of the political vision of bridge-building and a more peaceful world.

Possible issues:

- How can FK's relevance and efficiency as an instrument for Norwegian development aid be further improved?
- How can FK's relevance as an instrument for bridge-building and increased mutual knowledge and respect between nations, cultures and religions be further improved?

Limitations

The consultant is expected to analyse the following elements only if it is believed that they seriously have affected results:

- Operational matters (such as practical matters related to the participants' stay abroad)
- Organisational and management matters
- Administrative systems, planning, budgeting, reporting and control routines

FK Norway's work with Norwegian communities and municipalities as well as FK Norway's information and communication work are not topics of this review.

Methodology

The consultant is expected to gather his/her data through a combination of document study (in particular project documents and policy-related documents) and in-person interviews with partner representatives, participants and other stake-holders.

The review shall take the following standard criteria into consideration:

- Relevance
- Cost-efficiency
- Impact short- and long-term
- Sustainability

The review shall aim to cover both present, active FK partners and participants in Ethiopia and Nepal, as well as selected Norwegian partners in the FK north-south and FK youth programmes. In addition, selected former partnerships and participants should be visited (as far as practical). To assess long-term results, it is of importance to get alumni participants.

These two countries represent two continents, they have both a moderate FK activity level, they have both FK north-south, FK south-south and FK youth programmes represented, and they have functional FK national networks.

The consultant shall meet with the Norwegian embassies in the two concerned countries. In order to gain a better idea of FK methodology, the consultant shall also visit at least one meeting in each of the following categories:

- partner/planning/review meeting
- preparatory course
- homecoming seminar
- network meeting

Consultant requirements

Team composition

The consultant shall have a close knowledge of the Norwegian political, professional and media/public opinion context.

Schedule

| | |
|------------------------|---|
| Week 36: | Deadline for bids |
| Week 37: | Selection of consultant |
| Week 38: | Inception meeting, FK provides background materials |
| Week 39 (tentatively): | Field work Norway |
| Week 41 (tentatively): | Field work Nepal |
| Week 43 (tentatively): | Field work Ethiopia |
| Week 45: | First report/seminar with FK |
| Week 48: | Final report and release |

Reports

The consultant shall produce a full report in English with the findings, and a summary report. The consultant shall also conduct a half-day seminar with Fredskorpset about the findings.

Although this is an internally generated review, the results should be freely publized once Fredskorpset has cleared the report for release. Fredskorpset shall reserve the right to organize the public release of the report including to the media.

Work volume

The work is stipulated to 400 man-hours, including preparations, travel, interview/fact-finding, report writing and presentation of results.

FK Norway obligations

- Provide all necessary background documentation and reference documents, and other documentation as requested by the consultant.
- Make available data from new partner and participant electronic questionnaire surveys to be conducted in September 2009.
- Brief the team as required.
- Facilitate and book all necessary appointments with partners, participants and other institutions in Norway, Ethiopia and Nepal.
- Accompany the consultant on field work in a facilitating and supporting role. In Ethiopia and Nepal, the FK support team shall consist of Regional director, national network coordinator and a management member from Norway. In Norway, management member and program officer will accompany.
- Host work meetings, briefings, workshops and report presentation events in Oslo.

Bid information

Deadline for bids: Friday 4th September

Selection of consultant: Week 37

Inception meeting: Week 38

The bid shall contain:

- Price offer and validity
- CV of consultants
- Confirmation of capacity in relation to schedule

The bidder shall demonstrate:

- Close knowledge of the Norwegian aid and international development sector, hereunder FK Norway's role and mandate
- Professionalism and a dynamic approach to definition and description of results in this sector
- Ability to enter into a learning dialogue with FK Norway and its partners and participants

Annex II List of people and institutions consulted

| Name | Position/Title | Institution |
|--------------------------|---------------------------------------|---|
| NORWAY | | |
| Nita Kapoor | Director | Fredskorpset (FK) Norway |
| Helge Espe | Deputy Director | FK Norway |
| Live Bjorge | Program Manager | FK Norway |
| Ellen Linde | Head of Training Dept | FK Norway |
| Grete Thingelstad | Head of Finance/Adm. | FK Norway |
| Susanne Brovold Hvidsten | Program Coordinator | FK Norway |
| Håvard Hovdhaugen | Program Coordinator | FK Norway |
| Nahuel Polesel | Consultant/trainer | FK Norway |
| Henrik T. Aasvestad | Consultant/trainer | FK Norway |
| Vigdis Holm | Program Coordinator | FK Norway |
| Leila Hafzi* | Director | Nepal Productions |
| Gideon Tesfai | Regional Coordinator Asia | Norway Red Cross |
| Vibeke Vatne Larsen | Youth Coordinator | Norway Red Cross |
| Christoffer Klyve | Head of International dept. | Development Fund |
| Arne Kittang | FK coordinator | Development Fund |
| Olav Myrholt | Program advisor | Development Fund |
| Maria Bjerke Dalene | Coordinator | Gimlekollen School of Journalism |
| Elray Henriksen | Advisor | Norwegian Church Aid |
| Dag A. Høystad | Advisor | Friends of the Earth (NNV) |
| Knut-Erik Helle | Journalist | Folkevett, FIVH |
| Arild Hermstad | Head | FIVH |
| Jon Wiggum Dahl | Director | Dept of int'l cooperation, Haukeland Univ. Hospital (HUH) |
| Silje Seterås | Special Advisor | Dept of int'l cooperation, HUH |
| Grete Marie Eilertsen | Special Advisor | Dept of int'l cooperation, HUH |
| Karstein Rødland | Advisor | Dept Medical-Technical Device, HUH |
| Marit Hjeltestad | Head | Dept, Physiotherapy, HUH |
| Helene Færestrand | Coordinator | NMF |
| Others | | |
| Rolando | FK participant Nicaragua | Development Fund |
| Chica | FK participant Malawi | Development Fund |
| Tone Espeland | Former participant Uganda | Dept, Physiotherapy, HUH |
| Joakim Arntsen | Former participant Uganda | Norplan |
| Everlyn Kiwewesi | Current participant at GSJ | |
| Diana Etsabo | Current participant at GSJ | AMWIK Kenya |
| Sara Tolsby | Former participant Uganda | UN Association |
| Rolf Størkson | Former participant | Helse Bergen, HUH, National Blood Transfusion Service (NBTS) Tanzania |
| Fred Nyabara* | FK Partner/director | FECCLAHA, Nairobi |
| Ethiopia | | |
| Name | Position/Title | Institution |
| Fikre Meskel | Regional representative Africa | FK |
| Jonathan Fikre | Senior Program Officer | FK |
| Georgina Manyuru | Monitoring consultant | FK |
| Jens-Petter Kjemprud | Ambassador | Norwegian Embassy |
| Turmod Nordvik Nuland | Program Officer/former FK participant | Norwegian Embassy |

| | | |
|--------------------|------------------------|---|
| Nkatha Kagenso | Current Participant | Ethiopia Evangelic Church Mekan Yessus (EECMY) |
| Berhanu Berhe | Head of DASC | EECMY |
| Mamo Wajega | Deputy | EECMY |
| Yilikal Shiferaw | Head of Refugee Dept | EOC/DICAC |
| Getahun Warku | Acting Director | EWLA |
| Argaw Ashine | Director | EEJA |
| Daniel Kassa | Officer | BOLSA (Amhara) |
| Tafetu Shiferawa | Participant | Wollo University |
| Abebech Tebeje | Executive Director | EMWA |
| Hans Birkeland | Country Director | NCA |
| Kibret Getahun | NCA's FK Coordinator | NCA |
| Dr Yohannes Kebede | Department Head | Yekatit 12 hospital |
| Kinife Abraha | | WAT |
| Atsbha Abraha | Deputy director | WAT |
| Murutshe Desta | | REST |
| Ayalew W/Semayat | Director | ANPPCAN |
| Biruk Yacob | FK network coordinator | ANPPCAN |
| Surafel Tefera | Managing Director | Shebele Consulting Engineers |
| Tadesse Mekonnen | Manager | Shebele |
| Tizita | Secretary | Shebele |

FK Participant (Sent from Ethiopia)

| Name | Home – Host Organization |
|-----------------------|---|
| Makonnen Addisu | ANPPCAN Ethiopia |
| Mesay Mekonen | Shebelle Consulting – Norplan/Multiconsult/Asplan Viak |
| Elisabeth Samuel | EMWA |
| Fasika Zeleatem | EMWA - TAMWA |
| Bethlehem Negash | EMWA - ZAMWA |
| Beletu Bulbula | EMWA |
| Liyunet Demsis Fereja | EMWA – GSJ/NRK |
| Yilikal Shiferaw | EOC - FECCLEHA |
| Shemsia Mohamed | WAT – DF Norway |
| Ashenafi Tagash | Sterling Tour and Travel |
| Baruck Yacob | ANPPCAN Ethiopia – ANPPCAN Kenya |
| Mitike Molla Sisay* | Yekatit 12 - HUH |
| Abaynesh Kibret | CMC India - Yekatit 12 |
| Meseret Ali | EOC - NCA |
| Abat Sahlu Baleh | ALERT - UIB (ESTHER) |
| Mengistu Ewnetu | BOLSA – HIST/SCN |
| Mengistu Tadesse | BOLSA – HIST/SCN |
| Aragu Ballu | FECO - Malawi |

FK Participants (Received in Ethiopia)

| Name | Host – Home Organization |
|---------------------|----------------------------------|
| Apollo Gumaoshabe | WAT - NAWOU |
| Fidel Owino | ANPPCAN Ethiopia - ANNPCAN Kenya |
| Jacklyne Agonda | EWLA – Fida Kenya |
| Tike Mwambipile | EWLA - TAWLA |
| Christina Mkutumula | EEJA - FECO |
| Helene Onshuus | EECMY - NCA |
| Kristina Albertsen | EECMY - NCA |
| Nkatha Kobia | EECMY - FECCLAHA |
| Rosa Wangui Kihara | EOC - FECCLAHA |
| Salama Njani Khamis | EMWA - TAMA |
| Irene Mwivano | EMWA - AMWIK |
| Tormod Nuland | EMWA - GSJ |
| Anne-Kari Knutsen | Yekatit 12 – HUH Bergen |

NEPAL

| | |
|---|--|
| Royal Norwegian Embassy in Nepal | Einar Rystad/Minister Counselor Kristine H. Storholt/ Counselor |
| Nepal Institute of Development Studies (NIDS) | Ganesh Gurung/ Chairperson Radha Gurung/ Deputy Director (FK network coordinator) Anita Manandhar/ Executive Director |
| Pourakhi | Durga Gurung/ Program Coordinator Bal Krishna/ FK project coordinator/ FK Participant sent (Sr. program officer in NIDS) Om Khadka / Executive Director |
| Nepal Forum of Environmental Journalist (NEFEJ) | |
| Fair Trade Group | Sunil Sainju/ Executive Director |
| College of Journalism and Mass Communication (CJMC) | Dr. Manju Mishra/ Founder/ Dean of CJMC Pradeep Bhattarai/ Faculty member |
| Nepal Red Cross | Umesh Prasad Dhakal Bipul Neupane/ Deputy Director Rabila Bwnanjankar, Lalitpur District Desk officer Bishnu Hari Devkota, Youth Department Director |
| Center for research training and international relationship | Rina Pradhan Shrestha/ Executive Secretary Geeta Pandey/ Faculty Member Sakuntala Shakya/ HoD; Faculty Kumar Banu, Admin Staff Damodar Khatri, Admin staff Dr. Bidur Chalise/ managing Director |
| Nepal Bishwobidhyalaya ChristiaBidhyarthi Sangati | Krishna Prasad Devkota/ General Secretary (Samual) Gunja Taman/Chairman of the Board |
| Tribhuvan University - Teaching Hospital | Ram Bahadur Chand/ Faculty Mukunda Prasad Humagain/ Associate Professor Dr. Sunil Pradhan/ Head of Department |
| Federation of Nepalese Journalist (FNJ) | Dharmendra Jha/ President Sunil Bhattarai/ Coordinator |

| | |
|--|---|
| Kathmandu University | Roshan M. Bajracharya/ Associate Professor, Aquatic Ecology Centre Chhatra Mani, post-doc fellow at Aquatic Ecology Centre (previously at UMB) |
| Nepal Music Centre | Santosh Sharma/Chair; Board of Directors Rajendra B. Shrestha/ Advisor Iman Shah/ Vice Principal Liza Malla/ Administration Manager Subha Bahadur Sunam/ Chief Administer |
| Transparency International | Ashish Thapa/ Executive Director Damodar Gautam/ President Rosy Adhikari/ FK Program Coordinator |
| Informal Sector Service Centre (INSEC) | Bijay Raj Gautam/ Executive Director |
| Namsaling Community Development Centre | Hom Nath Adhikari/Executive Director |
| Monal Import and Export | Bishnu Shimkhada/ Executive Director |

FK Participant (Sent from Nepal)

| Name | Home – Host Organization |
|------------------------|--|
| Radha Gurung | NIDS – FIOH Sri Lanka |
| Bal Krishna Gurung | Pourakhi – SHISHUK Bangladesh |
| Sushil Mainali | NEFEJ – FIVH (2007/8) |
| Shobha Manandhar | NEFEJ – FIVH (2008-10) |
| Sarun Tuladhar | NEFEJ – FIVH (2008-9) |
| Sangeeta Lama | NEFEJ – FIVH (2004-5) |
| Nav Raj Chalise | College of Journalism and Mass Communication (CJMC) |
| Umita Bajracharya | Nepal Red Cross – Norway Red Cross (2007-8) |
| Bhaumika Sharma | Centre for Research Training and International Relations |
| Bishnu Bahadur Moktan | Nepal Biswabidhalaya |
| Kedar Prasad Bhattarai | Federation of Nepalese Journalist (FNJ), Sri Lanka 2003 |
| Sushmita Sharma | Informal Sector Service Centre (INSEC) |
| Prabhu Raj Dhakal | Nepal Music Centre – University of Agder (2009/10) |
| Rabin Lal Shrestha | Nepal Music Centre – University of Agder(2009/10) |
| Suresh Raj Bajracharya | Nepal Music Centre – University of Agder(2009/10) |
| Meeta Acharya | Katmandu University - Development Fund/UMB/Noragric (2009/10) |

FK Participants (Received in Nepal)

| Name | Host – Home Organization |
|-------------------------|---|
| Linn Elisabeth Gjelsvik | Monal import and export (2008-9) |
| Laurie MacGregor | Nepal Forum of Environmental Journalist (NEFEJ) (2008-2010) |
| Klaus Stafto | NEFEJ (2008-9) |
| Solveig H. Ottesen | NEFEJ (2006-7) |
| Margunn Grønn | NEFEJ (2004-5) |
| Knut Erik Helle | NEFEJ (2003-4) |
| Camilla R. Dukefos | Nepal Red Cross (2009-10)) |
| Emil Flakk | Nepal Red Cross (2009-10) |
| Vibeke Vatne | Nepal Red Cross |

| | |
|-----------------------------|---|
| Md. Ruhul Amin Khan | Center for research training and international relationship |
| Veronica Antosen | Nepal Bishwobidhyalaya ChristiaBidhyarthi Sangati |
| Camilla Stokka | Nepal Bishwobidhyalaya ChristiaBidhyarthi Sangati |
| Torun Bjorkas | Tribhuvan University/Teaching Hospital |
| Jeanette Rindhal | Tribhuvan University/Teaching Hospital |
| Sten Brand | Kathmandu University |
| Svein Westad | Nepal Music Centre – Agder University |
| Merethe Vadstein | Nepal Music Centre – Agder University |
| Md. Kazi Ahshan Habib Zakir | Pourakhi (2008-9) |
| Ms Sabiha Laizu Nishi | Pourakhi (2008-9) |
| Mr. Aasif Shaqeel | Transparency International (2009-10) |
| Momena Jalil* | CJMC |

Participants of Focus Group Discussion

| Name | Home Organization |
|--------------------------|---------------------------|
| Archana Gurung | Pourakhi |
| Ananda Kumar Shrestha | NEFEJ |
| Suraj Ratna Shakya | CJMC- Power Communication |
| Jivanta Wagle | INSEC |
| Prakash Gnyawali | INSEC |
| Kishor Sharma | CJMC |
| Yogendra Man Shrestha | NCDC |
| Kamal Prasad Nepal | NCDC |
| Hira Bahadur Ghale | NCDC |
| Pravesh Prasad Chapagain | NCDC |
| Bal Kumari Ghimire | NCDC |

** = email or phone interview*

Annex III Interview guide

A. Partner level (institutional)

1. Background information

- Sector activities
- Type of partnership with FK (N-S, S-S) (partnership with other exchange programs?)
- Brief history of partnership – how did you hear about FK?
- Contact with donor (Norway) in other projects?
- Motivation for being part of FK partnership?
- Primary vs. secondary partnerships

2. FK program – experiences with sending of participants

- Total number of participants sent? (male/females)
 - To North (institution, country)
 - To South (institution, country)
- How many still working with organization? How many left?
- Why, and to where did they leave?
- Changes in participant's professional and interpersonal skills before/after sending participant
- Changes in skills transfer?

3. FK program – experiences with receiving of participants

- Total number of participants received (males/females)
 - From North (institution, country)
 - From South (institution, country)
- Main activities conducted?
- Relevance of participant technical/professional and social skills to your needs?
- Changes in your institution before/after receiving participant?
- Sustainability of what has been achieved in FK partnerships? Areas of improvements?

4. FK has 4 goals. Share with us any changes observed at participant/institutional level that relates to these goals:

- Institutional capacity-building
- Networking
- Young leadership
- Peace and bridge-building

5. Areas of improvements for improving or sustaining the results?

B. Participant level (individual)

Background:

1. How did you hear about FK? Staff of partner or externally recruited?
2. Why did you join FK (motivation)?
3. Where did you go? (country, institution, year)

Assessment of results

4. What are the changes after your FK participation?
 - Personal level (growth, career, technical and cultural skills)

- Institution that you are affiliated to
 - Did you take on a different position after your FK participation?
 - Society level – has your participation in the community changed as a result of FK participation?
5. FK has 4 goals, share with us any changes observed at your institution related to these goals: Institutional capacity-building, Networking, Young leadership, Peace and bridge-building
6. Is there a system of transfer of skills at institutional level? (Was there anybody who worked with you at the organization whom you transferred skills to? Who would take over your role/tasks when you leave the host organization?)

Sustainability – questions for former participants:

7. Sustainability of what has been achieved at your institution as a result of the FK partnerships?
8. Did you conduct any follow-up activities when returning to home organization? In case yes, what kind of activities?
9. Are you still in contact with other participants from FK programmes? If yes, how do you utilize networks these networks?
8. Areas of improvements for sustaining/enhancing results?

Questions to Norwegian Embassy

Complimentarity

- To what extent are the FK programmes and partnerships complementary to other parts of Norwegian development cooperation in Nepal and Ethiopia?
- To what extent are there complementarities to other exchange programmes in the South/North?
- Which strategic areas could Norway explore new cooperation with FK?

Society level

- How can FK's relevance and efficiency as an instrument for Norwegian development aid be further improved?
- How can FK's relevance as an instrument for bridge-building and increased mutual knowledge and respect between nations, cultures and religions be further improved

Annex IV Case studies

Overview of FK Youth Programs in Nepal and Ethiopia

| Primary partner | Countries involved | Since | Own training | Verified results participants level | Verified results at partner level | Comments |
|------------------------------------|---|---|---|--|---|---|
| Norwegian Church Aid ²⁸ | Ethiopia, Kenya, Tanzania, Philippines, Nicaragua | 1996 (was funded directly by Norad before FK) | BOLK ²⁹ at Sunnmøre Folk High School, Sunnmøre 3 weeks training in Kenya | Exposure to new culture Learning language Coping in challenging environment Skills in information work, communication, campaign work | No direct benefit for Ethiopia partner yet. Strengthens recruitment (via Changemaker) to NCA and Y Global | For Ethiopia no South participants exchanged to Norway. South participants do not access the educational credits |
| Norway Red Cross | Nepal, Colombia, Rwanda, Sudan | 2005 | YBT one week | Leadership skills Experience from projects (HIV, AIDS, trafficking, Community development etc) Improved CVs Many working in Red Cross/IFRC | Youth activities at branch level New activities in country, incl. IGA and trafficking “Best practices” exchange Challenging RC leadership on youth representation Recruitment base for Red Cross | Red Cross identity strong, weak contact with FK both in country and Norway. Red Cross wants longer period (8-9 months not enough) Many results at partner level, including CP |
| NKSS | Nepal, Kenya, Uganda, Brazil | 2003 | Prep course at Hald ³⁰ + some personal coaching | Exposure new culture, language Christian faith and leadership in cross-cultural setting Leadership skills Entrepreneurs. Progress in their careers | No direct institutional benefits for South partner. Strengthens links btw NKSS and Nepali partners Helps recruitment and incentives for membership in both students bodies | North partner has sent girls age 18-19, South partner sent men age 25-28 years North participants not working in host partner |

²⁸ NCA has a co-partner agreement with YWCA-YMCA Global (Norges KFUK-KFUM)

²⁹ BOLK = Bible and Leadership training

³⁰ Hald International Centre is a school owned by the Strømme Foundation, the Norwegian Missionary Society and NKSS.

The school offers a course in cross-cultural understanding and international work. The study is a good mixture of theory and practice, where all the students have a 6-7 months placement in a different culture. FK pays for the six months stay abroad.

Sabina Singh (Program Officer, Fair Trade Group) Institutionalization of Learning

Sabina Singh, a staff member of Fair Trade Group (FTG), was hosted by Thai Craft as FK participant (Oct 2007- Aug 2008). The main attraction for Sabina was the opportunity to learn the *Fair Trade CraftCert* (a part of Sustainable Fair Trade Management System, which was planned to be piloted in the host organization by World Fair Trade Organization.) When she arrived however, due to some internal problem in the host organization the piloting was cancelled. Though disappointed, she continued her exchange in the development wing of Thai Craft, which kept her engaged with challenging task such as learning and supporting with the producers assessment process and organizing 19 trade fairs in 10 months. Sabina volunteered in the commercial wing of the host organisation to support with event management and learning product design, marketing and promotional strategies of Thai Craft which she found very impressive.



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When Sabina returned back to FTG in Nepal with new zeal and enthusiasm, new challenges were waiting for her. But she felt out of place and an outsider in her own organization, she shares *"I felt that my space was taken over by somebody else and I no longer belonged here"*. Her previous supervisor had left the job and she had lost track of the progress back home. Comments during the meeting like *"we no longer do it this way; you don't know about the decision that has been made; or you don't understand the context of this discussion etc"* made Sabina feel a strong sense of alienation and hence was often demoralised. For FK this is a well-known and recorded homecoming effect to which FK tries to prepare the participants in the seminars.

It took her more than three months to gain back her confidence and retrieve her space in the organization. Besides the follow up activities, which included sharing with board members, she spend three months doing nothing just pondering over what to do and how to begin. Gradually she got herself engaged in organizing the "Annual Fair Trade Fair 2008". Drawing upon her experience of organizing the trade fair in Thailand, she aimed for professionally managed high profile event. She was able to convince her management to book a more attractive venue with better stalls, invest more in its promotion with better quality communication and promotional materials, advertisements and designer invitation cards. The results was increased visibility and credibility for FTG with increased number of exhibitors, diversified visitors which included students, expatriate and I/NGO representatives and increased sales by 20% (as stated in the substance of the program document). Her further contribution was developing a systematic assessment for membership application, evaluation and monitoring system based on her experience in Thai Crafts. FTG Nepal membership procedures have now been integrated with WFTO Asia and simplified which has resulted in additional 5 applications for membership. Self assessment and evaluation tool for member organizations has also been developed.

Sabina's supervisor Sunil shares *"Sabina is indispensable to this organization now. She is very confident in what she does and completely independently. In-fact I am dependent on her until I learn the new system from her"*. Sabina has also been able to extend her learning to other member organizations and community groups through the trainings she conducts for them. Sunil further adds *"Sabina is always referring to her experience in Thai Craft. While discussing new approaches or delivering training she shares the tools and approaches of Thai Craft. Recently she was orienting the producers groups on promoting their product and promptly took out and shared Thai Craft's promotion tool"*

Though the exchange program has not meant any increase in position or salary for Sabina, as the organization structure does not allow space for vertical promotion, she is extremely happy for the learning opportunity and is highly motivated because of the additional responsibilities she has been entrusted with, the changes she has been able to initiate in the organization and the appreciation and recognition she has received. She has also experienced a change in herself, as a person and a manager, being exposed to the un-hierarchical working environment in the host organization.

Archana Gurung (POURAKHI)

Enabling Environment for Participants - Support System

Archana Gurung, was volunteer in POURAKHI for about 2 months when she was offered the opportunity for FK exchange program in *South Asian Research Development Initiative (SARDI)*, India. She was placed in the community based outreach section, working directly with the community (Reaching across boarder project: Reducing migrant workers vulnerability to HIV/AIDS funded by FHI and DFID). Nepali language was her advantage for working closely with the community, mostly Nepalese migrant worker.



Gradually she ended taking up full-fledged responsibility as a key staff member of the Project, involved in testing, care taking, supporting and counseling migrant workers and their families including Nepalese sex workers in Delhi as well as interacting with stakeholders and community members. She also supported with radio program and field activities, which was in addition to the initially agreed scope of work. This experience gave Archana a good exposure and experience of working with migrant workers and understanding their issues and challenges. Since the other staff members with whom she was teamed to work with apparently were not oriented on the FK program, Archana's role and their support to her, she was treated as a regular staff member of SARDI. Her team members tended to compete with her, comparing their salary with hers, being jealous and hence uncooperative, which made her work often challenging. She feels that she was overloaded with works, delegated by her team members, and hence had to work beyond the regular work hours. She remembers the incident when she was asked to attend to a dead body at night and arrange for the cremation all by herself. Because of the extensive work load, it was difficult for her to attend regular learning seminars and workshops. Archana recalls her visits to red light areas as part of the job, where she had to face harassing comments from passers by. She says that she accepted all this challenges with all the strength and determination for the sake of her people (Nepali workers) and the reputation of her home organization and FK Norway. Being a Nepali but born, brought up and educated in India itself, it was easier for her to cope with the situation there as she could relate more with the migrant workers and their issues there.

Coming back, she continued her job with POURAKHI with follow up activities such as sharing experiences with staff members, returnee female migrant workers groups and other organizations as arranged by POURAKHI as well as giving radio interview. But Archana feels that there was not enough space to fully utilize her skills and expertise. Since there was no regular project with POURAKHI which she could join, she was assigned to work with a Community Based Organisation as a volunteer and without any formal position or responsibility, and no regular activities there was very little she could support the group with. Hence with less opportunity for utilizing her learning the job gradually got frustrating. In the mean time she got married and had to take extended maternity leave. Later she was able to get a new job as a coordinator in one of the leading NGO of Nepal, Women Rehabilitation Center (WOREC) which works with female migrant workers and she believes that her experience in SARDI was valuable for her to get this opportunity. She states *"I was more confident in the interview and was even able to quote my salary with conviction. Now I am more confident about my competency and do not hesitate to negotiate"*. But unfortunately, due to some family problem, she could not join the new job and hence returned back to POURAKHI as a volunteer, supporting the organization in office management, proposal development and counseling the migrant returnees.

Now looking back to the FK experience she believes that all the challenge and hardship was worth it as Archana says *"I feel the experience has made me stronger as a person, giving me different perspective to see life, being more open to challenges, developing my strength to seek options to address problems rather than avoiding it"*. The skills she has gained such as HIV/AIDS testing, care taking and counseling, understanding the issue (HIV/AIDS and gender), project management and document is valuable for her. She shares that the whole experience of FK was very enriching and hence there should be some evidence to attest her genuine experience *"I completed the program with such dedication and determination, and my experience was also recognition as the best in the debriefing workshop and included in the FK bulletin, other than that there is nothing to prove my contribution, no letter of acknowledgement or appreciation. My host organization also refused to give me any certificate. They were other FK participants who got it – even if they were less committed than me. I took additional risk and challenges but at the end their contribution and my contribution seems to be equal. What is my incentive for the extra effort that I have put into it and how do I prove that I actually gained that experience in SARDI without any formal documentation"*. She strongly recommends FK to formally recognize the extra efforts and contribution from participants like her, which can be capitalized upon for their further career growth and development.

Annex V Results FK Survey to Partners

FK Norway Partner Survey 2009

Published from 12.10.2009 to 21.11.2009

124 responses (121 unique)

Your program

| Alternatives | Percent | Value |
|------------------|---------|-------|
| 1 FK North-South | 57,4 % | 541 |
| 2 FK-Youth | 18,0 % | 170 |
| 3 FK South-South | 24,6 % | 232 |
| Total | | 943 |

Your participant status

| Alternatives | Percent | Value |
|---------------------|---------|-------|
| 1 North-participant | 63,1 % | 442 |
| 2 South-participant | 36,9 % | 259 |
| Total | | 701 |

1. Did you answer this survey in 2007?

| Alternatives | Percent | Value |
|--------------|---------|-------|
| 1 Yes | 44,8 % | 52 |
| 2 No | 55,2 % | 64 |
| Total | | 116 |

3. What is your position in the partner institution?

| Alternatives | Percent | Value |
|--------------------------|---------|-------|
| 1 Director or CEO | 32,3 % | 40 |
| 2 FK Project Coordinator | 46,0 % | 57 |
| 3 Other, please specify | 21,8 % | 27 |
| Total | | 124 |

4. Which FK program(s) are you engaged in:

| Alternatives | Percent | Value |
|-----------------------|---------|-------|
| 1 North-South Program | 52,4 % | 65 |
| 2 South-South program | 46,0 % | 57 |
| 3 Youth program | 14,5 % | 18 |
| 4 ESTHER | 0,8 % | 1 |
| Total | | 124 |

5. What kind of partner do you represent?

| Alternatives | Percent | Value |
|----------------------------------|---------|-------|
| 1 Primary partner in the North | 37,1 % | 46 |
| 2 Secondary partner in the South | 45,2 % | 56 |
| 3 Primary partner in the South | 18,5 % | 23 |
| 4 Secondary partner in the North | 2,4 % | 3 |
| Total | | 124 |

6. Which sector do you represent?

| Alternatives | Percent | Value |
|--------------------------------|---------|-------|
| 1 Civil society | 57,4 % | 70 |
| 2 Commercial / business sector | 11,5 % | 14 |
| 3 Public/semi-public service | 31,1 % | 38 |
| Total | | 122 |

7. Your FK Norway exchange program operates within the field(s) of:

| Alternatives | Percent | Value |
|-------------------------------|---------|-------|
| 1 Environment | 30,1 % | 37 |
| 2 Peace building | 15,4 % | 19 |
| 3 Governance | 14,6 % | 18 |
| 4 Human rights | 16,3 % | 20 |
| 5 Media | 8,1 % | 10 |
| 6 Health (including HIV/AIDS) | 17,1 % | 21 |
| 7 Education | 33,3 % | 41 |
| 8 University / Research | 16,3 % | 20 |
| 9 Agriculture | 10,6 % | 13 |
| 10 Business development | 13,0 % | 16 |
| 11 Women and gender equality | 19,5 % | 24 |
| 12 Culture and sports | 21,1 % | 26 |
| 13 Other: | 22,0 % | 27 |
| Total | | 123 |

8. How many exchange rounds have you completed?

| Alternatives | Percent | Value |
|--------------|---------|-------|
| 1 0 | 10,6 % | 13 |
| 2 1 | 23,6 % | 29 |
| 3 2 | 10,6 % | 13 |
| 4 3 | 15,4 % | 19 |
| 5 4 | 14,6 % | 18 |
| 6 5 | 10,6 % | 13 |
| 7 6 or more | 14,6 % | 18 |
| Total | | 123 |

9. How many participants have you received in total, including the current participants?

| Alternatives | Percent | Value |
|--------------|---------|-------|
| 1 None | 5,6 % | 7 |
| 2 1-3 | 33,9 % | 42 |
| 3 4-6 | 28,2 % | 35 |
| 4 7-10 | 14,5 % | 18 |
| 5 11-15 | 3,2 % | 4 |
| 6 15-20 | 6,5 % | 8 |
| 7 21 or more | 8,1 % | 10 |
| Total | | 124 |

10. How many participants have you sent in total, including the current participants?

| Alternatives | Percent | Value |
|--------------|---------|-------|
| 1 None | 5,6 % | 7 |
| 2 1-3 | 31,5 % | 39 |
| 3 4-6 | 29,0 % | 36 |

| | | | |
|---|------------|--------|----|
| 4 | 7-10 | 13,7 % | 17 |
| 5 | 11-15 | 6,5 % | 8 |
| 6 | 15-20 | 5,6 % | 7 |
| 7 | 21 or more | 8,1 % | 10 |

11. How satisfied is your organization with the capacity building related to the FK exchange?

Institutional capacity building

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Very satisfied | 39,5 % | 49 |
| 2 Quite satisfied | 33,9 % | 42 |
| 3 Satisfied | 21,8 % | 27 |
| 4 Less than satisfied | 1,6 % | 2 |
| 5 Not satisfied at all | 0,8 % | 1 |
| -1 Don't know | 2,4 % | 3 |
| Total | | 124 |

12. What concrete results of the FK Norway exchange have you seen so far?

You may tick several boxes.

| Alternatives | Percent | Value |
|--|---------|-------|
| 1 Staff language skills have improved | 52,5 % | 63 |
| 2 Staff technical skills have improved | 56,7 % | 68 |
| 3 The staff is better trained | 43,3 % | 52 |
| 4 The staff is more motivated | 57,5 % | 69 |
| 5 The organization has developed | 58,3 % | 70 |
| 6 The quality of the leadership has improved | 36,7 % | 44 |
| 7 The informational work/PR has improved | 44,2 % | 53 |
| 8 The organization takes part in more strategic international networks | 45,8 % | 55 |
| 9 The org. gets more international exposure | 58,3 % | 70 |
| 10 The staff knows more about other cultural traits (e.g. values, beliefs, perception of time, arts) | 78,3 % | 94 |
| 11 The intercultural acceptance has improved | 58,3 % | 70 |
| 12 The knowledge on North/South issues has increased | 60,8 % | 73 |
| 13 The staff has developed friendships across borders | 83,3 % | 100 |
| Total | | 120 |

14.1 Where did you recruit participants to send abroad? - External recruitment (from outside of the organization)

| Alternatives | Percent | Value |
|---------------------|---------|-------|
| 1 All participants | 18,3 % | 11 |
| 2 Most participants | 26,7 % | 16 |
| 3 Some participants | 33,3 % | 20 |
| 4 None | 21,7 % | 13 |
| Total | | 60 |

14.2 Where did you recruit participants to send abroad? - Internal recruitment (from the staff of the organization)

| Alternatives | Percent | Value |
|---------------------|---------|-------|
| 1 All participants | 49,5 % | 50 |
| 2 Most participants | 23,8 % | 24 |

| | | | |
|-------|-------------------|--------|-----|
| 3 | Some participants | 15,8 % | 16 |
| 4 | None | 10,9 % | 11 |
| Total | | | 101 |

14.3 Where did you recruit participants to send abroad? - Network based recruitment (from members or other network)

| Alternatives | Percent | Value |
|---------------------|---------|-------|
| 1 All participants | 22,6 % | 14 |
| 2 Most participants | 17,7 % | 11 |
| 3 Some participants | 25,8 % | 16 |
| 4 None | 33,9 % | 21 |
| Total | | 62 |

15. Are you satisfied with how the FK participants contribute to institutional capacity building in your organization?

| Alternatives | N |
|----------------------------|-----|
| 1 Participants sent abroad | 120 |
| 2 Participants received | 110 |

15.1 Are you satisfied with how the FK participants contribute to institutional capacity building in your organization? - Participants sent abroad

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Very satisfied | 37,5 % | 45 |
| 2 Quite satisfied | 30,8 % | 37 |
| 3 Satisfied | 21,7 % | 26 |
| 4 Less than satisfied | 2,5 % | 3 |
| 5 Not satisfied at all | 0,8 % | 1 |
| -1 Don't know | 6,7 % | 8 |
| Total | | 120 |

15.2 Are you satisfied with how the FK participants contribute to institutional capacity building in your organization? - Participants received

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Very satisfied | 22,7 % | 25 |
| 2 Quite satisfied | 36,4 % | 40 |
| 3 Satisfied | 30,9 % | 34 |
| 4 Less than satisfied | 6,4 % | 7 |
| 5 Not satisfied at all | 1,8 % | 2 |
| -1 Don't know | 1,8 % | 2 |
| Total | | 110 |

16. As a host partner, what have been the major challenges in integrating participants you receive at the work place? (You may tick several boxes.)

| Alternatives | Percent | Value |
|-------------------------|---------|-------|
| 1 Language barriers | 45,3 % | 48 |
| 2 Cultural barriers | 38,7 % | 41 |
| 3 Lack of skills | 17,9 % | 19 |
| 4 Socializing with them | 15,1 % | 16 |

| | | | |
|-------|--------------------------------|--------|-----|
| 5 | Professional challenges | 22,6 % | 24 |
| 6 | Personality challenges | 21,7 % | 23 |
| 7 | Different technical knowledge | 16,0 % | 17 |
| 8 | To make use of their knowledge | 32,1 % | 34 |
| 9 | Other, please specify | 18,9 % | 20 |
| Total | | | 106 |

17. What happened to the participants you recruited after their exchange period finished?

You may tick several boxes.

| Alternatives | Percent | Value |
|---|---------|-------|
| 1 They got promoted | 49,2 % | 60 |
| 2 They kept the same job | 33,6 % | 41 |
| 3 They left our organization | 25,4 % | 31 |
| 4 They stay in touch with us informally | 37,7 % | 46 |
| 5 At times we use those who left as a resource to improve our capacity building | 29,5 % | 36 |
| 6 Other: | 27,0 % | 33 |
| -1 Don't know | 2,5 % | 3 |
| Total | | 122 |

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19.1 Please indicate how satisfied you are with FK Norway's services to your organization: - Obtaining information on how to become a FK partner

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Very satisfied | 29,3 % | 36 |
| 2 Quite satisfied | 31,7 % | 39 |
| 3 Satisfied | 18,7 % | 23 |
| 4 Less than satisfied | 4,9 % | 6 |
| 5 Not satisfied at all | 0,0 % | 0 |
| -1 Not applicable | 15,4 % | 19 |
| Total | | 123 |

19.2 Please indicate how satisfied you are with FK Norway's services to your organization: - Processing time of application: Feasibility/preliminary study

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Very satisfied | 24,6 % | 30 |
| 2 Quite satisfied | 37,7 % | 46 |
| 3 Satisfied | 23,8 % | 29 |
| 4 Less than satisfied | 0,0 % | 0 |
| 5 Not satisfied at all | 0,0 % | 0 |
| -1 Not applicable | 13,9 % | 17 |
| Total | | 122 |

19.3 Please indicate how satisfied you are with FK Norway's services to your organization: - Guidance throughout the planning period

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Very satisfied | 35,8 % | 44 |
| 2 Quite satisfied | 32,5 % | 40 |
| 3 Satisfied | 22,8 % | 28 |
| 4 Less than satisfied | 2,4 % | 3 |
| 5 Not satisfied at all | 0,0 % | 0 |
| -1 Not applicable | 6,5 % | 8 |

| | | |
|-------|--|-----|
| Total | | 123 |
|-------|--|-----|

19.4 Please indicate how satisfied you are with FK Norway's services to your organization: - Processing time of application: Collaboration Agreement

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Very satisfied | 41,5 % | 51 |
| 2 Quite satisfied | 30,1 % | 37 |
| 3 Satisfied | 17,1 % | 21 |
| 4 Less than satisfied | 2,4 % | 3 |
| 5 Not satisfied at all | 0,0 % | 0 |
| -1 Not applicable | 8,9 % | 11 |
| Total | | 123 |

19.5 Please indicate how satisfied you are with FK Norway's services to your organization: - Program staff accessibility

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Very satisfied | 35,5 % | 43 |
| 2 Quite satisfied | 30,6 % | 37 |
| 3 Satisfied | 24,8 % | 30 |
| 4 Less than satisfied | 1,7 % | 2 |
| 5 Not satisfied at all | 0,0 % | 0 |
| -1 Not applicable | 7,4 % | 9 |
| Total | | 121 |

19.6 Please indicate how satisfied you are with FK Norway's services to your organization: - Follow-up and monitoring

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Very satisfied | 28,7 % | 35 |
| 2 Quite satisfied | 32,0 % | 39 |
| 3 Satisfied | 27,9 % | 34 |
| 4 Less than satisfied | 4,1 % | 5 |
| 5 Not satisfied at all | 0,8 % | 1 |
| -1 Not applicable | 6,6 % | 8 |
| Total | | 122 |

19.7 Please indicate how satisfied you are with FK Norway's services to your organization: - Guidance throughout the exchange period

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Very satisfied | 29,5 % | 36 |
| 2 Quite satisfied | 36,9 % | 45 |
| 3 Satisfied | 19,7 % | 24 |
| 4 Less than satisfied | 6,6 % | 8 |
| 5 Not satisfied at all | 0,0 % | 0 |
| -1 Not applicable | 7,4 % | 9 |
| Total | | 122 |

19.8 Please indicate how satisfied you are with FK Norway's services to your organization: - Reporting routines

| Alternatives | Percent | Value |
|-------------------|---------|-------|
| 1 Very satisfied | 17,2 % | 21 |
| 2 Quite satisfied | 33,6 % | 41 |
| 3 Satisfied | 33,6 % | 41 |

| | | | |
|-------|----------------------|--------|-----|
| 4 | Less than satisfied | 4,1 % | 5 |
| 5 | Not satisfied at all | 0,8 % | 1 |
| -1 | Not applicable | 10,7 % | 13 |
| Total | | | 122 |

19.9 Please indicate how satisfied you are with FK Norway's services to your organization: - FK web pages

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Very satisfied | 19,3 % | 23 |
| 2 Quite satisfied | 28,6 % | 34 |
| 3 Satisfied | 29,4 % | 35 |
| 4 Less than satisfied | 10,1 % | 12 |
| 5 Not satisfied at all | 2,5 % | 3 |
| -1 Not applicable | 10,1 % | 12 |
| Total | | 119 |

21.1 How useful have FK Norway's network activities and resources been for your organization? - The FK Forum in Oslo

| Alternatives | Percent | Value |
|---------------------|---------|-------|
| 1 Very useful | 37,3 % | 44 |
| 2 Quite useful | 20,3 % | 24 |
| 3 Useful | 16,9 % | 20 |
| 4 Less than useful | 5,1 % | 6 |
| 5 Not useful at all | 1,7 % | 2 |
| -1 Not applicable | 18,6 % | 22 |
| Total | | 118 |

21.2 How useful have FK Norway's network activities and resources been for your organization? - Network meetings

| Alternatives | Percent | Value |
|---------------------|---------|-------|
| 1 Very useful | 26,7 % | 32 |
| 2 Quite useful | 30,0 % | 36 |
| 3 Useful | 19,2 % | 23 |
| 4 Less than useful | 6,7 % | 8 |
| 5 Not useful at all | 0,8 % | 1 |
| -1 Not applicable | 16,7 % | 20 |
| Total | | 120 |

21.3 How useful have FK Norway's network activities and resources been for your organization? - Participant blogs

| Alternatives | Percent | Value |
|---------------------|---------|-------|
| 1 Very useful | 5,2 % | 6 |
| 2 Quite useful | 16,5 % | 19 |
| 3 Useful | 26,1 % | 30 |
| 4 Less than useful | 8,7 % | 10 |
| 5 Not useful at all | 7,8 % | 9 |
| -1 Not applicable | 35,7 % | 41 |
| Total | | 115 |

21.4 How useful have FK Norway's network activities and resources been for your organization? - Preparatory courses

| Alternatives | Percent | Value |
|---------------------|---------|-------|
| 1 Very useful | 39,2 % | 47 |
| 2 Quite useful | 30,8 % | 37 |
| 3 Useful | 17,5 % | 21 |
| 4 Less than useful | 2,5 % | 3 |
| 5 Not useful at all | 0,0 % | 0 |
| -1 Not applicable | 10,0 % | 12 |
| Total | | 120 |

21.5 How useful have FK Norway's network activities and resources been for your organization? - Homecoming seminars (debriefing)

| Alternatives | Percent | Value |
|---------------------|---------|-------|
| 1 Very useful | 32,5 % | 39 |
| 2 Quite useful | 23,3 % | 28 |
| 3 Useful | 15,8 % | 19 |
| 4 Less than useful | 1,7 % | 2 |
| 5 Not useful at all | 3,3 % | 4 |
| -1 Not applicable | 23,3 % | 28 |
| Total | | 120 |

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21.6 How useful have FK Norway's network activities and resources been for your organization? - Participant events

| Alternatives | Percent | Value |
|---------------------|---------|-------|
| 1 Very useful | 14,0 % | 16 |
| 2 Quite useful | 30,7 % | 35 |
| 3 Useful | 21,9 % | 25 |
| 4 Less than useful | 2,6 % | 3 |
| 5 Not useful at all | 1,8 % | 2 |
| -1 Not applicable | 28,9 % | 33 |
| Total | | 114 |

21.7 How useful have FK Norway's network activities and resources been for your organization? - Thematic conferences

| Alternatives | Percent | Value |
|---------------------|---------|-------|
| 1 Very useful | 13,0 % | 15 |
| 2 Quite useful | 24,3 % | 28 |
| 3 Useful | 20,9 % | 24 |
| 4 Less than useful | 2,6 % | 3 |
| 5 Not useful at all | 0,9 % | 1 |
| -1 Not applicable | 38,3 % | 44 |
| Total | | 115 |

21.8 How useful have FK Norway's network activities and resources been for your organization? - Local network events (in Norway)

| Alternatives | Percent | Value |
|---------------------|---------|-------|
| 1 Very useful | 7,1 % | 8 |
| 2 Quite useful | 14,3 % | 16 |
| 3 Useful | 17,9 % | 20 |
| 4 Less than useful | 3,6 % | 4 |
| 5 Not useful at all | 1,8 % | 2 |
| -1 Not applicable | 55,4 % | 62 |

| | | |
|-------|--|-----|
| Total | | 112 |
|-------|--|-----|

21.9 How useful have FK Norway's network activities and resources been for your organization? - Planning meeting

| Alternatives | Percent | Value |
|---------------------|---------|-------|
| 1 Very useful | 37,6 % | 44 |
| 2 Quite useful | 17,1 % | 20 |
| 3 Useful | 17,1 % | 20 |
| 4 Less than useful | 0,9 % | 1 |
| 5 Not useful at all | 1,7 % | 2 |
| -1 Not applicable | 25,6 % | 30 |
| Total | | 117 |

21.10 How useful have FK Norway's network activities and resources been for your organization? - Mid-term review

| Alternatives | Percent | Value |
|---------------------|---------|-------|
| 1 Very useful | 28,2 % | 33 |
| 2 Quite useful | 21,4 % | 25 |
| 3 Useful | 20,5 % | 24 |
| 4 Less than useful | 1,7 % | 2 |
| 5 Not useful at all | 1,7 % | 2 |
| -1 Not applicable | 26,5 % | 31 |
| Total | | 117 |

21.11 How useful have FK Norway's network activities and resources been for your organization? - Partner meeting

| Alternatives | Percent | Value |
|---------------------|---------|-------|
| 1 Very useful | 50,8 % | 60 |
| 2 Quite useful | 24,6 % | 29 |
| 3 Useful | 16,1 % | 19 |
| 4 Less than useful | 0,0 % | 0 |
| 5 Not useful at all | 0,0 % | 0 |
| -1 Not applicable | 8,5 % | 10 |
| Total | | 118 |

23. Do you keep in touch with FK Norway partner organizations outside your exchange project?

| Alternatives | Percent | Value |
|--------------|---------|-------|
| 1 Yes | 69,4 % | 86 |
| 2 No | 30,6 % | 38 |
| Total | | 124 |

24. What characterizes this form of contact?

You may tick several boxes.

| Alternatives | Percent | Value |
|--|---------|-------|
| 1 Give each other practical information | 75,9 % | 63 |
| 2 Discussion of issues within our professional field | 73,5 % | 61 |
| 3 Support when challenges erupt within the program | 53,0 % | 44 |
| 4 Other, please specify: | 18,1 % | 15 |
| Total | | 83 |

26.1 How often do you communicate with FK Norway (including the regional offices)? - We receive visits from FK Norway (or its regional offices)

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Several times a year | 15,6 % | 10 |
| 2 Every year | 46,9 % | 30 |
| 3 Every two years | 18,8 % | 12 |
| 4 Every three years | 1,6 % | 1 |
| 5 More seldom | 17,2 % | 11 |
| Total | | 64 |

26.2 How often do you communicate with FK Norway (including the regional offices)? - We send and receive letters / mail

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Several times a year | 81,3 % | 52 |
| 2 Every year | 10,9 % | 7 |
| 3 Every two years | 4,7 % | 3 |
| 4 Every three years | 0,0 % | 0 |
| 5 More seldom | 3,1 % | 2 |
| Total | | 64 |

26.3 How often do you communicate with FK Norway (including the regional offices)? - We keep in touch with people at FK Norway or its regional offices through email or phone

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Several times a year | 84,4 % | 54 |
| 2 Every year | 7,8 % | 5 |
| 3 Every two years | 3,1 % | 2 |
| 4 Every three years | 0,0 % | 0 |
| 5 More seldom | 4,7 % | 3 |
| Total | | 64 |

26.4 How often do you communicate with FK Norway (including the regional offices)? - Network meetings and conferences

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Several times a year | 30,6 % | 19 |
| 2 Every year | 51,6 % | 32 |
| 3 Every two years | 9,7 % | 6 |
| 4 Every three years | 0,0 % | 0 |
| 5 More seldom | 8,1 % | 5 |
| Total | | 62 |

26.5 How often do you communicate with FK Norway (including the regional offices)? - Planning meetings and evaluations

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Several times a year | 13,8 % | 8 |
| 2 Every year | 63,8 % | 37 |
| 3 Every two years | 13,8 % | 8 |
| 4 Every three years | 0,0 % | 0 |
| 5 More seldom | 8,6 % | 5 |
| Total | | 58 |

26.6 How often do you communicate with FK Norway (including the regional offices)? - Preparatory courses and homecoming seminars

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Several times a year | 20,6 % | 13 |
| 2 Every year | 69,8 % | 44 |
| 3 Every two years | 6,3 % | 4 |
| 4 Every three years | 0,0 % | 0 |
| 5 More seldom | 3,2 % | 2 |
| Total | | 63 |

27.1 How often do you communicate with your primary (lead) partner? - We receive visits from our partner

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Several times a year | 32,7 % | 17 |
| 2 Every year | 34,6 % | 18 |
| 3 Every two years | 7,7 % | 4 |
| 4 Every three years | 1,9 % | 1 |
| 5 More seldom | 23,1 % | 12 |
| Total | | 52 |

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27.2 How often do you communicate with your primary (lead) partner? - We send and receive letters / mail

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Several times a year | 85,7 % | 48 |
| 2 Every year | 5,4 % | 3 |
| 3 Every two years | 0,0 % | 0 |
| 4 Every three years | 0,0 % | 0 |
| 5 More seldom | 8,9 % | 5 |
| Total | | 56 |

27.3 How often do you communicate with your primary (lead) partner? - We keep in touch with partner representatives through email or phone

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Several times a year | 94,5 % | 52 |
| 2 Every year | 5,5 % | 3 |
| 3 Every two years | 0,0 % | 0 |
| 4 Every three years | 0,0 % | 0 |
| 5 More seldom | 0,0 % | 0 |
| Total | | 55 |

27.4 How often do you communicate with your primary (lead) partner? - Network meetings and conferences

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Several times a year | 27,8 % | 15 |
| 2 Every year | 57,4 % | 31 |
| 3 Every two years | 5,6 % | 3 |
| 4 Every three years | 0,0 % | 0 |
| 5 More seldom | 9,3 % | 5 |
| Total | | 54 |

27.5 How often do you communicate with your primary (lead) partner? - Planning meetings and evaluations

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Several times a year | 23,1 % | 12 |
| 2 Every year | 65,4 % | 34 |
| 3 Every two years | 5,8 % | 3 |
| 4 Every three years | 0,0 % | 0 |
| 5 More seldom | 5,8 % | 3 |
| Total | | 52 |

27.6 How often do you communicate with your primary (lead) partner? - Preparatory courses and homecoming seminars

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Several times a year | 19,2 % | 10 |
| 2 Every year | 65,4 % | 34 |
| 3 Every two years | 0,0 % | 0 |
| 4 Every three years | 0,0 % | 0 |
| 5 More seldom | 15,4 % | 8 |
| Total | | 52 |

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28. How satisfied are you with the communication between your organization and FK Norway (including the regional offices)?

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Very satisfied | 48,5 % | 33 |
| 2 Quite satisfied | 30,9 % | 21 |
| 3 Satisfied | 16,2 % | 11 |
| 4 Less than satisfied | 0,0 % | 0 |
| 5 Not satisfied at all | 0,0 % | 0 |
| -1 Don't know | 4,4 % | 3 |
| Total | | 68 |

30. How satisfied are you with the communication within your partnership?

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Very satisfied | 31,5 % | 39 |
| 2 Quite satisfied | 42,7 % | 53 |
| 3 Satisfied | 21,0 % | 26 |
| 4 Less than satisfied | 3,2 % | 4 |
| 5 Not satisfied at all | 1,6 % | 2 |
| Total | | 124 |

31. What have been the greatest challenges regarding the communication within your partnership?(You may tick several boxes.)

You may tick several boxes.

| Alternatives | Percent | Value |
|---|---------|-------|
| 1 Language barriers | 14,5 % | 16 |
| 2 Location in different time zones | 12,7 % | 14 |
| 3 Technical problems (phone, internet, fax, power cuts) | 40,9 % | 45 |
| 4 Participants are intermediaries, so we have little direct contact | 4,5 % | 5 |
| 5 Changing of contact persons | 19,1 % | 21 |
| 6 Not get along with other partner | 4,5 % | 5 |
| 7 Having different values and beliefs | 12,7 % | 14 |
| 8 Other, please specify: | 38,2 % | 42 |

| | | |
|-------|--|-----|
| Total | | 110 |
|-------|--|-----|

33. What have been the challenging issues within the partnership?(You may tick several boxes.)

| Alternatives | Percent | Value |
|---|---------|-------|
| 1 The payments are irregular | 18,1 % | 17 |
| 2 There are unclear roles in the partnership | 11,7 % | 11 |
| 3 We do not get along with the people from the partner | 2,1 % | 2 |
| 4 The partner does not act in accordance with the contract | 17,0 % | 16 |
| 5 The professional knowledge of the participants we sent abroad is not acknowledged | 12,8 % | 12 |
| 6 Communication problems | 34,0 % | 32 |
| 7 Other, please specify | 48,9 % | 46 |
| Total | | 94 |

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34. How satisfied are you with the equality, reciprocity and transparency in the management of your partnership?

| Alternatives | Percent | Value |
|------------------------|---------|-------|
| 1 Very satisfied | 37,1 % | 46 |
| 2 Quite satisfied | 37,9 % | 47 |
| 3 Satisfied | 20,2 % | 25 |
| 4 Less than satisfied | 3,2 % | 4 |
| 5 Not satisfied at all | 0,8 % | 1 |
| -1 Don't know | 0,8 % | 1 |
| Total | | 124 |

35. If any, what have been the challenges to maintaining equality, reciprocity and transparency in the management of your partnership?

| Alternatives | Percent | Value |
|------------------------------------|---------|-------|
| 1 Lack of consultation | 13,7 % | 14 |
| 2 Lack of cooperation by a partner | 15,7 % | 16 |
| 3 Domination by a partner | 6,9 % | 7 |
| 4 Other, please specify | 22,5 % | 23 |
| -1 Not applicable | 55,9 % | 57 |
| Total | | 102 |

37. How likely is it that you would recommend FK Norway's exchange program to others?

Concluding remarks

| Alternatives | Percent | Value |
|---------------------|---------|-------|
| 1 Very likely | 83,1 % | 103 |
| 2 Quite likely | 13,7 % | 17 |
| 3 Likely | 2,4 % | 3 |
| 4 Less than likely | 0,0 % | 0 |
| 5 Not likely at all | 0,0 % | 0 |
| -1 Don't know | 0,8 % | 1 |
| Total | | 124 |