

# **STUDY OF THE RESULTS OF SELECTED PROJECTS OF FREDSKORPSET PRIMARY PROGRAMME 2004**



Oslo, May 2005

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## **Acronyms**

AUC	Agder University College
EICTV	Escuela Internacional de Cine y Televisión
FMLN	Frente Farabundo Martí para la Liberación Nacional
GDLA	General Department of Land Administration
NGD	National Geographic Department
SV	Sosialistisk Venstreparti
ToR	Terms of reference
UAF	United Aqua Farm
URNG	Unidad Revolucionaria Nacional Guatemalteca
VGCR	Vietnam Association of Geodesy, Cartography and Remote Sensing

## 1 Executive Summary

Fredskorpset (Partnership for development) Primary Programme is one of four programme lines in Fredskorpset in which companies and organisations in Norway and in the South exchange employees or members between the ages of 22 and 35. The idea behind the exchanges is to enable people with similar professional backgrounds or interests to learn from one another and contribute to competency building in the institution.

Institutions<sup>1</sup> in Norway and in the South form a partnership, which, with funding from Fredskorpset, exchange personnel and competency within the same sector or line of work. It is the partnership that sets the objectives for the exchange and assumes responsibility for planning and implementation of the Fredskorpset project. The partnership recruits, sends out and receives the participants. Fredskorpset assists in development of the projects, quality controls and funds the project in whole or in part, and coordinates training and follow-up activities for the participants in conjunction with the partnership. Fredskorpset invites the partners to participate actively in Fredskorpset's international network.

Fredskorpset's partners are a variety of institutions. A partnership can be established between two or more partners. The Primary Partner is the institution that assumes responsibility for the partnership with Fredskorpset. Other partners are called Secondary or Subsidiary partners.

Fredskorpset's partners formulate objectives for their partnership. However, Fredskorpset's partners represent a wide spectre of organisations, many with little or no prior experience with planning procedures for development projects. Consequently the knowledge of how to develop clear and unambiguous objectives varies. Fredskorpset accepts this fact as a consequence of its policy of leaving the responsibility of developing objectives to the partners themselves to ensure project ownership and sustainability.

Fredskorpset conducted a tender process to commission this study. Scanteam A.S. submitted a proposal for the study and was selected for the assignment by Fredskorpset. The Terms of reference (TOR) for this study states that the main objective of the study is to "*assess to which degree the formulated objectives of selected partnerships in the Primary Programme has been reached*". The full TOR is attached in Annex 4. Fredskorpset selected 7 projects to be studied. These projects were: Casa Comal (Guatemala, Cuba), Genomar ASA (Philippines), Agder University College (Cambodia), Sosialistisk Venstreparti (El Salvador, Guatemala), Statens kartverk (Laos, Vietnam), Stord kommune, Vennskap Stord-Compalapa).

### 1.1 Achievement of objectives

This report presents numerous results and achievements for each of the projects under study. The results are presented in project summaries (Chapter 3) and in more detail in the table of achievements (Annex 1). Based on the findings in the projects concerning the achievements of objectives, we have highlighted the following findings.

In general, the formulated objectives for the partnership and organisation have proved to be inadequate for the purpose of measuring results at the appropriate level. Objectives are often formulated to reach the whole organisation or even as high as "*international development*", even though the effort and activities that are put into the project in reality is targeted to reach part of the organisation.

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<sup>1</sup> We will in this report make use of the term "*institution*" to mean the entity that is responsible for the exchange, whether this is a business company, a political party or an organisation

South-South exchanges have obtained a high degree of goal achievement. The incorporation of the Partnership project in their organisational strategy and sound management of both planning and implementation phases of the project accounts for the partner's high rate of success.

North partners have not fully utilised the skills and knowledge brought by the South exchange participants to their institutions and have rather assigned to them activities lesser in scope and/or depth than the ones planned in project agreements. North partners have not appropriately matched activities assigned to exchange participants from the South and the language requirement (Norwegian, English) for them to carry out the assigned tasks within the timeframe set for the exchanges. Language mismatch and underutilisation of skills and knowledge have impaired the ability of North partner to achieve their objectives.

Some of the key findings from the questionnaire survey were as follows:

Participants are generally pleased with the exchange, according to findings from the questionnaire survey. The majority of the participants answered that they have improved their career possibilities as a consequence of the exchange. Also the majority have had a learning experience from the exchange that they felt was important for them and their institution.

According to the findings in the questionnaire survey 77% of the people asked had knowledge of what the objectives of the exchange were, and in addition, 2/3 of the respondents answered that they found the objectives useful for planning activities.

## **1.2 Planning and monitoring**

In many instances there is no coherence between the stated general objectives, partners' objectives and activities planned for exchange participants. Examination of Partnership agreements shows that activities to be carried out by exchange participants have not consistently been planned to support the objectives. Planning has been inadequate in matching the requirements concerning qualifications and abilities of the participants.

Poor coordination and uncertainty regarding lines of responsibility for the project have negatively impacted the effectiveness and efficiency of the exchanges. Two main reasons for poor coordination of projects and exchanges have been pinpointed by several persons interviewed: (a) deficient communication between primary partner and other partners and/or subsidiary organisations and (b) partner organisation's lack of capacity or commitment to the project and therefore incapacity to replace the contact person.

There is no common standard for monitoring. There are two levels of monitoring in project documents. Responsibility for the monitoring of the partnership has been assigned to the Primary partners. Responsibility for monitoring participants has generally been divided between the partners constituting the partnership.

## **1.3 Follow-up activities**

All partnerships are required by Fredskorpset to develop a plan for the information work that is integrated with programme objectives. The objectives and activities for the follow-up programme for each partner are spelled out in the Partnership agreement.

All participants have, to different degrees, carried out follow-up activities. All interviewed participants said that they have performed some, all or more than planned activities related to the information work. They were able to provide the team with examples of their performance and some provided samples of the outcomes of their activities.

Several of the participants and contact persons have agreed that follow-up activities could be better planned. One of the main problems seems to be that although the returning participants feel that they have a story to tell, it is not always easy to find the right forum. It is more likely that a partner have successful and meaningful follow-up work if this is done immediately after the exchange than if it is left to the participant to do this in the spare time or on a part time basis for a longer period after the exchange.

Most participants have found it difficult or impossible to share their knowledge and lessons learned with management/leadership at the partner institutions, and especially in the home institutions.

The vast majority of exchange participants consider the follow-up/information work highly relevant and worth the effort to perform it. In the questionnaire survey 91% answered that the follow-up/information work was worth the effort you put into the planning and delivering of it.

Many participants think of the follow up programme as a necessary and fruitful transitional phase at the end of the exchange. The activities provide them with opportunities to build a productive closure for a very important experience in their lives. The follow-up activities make them re-visit the exchange, evaluate the experience from a personal and from a professional perspective, and they learn how to summarise and communicate lessons learned. It can, and has been, used as an opportunity to reinsert participants into the job market in home country and to promote participants professionally.

#### **1.4 Unexpected effects**

Several partnerships reported that they learned new skills that were unexpected. This was mostly related to the unexpected working situation that the participants were faced with during the exchange. Different and unexpected interactions were also mentioned in some partnerships. This was particularly relevant for those dealing with politics and other areas where interactions with other actors is a key objective (like Stord). There are examples of the exchanges leading to new Fredskorpset-partnership projects or to business cooperation projects. Clearly the Fredskorpset projects generated ideas and discussions among people through the partnership projects. These types of results have been termed ‘automatic’ results in this study, i.e. results that automatically emerge through the exchange of people across borders.

An exchange often turns out not to be as expected. Many participants face a situation when they arrive that they were not expecting, forcing them to adapt and handle as best they can. There are several examples of participants that did manage to transform an unexpected situation to positive experiences as well as examples of the opposite. The response to the questions about “*would you recommend others to be a Fredskorps participant*” and “*Have you had a learning experience from the exchange that you feel is important for you...*” also indicates that the exchange gives many of the participants a “personal growth” experience that is a concrete result of the exchange but not a result that is expected nor stated in the objectives.

A set of recommendations is presented in chapter 8.

## **2 Introduction**

Fredskorpset was relaunched in 2000 and started its first exchanges in 2001. Fredskorpset was asked by the Ministry of Foreign Affairs in 2003 to make quality assurance a priority, with increased focus on concrete initiatives for monitoring and evaluation of the partnerships. Fredskorpset commissioned this study to learn from the exchange partner's experience up to now.

Fredskorpset's partners are a variety of institutions. A partnership can be established between two or more partners. The Primary Partner is the institution that assumes responsibility for the partnership with Fredskorpset. Other partners are called Secondary or Subsidiary partners.

### **2.1 Fredskorpset's collaboration frame**

Fredskorpset uses two agreements as their tool for governing the partnerships. These agreements are called the partnership agreement and the collaboration agreement.

The partnership agreement is signed by the parties in Norway and the South, and describes the partnership's division of roles and obligations in connection with the Fredskorpset project. The partnership agreement with its annexes and report from the feasibility study constitute the application for a collaboration agreement with Fredskorpset.

The collaboration agreement is signed by Fredskorpset and the Primary Partner (on behalf of the partnership) and describes Fredskorpset's and the partnership's division of roles and obligations in performance of the Fredskorpset project. The collaboration agreement and budget is finalised by Fredskorpset in conjunction with the partnership within the financial parameters laid down in advance.

It is the partnership itself that recruits the participants. Fredskorpset provides a template for the participant contract, which can be adapted to the specific Fredskorpset project and posting. For the participant, an exchange project lasts for a total of at least 12 months, consisting of: preparatory work (one month), the posting abroad (10-12 months) and follow-up activities (one month).

### **2.2 Terms of reference**

Fredskorpset conducted a tender process to commission this study. Scanteam A.S. submitted a proposal for the study and was selected by Fredskorpset. The Terms of Reference (ToR) and the proposal for the study were written in Norwegian. The study team from Scanteam was: Mr. Karstein Haarberg, Team leader, Ms. Riselia Bezerra and Ms. Liv Moberg, all partners in Scanteam.

According to the ToR for this study, the main objective of the study is to "*assess to which degree the formulated objectives of selected partnerships in the Primary Programme has been reached*". Further, the study is carried out to:

- Assess to what degree planned activities and formulated results are realised in the short term for the selected projects.
- Assess to what degree the projects' follow-up work is carried out and what results are achieved through these.
- Contribute to the partners' awareness about own project targets, formulation of objectives and the real possibilities to reach theses.

The study was given the following terms:



- Effectiveness: The study shall survey whether the partners reach its objectives as they are specified in partner- and collaboration agreements.
- Other results: In addition the study shall seek to survey results as a consequence of the exchange that were not foreseen or planned (in the partner- and collaboration agreements)
- Content and results of the follow-up work:
  - On the basis of plans for the follow-up work the study shall in particular assess to what degree the planned activities have been done.
  - The study shall establish to what degree the different activities have contributed to the effectiveness and identify possible results/effects (positive and negative) that were not planned.
  - The study shall include an assessment of the efficiency of the follow-up work.

### 2.3 Methodology

Fredskorpset selected 7 projects to be studied, based on their own criteria. All South partners were visited for the selected projects. The following projects were selected:

Projects	Partners	Country
Casa Comal (8051) <sup>2</sup>	Casa Comal Escuela Internacional de Cine y Televisión(EICTV)	Guatemala Cuba
Genomar ASA (3222)	Genomar Supreme Philippines Inc.	Philippines
Agder University College (2131)	Agder University College Ministry of Education, Youth and Sport	Norway, Kristiansand Cambodia
Norsk Form (2131)	Norsk Form Universidad Rafael Landivar Hareide Designmill Inventas	Norway, Oslo Guatemala Norway, Moss Norway, Trondheim
Sosialistisk Venstreparti (SV) (9052)	Sosialistisk Venstreparti Frente Farabundi Martí para la Liber. Nacional Unidad Revolucionaria Nacional Guatemalteca	Norway, Oslo El Salvador Guatemala
Statens kartverk (5031)	Statens kartverk National Geographic Department (NGD)	Norway, Hønefoss and Arendal Laos

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<sup>2</sup> The number in brackets is Fredskorpset's project number.

	Association of Geodesy, Cartography and Remote Sensing (VGCR)	Vietnam
	General Department of Land Administration (GDLA)	Vietnam
Stord kommune, Vennskap Stord-Comalapa	Stord Kommune	Norway, Stord
	Municipalidad de San Juan Comalapa	Guatemala

The study was carried out in five phases: 1) document and preparation 2) personal interviews, 3) analysis and report writing. Interviews were conducted with personnel from all of the selected projects in Norway, Cuba, El Salvador, Guatemala, Cambodia, Laos, Vietnam and Philippines.

The first phase of the study (4-15 October) entailed a document study of the partner- and collaboration agreements, annual reports and other relevant documents. This document study identified the objectives for the partnerships. Preparation for the field visits and the questionnaire survey were included. A list of documents reviewed is enclosed as Annex 3.

In the second phase (18-29 October) the team conducted interviews in Norway, Central America and Asia. Almost all partners were visited and interviewed. The interviews were semi-structured and presented in a way to allow the interviewee to talk as unreservedly as possible. The interviews were planned to last around one hour. After testing and reviewing the interview guide through doing interviews together in Norway, the team separated to do field interviews. Mr. Haarberg visited the Asian countries, Dr. Bezerra visited the Central American countries and Ms. Moberg did the interviews in Norway.

The questionnaire survey was sent to all contact persons and participants registered by Fredskorpset for the projects in question. The questionnaire contained multiple choice questions and open text questions. Where multiple choices were used, a scale from 1 to 5 indicate whether the respondents agreed or disagreed with the statement presented, where 1=strongly disagree, 2=disagree somewhat, 3=neutral/indifferent, 4=agree somewhat, 5=fully agree. In the report text in the following chapters a selection of the findings is presented.

The questionnaire survey had a response rate of approximately 60% with 36 people responding. During the interviews, 123 people were interviewed. A list of the people interviewed is in Annex 2.

In the third phase (November-Desember 2004), the collected information was analysed and a draft report was made. After the team returned from the field visits, the findings were assessed and presented in an achievement matrix. These matrixes are found in Annex 1. Based on the matrices a project summary was made that are presented a chapter 3. The stated objectives for this project are formulated without establishing criteria for measuring achievement of objectives as output levels and indicators. For the sake of clarification, measurable assessments are based on output levels and indicators such as:

<b>Expected output</b>	<b>Indicator</b>
At the end of the Project, youth and women	Percent of youth and women participating in the

participation in the political parties' internal processes will be increased to 20% and 40% respectively.  (Base-line data on participation of youth and of women is assumed to have been gathered, such as: Before the project, 5% of the total party posts are being occupied by youths and 15% by women).	political parties' internal processes.
Information about local administration will be exchanged between the two partners through 3 seminars and 2 publications.	Number of seminars and publications about local administration open and accessible to all Partners' members.

In the absence of such criteria for measuring achievements, the following has been established. All objectives stating that the Project will add value to the partner organisations through the use of qualifiers such as Strengthen, Increase the participation of, Acquire knowledge, Improve, Exchange Information, etc, objectives will be assessed based on the following criteria:

1. Objective will be considered *Achieved* if actual achievements added value to partner organisations at institutional levels. This means that benefits generated by the Project were transferred to pertinent levels and/or numbers of the partners' organisations as stated in the objectives.
2. Objective will be considered *Partially Achieved* if actual achievements added value to some but not all the partner organisations (e.g. two out of three partners organisations) they intended to target.
3. Objective will be considered *Not Achieved* if actual achievements benefited only the persons involved in delivering project's activities. That is, if skills and knowledge generated by the Project remained exclusively with exchange participants and a too small number of counterparts in host and home organisation and therefore had no institutional impact in any of the partners involved.

The achievement matrixes and the project summaries were sent to the partners in question for comments and additions, as a fourth phase. The achievement matrices and the summaries were sent to the partners in early February 2005, and many partners commented and made additions by early March 2005.

As a fifth phase (March – May 2005), the matrices commented upon were reviewed and a final report was made and delivered to Fredskorpset in early May 2005.

This study covered only seven projects among Fredskorpset's 77 Primary programmes<sup>3</sup>. These seven projects were selected by Fredskorpset to represent the width in the partnership in the programme. Hence the selected projects do not present a representative sample of all the projects under the Primary Programme. The findings presented in this report are valid for the projects studied, but should not be taken for findings for the Primary Programme in general at an aggregate level.

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<sup>3</sup> As of 31.12.2003. This figures consist of both North-South (71) and South-South (6) primary partners. This is the number of signed collaboration agreements.

The main information collection to this study was done in late October 2004, therefore the findings in this report do not necessarily include changes implemented later by partners or Fredskorpset.

The results achieved have been assessed mostly in a qualitative and subjective matter since there has been lack of objective foundations to build on. Result has loosely been defined as “a sign of change”, i.e. changes that are a consequence of or contributed to by the Fredskorpset partnership. The challenges with assessing results of the projects in such programmes as the Primary Programme are numerous. There exists no baseline for the programme or the specific projects that we study. Further, the objectives are formulated in a way that makes them difficult to measure.

## **2.4 Structure of report**

Project-specific summaries of each selected project are presented in the first part. Then an assessment of the achievements of the objectives, which is an aggregated assessment of the findings of the projects come next. There are two short chapters about planning and monitoring and Follow-up activities. Unexpected effects are presented in chapter 7 and at the end a compiled list of recommendations is included.

### **3 The Exchange Projects**

In this chapter summaries of the projects studied in the review are presented. For further details of the projects results please see Annex 1 with Achievement tables for each project.

#### **3.1 Statens kartverk**

A feasibility study for a partnership was done in 2000 and a partnership agreement was signed in 2002 between Statens Kartverk (North partner) and National Geographic Department (Laos), Vietnam Association of Geodesy, Cartography and Remote Sensing (VGCR) and General Department of Land Administration (GDLA) (Vietnam). The partnership has a North-South and a South-South co-operation. Altogether 18 participants are in the agreement from the start, nine South-North participants, seven North-South and two South-South participants. This is one of the larger projects in Fredskorpset's portfolio.

The objectives for the partnership are stated as:

1. Strengthen the relationship between sister organisations in the Geomatic field in the three countries
2. Create a good relationship and integration/team work for exchange candidates in the host organisations
3. Contribute to the international development in the geomatic field
4. Broaden the knowledge of best practice and value for society by use of geographic information
5. As a specific objective it is mentioned to give young surveyors the opportunity to work together with colleagues in another country to exchange experience and to contribute in the development of good solutions and value for society in specified fields.

The objectives for information activities for South and North partners alike, was to make it interesting to become a participant, broaden knowledge about partner countries, broaden knowledge about the profession and broaden knowledge on Value for Society by use of Geographic Information.

##### **3.1.1 Achievement of objectives**

The objectives seem to be general and most interviewed found it easy to agree that the objectives were fulfilled because they are obvious and intuitive. That is, those partners who had a good match between their professional background and posting. There were several participants who could not contribute to the objectives because they were not given appropriate tasks.

The relationship between the sisters' organisations has been strengthened as a consequence of the partnership. The Fredskorpset partnership has established a closer relationship at many levels of the organisation from the management level to the professional sections. The first objective seems thus to have been achieved.

Regarding the second objective, the achievements vary between exchange candidates and intuitions. Three participants said that this objective was not achieved. The participants stated that although, from a personal point of view, they were very happy with the opportunity of living in another country, they were confused with what the institutions were expecting to see as a result from their posting. The ToR, on which basis they had applied for the position, turned out not to be relevant in the office where they were posted. For professionals in such a

specialised field, there are fewer opportunities for initiating relevant tasks if they are not placed in the right type of institution. Providing English teaching for staff is not an acceptable alternative.

The Norwegian participants to Vietnam did not fully find the second objective achieved, as they perceived the Vietnamese offices, not to be very motivated for teamwork. They found that they learned more than they were able to contribute, for this reason. Many participants (particularly in Norway) clearly have had significant difficulties with language, lack of integration and suffered from organisational restructuring of Statens Kartverk. Even though English is widely used and well understood in Norway, participants did also face challenges in that Norwegian also was used for work (meetings, etc.).

The level of English proficiency has been low for most of the candidates, which has led to difficulties both in doing the work in Norway but also with regards to living and being socially included in Norway. The partners have recognised this problem and do better language testing for selection of candidates. Participants in Norway generally had difficulties with integration into society. Some participants felt sad and alone in Norway. Participants suggested better preparation, for example that the preparation course should start in the home country, better information about Norwegian culture in addition to improved English training.

Statens Kartverk did a significant restructuring at the time of phase one. Some of the South participants that stayed in Statens kartverk at that time did suffer from this as they were assigned to different or less work than expected.

Regarding objective three, the partnership has contributed to the international development in the field. Some articles have been published in international magazines. Also the partnership has made it possible for representatives from the South institutions to be represented at international conferences. Norwegian participants did not feel that they had contributed to international development in a substantive manner.

The objectives of: “contribute to the international development in the geomantic field and broaden the knowledge of best practice and value for society by use of geographic information” was mainly responded positively to. But again, some of the Norwegian participants felt that they had not been able to share much of their experience, since the host institution did not seem to be very interested. This was somehow surprising to one of the participant, seeing that he had experience within a field where Norway is generally considered to be in the forefront. Still he acknowledged that he had learned new skills during the exchange that he could bring back to his own institution. Another participant said that she was perceived to be a *volunteer*, rather than a professional in the receiving institution. The last objective to give young surveyors the opportunity to work together with colleagues in another country was responded positively to by all, though they remarked that this would be an obvious outcome. Several of the Norwegian participants pointed out, however that the international experience they have received have not had any impact beyond their own personal growth. They do not see how Statens kartverk is taking advantage of the experience they have had in a strategic manner.

Most participants say that they had very little information about the office they were being sent to and the tasks before they left. They did not have the opportunity to verify whether they were indeed the right candidates for the job. They even used the expression of whether they were “lucky” or not with their placement. Some administrative and contractual issues were raised several times by people interviewed. Some participants raised concerns that they did not find the contract clear. One particular issue concerning the accommodation was put forward. The receiving institution is given the cash to pay for the accommodation however

the amount is not stated in the contract and the participants are not informed about how much the institution is receiving. Knowing the price level, however of the accommodation they were offered, the participants questioned the monitoring of such issues.

Regarding the monitoring of activities, the Norwegian partners stayed in contact with the Norwegian Partner, but did not get guidance regarding work issues. They were told to consult with the local partner. At the Host institution, there was no systematic monitoring in place.

South partners have broadened their knowledge of best practice in the field that has been focused in the exchange. Because several of the participants did not have a relevant placement according to their background and position, these participants did not feel that they contributed to this objective.

Clearly the partnership has given the exchange participants and their institutions opportunity to work together. However, there were some unfortunate placements where the participants were not carrying out relevant work.

### **3.1.2 Unexpected results**

The following unexpected results are stated from individual North participants: “Learned a lot more professionally than expected”; another participant was surprised to learn new software in the South, which he later implemented in his home work place. Some South participants found interest for the programme from Geomatics professionals in other European countries.

From the questionnaire survey the following statements were made: “new possible working places for future participants”; “gained more technical experience”; “I have been more professional (faglig) motivated”; “As a person I have become more polite and treat people better” and “The fact that my company in Norway has been FK partner (will receive two FKs) is an unexpected result of my exchange”.<sup>4</sup>

### **3.1.3 Follow-up activities**

South participants do have formulations in their agreement that says that the participants should do homecoming seminars, information activities and participation meetings. To what degree the south participants are doing these activities varies. Most participants have some sort of information activities like a presentation or an article in some (mostly professional) magazines. Some North Participants did not feel that there was much interest for their experiences upon return. Participants who had not had a professionally relevant placement did not feel they could contribute much to the Geomatic society upon return.

As an unexpected result of the follow-up work, one of the participants was surprised at the response from Aftenposten regarding an article she wrote. They did not want to print it when they were told that her text was part of compulsory information work.

According to the participants returning to Norway, the follow-up activities were not well planned, and it was difficult to find the audience for the lessons learned. They did participate in arrangements by Statens Kartverk, but the overall impression is not one of identification with Statens Kartverk as an institution. As participants are recruited from outside Statens Kartverk, and go back to their respective institutions, or on to other activities, they are concerned with the institutional basis for the project and the institutional capacity building elements. Another principal issue raised by the participants regarding follow-up work was

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<sup>4</sup> More unexpected results mentioned by participants are quoted in the enclosed project achievement tables.

whether you are supposed to share your experiences even if your placement has not been a successful one in terms of the tasks that were planned.

One participant has the impression that the Vietnamese are much more concerned with the long term impact and the capacity building elements of this Partnership than the Norwegian Partner. He wishes he had been more prepared up-front in terms of focusing on how this partnership can contribute to increased cooperation with private enterprises, government projects and student exchange programmes. By the time he learned enough about the Vietnamese interest in these opportunities, to make a contribution, the contract period was coming to an end.

### **3.2 Stord kommune (main partner) and Municipalidad de San Juan Comalapa**

The Project *Comalapa y Stord – amistad y desarrollo* (Comalapa and Stord – Friendship and Development) is part of a 15-years-old relationship between the two municipalities. Friendship Committees established in both communities lead the exchanges between municipalities and the project. The partnership was initially established through exchanges of letters, pictures, music and visits between the municipalities. Subsequently activities in the partnership were supported by a Norad grant. The Fredskorpset partnership agreement was signed for the period of 2003-2004 and renewed for 2003-2005. Two participants were exchanged each way for a duration of ten months for both agreements. According to a partner, “the Fredskorpset project gave them a welcomed possibility to formalise and solidify the partnership.” Environment, health and local democracy were the themes chosen by partners to guide the exchanges.

The third application to Fredskorpset is currently being planned

Objectives:

1. Expand the friendship between Comalapa and Stord through the work of exchange participants, by means of incrementing knowledge about cultural, social, political, educational, religious, environmental, and health in both communities.
2. It is expected that the exchanges will promote tolerance and rights of other cultures in both communities and increase awareness of North/South relations through the exchange participants.
3. Give continuity to the environmental/registration of biological diversity project in the schools in Stord and Comalapa.
4. Exchange information about preventive health measures and natural medicine.

#### **3.2.1 Achievement of objectives**

1. Through the rounds of exchange, the information work of participants, the work of contact persons and Friendship Committees, the project has been able to increase the knowledge between the municipalities about various aspects of life in Stord and Comalapa such as cultural, social, educational, health and environmental issues.

2. The project has increased awareness of North/South relations as pertaining to Guatemala and Norway through the work of exchange participants and through the work of the Friendship Committees. Exchange participants have discussed and talked about the main issues concerning their municipalities and countries with students and teachers at Friendship schools and with medical staff at health clinics, with members of the communities through gatherings promoted by the Committees and with local media. Assessing changes due to the project regarding intercultural and multicultural intercourses in both communities requires a



different methodology than the one used in this study. Therefore, it has not been possible to determine whether the project had any impact in promoting tolerance at the community level.

3. Past and current participants from both communities have and still are doing activities in the area of environmental/registration of biological diversity. Exchange participants carried out environmental activities with all Friendship schools as planned. Participants documented these activities in reports provided to the partners and in the production of picture albums, which have been made available to members of the communities. In the first round of exchange, a registration of biological diversity booklet was designed. This booklet is an important output of the project since it enables the collection of environmental information in a systematic manner. The partnership trained exchange participants to use the booklet in the second round of exchange. Enabling the municipalities to comply with Agenda 21<sup>5</sup> is a possible outcome of the project's environmental activity.

4. Former and in service exchange participants from both communities have and still are doing activities in the area of preventive health measures and natural medicine. Former exchange participants kept reports on their activities and current participants will give continuity to these reports. Due to local conditions and priority, greater emphasis has been given to preventive and curative health.

### **3.2.2 Unexpected results**

**1. Select exchange participant from outside of the community.** The two municipalities recruit participants based on Terms of Reference established in the cooperation contract and in discussion with the partner organisations. The participants are professionals applying for the position. The concrete work plans for participants are established between selected participants and the receiving organisation (schools, health clinic and municipal office) in their place of exchange and discussed with contact persons.

There is not a well-established procedure in place ensuring that both municipalities are consulted on the selection of participants. Comalapa has been sending CVs to Stord for consultation, while the same procedure was not originally adopted by Stord. In the first round of exchanges, it became apparent that the two municipalities had different opinions on the suitable profile for the exchange participants. There are, however, quite positive signs of both sides learning from these early misunderstandings and putting an effort into accommodating the different views. For the second round of exchanges, Stord did consult Comalapa concerning the candidates to be recruited and even had to advertise the positions nationwide in order to get a candidate with the right profile. They are concerned; however, that hiring from the outside of the municipality contradicts the essence of the Municipality Exchange Programme.

**2. Imbalance in the Partnership pertaining to decision-making.** Stord and Comalapa municipalities and project participants clearly expressed the benefits achieved through the Fredskorpset partnership. They firmly believe and supported the exchange project and put much effort in making the partnership work for both partners and their communities.

Nonetheless Stord Municipality seems very much to be in the driving seat of this cooperation, despite frequent and thorough communication and bi-yearly visits. One factor that may

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<sup>5</sup> Agenda 21 is a comprehensive plan of action to be taken globally, nationally and locally by organisations of the United Nations System, Governments, and Major Groups in every area in which human impacts on the environment.

contribute to the imbalance is that most of the documents are drafted in Stord. They are written in Spanish, but not through a truly participatory process.

The impression is that the two municipalities have diverging views of the *raison d'être* for the exchange project. The tendency seems to be that Comalapa expects Stord to recruit experts to take on a professional capacity, of which Comalapa is in need, whereas Stord is more concerned with the original "exchange and friendship mandate". The Stord Partner is very much aware of this imbalance and has even raised the issue at one of the Fredskorpsets gatherings. One of the solutions they have come up with is that information sharing should be much more systematic.

The implication of Stord Municipality being the lead institution in the contract may not have been communicated properly, and may not be entirely clear to the Partners, as there seem to be a number of misunderstandings with regards to decision making procedures and roles and responsibilities for monitoring.

The Stord Partner points out that although Comalapa has agreed to the environmental project, there is a perception that they do not really find it useful. Mapping of biodiversity may seem like a luxury event for a poor community like Comalapa. There are plans to produce another manual on biodiversity, focusing more on the opportunities for turning biodiversity projects into profitable enterprises. This is in response to the perceived lack of enthusiasm from Comalapa for the project. The same question should be asked during the planning stage of how this project can be truly partnership based.

Northern exchange participants feel they have much more responsibility than Southern participants, indicating to them that the Northern partner has more power in the partnership. However, Comalapa recognizes that they have not been proactive in expressing its priorities and concerns through formal channels in the partnership.

**3. Positive outcome of overlapping in the exchange period.** Comalapa-Stord experiment with overlapping in the exchange periods has proven to be of value for information sharing and language preparations. The two participants from Norway arrive in Comalapa two months before the Guatemalan participants leave for Stord. This allows for some mutual exchange of information and introduction to the two languages. For the second round, the Norwegian participants, who were Spanish speakers, conducted an intensive Norwegian course for the two participants before they left for Stord. The overlap period was not deliberately planned, but participants found it to be useful and pleasant. Stord-Comalapa is planning to formalise the overlapping system.

**4. Language barrier.** In order to effectively perform assigned activities, some participants have to reach a higher level of proficiency in the host country's language than partners initially expected. For example, the local democracy project in Stord was heavily impaired mainly due to language barrier.

**5. Different perceptions and difficulties in social relations due to very different material wealth between the two communities.** Differences in material wealth between Comalapa and Stord have made it difficult for participants and other people involved in the project to deal with in various social circumstances. It also produces a different perception and level of commitment between the two partners about the environmental/registration of biological diversity project.

### **3.2.3 Follow-up activities**

Stated Objectives:

- Comalapa: Transfer knowledge and share the Fredskorpset experience in Norway. Inform about aspects of life in Norway.
- Stord: Inform through open meeting, meeting at the Friendship schools, health institutions, the Municipality, Friendship Committee and the local media about the exchange participant's work in Comalapa's Friendship schools and health centre. Inform about aspects of life in Comalapa.

Guatemalan and Norwegian participants have carried out information activities such as organising presentations in schools, health centres, Friendship Committees, and participated in open municipal meetings. Video, photo album, articles and final reports have been produced and made available in local library, meetings, and schools.

In the first round, returning Guatemalans had some problems doing follow-up activities with the municipality. This was due to the fact that they returned during municipal elections. A new mayor took office in Comalapa and there was no time allotted for them to do information work while the new administration was settling in. Since then, the Friendship Committee in Comalapa has fully familiarized the new mayor with the project. In fact, the new mayor has been directly involved in the project and working with exchange participants in finding a better solution to the treatment of waste and water system for the municipality.

One Guatemalan exchange participant has been much more active than the other in carrying out follow up work. The participant is still engaged with the project. This former participant has talked about the project with various institutions and community members in Comalapa, including schools. The other participant has been less active in performing the follow up work. Both have made written material about their exchange available to the municipality and municipal library.

Stord Partner finds the follow-up work to be satisfactory. Returning participants have informed about their stay in several forums in the municipality. Articles have been printed in the local newspaper. Parts of the follow-up work were done during the exchange period and this is accepted since the participants have many other obligations upon return. For Stord the follow-up work has been particularly important because they depend on political support for the continuation of the project.

### **3.3 Sosialistisk Venstreparti (SV), Frente Farabundo Martí para la Liberación Nacional (FMLN) and Unidad Revolucionaria Nacional Guatemalteca (URNG).**

SV (main partner) is a small but well-established political party (17 years-old) in Norway. The history of both FMLN and URNG are based on guerrilla movements during military regimes in El Salvador and Guatemala respectively. In the mid- to late 1980s, FMLN and URNG began their transition from guerrilla movements to official political parties. The three political parties formally started a partnership in 1999 through a project supported by NORAD. The Fredskorpset project began in April 2002 and ended in April 2004. Exchange of participants between the partners happened in 2002 and 2003. Time for the exchanges in 2003 was extended from 14 to 19 months. A cooperation agreement was renewed for 2004-2005, but URNG is no longer part of the partnership.

Objectives:

Strengthen the cooperation between political parties in Central America and Norway through:

1. Exchange of information and experience related to (a) local administration; (b) building-up the party; and (c) developing internal democratic structures; and, (d) internal organisational of the party.
2. Increase the participation of youth and women in political activities and in the parties' internal processes.

### **3.3.1 Achievement of objectives**

Strengthen the cooperation between political parties:

Problems between URNG and SV have resulted in the withdrawal of URNG from the partnership. "Problems with URNG were of logistical nature; they were apt neither to receive participants nor to coordinate the project" (project personnel). Besides of URNG's low institutional capacity to integrate the exchanges, SV participants had high expectations about their participation in URNG's activities but limited capacity since at time of exchange they had low proficiency in Spanish. One Participant said that another factor contributing to the difficulties was the hierarchical nature of the party structure, making it difficult to establish good communication. These facts created much frustration for the exchange. One participant transferred to the youth league of the party where the participant felt it was easier to contribute and learn. Participants exchanging from FMLN to URNG reported no major problem in integrating into URNG's activities and the political process. According to personnel at FMLN, their exchanges and partnership with URNG has had very positive outcomes.

Contact persons and most participants have supported the project, but the entities constituting the partners in the project, the three political parties, have neither made institutional places nor generated political will for the exchanges to be effective at the institutional level. As elaborated in the Fredskorpset contract, the effectiveness of the partnership's objectives depended on commitment to the project by higher ranks within each of the political parties. Such commitment has not been secured from the outset of the project and there is no evidence that it has been secured since. This lack of commitment within the political parties was another component accounting for the problems SV exchange participants had to integrate into URNG.

1. Exchange of information and experience related to (a) local administration; (b) building-up the party; and (c) developing internal democratic structures; and, (d) internal organisational of the party.
  - (a) Neither Project's contact persons nor participants reported a policy proposal or study submitted to the parties regarding local administration. However, information has been exchanged in this area. For example, an exchange participant from FMLN worked extensively with Community Development Plans in Guatemala. Albeit not planned, during the project a Delegation of Norwegian Mayors and city councils, including members of SV, visited El Salvador and FMLN. Deputies from El Salvador also visited Norway. Local administration was the focus of the dialogues.
  - (b) Participants from FMLN and URNG have visited SV's local organisations and therefore gathered information and experiences regarding the local organisation of the party. (c) Currently SV is considering FMLN's model for electing party representatives, thus members of the partnership are addressing the project objective of developing democratic structures.
  - (d) All exchange participants have become acquainted with the internal organisational of their host partner and discussed about the topic with members of their home parties. Information has hence been exchanged.

2. Increase the participation of youth and women in political activities and in the parties' internal processes.

Project participants have addressed participation of women in political activities and in the parties' internal processes during discussion with the youth leagues and other groups they worked with. However, none of the parties organized a particular forum or coherent set of activities for party members and project participants to discuss gender issues as a policy area of interest to the parties. Participants reported that Youth groups in all political parties have been particularly receptive to their inputs and participation. Participants had a more effective interaction with Youth leagues and were able to make a stronger contribution to the partner's objective of increased participation of youth in political activities and in the parties' internal processes. There is, however, no evidence that the project was able to affect an increase in women's and youths' participation women in political activities and in the parties' internal processes.

### **3.3.2 Unexpected results**

1. Norwegian mayors and deputies visited FNLM. There was a productive exchange of ideas about local political organisation (municipalities) and local public policies. In addition, they had discussions about the effect of effective participation by citizens in Norway and about municipal taxation.
2. The project has united URNG and FMLN much further than predicted. The interaction goes on in the levels of Youth groups, women groups, mayors, etc. The two political parties are frequently in contact. According to interviewees, this has been an added value to the project.
3. Participants work much longer hours and at a more intense pace than expected.
4. Language fluency has a greater impact on the effectiveness of the exchanges than partner originally expected. Most Norwegian participants have had reasonably good levels of fluency in Spanish, allowing the partners to incorporate them immediately and effectively into their work and structures. Southern partners have to learn Norwegian before they can be effective and exercise the double role of learning and teaching. Since all meetings and written materials in SV are in Norwegian, participants felt more isolated and for a longer period than expected.
5. Some participants learned unexpected skills. For example, one exchange participant didn't expect to learn graphic design and is doing it now. The participant believes that acquiring this knowledge will be very useful in the future as well.
6. Some of the exchange participants are now part of their party's directive and running as party representatives. The exchange programme has provided them with knowledge and a relevant international experience that has made an impact in their performance in their political parties and on how the parties regard them.
7. The Fredskorpset project and partners were not prepared to exchange participants with their family. Participants that exchanged with family had much less support from the host partners than expected. South participants cannot take their family with them while Norwegian participants can. Several participants expressed that this policy is neither fair nor coherent with Fredskorpset mandate.
8. Salaries of North and South participants need to be more equal in order to establish more balance in the partnership. Salary levels for South participants are too low for Norwegian standard. Several participants said that they did not expect such remuneration imbalance to perform the same work.

9. Organisational space in the partner institutions for participants to transfer lessons learned (knowledge acquired and political experiences) have not been established. Most participants did not expect that home and host political parties would have so little interest in learning from their experiences and knowledge as a result of the project.

### **3.3.3 Follow-up activities**

Stated objectives:

SV: Transfer knowledge about the project mainly with party members, but also party voters and potential voters and members. Make the role of exchange participants important to the whole party. Convey the importance of international political cooperation in the left in order to change the world to a socialist agenda.

FMLN: Transfer knowledge from the exchange within the party and to Municipal Committees.

URNG: Spread the knowledge about the exchange within the party and to the public in general.

Participants regard the follow-up activities highly relevant for their own personal experiences and for the sake of the project. The partners, however, have not established mechanisms for assuring that returning participants would share lessons learned with the political party's relevant personnel and especially with party directorates. One of the reasons for this in Norway is that few of the local groups have responded to the offer for Participants coming to their area to give presentations. The first four participants from Norway produced a booklet on Guatemala and El Salvador, which is still being distributed where relevant. Participants thought that transferring their lessons learned to higher ranks in the party would have made the project more effective.

The partners need to structure the exchanges within context of follow-up so that links between participants and between them and the parties can continue. Follow-up activities were somewhat impaired by the need of several participants to look for employment immediately upon returning to home country.

## **3.4 Norsk Form, Design without Borders and Universidad Rafael Landívar**

Norsk Form (main partner) has two subsidiary partners in Norway, Hareide Designmill and Inventas and one in Guatemala, namely the Universidad Rafael Landívar. Participants in Guatemala have worked in projects at Red Cross, CONRED (National Coordination for Disaster Reduction), Anacafe (private organisation) and Fundación Solar (an NGO). Linking design with development is the driving force of Design without Borders, a Norsk Form's programme. Exchanges occurred in 2002, 2003 and in 2004 after the partnership contract was renewed to cover the period of 2004-2005. Subsidiary partners were upgraded to partners in the 2004-05 contracts. Participants from Norway are professional designers hired exclusively for the purpose of the exchanges. Exchanges from Guatemala to Norway are students preparing their graduation theses at Landívar's Design and Architecture department. Both Norwegian and Guatemalan participants have been and are young professionals without prior management experience.

### **3.4.1 Achievement of objectives**

Partnership Objectives:

1. Develop products and solutions that can improve living conditions for less favoured people within a sustainable framework.
2. Increase awareness of the possibilities of linking design and development, both in the minds of the public and among professionals.
3. Facilitate intercultural co-operation and mutual learning between Guatemalan and Norwegian designers.

1. The tasks of Guatemalans in Norway have not been related to improving living conditions for less favoured people. In Guatemala, most projects aim at the targeted population. These projects are: (a) Temporary Shelter “la Crisis” that intend to provide progressive (transform a temporary shelter solution into a permanent house for displaced populations (due to natural or social disaster); (b) “Recycling Guatemala”, which aimed at developing a solution to waste treatment in the small, low-income agricultural village; and, (c) Fundación Solar that aims at working with San Juan de la Laguna, a low-income community, in the generation of revenues through the sustainable use of natural resources and tourism.

Given that some of the projects have fallen apart after the exchange participant left, sustainability has not been achieved. The progressive shelter project, for example, was first developed with Red Cross, but the organisation did not commit to the project. The exchange participant then secured continuity for the project with CONRED, a public institution. In the period between the exchanges, the direction of CONRED as well as staff changed and the project was stalled. The arrival of the new exchange participant meant rebuilding space in CONRED for the shelter project almost from scratch. The new exchange was terminated after six months due to problems between the partners and the exchange participant.

2. All the past and current projects in Guatemala have contributed to increased awareness of the possibilities of linking design and development. For example, the “la crisi” shelter project clearly articulated links between relief and development aid. The waste management project, which received a good exposure in the Guatemala media (TV and radio), produced an exemplary link between design and a development opportunity. In addition, follow up work by returning participants in Norway and Norsk Form publicity of past and ongoing projects have focused on increasing awareness of the possibilities of linking design and development. Participant’s work with students at Landívar and through the information work has also contributed to the achievement of this objective.

### **3.4.2 Unexpected results**

1. Communication, coordination and co-operation between partner institutions need much improvement and have contributed to create inefficiency and ineffectiveness in project activities. This is a very complex project with two partners (Landivar and Norsk Form) coordinating the dialogue with several subsidiary partners of different types and with different needs. There are several challenges to be aware of, most importantly that the distance from the contact person to the participants is much farther than in many of the other projects. Although the contact persons have done a good job of defining targeted and meaningful objectives, participants on both sides have to a large extent been left to determine their own tasks and run their own project. The difference being that the North participants has had much more room and support for taking initiative and managing projects. Both South- and North Participants have arrived to a work situation quite different from the information and expectations they had before going. A common shortfall of the projects is that they have not been given the opportunity to work in teams of designers, as you would expect from objective no. three.

Planning and coordination between main partner and subsidiary organisations to prepare for the arrival and integration of participants into the work of host organisations is in need of improvement. One participant quit her job, only to find that her departure was delayed for several months. Another participant found upon arrival that there was no organisation to receive him. He had to work from his flat, using his own computer and basically take charge of the whole project. The level of initiative, flexibility and ability to adjust that we have seen in the participants is quite impressive. Participants reported that host organisations do not have relevant knowledge of their professional backgrounds and they do not feel that roles have been defined for them in the institutions. Because the project is implemented so differently in the two countries, it should be noted that the participants had unrealistic expectations, based on their knowledge of the project in their home country. Planning between partners and subsidiary organisations to define and coordinate work plan for participants is also in need of improvement. It has, however, been reported by participants that contact persons at Landívar have been putting much efforts to remedy this lack of planning and pre-exchange coordination. Within the limit of their available time for project activities, project coordinators from Landívar provide participants with logistical support and intervene to coordinate their integration into the work of subsidiary organisations in Guatemala. It is the participant's perception that communication and coordination between Norsk form and subsidiary partners in Norway and in Guatemala does not adequately respond to the problems encountered during implementation

2. Poor planning and coordination of exchanges have delayed the execution of many planned project activities and have created an insecure environment for participants.

3. Working with students in Landívar, several participants realised the difficulty of teaching rich people about the impact of income disparity.

4. One of the major added values of the exchanges from the participant's professional viewpoint, besides of theoretical and practical knowledge in the field of development, has been to build participant's knowledge and skills in the area of project development and management (human resources capacity building). In this regard, Norwegian participants have had better opportunities to develop professional skills and enhance their marketability than Guatemalan participants. In Norway, Guatemalan designers exchanging to Hareide Designmill and Inventas are assigned to either develop their individual projects, without being fully included in project teamwork, or are incorporated into the work of a team. On the other hand, Norwegian designers are given the opportunity to develop and manage, as team leaders, a design project with the partner organisations in Guatemala.

The contact person at Norsk Form is aware of this imbalance and explains that it is partly a result of the different needs and functions of the North and South subsidiary partners. The Norwegian partners are private design office companies selling products. The Guatemalan partners are non-profit organisations. Hence their set-up and organisation are different and they have different needs. According to Norsk Form, there are no design offices in Guatemala similar to the Norwegian companies. One of the main interests of the Norwegian design offices is to add new perspectives and fresh ideas to their way of thinking design. During the first phase of the exchange the participants have been given tasks concerning the development of new product lines. They are not however, given "proper" projects, i.e. external clients to work for.

### **3.4.3 Follow-up activities**

Stated Objectives

a) The objectives of Universidad Rafael Landívar:



To increase the interest in design and awareness of its potential in the Guatemalan society, in order to promote an extended role for designers. Landívar wishes to achieve a greater interaction between the university design education and civil society.

b) The objectives of North partner(s):

Through the information activities, the north partners will focus on the designer's potential role for work on social and environmental challenges. We will emphasize the designer's ability for analytic, creative and systematic problem solving.

All participants regard follow-up activities as being well worth it and extremely important. They have talked about their exchange at the Landívar University, local institutions and organisations where they did the exchange, established web pages with information about the exchanges. At Landívar, the follow-up work was extended to last for two months to make the most of lessons learned in Norway. The participants give lectures and contribute to project work at the University upon return. The Norwegian participants report that they receive a lot of feed-back, in the form of questions or comments to their web-page from all over the world. They would like to see the information programme more structured so that they could pass on their lessons learned to all partners in the project.

Participants who set up a personal web page for publicizing the project received much more feedback than expected. Most of the feedback solicited more than specific information about the exchange participant's project.

### **3.5 Casa Comal (Guatemala) and the Escuela Internacional de Cine y TV (Cuba)**

Casa Comal (main partner) and the Escuela Internacional de Cine y Televisión (International School of Cinema and TV, EICTV) have been partners for seven years. They have been funded by NORAD and, "due to the achievements of the Norad project, the partnership was recommended to Fredskorpset by the Norwegian embassy in Guatemala" (Ministry of Foreign Affairs officer). This project has been fundamental in enabling Casa Comal, a cultural centre, in partnership with the EICTV, to produce two fiction films (one in process of production) and enhance the organisation and coordination of the Festival Ícaro a la Creación Audiovisual Centroamericana (there has been seven yearly festivals). These products of the Partnership have become representative artistic productions of Guatemala within the country and abroad. Project participants were directly involved in the major activities of Casa Comal and of the EICTV. The first partnership contract was established in 2002-2003, renewed to cover the period of 2003-2005.

#### *Objectives:*

The creation of a cooperation model for subsequent use for other South-South and/or North-South partnership.

1. Improve the technical capacity of partners.
2. Develop the capacity of new professionals in the area of cinema TV
3. Strengthen the institutional capacity of partners
4. Joint production of audio-visual projects.

#### **3.5.1 Achievement of objectives**

1. The creation of a cooperation model for subsequent use for other South-South and/or North-South partnership.

The Partnership has been effective in establishing a cooperation model, which has the following features:

- (a) Building a long-term project for the partnership that is independent of the Fredskorpset project. Partnership's common project: The production of the Festival Ícaro as a forum for regional integration (Central America).
- (b) Designing and implementing the Fredskorpset exchange project as a coherent and enabling part of the partnership larger project, that is, integrating the exchange project into the partner's organisational strategy as described in Casa Comal's yearly work plans.
- (c) Establishing clear roles and effective communication channels between the partners and between the partner institutions and the exchange participants.
- (d) Planning and implementing the incorporation of perspective future partners into the activities of the current project. Cultural organisations from other Central American countries have been participating in the Festival Ícaro, including participation in discussions regarding the Festival's goals and organisational structure, what gives Casa Comal-EICTV the opportunity to test candidates for future partnerships.
- (e) Incorporating partners into and building synergy between the various projects carried out by partner institutions such as the project Centro Cultural "Casa Comal" (funded by Norad).

## 2. Improve the technical capacity of partners.

The goal of improving the technical capacity of partner institutions was successful because partners planned the Fredskorpset exchange programme to fulfil their human resources needs. Casa Comal used the exchange programme to upgrade the knowledge and skills of its staff with the intention of promoting them upon return. All exchange participants assumed positions of direction in Casa Comal after exchanges at the EICTV. On the other hand, the EICTV used the exchange programme to keep the school updated in software usage (from Guatemala) and to supply the school with needed additional staff for teaching and for the realisation of special projects.

Exchange participants improved the technical capacity of partner institutions in the areas of sound, edition, photography, production, direction, publicity, software, and management capacities.

At the EICTV, participants from Casa Comal were assigned responsibilities of coordinating projects in areas where they had a good knowledge-base and of supervising the thesis of EICTV's graduating students in the related areas of their projects. Participants from Casa Comal developed theoretical and methodological knowledge and skills at EICTV through working with the school's teaching staff, visiting professionals, and graduating students. Supervising graduating students and leading special projects for the EICTV, such as Production Coordination of Documentaries and Direction of Photography, exchange participants developed organisational and leadership abilities, which trained them to assume roles of greater responsibility at Casa Comal.

Exchange participants from the EICTV to Casa Comal assumed responsibility for areas of work in Casa Comal such as direction of sound and of edition during Casa Comal's production of *La Casa de Enfrente* and direction of edition during the VII Festival Ícaro.

## 3. Develop the capacity of new professionals in the area of cinema TV.

In order to achieve this objective the Casa Comal-EICTV partnership has designed and delivered courses, seminars and workshops for over 300 professionals in the area of cinema and TV in Guatemala. The activities were performed at Casa Comal. The planning and delivery of these capacity building activities involved both in-service and returning exchange participants, who worked in close collaboration with colleagues at Casa Comal and contact persons. Thus exchange participants transferred their knowledge and technical skills

internally to other colleagues at Casa Comal and externally to some of Casa Comal's stakeholders.

4. Strengthen the institutional capacity of partners.

The objective was achieved given that the Partnership has been successful in (a) assuring good matches between the participant's professional and personal needs, aspirations and capacities and their institutional needs and capacities; (b) planning the integration and retention of participants into Casa Comal's organisational structure after the exchange. Upon return, all participants from Casa Comal were able to occupy positions of greater responsibility and leadership.

The participants were also able to expand the role of Casa Comal through organising and delivering courses, some of which were based on methodology learned at EICTV. Casa Comal's Centro de Formación Artística y Audiovisual (Centre for Artistic and Audiovisual Training) has been offering courses for professionals and children. Exchanges were thus very effective in building institutional capacity.

5. Joint production of audio-visual projects.

Partnership has produced a fiction film, *La casa de Enfrente* (The House In Front, Directed by Elías Jiménez) and is in the process of producing *Cuentos de Guerra*, the second film under the direction of Casa Comal. Audio-visual projects (photography and documentary) were completed at the EICTV by participants from Casa Comal in cooperation with EICTV students and teaching staff.

All three exchange participants from the EICTV to Casa Comal provided technical support for the production of *La Casa de Enfrente*. Actually, each was responsible for a technical area of the production process: sound direction (Franklin Hernández), story board and direction of edition (Pedro Carrasco) and casting (Yuliet Cruz).

In 2002, the contact person and all three exchange participants from the EICTV to Casa Comal provided organisational support to Casa Comal for the V Festival Ícaro. Franklin Hernández supervised sound quality in the projection room, Pedro Carrasco designed printed and electronic promotional materials for the Festival and Yuliet Cruz conducted an acting mini-seminar for the Festival. Contact persons and exchange participants from both partners worked jointly in the production of the VI and VII Festival Ícaro.

### **3.5.2 Unexpected results**

1. The success of *La Casa de Enfrente*, the film produced by the Partnership, was far beyond their expectation.
2. The exchange programme encouraged other senior staff from the EICTV to voluntarily participate (including paying for their own expenses) in the Partnership's production of *La Casa de Enfrente*.
3. Some exchange participants expected to acquire more theoretical than technical knowledge at the EICTV. They were satisfactorily surprised that the exchange actually allowed them to link theoretical and technical knowledge.

### **3.5.3 Follow-up activities**

Stated Objectives:

Publicize and build-up the Partnership Project through:

1. Make available to private, governmental and non-governmental organisations working in areas related to culture and art the adequate information regarding the possible types of partnerships that can be made through Fredskorpset.
2. Create cultural ties between Guatemala, Cuba and Norway.
3. Incite principles and values of intercultural tolerance, respect and friendship.

Participants have organized and delivered seminars and presentations at Casa Comal, EICTV and at outside organisations and given interviews to newspapers, radio and TV (including in other countries). Dissemination of the project has also been done through the Festival Ícaro, which has become one of the main international artistic events in Central America.

Contact persons and some participants have mentioned that an unexpected result of the follow-up activity was the large number of professionals working in the area of Cinema and Television from Dominican Republic and Argentina that have contacted Casa Comal to solicit participation in the exchange programme, after knowing about it through the media (interviews with former participants from EICTV). They felt that this visibility of the exchange project created too much expectation.

Partnership creates cultural ties between Guatemala, Cuba and Norway through associating and publicizing Norwegian support to Casa Comal and the partnership. The partnership has also made a formal exchange of information with the Norwegian “Film Fra Sør” film festival. A cooperation contract with the Norwegian Film Institute enabled Inge-Lise Langfelt, a Norwegian film editor, to collaborate in Casa Comal’s production projects.

### **3.6 Agder University College (AUC)**

The partnership between Agder University College (AUC), Kristiansand, and Ministry of Education, Youth and Sport, Cambodia, was signed in November 2002 for five years. The Ministry signs the contract, but the Office in Siem Reap is the actual co-operation partner. The partnership was initiated by Mr. Magnar Sanne at AUC, who has by now retired. The first two participants went to Cambodia from Norway in early 2003 and returned ten months later. There was no South-North exchange during this first year. Two south participants went to Kristiansand in late 2003. Two more North-South participants went to Cambodia for a ten month period in early 2004.

The objectives for the project are set out in the partnership agreement to be (shortened by Scanteam):

1. The main purpose of the project is to establish a strong and fruitful collaboration and friendship between the TTC, Siem Reap and the AUC, Kristiansand
2. To establish friendship connections between schools in Norway and Cambodia. By doing this the participants from both North and South will gain valuable experience and develop important and useful knowledge in a setting of personal relationship.
3. Enhancing the Teacher Training College staff proficiencies on learning/teaching pedagogy with focus on child-centred learning strategies
4. Improving management and leadership in TTC and other schools within the 5 year period.
5. Establishing a friendship school-network linking children in Norway with children in Cambodia towards international understanding and empathy.

### **3.6.1 Achievement of objectives**

The South and North partner value the partnership. The Cambodian partner does have a clear vision about opening up to the outside world While the Norwegian partner see that they are constantly reminded of the importance of having an international outlook through the contribution of the Cambodian participants.

Objective 1 and 3: Even though the first objective says collaboration, there are many elements of this partnership that indicates a strong emphasis on AUC being responsible for capacity building, and TTC accepting to be at the receiving end of the partnership. The North Partners expressed that the project may seem to take on the form of a “regular development assistance project” and they don’t see this as the mandate of Fredskorpset. However, there is a perception on the side of the South Partner that the North Partner has made plans for the project that the South partner does not find in accordance with what they have asked for. The South partner asked for English training and training in computer skills and they got a research co-operation that did not match their needs. The research has not been implemented and the exchange participant dedicated to research has focused on other tasks. The North partner has similarly identified several areas where they find the stated objectives not to be realistic. They have also, based on experiences with the first Cambodians coming to AUC, discovered new and more suitable areas where the participants from TTC could contribute in a more meaningful way, given language barriers and lessons learned during the first rounds. There is definitely scope for improved dialogue and participatory planning of partnership objectives that both partners can identify with and claim ownership to, and there seems to be a strong engagement on both sides for improving the relevance of the exchange outcome.

Another challenge pointed out by the South Partner is regarding the objective: *Improve management and leadership in TTC*. The participants did not have the right profile to fulfil this objective. At AUC, this has been an issue for discussion and the conclusion may be that it is not possible to find the right candidates to fulfil this objective in addition to the other objectives. Given the age-limitations of Fredskorpset, this objective may prove to be too ambitious.

The friendship schools relationship is much emphasised from the Cambodian side. The Cambodian friendship schools interviewed expressed disappointment regarding the lack of involvement from the Norwegian friendship schools. This comes as a surprise to the North Partner who points to many examples of successful communication between the schools.

The two participants coming to AUC have been able to find meaningful tasks to carry out during their stay, but not in relation to what they expected. They have learned a lot about the Norwegian education system, which they can bring back and share at TTC. They have not however, been provided with the opportunity to contribute much according to plans at AUC or become properly integrated at the Faculty.

The two partners have very different expectations and understanding of what the exchange is meant to contribute to. The Partners have indeed pointed out how much they have learned about differences in culture and communication through their meetings. One of the lessons learned from the North Partner’s point of view is that you have to allow for enough time to plan these projects for both partners to become familiar with differences in communication style and process planning. Although it has been pointed out that the planning has been continuous, and “lots of papers have been going back and forth”, there is still room for improvement in the use of participatory techniques to reach a common understanding of the justification for the partnership. Another factor contributing to the lack of clarity is the fact that on the Cambodian side, the signing party is the Ministry, while the implementing party is

the TTC in Siem Reap. It is not clear what the role of these two institutions has been with regards to planning the project from the Cambodian side.

The South Partner has a clear vision for their partnership, a vision based on the fact that very few in Cambodia (and Siem Reap) relates with foreigners at all. However the Cambodian side does see a need for, and the benefit of, opening up to the outside world. Particularly do they see contact with foreigners and use of the Internet as tools for contact and learning. Then they consider better access to outside information as important for development. However, the requirement as the South Partner sees it, to fulfil this is English knowledge and computers/computer skills.

Lack of English knowledge is a problem for the practical work at both institutions. The Norwegian exchange participants do not seem to have had any requirement of learning Khmer.

At present the Norwegian participants in Siem Reap return and arrive in the middle of a school year. There is also a time gap between the return of the participants to a new participant arrive from Norway. Overlap in the exchange to secure continuity is lacking.

There are ongoing discussions about changing the period of exchange in order to achieve overlap. Another idea is to extend the period to 18 months.

### **3.6.2 Unexpected results**

The relationship that developed between the Cambodian participants and the Cambodian community in Kristiansand was a strong and fruitful one, revealing issues that are of interest to AUC in a research perspective. The meeting between two representatives of the “Modern” Cambodia and the community in Norway that left Cambodia some 30 years ago has been an inspiration to all three parties (AUC, Participants and the local Camb. Community) – who are interested in the meeting between cultures and communication. Hopefully this interesting unintended effect may be built upon further in the project.

Some learning about running such projects was also an unexpected effect of the partnership. One of the respondents to the questionnaire answered this *“Sometimes what is looked upon as positive can turn out to be negative. Our project is widely defined which gives room for personal creativity and engagement. In general, it is my belief that this is strength with the project. However, we have experienced that some of the participants (and partner contacts) would prefer a more specific project plan. Maybe we haven't taken the challenges of working in such different contexts than what we are used to serious enough. The challenge must therefore be to keep the broad objectives, and at the same time sharpen the focus.”*

One respondent also mentioned reflections and learning about own international competence as an unexpected effect: *“For the Norwegian partner, having participants on an every-day basis, showed us how difficult it is to translate written objectives into daily practice. They became a daily reminder that our working environment is not very international, and does not integrate different perspectives. This, however, gave a fruitful contribution to our faculty, even if that is difficult for the participants to see. It is important that they feel they are contributing and acting as real staff members, and not exotic “international alibis.”*

### **3.6.3 Follow-up activities**

The objectives for the information activities are stated as *“to enlighten both North and South about two countries with totally different cultures and different social challenges. More specifically the information work by both parts will mainly be about pedagogy and school-*

*situation*". In addition to the objective above, the agreement included some more specific areas for information work.

It seems that most North participants do the information activities immediately after the exchange. Information to friendship schools and seminars to schools and community in Agder is typically activities that have been undertaken.

However, some has not "had time" to do the follow-up work according to information from the interviews.

### **3.7 Genomar ASA**

The Genomar ASA partnership started in January 2004 and one round of exchanges has been undertaken already and round two started recently. Genomar is a company breeding the Tilapia fish. The Genomar exchange is a South-South exchange only. The Genomar Supreme Philippines (GSP) is exchanging hatchery professionals from their co-operating partners/hatcheries in Bangladesh, China and Zambia. GSP is the lead hatchery and it is receiving exchange participants for training at the hatchery outside Manila. GSP is also sending some of their professionals to carry out training at the co-operation hatcheries. The partnership has signed for six exchange participants of which five are South-South exchanges, and one South-North.

The overall objective for GSP is to promote tilapia aquaculture as a socio-economic activity that will contribute to the global food security concerns. GSP hopes to be the catalyst in promoting tilapia as the "food of the future" because of its wide global distribution and acceptance.

The objectives are further stated to be to enhance the method of technical capability through exchange of technical personnel, improving hatchery operations, and develop skills to be transferred to staff in general in the home country. It is also an objective to build a general awareness of the importance of an environmental friendly and sustainable aquaculture operation.

#### **3.7.1 Achievement of objectives**

Genomar is different from the rest of the partners in the study in the sense that this exchange is an essential part of their business idea. The partnership is based on GSP doing all of the capacity building by receiving exchange participants for training and sending GSP staff to other South-countries to carry out training and improving partners operations. Lack of trained and educated staff is the main problem for the Tilapia-industry; therefore training staff gives a high return for the industry. In addition to training, the exchanges functions as "team building". The partners invited for the exchange are Genomar's business partners and the relationship between the companies is expected to be a long-term one. The exchanges build relations that will be used for the future development of the business.

The objectives are fit to the activities undertaken and Genomar seems to fulfil the set objectives. They also report on agreed-upon indicators. The data for these indicators is collected from the participants' supervisors.

On the result side Genomar argue that participants' technical know-how on aquaculture operations are enhanced by the project. "*Nobody can be a good fisherman/farmer-technical assistant unless he experiences and holds actual situations on his own hands*" was a point of view that was put forward by many at Genomar. Another result was that participants learned to adjust in their differences. Through this project, participants became closer with each other and learned to adjust in their individual differences with regards to their beliefs, cultures,

morals and practices, according to Genomar. Moreover, participants have learned “*how to do things right*”, follow some company rules and policies, etc. they manifest good relationship to GSP's employees and show respect for each other in general.

Genomar has facilitated the exchange by housing the exchange participants in a house on the production site, giving them lunch and other social services in order for them to focus on the job. Participants find the social life easy and fruitful by that the accommodation is together with other fellow participants. Genomar also gives each participant a mentor that follows up the participants on a daily basis.

### **3.7.2 Unexpected results**

Learning to deal with different cultures, attitudes concerning how to treat other people and hospitality was mentioned by the participants as personal unexpected results of the exchange.

Increased understanding that sharing information and technology is of mutual benefit. They have realized the so-called “power of one”---meaning that a single person who is totally dedicated and focused in pursuing his goals can “make the difference”. Thirdly, the programme has created a “multiplier effect”---meaning, the knowledge generated by the participants has been passed on from one person-to another, thus it created a “knowledge snowball”.

Genomar were able to introduce their expertise in terms of Aquaculture Genetics which is actually not yet known in other Asian countries. It was unexpected that such simple exchange of words with people that they met during meetings would give them information on genetics, the product (tilapia), and vice-versa. The programme has also opened new doors for GenoMar to duplicate this concept in other developing nations. These achievements have made GenoMar realise that corporate success is not only measured in terms of profits, but it is also measured in terms of the social impact it creates within the society.

### **3.7.3 Follow-up activities**

The overall objective of the information activities will be to spread the knowledge the participant has gained during the exchange regarding the various aspects of safe sustainable Tilapia production. Several activities before, during and after the exchange are planned for the exchange participants. The activities are numerous as follows: Prior to the exchange: to read about religious practices, culture and social matters in host country to be prepared on cultural differences. During exchange: to interact with colleagues and locals, for social, religious and cultural understanding, make a monthly report for both home and host partner, with emphasis on what the participant has learned, and ideas on how to use it in home country (preparing for adaptation of techniques) and each participant will during the exchange focus on a subject that they will learn about in more depth, and present as a part of the after-exchange information work. The subject is to be decided by the participant and home-country partner in collaboration. After exchange: to attend the debriefing seminar by Fredskorpset, conduct a workshop/seminar among colleagues and locals bringing new experience regarding both production techniques and culture. For this workshop/seminar, the participant should make a presentation including aspects of what he/she has learned ideas on how to adapt it to local conditions, new ideas, the subject focused on, pictures etc. He/she should also make a brochure, which can be used for later activities as well – as a general information brochure regarding GenoMar Breeding technology and Supreme Tilapia and how to use it in the home country. They should even visit farmers and teach/adapt the techniques learned to local conditions in collaboration with the farmers. Finally, they should enlist as a



resource person – available for information activities as provided by ministry of Fisheries/Agriculture in home countries and write an internship report.

The participants do make a presentation that they present to their company after returning. All participants have spread the knowledge about what they have learned while under the programme via their respective in-country information activities. These information activities were achieved through production and distribution of technical brochures, on-site fish farmers trainings/seminars/lectures.

## 4 Achievements of Objectives

Fredskorpset's partners have to formulate objectives for their partnership. However, Fredskorpset's partners represent a wide spectre of organisations, many with little or no prior experience with project planning procedures for development. Consequently the knowledge of how to develop useful objectives varies. Fredskorpset is leaving the responsibility of developing objectives to the partners themselves in order to ensure project ownership and sustainability.

This chapter summarises some of the responses from participants to the questionnaire survey as well as the achievements seen in the project summaries. The project results have been categorised according to special characteristics observed in this study in order to highlight some trends in the material.

### 4.1 Participants overall assessment of the exchange

Exchange participants were asked whether they have had some experiences that are valuable to them later in life. Fredskorpset has also formulated this as a goal: *"The exchange enable people ... to learn from one another and contribute to competency building in the company"*<sup>6</sup>. All partnerships see this as an important effect, and in some it is stated specifically as an objective.

To assess the exchange participants' experiences, we asked them the following questions in the questionnaire survey:

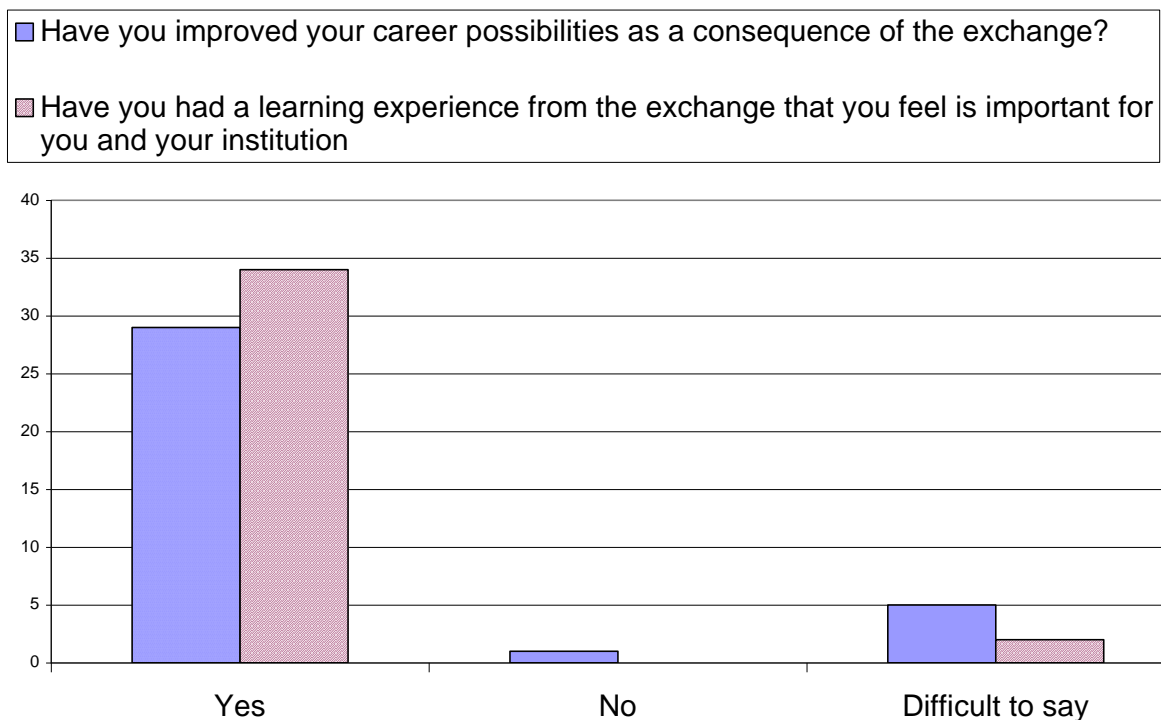
- Would you recommend others to be a Fredskorpset participant or partner?
- Have you improved your career possibilities as a consequence of the exchange?
- Learning is an important intention with Fredskorpset exchanges. Have you had a learning experience from the exchange that you feel is important for you and for your institution?

The distribution of the responses was very similar and we present the last two.

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<sup>6</sup> From Fredskorpset's introduction: *"Primary programme – What is Fredskorpset Primary Programme?"*,

**Figure 1: Participants overall assessment of the exchange**



Most participants judge the exchange as both beneficial to their careers as well as instructive for personal and institutional learning.

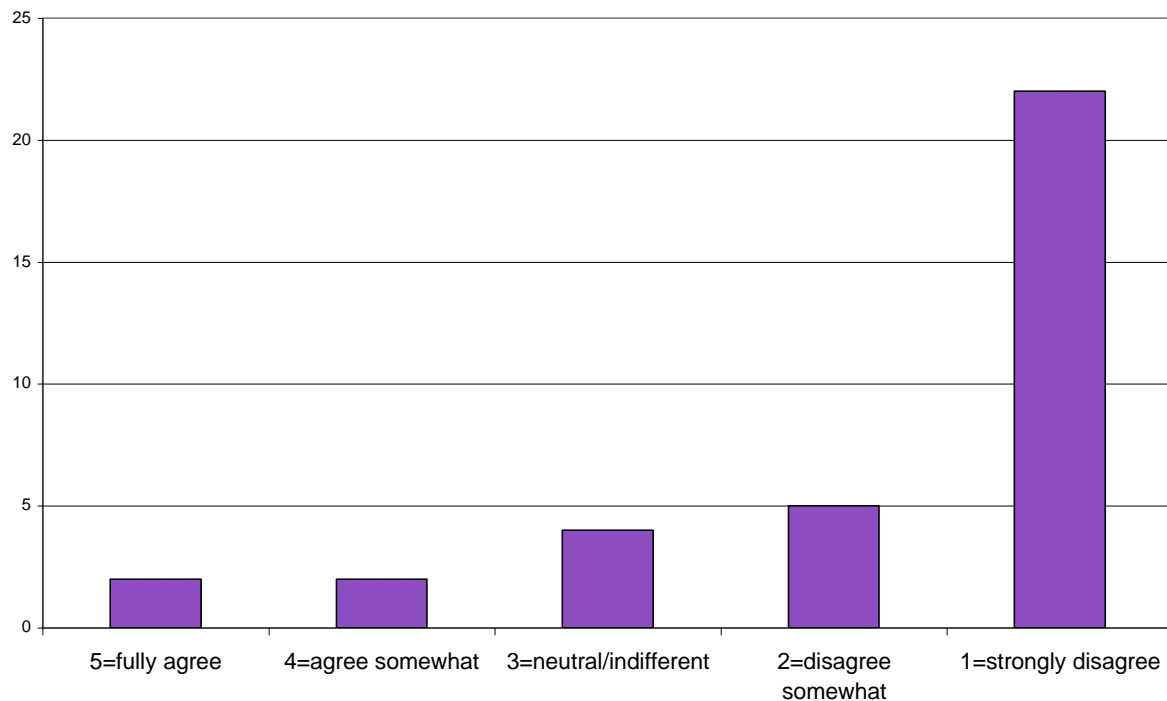
#### **4.2 Participants and the partner institutions assessments of the usefulness of the objectives**

The objectives are meant to be useful tools for guiding partners and participants in the right direction when making decisions in the planning as well as implementing the project (exchange).

Participants and contact persons were asked whether they found the formulated objectives useful. The issue was discussed further in the interviews.

In the questionnaire, the questions aimed to map, first, if the respondents were aware of what the objectives are/were, and secondly, whether they found the objectives usefull for planning the activities.

**Figure 2: I'm not sure what the project objectives are/were.**



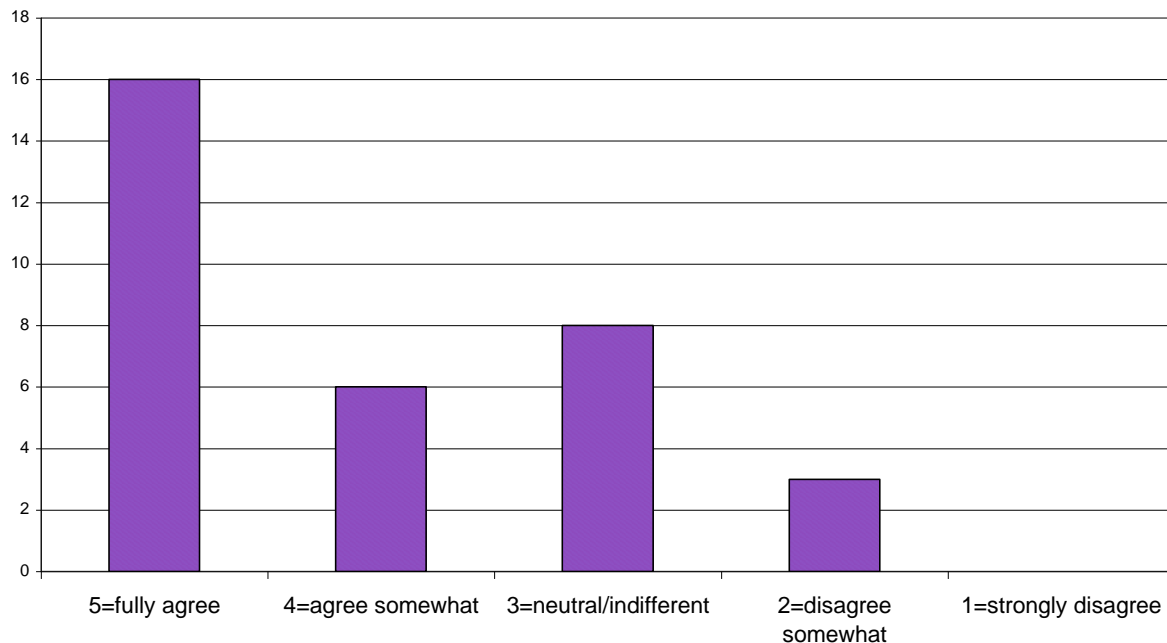
77% of the respondents disagreed with the statement “*that they were not sure about what the objectives were*”<sup>7</sup>. This shows that a majority is aware of the objectives, but there are still some that are at not sure about the objectives. Being an important part of the participants’ as well as the partner institutions’ foundation for the exchange, there still is room for improving the awareness of the objectives.

The objectives are particularly relevant during the planning of activities. The question about that shows that 2/3 of the respondents answered that they found the objectives to be useful for planning activities.

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<sup>7</sup> Answering 1=strongly disagree or 2=disagree somewhat on this question.

**Figure 3: The objectives were useful for planning activities.**



The responses show that most people find the objectives useful, though there is even here room for improvement. This finding contradicts somewhat the impression from the interviews, where a large share of the interviewees in reality did not pay much attention to the objectives during the exchange. As one participant put it *“We look at the objectives before we go and after we come home”*.

### 4.3 Achievements of the objectives

Partners do not in general formulate objectives as the specific positive change for those who benefit from the project (exchange), whether this is specific staff in the organisation, the target group of the organisation or the participants themselves. The objectives should, ideally, give an indication of *why* an exchange takes place, i.e. explain the positive justification for the exchange. The various objectives found in this study have been grouped into two main categories in order to illustrate how this is not always the case in the various exchanges.

The first category of results/achievements may be labelled ‘automatic results’. By this is meant results that automatically will be achieved by doing the activities or just start the partnership. This category may consist of two sub-groups. First sub-group is “activities”. Several partners put the activities to be carried out as objectives for the partnership. By doing this it is taken for granted that the activity in itself is a good thing to do. Typically, several partners have put the activity of “exchanging information” as an objective. Most people would agree that it is valuable to exchange information. Yet, the purpose of information sharing ought to be identified in order to give more information about the justification for the project. The participant will be given the activities as tasks to carry out and will need to know why – in order to choose what information to share.

The second sub-group includes objectives describing the *establishment* of a situation. Again it is taken for granted that the establishment of a friendship or a network is a good thing to do – which mostly it is. But it is important for project stakeholders to know – for what purpose? For whom, outside the project, does the network bring something good, and in what way? Will the network still exist after the project is ended? It may seem unnecessary argumentative to ask these questions, but again, more information about the purpose would give the implementers more guidance during the exchange. Several participants have in fact been asking these questions, seeing that it is not satisfactory to establish a network only for their own benefit. Are the members of the network the “end-users” or do they have a responsibility towards the institution or the community, and in what way?

The second category is the achievements or the outcome of the project. This is achieved only when the activities or the partnership contributes to *something more* than just *being* an exchange. These are labelled ‘performance based’ results. They are similarly divided into two sub-groups.

First sub-group adds more information of a positive change than the two previous ones, in that it includes statements of the type “*improve, enhance, promote*” at a general level. Yet this category is more difficult to verify unless they are accompanied by clear “*specific and measurable results*” definitions (or indicators for these results). These objectives are often formulated “*far above*” the actual activities that are taking place under the project. For project implementers it becomes very difficult to manage activities based on such an ambitious objective. One example of such an objective is: “*Promote tolerance and rights of other cultures and increase awareness of North/South relations*”. With activities under this project concerning biodiversity, health, friendship schools and local democracy, the link between activities and the objective is not clear. For the partners, the objective does not represent a useful tool defining the agreed-to direction of the project. It does not guide the choice of activities or selection of participants because it allows for too much room for interpretation.

The second sub-group is the “*right way of formulating objectives*”, that is to state how the project is going to contribute to specific improvements in the performance of the partner organisations. We have in fact found some of the projects formulating precise and verifiable objectives (though none according to the “*ideal standard*”) and they report that they feel confident with the way these objectives guide their work. Following are some examples: “*Develop the capacity of new professionals in the area of cinema and TV*”, “*Strengthen the institutional capacity of partners*”, “*Increase the participation of youth and women in political activities and in the parties’ internal processes*” and “*Develop products and solutions that can improve living conditions for less favoured people within a sustainable framework*”. Only the last one of these examples are specific with regards to the performance of the institution, i.e. how the project contributes to a positive change for the “*end-user*”, but all of them give more indication of positive change at a “*workable*” level than the previous examples.

Generally the last group of results, the performance based indicators, are what really should be stated as expected outcomes of the objectives, as they give the answer to *why* the activities in the project should be carried out.

Objectives are too often formulated to reach the whole organisation or even as high as “*international development*”, even though the effort and activities that is put into the project in reality are targeted to reach only a part of the organisation. Since the activities seldom fit well with the objectives, the measuring of results become difficult, that is, when formulated objectives are taken as the starting point, as they were in this study. One example to illustrate

is the objective of: “*Contribute to the international development in the geomatic field*”, which is not easy to assess.

South-South exchanges have obtained a higher degree of goal achievement. Sound management in both planning and implementation phases of the project accounts for the partner's high rate of success. These exchanges seem to have a better fit between expectations and reality when it comes to what should be expected from the exchanges. The better fit may reflect several attributes. The South-South partner institutions had a history of collaboration before Fredskorpset. The similarities in thinking as well in understanding of what to expect from the exchanges between these partners compared to between North and South partners were striking.

Too often we find that South participants coming to Norway come to a situation that is not a good fit with their background and competence. North partners have not appropriately matched activities assigned to exchange participants from the South and the language requirement (Norwegian, English) for them to carry out the assigned tasks within the timeframe set for the exchanges. The reason has been lack of preparation from the Norwegian partners' side, as well as some unfortunate situations that have not been beyond the Norwegian partners' control. One example was a reorganisation and downsizing of the Norwegian institution which created problems even for the South exchange participants. However, most incidences of such mismatch could have been avoided through better planning. Language problem has been a recurring problem and has not been solved well in most institutions. This mismatch has reduced the benefit for the participants as well as the opportunities for the partner institutions to utilise the participants' contributions.

## 5 Planning and Monitoring

Fredskorpset wants all partnerships to be a result of a mutual planning process between the partners. In this mutual process the project's objectives, activities, participant selection process and other aspects should be defined. The roles of partners are defined in the project's Partnership agreement. Usually in a Fredskorpset project, the Primary partner has responsibility for overall project coordination and planning, while Secondary partners have main responsibilities within the field of project monitoring and execution.

### 5.1 Project elaboration

Planning between partners for the elaboration of project agreements is generally participatory. Normally, the terms of the partnership, roles of partners and objectives to be pursued by the partnerships are discussed and established through personal consultations between representatives from partner institutions. Many of these meetings take place in Norway. The Fredskorpset collaboration and partnership agreements are based on such meetings. According to contact persons, the responsibilities of the associate institutions are established in consultation with the partner in the respective country where the subsidiary organisation is located.

In many instances, there is no coherence between the stated general objectives, partners' objectives and activities planned for exchange participants. Examination of Partnership agreements shows that activities to be carried out by exchange participants have not consistently been planned to support the objectives. In many partnerships, planned activities do not address the partnership objectives (overall objectives) and partner's objectives (objectives of each partner). In addition, the scope of planned activities for each exchange participant in relation to the planned timeframe for the exchange is problematic.

Planning has been inadequate in matching the requirements concerning qualifications and abilities of the participants. In general terms, each participant is expected to become acquainted with the new country, the host institution (or municipality, political party, etc) and its working and social cultures and procedures, elaborate major projects for them or with them, fully execute the projects jointly with members of the host organisations or perform as project leaders, and assure that the experiences and knowledge acquired from the exchange are transmitted to stakeholders. Participants are expected to achieve these goals in an average time of 12 months. This expected high level and scope of achievement requires a high professional profile for the participants and fluency in the language of host countries. Neither allocated salaries for project participants nor the typical profile of Fredskorpset exchange participants within the Primary Programme fit a senior professional participant. To the contrary, exchange participants for the projects under study have been young professionals.

One project agreement states that the "*Participant will be the project leader and driving force to develop solutions*". A capable, but young participant with no knowledge of the host country's language and no previous management experience was subsequently selected to lead an all-Spanish speaking team. Yet another project agreement states that exchange participant will, among other tasks, "*Participate in all phases and cycles of the execution of a development project in order to learn the decision-making routines in the municipality*" and "*work in projects with unions*". The participant selected had zero level of proficiency in the language of the host municipality, and the exchange timeframe was too short for the participant to learn the language well enough to build up specialised language knowledge in the areas of development, public administration, and labour movement and negotiation.



## 5.2 Coordination of responsibilities

Poor coordination and uncertainty regarding lines of responsibility for the project have negatively impacted the effectiveness and efficiency of the exchanges. *“When I arrived here there were no activities related to the project I was exchanged to do. I contacted partners and was told to wait for the [start-up] workshop, but it took various weeks for it to happen. And then nothing concrete happened in the workshop. I finally realised that I had to act on my own, to find out how to reach the people I was assigned to work with and make the contact happen”* (exchange participant). Partner’s inadequate planning and coordination prior to the exchanges have contributed to creating an insecure environment for the exchanges. As a consequence, participants have expressed feeling insecure regarding their ability to perform the task assigned to them and, most of all, confused about whom they could reach for support.

When a Primary partner fails to properly plan and coordinate the exchanges, Secondary partners have attempted to partially fulfil such roles after the arrival of the exchange participants. This, however, puts much strain on the Secondary partner’s capacity. Contact persons at Secondary institutions allocate their time and energy to the project in accordance with the roles established for them in the Partnership agreement. The unplanned need for them to perform a greater coordinating role stresses and creates imbalance in the partnership.

Time, energy and costs associated with attempting to rescue an inappropriately planned and coordinated exchange negatively impacts the efficiency of the project. Participants have reported spending around two to three months of the exchange dedicated to activities related to contacting, coordinating and planning exchange activities.

Two main reasons for poor coordination of projects and exchanges have been pinpointed by several persons interviewed: (a) deficient communication between primary partner and other partners and/or subsidiary organisations and (b) partner organisation’s lack of capacity or commitment to the project and therefore incapacity to replace the contact person. It remains the responsibility of a primary partner to coordinate and monitor the status of partner and subsidiary organisations, to secure their commitment, ability and readiness to receive the exchanges *prior* to sending participants and throughout the exchange. It is part of primary partner’s planning, coordinating and monitoring roles.

## 5.3 Monitoring

There is no common standard for monitoring, leading to poor recording of results for internal learning in the projects. There are two levels of monitoring in project documents. Responsibility for the monitoring of the partnership has been assigned to the Primary partners. Responsibility for monitoring participants has generally been assigned to the host partner institution.

Some partnerships work closely together and have established effective and efficient means of communication. In these partnerships, main partners can and are exercising control over the conditions and activities of partner/s and are, therefore, exercising their monitoring role of the Fredskorpset project. In other partnerships, the Primary partners have not established a system of communication, coordination and monitoring with all partners.

Most participants interviewed said that their activities have been monitored, to various degrees, either by home or host, or in some cases, by both partners. Partners have been using diverse methods for monitoring the exchanges. The most common methods have been (a) monthly or bimonthly reports (68%), (b) weekly e-mail contacts and occasional telephone conversations (59%), and (c) personal discussions with host contact person (frequency varied

from daily to monthly contacts) (52%). All participants have stated that they receive no systematic feedback on their reporting of activities. Some participants stated having received superficial and sporadic feedbacks, while others received feedback frequently but mostly about concerns expressed on written reports.

All interviewed personnel stated that there is no standard for the reports. The written report is free-format; participants decide on the content and form of the report. There has been no checklist or any other standard methods guiding their e-mail, telephone and personal interactions with contact persons at any point in the exchange. Most participants were not sure how partners were using their written reports and for what purposes. Some partnerships have provided participants with written reports of previous participants exchanging with the same host organisations. But this had not been established as a consistent procedure for the partnership.

## 6 Follow-up activities/Information work

All partnerships are required by Fredskorpset to develop a plan for the information work that is integrated with programme's objectives. The objectives and activities for the follow-up programme for each partner are spelled out in the Partnership agreement.

The purposes of the follow-up activities or information work are to (a) compel partners to develop a systematic transfer and flow of knowledge and information generated by the project in general and by the exchanges in particular to all partners involved in a project and their stakeholders; and, (b) induce partners to review and/or evaluate the exchange project in relation to its objectives.

Structures and routines for follow-up activities are similar in most projects. Examined documents show that activities planned for the programme follow comparable structures and routines. Activities are planned to be delivered in three stages: before, during, and after the exchange. Participants said to be generally informed about the information work during the selection process and in more detail after their selection has been confirmed. The typical set of planned activities includes some of the following:

- Conduct *seminars and workshops* internally for colleagues and externally for organisation's stakeholders or for local organisation working in areas related to the exchange participant's field of work;
- Write *articles* for local and /or professional newspapers and magazines;
- Travel *within the host country* to compile information, photographs and/or videos about the country and the participant's exchange experience;
- Transfer of participant's acquired knowledge and experience through the exchange via *participation in informal discussions* within the partner's organisational structures;
- Feed information about participant's acquired knowledge, experience and/or project to the organisation's *web page and/or bulletin*.

Partner's roles for planning, coordination and monitoring of follow-up programme is the same as those assigned for the project. The Primary partner performs the roles of planning, coordination and overall monitoring while Secondary partners have responsibilities for monitoring and execution.

This study found that all participants have, to different degrees, carried out follow-up activities. All interviewed participants said that they have performed some, all, or more than planned activities related to the information work. They were able to provide the team with examples of their performance and some provided samples of the outcomes of their activities. The ones who achieved fewer activities than expected in the agreements or asked by partner justified their performance as due to two sets of circumstances. First, upon returning home they had to look for paid employment and this consumed their time and energy. These participants made themselves available to home institutions for information work once they had secured a job. Secondly, other participants said that they could not reach many relevant people as they returned to Norway during summer (vacation) time.

Several of the participants and contact persons have agreed that follow-up activities could be better planned. One of the main problems seems to be that although the returning participants feel that they have a story to tell, it is not always easy to find the right forum. There are examples of participants spending time writing an article that is not accepted by the

newspaper, while others have arranged information stands, which have not been visited much, and some have sent out offers to visit schools with information, also without much response.

Our impression is that it is more likely that a partner have successful and meaningful follow-up work if this is done immediately after the exchange than if it is left to the participant to do this on a spare time- or part time basis for a longer period after the exchange.

## **6.1 Institutional learning**

Most participants have found it difficult or impossible to pass their knowledge and lessons learned on to management/leadership at the partner institutions, and especially at home institutions. All participants felt that they had learned much from their exchanges and that their lessons learned were relevant to peers and management of partner organisations. Their experiences could have been useful for the learning process of the partnership project and would benefit future participants. Most have clearly expressed the desire to pass the knowledge and experience of the exchange with significant levels of the host and home institutions. However, most participants were especially frustrated by their home institution's lack of interest in learning from them. Home institutions have not provided returning participants with a significant space for transferring knowledge. *"When I came back I was able to reached out to those [in the home partner organisation] who already had an interest in Latin America but could not increase the interest of people who don't know much about Latin America"* (former participant). There were, however, important exceptions.

In all partnerships that have effectively integrated the Fredskorpset project into their own organisational programme, participants had a significant, structured space to transfer lessons learned to the management of these partner institutions. Information work has been more effective in partnerships that have been good planners, coordinators and monitors of the exchange programme. The partnership Casa Comal-EICTV, for example, has trained a sizable number of local Guatemalan professionals (over 300) through workshops and seminars organised by Casa Comal. The information work was integrated into the training programme. Casa Comal provided the institutional structures and organisational support for both returning and in-service exchange participants to lead training activities while EICTV provided them with methodological approaches. Also in the Genomar ASA partnership, the participants trained in the Philippines do receive a relevant role in their organisation when they come home, which allows them use and transfer their knowledge and experience.

The effectiveness of the information programme for building capacity in partner institutions tends to follow the overall project pattern of effectiveness. Through requiring all partners to establish objectives for the information programme that are directly linked to the partnership objectives, Fredskorpset has set up an effective mechanism to ensure capacity building for the partner institutions. Within the framework of Fredskorpset Primary Programme, the exchange participants are the main instruments for capacity development in the institutions; they are one of the main links between all partners and their stakeholders and they are the producers and carriers of the knowledge, skills, and other relevant information generated by the exchanges.

### **6.1.1 Is it worth the effort?**

The vast majority of exchange participants consider the follow-up/information work highly relevant and worth the effort to perform it. In the questionnaire survey 91% answered that the follow-up/information work was worth the effort you put into the planning and delivering them.

Many participants think of the follow up programme as a necessary and fruitful transitional phase at the end of the exchange. The activities provide them with opportunities to build a productive closure for a very important experience in their lives. The follow-up activities make them re-visit the exchange, evaluate the experience from a personal and from a professional perspective, and conduces them to learn how to summarise and communicate lessons learned. It can and has been used as an opportunity to reinsert participants into the job market in home country and promote participants professionally.

## 7 Unexpected effects

### 7.1 Unexpected effects of the exchange

Interviewees were asked about unexpected effects or results as a consequence of the exchange. This question was also included in the questionnaire survey.

In the field interviews very limited effects/results were reported. Our impression was that it was difficult for the persons interviewed to come up with relevant effects at that stage. However, in the questionnaire survey, more unexpected effects and results were reported. It may be that the awareness of unexpected effects and results has been built by the field interviews.

The interpretation may differ among the respondents about what an unexpected effect or result is, even though it was discussed in the interviews. The responses should therefore be taken for what they are: Unexpected effects or results as seen by the individual respondents.

In the questionnaire survey we asked about possible positive and negative effects for the respondents' institution, the partner institution, on the personal level as well other. Out of the 36 persons that responded to the questionnaire, 28 people reported some unexpected effects (approximately 80%). The answers were spread like this:

**Table 1: Unexpected effects as reported in the questionnaire survey.**

	<b>For your institution</b>	<b>For the partner institution</b>	<b>On personal level</b>	<b>Other</b>
<b>Positive</b>	26	25	25	9
<b>Negative</b>	7	5	7	5

We have included the projects individual unexpected effects in the project summaries above. These are the most prevailing findings:

Several partnerships reported that the participants learned new skills that were unexpected. This was mostly related to the unexpected working situation that the participants were faced with during the exchange. Several learned new software that was not expected. Others learned new skills when they had to adapt to a working situation that was not anticipated. This is an effect that is a positive consequence of a negative situation.

Different and unexpected interactions were also mentioned in some partnerships. This was particularly relevant for partnerships dealing with politics and other areas where interaction with others is a key objective (like Stord). Building a bigger, more interesting and diverse network is found to be an unexpected effect in some of the partnerships.

The development of concrete new projects from new Fredskorpset-partnership projects to other more business-like cooperation projects was also found. Clearly the Fredskorpset projects themselves generated ideas and discussions among the people newly familiarised through the partnership projects. During the field visit the team was presented with and asked for opinion about project ideas still on the drawing-board.

### 7.2 Unexpected effects of follow-up work

Interviewees reported that there have not been many unintended effects of the follow-up activities. One partnership has mentioned that publicity about the exchange programme and the achievements of the partnership has resulted in many solicitations from professionals to

participate in their exchange programme. The partners felt that this was a negative effect of the follow-up programme because *“it created expectations we could not possibly meet”*.

### **7.2.1 Unexpected effects on a personal level**

An exchange often turns out not to be as expected. As has been presented in this report, many faces a situation when they arrive that they were not expecting, forcing the participants to adapt and overcome as best as they can. A number of (particularly South participants) did not manage to transform the unexpected situation to a positive experience at least on a personal level, although it may have been more successful from a career point of view. But we have also seen (particular North participants) that managed to overcome the unexpected situation to make a meaningful stay with learning of new skills, taking on higher level of responsibilities and hence personal growth as a likely consequence of the exchange. The positive response to the questions about *“would you recommend others to be a Fredskorpet participants”* and *“Have you had a learning experience from the exchange that you feel is important for you...”* also indicates that the exchanges give them a “personal growth” experience that is a concrete result of the exchange but not a result that is expected nor stated in the objectives.

## 8 Recommendations

1. Fredskorpset should continue to secure that exchange participants collect valuable experiences from the exchanges, as is found in this study.

### Objectives

2. Formulating good objectives is a challenging task. If Fredskorpset continues to require partners to do objectives-oriented planning and wishes to evaluate results based on the planned objectives, it is suggested that (a) more support and facilitation be given to the partners during project design in order to improve the usefulness and relevance of the objectives or (b) Fredskorpset select Partners with sufficient capacity to elaborate and implement objectives-oriented planning.
3. Fredskorpset can improve the use of the feasibility study in order to verify whether partners have the necessary *capacity* for effective project design, implementation and monitoring.
4. Fredskorpset could consider requiring partners to elaborate a human resources plan (standard provided by Fredskorpset) that address how the exchange programme fits their human resource needs and how exactly these needs can be achieved through the collaboration. The plan could include expected outputs and outcome of human resource capacity development through the information work.
5. Planned objectives should always concern the area of the partner where institutional commitment has been secured, for example a committee, a specific department or the organisation.
6. Yet Fredskorpset should continue to be flexible, service-minded, pragmatic, daring and supportive of the *content* of the objectives. Applying quality assuring techniques should not come in the way of the multitude of ideas for exchange that the partnerships represent.
7. While at the design stage, when objectives are formulated, more attention may need to be paid to the availability of candidates with the required profile. The objectives are to be fulfilled by the participants. If there are no available candidates with the required profile, results will not be achieved. Fredskorpset guidelines may need some change since they focus on concept and objectives, rather than recruitment of participants (ref. Fredskorpset's guidelines).

### Planning and Monitoring

8. Standard procedure (checklist) for assuring adequate planning and coordination in preparation for exchange of participants can be improved. Participants, other partners, and Fredskorpset should be provided with evidence that all involved partners are committed and ready to receiving exchange participants. Partners' ownership and readiness should be verified and secured.
9. Partners should develop a monitoring system and participants' written reports could become a standardised monitoring procedure in all projects. These reports should be shared with all project participants on an ongoing basis. Monitoring reports should be exchanged with all stakeholders in the project, such as other participants and management of partner institutions. This would be a move towards building better organisational capacity in the partnership. Informal monitoring methods should remain as they are such as e-mail and personal contacts.



### **Follow-up**

10. Fredskorpset clearly establishes (documents Preparation: The Process Preceding an Exchange and Cooperation Agreement) that partners must make plans regarding “whom does the partnership aim to communicate knowledge and experience *internally within the sending partner’s organisation*” (our italics) It is recommended that partners provide Fredskorpset with evidence regarding the method and extent to which knowledge and experience has been transferred from exchange participants to the sending institutions. In this study we found the institutional learning weak.

## **Annex 1: Project Achievement Tables**

## Statens Kartverk

### Objectives of Partnership (2002-2004)

Overall Objectives	Achievements	Source	
1. Strengthen the relationship between sister organisations in the Geomatic field in the three countries	Achieved The relationship between the sister organisations has been strengthened as a consequence of the partnership. The Fredskorpset partnership has established a closer relationship at many levels of the organisation from management level to professional.	Interviews	Contact persons <sup>8</sup> , participants
2. Create a good relationship and integration/team work for exchange candidates in the host organisations	Partially Achieved The achievements vary between exchange candidates and institutions. 3 participants said that this objective was not achieved.	Interviews	Participants
3. Contribute to the international development in the geomatic field	Achieved The partnership has contributed to the international development in the field. Some articles made as a consequence of the partnership have been published in international magazines. The partnership has made it possible for representatives from the South institutions to be represented at international conferences. Norwegian participants did not feel that they had contributed to international development in this field. Except for one participant that has published some professional articles together with South partner	Interviews	Contact persons,

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<sup>8</sup> Contact persons also cover other persons representing the organisations and its management.

4. Broaden the knowledge of best practice and value for society by use of geographic information	<p>Partially Achieved</p> <p>South partners have broadened their knowledge of best practice in the field that has been focused in the exchange. Because several of the participants did not have a relevant placement according to their background and position, these participants did not feel that they contributed to this objective.</p>	Interviews, Annual report	
5. As a specific objective it is mentioned to give young surveyors the opportunity to work together with colleagues in another country to exchange experience and to contribute in the development of good solutions and value for society in specified fields.	<p>Achieved</p> <p>Clearly the partnership has given the exchange participants and their institutions opportunity to work together. However, there were some unfortunate placements where the participants were not given the best opportunity to carry out relevant work. Also due to some reorganisations both by North and South partner the achievement has been less than expected.</p>	Interviews, Annual Report	

## Expected results of Partnership

Expected results	Achievements		
<b>In the North</b>			
<p>1. Expected measurable results, short term:</p> <p>Engaged and motivated participants coming home from their exchange period.</p> <p>Increased international network</p> <p>Increased production capacity</p>	<p>Partially Achieved</p> <ul style="list-style-type: none"> <li>• Level of engagement and motivation varies among participants. Some participants say that they are motivated and inspired based on the personal experience they have had, but not from the professional.</li> <li>• North participants' international network has increased as a consequence of meeting and working with colleagues in recipient countries as well as seminars and other activities related to the partnership. However, this network is often not seen as network for professional use after the exchange.</li> <li>• We did not find any sign that the production capacity has been increased as a consequence of the partnership. Although one participant had learned more than he expected and could also put this knowledge to use upon return. Specifically this was regarding a different type of software that was adopted in his home institution, following his experience.</li> <li>• Increased production by North partner to publish results from Nordic Survey campaign. Also increased production by private host partner and network for future optional consultant work</li> </ul>	Interviews, Annual report	

<b>2. Expected measurable results, long term:</b> <ul style="list-style-type: none"> <li>Engaged and motivated participants coming home from their exchange period.</li> <li>Increased international network</li> <li>Access to new methods and tools of production</li> <li>Potential partnership/ joint venture for future production and marketing</li> </ul>	<b>Partially Achieved</b> <ul style="list-style-type: none"> <li>Level of engagement and motivation varies among participants. Some participants say that they are motivated and inspired based on the personal experience they have had, but not from the professional.</li> <li>North participants' international network has increased as a consequence of meeting and working with colleges in recipient countries as well as seminars and other activities related to the partnership. However, this network is often not seen as network for professional use after the exchange.</li> <li>Some North participants have learned new tools and methods, however to a lesser degree than for the South participants, as the North participants often are teaching and working on methods and tools they already are familiar with.</li> <li>New projects developed during the collaboration between the partners. One North participant said that there had been many opportunities for this, but he did not feel able to make the most of it because of lack of preparation from the home institution.</li> <li>Contact made after the exchange period from participant in South to private partner in North with request on bid for consultant work.</li> </ul>	Interviews, Annual report	
<b>In the South</b>			
<b>1. Expected measurable results, short term:</b> <ul style="list-style-type: none"> <li>Engaged and motivated participants coming home from their exchange period.</li> <li>Increased international network and information on the international development</li> <li>Increased competence by the staff</li> </ul>	<b>Partially Achieved</b> <ul style="list-style-type: none"> <li>Level of engagement and motivation varies among participants.</li> <li>Participants' international network has been increased. This in particular to the following two achievements: a) Some staff from the South institution are sent to international conferences, b) Participants are exposed to international environment particular to Norwegian professionals. .</li> <li>On an overall basis the level of competence among the staff has increased, as a consequence of the exchange. Participants are exposed to and learn from a) different ways of working, b) different culture, c) in some cases also expanded their field of knowledge. However, some of the North participants felt that their South Partner was not really very interested to learn about Norwegian experiences.</li> </ul>	Interviews, Annual report	

<p><b>2. Expected measurable results, long term:</b></p> <p>Increased international network and information on the international development</p> <p>Increased competence by the staff</p> <p>Access to new methods and tools</p> <p>Potential partnership/ joint venture for future production and services.</p>	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>• Participants' international network has been increased. This particular to the following to achievements: a) Some staff from the South institution are sent to international conferences, b) Participants are exposed to international environment particular to Norwegian professionals. .</li> <li>• On an overall basis the level of competence among the staff has increased, as a consequence of the exchange. Participants are exposed to and learn from a) different ways of working, b) different culture, c) in some cases also expanded their field of knowledge.</li> <li>• North partner did have different and more advanced tools and methods which the South-participants where exposed to when working in Norway and as well as the North participants in some cases did present new methods and tools to the South-partner. The access to new methods and tools was improved, in the following fields: -Geodetic Network, reference framework and transformation; - Differential GPS , navigation and positioning; -Standardisation (ISO TC 211); - Remote Sensing - (Forestry sector, Flooding, Environment Monitoring); - Spatial Data Infrastructure, database management, database design; - Geographic Information Systems (GIS), (Land IS, Environment IS) System design; - Topographic and thematic mapping, applications; - Internet distribution of geographic information;</li> <li>• New project ideas developed during the collaboration between the partners. . However, some of the North participants felt that their South Partner was not really very interested to learn about Norwegian experiences.</li> </ul>	<p>Interviews, Annual report</p>
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## Objectives of Information Activities

Overall Objectives	Achievements	Source
<p>Both South and North partners;</p> <ul style="list-style-type: none"> <li>• Make it interesting to become a participant</li> <li>• Broaden knowledge about partner countries</li> <li>• Broaden knowledge about our profession</li> </ul>	<p>To what degree the south participants are doing these activities varies. Most participants have some sort of information activities like a presentation or an article in some (mostly professional) magazine. South participants have made posters and presentations to host partners, local library exhibition and papers and exhibition to National Conference on GIS in Norway. These have contributed to more knowledge on Vietnam and the Fredskorps programme in the local society where the North partner is situated. North participants have also made some presentations at conferences both in Vietnam, Laos and</p>	<p>Interviews</p>

<ul style="list-style-type: none"> <li>• Broaden knowledge on Value for Society by use of Geographic Information</li> <li>• Strengthen the partnership and the importance of network and cooperation in the field of GI</li> </ul>	<p>Norway. Some North Participants did not feel that there was much interest for their experiences upon return. Participants who had not had a professionally relevant placement did not feel they could contribute much to the Geomatic society upon return.</p> <p>The South partners and participants both in Vietnam and Laos have reported positive experiences of the South – South exchange programme. NGD in Laos especially express their satisfaction and the contribution they have gained in capacity building both with the participant from Norway and the participant from Vietnam.</p>		
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## Unexpected Results

	Unexpected Achievements	Source	
	<p>The following unexpected results is stated from individual North participants:</p> <p>“Learned a lot more professionally than expected.”</p> <p>Another participant was surprised to learn new software in the South.</p>	Questionnaire survey, Interviews	
	<p>One South participant got a baby during the exchange.</p> <p>Interest for the programme from Geomatics professionals in other European countries.</p>		
	<p>From the questionnaire survey:</p> <p>“For partner institution: Helping in participating on international seminar Language helping. For my institution: Helping in communicating with partner and participants New possible working places for future participants Personal level: Gained more technical experience. “</p>		
	<p>“I have been more professional (faglig) motivated”</p> <p>“As a person I have become more polite and treat people better”</p> <p>“The fact that my company in Norway has been FK partner (will receive two FKs) is an unexpected result of my exchange”</p>		



## Stord kommune and Municipalidad de San Juan Comalapa

### Objectives of the Partnership

Objectives	Achievements
Expand the friendship between Comalapa and Stord through the work of exchange participants, by means of incrementing knowledge about cultural, social, political, educational, religious, environmental, and health in both communities.	<p><b><i>Achieved</i></b></p> <p>The Fredskorpset project has definitely contributed to expand and provided the means to formalise the friendship between Comalapa and Stord. The various activities performed by the 8 exchange participants and by the Friendship Committees have increased the amount of information exchanged between the two communities. Exchange participants have and are currently working with schools and health clinics as well as participating in projects with other municipal institutions. They have been working in places (clinics, schools, mayor office) that expose them to and provide them with the opportunity to interact with large numbers of people in the communities. Their workplace and the type of work they perform (nurses, teachers, assistant in community projects) increase their possibility to pass on and acquire information about their field of work and about other aspects of community life. In addition, contact persons have leadership profiles in both communities (artist-community leader, former public servant and environment activist, mayor) and have spread information about the community's Friendship Project as well as about the Fredskorpset project through personal contacts, community gatherings and through local media.</p> <p>Exchange participants have been keeping reports as well as building upon previous manuals and reports, means through which they have been translating information received into knowledge.</p> <p>Representatives from Stord and Comalapa's Friendship Committees have been visiting each other's municipalities. Other members of both communities have also traveled to visit each other's municipalities, including the mayors of Comalapa and of Stord.</p> <p>The project has led to more citizens of Stord travelling to Comalapa on their own initiative. For example, youth backpackers from the wider community of Stord now make the effort of going to Comalapa – which has not necessarily been a destination previously. There are now two Guatemalans in Comalapa with some ability to communicate in Norwegian and several Norwegians fluent in Spanish. For Municipal Friendship activities, the returned participants have at several occasions provided Spanish-Norwegian translation for Norwegian visitors to Comalapa.</p>
It is expected that the exchanges will promote	<b><i>Not able to assess</i></b>

tolerance and rights of other cultures in both communities and increase awareness of North/South relations through the exchange participants.	<p>The project has increased awareness of North/South relations as pertaining to Guatemala and Norway through the work of exchange participants and through the work of the Friendship Committees. Exchange participants have discussed and talked about the main issues concerning their municipalities and countries with students and teachers at schools and with medical staff at health clinics, with members of the communities through gatherings promoted by the Committees and with local media.</p> <p>Assessing behavioural changes (tolerance) due to the project regarding intercultural and multicultural intercourses in both communities requires a different methodology than the one used in this study. Therefore, it has not been possible to determine the degree of achievement or impact of the project in promoting tolerance.</p>
Give continuity to the environmental/registration of biological diversity project in the schools in Stord and Comalapa. (2004-05 Agreement)	<p><b><i>Achieved (2002-03) and Expected to be Achieved (2003-05)</i></b></p> <p>Exchange participants have been carrying out activities to register the biological diversity in both municipalities. Thus the partnership has been carrying out activities to support this objective. But it is actually doing more. The Stord-Comalapa partnership produced a trainers' manual and a manual on bio-diversity. These manuals provide guidelines for methodological compliance with the Conservation of Biological Diversity Agenda for governments. It has developed a goal and corresponding activities to build an institutional capacity, that is, the partnership designed project activities to provide the municipalities (local government institutions) with the capability to fulfil adherence to Local Agenda 21<sup>9</sup>. The partnership has used the project to develop needed human resource capacity (exchange participants) and technical knowledge (the manuals) in order to develop instruments and mechanisms to fulfil an institutional goal (municipal compliance with Local Agenda 21).</p>
Exchange information about preventive health measures and natural medicine. (2004-05 Agreement)	<p><b><i>Achieved (2002-03) and Expected to be Achieved (2003-05)</i></b></p> <p>Two exchange participants are currently in service in Stord and Comalapa. The exchange in Comalapa is a medical doctor who has taken the role of a regular staff in the main municipal health clinic. Information about preventive health measures and natural medicine is exchanged during regular meetings at the health clinic, and through daily interactions with patients. Current exchange participant has planned special events targeting women when health clinic personnel can discuss preventive health measures with participants. Current exchange also expects to</p>

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<sup>9</sup> Agenda 21 is a comprehensive plan of action to be taken globally, nationally and locally by organisations of the United Nations System, Governments, and Major Groups in every area in which human impacts on the environment.

	continue learning more about natural medicine with local doctors and other clinic staff and volunteers. The exchange person in Stord is a nurse / midwife, to be working closely with a midwife at a health centre in Stord. She doubts the opportunities for carrying out actual work, but is clear about the objective of the project and looking forward to learning and sharing information. In addition she is already preparing to learn how to use a stethoscope in order to transfer that knowledge upon return to Comalapa. The health clinic was given equipment, but not training in how to use it.
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## Objectives of Stord

Objectives	Achievements
Through registration of biological diversity, increase student's knowledge regarding the environment at local level while increasing their awareness about differences between North and South.	<b><i>Achieved</i></b> The exchange participant worked for 3-4 weeks at a time in all six Friendship Schools. Each school planned his participation and incorporated it in the school calendar (weekly plan). The participant provided the partnership with a report of the work on registration of biological diversity he carried out with the pupils.
Comparing living conditions between the two regions and increase the consciousness of students regarding the value of biological diversity.	<b><i>Achieved</i></b> The exchange participant conducted discussions and talks about living conditions in both communities. Most presentations and discussions in the schools were documented through photographs. Participant also provided an activity report to the partnership.
Find and mark zones of rich biological diversity and approach these zones as a positive factor for local development.	<b><i>Not Achieved</i></b> Objective not achieved since schools planned other types of activities for the students. Schools were not very committed to this activity.
Through the exchange in the area of local democracy in Stord and Comalapa, increase the knowledge of both communities about the impact of developing local democracy on social, cultural and economic conditions.	<b><i>Partially Achieved</i></b> Problem with language and planning hindered the full achievement of this goal.  Tasks established in the project agreement for the exchange participant to carry out required someone with fluency in the local language in order to make the objective achievable in 10 months (the timeframe set for the exchange). The select participant had no previous knowledge of Norwegian and no proficiency in English.

	<p>Stord attempted to aid the exchange participant as much as possible through, for example, providing Norwegian language class, an office space in the Mayor House, scheduling meetings with political bodies, and providing reading materials pertinent to the topics in question. Whenever possible, contact person accompanied exchange participants in meetings.</p> <p>The exchange participant, who was a sociology student, also struggled to achieve the goal set in the exchange as best as possible. Around the middle of the exchange, the participant located a person in the community who greatly aided him with language and issue clarifications and translation. With the help from this community member and the project contact person, the participant was able to increment his learning outcome from the exchange, what has been registered in the full report the participant provided to Friendship Committees in both communities.</p> <p>This objective is considered only partially achieved since planning for the exchange (matching tasks and timeframe for their achievement with language ability of participant and/or adequate provision of translation) and language barrier diminished the extent to which goals could have been achieved.</p>
Through the exchange in the area of health, learn about health conditions in Comalapa and Stord, and specifically in the Friendship schools. Promote dialogue about health issues in these schools.	Exchange participant from Comalapa has made plan to share information on Traditional Medicine, but no plan has been mentioned about visits to schools in Stord. No results recorded on this objective, since the exchange nurse had only recently arrived in Norway and been engaged in introductory activities.

## Objectives of Comalapa

Objectives	Achievements
Teachers from the Friendship schools know the Norwegian educational system through seminars, workshops and discussions.	<p><b><i>Achieved</i></b></p> <p>The former Comalapa exchange participant is a schoolteacher and had the opportunity to visit several schools in Stord. In addition, exchange participants from Stord, and especially the current participant who is a teacher, have been sharing information about the Norwegian educational system through discussions at the Friendship schools. Thus knowledge about primary schooling in Norway has been shared in Comalapa through</p>

	discussions with the Friendship schools and the Friendship Committee.
Students and teachers perform cultural exchanges with exchange participants through singing, games, photographs, videos and dramatizations.	<b><i>Achieved</i></b> In service and former exchange participants have been performing cultural exchange activities as part of their work with Friendship schools. They have been talking and discussing with students about diverse aspects of life in Comalapa and Norway and showing pictures. Games, singing and dramatizations have been limited to language barriers. Participants have been keeping pictures from some of these activities.
Exchange participants, teachers and students participate in activities related to preventive health such as: norms of hygiene – personal, in the home, at school and in the community.	<b><i>Partially Achieved</i></b> Former exchange participant did not carry out systematic activities with the schools, but provided advice about preventive health measures to school personnel. In service exchange participant had not yet make a plan to carry out activities related to this objective.
The exchange participant participates in health programmes such as vaccination campaigns, preventive health, quality control and cleansing of water.	<b><i>Achieved</i></b> Former and in service exchange participants have been fully integrated into the health programmes in the health clinic in Comalapa, including vaccination campaigns, preventive health, quality control and cleansing of water.

### **Stord - Expected results, short-term (2004-2005 Agreement)**

<b>Objectives</b>	<b>Achievements</b>
Continue with the projects established by the 2002-2003 exchanges, especially the projects with the Friendship schools and the environment (Agenda 21). Instead of extending the local democracy project in Stord (which will be resumed in 2005), work in the area of health in 2004.	<b><i>Expected to be achieved, but problematic</i></b> Exchange participants in 2004 have been assigned tasks that provide continuity to projects started in the previous agreement in the areas of school/environment and health. It is the understanding of the Comalapa Partner that the local democracy project has been cancelled by Fredskorpset (instead of postponed by the Partnership). Comalapa has expressed great dissatisfaction with the cancellation of this component of the project since the Comalapa Friendship Committee has given priority to this area (over the health project) in the occasion when agreement

	<p>renewal was being discussed.</p> <p>The Stord Partner points out that although Comalapa has agreed to the environmental project, there is a perception that they do not really find it useful. Mapping of biodiversity may seem like a luxury event for a poor community like Comalapa. There are plans to produce another manual on biodiversity, focusing more on the opportunities for turning biodiversity projects into profitable enterprises. This is in response to the perceived lack of enthusiasm from Comalapa for the project.</p> <p>Disagreement between the two partners regarding project selection and prioritization has the potential to jeopardize the school/environment project. Partner need to openly discuss this issue as soon as possible and come up with a true partnership-based solution and a concrete plan to achieve it.</p>
School/environment: Reports to register biological diversity in the areas surrounding the Friendship schools have been developed during 2003. The aim is that the exchange participant that will work with this theme in 2004 lead students from the five schools in Stord to share and compare information in the booklets (registry of biological diversity) with the Friendship schools in Comalapa. This should be done in cooperation with school teachers.	<p><b><i>Expected to be achieved</i></b></p> <p>Stord drafted a trainers' manual and the manual on bio-diversity. The intention for this manual is for Comalapa to produce a second half, but it remains to be seen whether Comalapa claims ownership of the project (see above).</p>
Health: Based on the report written by the previous exchange participant (2002-2003), the nurse Lene Valvatne from Stord, about preventive health care, provide the Helsestasjonen, the health clinic in Stord with information about the current health situation in Comalapa and about the most frequent illnesses. Inform about the use of natural medicine whose use has recently widespread in Comalapa as well as in Guatemala.	<p><b><i>Achievable, if exchange participant is given greater support</i></b></p> <p>With the nurse having so recently arrived in Norway, it could only be recorded at this stage that she was well aware of the objectives of the exchange, and eager to contribute. She did however have some concerns about how much she would be able to contribute, given the language barrier and some doubts about whether people would be interested to hear about her experience. Emphasis was put on the great opportunity for her to learn and bring back knowledge to Comalapa.</p>
The person/nurse that will work in Stord be able to, in cooperation with Leivik the	<p><b><i>Expected to be achieved</i></b></p>

Helsestasjonen (the Health Center) record the health situation of the population in Stord and compare this information with the health situation in Comalapa as well as exchange advices to improve the situation. Special focus should be given to children, women and the elderly.	As mentioned above, the exchange participant had recently arrived in Stord during the time of this study. The participant is well aware of the objectives of the exchange, and eager to contribute.
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### Comalapa - Expected results, short-term (2004-2005 Agreement)

Objectives	Achievements
Booklets to register biological diversity in the areas surrounding the Friendship schools have been developed during 2003. The aim is that the exchange participant that will work with this theme in Comalapa 2004 lead students from the four participating schools in Comalapa to work in the booklets (registry of biological diversity) and to share and compare information in the booklets with the Friendship schools in Comalapa. This should be done in cooperation with school teachers and especially with students in grades 4, 5, and 6 (approximately 500 students).	<b><i>Expected to be achieved</i></b> Although the exchange participant from Stord has a strong commitment to the environment project, there has been little enthusiasm in Comalapa about the project. There is weak commitment to it by the Friendship Committee and by the Friendship schools, including students. The schools as well as the Friendship committee would rather have the teacher allocating more time to teaching English, which is perceived as an added value to the students and a more instrumental knowledge in preparing them for the future. The exchange of information from the booklets between students in Comalapa and Stord will be possible since the booklet has been written in Norwegian and in Spanish, what will allow the schools to compare their work.
In 2003, Stord developed in cooperation with Comalapa booklets to register biological diversity in the areas surrounding the Friendship schools. The exchange participant working in the area of school/environment organizes an open seminar about this topic.	<b><i>Expected to be achieved</i></b> The exchange participant from Stord is determined to perform the environment project despite of local resistance to it. The seminar has been planned.
It is expected that the exchange participants in the area of health increase knowledge about the health system in both communities and are able to introduce new ideas about preventive health care measures.	<b><i>Expected to be achieved</i></b> The exchange participant from Stord working in the health area in Comalapa is a young medical doctor working with an experienced staff in the Comalapa health clinic. The exchange participant expects to learn much from colleagues and from the

	experience but is also attentive in sharing her knowledge of the Norwegian health system with her Comalapa colleagues. The participant has already been fully integrated into the activities of the health clinic, has a pragmatic attitude towards learning and teaching and is therefore well positioned to fulfil this objective.
The exchange participant from Stord: (a) organizes a seminar open to personnel from El Centro de Salud's (health centre) and other institutions in Comalapa and (b) in cooperation with El Centro de Salud, organize a week-long activity directed to women and children.	<b><i>Expected to be achieved</i></b> The exchange participant is aware of this objective and plans to carry it out. She expressed that she has almost reached the necessary level of proficiency in Spanish in order to effectively deliver the seminars.
Exchange participants from Stord organize three meeting in order to assist the El Centro de Salud and Comalapa Municipality in improving the quality of potable water and the garbage collection system in the community.	<b><i>Expected to be achieved</i></b> Both exchange participants have already been contacted by the Mayor's office in Comalapa Municipality regarding these activities and plan to attend upcoming meetings. They have decided to visit the neighbouring municipality of Quetzaltenango to study what they have done in the area of treatment of waste and water and the feasibility to introduce their system to Comalapa.

## Unexpected Results

Partnership	Unexpected Results
All	In order to effectively perform assigned activities, some participants have to reach a higher level of proficiency in the host country's language than expected.
All	Imbalance in the Partnership pertaining to decision-making.
All	The need to put much more resources to manage and administrate the project than originally expected.
Stord	Select exchange participant from outside of the community
All	Positive outcome of overlapping in the exchange period
All	Different perceptions and difficulties in social relations due to very different material wealth between the two communities.



**Sosialistisk Venstreparti (SV), Norway**  
**Frente Farabundo Martí para la Liberación Nacional (FMLN), El Salvador**  
**Unidade Revolucionaria Nacional Guatemalteca (URNG), Guatemala**

**Partnership Objectives 2003-2005**

Objectives	Achievements
Strengthen the cooperation between political parties in Central America and Norway through:	<p><i>Partially Achieved</i></p> <p>Throughout the project all partners learned more about each other as information were increasingly being exchanged. However, achievements regarding <i>formal cooperation</i> between the parties had mixed outcomes. Cooperation was strengthened between FMLN and SV and between FMLN and URNG. On the other hand, cooperation between SV and URNG deteriorated throughout the project period.</p> <p>Although contacts at both SV and URNG feel the Project enabled them to achieve a greater understanding of each other's political parties and contacts between the parties are planned to continue, the objective was assessed as only partially achieved since the evaluation assess cooperation as happening through the formal structures of the Project.</p> <p>The political relation between SV and URNG were not sufficiently solid to assure support for the project from the political parties' leaderships. When problems surfaced with the exchanges from SV, there was no party member at URNG with sufficient influence in the party structure to rescue the project. On the other hand, SV leadership did not have sufficient commitment to the project to intervene directly with URNG's leadership.</p> <p>Language problems also accounted for the problems SV and URNG participants experienced in integrating into the activities of the parties. In addition, URNG has a small party structure, composed of party members who hold full-time jobs elsewhere (unlike SV, URNG can only afford to provide a salary to very few of its organizing members). Exchange participants who had none or low fluency in Spanish and little knowledge about the political process in Guatemala required a much larger amount of attention than URNG's members who supported the project could afford to offer. In turn, exchange participants from URNG to SV had no knowledge of Norwegian. Knowledge of English would have been helpful for networking with SV's party members but not for participant's integration into relevant party's activities, which are in Norwegian, including all party's meetings. Inappropriate planning by both SV and URNG greatly contributed to the problems that impaired their cooperation.</p>

	<p>Communication and cooperation between FMLN and URNG leaderships and Youth leagues intensified. FMLN participants were integrated into URNG's activities, including participation in the party's internal decision (directive meeting) as well as in the international structure and activities of the party. Exchange participant from URNG were also immediately integrated into the party's activities.</p> <p>Albeit not part of the Fredskorpset project, during the project a Delegation of Norwegian Mayors and City Councils, including members of SV, visited El Salvador and FMLN. Deputies from El Salvador also visited Norway. Local administration was the focus of the dialogues. URNG's President and Vice-president candidates visited Norway. The conference in El Salvador was part of a Project financed by the Norwegian Centre for Democracy Support. Contact persons thus used the Fredskorpset project to create synergy with another project.</p>
1. Exchange of information and of experiences related to (a) local administration; (b) building-up the party; and (c) developing democratic organisational party structures.	<p><b><i>Achieved.</i></b></p> <p>Several exchange participants from all partner institutions worked with issues related to local administration and political party's organisational structuring. Some articles covering the topic were written by exchange participants and published internally in a partner organisation. Exchange participants also conducted discussion seminars at the training institution of another partner organisation. The above-mentioned visits were also an important forum for exchange of information about local administration.</p>
2. Increase the participation of youth and women in political activities in general and in the parties' internal processes in particular.	<p><b><i>Not Achieved</i></b></p> <p>Participants from all three partners developed and carried out activities with the Youth leagues/committees in host and home countries about participation of youth and women in political activities in general and in the parties' internal processes in particular. For example, a participant from FMLN visited several local SV groups around the country. The participant's task was to develop knowledge about gender issues, how SV integrates gender in its agenda and structure as well as gender policy in Norway, and how to incorporate gender in political party policy. A participant from URNG working with SV's Youth league represented her party at the Youth European Forum in France and studied the role and strategy of Norway as a non-member of the European Community.</p> <p>The exchange participants that worked with Youth leagues/committees did so because they were not able to work in other areas of the political parties or because their language limitation did not allow them to carry out planned activities. Youth groups were receptive to them; they were willing and had time to communicate with participants regardless of language limitations, curious about politics and youth political activities in other countries and the nature of their activities were not related to the more politically sensitive activities of their parties thus open to the participation of non-party members.</p> <p>Although incrementing gender and youth participation was established as an objective for the partnership, Project activities have not targeted this objective.</p>

	<p>It is safe to assert that <b>partners contributed to the work of Youth political organisations</b> but this study found no evidence that the project contributed to <i>an increase</i> in the participation of youth and women in political activities in general and in the parties' internal processes in particular.<sup>10</sup> As pointed out by a contact person, upon returning home some of the exchange participants have taken positions within their parties' formal structures. For example, an exchange participant from URNG (who exchanged to FMLN) was elected to the Central Board of the party and another was appointed as the leader of the Youth League of URNG. Another factor pinpointed by a contact person is that Project coordinators assured equitable participation of young man and women in the Project. In fact, project activities were carried out by an equitable number of young man and women, most of who expressed that their contributions were valued by the contact persons and other party members.</p> <p>The objective established by the partners does not set numerical measurements; it nonetheless implies an expectation that a greater number of party members and/or supporters would become politically active as a result of the Exchange Project. The implicit scale of participation has therefore been understood as greater than the number of exchange participants carrying out project activities.</p>
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<sup>10</sup> . In order to measure participation more objectively, base-line data (the percentage of youth and the percentage of women participating in the political activities organized by the three political parties and in the internal activities of the parties *before* the project activities began) had to be established for later comparison (after the project, for example). In the absence of base-line data, as is the case in this project, contact persons could provide what evidence they had to show an increase in women and/or youth participation and a subjective assessment could have been made. However, such evidence was not brought forth by the partners.

## Objectives of Sosialistisk Venstreparti (SV)

Objectives	Achievements
1. Improve SV's knowledge about the international situation and in particular about the effects of free trade and economic globalization in poor countries.	<p><b>Achieved.</b></p> <p>Knowledge about the political landscape and main political issues in El Salvador and Guatemala has improved in the sector of SV that work with Latin America. The Project has improved the quality and quantity of information available to SV as well to the Norwegian public in general about issues in Latin America. The project established a web site and has issued several publications on the topic.</p> <p>For example, exchange participant from SV assisted URNG to prepare its contribution to NAFTA negotiations. Reports sent by this and other exchange participants enabled SV to gain knowledge about main issues concerning free trade in Guatemala and other Latin American countries. This knowledge allowed members of SV working with Latin America to provide more informed and substantial inputs to SV's Foreign Affairs office, thus enabling this office to communicate more specifically with the Norwegian Parliament.</p>
Improve SV's understanding of Communication and specifically modes of communicating political subject matters.	<p><b>Achieved</b></p> <p>No particular set of activities was planned or carried out to establish and produce a systematic learning process to widen SV's understanding of Communication and specifically modes of communicating political subject matters.</p> <p>Exchange participants from all partner institutions were directly or indirectly exposed to the modes of communication their host institution used for communicating with their diverse constituencies (e.g. directives, committees, party members) and other social groups. Most of them have participated or witnessed election campaigns in their host countries. Many of them have also helped to organize or attended international political events (election observers, youth seminars, WTO and NAFTA preparatory negotiation meetings).</p> <p>The objective was assessed as achieved since numerous written reports and articles to newspapers and magazines about political events in partner countries and about the communication aspects of these events have been published as a result of the project. Upon returning home, participants have also talked about their experiences with political communication with members of SV.</p>
Acquire knowledge regarding models of political party organisation, such as internal general election as a structural part of the	<p><b>Achieved</b></p> <p>SV participants have worked with FMLN electoral tribunal in preparing the party's internal elections. SV has also gathered information about internal general election as a structural part of</p>

party's democratic organisational process.	the party's democratic organisational process from FMLN and other political parties. This information has contributed to inform SV current consideration of adopting internal election procedures.
Acquire knowledge about issues concerning Indigenous groups and political solutions to them.	<b><i>Not Achieved</i></b> Interviews with exchange participants show that their knowledge about issues concerning Indigenous groups and political solutions to issues concerning them has been acquired. However, SV did not develop an activity or procedures to build and publicize specialized knowledge on Indigenous groups. Since this topic was an objective of the partner, it merited more focused attention.
Learn about the Central American culture and learn the language with the purpose of transfer this knowledge.	<b><i>Achieved</i></b> During interviews it became evident that as the project progressed, exchange participants' understanding of Central America as a diversity of cultures developed. For the participants that had a more naïve cultural perception of their host country at the time they entered the project, their cultural understanding matured during exchange. The tendency to homogenize Guatemala/El Salvador dissolved and more complex and nuanced understandings of culture as a dynamic process in any country flourished instead. Participants' enhanced cultural understanding of Central American countries has been transmitted to SV through their writings (reports, SV Booklets, articles, postings in websites, etc) and through talks organized upon their return.  The objective was considered achieved since knowledge of the Spanish language is being considered as a means to learn, and subsequently transfer, cultural knowledge about the partner countries.
Strengthen the party's youth organisation through learning alternative ways of mobilizing youths to perform political work in political parties.	<b><i>Not achieved</i></b> Participants from FMLN and URNG visited SV's local youth organisations in several areas in Norway. Exchanging information about youth political organisational structures and mobilization were the focus of many of these visits. There is, however, no evidence that SV's youth organisations have been strengthened due to the project. Exchange participants from the South were assigned no task related to the objective (strengthen SV's youth organisation).

## Objectives of the Frente Farabundo Martí para la Liberación Nacional (FMLN)

Objectives	Achievements
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<p>Strengthen the party's knowledge about communication in order to devise a communication strategy for the electoral campaigns of 2003 and 2004.</p>	<p><b><i>Partially Achieved</i></b></p> <p>An SV exchange participant established a network between FMLN and NGOs as part of the participant's work with FMLN's International Committee - European countries. This network for communication added value to FMLN's participation in WTO negotiations. Other exchange participants have worked in assisting FMLN in national and in internal party elections and have exchanged information about communication strategy.</p> <p>The objective was considered only partially achieved since exchange participants added some level of knowledge about political communication to the partner organisation, but they:</p> <ol style="list-style-type: none"> <li>1) were not sufficiently knowledgeable and experienced to devise a strategy for a political party (which require higher level of country knowledge and higher communication expertise);</li> <li>2) had not a mandate from FMLN's directive to devise, or help to devise, a campaign strategy for the party; and,</li> <li>3) in fact participants' were not asked to produce knowledge about communication in order to devise a communication strategy for the electoral campaigns of 2003 and 2004.</li> </ol>
<p>Strengthen the knowledge of our Local Governments so that they can become models of good governance and consequently win more local election.</p>	<p><b><i>Achieved</i></b></p> <p>Both categories of participants, in service and returning, discussed issues related to local administration and governance at the Instituto Farabaundi Martí – FMLN's learning institution to form its leadership and candidates. For example, a returning exchange participant who extensively worked with Municipal Community Development Plans at the host country has discussed the experience with other party members at the Instituto Farabaundi Martí and in FMLN's internal meetings.</p> <p>Although there is no evidence that knowledge and experiences transferred from the project helped FMLN to win local elections, knowledge about local government was nonetheless made available to the party.</p>
<p>Acquire knowledge about specific topics in good governance, about the development of the north partner, and apply this knowledge to our reality in order to achieve greater efficiency and effectiveness in public administration.</p>	<p><b><i>Partially Achieved</i></b></p> <p>In service and returning participants have discussed issues related to good governance at the Instituto Farabaundi Martí and in various FMLN's internal meetings. However, no exchange participant has been asked to develop knowledge about <i>topics X and Y in governance or "best practices"</i> and formally deliver this knowledge to FMLN. No activity was organized and carried out that entailed the selection of specific topics in governance to be studied, assign such responsibility to an exchange or returning participant, and produce the means to deliver and disseminate the knowledge. There has been no activity or means developed by exchange participants to enable FMLN to learn about the development of the north partner, and to apply this</p>

	<p>knowledge to local reality in the context of public administration.</p> <p>The objective was considered partially achieved since seminar-discussions on some of the topics have been delivered by exchange participants in relevant venues for the partner organisation.</p>
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## Objectives of Unidad Revolucionaria Nacional Guatemalteca (URNG)

Objectives	Achievements
Internal and external communication. Receive assistance to create and development URNG's press office as well as the public relations office.	<p><b><i>Not Achieved</i></b></p> <p>Activity has been planned for the realization of this objective but partner institution did not carry it out. URNG contact person planned for the exchange participant to actually take the lead in establishing URNG's press office and public relation office. However, three important interrelated factors impeded the participant to carry on the task.</p> <ol style="list-style-type: none"> <li>1. Participant fluency in Spanish was insufficient to perform the task;</li> <li>2. URNG's leadership did not agree to give media responsibility to a non-party member that had very little knowledge of the party's history and of the country's political and social histories; and</li> <li>3. Contact person did not produce and articulate within the party an alternative plan so that this objective could have been achieved through another type of activity (such as having exchange participant producing a booklet with information about the necessary steps and material and human resources to establish and maintain a press office and public relations office for a political party. This information could have been collected based on SV and other party's experience and adequate to URNG needs and available resources).</li> </ol>
Acquire knowledge about communication strategies and techniques and about public and human relations.	<p><b><i>Partially Achieved</i></b></p> <p>SV participant have contributed to build knowledge about communication strategies in URNG's Youth League through weekly discussions, the establishment of a network database with other youth political organisations and through mentoring during the organisation of an International Youth Seminar. A returning participant had also acquired experience and information about communication and mobilization working with the European Youth International Seminar in France. Albeit this knowledge have been transferred to URNG's Youth League, the objective is considered only partially achieved because participants were provided with no venue or space to transfer this knowledge to more significant numbers of the party membership in other sectors of the</p>

	party.
Receive assistance regarding the party's organisational and electoral activities.	<p><b><i>Achieved</i></b></p> <p>Participant from FMLN has helped URNG in organizing the party's participation in the São Paulo Forum in general and in particular the Youth League participation in the Forum.</p> <p>FMLN exchange has fully participated in URNG's contribution to the elaboration of Municipal Community Development Plans. The participant represented URNG through integrating the group responsible for systematizing the community plans (200 communities, a group of 100 participants). The work included the designing of the regional plans (8-10 regions), and municipal plans. They were responsible to systematize, design and return the plans to their communities or regions for review/approval.</p> <p>Both participants from FMLN assisted URNG with the organisation of local and/or national elections.</p> <p>Participants from SV assisted URNG in organizing an International Youth Seminar involving seven other countries.</p>
Exchange and training about elaboration of public policies, especially about municipal councils and municipal administration, focusing on natural resources and local development.	<p><b><i>Partially Achieved</i></b></p> <p>An exchange from SV assisted URNG's Parliamentary Working Group, work which included assistance with policy issues and local development. Another participant from SV provided the party with analysis and recommendations compiled in a booklet about public policy elaboration, local public administration and administrative structures and local politics based on Norwegian models. Since URNG took no further step, that is, organized no discussion or training based on the work provided by the participants, the objective has been only partially fulfilled.</p>
Exchange of experiences about the creation of social networks for participation and negotiation (ATTAC) to confront the problems related to the social, political and financial dimensions of globalization.	<p><b><i>Achieved</i></b></p> <p>Participant from FMLN and from SV directly assisted in preparing URNG's participation in the São Paulo Forum and in the NAFTA. A social network for the party was established, but experiences were exchanged and discussed.</p>
Exchange and training for the elaboration and administration of projects of sustainable development, focusing on gender equity and on respect for the environment and biodiversity.	<p><b><i>Not Achieved</i></b></p> <p>Gender equity is the only aspect of this objective that has been informally targeted. An SV participant informally addressed Gender issues with URNG's Youth League. These discussions, however, were requested neither by the contact person nor by the partner institution. They did not</p>



	aim at the elaboration of a project.
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## Unexpected Results

Partners	Unexpected results
FMLN & SV	Norwegian mayors and deputies visited FMLN. There was a productive exchange of ideas about local political organisation (municipalities) and local public policies. In addition, they discussed about the effect of effective participation by citizens in Norway and about municipal taxation. This conference in El Salvador was part of a Project financed by the Norwegian Centre for Democracy Support.
FMLN & URNG	The project has united URNG and FMLN much further than predicted. The interaction goes on in the levels of Youth groups, women groups, mayors, etc. The two political parties are always in contact. According to interviewees, this has been an added value to the project.
ALL	Participants actually work much longer hours and at an intense pace than expected.
SV & FMLN	Language fluency has a great impact on the effectiveness of the exchanges. Most Norwegian participants have had reasonably good levels of fluency in Spanish, what have enabled South partners to immediately and effectively incorporate them into its work and structures. Southern partners have to learn Norwegian before they can be really effective and exercise the double role of learning and teaching. Since all meeting and written materials in SV are in Norwegian, participants felt more isolated and for a longer period than expected.
ALL	Some participants learned unexpected skills. For example, one exchange participant didn't expect to learn graphic design and is doing it now. The participant believes that acquiring this knowledge will be very useful in the future as well.
ALL	Organisational space in the partner institutions for participants to transfer lessons learned (knowledge acquired and political experiences) have not been established. Most participants did not expect that home and host political parties would have so little interest in learning from their experiences and knowledge as a result of the project. <sup>11</sup>
FMLN & URNG	Some of the exchange participants are now part of their party's directive and running as party representatives. The exchange program have provided them with knowledge and a relevant international experience that has made an impact in their performance in their political parties and on how the parties regard them.

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<sup>11</sup> Here participants referred specifically to the political parties (the entities) and not to the sector of the party that are running the Project. Most participants felt that contact persons and the sector of the political parties running the Project have much interest in their contributions.

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ALL	The Fredskorpset project and partners were not prepared to exchange participants with family. Participants that exchanged with family had much less support from the host partners than expected. South participants cannot take their family with them but Norwegian participants can. Several participants expressed that this policy is neither fair nor coherent with Fredskorpset mandate.
ALL	Salaries of North and South participants need to be more equal in order to establish more balance in the partnership. Salary levels for South participants are too low for Norwegian standard. Several participants said that they were surprised by the different pay for equal work.
	<b>Follow-up Work</b>
ALL	Several participants pinpointed to the need to structure the exchanges within context of follow-up so that links between participants and between them and the parties can continue.
ALL	Follow-up activities were somewhat impaired by the need of several participants to look for employment immediately upon returning to home country. This need has not been foreseen by numerous participants.

## Norsk Form and Universidad Rafael Landívar

### Objectives of the Partnership\*

Objectives	Achievements
Develop products and solutions that can improve living conditions for less favoured people within a sustainable framework.	<p><b><i>Partially Achieved</i></b></p> <p>In Guatemala, most project activities have directly aimed at improving living conditions for less favoured people. These projects are:</p> <p>(a) Temporary Shelter “la Crisis” that intend to provide progressive (transform a temporary shelter solution into a permanent house for displaced populations, due to natural or social disaster).</p> <p>(b) “Recycling Guatemala”, which aimed at developing a solution to waste treatment in the small, low-income agricultural village.</p> <p>(c) Fundacion Solar that aims at working with San Juan de la Laguna, a low-income community, in the generation of revenues through the sustainable use of natural resources and tourism.</p> <p>Given that some of the projects have fallen apart after the exchange participant left, sustainability has not been achieved. The progressive shelter project, for example, was first developed with Red Cross, but the organisation lost interest in the project. The exchange participant then secured continuity for the project with CONRED (National Coordination for Disaster Reduction), a public institution. In the period between the exchanges, the direction of CONRED as well as other staff members changed and the project was stalled. The arrival of the new exchange participant meant rebuilding space in CONRED for the shelter project almost from scratch. The new exchange was terminated after six months due to problems between the partners and the exchange participant.</p> <p>The Recycling Guatemala project was successful in achieving several milestones such as adaptation of garbage collection trucks, the establishment of waste information and education centre, and the production of waste containers. Nonetheless, the centre and the treatment plant have never been operational due to lack of local capacity.</p> <p>Although the tasks of Guatemalans in Norway have not been related to improving living conditions for less favoured people, the objective does not specify that all partners should be involved in developing products and solutions for such end.</p>

	The objective was assessed as partially achieved since sustainability was not made a priority issue during project development and implementation. Although exchange participants were concerned with the status of the project upon their departure, partner organisations attempted to make no phase-out planning that included building local capacity for assuring sustainability of projects.
Increase awareness of the possibilities of linking design and development, both in the minds of the public and among professionals.	<b>Achieved</b>  All the past and current projects in Guatemala have contributed to increase awareness of the possibilities of linking design and development. For example, the “la crisi” shelter project clearly articulated links between relief and development aid. The waste management project, which received a good exposure in the Guatemala media (TV and radio), produced an exemplary link between design and development possibility. In addition, follow up work by returning participants in Norway and Norsk Form publicity of past and ongoing projects have focused on increasing awareness of the possibilities of linking design and development.
Facilitate intercultural co-operation and mutual learning between Guatemalan and Norwegian designers.	<b>Achieved</b>  The set up of the exchange programme has produced working teams composed of Guatemalan and Norwegian students and professional designers. Exchange participants reported learning about different working cultures not only through their own experiences working in another country but also through exchanging information in this regard with other participants. Exchange participants worked in diverse types of organisations (NGOs, public and private organisation) and reflected together, while in service and after their return, about work approaches, corporate mentalities and social-economic aspects affecting production for example. Exchange participants also reported learning much about intercultural co-operation through socializing with colleagues and other persons while living abroad. Furthermore, they expressed that their experience living and working abroad provided them with new references with which to reconsider their own societies, cultures and work.  Exchange participants have transferred the intercultural knowledge they built due to their participation in the Project through writings in web-pages and through follow-up work.

Objectives for 2002-2003 and 2004-05 agreements are the same.

### Objectives of Norsk Form (2002-03)

Objectives	Achievements
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Development of solution for the progressive shelter concept “la Crisis” (2002-03 agreement, Guatemalan Red Cross/CONRED)	<b><i>Achieved</i></b> The project developed a design for the “la crisis” shelter, that is, a design solution based on a three-stage progressive construction: the Waiting shelter, the Transition Shelter and the Permanent House. It produced and tested the first module.
Development of solution for the waste management system in Almolonga Municipality. (2002-03 agreement)	<b><i>Achieved</i></b> The project developed a system for the waste management in Almolonga that included: domestic garbage containers (for separation), improved transport units (the design, production, and adoption of a collection ramp), treatment plant for classification of waste, a waster information and education centre and solution for re-using and disposing of organic and inorganic matters.
Development of solutions for water and sanitation in relation to the progressive shelter developed during the 2002-03 project agreement. Also develop a solution for the household animals (pigs, chickens, cows etc.) owned by the potential users of the progressive shelter. (2004-05 agreement, CONRED)	<b><i>Action taken but intervention for achievement needed</i></b> The exchange participant sent to continue developing the “la crisis” shelter (above described) with CONRED in April 2004 had his exchange terminated in October the same year. Exchange was terminated due to severe disagreement between Norsk Form and the participant regarding the assignment.
Improve environmental performance in coffee sector, by exploring unique possibilities within the characteristics of Guatemalan coffee processing (2004-05 agreement, Anacafé)	<b><i>Being Pursued</i></b> An exchange participant has begun working in the project at Anacafé in April 2004. The participant has excellent fluency in Spanish and is a professional designer.
[Support] Fundación Solar aims to increase the offering of local environmental services in the south basin of the Atitlán Lake, by a highly participative process, incorporating the local population in the generation of revenues through the sustainable use of natural resources. At all times the knowledge base and methodologies particular to the Maya-Tzutuhil will be respected. (2004-05 agreement, Fundación Solar)	<b><i>Being Pursued</i></b> An exchange participant has begun working with Fundación Solar. He is integrated into the community in San Juan de la Laguna and has been working in developing the project to generate revenues through tourism. Participant’s knowledge of Spanish has reached conversational level and he is a professional designer.

## Objectives of Universidad Rafael Landívar (2002-03)

Objectives	Achievements
Involve designers in social and environmental development.	<p><b>Achieved</b></p> <p>Students from Landívar have worked with projects related to social and environmental development such as “la crisis” and Recycling Guatemala projects. In addition, all in service participants in Guatemala teach and work with students. Link between designing and social and environmental development have been addressed by all participants.</p> <p>Even though Guatemalan participants in Norway have been working with topics not related to social and environmental development, objective is considered fulfilled since the objective does not specify amounts.</p>
Increase interaction between University (students and professionals) and civil society.	<p><b>Achieved</b></p> <p>Under the direction of contact persons and exchange participants, students from Landívar have interacted with various sector of civil society such as private businesses and public local government (Recycling Guatemala) and governmental institution and international NGO (la crisis shelter).</p> <p>Although the amount of interactions promoted by the project in not substantial, the objective was rated as fully achieved since no measure in the increase of interaction was stated.</p>
Increase knowledge of the design profession in Guatemala.	<p><b>Achieved</b></p> <p>Some of the Fredskorpset projects as well as Landívar’s Faculty of Architecture, Graphic and Design have received some publicity in Guatemala. This publicity has increase the information about the design profession in Guatemala.</p>
Create work opportunities for professional designers in Guatemala.	<p><b>Not Achieved</b></p> <p>There is no evidence that work opportunities for professional designers in Guatemala have been created as a result of the Fredskorpset project.</p>
Commit students and professionals to work on challenges in society.	<p><b>Not achieved</b></p> <p>Although one student has worked in the “la crisis” shelter project, there has been no exchange participant or another student from Landívar that have been committed to work with challenges in</p>

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	society in general and in linking design and development more specifically as a result of the Fredskorpset project.
Increase international co-operation and impulses for the university.	<b><i>Achieved</i></b> The project has increase the possibility for Landívar, more specifically the Industrial Design Department, to cooperate with international institutions, such as the Red Cross, Norsk Form, and Hareider Designmill, what has provided the Faculty of Architecture, Graphic and Design with inputs about diverse ideas and concepts of Design, possible interactions between design and development and design and industry for example.
Facilitate for students involvement in practical and important projects.	<b><i>Achieved</i></b> The exchange programme has provided the means for Landívar to facilitate students' involvement in practical and important projects. The Guatemalan exchange participants have all participated in practical projects. At the University, graduating students at the Faculty of the Industrial Design Department have worked in co-operation with project contact persons and with Norwegian exchange participants in practical projects such as Recycling Guatemala. Students work with Project personnel was part of their thesis.
Linking Guatemalan students in team with professional Norwegian designers for mutual learning.	<b><i>Achieved</i></b> The exchange programme has provided the means for Landívar to link Guatemalan students in team with professional Norwegian designers for mutual learning. All exchange participants in the project work with students and professional designers from Norway and Guatemala. Exchange participants are assigned teaching tasks at the Industrial Design Department, where mutual learning takes place. In addition, students co-operate with exchange participants in developing and implementing practical projects.
Give professional designers and students opportunity to gain experience from work within well-established design and product development environments. (Not much available in Guatemala)	<b><i>Achieved</i></b> Guatemala exchange participants have been working with well-established design and product development environments both in Norway. Guatemalan exchange participants work with Inventas and Hareider Designmill, which are among the well-established and productive design offices in Norway.
Mutual and cross-cultural professional co-operation between Norwegian design	<b><i>Not Achieved</i></b> Objective considered not achieved since no event or activity organized by Landívar or other partner

offices and the Guatemalan society.	has taken place that promoted co-operation between Norwegian design offices and a significant number of members of the Guatemalan society.
Facilitate for work experience (from Norwegian design offices) that can be of value for local professional designers work in Guatemala, within the objectives of Design without Borders.	<p><b><i>Partially Achieved</i></b></p> <p>Guatemalan exchange participants acquired international work experience in Norway, what is valuable in Guatemala working environment. In addition, exchange participants teach at the University upon their return and thus transfer their experience and knowledge to students.</p> <p>The objective has been regarded as only partially achieved because Guatemalan designers did not work in Norway with projects that aimed at linking design with development, what would be within the objectives of Design without Borders, which is: “to integrate the use of designers’ creative and analytical skills in / for the development of solutions for developing countries and areas of emergency.”</p>

### North Partners - Expected measurable results, short term (2004-05)

Expected measurable results, short-term	Projected Achievements
Developed products and solutions (Cases)	<p><b><i>Expected to be achieved</i></b></p> <p>Two of the three projects under the agreement have the perspective to develop Cases: Anacafé and Fundación Solar.</p>
Professional and social enrichment for design offices in Norway. Design offices live from ideas, and these have better circumstances in a multicultural environment.	<p><b><i>Achievable but improvable if action is taken</i></b></p> <p>Achievable if Guatemalan exchange participants are more fully integrated into a design team, meaning they are provided with all the work opportunities of a full team member and taking part in all phases of design projects. In the context of a design office (or any professional environment), meaningful multicultural exchanges take place through joint productive engagements, that is, truly professional exchange of ideas and joint production of outcomes.<sup>12</sup></p>

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<sup>12</sup> Multicultural environment is here meant to be an “environment” (rules, regulations, working procedures, social dynamic, etc) that is created and changed as a result of a process of negotiation between people with different cultural backgrounds (and not necessarily of different nationalities).



<p>Exiting and non-traditional work opportunities for Norwegian designers.</p>	<p><b><i>Expected to be achieved</i></b></p> <p>This expected result is not very clear. After consultation with a contact person at Norsk Form for clarification, this expected result has thus been established as referring to: Traditional and non-traditional work opportunities for Norwegian designers have been created. <i>Traditional</i> work opportunities meaning working with types of projects that design offices in Norway do. <i>Non-traditional</i> meaning working abroad and managing community-based projects for low-income communities.</p> <p>Partners have designed and are currently implementing traditional and non-traditional work for exchange participants. The extent to which the partner will create similar opportunities for other Norwegian Designers, beside those participating in the project (the exchange participants), remains unknown.</p>
<p>Experience in creating and carrying out exchange programmes between north and south.</p>	<p><b><i>Achievable but improvable if action is taken</i></b></p> <p>Norsk Form needs to address the management of the Exchange Programme in order to secure appropriate co-ordination and planning for the exchanges. This should include the establishment of procedures for organisational learning - the creation of appropriate mechanisms for discussing lessons learned (both positive and negative procedures and experiences in the project) with other partners and exchange participants and producing solutions. Planning and carrying out exchange programmes between north and south requires more time and energy than many contact persons expected when they applied for funding. As the Main partner, Norsk Form needs to ensure that it is “doing things right” (good project management) in order to “do the right things” (Design without Borders).</p>
<p>Example on how designers can contribute in projects in developing countries.</p>	<p><b><i>Expected to be achieved</i></b></p> <p>All three project activities with CONRED, Anacafé and Fundación Solar provide examples on how designers can contribute in projects in developing countries. The key will be to focus on lessons learned (best-practices and ineffective practices), taking into account issues of sustainability.</p> <p>Norsk Form has been publicizing these projects through various means such as web-site and Design without Borders’s booklets.</p>

Increased credibility for Norsk Form regarding their aims for the Design without Borders programme through practical and concrete project results.	<b><i>Expected to be achieved</i></b>  If project results can provide effective, efficient and sustainable examples, it is likely that the project will produce credibility for Norsk Form regarding their aims for the Design without Borders programme through practical and concrete project results. This study identified two issues related to credibility that Norsk Form needs to address. First, it is important that Norsk Form take problems with project sustainability (outputs created by its projects) seriously. A discussion should be carried out urgently with all of its partners and exchange participants on the issue and a plan of action should be elaborated and carried out. Second, Norsk Form needs to improve its performance in managing the Exchange Programme. This issue has been addressed above.
Attention to the objectives of Design without Borders.	<b><i>Expected to be achieved</i></b>  Objective is practically achieved since many activities are within the aims of Design without Borders, that is, linking design and development.

### **Universidad Rafael Landívar - Expected measurable results, short term (2004-05)**

<b>Expected measurable results, short-term</b>	<b>Projected Achievements</b>
Improvement to problems relating to wastewater from the processing of coffee in Guatemala	<b><i>A Contribution toward the goal is achievable</i></b>  Finding a solution to the problem relating to wastewater from the processing of coffee in Guatemala is a more complex task than the project time and resources allows solving. However, it is possible that the exchange participant, working jointly with Anacafé, can make a contribution towards the solution.
An adapted water- and sanitation solution for the developed progressive shelter concept (Fredskorpset project 2002 – 2003)	<b><i>Possibly not achievable</i></b>  Since the contract with the exchange participant responsible to the “la crisis” project has been terminated and there is weak institutional capacity and support for the project at CONRED, it is unlikely that this objective will be achieved.
Realisation of potentials in the San Juan la Laguna community (e.g. presentation and packaging of local	<b><i>Expected to be achieved</i></b>  The current exchange participant has already made contributions to the potentials in

products, facilitation for eco- and cultural tourism)	the community and it is expected that the project will fulfil the objective.
Examples for the Guatemalan civil society of the benefits of involving designers in their activities.	<b><i>Achievable if action is taken</i></b>  Achievable if compiling and publicity of examples takes place through, for example, organizing presentation seminars for NGOs, foundations and private firms for example. Some of the projects such as "Recycling Guatemala" has received some attention from the media and made clear the contributions of designers. However, activities need to be planned and executed so this goal can be achieved.
Experience for Guatemalan design students from work on a real-life project with a professional designer.	<b><i>Expected to be achieved</i></b>  Objective will be achieved with Inventas and Hareider Designmill as well through the past and ongoing incorporation of students in the projects of the Norwegian exchange participants.
Local work opportunities for designers.	<b><i>Possibly not achievable</i></b>  So far no action plan or set of activities have been planned and executed towards the achievement of this goal (create/increase/improve local work opportunities for designers)

## Unexpected Results

Partners	Unexpected results
Norsk Form	Communication, coordination and co-operation between partner institutions need much improvement and have contributed to create inefficiency and ineffectiveness in project activities.
All	Poor planning and coordination of exchanges have delayed the execution of many planned project activities and have created an insecure environment for participants. Participants expected to
Norsk Form and Landívar	Working with students in Landívar, several participants realized the difficulty of teaching rich people about the impact of income disparity.
All	One of the major added values of the exchanges from the participant's professional viewpoint, besides of theoretical and practical knowledge in the field of development, has been to build participant's knowledge and skills in the area of project development and management (human resources capacity building). In this regard, Norwegian participants have had better opportunities to develop professional skills and enhance their marketability than Guatemalan participants. In Norway, Guatemalan designers exchanging to

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	Hareide Designmill and Inventas are assigned to either develop their individual projects, without being fully included in project teamwork, or are incorporated into the work of a team. On the other hand, Norwegian designers are given the opportunity to develop and manage, as team leaders, a design project with the partner organisations in Guatemala.
	<b>Follow-up Work</b>
	Several participants did not expect but experienced low level of interest from Norsk Form to institutionally learn from their exchanges.
	Participants who set up a personal web page for publicizing the project received much more feed-back that expected. Most of the feed-back solicited more or specific information about the exchange participant's project.

## Casa Comal and EICTV

### Objectives of Partnership (2002-03 and 2003-05)

Objectives	Achievements
1. The creation of a cooperation model for subsequent use for other South-South and/or North-South partnership. (2002-03 contract only)	<p><b>Achieved</b></p> <p>The Partnership cooperation model has the following features:</p> <p>(a) Building a long-term project for the partnership that is independent of the Fredskorpset project. Partnership's common project: The production of the Festival Ícaro as a forum for regional integration (Central America).</p> <p>(b) Designing and implementing the Fredskorpset exchange project as an coherent and enabling part of the partnership larger project, that is, integrating the exchange project into the partner's organisational strategy as described in Casa Comal's yearly work plans.</p> <p>(c) Establishing clear roles and effective communication channels between the partners and between the partner institutions and the exchange participants.</p> <p>(d) Planning and implementing the incorporation of perspective future partners into the activities of the current project. Cultural organisations from other Central American countries have been participating in the Festival Ícaro, including participation in discussions regarding the Festival's goals and organisational structure, what gives Casa Comal-EICTV the opportunity to test candidates for future partnerships.</p> <p>(e) Incorporating partners into and building synergy between the various projects carried out by partner institutions such as the project Centro Cultural "Casa Comal" (funded by Norad).</p>
2. Improve the technical capacity of partners.	<p><b>Achieved</b></p> <p>The goal of improving the technical capacity of partner institutions was successful because partners planned the Fredskorpset exchange programme to fulfil their human resources needs. Casa Comal used the exchange programme to upgrade the knowledge and skills of its staff. Upon return from the exchanges at the EICTV, all exchange participants were professionally promoted. Assuming positions of direction in Casa Comal, exchanges were in the right position to pass on newly acquired knowledge and technical skills to their staff. Since the staff at Casa Comal works in common projects, exchange participants and their staff were also able to learn from one another and thus maximizing learning outcomes from the Fredskorpset Exchange Project.</p> <p>The EICTV used the exchange programme to keep the school updated in software usage (from Guatemala) and to supply the school with needed additional staff for teaching and for the realization of special projects.</p>

	<p>At the EICTV, participants from Casa Comal were assigned responsibilities of coordinating projects in areas they had a good knowledge-base and of supervising the thesis of EICTV's graduating students in the related areas of their projects. Participants from Casa Comal developed theoretical and methodological knowledge and skills at EICTV through working with the school's teaching staff, visiting professionals, and graduating students. Supervising graduating students and leading special projects for the EICTV, such as Production Coordination of Documentaries and Direction of Photography, exchange participants developed organisational and leadership abilities, which trained them to assume roles of greater responsibility at Casa Comal.</p> <p>Exchange participants from the EICTV to Casa Comal assumed responsibility for areas of work in Casa Comal such as direction of sound and of edition during Casa Comal's production of <i>La Casa de Enfrente</i> and direction of edition during the VII Festival Ícaro.</p> <p>Exchange participants improved the technical capacity of partner institutions in the areas of sound, edition, photography, production, direction, publicity, software, and management capacities.</p>
3. Strength the institutional capacity of partners.	<p><b>Achieved</b></p> <p>Goal achieved given that the Partnership has been successful in (a) assuring good matches between the participant's professional and personal needs, aspirations and capacities and their institutional needs and capacities; (b) planning the integration and retention of participants into Casa Comal's organisational structure after the exchange. Upon return, all participants from Casa Comal were able to occupy positions of greater responsibility and leadership.</p> <p>The participants were also able to expand the role of Casa Comal through organizing and delivering courses, some of which based on methodology learned at EICTV. Casa Comal's Centro de Formación Artística y Audiovisual (Centre for Artistic and Audiovisual Training) has been offering courses for professionals and children. Exchanges were thus very effective in building institutional capacity.</p>
4. Joint production of audio-visual projects.	<p><b>Achieved</b></p> <p>Partnership has produced a fiction film, <i>La casa de Enfrente</i> (The House In Front, Directed by Elías Jiménez) and is in the process of producing <i>Cuentos de Guerra</i>, the second film under the direction of Casa Comal. Audio-visual projects (photography and documentary) were completed at the EICTV by participants from Casa Comal in cooperation with EICTV students and teaching staff.</p> <p>All three exchange participants from the EICTV to Casa Comal provided technical support for the production of <i>La Casa de Enfrente</i>. Actually, each was responsible for a technical area of the production process: sound direction (Franklin Hernández), story board and direction of edition (Pedro Carrasco) and casting (Yuliet Cruz).</p> <p>In 2002, contact person and all three exchange participants from the EICTV to Casa Comal provided</p>

	organisational support to Casa Comal for the V Festival Ícaro. Franklin Hernández supervised sound quality in the projection room, Pedro Carrasco designed printed and electronic promotional materials for the Festival and Yuliet Cruz conducted an acting mini-seminar for the Festival. Contact persons and exchange participants from both partners worked jointly in the production of the VI and VII Festival Ícaro.
5. Develop the capacity of new professionals in the area of cinema and TV.	<p><b><i>Achieved</i></b></p> <p>In order to achieve this objective the Casa Comal-EICTV partnership has designed and delivered courses, seminars and workshops for over 300 professionals in the area of cinema and TV in Guatemala. The activities were performed at Casa Comal. The planning and delivery of these capacity building activities involved both in-service and returning exchange participants, who worked in close collaboration with colleagues at Casa Comal and contact persons. Thus exchange participants transferred their knowledge and technical skills internally to other colleagues at Casa Comal and externally to some of Casa Comal's stakeholders.</p>

### Expected results of Partnership (2003-05)\*

Expected results	Achievements
<b>In Guatemala</b>	
1. The four participants will execute eight seminars and train at least 80 persons.	<p><b><i>Achieved</i></b></p> <p><b>Courses delivered by the Fredskorpset exchange participants in 2002-03:</b></p> <p>Sound recording (by Franklin Hernández): eight students.</p> <p>Post-production of Sound (by Franklin Hernández): five students</p> <p>Cinematographic Edition (by Pedro Carrasco): five students.</p> <p>Acting (by Yuliet Cruz): 100 students.</p> <p>Cinematographic Picture (by Daniela Sagone): eight students</p> <p>Non Linear Edition (by Iván Castro): six students</p> <p>Production (by Pedro Díaz): five students</p> <p>In 2002-03, exchange participants provided training for a total of 137 students.</p> <p>In its 2004 Work Plan, Casa Comal planned the organisation of 16 courses to train 555 students.</p>

941 students attended courses at Casa Comal's Centre for Artistic and Audiovisual Training, 91% of which graduated (it was expected that 75% of these students would graduate). Casa Comal also organized workshops for children, including children from poor background. Exchange participants were involved in organizing and delivering these workshops.

**Courses delivered by the Fredskorpset exchange participants in 2004:**

Exchange participants delivered all courses in the Audiovisual area.

Course	No. Of Students	Graduated
Sculpture	14	4
Synopsis of Art History	30	30
Impressionism and Expressionism	35	35
XX Century Vanguard	30	30
XX Century Vanguard	25	25
Overview of Latin American Art	32	32
Visual Art in Guatemala: From the 1950s to the 1990s	40	40
Magic Realism in Guatemalan Art in the XX	35	35
History of Guatemalan Cinema	35	35
Tendencies in Contemporary Music	30	30
Seminar of Edition	4	
Guitar Seminar	6	
Seminar of Animation	11	1
Easy Art for Children	25	10
Seminar of Cinematic Creation	16	5



		Seminar of Cinema and TV - USAC	43	43	
		Acting Direction	17	10	
		Vacation Workshop - Easy Art for Children	32	10	
		Documentary	30	30	
		Cinematographic Direction	15	5	
		Easy Art for Children	450	450	
		<b>13 courses and workshops</b>	<b>941</b>	<b>856</b>	
2. November 6 – 13: Realization of the VI Festival Ícaro a la Criación Audiovisual Centroamericana.	<p><b><i>Achieved</i></b></p> <p>The partnership has successfully realized the VI Festival Ícaro in 2003 and the VII Festival Ícaro in 2004.</p>				
3. March – April, 2004: Production (filmed) of a fiction film finished.	<p><b><i>Partially achieved to date</i></b></p> <p>The fiction film <i>Las Cruces... poblado próximo</i> (Cross... a nearby village) is partially produced. Currently Casa Comal is in the final production phase of the fiction film, planning to resume production in March, 2005. Casa Comal estimates the production of the film will be finalized at by end of 2005.</p>				
4. The fresh movie industry will be stronger.	<p>There is not yet an industry proper for film production in Guatemala. The Casa Comal-EICTV Project has contributed towards setting a base for such industry to come into being. As expressed by a contact person from Casa Comal: “The success of <i>La Casa de Enfrente</i> generated an expectation and interest that was absent before; our film proved the possibility of national film production and the existence of a public interested in seeing it.”</p> <p><b><i>La Casa de Enfrente</i></b> was one of the most seen fiction film in Guatemala in 2003-04. In 2004, <i>La Casa de Enfrente</i> participated in film festivals in numerous countries such as Norway, Cuba, Spain, the USA, Austria, and the UK. <i>La Casa de Enfrente</i> was decisive in putting the nascent Guatemalan film industry in the national and international film markets. The <b>Festival Ícaro</b> has also provided national and international exposure for the Guatemalan films. Actually, the Festival has generated a movement in audiovisual production in Central America.</p> <p>The EICTV is a well established and recognized institution in the international cinematic milieu. The school has international student and staff bodies and elaborate projects in partnership with professionals from numerous countries and institutions. EICTV has provided exchange participants, Casa Comal and its</p>				

	<p>associates with access to a wide network within the international film industry. The partnership with the EICTV has also provided institutional legitimacy to Casa Comal as a young cultural institution.</p> <p>The partnership has also <b>strengthened the capacity of new Guatemalan professionals</b> in the area of cinema and TV in Guatemala through providing courses and workshops provided by Casa Comal at their Centre for Artistic and Audiovisual Training. In addition, Casa Comal has established a partnership with the Cultural and Artistic Directorate of the Ministry of Culture to organize and deliver audiovisual courses at the Escuelas Nacionales de Arte (National Schools of Art). Furthermore, a partnership with the School of Social Communication at the University of San Carlos was established in 2004. Casa Comal is establishing the Specialization in Cinema and TV for the Bachelor in Journalism. As a consequence of this partnership, the university created the</p> <p>Increasing local supply of qualified professionals allows Guatemalans to meet current demand and can create pressure for new productions. Increasing the capacity of professionals positively impacts the level of quality of audiovisual productions in Guatemala.</p> <p>Escuela de Comunicación Social de la nacional Universidad de San Carlos de Guatemala.</p>
<b>In Cuba</b>	
1. The four participants will have assisted in the work of EICTV's first-year students.	Both participants exchanging from Casa Comal to the EICTV in 2003 had responsibility of working with <i>second-year students</i> , including supervising their thesis. One participant developed a project in Production and the other in Photography Direction. The two participants exchanging from Casa Comal to the EICTV in 2004 arrived in November and have been assigned responsibility to work with first-year students.
2. Professional capacity of participants has been strengthened.	<p>The professional capacity of the two exchange participants from Casa Comal to the EICTV in 2003 (Daniela Sagone and Pedro Díaz) were substantially developed. Under the supervision of the EICTV's contact person and with the support of other school staff, participants fully developed projects in the areas of Photography Direction (Daniela) and Coordination of Production (Pedro). These projects provided exchange participants with valuable administrative and organisational experiences, which included defining, planning and implementing projects. EICTV assigned a group of students to work in these projects with each of the exchange participants, what provide them with the opportunity to perform the roles of personnel coordination and supervision.</p> <p>In addition, exchange participants supervised the thesis of EICTV's graduating students, what exposed them to a range of technical, methodological and theoretical knowledge employed and developed by the</p>

	<p>students. Working together with school staff, participants also acquired teaching methodology. Upon return to Guatemala, exchange participants used the modular method learned at the EICTV for the seminars provided by Casa Comal.</p> <p>Upon return from the exchange, both participants assumed positions of greater responsibility at Casa Comal. The technical and organisational capacities acquired at the EICTV have thus enabled exchange participants to effect a professional growth and promotion.</p> <p>The Cuban exchange participant (Joel Prieto) currently in service in Guatemala has worked in the VII Ícaro Festival in the area of Production, what enabled him to strengthen his capacity to handle new software. He has been fully incorporated into Casa Comal's team in charge of producing the festival, what provided him with the opportunity to learn organisational and administrative skills as well. Since exchange participant is not a staff member of the EICTV, it remains very important to plan how exactly he will transfer the knowledge and technical skills acquired through the exchange to EICTV. His follow up work has not yet been planned (to date).</p>
3. EICTV will have gained important economic resources from receiving professionals from Guatemala without paying for their costs.	As mentioned above, the exchange participants from Casa Comal performed important tasks and produced needed outputs for the EICTV. The participants took on teaching staff roles, provided supervision of graduating students' thesis, and developed and delivered key projects. Their performance supplied the EICTV with relevant human and technical resources. The EICTV has thus gained economically from the fact that the Fredskorpset project covered the costs associated with bringing the exchange participants to the school.
4. EICTV will have means to access Guatemala's flourishing film industry.	EICTV has access to the Guatemalan film industry through its partnership with Casa Comal and through the Festival Ícaro and through the <i>Muestra Itinerante del Festival Ícaro</i> (Itinerant

**\* There was no expected output/outcome listed in the 2002-03 contract.**

## Unexpected Results

Partners	Unexpected results
All	The success of <i>La Casa de Enfrente</i> , the film produced by the Partnership, was far beyond their expectation.
EICTV	The exchange programme encouraged other senior staff from the EICTV to voluntarily participate (including paying for their own expenses) in the Partnership's production of <i>La Casa de Enfrente</i> .

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Casa Comal	Some exchange participants expected to acquire more theoretical than technical knowledge at the EICTV. They were satisfactorily surprised that the exchange actually allowed them to link theoretical and technical knowledge.
	A study will be conducted in 2005 to assess the possibility of extending the Exchange Programme between Casa Comal and EICTV to include partners in Honduras and Nicaragua, which are currently partners in the production of the Ícaro Festival.
	<b>Follow-up Work</b>
Casa Comal	Contact persons and some participants have mentioned that an unexpected result of the follow-up activity was the large number of professionals working in the area of Cinema and Television from Dominican Republic and Argentina that have contacted Casa Comal to solicit participation in the exchange programme, after knowing about it through the media (interviews with former participants from EICTV). They felt that this visibility of the exchange project created too much expectation.

## Agder University College

### Objectives of Partnership (2003-2004)

Overall Objectives	Achievements	Source	
1. The main purpose of the project is to establish a strong and fruitful collaboration and friendship between the TTC, Siem Reap and the AUC, Kristiansand	A collaboration and friendship is established between TTC and AUC. Some signals indicated that the partnership was driven by AUC and that TTC's priorities were not heard or implemented. Therefore the collaboration cannot be described as especially "strong and fruitful". Both partners recognize that there are challenges to establishing a good collaboration, and that they have very different views on the purpose of the partnership. They seem committed, however to improve the dialogue and planning process. The language-barrier is believed to be the main cause of the lack of reciprocity in the exchange.	Interviews	
2. To establish friendship connections between schools in Norway and Cambodia. By doing this the participants from both North and South will gain valuable experience and develop important and useful knowledge in a setting of personal relationship.	A friendship school-network between 9 (some say 7) schools is established. The gaining of valuable experience and development of knowledge has been achieved through participants who have visited the friendship schools in both countries and done different activities and teaching with them. The schools have also sent and received letters and drawings made by their friendship schools, a work that has been assisted by the visiting participants. <sup>13</sup>	Interviews, Annual Report	
3. Enhancing the Teacher Training College staff proficiencies on learning/teaching pedagogy with focus on child-centred learning strategies	<b>Achieved</b> The partnership has contributed positive to enhance the TTC's proficiency in the field. The main achievements are a consequence of the North participants work towards TTC staff.	Interviews	
4. Improving management and leadership in TTC and other schools within the 5 year period.	<b>Not Achieved</b> There has been no management and leadership training carried out in the	Interviews	

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<sup>13</sup> The friendship schools have not been studied in detail in this study. Only one Cambodian friendship school was visited. So the stated achievements are based basically on feedback from people involved in the Fredskorpset partnership, not the friendships schools and their pupils.

	partnership.		
5. Establishing a friendship school-network linking children in Norway with children in Cambodia towards international understanding and empathy.	A friendship school-network is established. See point 2.	Interviews, Annual Report	

## Partners Interest in the Exchange

Expected results	Achievements		
<b>In the North</b>			
1. Agder University College wishes to develop its international engagement. This project is a strong contribution to that commitment. Participation in this project will give AUC teachers in teacher education a valuable and unique background. They will gain experience in research work, action learning and action research in a country with different culture and conditions. The need for teachers with international knowledge and understanding is growing. Therefore it is important to have teacher educators with international experience, too.	<p><b>Partially Achieved</b></p> <p>The partnership is a development of AUC's international engagement, compared to the previous international engagement. The north partner expresses that they have learned a lot (and made some mistakes) from the exchange relating to this objective, and have not reached as far as they would wish. However, lessons learned are guiding the process in order to improve the overall impact that the project has at the institution.</p>	Interviews, Annual report	

<p>2. Save the Children is in need of North-South participation and contact with schools in Cambodia because Save the Children is carrying out work in Norwegian schools concerning attitudes. The goal is to develop empathy, engagement and activity for others, especially children in the third world. Direct contact with schools in Cambodia gives a unique possibility to get familiar with children and learn about what it means to grow up without the welfare we here in the richest part of the world, look at as quite natural. What are the problems, and also the strength of children in Cambodia. Fredskorps-participants from both North and South can give schools knowledge in a close and living way.</p>	<p>As stated above, friendship connections have been established. It has, however been beyond this study to measure changes in attitudes among pupils in these schools as a result from this network.</p>	<p>Interviews, Annual report</p>	
<p>3. Norwegian-Cambodian Friendship Association was constituted with the main goal to create contact between Cambodian refugees in Norway and their home-country. The Fredskorps-programme will contribute to strengthen and develop this network. It will contribute to the refugees' involvement in the future of their own country.</p>	<p><b>Achieved</b></p> <p>Participants from Cambodia coming to AUC, Kristiansand, have contact with people from Cambodia living in the area. This is done by participants holding meetings/seminars for the Cambodian community, as well as the participants having personal contact with the community. Most of the Cambodian refugees in Norway live in this area. Therefore the partnership creates contacts between Cambodian refugees in Norway and their home country. The relationship formed between the participants and the community was described to be especially fruitful and rewarding. Whether this in turn has led to Cambodian refugees in Norway establishing a wider contact base with their home country has not been verified. An interested unexpected effect of this relationship is cited below.</p>		

<p>4. The Teacher's Association of Vest-Agder would like to play an active role within the framework of the friendship network between schools in Siem Reap and schools in Kristiansand/Vennesla. Contact, collaboration and friendship are the key words in the pedagogical and cultural context that the association would like to work in. Our interests and role in the project are:</p> <ul style="list-style-type: none"> <li>- bilateral knowledge and inspiration in the field of pedagogic and culture</li> <li>- contact and friendship between Cambodian and Norwegian teachers and students by the way of exchanges, meetings, letters, videos, fax, e-mail etc</li> <li>- contact and information between partner schools and school-leaders</li> <li>- bilateral student- and teacher-related project works</li> <li>- give information about Cambodia and the project in Norway</li> </ul>	<p><b>Not Achieved</b></p> <p>Because of the language barriers, the participants coming to Norway have not been able to carry out work as they expected, and engage in sharing of knowledge through practical tasks like giving lectures at AUC.</p>	
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5. The Archive, Education and Peace Center will have great benefit of Fredskorps-participants from both North and South because they can contribute by describing war in recent times. They can contribute with exhibitions and documentation of recent actions of war. The programme can take part in visualising the Archive's international engagement and peace work	No reported achievements		
<b>In the South</b>			
The main interest of the Ministry of Education, Youth and Sport is to improve education for the Cambodian people. One of their means is to start building up the pedagogical proficiency of the TTC-staff in Siem Reap. The goal is to build up the institution into a model.	<b>Not Achieved</b>  The partnership contribute to this interest/expected output with building up pedagogical proficiency of the TTC-staff in Siem Reap. TTC staff has learned about and practiced different teaching methods, than they used to. The teacher training at TTC has improved as a consequence of the collaboration. The goal – to build up the institution into a model – seems to be longer into the future.	Interviews, Annual report	

## Objectives of Information Activities

Overall Objectives	Achievements	Source	
The objectives of the information in both North and South, will be closely related to the project. A main goal with the information will be to enlighten both North and South about two countries with totally different cultures and different social challenges. More specifically the information work by both parts will mainly be	It seems that most North participants do the information activities immediately after the exchange. Information to friendship schools, and seminars to schools and community in Agder is typically activities that has been	Interviews	

about pedagogy and school-situation. This is to give more understanding and knowledge to the target groups mentioned below. The main reason for doing this is to increase understanding, knowledge and attitudes in multicultural societies.	undertaken. Some has not “had time” to do the follow-up work.		
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## Unexpected Results

	Unexpected Achievements	Source	
	The relationship that developed between the Cambodian participants and the Cambodian community in Kristiansand was a strong and fruitful one, revealing issues that are of interest to AUC in a research perspective. The meeting between two representatives of the “Modern” Cambodia and the community in Norway that left Cambodia some 30 years ago, has been an inspiration to all three parties (AUC, Participants and the local Camb. Community) – who are interested in the meeting between cultures and communication. Hopefully this interested unintended effect may be built upon further in the project.	Interviews	
	“Sometimes what is looked upon as positive can turn out to be negative. Our project is widely defined which gives room for personal creativity and engagement. In general, it is my belief that this is a strength with the project. However, we have experienced that some of the participants (and partner contacts) would prefer a more specific project plan. Maybe we haven't taken the challenges of working in such different contexts than what we are used to serious enough. The challenge must therefore be to keep the broad objectives, and at the same time sharpen the focus.”	Questionnaire	
	“For the Norwegian partner, having participants on an every-day basis, showed us how difficult it is to translate written objectives into daily practice. They became a daily reminder that our working environment is not very international, and does not integrate different perspectives. This, however, gave a fruitful contribution to our faculty, even if that is difficult for the participants to see. It is important that they feel they are contributing and acting as real staff members, and not exotic "international alibis".”	Questionnaire	
	“On a personal level, the stay in Cambodia and the work with the project afterwards gave more, deeper and more lasting experiences and memories than expected. It is my impression that our project really succeeded in creating lasting friendships and close relations, far beyond a working relationship.”	Questionnaire	

## Genomar

### Objectives of Partnership (2004-)

Overall Objectives	Achievements	Source	
<p>To enhance the method of technical capability through exchange of technical personnel, improving hatchery operations, and develop skills to be transferred to other staff and other staff in general in home country.</p>	<p><b>Achieved</b></p> <p>Technical capacity has been improved by:</p> <ul style="list-style-type: none"> <li>- Training of participants coming to GSP is structured and was tailor-made to reflect a hands-on and practical approach; hence the main objective of the technology transfer was significantly achieved.</li> <li>- In terms of social significance, the participants were able to integrate the concept of aquaculture technology transfer and its impact on the socio-economic development of their respective countries;</li> <li>- Training of participants has made it possible for partners to improve operation. This has been demonstrated by that all the participants, upon their return to their respective countries, were given the task of jump-starting their respective project operations.</li> <li>- GSP participants going to other partners has improved operation both by creating production equipment as well as developed the production process and skills. They were able to impart technical creativity, self-reliance and resource management in achieving their goals of increasing productivity.</li> </ul> <p>The programme has successfully inculcated into the minds of the participants that “technological advancement in aquaculture can be achieved simultaneously in harmony with the environment”. This was successfully achieved by the actual demonstration of the GenoMar aquaculture technology wherein all operations were anchored on environmentally-safe protocols as designed and applied in its production facilities</p>	<p>Interviews</p> <p>Monthly reports from the participants</p>	
<p>Build a general awareness of the importance of an environmental friendly and sustainable aquaculture</p>			

operation.			
The overall objective for GSP is to promote tilapia aquaculture as a socio-economic activity that will contribute to the global food security concerns. GSP hopes to be the catalyst in promoting tilapia as the "food of the future" because of its wide global distribution and acceptance.	<b>Achieved</b>  To date, the participants that were trained at the GSP facilities in the Philippines have been contributing to the tilapia aquaculture operations in their respective countries.	Interviews, Annual Report	

## Partners Interest in the Exchange

Expected results	Achievements		
In Genomar Supreme Philippines			
More experience in terms of international exposure, technical aspects and technical and managerial skills. Bring new ideas to improve and further develop GSP operations. This would improve the managerial skills of the GSP personnel working from these places in the sense that they would be exposed to different socio-cultural-political levels of environment in the implementation of a highly technical activity such as aquaculture.	<b>Achieved</b>  The exchange exposes GSP to different cultures as well as different technical and managerial in their partners home countries. The exposure comes both from participants visiting/living at the GSP facility, and from GSP participants visiting partner companies.  The GSP participants who were assigned to the various countries have become "technological change agents", thus, they have significantly performed their role as "development catalyst" towards achieving fish sufficiency.	Interviews, Annual report	
In Chirundu Bream Farm (Zambia)			

For short term output CBF expect to learn about initial hatchery techniques and skills, for long term output they expect that the exchanged person when coming back to Zambia, will be able to be a hands-on, but also an advisory consultant for farmers and grow outs locally in Lusaka.	<p>Chirundu received one GSP participants from August 2003 to April 2004. She helped updated the production process. The most significant achievement of the programme in Zambia was the transfer of technology under the most austere environment where material resources were very limited. Creativity and resourcefulness was the key to the success of the FK programme in this country.</p> <p>On the other hand, the Zambian participant assigned at GSP has assimilated both scientific and practical approach to aquaculture. Such acquired skills have prepared him to be at the forefront of teaching the Zambian farmers about fish culture.</p>	Interviews, Annual report	
In United Aqua Farms (Bangladesh)			
For both short and long term output UAF expect developing an expert around the hatchery, getting the staff to learn the skills, giving a better hatchery, better production, continuously developing the skills, and learning all about the process.	<p>A participant from UAF is back from GSP and is working/supervising and teaching locally in Bangladesh. Another participant is now exchanging at GSP.</p> <p>The programme has trained the participant in managing both technology and entrepreneurship. UAF is into commercial operation of tilapia hatchery networks and the participant is now at the forefront of managing both the technical and production operations at UAF.</p>	Interviews	
In Genomar Supreme Hattery China			
To achieve a higher level of experience regarding the hatchery process, transferring knowledge both ways (to and from China).	<p>One participant is already back from GSP and is working/supervising at the GSHC. Another participant is now exchanging at GSP.</p> <p>The participant from China is now performing administrative functions in the overall operations of the company. This has been one of the major achievements of the programme, wherein the participant has not only enhanced her skills on technical matters, but she was also able to absorb administrative and managerial skills.</p>	Interviews	

## Objectives of Information Activities

Overall Objectives	Achievements	Source	
The overall objective will be to spread the knowledge the participant has gained during the exchange regarding the various aspects of safe sustainable tilapia production.	All 6 participants have been successful in spreading the knowledge that they have learned while under the programme via their respective in-country information activities. These information activities were achieved through production and distribution of technical brochures, on-site fish farmers trainings/seminars/lectures	Interviews	

## Unexpected Results

	Unexpected Achievements	Source	
	Increased understanding that sharing information and technology is of mutual benefit. Secondly, they have realized the so-called “power of one”---meaning that a single person who is totally dedicated and focused in pursuing his goals can “make the difference”. Thirdly, the programme has created a “multiplier effect”---meaning, the knowledge generated by the participants has been passed on from one person-to another, thus it created a “knowledge snowball”	Questionnaire, interviews	
	“For my organisation GenoMar, we were able to introduce our expertise in terms of Aquaculture Genetics which is actually not yet known in other Asian countries. I didn't expect that such simple exchange of words with people that I met during the meetings we had would give them information on genetics, our product (tilapia), and vice-versa. The programme has also opened new doors for GenoMar to duplicate this concept in other developing nations. It's achievements has made GenoMar to realize that corporate success is not only measured in terms of profits, but it is also measured in terms of the social impact it creates within the society.”	Questionnaire, interviews	
	Different working behaviours. Attitude is also one. “We have proven once again in this programme that “willingness to help” knows no boundary. The trainors and the trainees have acted together in synchrony in order to achieve one common goal--to help the people help themselves. “	Questionnaire, interviews	
	Learning to deal with different cultures, attitude concerning how to treat other people and hospitality was mentioned by the participants as personal unexpected results of the exchange.	Interviews	

## Annex 2: List of people interviewed

Name		Partner/Institution
Rio P.	Alcantara	Genomar Supreme Philippines Inc.
Monika	Andersen	Sosialistisk Venstreparti (SV)
Tea	Andreassen	Statens kartverk
Oscar	Arce	Norsk Form
René Mauricio	Arreola Liévano	Casa Comal
Karla Alejandra	Barahona Fong	Universidad Rafael Landivar
Ana Virginia	Bojórquez Lechuga	Casa Comal
Gunn	Bråten	Sosialistisk Venstreparti (SV)
Hong	Bun	Teacher Trainer College
Gilma Susana	Cabrera Aguilera	Frente Faraboundi Martí para la Libertación Nacional
Pedro	Carrasco	Escuela Internacional de Cine y Televisión(EICTV)
Iván	Castro	Casa Comal
Marcos Giovanni	Cativo Mejía	Frente Faraboundi Martí para la Libertación Nacional
Ouk	Chanda	Ministry of Education, Youth and Sports
Jose Elizardo Chavez	Chavez	Frente Faraboundi Martí para la Libertación Nacional
Lucio	Chex Coló	Municipalidad de San Juan Comalapa
Alba Aracely	Cux Cutzal	Municipalidad de San Juan Comalapa
Yim	Danor	Teacher Trainer College
Secil Oswaldo	De León	Unidad Revolucionaria Nacional Guatemalteca
Pedro	Díaz	Casa Comal
Thuy	Do Thu	Assoc. of Geodesy, Cartogr. and Remote Sensing
Lao	Em	Ministry of Education, Youth and Sports
Egil	Engsath	Agder University College
Pamela	Ferrer	Genomar Supreme Philippines Inc.
Gerd Synnøve	Fladby	Stord kommune
Blanca	Flor	Frente Faraboundi Martí para la Libertación Nacional
Margarita	Flores	Escuela Internacional de Cine y Televisión(EICTV)
Maria Julia T.	Grillo	Escuela Internacional de Cine y Televisión(EICTV)
Hoang Tran	Hai	Assoc. of Geodesy, Cartogr. and Remote Sensing
Kristin Riis	Halvorsen	Sosialistisk Venstreparti (SV)
Frederik	Hansen	Norsk Form

Åse Kari	Haugeto	Norsk Form
Marianne	Haugh	Agder University College
Mom	Hen	Teacher Trainer College
Kien Khuat	Hoang	Assoc. of Geodesy, Cartogr. and Remote Sensing
Håvard	Hovdhaugen	Sosialistisk Venstreparti (SV)
Oscar	Ingebrigtsen	Stord kommune
Thomas	Johansen	Sosialistisk Venstreparti (SV)
Marianne	Karlsen	Norwegian Embassy Vietnam
Khoeurm	Kim Chek	Teacher Trainer College
Cheug	Knies	Ministry of Education, Youth and Sports
Sarah	Knutslien	Norsk Form
Kari	Korsvolla	Statens kartverk
Knut	Landstad	Statens kartverk
Benito	Lara	Frente Faraboundi Martí para la Libertación Nacional
Kim	Leng	Teacher Trainer College
Einar	Lieng	Statens kartverk
Hun	Makara	Teacher Trainer College
Sarah Soon	Malling	Sosialistisk Venstreparti (SV)
Peat	Map	Teacher Trainer College
Claudia	Martinez	Frente Faraboundi Martí para la Libertación Nacional
Julian	Mejia	Norsk Form
Nancy Mabell Yon	Mendizal	Universidad Rafael Landivar
Rubén Eduardo	Mendoza Garcia	Unidad Revolucionaria Nacional Guatemalteca
Cecilia Guadalupe	Merino Navarro	Frente Faraboundi Martí para la Libertación Nacional
Than	Monich	Ministry of Education, Youth and Sports
Muth	Mor La	Teacher Trainer College
José	Natividad	Genomar Supreme Philippines Inc.
Van Trung	Nguyen	Assoc. of Geodesy, Cartogr. and Remote Sensing
Giang	Nguyen Thi Huong	Assoc. of Geodesy, Cartogr. and Remote Sensing
Jorun	Nossum	Agder University College
Leav	Ora	Ministry of Education, Youth and Sports
Santiago	Otzin	Municipalidad de San Juan Comalapa
Carlos	Palma	Frente Faraboundi Martí para la Libertación Nacional
Rolando	Pardo	Escuela Internacional de Cine y Televisión(EICTV)
Flor de Libertad	Paz	Unidad Revolucionaria Nacional Guatemalteca



Cruz		
Jan André	Pedersen	Norsk Form
Vinh	Pham Cong	Assoc. of Geodesy, Cartogr. and Remote Sensing
Shhom	Phi Ra	Teacher Trainer College
Truong An	Phong	Assoc. of Geodesy, Cartogr. and Remote Sensing
Joel	Prieto	Escuela Internacional de Cine y Televisión(EICTV)
Lang	Pyseth	Teacher Trainer College
Randy	Ramos	Genomar Supreme Philippines Inc.
Elin	Ranum	Sosialistisk Venstreparti (SV)
Adalgiza	Reina	Universidad Rafael Landivar
Lot	Rin	Ministry of Education, Youth and Sports
Rafael	Rosal	Casa Comal
Guri	Rusten	Ministry of Foreign Affairs
Odd-Bjørn	Raanes	Stord kommune
Daniela	Sagone	Casa Comal
Choup	Sah-Ol	Teacher Trainer College
Ouk	Sambath	Teacher Trainer College
Magnar	Sannes	Agder University College
Sak	Saren	Teacher Trainer College
To Kim	Sean	Ministry of Education, Youth and Sports
Anniebelle N.	Serafica	Genomar Supreme Philippines Inc.
Sok	Sethoz	Teacher Trainer College
Julio Fredy	Simon Cana	Municipalidad de San Juan Comalapa
Birte	Simonsen	Agder University College
Ung	Sirei Dy	Ministry of Education, Youth and Sports
Gudrun	Skjæveland	Stord kommune
Keo	So	Teacher Trainer College
Pril	Sokros	Teacher Trainer College
Eivind	Solberg	Norsk Form
Silvia	Solorzano	Unidad Revolucionaria Nacional Guatemalteca
Leak	Somala	Teacher Trainer College
Ouk	Somaly	Teacher Trainer College
Hy	Sombath	Teacher Trainer College
Prach	Sonat	Teacher Trainer College
Seng	Sopheap	Teacher Trainer College

Phorm	Sorphorn	Teacher Trainer College
Chim	Sothat	Teacher Trainer College
Smin	Sou	Teacher Trainer College
Boukong	Sougnatti	National Geographic Department (NGD)
Christine	Stokke	Agder University College
Leif	Strand	Genomar Supreme Philippines Inc.
Kari	Strande	Statens kartverk
Harald	Sævareid	Norsk Form
Jason	Tamano	Genomar Supreme Philippines Inc.
José	Tereso Xocop Cux	Municipalidad de San Juan Comalapa
Tihnt	Thown	Teacher Trainer College
Le Cong	Thuyet	Assoc. of Geodesy, Cartogr. and Remote Sensing
Heng	Thyra	Teacher Trainer College
Binh	Tranthai	Assoc. of Geodesy, Cartogr. and Remote Sensing
Dang Thanh	Tung	Ministry of Nature Resource and Environment
Choub	Uschsth	Teacher Trainer College
Ly	Vannak	Teacher Trainer College
Johan C.	Vibe	Norwegian Embassy Cuba
Johanne	Volløyhaug	Stord kommune
Lien	Vy	Assoc. of Geodesy, Cartogr. and Remote Sensing
Chen	Yaian	Genomar Supreme Philippines Inc.
María Aura Olivia	Yool Mux	Municipalidad de San Juan Comalapa
Bunhan	You	Ministry of Education, Youth and Sports

## Annex 3: List of references

### Partnership documents

Casa Comal	Collaboration Agreement (2002-3)
	Collaboration Agreement (2003-5)
Escuela Internacional de Cine y TV	Partnership Agreement (2003-5)
	Appendix 1 (2002-3)
	Appendix 1 (2003-5)
	Budget (2002-3)
	Budget (2003-5)
Socialistisk Venstreparti	Collaboration Agreement (2002-4)
	Partnership Agreement
Frente Farabundi para la Liberacion Nacional	Appendix 1 (in Norwegian)
	2002 Annual Report (in Norwegian)
	2003 Annual Report (in Norwegian)
Unidad Revolucionaria Nacional Guatemalteca	
Stord kommune	Appendix 1 (2004-5)
	Project Evaluation (2003)
Municipality of San Juan Comalapa	Collaboration Agreement (2004-5)
	Collaboration Agreement (2002-3)
	Partnership Agreement (2004-5)
Norsk Form	Collaboration Agreement
	Partnership Agreement
Rafael Landívar University	Appendix 1
	Annual Report 2002-3
Hareide Designmill and Inventas (design offices)	
Genomar	Collaboration Agreement
	Partnership Agreement
	Appendix 1
	Annual Report 2003
	Participant Agreement
Høgskolen i Agder, Avd.	Collaboration Agreement

For Ped.	Partnership Agreement Appendix 1 Annual Report
Statens kartverk	Collaboration Agreements 2002 and 2004 Partnership Agreement Annual Report 2003 Annex 1 Participant Agreement

**Other references**

CIDA (1999)	<i>"Partners, Collaborators or patron-clients: Defining realionships in the aid industry"</i> ; Background document for CIDA/Canadian Partnership Branch.
Norad (1999)	"The Logical Framework Approach (LFA)"; Hanbook for objectives-oriented planning; fouth edition; made by Scanteam.
OECD/DAC (2002)	"Glosary of key terms in evaluation and result based management"

## Annex 4: Terms of Reference

(ONLY IN NORWGIAN)

### KONKURRANSEGRUNNLAG

#### 1. KRAVSPESIFIKASJON

##### Studie av måloppnåelse i prosjekter Fredskorpsets hovedprogram

##### Hovedformål

Det skal gjennomføres en studie av resultatoppnåelse hos utvalgte partnere på vegne av Fredskorpset. Studiens hovedformål er å vurdere resultatoppnåelsen hos utvalgte partnere i prosjekter innen Hovedprogrammet i forhold til formulerte mål.

Videre gjennomføres studien for å

- vurdere i hvilken grad planlagte aktiviteter og formulerte resultater på kort sikt er realisert i de utvalgte prosjektene.
- vurdere i hvilken grad prosjektenes etterarbeid er gjennomført og hvilke resultater som er oppnådd gjennom disse.
- bidra til å styrke partnernes bevissthet om deres egne prosjektmålsettinger, målformuleringer og reelle muligheter for å nå disse.

##### Premisser:

- Måloppnåelse: Studien skal kartlegge om partnerne når sine målsettinger slik de er spesifisert i partner- og samarbeidsavtaler.
- Resultater for øvrig: Studien skal i tillegg søke å kartlegge resultater som følge av utvekslingene som ikke er forutsett eller planlagt (ihht. partner- og samarbeidsavtaler).
- Innhold og resultater av *etterarbeid*:
  - Med utgangspunkt i planer for etterarbeidet skal studien spesielt undersøke i hvor stor grad de planlagte aktivitetene *har blitt gjennomført*.
  - Studien skal kartlegge i hvilken grad de ulike aktivitetene *har bidratt til måloppnåelse* og kartlegge eventuelle resultater/effekter (positive og negative) som ikke var planlagt
  - Studien skal inneholde en *kost-nytte vurdering* av om etterarbeidet har gitt resultater som står i forhold til de tildelte midler som er benyttet til formålet.
- Studien skal omfatte både hoved- og sekundærpartner i hvert nettverk.
- Ovenstående skal studeres hos partnere i Nord og i Sør.

**Metode:** Studien blir basert på følgende:

- a. Arkivstudier (av målformuleringer)
- b. Intervjuer av partnere og deres nåværende og tidligere deltakere/ansatte som har vært utvekslet.

- c. Spørreundersøkelser pr.e-post overfor partnere (og deltakere). Dette gjelder i tilfeller der det av praktiske/økonomiske årsaker er vanskelig å innhente informasjon gjennom personlige intervjuer. Fredskorpset ønsker å utvikle standardiserte spørreskjema (i "Questback" format) for senere bruk. Fredskorpset vil derfor at dette utvikles i et samarbeid mellom Konsulenten og Fredskorpset.

### **Utvalg av prosjekter**

Totalt 8 prosjekter inngår i studien. De aktuelle partnerne/prosjektene er lokalisert i:

- a) Norge: Oslo, Stord, Arendal, Hønefoss
- b) Guatemala, El Salvador, Cuba, Kambodsja, Laos, Vietnam, Fillippinene

### **Forventet innhold i rapporten**

- Generell del (basert på analyser av intervjumateriale og spørreundersøkelse):
  - o Hvilke faktorer påvirker graden av måloppnåelse?
  - o Oppsummering av undersøkelsen.
  - o Oppsummering av enkeltelementene i de partnerspesifikke undersøkelsene:
    - Måloppnåelse i forhold til partner- og samarbeidsavtaler.
    - Resultater utover planene.
    - Erfaringer med og resultat av etterarbeid.
  - o Forbedringspunkter for Fredskorpset
- Prosjektspesifikk del med følgende elementer fra hvert prosjekt.
  - o I hvilken grad når partnerne når sine målsettinger slik de er spesifisert i partner- og samarbeidsavtaler.
  - o Resultater for øvrig (ikke planlagte resultater).
  - o Erfaringer med og resultat av etterarbeid.

### **Kildedokumenter**

Følgende dokumenter er tilgjengelig som grunnlagsmateriale for studien:

- Avtaledokumenter med prosjekt- og målbeskrivelse.
- Årsrapport fra 2003.
- Partnernes prosjektrapporter for 2003.

### **Språk**

Rapporten fra studien skal være på engelsk.

### **Framdriftsrapport før datainnsamling**

Før datainnsamlingen starter presenterer konsulenten en framdriftsrapport med plan for datainnsamling med, intervjuguider og skjema for intervju pr. e-post

## **ANBUDSPROSESSEN**

### **2. Anskaffelsesprosedyre**

Det benyttes konkurranse med forhandlinger.

### **3. Tidsplan**

- a) Frist for mottak av anbud. Fristen for mottak av anbud er 17. september 2004. Tilbudet sendes: Fredskorpset, Stefan Midteide, Postboks 8055, 0181 Oslo. Tilbudene merkes "Studie – Fredskorpset Hovedprogram".
- b) Vedståelsefrist: Innsendte tilbud er bindende fram til 15.10.2004
- c) Konferanse: Dersom det er ønskelig med utfyllende informasjon gis dette i konferanse for alle tilbydere samlet fredag 10. september kl. 12.30 i Fredskorpsets lokaler, Torggt. 2, 5 etg.
- d) Avtale inngås med leverandør ultimo september.
- e) Utkast til rapport presenteres Fredskorpset 15.november
- f) Endelig rapport overleveres Fredskorpset 1. desember

### **5. Krav som stilles til leverandørenes kvalifikasjoner**

Obligatoriske krav er:

- Skatteattest for skatt og merverdiavgift
- HMS-erklæring

Kvalitetsmessige krav:

Det forutsettes at tilbyder

- har dokumentert erfaring med prosjektevaluering
- har dokumentert erfaring fra arbeid i de aktuelle land eller regioner
- behersker spansk og engelsk som arbeidsspråk

### **6. Kriterier for tildeling av kontrakten**

Tildelingen vil skje på grunnlag av vurdering av

- Pris
- Leveringssikkerhet
- En helhetlig vurdering av i hvilken grad tilbyder tilfredsstiller de kvalitetsmessige kravene nevnt over.

### **7. Språk:**

Tilbudet skal være utformet på norsk. Andre språk kan aksepteres etter avtale.

### **8. Kunngjøring**

Konkurransen er kunngjort i DOFFIN-databasen og på [www.fredskorpset.no](http://www.fredskorpset.no)