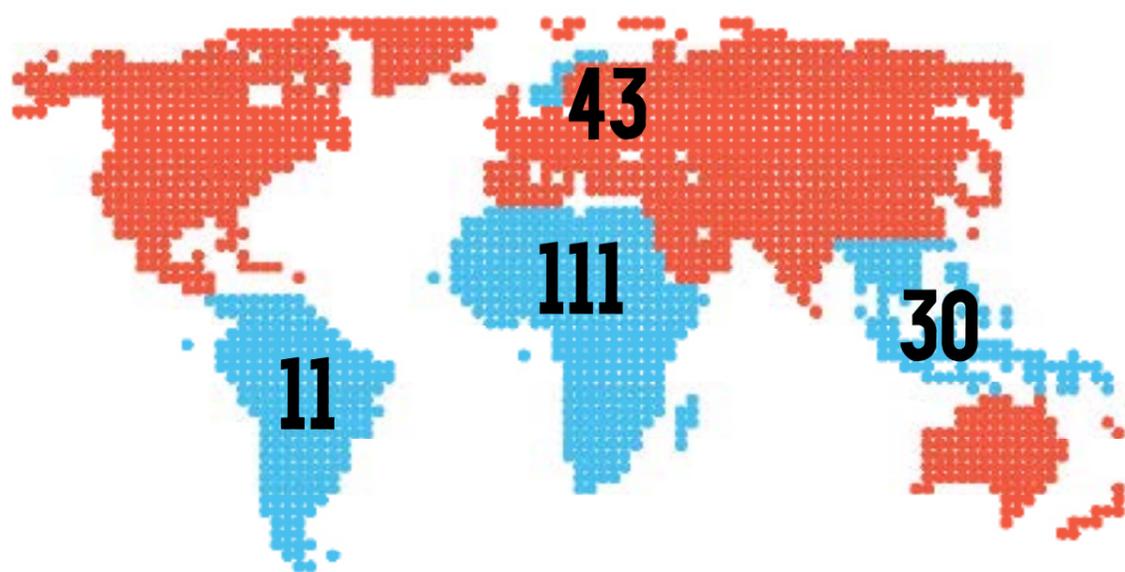




Norway /  
Fredskorpset

# 2015 / ANNUAL REPORT





195 partners worldwide

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Front page photo: Engineer Raymond Lumansi is one of the FK participants who have been in India to learn more about biomass gasification. He is part of an exchange project between Makerere University in Uganda and Husk Power Systems in India. See page 11 for more information. (Photo: Liz Palm)

## RECIPROCITY AT THE CORE OF PARTNERSHIP



- The new Sustainable Developmental Goals provide us with a framework for a joint global effort to strengthen human dignity and the respect for human rights, and to do so in a way that leaves no one behind.

For us in FK Norway, the means to achieve this present and future goal is by promoting development based on equitable partnerships and shared perspectives. Our core value in this respect is reciprocity. Reciprocity implies creating long lasting relationships and mutual collaboration based on the acknowledgment of local ownership to local challenges. It is central for fruitful cooperation anywhere in the world.

If we are to create a credible global partnership for sustainable development, it must rest on reciprocal efforts and inclusion of the people involved. That means challenging ingrained power structures, facilitating relations of mutual benefit and responsibility, as well as securing joint decision-making as a governing principle between the collaborating partners.

In our work to promote capacity development and youth leadership through mutual exchange, we are faced with experts in their respective fields. Regardless of their backgrounds, professions, sectors or other aspects that may differentiate them, they share the goal to partner up in order to contribute to development as a mutually empowering process.

We see our role in FK Norway to be facilitators

of the strongest possible partnerships, for individuals and institutions alike, so that the various actors can achieve their own objectives in their respective fields. As a tool of Norwegian development cooperation, ours is thus a bottom-up approach to development.

FK Norway have a mandate to focus our work within health, education, private sector development and civil society, and all activities rest on basic human rights and environmental considerations. However, when human beings take leadership, they are bound to transgress sectors and project ambitions. Cross-border cooperation not only challenges traditional boundaries, but also fosters innovation in mind and matter. In 2015, 34 % of FK Norway's projects were multi-sectoral. Within our South-South portfolio, 50% of all projects were multi-sectoral.

Every year we meet around 600 new professionals and volunteers who confirm that FK Norway is contributing to their success. Every second year we ask all our participants and partner organisations how we are doing. A vast majority of the feedback provides us with good reason to stay our course. Every year, we are also offered advice on how to perform better. This is taken very seriously among our staff, as it provides us with valuable learning and strengthened relationships.

I would like to thank all our partners, participants, associates and staff for your vibrancy and passion in contributing to FK Norway's results in 2015. Our joint ambition to make the world better through human enterprise, where individual efforts and motivation are the game changers, continues to encourage and inspire us.

**Nita Kapoor**  
Director General  
FK Norway

# YOUTH AND DEMOCRACY: CIVIL SOCIETY

## Embracing youth engagement

A strong and vibrant civil society is crucial to develop and maintain a thriving democracy. Civil society engagement is often the first and most important way into democratic participation for young people. It represents a channel through which young people can formulate their own political demands and work for the realization of their human rights. Young people constitute a high and peaking proportion of many populations, and ensuring their active participation is vital for the future health of civil society.

## Individual, organisational and societal impact

The mutual exchange of youth volunteers between civil society organisations contributes to developing young leaders and strengthening youth participation in civil society. It strengthens both the individual volunteers' competence and the partner

organisations' capacity by sharing knowledge with like-minded actors in other countries.

In 2015, FK Norway increased our focus on the institutional results of volunteer exchanges. Organisations can benefit both from hosting international volunteers and from providing their own volunteers with international experience and leadership skills. Through our exchanges FK Norway have a continuous focus on creating as much impact as possible, on individual as well as organisational level.

## Increased South-South cooperation

FK Norway started up South-South cooperation in 2001, and in 2015 three new South-South exchanges were established within the civil society portfolio. Focusing on growth and increasing our support to South-South cooperation and regional networks between civil society organisations, we contribute to develop young volunteers as present and future leaders.

*For the last four years FK Norway have staged the annual Youth Leadership conference in Oslo in order to provide young leaders a possibility to discuss political topics on their own terms. In 2015 activists from all over the world shared their stories, activism and challenges (Photo: Liz Palm)*



## STRENGTHENING RED CROSS THROUGH NEW EXPERIENCES

For 15 years, the Youth Delegate Exchange Programme (YDEP) has offered dedicated Red Cross Youth volunteers the opportunity to work for the Red Cross in another country. The partnership currently consists of the Red Cross branches from Norway, Nepal, Lesotho and Colombia.

YDEP strengthens the national structures for involving youth and builds a global network for young volunteers, bringing the international movement closer together. The exchanges share results, experiences and best practices across national borders. One example is the mutual benefit of programmes with shared objectives employed in the different countries. The Norwegian Red Cross runs a Street Mediation Programme while the Colombian Red Cross have their Peace Action and Coexistence Programme (PACO). YDEP enables the national branches of Red Cross to develop their programmes through sharing and refinement of experiences, techniques, and methodology.



Photo: Red Cross

- It has been amazing to be a part of this exchange. The Youth Delegate Exchange Programme has given me the opportunity to learn how other Red Cross National Societies work, and how the movement adjusts their goals depending on the local needs. I have increased my knowledge and gained new skills. This enables me to contribute even more as I continue as a Colombian Red Cross volunteer.

Diego Junco, Youth Delegate from Colombia Red Cross

## STRENGTHENING YOUNG FEMALE LEADERS

The World Association of Girl Guides and Girl Scouts (WAGGGS) is one of the world's largest civil society organisations dedicated to girls and young women. It has a strong regional presence in Africa, with 32 national organisations and a total of 875 000 members on the continent. One of their main goals is to nurture girls and young women to reach their fullest potential as responsible citizens and young leaders in their local communities.

In 2015, WAGGGS started a new South-South exchange project coordinated by WAGGGS Africa Region. The exchange project, called the YESS Girls Movement, annually offers 35 young African women leaders from nine WAGGGS member associations the opportunity to "go, see and learn" by working in another organisation for 6 months. When they return they bring their experiences back to their home organisations where they continue their work as youth leaders.

The exchange contributes to building the leadership skills of the volunteers and strengthening the involved member organisations through sharing of methodologies and best practices. The nine Guiding Associations currently participating in the YESS Girls Movement include Uganda, Burundi, Zimbabwe, Kenya, Rwanda, Zambia, South Africa, Tanzania and Madagascar.



Photo: FK Norway

- The partnership with FK Norway offers a unique platform for us to pursue our goal of developing young female leaders in African societies, by exposing them to a new context and giving them new platforms to exercise their leadership. It also brings us closer to our sister organisations in other African countries, and strengthens the cooperation between the national movements.

Robina Asimwe Sentumbwe, YESS Girls Movement coordinator

**70%** OF ALL FK PARTICIPANTS SEE THEMSELVES AS CHANGE AGENTS

# HEALTH EXCHANGES: COMPETENCE AND SERVICE DELIVERY

## Holistic, yet focused

FK Norway base our health exchanges on basic health care services, mother and child health, preventive medicine and holistic health perspectives. FK Norway emphasize the importance of high quality: International medical standards, and, patient and staff safety. These priorities are all in line with the Norwegian Health development policy, as is our contribution to reducing the global health personnel crisis. A main priority for 2015 was the finalisation of the Millennium Development Goals and the implementation of the Sustainable Development Goals for the Post-2015 Agenda.

## Service delivery through competence

Our health partners are a mix of public and private hospitals, other health institutions, health education and research institutions, local health authorities and various NGOs and

civil society organisations. The projects have different goals such as the strengthening of primary health care institutions and hospitals, strengthened education of nurses, doctors, midwives and specialists, strengthened health administration, management and technical staff.

## Seeking synergies

FK Norway represented Norway in the European ESTHER Alliance (EEA) in collaboration with Norad, and through the EEA we continuously strengthen health networks around the world and contribute to increased resource efficiency. Another example is our support to the Norwegian Network for Health and Development (NHU) in shaping the future Norwegian global health initiatives.

*Full focus in operating theater at Queen Elisabeth Central Hospital in Blantyre, Malawi. The Norwegian partner in this project is Oslo University Hospital, Norway (Photo: Signe M. Bandlien)*



## SECURING THE LIVES OF NEWBORN CHILDREN

Oslo University Hospital and JK Lone Hospital, Jaipur, India, cooperate in order to improve the care of sick and premature newborns, in line with international standards.

The project also aims to further the exposure of Norwegian health personnel to diagnosis and treatments of patients with rare conditions and different cultural backgrounds. With Oslo having a large immigrant population, this provides a platform for better multicultural understanding, and enables scientific research in the field of newborn care.

Focus areas are basic neonatal nursing care such as Kangaroo Mother Care (KMC), nutrition, breastfeeding, human milk bank and hygiene. The project also intends to increase multicultural understanding within newborn health care.

So far the partnership sees improved newborn- and nursing care, increased multicultural understanding and improved teaching competencies. Establishing a human milk bank is about to materialize, and the two organisations have already identified future areas for collaboration, including emergency care, management and research.



*Women conducting Kangaroo Mother Care at the JK Lone Hospital, Jaipur, India. One of the project's most important goals is to reduce death among the premature newborns (Photo: OUS/FK Norway)*

## FK SOUTH – SOUTH HEALTH SECTOR INTERNATIONAL EXCHANGE PROGRAMME

Case Medical Centre in Uganda take part in one of FK Norway's numerous South-South Institutional Health Partnerships. They have partnered up with Bethel Teaching General Hospital in Ethiopia, Centre Medico Chirurgica de Kinindo in Burundi and Polyclinique La Medicale Kigali in Rwanda.

The main goal of this partnership is to improve the quality of their respective hospital services through the exchange of knowledge, competence and personnel. The FK participants have contributed in increasing the institutional capacity in their different areas of specialisations.

Many activities make these goals achievable, such as: increasing the capacity of clinicians, surgery and nursing care; strengthening the training of staff; building teams across sectors and professions; and focusing on patient and staff safety. Through this they have improved their clinical practice, monitoring systems and management systems.

The efforts invested in this partnership now pays dividends: In 2015 Case Medical Centre received two prestigious awards; "Best Private Tertiary Hospital in Uganda for the Year 2015" and "Uganda's Most Socially Responsible Private Hospital".

*Case Medical Centre has improved their clinical practice, monitoring systems and management systems (Photo: Liz Palm)*



- I learned that every culture can learn from
- others. Coming from a developing country, I was surprised and very happy when I realised that I had something to teach my colleagues in a developed county.

## EDUCATION: VOCATIONAL TRAINING AND ENTREPRENEURSHIP

### Education sector priorities

Never before has the global demand for qualified labour been higher – and never before have youth constituted a larger proportion of the global population. The skills and knowledge that are relevant for social and economic development are rapidly changing, and young people across the globe need access to relevant high quality education.

Our efforts within education therefore extend not only across national borders – but also across sectorial borders. Across the world many countries struggle with development of vocational education and training that equips young people with relevant skills. Through exchange of professionals and volunteers between education institutions, private enterprises and NGOs, FK Norway contributes to development of new and better curriculums and learning methods, eased access to education that, eventually, creates work and better lives for people and communities.

### Educate to create work

During the 2015-2017 strategy period, FK Norway seek to increase our portfolio of education projects with a focus on vocational education and entrepreneurship. Good education services must balance the needs of different segments of society with the dreams and aspirations of each individual. FK Norway focus on education that enables people around the world to generate more jobs, rather than to seek employment. Additionally, FK Norway seek to strengthen both access and quality of the provided education.

**34%** OF ALL PROJECTS  
ARE CROSS-SECTORIAL

**50%** OF SOUTH-SOUTH  
PROJECTS ARE CROSS-SECTORIAL.

*The exchange between Flora Upper Secondary School in Norway, and Nkhotakota Youth Organisation in Malawi evolves around giving young people relevant, vocational education (Photo: Miriam Hagen)*



## SOFT AND HARD SKILLS

The two East African countries Uganda and Rwanda are facing the common challenge of acute youth unemployment. This motivated Fontes Foundation and Potentiam Youth Centre in Uganda and Amizero Training Center in Rwanda to invest in vocational training for disadvantaged youth.

While Amizero provides training to youth in hard skills, Potentiam develops technical business skills and soft skills such as personal development, they promote communication skills, creativity, assertiveness, self-confidence, and motivation to put ideas into practice, through which young people can feel better equipped to become entrepreneurs and start their own business.

Surea and Julienne have currently exchanged positions: Surea currently holds Julienne's position as Assistant School Manager at Amizero and is involved in the planning and day-to-day running of activities, enrollment of students, and creating systems for student follow-up, monitoring and evaluation, whilst Julienne from Rwanda holds Surea's position in Uganda as Manager of the Potentiam Youth Center. She is actively involved in student mobilisation and training workshops with the Single Mothers Programme.

Potentiam Youth Centre benefits from the long experience Amizero has in vocational training and improves tactics for student mobilisation. For Amizero, the importance of complimenting the hard skills with soft skills to increase employability, will become more obvious through the exchange.



*Julienne Uwanziga growing mushrooms with the Single Mothers Programme at Potentiam Youth Centre in Uganda (Photo: Denis Sebugwawo)*

## EXCHANGE FOR ACADEMIC FREEDOM

Students all over the world are important agents of change and development, they can influence processes concerning their student life where they live and study. Through the project "Exchange for Academic Freedom" the Students and Academics International Assistance Fund (SAIH) in Norway works together with Youth Empowerment Transformation Trust (YETT) and their partners in Zimbabwe to strengthen the capacity and knowledge of student organisations in the two countries through joint lobbying and more effective advocacy work.

### Academic freedom broadly defined

The project uses social media as an important tool to lobby, advocate and communicate in students' quest for academic freedom. Social media brings up solidarity across students worldwide and also makes it easier to inform about challenges and find solutions together. The project applies a broad definition of academic freedom that goes beyond freedom of speech and the possibility and opportunities to publish research. Academic freedom also includes economic, social and pedagogical aspects. Examples of these aspects are minimum wages and working conditions for academic staff, the right to education in your mother language, stipend and loans for students, and equal access to higher education for female students.



*South participant Patience Malunga from Female Student Network (FSN) and Youth Empowerment Transformation Trust (YETT) in Zimbabwe says that female students across the globe are exposed to specific challenges in their learning institutions, ranging from sexual harassment to the glass ceiling that hinders women to get high positions in the academia. Both need to be taken seriously. She is actively involved in debates all over Norway (Photo: Inga Marie Nymo Riseth)*

# SOCIAL & ENVIRONMENTAL RESPONSIBILITY: PRIVATE SECTOR DEVELOPMENT

FK Norway endorse responsible, sustainable private sector development and focus on competence building through personell exchanges. FK Norway constitute an instrument to strengthen private sector entities that provide solutions to present and future social and environmental challenges. Our exchanges provide companies with unique opportunities to create agents of development outside the traditional business segment.

## Social and environmental responsibility

FK Norway support companies that integrate social and environmental responsibility in their way of doing business. The vision and the core business of a company will be

decisive in qualifying a company for support from FK Norway. This includes companies that work strategically to increase their positive footprint on society and the environment.

## Added value in the private sector

Through 2015 FK Norway started recruiting responsible companies as partners in different sectors such as renewable energy, environment, waste management, agriculture, fishery, tourism and fair trade. In addition we cooperate with various actors promoting or enhancing responsible business, such as umbrella and network organisations, NGOs, industry associations and other business related institutions.

The ultimate goal for the private sector development of FK Norway is to be able to create added value to the Norwegian developmental work, focusing on competence and human capital through personell exchanges - something unique within the Norwegian developmental channels.

*Laboremus exchanges employees between Norway and Uganda in order to strengthen young professionals' technical and project management skills (Photo: Laboremus)*



## FIGHTING CYBER CRIME IN AFRICA

Norway Registers Development exchanges IT engineers with their branch company NRD East Africa in Tanzania. Their main focus has been to create products that contribute to better information technology infrastructure.

NRD AS has long experience with working in African countries, implementing register reforms and now they focus on cyber security. The exchanged engineers produce computer systems that governments, banks and others use, ensuring cyber security, transparency, registration of different actors and financial monitoring. Their long-term goal is to improve business environments in East Africa.

NRD East Africa has acquired significant business skills through the exchange. The company combines the best of Norwegian IT know-how with local business and market knowledge in Tanzania. Tanzanian engineers returning home teach students at the university about the importance of transparency and cyber security.

Access to new markets and strengthened intercultural and international expertise, are among the results.



Photo: Norway Registers Development

## SUSTAINABLE RENEWABLE ENERGY

In Tiribogo, a small village outside Kampala, biomass gasification has become the solution. This is part of an exchange project between Makerere University in Uganda and Husk Power Systems in India. Agricultural residue is converted into electricity, and the local plant supplies electricity to 130 households, and is one of many decentralized power plants in the country. Engineers are exchanged between the two partner organisations in order to best utilize the technology.

## Rural electrification in neglected areas

Only 18% of the Ugandan population has access to electricity. The national power grid does not cover much of the rural areas, creativity and new solutions are therefore highly appreciated. The vision of the Indian power company is to contribute to the process of bringing electrical power to rural and remote areas. Electric power enables economic development and decentralised off-grid electricity production is managed by the locals using local resources, which means the villages become self-sufficient.



Photo: Liz Palm

# 82.5%

OF PRIVATE SECTOR PARTNERS EXPERIENCE EXTREME OR CONSIDERABLE INCREASE IN THEIR OWN LEARNING ABILITY

# 85%

OF FK PARTICIPANTS SAY THAT THEIR TECHNICAL SKILLS HAVE IMPROVED

## COMMUNICATION & NETWORK

### Visibility

Through 2015 FK Norway conducted two surveys, one concerning visibility and the other reputation. The last survey tells us that our work and our method enjoys a high degree of legitimacy, but suggests an increased focus on presence, visibility, and interaction within the Norwegian society. The first survey tells us that we have stable visibility in Norway, that young people know us better than older, that women know us better than men, and that we are less known around Norway, compared to the Oslo region.

### Social & traditional media

We have a strong focus on social media and statistics tell us that we are slowly attracting more and more followers, and that we have a stable coverage in traditional media. Our continued focus on increased quality and digitalisation have resulted in a 13 % overall traffic growth on our homepage from 2014, and a 74 % increase in the download of feasibility study forms. On all platforms/channels we continued to strengthen the communication of relevant developmental results, through visual, people based stories.

### Network and campaigning

Throughout 2015 FK Norway and 8 other organisations cooperated on the global campaign 500ways500days. Throughout 2014-15 the campaign published one new story every day during the last 500 days prior to the end of 2015. A substantial effort was made to emphasize the contribution made by volunteer work in attaining the UN millenium goals. FK Norway contributed with 35 stories from our many projects around the world.

In August 2015 FK Norway participated in the Norwegian Arendalsuka (Arendal Week) in order to increase visibility, create dialogue with Norwegian policy makers, and to showcase various projects to a broad audience. The overall purpose was to raise debates concerning developmental issues during a week which mainly focused on national, internal issues. This was done through a stand designed by partners from Uganda, a debate, concerts and various speeches, amongst others, by the Norwegian Foreign Minister.

Youth participation was the theme of the annual Youth leadership conference in February 2015. Young activists from around the world came together in Oslo to discuss various ways of participation from their many diffe-

rent positions and backgrounds. March 2015 saw a joint conference between FK Norway, The Norwegian Embassy in Malawi and NK-hotakota Youth Organisation called Friends of Norway, discussing Health and Education. In November a similar event was arranged in Cambodia and the Norwegian Embassy in Bangkok, this time concerning information and dialouge. Both these events were aimed at strengthening networks, recruiting new partners and showcasing Norwegian presence in the mentioned countries - both FK activity and other Norwegian activity.

ople from various countries and disciplines, with a multitude of perspectives and perceptions of reality. Your opinions and attitudes are challenged, and you get the opportunity to discuss your most profound convictions. You explore various ways and means to communicate, cultural stereotypes are revealed, and your values are tested. Global issues such as poverty, inequality, and the role of civil society are addressed and debated, and while internationally acknowledged lecturers and facilitators introduce the sessions, it is often during the interaction between the participants that new insight and understanding develops.

In 2015, 8 preparatory courses, 8 homecoming seminars, 3 Youth Camps, and various partner meetings and seminars were organised. FK trainings receive good reviews and most participants find them very useful. We work to ensure a useful and unforgettable learning experience for everyone involved in an FK training.

Activists from all over the world debate youth involmnet at the annual conference "Youth Leadership" (Photo: Liz Palm)



Above left: 200 youth participants joyfully greeting the photographer in Sørmarka, Oslo. Above right: Participants at preparation course in Entebbe (Photos: Liz Palm)

## FK TRAINING 2015

FK offers various types of training: Preparatory courses and homecoming seminars for FK Professional participants, Youth Camps for FK Youth participants, and partner training in different formats. The overall objective of all FK training is to strenghten FK partners and participants in achieving both short and long term results, and to create arenas where ideas and experience are exchanged across partnerships. The topics covered range from communication and leadership, reporting and budget issues, and safety and security. All topics are presented through participatory and interactive methods. The FK training is a supplement to project specific training given by the partner institutions.

When you attend an FK training, you meet pe-

- We have gained
- more skills in policy advocacy, which has led us to contribute to the change of various policies in agriculture, environment and social justice. Our opinions have been heard by national policy makers.

FACTS & FIGURES

**554** DEPARTED IN 2015  
**79** IN A TOTAL OF PROJECTS  
**195** INVOLVING HOST PARTNERS

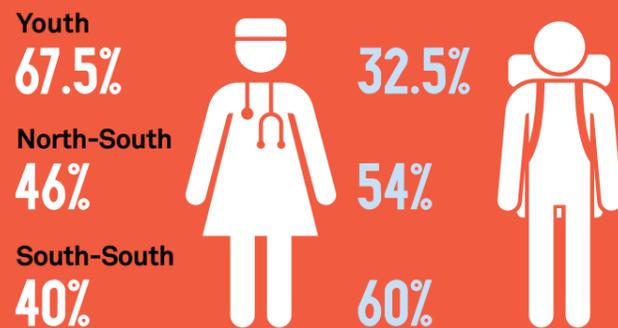
(Average of 2,76 partners in each project).

**PARTICIPANT ORIGIN**  
 WHERE DO THE PARTICIPANTS COME FROM?



**GENDER DISTRIBUTION:**

58% FEMALE      42% MALE

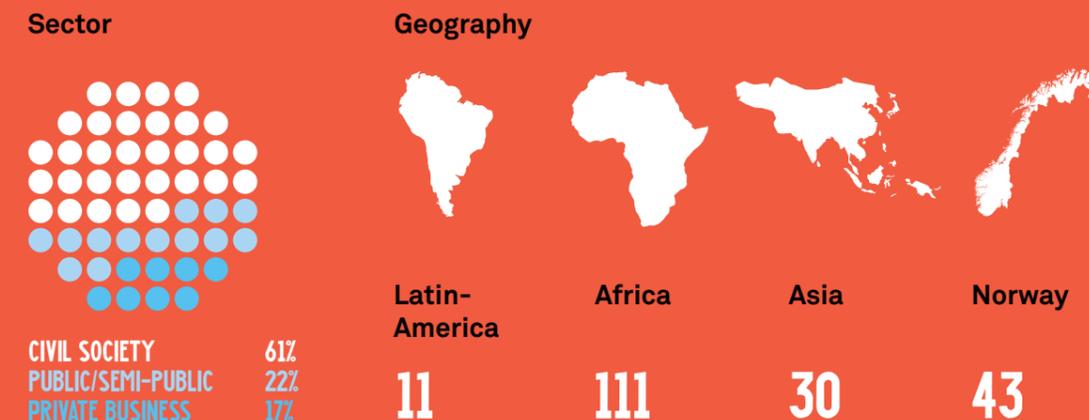


**AVERAGE PARTICIPANTS AGE 26**

Youth **23**  
 North-South **29**  
 South-South **30**  
 Average participants age **26**

**Triangulation:** Many FK projects have partners in several different countries; one in Norway and two or more in other countries. Some of these projects benefit from more complex experiences and competence.

**WHERE DO PARTNERS COME FROM:**



**PARTICIPANTS WITH DEPARTURE 2015 ACCORDING TO PROGRAMME**

	2015	2001-2015
FK HEALTH EXCHANGE PROGRAMME	43	351
NORTH-SOUTH PROGRAMME	94	2673
SOUTH-SOUTH PROGRAMME	109	1274
FK YOUTH PROGRAMME	308	3218
SENIOR PROGRAMME	-	63
<b>TOTAL</b>	<b>554</b>	<b>7579</b>

**NORTH-SOUTH PROGRAMME**

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

**SOUTH-SOUTH PROGRAMME**

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

**FK HEALTH EXCHANGE PROGRAMME**

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

**FK YOUTH PROGRAMME**

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

**EXPENDITURE 2015**

EXPENDITURE 2015 GRANTS	
Health	37,5
Education & private sector development	33
Civil society (youth)	40,5
Feasibility studies	2
South-South	35,4
Training of participants and partners	10,8
Monitoring and evaluation/introduction seminars	0,9
<b>Total:</b>	<b>160,1 mill</b>

**EXPENDITURE 2015 OPERATING EXPENSES**

Operating expenses	
South-South	3
Salaries	26,7
Travelling expenses	2,7
Other running expenses	11,7
<b>Total:</b>	<b>44,1 mill</b>



## THIS IS FK NORWAY/FREDSKORPSET

FK Norway represent a modern approach to developmental challenges worldwide. Our method transcends traditional developmental work. FK Norway promote international cooperation between equal partners (businesses, organisations and institutions) by means of staff- or member exchange.

Our goal is to embed positive change on both the individual and the organisational level. Additionally, we seek impact on societal level and understand society as the sum of individual and collective efforts.

That is why we are proud to describe our work as a people-centred method for development, both in Norway and in our focus countries. We fund exchange of professionals or volunteers who contribute to creative and innovative ways of cooperation and sharing of skills and knowledge. Learning is the primary outcome of our projects and this is done within health care; sustainable, social and green businesses; education and civil society.

FK Norway engage in new partnerships and networks in order to discover the many possibilities emerging from a constantly evolving world. In this work we try to involve

and mobilise existing and former FK partners and participants. After all, competence, skills and values are what we facilitate, and that is a life-long and life-changing asset.



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All anonymous quotes and figures represented in this report are chosen from our bi-annual surveys. For more information: <http://www.fredskorpset.no/en/knowledge>