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NORWEGIAN AGENCY FOR
EXCHANGE COOPERATION

A healthcare worker, likely a nurse, is the central figure. She is wearing a white uniform with green accents on the shoulders and a white hijab. She is looking down at a clipboard she is holding, which contains several sheets of paper. The setting is a hospital ward with multiple beds. In the background, other patients are visible, some wearing colorful patterned headscarves. Medical equipment, including a monitor on a stand, is also present. The overall atmosphere is professional and focused on patient care.

South-South and Triangular Cooperation In Action
**NOREC – Norwegian Agency
for Exchange Cooperation**

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Designed by Rec Design

Cover image: Former participant Salma, working in the neonatal unit at Mnazi Mmoja Hospital in Zanzibar.

Table of Contents

05 Abbreviations
and Acronyms

07 Foreword

09 Executive Summary



11 Chapter I :

Norway's Framework for Delivering South-South and Triangular Cooperation

Main Norwegian Policy Aspects regarding South-South and Triangular Cooperation 12

Norwegian channels supporting South-South and triangular cooperation 16



25 Chapter II :

Introducing Norec: Norwegian Agency for Exchange Cooperation

From donor-led personnel dispatch to reciprocal exchange	26
Norec's contribution towards the achievement of the 2030 Agenda	31
How Norec's exchange programmes work	32
Examples of Norec South-South and triangular cooperation projects	36
Case Study 1: Advancing gender equality in education in Africa	36
Case Study 2: Strengthening the network of health institutions in East Africa	38
Case Study 3: Unleashing innovative practices in e-waste management in Kenya and Madagascar	40
Case Study 4: Promoting rural businesses in Asia and Africa	42
Case Study 5: Improving psychosocial treatment at community level in Central America	44
Case Study 6: Triangular cooperation for vocational skills and entrepreneurship training	46



49 Chapter III :

Conclusions and Way Forward

Norec's theory of change	50
The way forward	54



Abbreviations and Acronyms

AU	African Union
CRS	Credit Reporting System
DCF	Development Cooperation Forum
DESA	Department of Economic and Social Affairs
FAO	Food and Agriculture Organization of the United Nations
FAWE	Forum for African Women Educationalists
FK Norway	Fredskorpset Norway (Norwegian Peace Corps)
GDP	Gross domestic product
GNI	Gross national income
IFAD	International Fund for Agricultural Development
IGAD	Intergovernmental Authority on Development
JICA	Japan International Cooperation Agency
MOOC	Massive open online course
NGO	Non-governmental organization
Norad	Norwegian Agency for Development Cooperation
Norec	Norwegian Agency for Exchange Cooperation
Norfund	Norwegian Investment Fund for Developing Countries
NORHED	Norwegian Programme for Capacity Development in Higher Education and Research for Development
NUPI	Norwegian Institute of International Affairs
ODA	Official development assistance
OECD	Organization for Economic Cooperation and Development
PSD	Private sector development
SDGs	Sustainable Development Goals
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNOSSC	United Nations Office for South-South Cooperation
WFP	World Food Programme

Foreword

The Norwegian linguist Ivar Aasen (1813-1896) wrote: “The one who travels widely will be wiser than the one who stays at home”.

Today’s Norec stands on the shoulders of a 55-year-old tradition of international solidarity, where people “travel widely” to support the development efforts of others, as well as bringing home new knowledge and perspectives.

Through its South-South and triangular programmes, Norec offers the same opportunities to organizations and professionals in the global South as to Norwegians. People both in the North and South travel abroad driven by solidarity, curiosity and the appetite for learning and exploring the world and contributing to its betterment. This is fully in line with the spirit of the 2030 Agenda, which is equally valid both abroad and at home in Norway.

Norec is proud to be given the opportunity to prepare this volume of South-South in Action together with the United Nations Office for South-South Cooperation (UNOSSC).

Cooperation between Norec and UNOSSC goes back to 2010 and has centred around the annual Global South-South Development Expo as well as seminars and various forms of advocacy for South-South and triangular cooperation. The upcoming Second High-level United Nations Conference on South-South Cooperation (BAPA+40 Conference) will set the direction for further strengthening this work. With the new status of Norec as a Centre of Excellence for Exchange Cooperation, the course is set for further enhancing our common efforts.

Norec, together with its partners, will continue to strive for the unique contributions of reciprocal personnel exchange in international development cooperation. True global partnerships are built on trust, and trust has a human face.



Jan Olav Baarøy

Director, Norec

Foreword

South-South in Action is one of the flagship publications of the United Nations Office for South-South Cooperation (UNOSSC), which has been designed to create a space for United Nations Member States, intergovernmental organizations, and other stakeholders to share the foundations of their successful South-South and Triangular cooperation activities. As the world looks for solutions to achieve the Sustainable Development Goals, contributions shared in this series will deepen the scope of thinking and facilitate broader South-South and triangular exchanges.

My Office is proud to present a new edition of South-South in Action together with the Norwegian Agency for Exchange Cooperation (Norec). This publication aims to jointly present the longstanding tradition of Norway to promote and support South-South and triangular cooperation as well as further strengthening the strong partnership between Norec and UNOSSC.

This publication presents Norway's story of development cooperation over five decades and its transformation from a traditional donor to one actively engaged in promoting and utilizing South-South and triangular cooperation to deliver development outcomes. It is worth highlighting the extent to which South-South and triangular cooperation has been embedded in Norec's broad development strategy and practice since 2001. Norec has dedicatedly developed workstreams related to triangular cooperation and currently supports over 50 active South-South and triangular projects.

Norec is one of the channels through which the Government of Norway supports the achievement of the 2030 Agenda. Since the 1970s, Norway has exceeded its commitment to providing 0.7 per cent of gross national income annually as development assistance. In 2017 net official development assistance amounted to more than US\$ 3 billion. Norway's commitment to global development is rightly and justifiably applauded.

I would like to congratulate Norec for presenting the excellent triangular cooperation experiences described in this publication which could serve as inspiration for other countries and organizations to replicate and scale up.



Jorge Chediek

Envoy of the Secretary-General
on South-South Cooperation
and Director, United Nations Office
for South-South Cooperation

Executive Summary

The main purpose of this report is to give a brief overview of the practices and experiences of Norway related to South-South and triangular cooperation, especially as implemented by Norec, the Norwegian Agency for Exchange Cooperation.

The first chapter provides a brief overview of how Norway, as a traditional donor, has been engaged in South-South and triangular cooperation by outlining related policy and institutional aspects of Norwegian development cooperation. This also includes an overview of Norwegian actors in South-South and triangular cooperation, including both government and non-governmental organizations as well as the private sector.

Norway is one of the most committed providers of development cooperation in terms of official development assistance (ODA) in relation to its gross national income (GNI). Norway provides its development cooperation through a variety of channels, mainly to least developed countries, to countries recovering from war and crisis and countries that face severe threats from climate change.

In recent decades, Norway has also provided considerable support to South-South and triangular cooperation. Such support was often referred to as “regional cooperation” or “three-party cooperation”; but it has not been documented on a broad and systematic basis as a programme. The policy framework for South-South and triangular cooperation is discussed in a number of white papers.

Norway is a keen supporter of the 2030 Agenda and the Sustainable Development Goals (SDGs),

and has also a strong engagement in the development effectiveness agenda.

The second chapter introduces Norec, the first government institution in Norway to have developed a programmatic approach to South-South and triangular cooperation. What sets Norec apart is its focus on reciprocal exchange programmes and its explicit support to South-South exchange of personnel within the framework of institutional cooperation.

The chapter analyses Norec’s model in the context of the 2030 Agenda as well as the international development agenda at large. The chapter also describes in more detail how Norec projects are initiated and implemented.

The chapter concludes with a carefully chosen selection of projects which illustrate how Norec works in practice, showing how the projects relate to the SDGs as well as some key development cooperation principles - good practices which hopefully can serve as inspiration for others.

The third chapter discusses Norec’s theory of change which looks at transformation on three different levels: individual, institutional and community/ societal level. Exchange of personnel can be a powerful tool to increase competence on all levels, promote development and fulfil the SDGs. This is also supplemented by evaluations and research.

An exciting development is also ahead with Norec as a Centre of Excellence for Exchange Cooperation. Systematically documenting, collecting and communicating experiences in this field, and networking with relevant institutions both in the South and in Norway will be important tasks in the years ahead.





Chapter I

Norway's Framework for Delivering
South-South and Triangular Cooperation

Main Norwegian Policy Aspects regarding South-South and Triangular Cooperation

Norway is a committed partner to global development. Since 1976, Norway has exceeded the commitment of providing 0.7 per cent of gross national income (GNI) as development cooperation on a yearly basis.¹ There is broad political and public support for development cooperation. In 2017, Norway’s net official development assistance (ODA) amounted to US\$ 3,043 million, accounting for 0.99 per cent of the country’s GNI.² Seventy-six per cent of Norwegian ODA were channelled bilaterally.³ Norway is a staunch supporter of multilateralism, both through political and financial support. The country’s financial support to multilateral organizations goes in almost equal parts to core and non-core funding.⁴

**Box 1: Nairobi outcome document (2009)
Normative principles for SSC:**

- Respect for national sovereignty and ownership;
- Partnership among equals;
- Non-conditionality;
- Non-interference in domestic affairs;
- Mutual benefit.

1 Norway has itself established the commitment of providing 1 per cent of its GNI to ODA.

2 Latest available data by the OECD Development Assistance Committee, accessed 4 January 2018.

3 The OECD Development Assistance Committee counts multi-bi, i.e. earmarked support channelled through multilateral organizations, as bilateral support. If multi-bi were counted as multilateral contribution, approx. half of Norwegian ODA would be multilateral.

4 OECD, *Multilateral Development Finance: Towards a New Pact on Multilateralism to Achieve the 2030 Agenda Together*, Paris, OECD Publishing, 2018.

Operational principles for SSC:

- Demand-driven approach;
- Mutual accountability and transparency;
- Development effectiveness;
- Coordination and horizontality;
- Multi-stakeholder approach;
- Alignment to national and international development goals.

The Ministry of Foreign Affairs, the largest ministry in the Norwegian government’s administration, is responsible for setting Norway’s development policy. It is supported by three specialized technical agencies: the Norwegian Agency for Development Cooperation (Norad), the Norwegian Agency for Exchange Cooperation (Norec) and the Norwegian Investment Fund for Developing Countries (Norfund). Norwegian embassies are also involved in the planning, selection and implementation of bilateral development projects. Other public institutions are involved in development cooperation depending on their sectoral expertise.

In general, Norwegian foreign policy is characterized by predictability and stability. There is a high degree of consensus among political parties on the directions and priorities of the country’s foreign affairs. The main tool for the Government to set out its objectives and views are the white papers that it submits to the Norwegian Parliament.

In this document, the term South-South cooperation will refer to development cooperation between nations who consider

NEW HIGH: In 2019
Norec has exchanged
10.000 participants
since 2001.

themselves belonging to the global South, often defined as members of the Group of 77 (G-77) and China in the United Nations, and aligning with the principles stated in the Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation (box).⁵

As for triangular cooperation, the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee often distinguishes between a traditional facilitator/financer in the North, a pivotal partner/country in the South providing the technical expertise, and the beneficiary partner/country. Any Norwegian support to South-South cooperation including by Norec will by definition be triangular, although exchange of personnel between partner countries in the South facilitated by Norec is often referred to as South-South cooperation only.

While the Government has expressed its wish to boost South-South cooperation, it has not yet resulted in a strategic empowerment of South-

South and triangular cooperation as a distinct approach. The notion of regional cooperation or three-party cooperation have been introduced in different policy directives over the last decade or so. However, as of 2018, there is no comprehensive Norwegian policy approach to South-South and triangular cooperation.

Key white papers and policy statements

In 2007, South-South cooperation was explicitly named in a white paper on “Norwegian policy for the prevention of humanitarian catastrophes”.⁶ A whole chapter was dedicated to South-South cooperation and regional partnerships. In it, the Government expressed its intention to strengthen the capacities of regional partners which, with their physical presence, can help

⁵ Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation, Nairobi, 1-3 December 2009 (A/64/L.37)

⁶ Norsk politikk for forebygging av humanitære katastrofer. St.meld. nr. 9 (2007-2008), submitted by the Ministry of Foreign Affairs on 7 December 2007, available at: <https://www.regjeringen.no/no/dokumenter/Stmeld-nr-9-2007-2008-/id493401/> <https://www.regjeringen.no/en/dokumenter/report-no.-9-to-the-storting-2007-2008/id493401/>

prevent humanitarian catastrophes. It called for a more systematic exchange of experiences and capacity-building with countries and regional organizations in the South. The Government also expressed its readiness to contribute to the establishment of international mechanisms for the transfer of skills and technology between partners in the South in the areas of prevention, reconstruction and preparedness together with multilateral organizations. At the bilateral level, collaboration with Bangladesh, China, Cuba and Viet Nam as partners in South-South cooperation was mentioned as a priority.

Box 2: “The goal is that countries in the South can assist other countries in the South. This enables us to contribute to areas where there is not necessarily Norwegian expertise or where we do not have sufficient capacity. Furthermore, it can help transfer valuable experiences among countries that have been in similar situations.”

White Paper, “Joint responsibility for a common future”, 2017, p. 82.

In 2015, the white paper on *“Working together: Private sector development in Norwegian development cooperation”* mentions support to South-South cooperation as a way to promote private sector development from a regional perspective.⁷ At the same time, the Government recognized the declining importance of traditional aid as a financing tool in many developing countries and called for greater emphasis on aid as a catalyst, mobilizing capital and other resources from the private sector.

7 Sammen om jobben. Næringsutvikling innenfor utviklingssamarbeid. Meld. St. 35 (2014-2015), submitted by the Ministry of Foreign Affairs on 19 June 2015, available at: https://www.regjeringen.no/no/dokumenter/meld.-st.-35-20142015/id2423253/sec8?q=private%20sector%20development#match_0 https://www.regjeringen.no/en/dokumenter/meld.-st.-35-20142015/id2423253/sec1?q=private%20sector%20development#match_0

Two years later, the Ministry of Foreign Affairs submitted a white paper to Parliament outlining the ways in which Norway plans to implement the 2030 Agenda for Sustainable Development through its development policy (“Joint responsibility for a common future. The Sustainable Development Goals and Norwegian development policy”).⁸

In this white paper, the Government acknowledged and welcomed the arrival of new actors in development cooperation. Many of them do not see themselves as donors but as providers of South-South cooperation, with a strong focus on technical and institutional cooperation. The Government described its goal to support countries in the South to promote knowledge and skills-sharing among each other, and also to establish a Knowledge Bank within Norad.⁹

The most recent key policy document with relevance for South-South cooperation is the white paper on “Partner countries in development policy”, which was submitted to Parliament in 2018.¹⁰ A new categorization of partner countries is suggested for Norwegian development cooperation: (i) countries for long-term strategic cooperation; (ii) countries requiring stabilization and conflict prevention, and (iii) countries that are critical to the fight against global challenges. The report also highlights the critical role of

8 Felles ansvar for felles fremtid. Bærekraftsmålene og norsk utviklingspolitikk. Meld. St. 24 (2016-2017), submitted by the Ministry of Foreign Affairs on 5 April 2017, available at: <https://www.regjeringen.no/en/dokumenter/meld.-st.-24-20162017/id2547573/?q=felles%20ansvar%20felles%20fremtid>

9 The Knowledge Bank was established in March 2018 as a department within Norad, see p. 11-12.

10 Partnerland i utviklingspolitikken. Meld. St. 17 (2017-2018), submitted by the Ministry of Foreign Affairs on 15 June 2018, available (in Norwegian only) at: https://www.regjeringen.no/no/dokumenter/meld.-st.-17-20172018/id2604526/sec6?q=partnerland%20i%20utviklingspolitikken#match_0

technical cooperation in strengthening skills and capacities of partner countries. To this end, the Government specifically sets out its intention to increase the transfer of knowledge and skills between Norwegian partner countries through support to triangular cooperation. In the paper, the Government also outlines the thematic programmes that the newly established Knowledge Bank will offer to partner countries.

Norway's involvement in the 2030 Agenda

Norway is also strongly committed to implementing the 2030 Agenda, both at national and international level, and in cooperation with international partners. Although Norway has achieved a high standard of living and good results in different development indicators (for example, Norway is currently ranked first place in the Human Development Index), the Government is keenly

aware that implementing the transformative agenda will also demand serious efforts in by Norway domestically. Particular challenges have been identified in the SDGs related to sustainable consumption and production, health and education, equality, employment and migration. The Government has integrated SDG reporting into annual budget documents and informs Parliament through the budgetary process on its SDG-related progress on an annual basis.

With regard to the international level, the 2017 white paper *“Joint responsibility for a common future”* outlines how it will incorporate the 2030 Agenda and the SDGs in Norwegian development cooperation. Of relevance to South-South cooperation is that the Government describes its goal to support countries in the South to promote knowledge and competence-sharing among each other, and to stimulate the transfer of knowledge and skills between partner countries



NOREC TEAM: Director General Jan Olav Baarøy speaking to the Norec employees.

with Norwegian funding. These intentions are a direct response to SDG 17 Partnerships for the Goals, specially SDG target 17.9.¹¹

In 2016, Norway submitted a voluntary national review¹² at the annual high-level political forum on sustainable development. In it, the Government underlined its commitment to international solidarity to eradicate poverty and protect the planet. The review underlined the critical role of SDG 16, which links peace and poverty and which had not been spelled out clearly in former global commitments. Moreover, the Government noted that the universal and context-specific nature of the SDGs are generating “significant opportunities for promoting innovative, localized and interlinked approaches and allowing the international community to move beyond the North–South divide”¹³. The Norwegian Prime Minister was also part of the Secretary-General of the United Nations SDG Advocacy Group, together with the President of Ghana.

Box 3: Global Partnership for Effective Development Cooperation – The four principles of effective development cooperation

- Ownership of development priorities by developing countries
- Focus on results
- Inclusive development partnerships
- Transparency and accountability to each other

11 “Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation”.

12 Available at: <https://sustainabledevelopment.un.org/content/documents/10692NORWAY%20HLPF%20REPORT%20-%20full%20version.pdf>

13 Norway, Initial steps towards the implementation of the 2030 Agenda, 2016, p. 5

Norway has also been an active member of the OECD Development Assistance Committee, and actively engaged in the various global discussions and conferences on improving the effectiveness of development cooperation, including the various high-level forums on aid effectiveness, the Global Partnership for Effective Development Cooperation and the finance conferences.

Norway through Norec also participates in the Global Partnership Initiative workstream groups for triangular cooperation preparing for BAPA+40 and has contributed to the development of “Toolkit for identifying, monitoring and evaluating the value added of triangular cooperation” published in August 2018. Over the years, Norway has also established a close relationship with UNOSSC through Norec.

Norwegian channels supporting South-South and triangular cooperation

Numerous activities have been implemented in the spirit of South-South and triangular cooperation, often under headings such as regional cooperation or three-party-cooperation.

In general, South-South and triangular cooperation are rather new or even unknown terms for many actors in Norway. There has been a lack of awareness regarding the concept, and it has not been perceived as a distinct method complementary to traditional North-South development cooperation. In practice, this has meant that South-South cooperation has not been anchored strategically and/or thematically (for example, in multi-annual strategies or framework agreements) by most Norwegian actors while the concept may have been unwittingly embraced at project level.

As a result, a common challenge for most actors is the lack of reporting to capture activities under the framework of South-South and triangular cooperation. There are no specific organizational and budgetary references in official development cooperation to capture it comprehensively. It is often documented only on an exceptional basis. It could be said that the terms South-South and triangular cooperation have not yet acquired the political and conceptual value that they deserve, despite the high level of activity.

Box 4: Boosting civil service capacity in South Sudan

Robust State institutions and capable civil servants are fundamental to ensure the functioning of a state and ensure effective service delivery to the people. In December 2010, the Intergovernmental Authority on Development (IGAD) and the Government of South Sudan therefore established the “Regional initiative for civil service capacity enhancement in South Sudan”.

From 2011 to 2013, Ethiopia, Kenya and Uganda seconded 200 civil servants to key functions identified by the Government of South Sudan. The seconded experts shared their expertise and mentored 1,100 South Sudanese counterparts, or “twins”. The second phase of the initiative (2013-2018) deployed 120 civil servants from the same three neighbouring countries who worked with almost 700 twins.

Norway joined the initiative to fund costs related to technical allowances as well as project support and management. Altogether, more than 1,700 South Sudanese civil servants benefited from coaching and mentoring by their peers. In turn, this resulted in strengthened in-house capacity for service delivery for the people of South Sudan. The initiative not only built on the mentors’ professional skills and their knowledge of regional and local conditions, but also offered a cost-effective model compared to traditional technical assistance.



MINISTER: Director General Jan Olav Baarøy (right) with the former Minister of Development, Nikolai Astrup in 2018.

Ministry of Foreign Affairs

The Ministry of Foreign Affairs is responsible for setting the overall strategic direction of Norwegian development cooperation. In addition to general policy development, the Ministry can contribute to South-South and triangular cooperation through multilateral channels, through the work of its subordinated agencies Norad and Norec, as well as Norfund, or through bilateral development administered through its network of embassies.

With regard to South-South and triangular cooperation, the MFA Section for Development Policies,¹⁴ the Section for United Nations Policy¹⁵ and the Section for Humanitarian Affairs¹⁶ are of particular relevance.

Multilateral channels.

Norway provides indirect support through non-earmarked contributions to multilateral

¹⁴ Located in the Department for Economic Relations and Development.

¹⁵ Located in the Department for UN and Humanitarian Affairs.

¹⁶ Located in the Department for UN and Humanitarian Affairs.

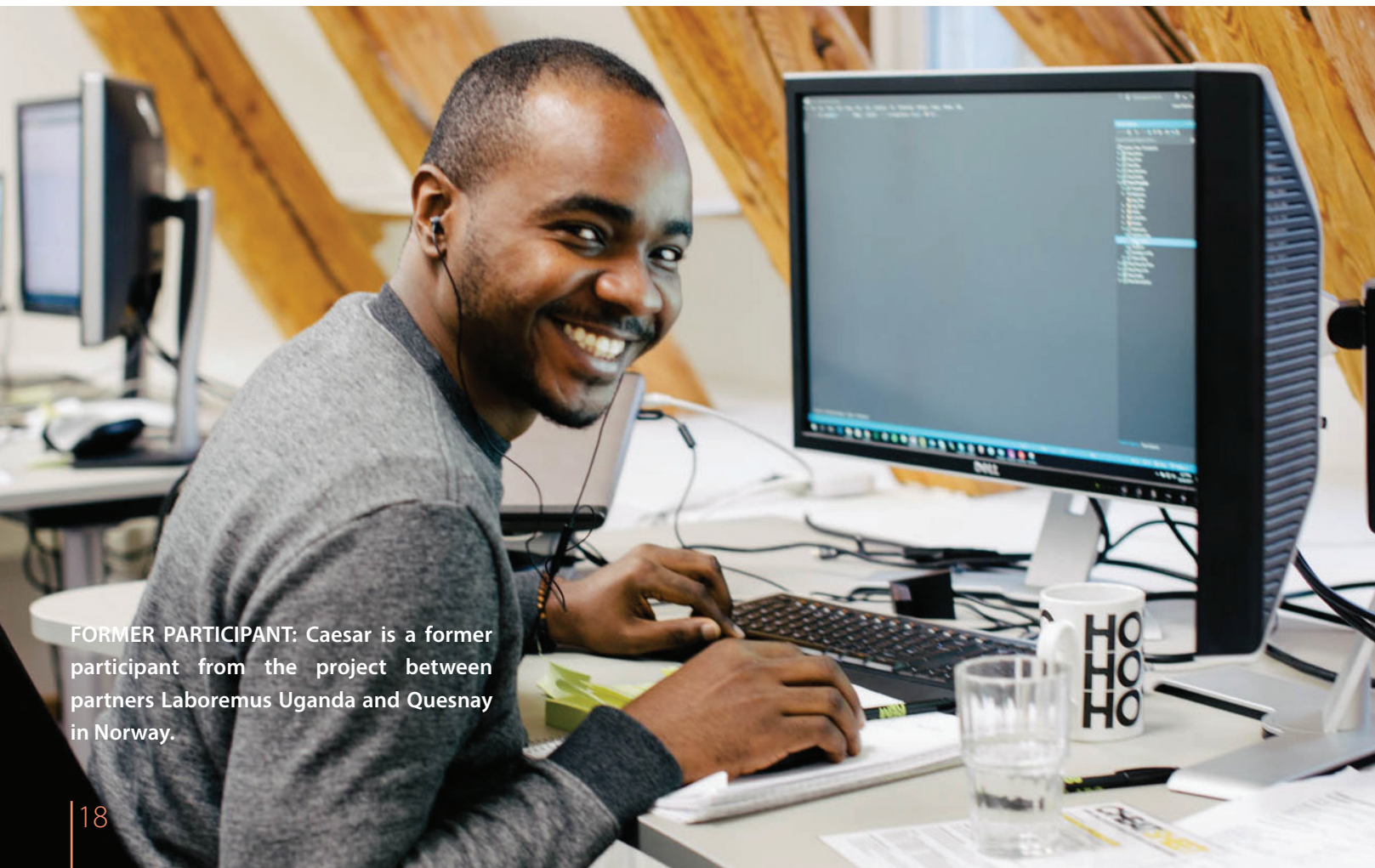
organizations that facilitate South-South cooperation. Among the United Nations organizations actively foster South-South cooperation are the United Nations Development Programme (UNDP) and the three Rome-based agencies: the Food and Agriculture Organization of the United Nations (FAO), the World Food Programme (WFP) and the International Fund for Agricultural Development (IFAD), all of which have incorporated South-South cooperation in their policy-making. As a board member, Norway has the opportunity to influence these organizations' strategic directions. Moreover, Norway may provide direct support through earmarked contributions to specific triangular projects, such as the initiative launched with Indonesia and UNDP in 2017 (box).

On a strategic level, Norway also promotes South-South cooperation through its support to regional organizations. In December 2018, Norway signed

Box 5: Indonesia and Timor-Leste

A joint initiative to foster peacebuilding between Indonesia and Timor-Leste, supported by Norway and the United Nations Development Programme (UNDP) was launched in September 2017. The objective is to create more economic opportunities between communities living in border regions through cross-border exchanges, the assumption being that increased economic interdependence will contribute to fewer conflicts, increased trust and peace.

a three-year cooperation agreement with the African Union (AU) with a budget of NOK 180 million. The goal of the agreement is to strengthen the political dialogue between Norway and the AU, the implementation of Africa's own sustainable development framework and the Organization's ability to prevent and resolve conflicts. Earlier in 2018, Norway established a permanent delegation to the African Union Headquarters in Addis Ababa.



FORMER PARTICIPANT: Caesar is a former participant from the project between partners Laboremus Uganda and Qesnay in Norway.

Norway also provides strategic support to regional organizations in the South (Box 4). In addition, Norway has been working towards the development of regulatory frameworks in areas that are also of relevance to Southern actors, such as the law of the sea, either at the multilateral level or through direct bilateral support.

Embassies

Norwegian embassies manage bilateral Norwegian development projects. They may receive applications from both the public sector and civil society. Bilateral projects tend to focus on the host country, but there are also successful examples of regional cooperation projects which can be considered South-South cooperation.

Subordinated agencies

Lastly, South-South and triangular cooperation is provided by the Ministry's subordinated agencies; these are described below:

Norad, Norec and Norfund

Norad is responsible for the effective management of Norwegian development cooperation. It provides development-related advisory services, quality assurance and monitoring, management of grant programmes, communication and evaluation services. Norad works currently with 31 partner countries and administers various development programmes in its priority thematic areas. In addition, Norad also administers grant schemes for private sector development and civil society development. All these programmes have or can have a distinct potential South-South component, although not explicitly identified as such. The Government has realized the potential of the thematic programmes for a more systematic prioritization of South-South cooperation, with or without the involvement of Norwegian knowledge institutions.



DIRECTOR GENERAL: Jan Olav Baarøy is Norecs Director General.

Box 6: Training for peace

Established back in 1995, the Training for Peace Programme seeks to strengthen civilian and policy capacity for peace operations in Africa by the United Nations and the African Union. On the Norwegian side, the project partner is the Norwegian Institute of International Affairs (NUPI), with financial support from the Ministry of Foreign Affairs, while the African partners are civil society organizations, such as ISS and ACCORD.

Capacity development and the critical role of knowledge have been high on Norad's agenda. In 2015, Norad commissioned an independent evaluation of Norwegian support to capacity development.¹⁷ The agency's 2017 results report¹⁸ was titled "Knowledge to fight poverty" and focused on capacity development of the public

17 Norad Evaluation Department, Evaluation of Norwegian support to capacity development (report 10/2015), available at: <https://norad.no/contentassets/fb8698c4e5b1449c81d0328a99c28813/evaluation-of-norwegian-support-to-capacity-development.pdf>

18 Norad, Results report 2017: Knowledge to fight poverty, available at: <https://norad.no/en/toolspublications/publications/2018/results-report-knowledge-to-fight-poverty/>



LABOREMUS: Participant Caesar at the IT-company Quesnay in Norway.

sector in developing countries. Highlighting the importance of knowledge and capacity to achieve the SDGs, it provided examples where developing countries sought Norwegian competence. Key factors for successful capacity development are a long-term perspective, understanding local conditions and anchoring capacity development in the institutions both in the partner country and Norway.

The Knowledge Bank

In March 2018, the Government established the Knowledge Bank to promote the sharing of Norwegian knowledge and experiences with partner countries on a demand-driven basis. Institutionalized as a department within Norad, the Knowledge Bank is tasked with coordinating technical cooperation in sectors where Norway has particular competencies and/or sought-after experiences. It will also work to increase the transfer of knowledge and skills between partner countries in the South through triangular cooperation, facilitated by Norway. In late 2018, the Knowledge Bank commissioned a study to map and analyse existing research, lessons learned and Norwegian efforts related to South-South and triangular cooperation to inform the Knowledge Bank's strategy on how best to implement triangular cooperation.

Box 7: Fish for development: Sharing Norwegian knowledge with Viet Nam

Fishery is of great importance to Viet Nam, the world's 4th largest fish producer. Viet Nam increased its total export value of fishery products from USD 2.4 billion to more than USD 7 billion in 2016. Through the Fish for Development programme, the country requested Norway's support on sustainable marine resource management and several institutional issues, such as its legal framework, research capacities and fishery administration. This cooperation has, among other results, contributed to the establishment of Viet Nam's first international master programme for marine administration and climate change.

The Knowledge Bank works primarily with government institutions in its partner countries. There are currently eight programmes in the Knowledge Bank, some of which have been running successfully for more than a decade, such as the flagship Oil for Development programme and the Norwegian Programme for Capacity Development in Higher Education and Research for Development (*NORHED*). Three additional thematic areas are planned.¹⁹ The Knowledge Bank

19 Oil for Development, Fish for Development, Tax for Development, Cooperation on Statistics, NORHED, Innovation, Gender for Development, and institutional

works with around 40 public institutions in Norway that have relevant sector competencies, making this pool of knowledge available to its partner countries. While the thematic areas of the Knowledge Bank cover several SDGs, its work will contribute specifically to SDG target 17.9²⁰ providing targeted capacity-building support to developing countries.

Norec

Norec (previously FK Norway) is a government agency created in t 2000 which supports and oversees reciprocal exchange of personnel within the framework of institutional cooperation. It was the first Norwegian government institution to have developed a programmatic approach to South-South cooperation. It currently has 25 programme countries in the Global South. By the first quarter 2019, the number of professionals having spent a year abroad on Norec programmes since 2001 will surpass 10,000, of which approximately two-thirds have been recruited in the South. The number of institutional partners cooperating to send and receive them will likewise pass 1,500.

Norec serves as a focal point in Norway for cooperation with UNOSSC as well as for workstreams dedicated to triangular cooperation under the OECD Development Assistance Committee Global Partnership Initiative. The Triangular co-operation repository of projects²¹ of the Development Assistance Committee features 53 projects supported by Norway,

cooperation within clean energy. The three planned programmes are Ocean for development, Digitalization for development, and Food security and climate-smart agriculture for development.

20 “Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation”.

21 Available at: <http://www.oecd.org/dac/dac-global-relations/triangular-co-operation-repository.htm>

all of them Norec projects. Efforts are under way to better capture Norwegian support for trilateral cooperation in cooperation with the Development Assistance Committee. Norway will start reporting on triangular cooperation in its annual Credit Reporting Systems (CRS) report to the Development Assistance Committee for Norwegian ODA, starting in 2020 on 2019 flows.²²

More information on Norec is provided in chapters 2 and 3 of this report.

Norfund

Norfund – the Norwegian Investment Fund for Developing Countries - is Norway’s development finance institution. Established in 1997, Norfund receives investment capital from the State budget. It acts as a strategic minority investor to build sustainable businesses in developing countries contributing to economic and social development, with an investment horizon of normally five to ten years. If Norfund sits on the board of a company, it can also exert influence on the strategic direction of a business. In addition to its headquarters in Oslo, Norfund has regional offices in Costa Rica, Ghana, Kenya, Mozambique and Thailand. Norfund’s investments are limited to clean energy, financial institutions and food and agribusiness. They target businesses that work at local and national level; regional investment and cooperation between businesses in its partner countries is not mentioned as an explicit goal in its strategy.

Other government institutions

Other ministries and public institutions at national, regional and municipal level may be involved in triangular cooperation projects. For example,

22 There will be four types/codes of ODA assistance to choose from: bilateral (1), earmarked to multilaterals (2), core contributions to multilaterals (3), and triangular cooperation (8). The code for triangular cooperation was approved by the OECD DAC’s Working Party on Development Finance Statistics (WP-STAT) in 2015.

Norad's Knowledge Bank works with several line ministries to make their specific expertise available to partner countries. Another example is Innovation Norway, a government agency to boost innovation capacities, which has taken on a matchmaking role between companies, including businesses from the South. A good number of other Norwegian public and semi-public institutions also have exchange programmes with similar institutions in the South but are not facilitators of South-South and triangular cooperation.

Other channels

NGOs

Norwegian NGOs have been supporting South-South and triangular cooperation in various ways, either through their headquarters in Norway, regional offices and/or country offices. Overall, however, the engagement of Norwegian NGOs is not yet focused on South-South institutional cooperation and it lacks systematic documentation. At the policy level, Norwegian NGOs have recognized the evolving Global South. At the same time, only a few Norwegian NGOs refer to South-South cooperation and the importance of Southern actors in their strategic frameworks. These NGOs include Norwegian People's Aid and Norwegian Church Aid, which have incorporated South-South cooperation and mutual learning in their strategies.²³

At the operational level, Norwegian NGOs may support South-South cooperation in two major ways. First, they can be directly involved in the implementation of related projects as grant recipients. These funds can come either from public institutions, their own resources or other

²³ Norwegian People's Aid, Partnership for Democratisation, International Strategy, 2016-2019; Kirkens Nødhjelp, Global Strategi, Tro i praksis, as from 2015.

sources. Alternatively, funds may be directly allocated to country offices of international NGOs. Secondly, NGOs can provide indirect support to South-South cooperation through their organizations' international alliances and networks. These NGOs include ACT alliance, Save the Children, and the Norwegian Red Cross. Often, financial resources are made available in support of South-South or triangular projects, without the latter being identified as such. Norwegian NGOs may identify Southern implementation partners through these networks, fund Southern partners' participation in global and regional meetings and/or finance study tours.

Private sector

The 2030 Agenda has given new impetus to the role of the private sector in development. The private sector is also supported by specialized public institutions or State-owned companies, such as Innovation Norway. Innovation Norway supports Norwegian companies in their innovation, internationalization and promotion efforts. In addition, it can also assist them in matching Norwegian companies with Southern companies. Out of its 35 offices abroad, 14 are located in the Global South.²⁴ Norad and Norec also make financial support available to interested Norwegian companies on an application basis. Norfund, on the other hand, funds exclusively companies in the South.

The Confederation of Norwegian Enterprise (NHO), Norway's largest employers' organization with a membership of more than 25,600 companies, has collaborated with selected sister organizations in Africa and Asia since 2002 to

²⁴ Brazil, China (Beijing and Shanghai), India (New Delhi and Mumbai), Indonesia, Kenya, Malaysia, Singapore, South Africa (Cape Town and Pretoria), Thailand, United Arab Emirates, and Viet Nam. Innovation Norway also has offices in the following countries which are active in South-South/East-East cooperation: Bulgaria, Romania and the Russian Federation.

support them in boosting their local business communities and employers' organizations.²⁵ To this end, NHO has established a Secretariat for Private Sector Development in the South as part of its International Department. NHO has experienced strong demand for South-South cooperation among its international partners. For example, China has worked with Ethiopia, Kenya and Uganda on strengthening employers' organizations, with NHO providing financing, advice and venues for meetings. The Secretariat for Private Sector Development manages projects funded by the Ministry of Foreign Affairs and Norad. Together NHO, Norad, Innovation Norway and Norfund also organize an annual conference on business, internationalization and development.

Academia

Norwegian higher education institutions have been involved in South-South and triangular cooperation at various levels. NORHED, Norway's flagship development programme for higher education and research with its partner countries, has strongly supported the building of Southern networks supported by Norwegian partners. Another noteworthy example is the creation of a joint mass open online course (MOOC) between the University of Oslo, the University of Malawi, Stanford University and the Chinese Agricultural University on what works in development.²⁶ The course was launched in 2015 and also benefited from substantive and financial support from Norad.

²⁵ Strengthening local employers' associations is mentioned as a priority area for South-South cooperation in Government White Paper No. 25.

²⁶ The course is available via the platform FutureLearn.



PRIME MINISTER: Prime Minister of Norway, Erna Solberg visited the PULSE project in South Africa. Norec partner, Field Band Foundation, was a coordinator for a large SDG event to celebrate the Global Goals.





Chapter II

Introducing Norec: Norwegian Agency
for Exchange Cooperation

From donor-led personnel dispatch to reciprocal exchange

NOR ⇌ **C**

NORWEGIAN AGENCY FOR EXCHANGE COOPERATION

Box 8:

- Established in 1963 as Fredskorpset (the Norwegian Peace Corps)
- Evolved into Norway’s Agency for Exchange Cooperation and renamed Norec in 2018
- Subordinated agency to the Ministry of Foreign Affairs
- Budget 2018: NOK 198 million
- Key guiding principles: reciprocity, mutual partnership, local ownership, equality, solidarity
- First Norwegian government institution to develop a programmatic approach to South-South and triangular cooperation (2001)
- Offers: Personnel exchange as a tool to achieve the SDGs
- A grant-aiding agency supporting partner networks based on applications
- Works with civil society, public/semi-public institutions and the private sector
- Centre of Excellence for Exchange Cooperation
- Based in Førde, Norway

The Norwegian Agency for Exchange Cooperation (Norec) is a government agency under the Ministry of Foreign Affairs. Its portfolio is an integral part of Norwegian development policy. Norec was established by the Government as Fredskorpset in 1963, inspired by the Peace Corps programme run by the Government of the United States of

America. Initially only Norwegian professionals could participate in the programme. Between 1963 and 1999, about 1,500 Norwegians were sent on two-year contracts to developing countries.

The strategic direction shifted markedly in 2001 upon criticism and realization that – while well-meaning – the model of exchange employed was based on traditional donor-led development assistance. Fredskorpset was re-established as FK Norway, and started to support the mutual exchange of professionals and volunteers between Norway and countries of the South.

From then on, FK Norway also started to support South-South exchange, without the involvement of Norwegian partners, becoming the first government institution to develop a programmatic approach to South-South and triangular cooperation. An important aspect of the change was its transformation into a grant-aiding agency, facilitating and supporting the exchange of personnel planned and carried out by partner networks.

In 2018, FK Norway became Norec. The agency’s headquarters were moved from the Norwegian capital, Oslo, to Førde, a town in the West of Norway, as part of a broad government effort to move national public institutions out to the regions. At the same time, Norec was mandated as a focal point and Centre of Excellence for Exchange Cooperation in Norway. The agency is headed by a Director and has a total staff of 40 people.

Roles of Norec

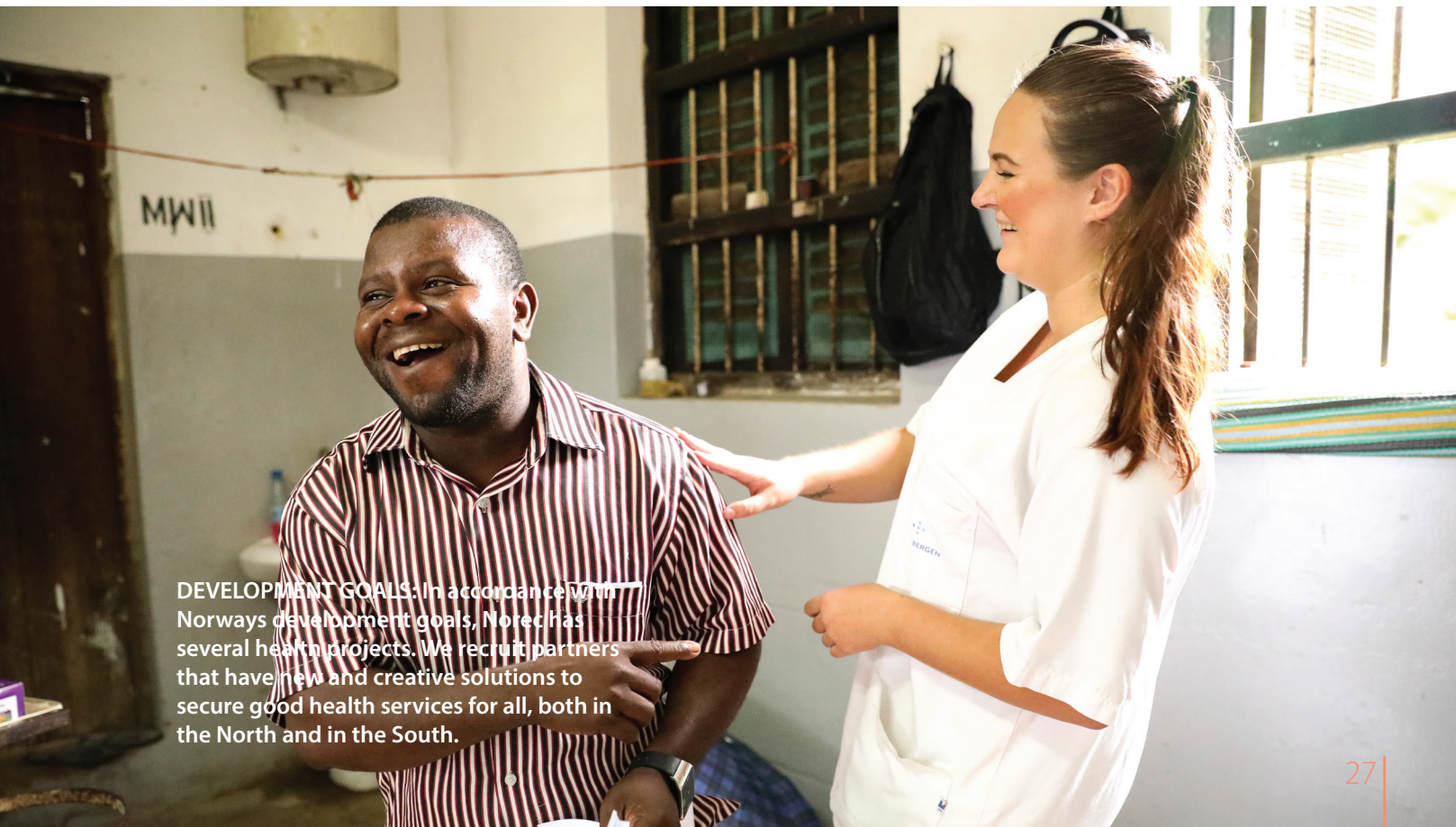
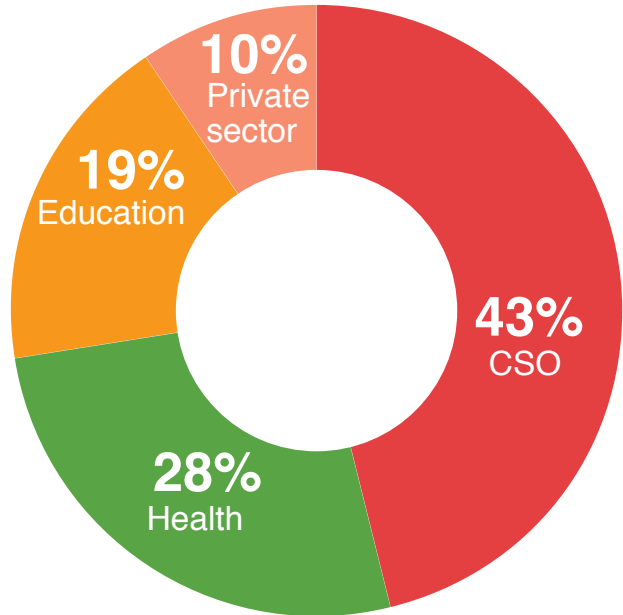
Role 1: A grant-aiding agency

Norec’s key mandate is to facilitate exchange cooperation between Norway and partner countries, and between different partner countries. The agency facilitates mutual exchanges of personnel between businesses, organizations and institutions within the framework of institutional cooperation. All programmes facilitated by Norec are strictly reciprocal: the organization sending out participants also receives participants from the partner organization. The time spent abroad with the host partner is on average one year.

In 2017 alone, a total of 620 participants took part in 67 projects, of which 38 were South-South, involving 200 partners in 24 countries. Sixty per cent of the participants were female. A diverse range of occupational categories participate in the programmes including academics, engineers, researchers, journalists, hospital personnel and many more, relevant to the fulfilment of the SDGs.

The partners came from the following sectors of society:

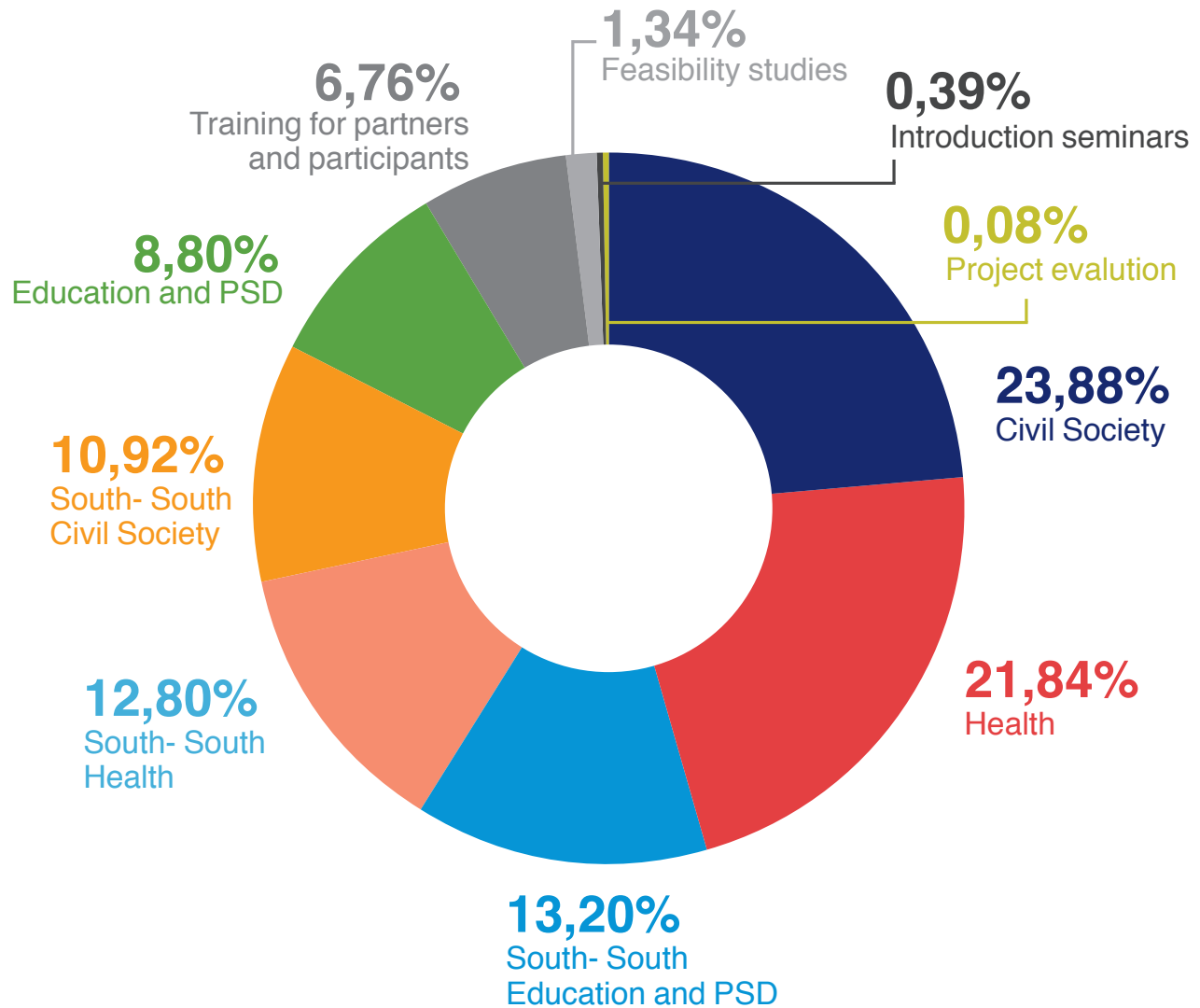
Partners by sectors 2017:



DEVELOPMENT GOALS: In accordance with Norway's development goals, Norec has several health projects. We recruit partners that have new and creative solutions to secure good health services for all, both in the North and in the South.

The grants were used for the following activities: Norec’s budget is decided directly by Parliament and was NOK 198 million in 2018.

How Norec used its Grant Money in 2017



Role 2: A Centre of Excellence

As of 2019, Norec will serve as the Norwegian national Centre of Excellence for Exchange Cooperation. The goal is to act as a cross-government resource centre for all matters connected with this type of cooperation, build the knowledge base and facilitate the exchange of experiences and learning. Norec will actively offer

its experiences through training, guidance and follow-up. The agency will also commission studies and reports to contribute to the research body on best practices in exchange cooperation. Moreover, it will offer its expertise to other public and private institutions on how to manage exchange programmes in an effective and sustainable manner and contribute to the realization of the

SDGs. The agency will also contribute to raising public awareness about exchange cooperation and its advantages.

Role 3: International networking

Norec has been working closely with key development players at the global level, such as UNOSSC and the OECD Development Assistance Committee. Norec has represented Norway in the Global Partnership Initiative as well as the Development Assistance Committee workstream group on triangular cooperation. In preparation for the 40th anniversary of the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries, the latter has prepared a toolkit to identify, monitor and evaluate the value added of triangular cooperation; Norec has provided input to the toolkit. Norec has represented Norway at the annual Global South-South Development Expos organized by UNOSSC, actively participating on panels and/or in the exhibition hall.

Norec also networks closely with other personnel sending and receiving organizations, including

United Nations Volunteers, the International Forum for Volunteering in Development and the State agencies of Germany, Japan and the Republic of Korea. The activities with these organizations include sharing of research and promotion of the role of volunteering to achieve the SDGs.

Approach to South-South and triangular cooperation

South-South and triangular cooperation have been embedded in Norec's broad development strategy and practice since 2001. Norec not only supports exchanges between Norwegian and Southern organizations, but also between Southern organizations with or without the involvement of a Norwegian partner. Sending of personnel can therefore take place in several combinations: South-South (between countries from the South), South-North (to Norway) and North-South (from Norway).

Roughly one third of all programmes facilitated by Norec are exchange programmes between partner



VOCATIONAL TRAINING: The project "Vocational and entrepreneurship Skills Training – A Ladder to Development" is a collaboration between Uganda Youth Skill Training Organisation (UYSTO), Flora Upper Secondary School and Nkhotakota Youth Organization (NYO).

networks in the global South, sometimes with Norwegian membership of these networks. In a 2015 survey by the OECD Development Assistance Committee,²⁷ these programmes alone made Norway the fourth largest provider of triangular cooperation in terms of number of projects, after Brazil, Chile and Japan. It is important for Norec to strike a fair balance between North-South/South-North and South-South programmes. This will also contribute to raising further awareness and support for Norec's work in Norway.

A key principle for Norec is that exchange is not a one-way street based on the assumption that one partner provides the knowledge while the other partner receives it. On the contrary, Norec's work is based on the belief that all partners involved learn from each other and benefit from the exchange. This is why Norec rejects a sharp distinction between recipients and providers. This is also why Norec underlines the importance

of reciprocity and equality in partnerships in its international networking. It is sometimes claimed that triangular cooperation results in higher transaction costs. While this may be true in the start-up phase of projects, Norec's experience is that, in the long run, transaction costs are not higher for triangular projects compared to other projects in its portfolio. It is rather a question of risk mitigation. At the same time, it has been Norec's experience that some higher costs will be inevitable in order to attract new actors following up on the 2030 Agenda, such as the private sector, an objective to which Norec is firmly committed.

Norec is keenly aware of potentially skewed power relations in triangular cooperation activities. There can be a strong alliance between the financing party and the party sharing the knowledge, which can weaken the recipient's position in the partnership and undermine the effectiveness of the project. Through its facilitation mechanisms, Norec tries to address power imbalances between Northern and Southern partners as well as potential power imbalances between Southern partners themselves.

27 OECD DAC (2016). Dispelling the myths of triangular cooperation. Evidence from the 2015 OECD survey on triangular cooperation.



FUNDATED: One of Norec's projects is Fundated, where the partners exchange approximately 20 staff members over a three-year period. Psychologist and psychology students participate in the project.

Norec's contribution towards the achievement of the 2030 Agenda

The 2030 Agenda, with its 17 SDGs and 169 targets, is a formidable roadmap taking in almost all aspects of society. Yet, when “everything is connected to everything”, and “everything has an effect on everything”, it is also easy to get lost. For an agency such as Norec, it is necessary to have a structured approach to the SDGs and a conscious selection of targets. Norec, therefore, integrates the SDGs into its exchange programmes by looking at the significance of the goals and targets from three different angles: (i) partner-oriented goals or technical aspects of SDGs, (ii) cross-cutting aspects of the SDGs, and (iii) SDGs embedded in the Norec model.

Partner-oriented goals or technical aspects of the SDGs

The collaboration agreements between Norec and its partner networks usually have one or several explicit SDG targets as the main technical objective of the project. These targets usually correspond to the professional or thematic sector in which the partners work. This approach can be considered as the classic instrumental one, with a hierarchy of goals, a specification of outcomes, indicators and quantification, if possible. Seen from this angle, partner-oriented goals have a problem-solving character: exchange of personnel is utilized as a means to an end. This is also the traditional aid cooperation approach.

It can be argued that the focus on the technical aspects of the SDGs corresponds to the conception of the main thematic sectors of society, often represented by government ministries, such as health, education, energy and environment. For each strategic period, Norec selects focus SDG goals and targets. These focus goals also guide applicants in their application process and serve as decision-making criteria for the processing of applications. Thematic focus areas may also be

agreed upon in Norec's revolving dialogue with the Ministry of Foreign Affairs.

Cross-cutting aspects of the SDGs

Apart from defining the main instrumental objective of the partnership, Norec utilizes the SDGs to forge some common considerations that apply to all supported partnerships regardless of the thematic sector. These cross-cutting aspects relate, in particular, to ensuring gender equality (referring to SDG 5), decent work (SDG 8), reduced inequalities (SDG 10), responsible consumption and production patterns (SDG 12) and considerations regarding climate change and the environment (SDG 13). These aspects are also in line with Norway's overall priorities for international development and represent fundamental standard requirements applicable to all Norwegian ODA.

It is important to note that a project also may have gender equality or environmental action as its main purpose. For example, Norec has supported several projects where the main purpose is advocacy for women's rights. The same SDG or target can, therefore, be either instrumental or a cross-cutting consideration depending on the needs of the partner and upon how the project is defined.

Embedded aspects of the SDGs or intrinsic goals

There are two SDG targets that are supported automatically through Norec's exchange model in itself. This is linked partially to the framework of international institutional cooperation in which the Norec exchanges take place, such as its focus on capacity-building through South-South and triangular cooperation and on multi-stakeholder partnerships. Specifically, the following SDG targets are embedded in the Norec model through its focus on capacity-building through South-South and triangular cooperation (SDG 17.9), multi-stakeholder partnerships (SDG 17.16)

as well as learning and transformation at the individual level by living and working one year abroad (SDG 4.7).²⁸

Several targets under SDG 16 could also be considered embedded in the Norec exchange model. However, even if SDG 16 contains many good causes with which people are concerned both during and after an exchange, such as representative decision-making, promotion of the rule of law and institutional transparency,

support to these goals cannot be said to be an intrinsic part of the exchange model. Nevertheless, advocacy organizations, in particular, will work on such issues as their main objective and many participants will contribute to transformation at community/society level after returning home.

The following picture is an example of Norec’s contributions to the SDGs through partner-oriented goals, cross-cutting issues and the agency’s intrinsic goals:



28 Target 17.9: “Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation”.

Target 17.16: Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries”.

Target 17.17: “Encourage and promote effective public, public-private and civil society partnerships building on the experience and resourcing strategies of partnerships”.

Target 4.7:“(…)Ensure that all learners acquire the knowledge and skills needed to promote sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture’s contribution to sustainable development”.

How Norec’s exchange programmes work

“The one who travels widely will be wiser than the one who stays home”

Ivar Aasen (1813-1896), Norwegian linguist

Norec’s work is rooted in the firm belief that the mutual sharing of knowledge and skills between people will foster development. To achieve this objective, any exchange programme supported by Norec needs to be based on innovative collaboration and common goals. Successful partnerships will then be able to help build networks across borders, fostering regional and cross-regional ties. Norec’s work is, therefore, guided by a set of principles.



FAWE: Norec representatives meeting with the partner FAWE. The project “Shared Learning for Gender Equality In Education” promoted equality in the school system throughout Africa.

Since the inception of its current exchange model in 2001, reciprocity has been the defining principle for Norec. It is the element of reciprocity that marks the fundamental change from the prior arrangement based on the unilateral dispatch of individual experts from Norway to an exchange model of personnel within the framework of institutional cooperation on equal terms. The underlying understanding is that everybody in a partnership has both something valuable bring to the table, as well as something to learn. Each partner is, therefore, both a provider of knowledge and a beneficiary. It is particularly important to recognize one’s capacities and potentials along with one’s needs as a beneficiary, strengthening the overall ownership, sustainability and effectiveness of a project.

Norec Principles

- Reciprocity
- Mutual partnership
- Local ownership
- Equality
- Solidarity

Reciprocity is implemented in several ways. First, all partner organizations send and receive professionals in approximately equal numbers. Secondly, they jointly identify their needs and capacities; this assessment forms the basis for their own recruiting of the professionals to go on exchange. Third, Norec engages with all partners on equal terms. It is the partners who

select the coordinator of the exchange project from among themselves. Hence, the partners fully own the project themselves. While South-South and triangular cooperation have a remarkable potential to incorporate the principles of reciprocity and equality, there is no guarantee of an equal distribution of power in a partnership. Ensuring that a partnership functions on equal terms is one of the Norec’s oversight functions.

Norec also recognizes that reciprocity is one of the values underlying the universality principle of the 2030 Agenda. The SDGs are equally valid in the Global North and the Global South. Norec is well placed to support this principle by facilitating the exchange of experts from the South to Norway, and vice versa, to bring in fresh perspectives and build on existing knowledge. In the same way, Norec facilitates professional exchange between countries of the South.

With the goal of building bridges and capacities at the same time, the core of Norec’s method could be described as exchange for development. The objectives are to learn from each other, share skills and knowledge, and build strong bonds between institutions. The increase in competence, skills and values has the potential to be lifelong and life-changing. By doing so, Norec works cross-culturally, cross-regionally and crosssectorally. Norec’s people-centred approach for exchange, anchored in institutional cooperation, has been acknowledged internationally.



DIVERSE METHODS: One of the goals of the project “Cooperation on psychosocial treatment in Central America” is to address the needs of children with learning disabilities, based on the notion that alternative teaching methods is a necessity.

In general, the duration of a collaboration agreement between Norec and a partner network is three years at a time, while individual staff members are usually sent on one year contracts. Most participants are between 18 and 35 years of age. A Norec grant covers a moderate salary for participants, expenses for travel and stay, insurance and language courses. In addition, Norec makes a modest administration available grant to all partners.

Within the framework of the SDGs and general Norwegian development cooperation policy, Norec is open for engagement with organizations, institutions and businesses in 27 partner countries (see Box 9).

In order to apply for a Norec grant, an institution needs to identify one or more partners itself. The next step is to apply for a feasibility study. If Norec accepts the application, the institution will be granted financial support to carry out the feasibility study together with its partners. Usually, this includes an initial visit to the potential

cooperation partners, the more concrete planning of the project and preparation of an application for Collaboration Agreement.

Norec provides various kinds of support to project partners and exchange participants

Box 9: Norec’s partner countries (2018)

Africa

- Burundi
- Ethiopia
- Kenya
- Madagascar
- Malawi
- Mozambique
- Namibia
- Rwanda
- South Africa
- Sudan
- Uganda
- Zambia
- Zimbabwe

Asia

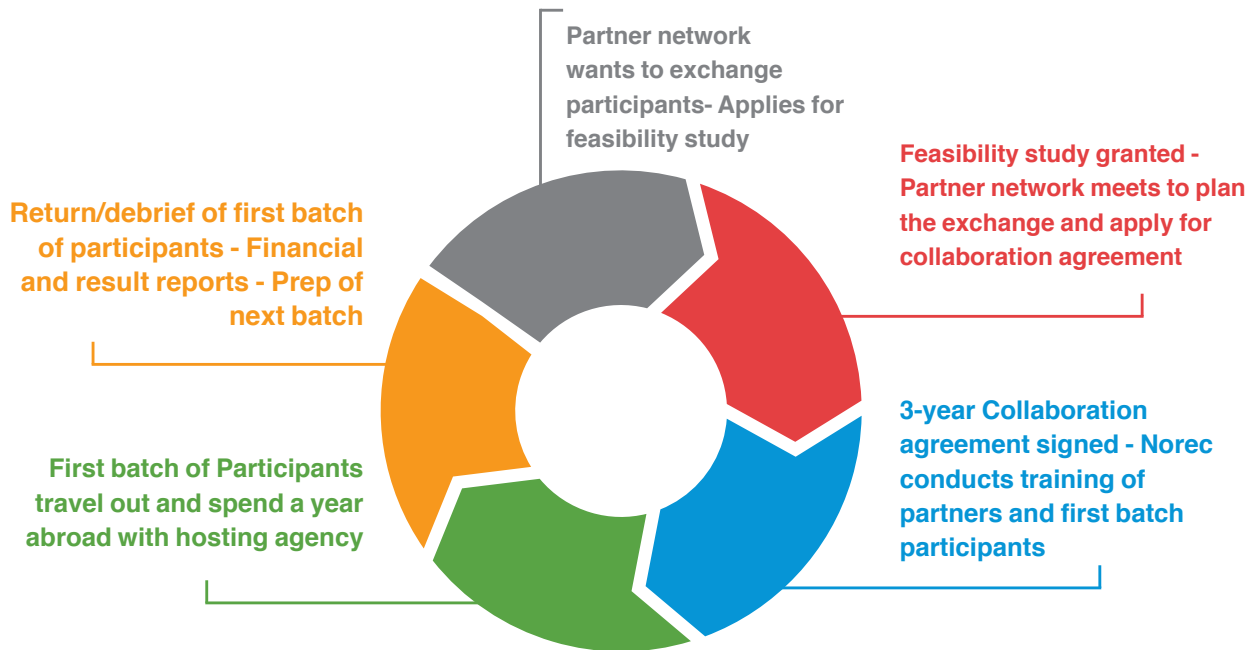
- Bangladesh
- Bhutan
- Cambodia
- China
- India
- Myanmar
- Nepal
- Thailand
- Viet Nam
- Tanzania

Latin America

- Brazil
- Colombia
- Guatemala
- Nicaragua

at the various stages of a project’s cycle, for example, advice on how to establish the cooperation agreement both between institutions and with individual staff members and on how to recruit participants. There are also preparatory courses for both partners and participants.

Monitoring and evaluation are important elements in a project. It is therefore mandatory that partners submit audited financial and progress reports after each round of exchange. Norec will organize a mid-term review after the second round of exchange, bringing all partners together (see figure).



KUMUDZI KUWALE: The project “Vocational and entrepreneurship Skills Training – A Ladder to Development” between Norway, Malawi and Uganda initially worked on vocational training. In 2014 they took the project a step further, and turned knowledge and skills into a solar business. Kumudzi Kuwale means “light in the village” and have supplied 50.000 people with renewable electricity.

Examples of Norec South-South and triangular cooperation projects

Norec is currently supporting about 50 active South-South and triangular projects; a similar number of South-South and triangular projects have already been completed during 2002-2018. The projects chosen bring together a wide range

of thematic areas, partner types, and modalities. The following projects illustrate how Norec’s principles and general development principles more widely are implemented through the projects.

Case Study 1: Advancing gender equality in education in Africa

Project title	Forum for African Women Educationalists (FAWE): Shared learning for gender equality in education
Summary	Through long-term staff exchange, the FAWE Regional Secretariat and country chapters benefit from mutual learning and will strengthen their institutional capacities to advocate for gender equality in education.
Partner type	Civil society
Countries involved	Kenya, Malawi, Uganda, United Republic of Tanzania, Zambia
Norec’s role	Funding and support
Duration & budget	USD 1.1 mill, 2015-2018
Number of staff to be exchanged	30
Primary SDG	SDG 4: Quality education (4.1., 4.3, 4.5)
Cross-cutting SDGs	SDG 5: Gender equality (5.1., 5.5, 5.c)
SDGs embedded in the Norec model	SDG 4.7: All learners acquire the knowledge and skills needed to promote sustainable development. SDG 17.9: Capacity-building through global partnership and South-South cooperation.
Development principles in action	<ul style="list-style-type: none"> • Respect for ownership: The Southern partners have had full ownership of the content and design of the staff exchange. • Coordination and horizontality: By working with an acknowledged coordinating partner in the South, a high degree of trust among partners was available from the start. This also reduced the need for involving the donor.

Girls and women often do not have the same access to education as boys and men. This makes it impossible for women to realize their full potential and assume positions of leadership, which in turn undermines the sustainable development of their countries. Founded in 1992 by five female Ministers of Education, FAWE is a pan-African network of advocacy organizations that seek to change this in sub-Saharan Africa. The network's vision is "a world in which all African girls have access to education, perform well and complete their studies, and gender disparities in education are eliminated".

FAWE encourages governments and local communities to create learning environments that offer equal opportunities for boys and girls. FAWE's regional secretariat for East Africa is located in Kenya. For this project, the regional secretariat acts as coordinating partner. The other partners are the FAWE country chapters in Malawi, Uganda, the United Republic of Tanzania and Zambia. A total of 30 staff members have been exchanged between FAWE network members, each staying for

a year abroad with a sister organization. So far, the exchanges have resulted in updated professional skills as well as organizational development. Concrete results include improved lobbying and advocacy tools (such as newsletters and social media) as well as resource mobilization.

The network has had full ownership of the content and design of the staff exchange. It decided to focus on advocacy, communication techniques, organization and management. Norec has simply provided the opportunity for mutual learning through long-term staff exchange. This project shows that by working with a well-established and functional network such as FAWE and professional member organizations, a high level of trust among partners is available from the start. At the same time, the need for donor involvement is reduced. This project illustrates the following development principles in action: ownership and horizontality. The recognition of the value of everybody's knowledge and contribution has created ownership, participation and sustainability in the project.




SANITARY PADS: They also meet girls in rural areas and hand out sanitary products.

Case Study 2: Strengthening the network of health institutions in East Africa

Project title	East African Health Sector Network
Summary	The project partners mutually shared their expertise to improve their performance within the chosen clinical areas (endoscopy, echocardiography, emergency ambulance services) as well as general hospital management.
Partner type	Private sector and semi-public sector
Countries involved	Ethiopia, Kenya, Rwanda, Uganda
Norec’s role	Funding and support
Duration & budget	USD 1.2 million, 2016-2018
Number of staff exchanged	18
Primary SDG	SDG 3: Good health and well-being
Cross-cutting SDGs	SDG 5: Gender equality
SDGs embedded in the Norec model	SDG 4.7: All learners acquire the knowledge and skills needed to promote sustainable development. SDG 17.9: Capacity-building through global partnership and South-South cooperation.
Development principles in action	<ul style="list-style-type: none"> • Respect for ownership: Based on their respective comparative advantages and learning needs, the four project partners agreed on the focus areas for the staff exchanges and training programmes. • Complementarity: The partners’ areas of expertise and learning interests complemented each other; each partner could both share and learn. • Coordination and horizontality: The coordinating partner made sure that learning and sharing among all partners was made possible.



EXCHANGES: The health exchanges is based on that good health is more than a healthy body. Here from participants and colleagues in Tanzania.



SAFETY: All Norec partners are focused on safety, both for their patients and for personnel. In the photo you see participants Dr. Ole Magnus Helle and Dr. Wardat Ali.

Well-run hospitals offering high-quality health services to their patients are fundamental to fulfilling SDG 3 on health. To this end, Norec decided to support the strengthening of health networks in East Africa. The goal of this project, coordinated by Mibilizi District Hospital (Rwanda), was to share expertise among East African healthcare providers to strengthen the quality of hospital services in Africa. The other partners were Tebita Ambulance Pre-Hospital Emergency Medical Service (Ethiopia), the Karen Hospital (Kenya) and St. Frances Hospital Nsambya (Uganda).

Each partner enriched the network with its own unique knowledge and experience. In a first step, the project partners decided on the focus areas of their exchange based on their comparative advantages as well as learning needs. Tebita Emergency Medical Services, for example, offered its expertise on management of ambulance and pre-hospital emergency care to the group; its key learning interest was general hospital management. Karen Hospital, on the other

“If I did not go back to the countryside to work with rural patients, then who would?”

Rwanda participant on exchange to Ethiopia

hand, shared its experience in endoscopy and echocardiography with the others while it was eager to learn about ambulance and emergency services. A specific competence of St. Frances Hospital was financial management, which the Ugandan hospital shared with its partners. Mibilizi Hospital, the coordinating partner, brought its experience and perspectives on the special needs of rural and regional health facilities to the table.

A total of 18 staff members were exchanged among the four health institutions, each for a period of a year at a time. In addition, training courses were held in different fields.



WEEE: Participants at work at WEEE-centre in Nairobi, Kenya.

Case Study 3: Unleashing innovative practices in e-waste management in Kenya and Madagascar

Project title	WEEE: E-waste management in Kenya and Madagascar
Summary	The project partners want to develop a new, innovative approach to e-waste management in Africa and improve operations of two modern e-waste management facilities in Kenya and Madagascar.
Partner type	Private sector
Countries involved	Kenya, Madagascar
Norec’s role	Funding and support
Duration & budget	USD 0.3 million, 2018-2020
Number of staff to be exchanged	12
Primary SDG	SDG 11: Sustainable cities and communities
Related SDGs	SDG 9: Industry, innovation and infrastructure (9.a) SDG 12: Responsible consumption and production (12.4)
SDGs embedded in the Norec model	SDG 4.7: All learners acquire the knowledge and skills needed to promote sustainable development. SDG 17.9: Capacity-building through global partnership and South-South cooperation.
Development principles in action	<ul style="list-style-type: none"> • Mutual benefit: By working together, the two involved African companies will increase their competitive edge and business potential. • Coordination and horizontality: The project offers numerous concrete opportunities to share knowledge and learn together. • Alignment with international development goals: The corporate objectives of both businesses directly support the achievement of SDGs 11 and 12 to make human settlements safe and consumption patterns sustainable.

The mission of the Waste Electrical and Electronic Equipment Centre (WEEE-Centre), based in Kenya, is to safely manage electronic waste for sustainable development. The partner in Madagascar is Vohitra Sarl, an Antananarivo-based company offering solutions adapted to the local economy while preserving the environment. WEEE-Centre serves as the coordinating partner of the project.

Sharing and learning between these two private companies is at the centre of this project: within the framework of staff exchange, both companies will learn from each other through discussing ideas and joint research of handling e-waste for a green, safe and healthy environment. This is particularly relevant for the creation of new ways of collecting, recycling and safe disposal

of e-waste. The companies will cooperate in creating innovative practices for waste management related to urban mining, which potentially provides both companies with the opportunity to scale up their businesses.

WEEE-Centre and Vohitra Sarl will also campaign together to inform the public about the environmental and health risks posed by electronic waste. It is hoped that these campaigns will stimulate greater awareness among the public for the need to safely manage electronic waste; at the same time, it will potentially create more demand for the services of both companies. Finally, WEEE-Centre and Vohitra Sarl will work together on policy input for the adoption of relevant regulations by the national governments in their respective countries.



BEST PRACTICES: The partners are sharing best practices, conducting joint research programs, creating innovative practices for waste management for urban mining, and doing awareness work.

Case Study 4: Promoting rural businesses in Asia and Africa

Project title	Namsaling: Asia-Africa rural private sector development
Summary	The on-going and planned staff exchanges will contribute to the exchange of ideas to develop robust and sustainable businesses in rural areas, in particular in the fields of renewable energy, agriculture, and tourism.
Partner type	Private sector
Countries involved	India, Kenya, Mozambique, Nepal, United Republic of Tanzania
Norec’s role	Funding and support
Duration & budget	USD 0.5 million, 2016-2019
Number of staff to be exchanged	15
Primary SDG	SDG 11: Sustainable cities and communities
Cross-cutting SDGs	SDG 8: Decent work and economic growth (8.5, 8.6)
SDGs embedded in the Norec model	SDG 4.7: All learners acquire the knowledge and skills needed to promote sustainable development. SDG 17.9: Capacity-building through global partnership and South-South cooperation.
Development principles in action	<ul style="list-style-type: none"> • Multi-stakeholder approach: This project brings together partners from different sectors with complementary goals.



PARTNERS: Surveyors and coordinators from eight partner organizations in Gujarat, India in November 2016.



NAMSALING: The Namsaling project is between partners in five countries; India, Kenya, Mozambique, Nepal and Tanzania. The partners share best practices for developing sustainable business models and for creating business plans.

With about half of the world’s population already living in urban settlements, the preservation of rural livelihoods is a pressing concern for many countries. In order to counteract migration to cities, rural areas need to be able to offer sound health services, access to educational facilities and work. The creation of a robust private sector in rural areas is, therefore, an important policy goal for sustainable development.

The objective of this project is to exchange ideas on how to develop robust businesses in rural areas, in particular in the fields of renewable energy, agriculture, and tourism. The cross-regional project brings together five partners from Asia and Africa. The Namsaling Community Development Centre (Nepal) serves as the coordinating partner. The second Asian partner is the Ashoka Trust for

Research in Ecology and the Environment (India). The three African partners are: Tanzania Traditional Energy Development Organization (United Republic of Tanzania), the Forum for Sustainable Energy and Development (Mozambique) and Young Volunteers for the Environment (Kenya).

Specifically, the partners have been sharing best practices for developing sustainable business models. They have also worked together to create business plans, training programmes for entrepreneurs and promising marketing methods. Partners have also chosen to cooperate on topics such as access to finance as well as awareness-raising for renewable, energy-efficient and environment-friendly enterprises and technology. The latter includes innovations at household level in the fields of waste management systems and clean cooking stoves.



FUNDATED: The project is between partners Fundacion Asistencia Tecnica para el Desarrollo (FUNDATED) in Guatemala og Centro de Derechos Humanos, Ciudadanos y Autonomicos (CEDEHCA) in Nicaragua.

Case Study 5: Improving psychosocial treatment at community level in Central America

Project title	Fundated: Cooperation on psychosocial treatment in Central America
Summary	It is vital to strengthen and improve psychosocial treatment at the community level in Central America. Fuelled by personnel exchanges, this project will develop and implement more diverse methodologies to do so.
Partner type	Civil society
Countries involved	Guatemala, Nicaragua
Norec's role	Funding and support
Duration & budget	USD 0.4 million, 2016-2019
Number of staff to be exchanged	20
Primary SDG	SDG 3: Good health and well-being
Cross-cutting SDGs	SDG 4: Quality education SDG 5: Gender equality (5.2)
SDGs embedded in the Norec model	SDG 4.7: All learners acquire the knowledge and skills needed to promote sustainable development. SDG 17.9: Capacity-building through global partnership and South-South cooperation.
Development principles in action	<ul style="list-style-type: none"> • Leave no-one behind: The project addresses the psychosocial needs of two particularly vulnerable group – children with learning disabilities and victims of violence. • Mutual partnership: The two partners work towards a common goal, i.e. improving psychosocial services at the community level, while focusing on different target groups.

For a variety of reasons, the psychosocial needs of children with learning disabilities as well as victims of violence have not been given sufficient attention, either in the health nor in the school system in Central America. The situation is particularly dire at community level. This project addresses the needs of these two vulnerable groups by supporting two partner organizations: Fundacion Asistencia Tecnica para el Desarrollo (FUNDATED; Guatemala) and Centro de Derechos Humanos Ciudadanos y Autonomicos (CEDEHCA; Nicaragua). FUNDATED acts as the coordinating partner in the partnership.

Through the exchange of 20 staff members over a three-year period, the two partners have joined forces to improve the psychosocial treatment available to the identified vulnerable groups. Psychologists and psychology teachers and students have been invited to contribute to the project. In Guatemala, children with learning disabilities benefit from the improved psychosocial methods. In Nicaragua, female victims of violence are the main beneficiaries. An integrated feature of the project is an initiative to mobilize children and youth in communities and at home to identify and attend to young people with learning disabilities as well as victims of violence at an early stage.



PSYCHOSOCIAL TREATMENT: Its aim is to strengthen and improve the psychosocial program in the communities where the partners are located.

Case Study 6: Triangular cooperation for vocational skills and entrepreneurship training

Project title	Flora Upper Secondary School (FUSS): Triangular cooperation in vocational skills and entrepreneurship training
Summary	Through this project, youth in Malawi, Norway, and Uganda will benefit from tailor-made training courses on vocational and entrepreneurial skills.
Partner type	Public sector, civil society
Countries involved	Malawi, Norway, Uganda
Norec’s role	Funding and support
Duration & budget	USD 1 million, 2016-2019 (-2021)
Number of staff to be exchanged	24
Primary SDG	SDG 4: Quality education (4.1, 4.3., 4.4, 4.7, 4.c)
Related SDGs	SDG 7: Affordable and clean energy (7.b) SDG 8: Decent work and economic growth (8.3)
SDGs embedded in the Norec model	SDG 4.7: All learners acquire the knowledge and skills needed to promote sustainable development. SDG 17.9: Capacity-building through global partnership and South-South cooperation.
Development principles in action	<ul style="list-style-type: none"> • Decent work for all: Through the project, youth gain skills which will help them to take successful first steps in their respective vocational careers. • Mutual benefit: The partners involved bring different competences and inputs to the partnership, resulting in mutual benefits. • Alignment with international development goals: The project is strongly anchored in SDG 4, contributing to ensuring equitable quality education with a focus on vocational training.



PARTNERSHIP: Through the partnership there will be learning of languages and sharing of information on economic, social and political conditions/challenges of the countries involved.

Connecting Europe with Africa, the partnership underlying this project consists of Nkhotakota Youth Organisation (Malawi), Flora Upper Secondary School (located in the Western part of Norway), and the Uganda Youth Skills Training Organisation (Uganda). Flora Upper Secondary School has assumed the role of the coordinating partner within the project.

The target group for this project is young people who are aiming for professional careers as entrepreneurs or employees based on their acquired vocational skills. The different activities and initiatives under this project allow youth to gain a comprehensive spectrum of relevant skills for their desired careers. In Malawi, solar energy has been chosen by the partners as a thematic priority in this regard, in connection with social entrepreneurship.

The exchange of staff includes both in-house teachers as well as hired professionals. The selected professionals advise the host country partners on a range of vocational and entrepreneurial skills. They also provide inputs for the curriculum development of the schools. Moreover, specific career-counselling activities have been designed to assist the young women and men to land apprentice contracts. Through the project, young people also improve their ability to actively communicate in English.

“Make a change so that people remember you for what you did. Be creative in finding solutions, be patient and remember the importance of teamwork.”

Uganda participant on exchange to Malawi



STRENGTHEN: The objective of the project is to strengthen each organization as regional development partners through entrepreneurship and vocational skills. Hussein is a former participant in the project.





Chapter III

Conclusions and Way Forward

Norec's theory of change

As for any development cooperation agency, Norec has been created to set in motion and enhance social and economic change. Measuring the impact and attributing change to a particular intervention or project is a challenge for all organizations working on development issues. At the same time, the importance of traditional aid interventions has been steadily decreasing in comparison to other drivers of development. Norec welcomes this development as it provides more options to developing countries. Nevertheless, it is necessary for a development cooperation agency to be conscious of its role in society and how its actions can potentially have implications, even if it is on a modest scale.

The Norec model of exchange of personnel relates to three levels: (i) *the individual level*, i.e. the people going on exchange, (ii) the institutional level, i.e. the organizations administering the sending, hosting and return of individuals; and (iii) the community level and wider society in which the exchange is embedded at home and abroad. This three-level distinction is a useful point of departure for analysing how change may happen through the Norec model.

Individual level

At the individual level, participants in an exchange project often report self-development beyond the technical skills acquired during their placement abroad. What is usually reported, is a personal “before and after”: cultural learning, new perspectives on life and career, increased engagement and commitment in social and political issues, inspiration for change.

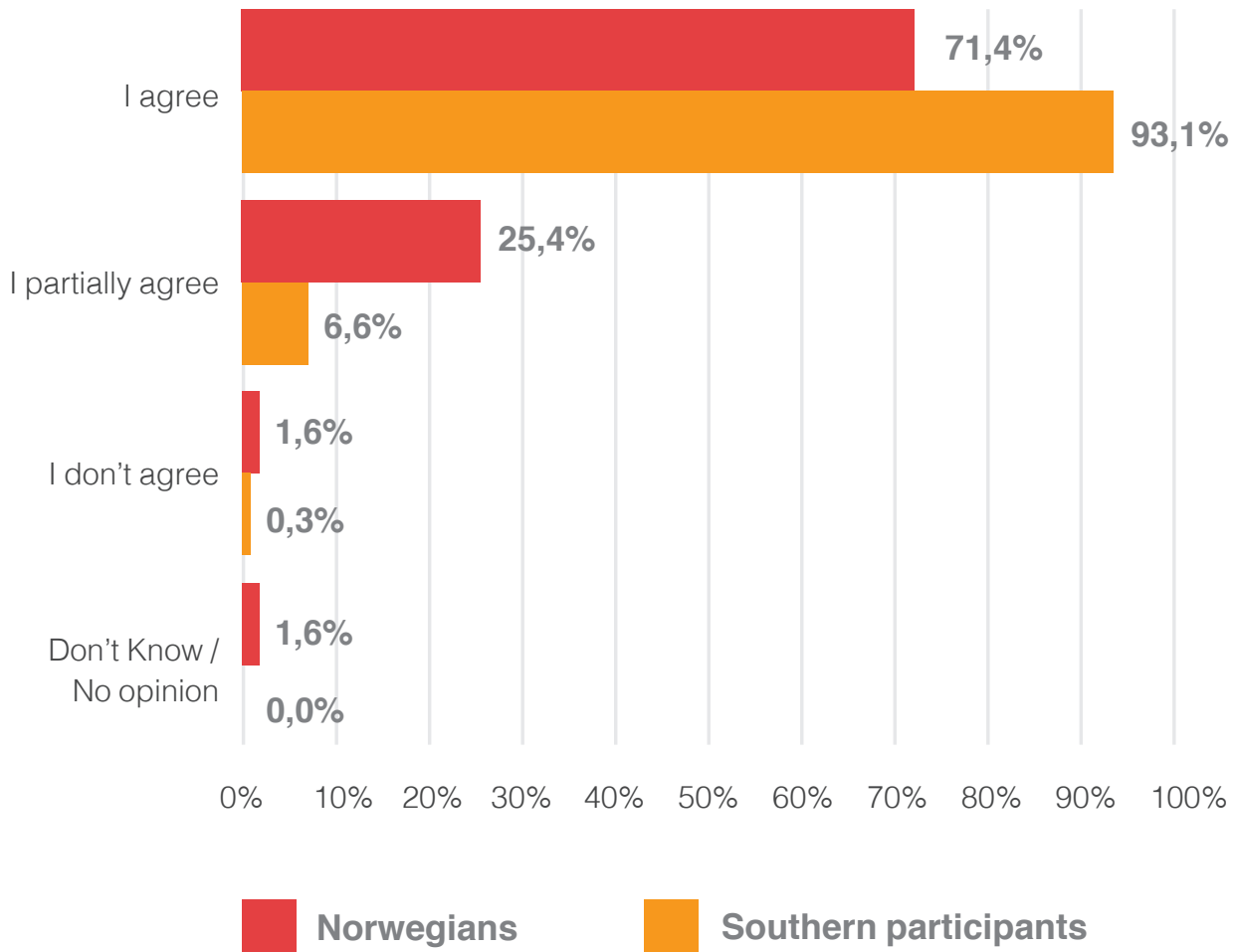
This individual transformation is usually not explicitly included as a project objective in the project agreement. It happens more as a consequence of the personnel exchange model as such, not only for the younger participants. This may happen in other, more volunteer-oriented international programmes as well, which, however, often lack a partnership framework to pick up and support the renewed individual perspectives and energy.

SDG target 4.7 promotes “a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture’s contribution to sustainable development”. It is a good benchmark to show the individual transformation embedded in the exchange model. As an example: 71.4 per cent of Norwegians and 93.1 per cent of Southern participants in Norec exchange programmes between 2002 and 2016 (a total of 1,550 responses) agreed fully with the statement that they had become more open to appreciate aspects of other cultures after one year on exchange (see Figure below). Additionally, the effect on Southern professional personnel is greater than on Norwegians, underlining the importance of investment in South-South and South-North directions of travel.

Institutional level

At the institutional level, transformation may take place in the form of knowledge transfer and home/host capacity-building in the core technical/thematic fields of the partner network.

28. I am more open to appreciating aspects of others cultures, to the extend that I am inspired/motivated to realize them where I live.



This will usually be the expressed intent of an exchange project, and the main objectives of the project will be formulated accordingly. For example, hospital networks want to utilize personnel exchange as a means of improving their capacity and performance. Business networks aim at improving the products and services they sell. For some partner networks, general organizational issues such as internationalization or leadership development, can be the main objective.

A corresponding SDG target will usually cover the main objective of the exchange. From the

viewpoint of institutional transformation, the personnel to be exchanged are primarily acting in their capacity as thematic/sector professionals. Since all partner organizations are both senders and receivers of personnel, they can benefit upon their return home both from the inputs of visiting professionals as well as from their own staff members.

Several studies of Norec have been carried out to assess the real impact of personnel exchange in the form of capacity-building and organizational development.



THE FUTURE: Norec is an organisation that will not only implement mutual reciprocal exchange programmes but also build a national centre of excellence for exchange, networking and the development of young leadership.

A 2006 evaluation of the then-FK Norway by NUPI and PEM Consult came to the conclusion that while North-South exchange is beneficial for the individual participants, South-South exchange is better suited to strengthening the capacities of the sending and receiving institutions. The reason is that South-South exchange involves greater participation of Southern institutions and that individual participants can contribute faster and more effectively.

A recent study by Allum (2019) summarizes the conditions necessary for organizational learning through exchange of personnel. Among important factors are how personnel have been received and integrated by the host organization, both during and outside work, and whether the sending organization has done the recruitment internally or externally. The greatest learning potential is when the person returns to the sending organization and remains employed there. It is also concluded that partners in the South generally have the greatest learning benefit as compared to the Norwegian organizations.

Norec's 2018 partner survey was based on the responses of 131 partners. Partners said that the main motivations for collaborating with Norec were to improve knowledge and to increase organizational competence. The aspect of

improving the network of the organization was also of particular importance to Southern partners both in North-South or triangular partnerships as well as in South-South exchanges. Few Norwegian partners, on the other hand, said that expanding their network contributed to their decision to apply for support from Norec.

Of particular interest is what partners think about the perceived results coming out of their respective Norec exchange projects. The following table provides an overview of how partners responded to the question "What concrete results of the FK Norway exchange have you seen so far? (You may tick several boxes)?" (see Table 1 below).

The table indicates that the results can vary considerably by type of partner and type of exchange. For example, in addition to improving technical skills, Southern partners in a triangular or North-South partnership thought that a main outcome of their exchanges was improved quality of their organization's leadership. For partners in South-South exchanges, more motivated staff members following the staff exchanges was a main result, along with technical skills improvement. Norwegian partners saw the main results of their exchanges in the areas of organizational development and language skills.

Table 1: Results of the Norec exchange as perceived by participating institutions, Partner Survey 2018

RESULTS OF THE EXCHANGE	Norwegian partners	South partners in a triangular or North-South partnership	Partners in a South-South exchange
Technical skills have improved	38 %	87 %	77 %
Staff/members are better trained	33 %	54 %	51 %
Staff/members are more motivated	29 %	51 %	75 %
Language skills have improved	62 %	56 %	62 %
The organization has developed	67 %	56 %	61 %
The quality of the leadership has improved	19 %	74 %	51 %
The organization takes more part in strategic international networks	38 %	49 %	53 %
Response count	21	42	61

Community and societal level

At the community and societal level, there is also an impact of the exchange programmes, in particular as measured by the reported changed behaviour of individuals. This increased engagement can take the form of voluntary community work in support of a wide range of SDG targets, engagement in advocacy organizations or in government and political parties. In this way, the effects of the exchange programme may go far beyond the technical objective.

In Norec's 2017 participant survey, "Significant change in community/social action" is reported for both male and female participants alike, and for all directions of exchange: North-South, South-North and South-South. It is noteworthy, however, that the reported impact is much higher for people from the South being hosted in other Southern countries and/or in Norway. This underlines the comparative advantages of investing in people through South-South and triangular programmes (see Table 2 below).

How participants increased their community engagement after one exchange year

Table 2: Self-reported "Significant change in community/social action" as a result of one exchange year; based on approx. 1,550 responses covering participants from 2002 to 2016.

	Norwegians	Participants from the South	Average
Female	13%	38%	27%
Male	10%	43%	36%

In summary, through Norec's reciprocal exchange programmes, change and development will be spurred at three levels: at the level of the individual, at the level of the organization and at the level of society. Participants broaden their professional horizon, deepen their cultural understanding and develop as responsible citizens. Partner organizations benefit from new ideas, benefit from stronger international networks and build better products, while the home community will receive fresh impulses upon return of the participants.

The way forward

Over the last couple of years (2016 to 2018) Norec has been through a period with profound changes both in set-up and mandate. The relocation of Norec's head office from Oslo to Førde, as well as the revised mandate from the Government and the establishment of Norad's Knowledge Bank has created an exciting new platform for Norec to deliver both South-South and triangular cooperation, as well as North-South/South-North exchanges.

One of the exciting tasks ahead is the transformation of Norec into a Centre of Excellence for Exchange Cooperation in Norway. Norec's overall function as a Centre of Excellence is to gather, systematize and make available relevant knowledge for the various actors in the field of exchange cooperation, as well as promoting the value of partnerships and personnel exchange in relation to fulfilment of the 2030 Agenda both nationally and internationally.

The fact that the 2030 Agenda is also relevant nationally for a traditional donor country like Norway, means that Norec is particularly well placed to serve, support and advise Norwegian technical agencies which send or receive technical staff on their own for shorter or longer periods of time. But Norec has also for many years seen keen international interest in its model of exchange cooperation, and there should be no limit to also making knowledge available to agencies and networks in other countries, or even multilateral organizations. In relation to the 2030 Agenda, it is also important for Norec and Norway to be open, and learn from the experiences of others, both in the global South and North.

As for the production and collection of knowledge, there are several principal sources.



TRAININGS: All of Norec's participants go through trainings in a variety of subjects. Here from Youth Camp where young volunteers are trained in intercultural communication and leadership.

First, there is the data which Norec itself collects about its own exchanges. A valuable resource here is the electronic questionnaire which is distributed every other year to all its current partner agencies as well as to former individual participants in the programme (around 10,000, adding about 650 per year). Commenced in 2005, this exercise has produced a solid and reliable database for both cohort, cross-section as well as longitudinal analysis. Several questions are designed to track the impact of the exchanges at both partner and participant level, as well as the contributions to society as a whole (as self-reported by participants). Data also allows for comparison of the effectiveness of various modes

of cooperation and direction of exchange. In time to come, this data source will be utilized further. Norec will continue to conduct the data collection every second year but may outsource the analysis of data to other knowledge institutions.

Another area of knowledge collection is the commissioning of related studies, evaluations and reports. As for any agency, Norec has had regular evaluations of its own programmes for the purpose of improving its own work or for adjusting strategy. These evaluations have been of both projects, countries and exchange-related broader themes, but almost always with an internal purpose.²⁹

29

Evaluations of Norec/FK Norway, downloadable on www.norec.no:

- What do we know about exchange for development? (Allum 2019)
- Reciprocity in International Volunteer Cooperation (Lough 2016)
- Fredskorpsets bidrag til oppnåelse av tusenårsmålene (Espe 2016) (In Norwegian)
- Chasing civil society? Evaluation of Fredskorpset (CMI 2015)
- Leadership in the FK Youth Programme (ILPI 2014)
- The Transparency International Exchange Project, (Suselo 2013)
- Private sector development 2001-2013, Devfin Advisers
- Bands Crossing Borders (CMI 2013)
- Design without Borders, (NCG 2013)
- Creating Change in the Education Sector, (NCG 2012)
- Review of two South-South Africa projects, (Mentor Consult 2012)
- Organizational Spaces for Engagement, two case studies, (NCG 2012)
- Internal review of the FK Youth programme, Fredskorpset (2012)
- Review of the FK Health Exchange programme (Scanteam 2012)
- Changes in the Mind, (NCG 2011)
- Assessment of Results – FK in Nepal, Norway and Ethiopia (NCG 2009)
- Evaluering av Der Mennesker Møtes som instrument i Fredskorpsets nettverksarbeid i Norge, (KUDI 2008) (In Norwegian)
- Evaluation of Fredskorpset, (NORAD 2006)
- Change Agents for Development, (KUDI 2005)
- Result study of selected projects of Fredskorpset primary programme, (Scanteam 2005)
- Norway's Fredskorpset Youth Program, study of selected exchange projects, (NUPI 2004)
- Study of selected exchange projects, (NUPI 2003)



YOUTH DELEGATES: Nepal Red Cross is in the Youth Delegates Exchange Project with Red Cross in Colombia, Nepal, Norway and Kenya.

As a Centre of Excellence with a broader mandate, Norec must look wider, and to a greater extent also commission studies of thematic areas and topics of more general interest to the community of international development cooperation at large, both in Norway and abroad. Such studies can be carried out by independent researchers, think tanks, institutes and knowledge centres both in Norway and the South.

With respect to South-South and triangular cooperation, it appears particularly relevant for Norec to establish and intensify ties with Southern think tanks, institutes and learning institutions. The South-South Global Thinkers: the Global Coalition of Think Tanks Networks for South-South Cooperation, covering approximately 250 think tanks and supported by UNOSSC and UNDP which brings fresh perspectives on the various aspects of exchange cooperation. A closer relation with such institutions can be of mutual benefit: Norec can learn from relevant studies on their research agenda, and the institutions can bid for studies commissioned by Norec. At the same time, it is also important for Norec to build relations with its research community at home. Supporting these institutions is important so that programmes, activities and other initiatives can be informed by evidence-based research.

In today's connected world, information is more readily available than ever before, even if not always payment-free. There can also be an overload of information and for many actors it can be difficult to know what is relevant for a particular issue. As a Centre of Excellence, an important function of Norec will be to transform this availability of information into useful, applicable pieces of knowledge for the actors of exchange cooperation. Acting as an adviser, Norec will aim to add value through the systematizing and targeted presentation of knowledge.

As a Centre of Excellence, it is also an exciting avenue for Norec to explore in terms of spreading of knowledge and communication of results. Both the publication and launch of research reports, as well as the advisory function on personnel exchange, can open up other exciting avenues to explore. Norec may be a more active communicator in the public sphere. Important results and milestones can be linked to events, conferences and symposiums, both created for the purpose as well as those organized by others. To contribute to established and recognized periodicals is another outlet. Other communication channels may include to make publicly available training courses for exchange partners and participants not part of Norec's own programme.

While Norad's Knowledge Bank is tasked with coordinating technical cooperation in sectors where Norway has particular competencies demanded in the South, such as the Oil for Development programme, Norec's role is more to act as a node in its field, identify and also make use of relevant competencies for effective exchange cooperation from the South, not at least to benefit South-South and triangular cooperation.

The approaches of the two entities are clearly different: Norec is guided by the principle of reciprocity and works bottom-up, based on the assumption that cultures change from within. The Knowledge Bank, on the other hand, takes an institutional approach with a focus on development plans and policies. The two entities therefore have great potential to complement each other.

Norec will continue to take part in recognized international events and forums for South-South and triangular development cooperation, and contribute to selected exhibitions, databases and collections of best practices. Norec will continue to build and sustain its networks in this field, both among public and semi-public institutions and agencies, multilateral organizations, as well as the private sector and civil society, at home and abroad.

It is also through such networks that Norec can continue to advocate for the role of reciprocal personnel exchange as a means to build the technical capacity of organizations, attain the SDGs, and create lasting and effective global partnerships as well as contributing to human growth, leadership development and a vibrant society at large.



DIVERSITY: Norecs partners are involved in a variety of sectors, from IT and waste management in the private sector, to health and policy work, and awareness and activism work on the nongovernmental level. Here from a project in Uganda.

