



# Overall Project Description

Fredskorpset/FK Norway  
PO Box 8055 Dep  
0031 Oslo, Norway

Organisational ID: NO 981965132

## 1. FACT SECTION

### Applicant's name and registration number

- Name of coordinating partner<sup>1</sup>: Det Norske Misjonsselskap (NMS)
- Organisational ID number: 940 325 501

### Applicant's constitution (private business, civil society or public sector/semi-public)

Civil society (Christian organization)

### Applicant's contact information

- E-mail: [info@nms.no](mailto:info@nms.no)
- Phone number: 51 51 61 00
- Visiting address: Misjonsmarka 1, 4024 Stavanger, Norway
- Postal address: Postboks 226, 4001 Stavanger, Norway
- Contact person for the FK project (name, e-mail, phone number): Andreas Holm, [andreas.holm@hald.no](mailto:andreas.holm@hald.no)/[andreas.holm@nms.no](mailto:andreas.holm@nms.no), +47 412 78 189

### Applicant's banking details

- Bank's name: Sparebanken Sør
- Bank's visiting address: 4662 Kristiansand
- Bank account holder<sup>2</sup>: Det Norske Misjonsselskap
- Bank account number or IBAN: NO7382200285030
- Swift code or BIC: SPSONO22

### Other details

- Auditing firm: BDO AS v/ Kirsten Berge
- Auditing firm's address: Hollendergata 3, 4514 Mandal
- Auditor's e-mail and telephone number: [kirsten.berge@bdo.no](mailto:kirsten.berge@bdo.no), Telephone: +47 382 71 379, Mobile phone: +47 951 55 591
- Accounting firm: Numeris AS v/ Britt Klauset
- Accounting firm's address: Mikkelsmyrveien 1, 4515 Mandal
- Accounting's e-mail and telephone number: [bk@numeris.no](mailto:bk@numeris.no), 907 58 788

### Project name and content

- Name: Connect
- Content: Connect is a development program facilitating for mutual exchange of youth between 4 organizations: NMS (Det Norske Misjonsselskap), Movimento Encontro, FLM (Fiangonana Loterana Malagasy) and ELCHK (The Evangelical Lutheran Church of Hong Kong). The Connect program's main goal is to raise young leaders that are influencing their societies in a positive way and that are working for a world without injustice and poverty. Important elements to reach this goal is to work for increased youth participation in the organizations, training of young leaders and work for an increased awareness of global challenges.

<sup>1</sup> For Norwegian partners the name must be identical to name in the Brønnøysund Register Centre.

<sup>2</sup> The applicant must be the bank account holder. For FK Norway to be able to transfer funds, the name provided here must be identical to the name registered by your bank.

## Thematic area of project

Civil society

### Project duration

- Exchange project period: August 2019–August 2020
- Round of exchange: 17
- Duration of the exchange:
  - Preparation:
    - South participants: One week (in sending country) + 7.5 weeks at Hald Internasjonale Senter
    - North participants: 7 weeks at Hald Internasjonale Senter
  - Posting abroad:
    - South participants: 10 months (including preparation and debriefing course)
    - North participants: 6 months
  - Posting in home country (if applicable):
    - South participants: 1 week preparation course before posting abroad, 2 months follow-up work after posting abroad.
    - North participants: 7 weeks preparation course before posting abroad, 8 weeks of debriefing (“spring”) course and 2 months of follow-up work after posting abroad.
  - Debriefing: 8 weeks at Hald Internasjonale Senter
  - Follow-up work: 2 months in home-country

## 2. INSTITUTIONAL FRAMEWORK

The applicant must provide adequate documentation on the bullet points listed below.

### Profiles of all partners in the partnership

- Partner’s name
- Partner’s visiting address, contact person, e-mail address and phone number
- Partner’s constitution (private business, civil society or public sector/semi-public)
- Partner’s thematic area (i.e. health, civil society, private sector development, education)
- Presentation of partner (vision, mission, organisation, etc.)
- Youth participation (describe how youth are given the opportunity to influence and/or participate in the organisation)

#### 1. The Norwegian Mission Society (NMS), Stavanger/Norway

**Visiting address:** Misjonsmarka 1, 4024 Stavanger, Norway.

NMS exchange program is located at Hald Internasjonale Senter. Address: Halseveien 37, 4517 Mandal, Norway. At Hald Internasjonale Senter (HIS) there are two other NOREC exchange programs as well: Act Now and Interact. HIS is also driven as a vocational school.

**Contact person:** Andreas Holm, +47 412 78 189,

[andreas.holm@hald.no](mailto:andreas.holm@hald.no)/[andreas.holm@nms.no](mailto:andreas.holm@nms.no)

**Constitution:** Civil society (Christian organization)

**Thematic area:** Mission, development and church work.

**Presentation:** NMS is an independent mission organization within the Church of Norway. We are sharing the faith in Jesus, and working to give people dignified life through our fight against poverty and injustice in South America, Africa, Asia and Europe.

In order to share our faith in Jesus, end poverty and fight against injustice, we focus on developing local communities, building sustainable organizations/churches, promoting dialogue and justice, sharing the gospel and meeting migration. NMS works through local partners in 15 countries, and emphasize on professionalism, sustainability, and accountability

with high ethical standards for work. This involves investing in competence development. Our work is long-term and strategic. The vision of NMS is “*A living church across the earth.*”

**Youth Participation:** NMS and NMSU (the youth organization of NMS) are democratic organizations where young people have many opportunities to impact the work and the strategies of the organizations. The youth can be engaged in the national board or in one of the several regional boards across the country, in local young adult groups in different cities in Norway. There are also many possibilities to engage as youth leaders in the organizations through camps, events, leadership training and Uteam-trips.

## **2. Movimento Encontrão (ME), Curitiba/Brazil**

**Visiting address:** EFCLB - Rua Francisci Caron, 630 – Pilarzinho – CEP 82120-200 – Curitiba – PR - Brazil

**Contact person:** Jonatan Batz Neumann, +55 41 997546057, [intercambios@me.org.br](mailto:intercambios@me.org.br)

**Constitution:** Civil society (Christian organization)

**Thematic area:** Mission, formation, development, leadership training and church work.

**Presentation:** Movimento Encontrão (ME) is a non-governmental organization which focuses on evangelizing, discipleship practice and holistic mission with a purpose of empower leaders to be of practical help for the society. It develops training on urban mission and also offers formal graduation and post-graduation on this area. It is also a Missionary Agency which supports local leaders to help developing poor regions of the country, offering them training and financial support for adults, children and youth care.

**Youth Participation:** ME has its own youth department called Youth Ministry which aims on mentoring and developing new leaders to serve and help developing both church and society. Youth leaders are trained to assist their local community in order to raise awareness of social matters and also to be prepared for helping on practical issues such as children and youth care, second hand shops, music training and school tutoring.

## **3. Fianganana Loterana Malagasy (FLM), Madagascar**

**Visiting Address:** Birao Foibe FLM – Immeuble Salfa, 19 Rue Jules Pochard – Andohalo / B.P. 1741 Antananarivo (101) – Madagascar.

**Contact person:** Andriamiantiana Solofohery Miranto, +261 345485756, [miantiana@gmail.com](mailto:miantiana@gmail.com)

**Constitution:** Civil society (Church)

**Thematic area:** Church work, youth ministry, education and development.

**Profile:** FLM is an independent Lutheran church in Madagascar, which aims at reaching out to people through the means of its different branches, such as men, women, youth, Sunday school, bible camps, leadership programs for females, revivals and Deacon Departments. FLM is working closely with Health department, green project and many other branches which is dealing and working closely with the society.

**Youth participation:** In all department and branches of FLM, there are youth represented. They are the majority of the members. Each department has its own gathering. As a result, the core members of FLM is youth and they are participating in the activities organized by the church since they are the pillar of it.

## **4. The Evangelical Lutheran Church of Hong Kong (ELCHK)**

**Visiting Address:** 4th Floor, Lutheran Building, 50A Waterloo Road, Yaumatei, Kowloon, Hong Kong S.A.R., China

**Contact person:** Rev. Susan Sun, +852 9550 4280, [sun.pastor@gmail.com](mailto:sun.pastor@gmail.com)

**Constitution:** Civil society (Church)

**Thematic area:** Church work, education, social service, overseas mission and publication.

**Profile:** ELCHK is a Lutheran church founded in 1954 in Hong Kong. The mission of ELCHK is to proclaim the gospel, to administer the sacraments, to edify and nurture believers and to serve the community. They have ten different departments performing a whole range of tasks, such as equipping the pastors, nurturing the believers, running educational institutions, providing social services, ministering overseas mission and so on.

**Youth participation:** Several departments of ELCHK, especially the Department of Youth, aims at providing holistic care to the youth. We provide opportunity for their participation in organizing and implementing different activities, such as worship team, short-term mission, overseas training experience, etc. We have many integrated youth centres working for the physical, psychological and intellectual development of the youth through creative approaches.

### **Partner cooperation**

- Description of how the partners have come to know each other and their motivation to cooperate
- Description of decision-making procedures within the partnership, hereunder how the coordinating partner was selected
- Description of how the project documents have been prepared, hereunder how project expected outcomes and the competency requirements for the FK participants have been defined
- Description of how responsibilities have been shared within the partnership
- Communication channels within the partnership

The Connect program has been running continuously as a NOREC program for 16 years. NMS is the coordinating partner and is the link between the partners. The other partners in Connect are selected among partners of NMS across the world.

NMS collaborates with independent churches and organizations across the world in a partnership model. Equality, mutual respect and understanding of each other's differences are basic principles of the cooperation. The goal of a partnership is to create security and predictability when it comes to roles and expectations. NMS has a history with FLM for over 150 years, with ELCHK since the 1960s and with ME since 1975.

The motivation for taking part in this exchange program for all partners is to raise young leaders, strengthen the youth participation in each organization and exchange knowledge, ideas and skills. We see exchange as a possibility to develop and renew our organizations and the civil societies around.

In the annual partner meetings, different aspects of the exchange program are discussed and evaluated, such as goals and content of the program, activities for the participants, number of participants, recruitment of new participants, deadlines and budget. NMS takes the strategic and administrative role, but major decisions regarding these matters are taken collectively at the annual partner meetings.

The main content of this project description, hereunder the project's expected outcomes, has in large been prepared together by the partners during and in connection to NOREC Youth Summit, which included the partnership's partner meeting, in Hurdal, Norway, 3<sup>rd</sup> to 9<sup>th</sup> of March 2019. To this meeting the contact persons from each organization were present.

On beforehand the coordinating partner sent out information and questions to the other partners regarding what they should prepare before coming to the partner meeting. In addition, the coordinating partner had skype-call meetings with the other partners. One important reason for this preparation was for the organization, including the leadership, to be able to discuss these issues and be a part of the process.

Sharing of responsibilities within the program:

- NMS, as the coordinating partner, has, in cooperation with HIS, the overall responsibility for the administration of the program. Hereunder is to have the main

responsibility of following up contact with NOREC, renewal of the agreements and reporting, and to follow up each of the other partners.

- The coordinating partner has the main responsibility of planning program, activities, practical issues, day-to-day follow up for South participants in Norway. South partners have the main responsibility of planning the program, activities, practical issues and day-to-day follow-up for North participants in their respective organization.
- NMS has, in cooperation with HIS, the responsibility of the preparatory course, infield course and a debriefing (“spring”) course after the internship period.
- NOREC funds and other funds are accounted for through HIS. An external accounting office (Numeris AS, Mandal) is doing the accounting on a day-to-day basis. Revision is done annually by BDO.
- All partners use external revision firms to verify that the money is used according to the budget. Revision follows ISA 805 standard.
- Reports, budgets, participant details and applications are sent from each partner to the coordinating according to deadlines agreed upon on partner meetings.
- The budget is discussed at the partner meeting and thereafter is made by the coordinating partner. It is the responsibility of the coordinating to follow-up and distribute the budget.
- In addition to the annual partner meeting for all partners, the coordinating partner will make a visit to the other partners at least every second year for follow-up and mutual planning of the exchange.

#### Communication lines:

- Every partner has appointed a contact person for day-to-day contact with the coordinating partner’s program leader.
- During internship the participants should report to the local contact person first, and after that, if needed, the program leader of Connect.
- The participants are writing 2 internship reports during their time abroad, and one final report after. Coordinating partner will follow up feedback directly with the other partners through contact persons.
- Emergency situations includes contact person/partner organization, HIS and NMS. NMS has the overall responsibility for the security when participants are abroad. Communication and decisions are made according to the security plans.

#### **FK participant administration**

- Description of recruitment procedures for the FK participants
- Description of partners’ general experience in volunteer administration, hereunder motivational aspects as well as conflict prevention and handling
- Description of how the technical requirements for hosting volunteers from abroad, such as work permit, accommodation, insurance, salary payments etc. will be handled
- Description of measures to facilitate volunteer’s introduction, as well as social and cultural adaptation for incoming FK participants
- Description of how the knowledge and resources of FK participants will be utilised both during and after the exchange

- 1.) The coordinating partner recruits participants through public application process administrated by HIS in cooperation with Norwegian Christian Student Ministry (NKSS – Norges Kristelige Student- og Skoleungdomslag) and Stromme Foundation. All relevant applicants that applied before the deadline are interviewed.
- 2.) Other partners recruit participants with an open application among youth in their organizations. Relevant applicants are interviewed. ME also use a psychologist in their process.

- 3.) A detailed "Participant Agreement" outlines responsibilities and rights of the participants and sending and receiving organizations.
- 4.) Through 17 years of exchange within NOREC, the coordinating partner, and for many years also FLM and ME, have gained a lot of experience. In addition, all partners also have also participated in other exchange and volunteer programs for youths: NMS has the exchange/volunteer programs Ucrew and Uteam, ME is also participates in Ucrew, FLM and ELCHA have had volunteer programs with participants from USA (ELCA). The experiences are shared within the partnership.
- 5.) Every year a partner meeting takes place involving representative/-s from each partner.
- 6.) Each partner organization has the responsibility to arrange working permit, accommodation and transportation (within the country) for the participants having internship in their country. Flight tickets to and from the host country is arranged by the coordinating partner.
- 7.) Participants going to Norway they will have a visa for "Exchanges, cultural and organizational work." Participants going to Madagascar will have a visa for "Volunteer Worker." Participants going to Hong Kong will have a "Training Visa."
- 8.) Suitable accommodation could be an apartment, a shared apartment, living in a host family or in a dorm.
- 9.) Each South partner has a preparation course with the participants they are sending before they leave their country to go to Norway.
- 10.) All participants attend a 7 weeks long preparation course at HIS in Mandal, Norway. At this course issues regarding motivational intentions and conflict prevention and handling is raised.
- 11.) Information regarding NMS' work in Norway, and abroad, will be given to all participants in Mandal and Stavanger before the internship period.
- 12.) All partners and participants are informed about the "Security plan Connect 2019-2020" which both gives guidelines for how to avoid dangerous situations and how to act in case of emergency.
- 13.) When the North participants come to the host organization abroad they will get an introduction course arranged by the receiving organization.
- 14.) The receiving partners provide each participant a mentor during their period.
- 15.) Around halfway through the internship (normally in the beginning of January) all participants will participate in a week follow-up course, administrated by HIS. Here the issue of motivational intention is also addressed.
- 16.) After the exchange, all the participants have an 8 weeks long spring course at HIS, which will include debriefing. During this time, all participants will give feedback both to NMS and the other partners. They will also plan volunteer work in order to make sure knowledge and resources gained through the exchange will be beneficial for the organizations and society.
- 17.) The North participants are doing volunteer work during the spring, summer and in some cases fall after they have been abroad to contribute to the work of NMS as well as in the society in general. This is done according to the plans of NMS.
- 18.) The South participants are doing volunteer work after coming back to their sending organization. The sending partners, are together with each participants, making individual plans for how the participants should work as volunteers and participate and contribute to the organization and local society after coming home. The volunteer work is primarily done during the summer and fall after the exchange.

During the partner meeting in March 2018 the following deadlines have been common agreed upon within the partnership:

## Deadlines for contact persons in the Connect exchange program 2019-2020

January	<p>Skype-meeting with Andreas. Follow up project description/expected results. (Or at the partner meeting.)</p> <p>Second half of the grant is transferred to the partners.</p>
1 <sup>st</sup> of February	Send the volunteer work report for the participants to Kaia/Daiana.
1 <sup>st</sup> of March	<p>Send to Andreas:</p> <ul style="list-style-type: none"> <li>• Names, application forms (if applicable), copy of passport and contact information of new participants.</li> <li>• Signed partnership agreement.</li> <li>• Contribution from your organization to the narrative report for the previous exchange round.</li> </ul>
1 <sup>st</sup> of April	<p>Being ready to go to the embassy for the visa application to apply for a Norwegian visa.</p> <p>Send auditing and financial report for the previous exchange round to Andreas.</p>
1 <sup>st</sup> of May	<p>Send updated program for voluntary work to the participants and Kaia/Daiana.</p> <p>Send to Andreas:</p> <ul style="list-style-type: none"> <li>• The completed and signed participant agreement.</li> <li>• Documentation of completed high school for the participants.</li> <li>• Medical examination and personal health declaration for the participants.</li> </ul>
1 <sup>st</sup> of June	Send working plan for participants coming, including weekly schedule and overall program, for all the 6 months, to Andreas.
1 <sup>st</sup> of September	Send proposed budget for the present exchange round to Andreas.
August/ September	Skype meeting with Norwegian participants.
September	Skype meeting with Andreas. Follow up project description/expected results.
1 <sup>st</sup> of October	1 <sup>st</sup> of half the grant is transferred to the partners.
1 <sup>st</sup> of December	Send revised proposed budget to Andreas (if applicable).

## **Project administration**

Please describe the partners experience with, and routines for;

- Project planning and budgeting procedures
- Project internal monitoring, data collection and evaluation procedures
- Project reporting
- Accounting, audit and financial control systems and procedures

## **NMS**

NMS has a wide experience in working with different types of projects, and have developed a Quality Development System (QDS) for project administration. The QDS gives a thorough explanation on the routines and procedures of NMS's project planning, reporting, monitoring and evaluation.

The Finance Section of NMS has responsibility for control of the budget and accounts, but the actual bookkeeping is carried out by KNIF Regnskap. The Controller closely monitors the budget, quality controls transfers of funds, and works to prevent corruption. The Controller also follows-up financial routines by giving concrete and systematic feedback to the partner/project leader for all the accounts once a year. Check lists are compiled and followed-up.

## **Movimento Encontrão**

**Project planning and budgeting procedures:** Budget begins to be prepared in September of each year based on the previous year's accomplishments and the following year's projects. It is reviewed by the Board at the November meeting and approved by the assembly in March of the current year.

**Project internal monitoring, data collection and evaluation procedures:** The financial manager monitors the values and evaluates.

**Project reporting:** ME posts the offsetting entry of all documents, every month sheets are closed with completed and budgeted. The Board of Directors receives these statements every month.

**Accounting, audit and financial control systems and procedures:** Every beginning of the month the documents from the previous month are sent to the accounting office. The Fiscal Council analyses the documents and guides to any changes or improvement of the processes. If there are irregularities, they are posted in the Council's opinion and read in the general assembly that will judge whether or not to approve the accounts. Depending on the irregularity, the fiscal council itself will advise the assembly to reject the accounts.

## **FLM**

The budget planning and procedures are assured by the accountant and the contact person which is based on the previous year. It is reviewed and approved by the board during the monthly meeting.

FLM has two systems regarding the project administration: One is the internal control which is responsible for the financial evaluation every 3 months. This control is doing the report to the partners of the church, such as NMS. The other one is the DAF PP (Director of Administration Finance Project and Program). This section is responsible for monitoring the account, follow ups and procedures. The report is presented once a year at the National church council (KMSL). The bookkeeping is assured by the accountant through the document sent on a monthly bases for each project. The fiscal year is from January to December. An external auditing is not mandatory, it varies depends on the need of each project.



## **ELCHK**

The Annual General Meeting of Members (AGM) of ELCHK is the highest decision-making authority in the administrative structure. The AGM is held once a year, with representatives from all the congregations, for the approval of yearly plan. It elects members to the Board of Directors and the Church Council. There are 10 administrative departments, each responsible for different aspects of the church development, such as Christian nurture, youth development, human resource, finance, etc. The proposals of these departments are made to the Church Council for approval. The Church Council convenes a meeting once a month to conduct church ministry in general.

The daily bookkeeping is administrated by a crew of staff in the general office. A monthly financial report is approved in the Church Council. Every year, our financial report is checked by our internal auditors, and an independent auditing firm. The annual financial report and the budget must be approved by the AGM, before submitting to the Companies Registry of the Government of the Hong Kong Special Administrative Region.

### **3. EXPECTED PROJECT RESULTS**

For the purpose of aligning the FK Civil Society projects with FK Norway's strategic priorities, as well as for the purpose of aggregating sector-specific results, FK have two standard expected results for FK Civil Society projects.

Partner organisations and civil society in general are strengthened when young leaders with increased knowledge and new skills are given responsibility and engage as change agents in their communities. FK Norway will therefor in this strategic period (2015-2017) strengthen the focus on 1) leadership development in the exchanges, and 2) the follow-up of FK participants after the exchanges to facilitate their continued participation in, and contribution to, civil society.

Expected result for each round of exchange:

- The FK Civil Society exchange develops young leaders who take responsibility and create positive change in their lives and communities.
- The FK Civil Society partners have structures in place to facilitate homecoming FK participants continued participation in, and contribution to, sending organization and/or civil society in general.

Each partnership has to make sure that the essence (intention) of these goals are included in their expected results.

#### **Purpose of the project**

Please give a short explanation of the challenges (organisational and/or societal) the partners want to address through this project, and how the project will help the partners in addressing these challenges.

#### **Challenges and how they are addressed**

One shared challenge for all the partners has to do with the participation of youth, and youth leadership in the organizations. Therefore, we want to focus on training young leaders to take responsibility in their society and organizations, and to use this program to enable youth participation in the organizations. The challenges with youth participation and leadership look a bit different in the different organizations that are part of the program, and the tools we are using to meet these challenges are also different. Therefore, the expected outcomes, as well as indicators and activities may differ among the different partners.

In NMS it is a challenge to engage new generation in the organization. The average age of the members in NMS is quite high. The local work of NMS in many places is also mostly attracting older people and therefore also (conscious or unconscious) more customized to

this audience. The traditional way of engaging locally in the organization doesn't seem to attract younger generations. Therefore, the Connect project is focusing on strengthening the capacity for youth involvement in NMS. It is about developing and strengthening arenas that attract young people to engage within the organization and take leadership responsibilities.

For ME it is a challenge to have new generations participate, engage and take responsibility within in the organization. The Connect program can be part of addressing these challenges by using both North and South participants as resources in different types of leadership trainings within the organization (for instance mentor groups, camps, youth work) and be part of motivating and challenging youth to take responsibilities in the organization. It is a hope that this will result in more young leaders. This could for instance mean that it will be more young representatives in the regional committees, and the number of mentoring groups for young leaders is increased. An increased number of camps may also indicate an increased number of young leaders because the number of camps now is limited because of limited number of young leaders available.

In northeast of Brazil youth participation and leadership is especially a challenge. One reason for this is that ME hasn't been very strong in this area, but also that people here in general are poor and often less educated. Therefore, the Connect program will in the coming years focus especially on the challenge of youth leadership in this area. Part of that work is to train and motive young leaders in cooperating congregations/organizations to be leaders and take on leadership responsibilities. Part of the work will be to motivate youth to apply for exchange programs like Connect, and train them to be qualified, so that they in the future can take part in these programs and bring obtained experiences and knowledge back to their home-communities and be leadership resources in the North East.

In FLM the situation is a bit different from the other organizations: The majority of the members are young people, around 60 % are youths, but the challenge is that there are few young people that are taking leadership responsibilities within the organization. Especially, among people that are below 30 years old there are few in leadership positions and with leadership responsibilities. The exchange program will address this challenge by using both North and South participants in leadership training of youths within the organization, as well as in training them in different skills (for instance though English club) that may be useful for them in executing leadership responsibilities within the organization. The Malagasy participants may also themselves participate in the organization as young leaders after their exchange and use the experience and skills they have obtained.

ELCHK also has a challenge in having fewer younger people participating, and especially taking leadership roles within the organization. Sometimes this is because of the lack of experience and competence for the leadership tasks that is needed. For instance, it is a challenge that there are too few competent youth leaders that can take responsibilities in youth camps. Therefore, an expected outcome for ELCHK will be to have more competent leaders within the organization. This will be done through having young people participate in the Connect program. In addition the participants in the program will be part of training others and sharing their knowledge and skills to others.

In the matter of increasing the youth participation and youth leadership in the organizations, the participants in the Connect program themselves will be key factors. In the exchange program the participants are going to be trained as leaders through teaching and practice. The participants are, during the exchange and volunteer work, involved in training other youth as leaders, for example through small groups (ME), in youth centres (ELCHK) and workshops (FLM), which are arenas that the organizations are using for leadership training. But for them to have greatest impact, we believe it is crucial that many of them, with the skills, knowledge and motivation they have obtained, also to continue their active engagement in the organization after the exchange and volunteer work. This has not always

been the case. Therefore, it is important for us through the program to focus on motivating and preparing the participants for a long-lasting engagement in the organizations. This is done throughout the exchange by giving them ownership and motivation for the organization they are coming from, but also by giving them opportunities in the organization to canalize their skills and engagement. We will also, in all the organizations, create alumni gatherings where the participants can be followed-up and re-motivated.

A shared challenge in the world are global and social problems. For instance, Madagascar is considered as one of the least developed countries in the world according to the UN development index. Where challenges like corruption and poverty are huge. Even if Hong Kong has a lot of billionaires, it is also a place with increasing gap between rich and poor and today 1 of 5 inhabitants lives below the poverty line. In Brazil there is also a big gap between rich and poor in the same area, as well as general differences between different parts of the country. Brazil has also serious problems with crime, for instance with roughly 23.8 homicides per 100,000 residents. Even if Norway in many ways has a good social safety net, there are also segregation in Norway between different social groups. Not at least in general between many ethnic Norwegian and immigrants. The amount of refugees has increased in Western countries and challenged the society and we find a lot of prejudices and racist thoughts being expressed in the public sphere. There are many social challenges locally, but things like poverty, environment and injustice are often not possible to solve just within a country. They are global challenges and what we do in one part of the world is also something influencing people in other parts of the world.

To make a change we need people who are engaged in making a positive change and contribution to these challenges, on a local and a global level. And for us as churches and mission organizations, it is important that we and our members are engaged in these issues and take responsibility and do something ourselves, but also trying to impact the society around us. In the course in the beginning and end of the exchange the participants will learn about social challenges in a global world and locally. By living in another country and also in many cases engage in social projects, they may receive a deeper and broader understanding of the social challenges we meet around the world. Especially the Norwegian participants may experience some of these challenges in a closer way than they have done before. But the participants may also learn from the country they have been on exchange to, strategies they could use to fight these challenges when coming home and being motivated to do that. We believe that through knowledge and experiences acquired through the exchange program, the participants will be more engaged in social and global issues and be involved in work connected to them, and impact the organizations and churches they are part of to be more engaged.

NMS is a mission organization that in more than 175 years have been working abroad and the global focus is fundamental for the organization's self-understanding. But the way NMS is working has changed a lot during the last decades. One of the changes is that there are a lot fewer Norwegian missionaries working abroad for NMS. This change means that there are fewer missionaries that could bring first-hand experience from abroad back to Norway and different parts of the organization. Not at least to mission groups and local congregations.

Therefore, it is important for the organization to bring more information, stories and experiences from their work abroad back to Norway, and to motivate members to have a global engagement. It is also an important goal for NMSU to strengthen the global focus in their camps and events, so that the youth also become engaged in the global work of NMS. The number of mission groups are decreasing, and NMS is focusing more on working in partnership with local congregations. Even if this has a lot of advantages, the global mission work has another position in the congregations compared to the traditional mission groups. In the mission groups the global work of NMS is the heart of their work, while in churches it

is just one among many activities and focuses. In many cases what happens locally takes more of the congregation's focus than what happens in other parts of the world.

The exchange program will help NMS/NMSU to address these challenges by using both the participants coming to Norway from the partner organizations of NMS, and by the Norwegian participants coming back after being part of the work of their partner organizations in 6 months. The participants have first-hand experience that we believe will create interest among listeners. We believe that by having participants from the partner organizations participate and have responsibilities in local congregations and letting them share from their country, culture and their own experiences, the global engagement in these congregations will increase. There are also many arenas within NMS/NMSU where both North and South participants could share their cross-cultural experience and what they have seen and learned during the exchange. These arenas could be mission groups, camps, regional events, the General Assembly of NMS, magazines and digital media. The stories and experiences of the participants could also be used to make information material in NMS/NMSU.

In Madagascar there are not living many people from other countries. Therefore, the young people in FLM don't have much cross-cultural competence. But FLM is working with partners all over the world, and therefore it is important for FLM to strengthen the cross-cultural understanding among the youths. That will make them more competent to engage with organizations from different part of the world and reduce the risk of misunderstandings. But even if there are few people in Madagascar from abroad, the culture in Madagascar is not the same everywhere and there are significant differences between different parts of the country. These differences may create misunderstandings and conflicts. As a nationwide church it is important for FLM to work well together, not at least when it comes to youth work. Therefore, knowledge and competence in cross-cultural understanding is also valuable for youths in FLM when cooperating with youths from other parts of the country. The exchange program will help FLM to address these challenges by letting both the North and the South participants share their knowledge and experiences regarding in cross-cultural work and have activities related to cross-cultural communication.

Hong Kong is a multicultural place where people with different backgrounds and from different countries and cultures meet. This is also the case of ELCHK, especially in regard to projects where they are cooperating with other organizations from different parts of the world. In meeting, camps and conferences participants from ELCHK meet with people with another cultural background. Therefore, it is necessary for ELCHK to increase the cross-cultural understanding among young people in the organization. The exchange program will address this in different ways. Firstly, the Norwegian participants will through their presence in different arenas increase the cross-cultural understand among the youth they are involved with. Secondly, they will have workshops, activities and presentations which more specifically will address these issues. Thirdly, the participants from Hong Kong will share their experiences when coming back during the volunteer period.

An organizational challenge for the exchange program itself is the visibility and the knowledge of the program within the organization and the society. To meet this challenge, we think more visibility of the exchange program on digital platforms would be a good strategy. That means developing websites and being more present on strategic social media platforms. Here the present status is different among the different organizations, from FLM and ELCHK which do not have any online information about the organization at all, to NMS and ME that already have information present at the organization's website. However, we believe there are need for improvements for all in this area, not just to give fact about how the project works, but also stories and information about what it means in and to show positive accomplishments of the project.

### **Main focus of the Connect program**

Based on above mentioned challenges we have put as the main goal for Connect **to raise young leaders that are influencing their societies in a positive way and that are working for a world without injustice and poverty.**

Connect believes that this is achieved by challenging youth to use their talents, by sharing experiences, knowledges and ideas between young people from different countries, and by people living in the local community of another culture than your own.

The program has set these four common goals to show the shared focus for all partners:

- 1. Raising young leaders to influence their societies in a positive way.**
- 2. Empower and motivate young people to take part in the organizations and influence their work.**
- 3. Involving organizations and civil societies in global and social challenges related to issues like injustice, poverty and environment, and inspiring them to take actions for this.**
- 4. Building bridges between different cultures and raise awareness of being part of a global world.**

Each partner has taken basis in the four goals above when creating the expected results of their engagement in the program.

### **Expected results framework**

The expected results may be summarised in the following table (one table for each expected result), or by using your own format. See guideline B13 for more information on result management in FK.

Include the following information:

- 1-3 expected results for the exchange project as a whole
- 1-3 expected results for each partner
- Indicators to be used to measure progress on each of the expected results
- Baseline value/status on each of the selected indicators (situation at start)
- How progress on the indicators will be measured, and when

## Common for the whole program

Expected result	Indicators (1 – 3)	Situation at start (baseline value):	Situation after (target):	How to measure:	When to measure:
Result 1: The youth participants of Connect has a long-lasting engagement in the sending organization.	% of participants engaged within in the organization.	By May 2019, 40 % of the participants of the exchange 2017-2018 from NMS, had been engaged within their sending organization after the exchange.	In 2022, 65 % of the participants from NMS are still engaged within in the organizations.	Surveys./ Reports.	February every year.
		By June 2019, 0 % of the participants of the exchange 2017-2018 from ME, had been engaged within their sending organization after their exchange.	In 2022, 80 % of the participants from ME are still engaged within in the organizations.		
		By June 2019, 75 % of the participants of the exchange 2017-2018 from FLM, had been engaged within their sending organization after their exchange.	In 2022, 75 % of the participants from FLM are still engaged within in the organizations.		
		ELCHK hasn't been part of the program before.	In 2022, 100 % of the participants from ELCHK are still engaged within in the organizations.		
Summary of main activities	North/South participants: * <ul style="list-style-type: none"> <li>- Receiving information about the organizations during the preparation course, introduction course and the spring/debriefing course.</li> <li>- Visit different projects of the host organization during the internship.</li> <li>- Giving the participants information about how they could participate in the organization after the exchange during the spring/debriefing course (North participants)/home-coming seminar (South participants).</li> <li>- Participate in and arrange alumni meetings for former Connect participants.</li> </ul>				

- \* Definition of what each organization put into “engagement” in the organization:
- NMS: Being participating in Connect groups, leaders in camps of NMSU, participate in Uteam, Ucrew or as a volunteer or volunteering in Second Hand Shops.
  - ME: being part of a committee of representatives, part of a mentoring groups, or camps leader.
  - FLM: being an active member in one of the 8 department of FLM (have some responsibility in these departments).
  - ELCHK: being a leader at youth camps, leadership task in a youth groups/worship team, or member of the department committee leader in youth project.

Expected result	Indicators (1 – 3)	Situation at start (baseline value):	Situation after (target):	How to measure:	When to measure:
Result 2: Participants are involved in work regarding social and global issues in their local communities.*	% of the participants are engaged in these matters, either through work or volunteer engagement.	Measured in the beginning of the exchange.	70 % of the participants.	Surveys.	February every year.
Summary of main activities	<p>North and South participants:</p> <ul style="list-style-type: none"> <li>- Learn about global challenges, development work, social work and diakonia during the preparatory course and the spring/debriefing course.</li> </ul> <p>North participants:</p> <ul style="list-style-type: none"> <li>- Work in different social projects during their stay abroad: In Hong Kong the participants will be involved in the working Tin Shui Wai Integrated Youth Service Centre through being responsible for some activities and assisting in other activities for youths. They will also be involved in Enlighten Centre where they will lead activities for groups of young adults, and assist in different drug prevention and rehabilitation activities. In FLM the participants will be involved in institutions like Akany Avoko (centre for teenage girls). In ME they may volunteer in different social projects in the communities they live (for instance Gente Muida).</li> </ul> <p>South participants:</p> <ul style="list-style-type: none"> <li>- Work in Second Hand Shops of NMS.</li> <li>- The participants in ELCHK will do work in the Integrated Youth Centre during their volunteer period.</li> <li>- The participants in FLM will be volunteers in FLM schools.</li> <li>- The participants in FLM will start Connect groups.</li> </ul>				

\* This could for instance be work among refugees/immigrant, work with drug prevention/rehabilitation, engaged in organizations focusing on advocacy etc.

Expected result	Indicators (1 – 3)	Situation at start (baseline value):	Situation after (target):	How to measure:	When to measure:
Result 3: The organizations have increased their visibility of the exchange program on digital platform.	Activity on Instagram and/or facebook.	Just one of the organizations have an account on Instagram for the Connect program. None have an account on Facebook.	All partner organization have developed an account for the exchange on either Instagram or Facebook or both that is updated in average at least 3 times a month during the exchange.	Count the number and number of updates.	February 2021.
	Number of shared web platforms driven by participants and frequency of posts.	0 shared web platforms.	1 shared web platforms with in average at least 2 posts a month during the exchange.	Count the number of platforms and number of posts.	February 2021.
	The number of partner-organizations with web platforms.	2 of the partners have pages on their websites about the exchange.	4 of 4 organizations have developed new platforms on the internet about exchange (websites, blogg, vlogs etc.).	Count the number of new platforms.	February 2021.
Summary of main activities	North/South participants: - Receive training in using digital platforms during the preparation course. - Create new digital platforms and update them. - Create accounts on Facebook/Instagram for the exchange and updating them regularly.				



## NMS, Norway

Expected result	Indicators (1 – 3)	Situation at start (baseline value):	Situation after (target):	How to measure:	When to measure:
Result 1: NMS has strengthened their capacity for youth involvement in the organization in Norway.	The number of Connect groups (groups for young adults) in NMS.	3 Connect groups exists.	8 Connect groups exists within 2022.	Count existing groups.	Every year in March.
	The number of NMS members in the age of 19-26 years old.	476 members in 2018.	550 members in 2020.	Check the data base of NMS.	31 <sup>st</sup> of December each year.
	Activity in Ukirke.	Project started in august 2018 and has now 3 regular events (2 for students and 1 for teenagers) with around 45 people coming in a week.	Project has increased its activity to 6 regular events and the number of weekly attenders with 50 %. The events will also have a more varied content.	Reports from project leader.	March 2019 and June 2020.
Summary of main activities	<p>South participants:</p> <ul style="list-style-type: none"> <li>• Work with building and strengthening relationships with youth/young adults through cooperation with NKSS, the student chaplains, local congregations and in other possible arenas and promote Ukirke in these arenas.</li> <li>• Assist and have leadership tasks in existing events at Ukirke, like “Mat og prat” and “Game night.”</li> <li>• Being responsible for a New year event in Ukirke.</li> <li>• Participate in starting new events in Ukirke.</li> <li>• Participate in planning and implementing events and meetings of Connect-groups.</li> <li>• Promoting Connect-groups in relevant arenas (visit organizations, update social media etc.).</li> </ul> <p>North participants:</p> <ul style="list-style-type: none"> <li>• Visit and participate in Connect-groups.</li> <li>• Participate in and have responsibilities at NMS General Assembly 2020.</li> <li>• Having volunteer tasks within NMS and NMSU: for instance, being leaders at camps, volunteer in Second Hand Shops, have responsibilities in existing Connect groups, participate in starting new Connect groups and promoting the work of NMS.</li> </ul>				

Expected result	Indicators (1 – 3)	Situation at start (baseline value):	Situation after (target):	How to measure:	When to measure:
Result 2: The global engagement of the members of NMS, NMSU and our partner congregations are strengthened.	Number of subscribers to the newsletters of “Frivillig i utlandet.”	4 subscribers by March 8. 2019.	300 subscribers until 2022.	Look in the database how many subscribers there are.	December every year.
	# of applicants to youth exchange and volunteer programs.	50 applicants in 2019 at 08.03.2019 (21 Uteam, 16 Ucrew, 9 Connect, 4 volunteer)	In 2022 the number of applicants have extended to 80 applicants	Look in the data-base.	May every year.
	Questionnaire to a focus group with participants from some the different placements of South participants.	Result of the first questionnaire	70 % of the participants of the focus groups has increased their global engagement	Questionnaire	October 2019 and April 2020.
Summary of main activities	<p>North/South participants:</p> <ul style="list-style-type: none"> <li>- Learn about NMS and its partner organizations during the preparatory course.</li> <li>- Learn about global challenges, development and diakonia during the preparatory course and the spring/debriefing course.</li> <li>- Being trained to have presentations and lead other types of activities in NMS/NMSU during the preparatory course.</li> </ul> <p>South participants:</p> <ul style="list-style-type: none"> <li>- Visit mission groups and local congregations to have presentations/work-shop with a global focus (for instance about their sending organization, their home country, and their own perspectives of their home and of Norway.)</li> <li>- Participate in and have leadership tasks in events of NMS and NMSU (for instance family dinner, regional gatherings etc.).</li> <li>- Being leaders in NMSU camps and have presentations with a global focus.</li> <li>- Participate have leadership roles in different activities in local congregations, such as confirmation and youth work, tasks in services, events for youths like “Lys Våken” and “Tårnagenter.”</li> </ul> <p>North participants:</p> <ul style="list-style-type: none"> <li>- Visiting local mission groups and local congregations and have presentations/work-shops with a global focus.</li> <li>- Share their experience and stories from their stay abroad that NMS could use in their work.</li> <li>- Take and share pictures(/videos) from their stay abroad that NMS could use in their work.</li> </ul>				

	<ul style="list-style-type: none"> <li>- Write articles from their stay abroad to be used within NMS and local congregations.</li> <li>- Participate in a campaign of NMS that focus on a global challenge.</li> <li>- Visit confirmation groups and teach about global challenges and the global church.</li> <li>- Present their experience from abroad at the General Assembly 2020.</li> <li>- Being responsible for “Hald-kroa” at the General Assembly 2020.</li> <li>- Being responsible for global events on camps.</li> </ul>
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### Movimento Encontro, Brazil

Expected result	Indicators (1 – 3)	Situation at start (baseline value):	Situation after (target):	How to measure:	When to measure:
Result 1: ME has increased the number of young leaders who take part in the organization.	The number of mentoring groups on national level in ME that regularly meet.	1 group exists in February 2019. .	5 group exists within 2022.	Count existing groups.	Every year in February.
	The number of youth (from 18 to 25 years old) represented in the regional committees of ME has increased.	0 representatives from 18 to 25 years old.	10 representatives from 18 to 25 years old within 2022.	Count representatives from 18 to 25 years old	Every year in February.
	The number of youth camps in ME.	3 camps in 2019.	5 camps in 2021.	Count existing camps.	December every year.
Summary of main activities	<p>North participants:</p> <ul style="list-style-type: none"> <li>• Collaborate in the structuring of youth/young adult programs in cooperation with ME and its local partners, pastors and congregations.</li> <li>• Assist the leaders and have leadership tasks in existing youth groups/small groups.</li> <li>• Participate in planning meetings with the local leaders and pastors and put into practice the strategies of Movimento Encontro.</li> <li>• Help organize and participate in youth camps. Being responsible for tasks in these camps, such as having games and work-shops.</li> </ul> <p>South participants:</p> <ul style="list-style-type: none"> <li>• Start up and/or take responsibilities in existing mentoring group on national level in ME.</li> <li>• Mentor exchange participants.</li> </ul>				

	<ul style="list-style-type: none"> <li>• Help organize and participate in youth camps.</li> <li>• Participate in planning meetings with the local leaders and pastors and put into practice the strategies of Movimento Encontro, in their local congregations.</li> <li>• Visit partner organizations and help to promote ME and its social responsibilities, leadership training programs and camps.</li> <li>• Collaborate in the structuring of youth/young adults programs in cooperation with ME and its local partners, pastors and congregations.</li> <li>• Participate in the Reset Program (homecoming, re-entry seminar) in 2020.</li> <li>• Help in the Reset Program (homecoming, re-entry seminar) in 2021.</li> <li>• Participate in and have responsibilities at ME General Assembly 2021.</li> </ul>
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Expected result	Indicators (1 – 3)	Situation at start (baseline value):	Situation after (target):	How to measure:	When to measure:
Result 2: Youth leadership is strengthened in congregations connected to ME in the Northeast.	The number of English language clubs.	1 group.	3 groups within 2021.	Count existing groups.	Every year in February.
	Number of applicants from Northeast.	0 applicants.	4 applicants within 2021.	Count applicants.	Every year in December.
	Number of youths with leadership responsibilities.	3 young people.	6 young people within 2021.	Count young people that has taken responsibility.	Every year in February.
Summary of main activities	<p>North participants:</p> <ul style="list-style-type: none"> <li>• Start up and/or lead already existing English language clubs.</li> <li>• Visit partner organizations and help to promote ME and its social responsibilities, leadership training programs and camps.</li> <li>• Share about their experience from the exchange program.</li> <li>• Help train and mentor young people for taking part in the leadership of youth groups.</li> </ul> <p>South participants:</p> <ul style="list-style-type: none"> <li>• Strength the relationship between ME and its partners by visiting partner organizations and help to promote ME and its social responsibilities, leadership training programs and camps.</li> <li>• Help train and mentor young people for taking part in the leadership of youth groups.</li> </ul>				

## FLM, Madagascar

Expected result	Indicators (1 – 3)	Situation at start (baseline value):	Situation after (target):	How to measure:	When to measure:
Result 1: The number of youth leaders* in FLM has increased.	% of participants who become youth leaders* in FLM.	0 participants.	50 % of FLM's exchange participants are youth leaders.	The contact person will do a follow-up.	In January 2021.
	% increase of young leaders in the local congregations** where North and South participants have been volunteering.	Counted in June 2019.	30 % increase by 2022.	Count the number of young leaders.	In December every year.
Summary of main activities	<p>North participants:</p> <ul style="list-style-type: none"> <li>• Assist in the leadership training at the Lutheran Hour Ministry.</li> <li>• Be a leader in “Sport” (Vohipeno)/ “Sports and Life Skills” (Tana) and KRIK (Mahajanga) and being responsible for some activities and teaching about life skills in these programs.</li> <li>• Be part of the activities in a local FKTLM (Youth department) group or a local scout group and share about good leadership and their leadership experiences.</li> <li>• Assist the leader at the English club (Tana) and have some activities to help young people to be a leader.</li> <li>• Lead English club in Shalom (Mahajanga) and Sefafi (Vohipeno) and have conversation about leadership in the English club.</li> <li>• Visit churches and talk about good leadership.</li> </ul> <p>South participants:</p> <ul style="list-style-type: none"> <li>• Be a volunteer at FLM schools to share their knowledge from the exchange about leadership.</li> <li>• Assist in the leadership trainings at the Lutheran Hour Ministry.</li> <li>• Lead the English club and have some activities to help young people to be better leaders.</li> <li>• Be part of organizing the National Youth Gathering in Mahajanga in 2021.</li> </ul>				

\* By the expression “youth leaders in FLM” it is meant to be a member in at least one of the 8 department in FLM (FKTLM/Youth department, Scout department, Sunday school department etc.) in their local congregation and have responsibility in this department.

\*\* This includes congregations in Mahajanga, Antananarivo, Vohipeno and Ambatofinandrahana.

Expected result	Indicators (1 – 3)	Situation at start (baseline value):	Situation after (target):	How to measure:	When to measure:
Result 2: The youth in FLM has a strengthened cross-cultural understanding.	Level of knowledge of cross-cultural issues among the youths in the groups in FKTLM/Scouts.	Questionnaire done in the beginning of their stay shows the baseline.	The ability to answer the questions of the questionnaire is better.	Questionnaire.	December and February.
	Level of cross-cultural understanding among the students of Akany Avoko. Shalom and Sefafi.	Questionnaire answered in the beginning of the training.	The ability to answer the questions of the questionnaire is better.	Questionnaire	In the beginning and the end of the training.
Summary of main activities	<p>North Participants:</p> <ul style="list-style-type: none"> <li>• The participants talk about cultural differences and global issues in radio sessions (Tana).</li> <li>• Sharing about their culture and cultural activities in the scout/youth department they are participating in and in “Sport”/”KRIK”.</li> <li>• Have conversation about cultural diversity at the English Club (Shalom in Mahajanga and Sefafi in Vohipeno).</li> <li>• Lead activities in the dialogue session at Shalom and Sefafi about cross-cultural understanding.</li> <li>• Volunteer at Akany Avoko (centre for teenage girls) and lead activities about culture (Tana).</li> <li>• Visit churches to share about culture.</li> </ul> <p>South Participants:</p> <ul style="list-style-type: none"> <li>• Share their experiences as being in an inter-cultural exchange in the youth camps of FLM.</li> <li>• Help with the introduction course for the new participants in terms of culture.</li> <li>• Create Connect groups (a group that former participants of Connect are creating to take initiative to make the world a better place in the church/community they are part of) and arrange events about cultural understanding.</li> </ul>				

## ELCHK, Hong Kong

Expected result	Indicators (1 – 3)	Situation at start (baseline value):	Situation after (target):	How to measure:	When to measure:
Result 1: To have more competent young leaders in ELCHK.	The type of leadership tasks the participants are qualified to perform.	There are some tasks* that they cannot perform.	All participants are performing leadership tasks that they couldn't perform before the exchange.	Reports of the type of tasks that they perform.	End of January 2021.
	Number of youth leaders (18-28 years old) in youth camps in ELCHK.	18 youth leaders in youth camps in 2018.	24 youth leaders in youth camps in 2021.	Count number of youth leaders each year.	After the youth camp each year.
Summary of main activities	<p>North participants:</p> <ul style="list-style-type: none"> <li>- Assist in some programs and events at the Tin Shui Wai Integrated Youth Service Centre, and lead themselves, with supervision, some programs. This includes planning, organizing and implementing the programs and events. In the programs they will be leaders for youth in their character formation and equip them for voluntary service.</li> <li>- Assist in some programs and events at the Enlightening Centre (centre for drug prevention and drug rehabilitation), and lead themselves, with supervision, some programs. This includes planning, organizing and implementing the programs and events. One program is for youths with parents that are drug addicts and will be about language learning and character formation. Another program is a hobby groups for young adults.</li> </ul> <p>South participants:</p> <ul style="list-style-type: none"> <li>- Attend home-coming seminar for the participants where they are prepared for their leadership tasks.</li> <li>- Attend the training course for being leaders in youth camps.</li> <li>- Participate in planning and implementing a youth camp in summer of 2020, through being members of the camp committee and leaders for small groups.</li> <li>- Plan, promote and implement workshops/forums/training courses connected to leadership to the youths in ELCHK.</li> <li>- Serving as members of a Department committee.</li> </ul>				

\* Tasks that they did not perform from before: worship team leader, youth camp leader, short term mission leader, committee member in the department.



Expected result	Indicators (1 – 3)	Situation at start (baseline value):	Situation after (target):	How to measure:	When to measure:
Result 2: The cross-cultural understanding among youth in ELCHK is strengthened.	Level of knowledge of cross-cultural issues among youths participating in programs where the North participants are present.	The youth participants don't have much cross-cultural understanding.	90 % of the youth participants have an increased cross-cultural understanding after the program.	-Sharing among the youth. -Questionnaire.	Before and after the program.
	Level of knowledge of cross-cultural issues among attenders to the groups with global sharing.	The attenders have some cross-cultural understanding.	80% of the attenders have an increased cross-cultural understanding after the sharing.	Questionnaire after some of the sharings.	After the sharings.
Summary of main activities	<p>North participants:</p> <ul style="list-style-type: none"> <li>- Have sharing and activities at the Youth Centre with focus on broaden the cross-cultural understanding among the youths.</li> <li>- Organizing workshops/sharing with focus on cross-cultural issues to youth groups in local congregations of ELCHK.</li> </ul> <p>South participants:</p> <ul style="list-style-type: none"> <li>- Write about global understanding in the monthly bulletin that is spread to all the congregations.</li> <li>- Plan, promote and implement workshops/forums/sharings with focus on cross-cultural issues to the youths in ELCHK.</li> <li>- Give sharing on cross-cultural understanding during the monthly youth worship.</li> <li>- Organizing program about cross-cultural understanding in the Youth centre.</li> </ul>				

### Sustainability of the expected results

Shortly describe how the results of the project can be sustained if the project should be discontinued.

The Connect program is one of the youth exchange projects in NMS. The work with these projects are, among others, funded by NMS (own funds) and NOREC. This means that if NOREC stops its funding, NMS will continue doing exchange – but the activities will of course be reduced. The exchange done through the Connect program will be very difficult. Exchange, and especially youth exchange, is seen as a vital area for continuing development within NMS. This is something NMS already is using a lot of money on in different programs and something that NMS will continue to do even if this program would be discontinued. One advisor at the NMS head office, is responsible for following up all the exchange programs of NMS, included Connect. His salary is paid by NMS.



The organizations in the exchange program may also continue to use the previous participants and the experiences, skills and knowledges they have received from the exchange also if the project would be discontinued.

NMS is a partner with each of the other partner organizations also apart from the exchange program. This means that the support and exchange of knowledge, experiences and ideas may be possible to continue even if the project would be discontinued.

Our belief is also that this exchange has an impact on the participants for the rest of their lives; that they have an inner motivation to do the volunteer work, and to engage and take responsibility in the organizations and society in general afterwards. Based upon experiences and results from questionnaires made afterwards of participants from previous exchange rounds, it shows a high degree of participation in civil society and in going into leadership roles in the sending organizations. This will be an effect of the exchange that may have an impact from the exchange for all the partner organizations, even if the exchange program would be discontinued.

### **Consequences and special considerations**

Shortly describe:

#### **4. Possible positive/negative side-effects of the expected results**

- Possible environmental consequences of the project
- Consequences for rights and equality, in particular gender equality and the rights of disabled persons

An exchange program necessarily involves travelling long distances, and because of that, the only realistic option is to travel by airplane. This of course doesn't have a good impact on the environment. However, while being in their internship, the participants are using public transportation in their daily life, which is better for the environment than using a vehicle just by themselves. During the exchange program the participants learn about environmental issues and about how they could live a more sustainable lifestyle and contribute to a better environment. This may have a positive effect on the environment. One example is that many South participants during the exchange become more aware of the problem of rubbish in nature, and when coming home they have a very different approach to this issue than before.

NMS approved a new strategic plan at the General Assembly in July 2017. In this strategy NMS has decided to focus on three different tasks. One of these is to «fight injustice» This task has been explained in the following way in the document of Quality Development System (QDS) in NMS: "We fight injustice by working for equal treatment and inclusion of underprivileged groups, and we want to stimulate churches to do the same. NMS wants to fight against oppressive practices to women, strengthen the work for human rights and improve the situation for faith minorities and disabled people."

The rights and inclusion of disabled people are important in the work of NMS. Work for the rights and inclusion of disabled people and other unprivileged groups is also something that FLM is focusing on: FLM is running schools for deaf and blind people to increase the rights and possibilities for them in the society. In the exchange program we want, as far as it is possible, to arrange for people with different types of disabilities to participate. We have also a special possibility to facilitate exchange for deaf participants between Madagascar and Norway.

Gender roles and gender equality is both a thematic focus and one of NMS' cross-cutting themes that will be focused on in all the work. This is what NMS' policy-document regarding gender says about the aims: "The aim of the document is two-sided: First, we want to ensure that all actions and procedures supported or initiated by NMS focus on gender, and secondly, we seek to provide a framework for efforts to equal opportunities for women and men and to work for women's rights, both in their own organization and at NMS's partners."

In the exchange we want to give both men and women the same possibility to participate in the program. Our goal over time is to have an equal balance between men and women.

By the experiences and education the participants get through the program, they can have a greater possibility to engage in their sending organization and society, and to have leadership roles when they come home. This may have the consequence that women participated in the program are being encouraged by the program, as well as having received valued experience and skills, that may put them into leadership roles in the future which has mostly been held by men before.

Also in the content of the exchange there is a focus on rights and equalities. In the teaching, the participants learn about injustices and human rights. Some of the participants are engaged in projects related to disabled people and other underprivileged groups. For instance, some of the participants at Madagascar are engaged some days a week in schools for deaf people. These things may give the participant a better understanding and awareness of issues related to rights and equalities, and could make the participants have positive impacts on these issues in the future.

## **5. RISKS AND RISK MANAGEMENT**

Shortly describe:

- Possible risks that can negatively influence the achievement of the expected results, and how the project will manage these risks
- Possible risks associated with the project administration, and how the project will manage these risks

One risk that can negatively influence the achievement of the expected results is if the plans made in the project description are not implemented, but instead the participants are doing other things (or fewer things). To minimize this risk, it is important that the preparation of the project description, including what tasks the participants will have, is done properly by the contact person of each organization. Another way to minimize the risk is for the program leader together with the contact person in each organization before and during the exchange regularly are checking that the plans are implemented as planned. It is now scheduled regular skype-meetings between the program leaders and the contact person, to do that. To prevent the plans made in the project description for not being implemented, it is also important that the ownership of the exchange is not just relying on one person, but the whole church/organization. This is regularly focused on, not at least when the coordinating partner is doing partner visits. This is important in each organization, but also for each location where the participants are having their internship. Therefore, it is important that the local contact persons are made well-informed about the program, about the plans from the project description and about their responsibilities. It is further important that the contact persons of each organization should not only communicate with one person from each place, but also involve the whole board, staff etc. in the local internship placement, when preparing for hosting the participants.

One risk is that participants discontinue the exchange before it is finished. This may of course effect negatively the achievement of the expected results. It may be many reasons for doing that, and in some cases it will more or less unavoidable (severe chronic health issues, family issues etc.) But there are especially two things that the partners will work on to make it less likely to happen: 1.) To recruit participants that are well-suited for going on exchange; that they are in a physical and psychical good health and as persons are suited for this program. 2.) That the participants are prepared and followed up in a good way, so they will have a good experience and that problems may be detected in an early stage (like the mental health of the participants, culture shock etc.).

One risk in the administration is the security situation. This is more prevalent in some places than others. To avoid this Connect has one security plan for participants when they are abroad. This was updated during the last exchange round and the experiences shows that this is working better than the former. In addition, each organization have created written guidelines for their internship places. To minimize the risk of participants not following them, the security plans are first explained carefully at the preparation course at HIS and then read together with the contact person when the participants are coming to the host country.

One risk in the administration is corruption. To avoid this, costs are always confirmed by at least two persons in each organization, external audit firms are used for auditing, and to follow up accounting routines is part of partner visits by the coordinating partner.

## **6. MAIN ACTIVITIES TO BE PERFORMED**

- Summary of main preparatory activities for the FK participants
- Summary of main activities which are to be performed by the FK participants during their exchange and how they contribute to achieving the expected results of the project. Notable differences between different countries should be indicated.
- Summary of main activities which are to be performed by the FK participants after coming home and how they contribute to achieving the expected results of the project.
- Describe how the activities contribute to homecoming FK participants' continued participation in, and contribution to, sending organisation and civil society in general

### **Preparatory activities**

Before leaving their host organization, all the South participants have a preparatory course which contains minimum following topics: Information about their sending organization, information about the exchange program, expectations of the participants, participant agreement, working tasks during the exchange and information about the host country and its culture.

Before the exchange all the participants are attending an around 7 weeks long preparatory course arranged by HIS in Norway. These weeks also includes NOREC Youth Camp. The preparatory course contains practical preparation for the exchange and teaching focusing on five main topics:

1. Culture and cross-cultural understanding
2. Aid and development cooperation
3. Bible, ethics, mission and diakonia
4. Leadership and personal growth
5. Communication and advocacy

More specific topics that may be worth mentioning are: teamwork, conflict management, security plans, setting boundaries, and information about the host countries and their cultures. In the preparatory course the participants will be introduced to the tasks they are going to perform during the internship and have relevant teaching/training for these tasks. During the preparatory course the participants are also going to the head office of NMS in Stavanger to learn more about NMS. In addition, the participants will also have both individual and team counselling by the staff at HIS.

At HIS the South participants are also going to have an introduction language course in Norwegian, learning about practical and cultural things in regard to live in Norway, and are trained by NMS/NMSU staff for several of the tasks they are going to perform. During their exchange period they will regularly have classes in the Norwegian language.

When North participants come to their host country they will have an introduction course learning about the hosting organization, practical things related to living in the host country, safety, the culture/country they will be living in and they are introduced to the main tasks they will perform during the internship period. The North participants will also have an approximately 80 hours language course learning Portuguese/Malagasy/Cantonese.

### **Main activities performed during exchange**

#### **Common for the whole project**

One of the common expected outcomes is that the participants are involved in work regarding social and global issues in their local communities after the exchange. To motivate them for that, the participants will have learned about global challenges, development work, social work and diakonia during the preparatory course (and they will also learn about that at the spring/debriefing course). During their stay abroad many of them will also have some of their working tasks in social institutions: In Hong Kong the participants will be involved in Tin Shui Wai Integrated Youth Service Centre through being responsible for some activities and assisting in other activities for youths. They will also be involved in Enlighten Centre (centre for drug prevention and rehabilitation). In FLM the participants will be volunteers in institutions like Akany Avoko (centre for teenage girls). In ME they may work in different social projects in the community during their stay abroad (for instance Gente Muida). In Norway they will work as volunteers in Second Hand Shops of NMS. (Some of the participants will also have some of their volunteer work in institutions like that when coming back home, for instance the participants in ELCHK will do work in the Integrated Youth Centre.) We believe that the work in these institutions will give them experience and an engagement for similar type of work when coming back home. In addition, to be in another country, may give new perspectives that also may motivate them for this. Not at least many of the Norwegian participants may experience poverty and other social challenges in a way they haven't had before, that may give them a deeper motivation to do something themselves for changing the world to a better place in these matters.

Another common expected outcome is that the organizations have increased their visibility of the exchange program on digital platform. To attain this goal the participants will have received training in using digital platforms during the preparation course. During the exchange they will work with creating new digital platforms and accounts on Facebook/Instagram, and to fill these platforms and accounts with content (text, pictures, movies etc.) and update them regularly. These types of tasks, will also be part of their volunteer work in their sending organization.

#### **NMS**

The South participants are going to be in 5 teams, of two and two participants, located in Stavanger (2 teams), Ålesund, Trondheim and Bergen. They will have their exchange in NMS/NMSU and churches that are cooperating with NMS. Because the participants are

important resources for the work of NMS, from last year the amount of their working tasks directly connected to NMS/NMSU was increased largely from previous years. The reason for that was that their work should contribute more for the work of NMS. This change is also planned to continue for the next round of exchange. And when deciding where participants will be located, the decisive factor has been where NMS/NMSU has the need for them and capacity to follow them up.

One of the expected outcomes for NMS is to strengthen their capacity for youth involvement in the organization in Norway. The main strategy for this is groups for students and young adults – called “Connect groups.” The location of the internship places of the South participants has been strategic for NMS in regard to this. In Bergen and Trondheim there are already exciting groups, and in Ålesund and Stavanger NMS is planning new groups in the near future. An important part of the work of the South participants will be to participate in starting new groups and developing and strengthening already existing groups. Therefore, they will have tasks connected to these groups such as participate in planning and implementing events and meetings of Connect-groups and promoting Connect-groups in relevant arenas.

Another project for strengthening the youth involvement in NMS is a project called Ukirke in Stavanger. The experience of having Connect participants as part of this project has been very positive and they have had a very important role in strengthening and developing this project. Therefore, we will also have participants next year in this project and they will participate to strengthening and developing this project even more. Part of this work will be to build and strengthen relationships with youth/young adults, as well as organizations and congregations Ukirke is cooperating with. The participants will also assist and have leadership tasks in existing events at Ukirke, like “Mat og prat” and “Game night” but also be part of developing and starting new events in Ukirke. They will also have the responsibility for a New Year event in Ukirke.

The Second expected outcome is about that the global engagement of the members of NMS, NMSU and our partner congregations is strengthened. In regard to NMS and NMSU the participants will have an important task in performing different types of teaching and sharing about global matters. It could be about their country and culture, their sending organization, their cross-cultural experience, global issues like injustice, poverty and environment etc. This will happen in regional gatherings of NMS, local mission groups, visits to local congregations and in NMSU events and camps. They will also be leaders in camps and events of NMSU which we believe will also be an important factor for the global engagement of the new generations.

Most of the teams will in addition to the work in NMS/NMSU also have part of their work in local congregations that are cooperating with NMS. We believe that their presence in these congregations and performing different tasks (building relationships, leading music, being leaders in confirmands and youth work), will in itself strengthen the global engagement in these congregations. But in addition, the participants are going to perform sharing and teaching that has a global focus and they may share songs from their home countries, making food from their place etc. that may also contribute to this outcome.

## **ME**

The participants will be in 2 teams – one will be in Panambi, in the southern part of Brazil, and one will be in Juazeiro do Norte, in the north-eastern part of Brazil. They will have their main part of their internship in local congregations that ME is working in.

ME has as an expected outcome to increase the number of young leaders who take part in the organization. This is something the activities the North participants will perform will contribute to: An important way of increase the number of youth leaders is through the

youth/young adult programs in the congregations that ME is connected to. The participants will take part in planning and structuring these programs, as well as having tasks related to implement these programs. The North participants will also participate in organize and implement youth camps. Through these tasks the goal is that youths will grow as leaders as well a being motivated to engage in the work of ME.

One area that ME wants to focus especially on is the Northeast of Brazil and the local congregations they are cooperating with here. The second expected outcome for ME is therefore about strengthening youth leadership in this part of Brazil. The work of the Connect participants will contribute to attain this expected outcome. This is done through train youths step by step to become leaders in the congregations, but also to make some of them skilled and motivated to participate in an exchange program like Connect – so they could participate in this program and come back to Northeast to use the knowledge and experience they have received. To train leaders is a main task for the North participants: They will be part of the work of training and mentoring youths as well as motivate them for leadership development and responsibilities. This is especially done through being part of organizing mentoring groups for youths in these congregations, but also to build relationships with the youths and in daily life motivate and mentor them. The participants are also going to promote leadership trainings programs and camps, where the youths can grow as leaders. To prepare and motivate them for going abroad the North participants will lead English club where youths increase their English skills, as well as sharing about their experience from the exchange program.

### **FLM**

In Madagascar the participants will be in 3 different cities, Antananarivo, Mahajanga and Vohipeno, with two participants in each city. There have been participants in Antananarivo and Mahajanga during the last couple of years, but Vohipeno will be a new place.

The participants will participate and work in local congregations, groups and institutions of FLM. Here they will be sharing, teaching and having activities connected to leadership and/or culture and cross-cultural communication. All the participants will participate regularly in a local group of scouts or in the youth department (FKTLM), and in these groups they will sometimes have talks about culture and leadership. FLM is also having work among youths where they are doing sports activities on combination with learning about “life skills.” The participants will be involved in this work with practical tasks, lead activities and teach lessons about culture/cross-cultural understanding and leadership. The participants will also be involved in and lead “English clubs” connected to institutions (Shalom and Sefafi) or a local church. In these English clubs they will lead conversations focusing on leadership and cross-cultural issues. Some participants will also be volunteer at Akany Avoko (an institution for teenage girls). Here they will lead games, have activities about culture and social life and teach the girls different skills. Some of the participants will assist in organizing leadership training at Lutheran Hour Ministry and some will visit local congregations to talk about culture and cross-cultural issues, as well as leadership. The participants will also talk about cultural differences and global issues in a radio program.

By sharing, teaching and having activities about leadership, the participants will be part of educating and training youths to be good leaders, which is supposed to lead to more youth leaders in FLM in the places the participants have been working. Similarly, by sharing, teaching and leading activities about culture and about cross-cultural communication, they will contribute to the expected result of youths in FLM having a strengthened cross-cultural understanding.

## **ELCHK**

Some of the main tasks for the North participants during their stay in Hong Kong will be work within two of the institutions of ELCHK: Tin Shui Wai Integrated Youth Service Centre and Enlighten Centre (centre for drug prevention and drug rehabilitation). In both institutions the participants will assist in some programs and events, and have responsible themselves, with supervision, for some programs and events. In the Youth Centre they will lead programs with groups of youths (with a vulnerable background) that has the purpose of helping the youths to get knowledge and skills for voluntary service and to build up their self-confidence and discover their own potential and experience a sense of achievement. They will also assist in organize and implement events like Christmas party and city hunt activity. In the Enlighten Centre they will lead a group for young adult about experience different activities and hobbies, and a group for youths with drug abuse parents about language learning and character formation. They may also assist in activities like Christmas party and outreaching service together with social workers. By working with youths (and young adults) in these institutions the goal is that the attenders will grow as persons and leaders and in the future can take on leadership roles and tasks. By being part of this work, they will contribute in achieving the goal of getting more competent young leaders in ELCHK.

The North participants will share from Norway and about cross-cultural questions and facilitate cultural exchange activities at the Youth Centre. They will also organize workshops with focus on cross-cultural issues and share their own experiences in youth groups in local congregations of ELCHK. These activities will give the youths more knowledge regarding cross-cultural issues and contribute in increasing the cross-cultural understanding among youths in ELCHK.

### **Main activities after coming back to the host organization**

After the exchange period both North and South participants will have an approximately 2 months long spring course at HIS, which will include debriefing of the participants and more teaching about the 5 topics from the preparatory course. In this course it will also be a focus on preparing the South participant to re-entry the country they are coming from. The North participants will start their volunteer work during this course, and the possibility for them to continue their engagement will be part of the course.

When the South participants come back to their sending organization there will be a home-coming seminar for them.

After coming back to their home country, all the participants are going to do volunteer work for their sending organization to use the experience and knowledge they have got through the exchange, to contribute to their sending organization and the society they live in. Each organization organize the volunteer work for their own participants.

## **NMS**

When the North participants coming back after the exchange they will have different workshops/talks/teachings about what they have learned and experienced. This could be about global challenges, the projects they have been part of, their cross-cultural experience etc. This will be in mission groups, regional gatherings in NMS, local churches, confirmands, youth groups and at NMSU camps. In addition, they will write articles and take pictures that may be used of NMS in their magazines (local or national) or on their digital platforms. They may also share stories, experiences and ideas that may be used in material/the work of NMS. Some of the participants will also share about their experiences during the General Assembly 2020 and here they will also be responsible for "Hald-kroa," which is an event with a global focus. In addition will they participate in a campaign of NMS that focus on a global challenge. By performing these tasks, they will contribute to strengthen the global engagement of the members of NMS, NMSU and partner congregations.

One of the expected results is about NMS strengthening their capacity for youth involvement. For the participants to have as much impact on this result as possible, we believe that it is important that they engage in the organization not only for 2 months, but will continue their engagement also after that. One of the participants from last year became an employed in NMSU in Trondheim after the exchange and another participant became the leader of a new Connect group in Trondheim, and through that both played important roles in starting this new group for young adults and therefore were also important for strengthening the capacity for youth involvement in NMS. Therefore, an important focus for the volunteer period will be to make the participant feel more ownership of the organization and make them motivated to continue to be involved. This will be done through letting the participants share their experiences, use their talents and do different tasks within the organization. The most important arena for young adults is Connect groups and therefore the participants will also visit these groups during the spring when that is possible, so they become familiar with these groups.

Some of the volunteer work will be done during the Spring: The participants will participate and have work-shops/sharing/teaching in different event, such as confirmands, mission gathering etc. They will have one week where they will first visit Stavanger to receive training and then go in teams to different parts of Norway and visit congregations, mission groups, camps, Connect groups, and promote campaigns of NMS etc. In the summer they will attend the General Assembly as delegates. During summer or fall they will also volunteer in different ways in NMS/NMSU, after their own choice. This could be to be leaders in camps, volunteers in Second Hand Shops, have leadership roles in Connect groups, be part of starting new Connect groups and work with promoting NMS/NMSU.

## **ME**

For the volunteer period the participants that have been on exchange will have different tasks in ME that is connected to train young leaders and motivate them to take part of the work in ME. By doing that they are contributing to the expected outcome to increase the number of young leaders who take part in ME. There are several ways they will do that: Mentoring groups is an important way in ME to develop leaders and the participants will have tasks within already existing mentor groups or be part of new groups. They will also visit partner organizations to promote ME and its leadership training programs and youth camps, and the hope is that more youths will be motivated to attend these and by the training the get from these, in the future being leaders in the organization. The participants will also help planning and implementing the youth camps; both the National Youth Gathering that happens every third year, and regional camps. They will also promote people and congregations to take social responsibilities in the societies, and by that having more people taking leadership responsibilities in the society. The participants will collaborate in the structuring of youth/young adult programs in their local congregations and groups, and by that hopefully develop these programs, which may develop youths in regard to leadership and motivate them to participate in ME. They will also be part in collaborate in the structuring of youth/young adult programs in ME. The participants will also assist in training and following up the participants that will participate the year after, by be part of mentoring them and arranging the Reset Program (home-coming seminar), the year after. By doing these things the succeeding participants may also grow as more as leaders and being more motivated for working in the organization afterwards. They will also attend the ME General Assembly in March 2021 and by that increase the focus on youths and young adults in the organization.

The second expected outcome is focused on strengthening youth leadership in congregations connected to ME in the Northeast. One of the participants will go to Northeast to have part of his/her volunteer period in this area (around 1 month). Her he/she will visit partner organisations and promote ME and its leadership training programs and camps. The purpose of this is to motivate youths to participate in these programs and take on leadership



responsibilities in the local congregations. They will also help in train and mentor young people in these congregations to make them taking part in the leadership of youth groups. It is also a goal that their presence will motivate and prepare local youths to apply for exchange programs – so they may be part of them and may after that use what they have learned in their communities.

### **FLM**

When the Malagasy participants coming back from Norway they will have different volunteer tasks in the place they live (normally the synod they come from). In the preparation of the volunteer tasks the local synods have been involved in deciding what the participants should do.

The participants will be volunteers at FLM schools to share their knowledge from the exchange about leadership and lead local English clubs where they will have some activities to help young people to be better leaders. Some of the participants will assist in the leadership trainings at the Lutheran Hour Ministry. The participants from Mahajanga will also be part of organizing the National Youth Gathering in Mahajanga in 2021. By sharing knowledge and experiences of leadership and assist in leadership training and organize the National Youth Gathering, they will contribute to equip youths for going into leadership responsibilities, so the number of youth leaders in FLM may increase.

The participants will also participate in local/regional youth camps and in these camps, they will share their experiences of being in an inter-cultural exchange. By doing that they will contribute in strengthening the cross-cultural understanding among these youths. They will also start Connect group/-s (groups that former participants of Connect are creating to take initiative to make the world a better place in the church/community they are part of). This/these group/-s will arrange events about cultural understanding, which will also strengthen the cross-cultural understanding among youths.

### **ELCHK**

During their home-coming seminar the participants will be prepared for their leadership tasks. They will also attend the training course for being leaders in youth camps. As volunteer work they will be members of the camp committee for a youth camp in the summer of 2020 and be part of planning and organizing the camp. They will also be leaders for small groups at the camp. The participants will serve as members in one of the department committees (attend meeting once every 2<sup>nd</sup> month) to learn the operation of the department, and to give comments on issues being discussed and assist in implementing activities and projects. Through the exchange programs and the volunteer period the participants will grow and develop as leaders and after the volunteer period continue to serve as leaders and being resource persons within the organization and increase the number of more competent leaders in ELCHK. In addition, the South participants will plan, promote and implement workshops/forums/training courses connected to leadership to the youths in ELCHK. By doing that they will also be part of making other youths more competent as leaders within ELCHK.

The participants will during their volunteer period write about global understanding in the monthly bulletin that is spread to all the congregations in ELCHK. Plan, promote and implement workshops/forums/sharing with focus on cross-cultural issues to the youths in ELCHK and share from their cross-cultural experience in the exchange during the monthly youth worship, will also be tasks that the participants will perform. They will also organize programs about cross-cultural understanding in the Youth centre, where they will volunteer. Through these activities youths in ELCHK will receive more information about cross-cultural issues, and it will contribute to increase the cross-cultural understanding among youths in ELCHK.

### Activities for continued participation

For all the partners we believe it is crucial that the participants not just will be active in the organization for the exchange and volunteer period, but that they will continue after that and contribute with the knowledge, skills and experiences they have obtained through the exchange, for the exchange programs to have as much impact on the organization as possible. Therefore, one common expected outcome for the partnership is about the participants of Connect having a long-lasting engagement in the sending organization. To achieving this the participants will learn and be more familiar with the organizations during the preparation course, introduction course and the spring/debriefing course. During the volunteer work they will experience and have tasks in different parts of the organization. The hope is that these things will make the participants feel ownership for the organization they are sent from and being motivated to continue their involvement. During the spring/debriefing course (North participants)/home-coming seminar (South participants) they will receive information about how they could participate in the organization after the exchange.

Exactly how this involvement will look like depends upon different things, like where the participants are living and what they are doing. Regarding the involvement in the organization, common for all the partners is the possibility to be leaders and volunteers in camps and regularly work within the organization. In ME, one possibility is to continue the engagement in mentoring groups. In FLM, one possibility is to participate in leading training of youths in the church (leadership, civism, global issues, volunteering). In ELCHK, they could be members of a department committee and youth work. In NMS, one way of being engaged is to attend and have leadership roles in “Connect-groups” (local young adult groups of NMS) as well as volunteering in NMS Gjenbruk (Second-hand shops) and volunteer in one of NMS program outside of Norway (like Ucrew and Uteam).

But to increase the involvement in the organization it may also be important to follow up the participants after the exchange and volunteer period. To follow them up and motivate them for involvement also after the exchange we are planning to have alumni-gathers in each organization. Some of the participants will use parts of their volunteer work to plan and develop these gatherings. The hope is that by coming together and receive inputs, the alumni-meetings may be a place where the participants can share their struggles, ideas and experiences and by that also support each other and motivate each other for further engagement.

## 7. FK PARTICIPANT INFORMATION

### Planned volume of exchange for the project

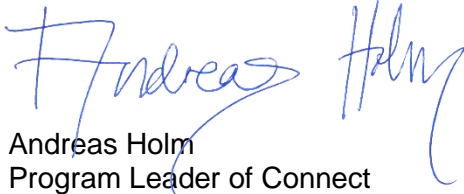
Number of NOREC participants from	to Norway	to Brazil	To Madagascar	to Hong Kong, China	TOTAL
Norway	X	4	6	2	12
Brazil	5	X			4
Madagascar	5		X		4
Hong Kong, China	1			X	2
<b>TOTAL</b>	<b>10</b>	<b>4</b>	<b>6</b>	<b>2</b>	<b>22</b>

## FK participant contract and travel dates planned

- Intended contract start (date): August 1<sup>st</sup>, 2019.
- Intended contract end (date): July 31<sup>st</sup>, 2020.
- Date of outward travel: October 1<sup>st</sup>, 2019 for North participants and August 11<sup>th</sup>, 2019 for South participants
- Date of return: March 29<sup>th</sup>, 2020 for North participants and June 10<sup>th</sup>, 2020 for South participants.
- Preparatory course by partner (place, date): Mandal, August 12<sup>th</sup> to September 27<sup>th</sup>, 2019 for South participants and August 17<sup>th</sup> to September 27<sup>th</sup>, 2019 for North participants.
- FK Youth Camp (place, date): Hurdal, August 27<sup>th</sup> to 30<sup>th</sup>, 2019.
- Homecoming seminar by partner (place, date): Mandal, March 30<sup>th</sup> to June 10<sup>th</sup>, 2020 for North participants and April 14<sup>th</sup> to June 10<sup>th</sup>, 2020 for South participants.

## 8. SIGNATURE

21.06.2019  
On behalf of NMS



Andreas Holm  
Program Leader of Connect

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**ANNEX:**      **BUDGET (E02a or E02b)**  
                  **PARTNERSHIP AGREEMENT (E03)**  
                  **EMERGENCY PLAN (E08 – example)**  
                  **PARTNERS PARTICIPANT AGREEMENT TEMPLATE (E15 - guideline)**  
                  **SIGNATURE RIGHTS COORDINATING PARTNER (if not submitted already)**

### **DOCUMENTATION FROM ALL PARTNERS IN THE PARTNERSHIP:**

1. Certificate of registration (if not already submitted)
2. Tax statement (if not already submitted)
3. Signature rights (if not already submitted)
4. Latest annual report
5. Financial situation:
  - a. Latest audited financial statement
  - b. Financial statements not older than 3 months
6. Self-declaration on organisational conditions and practices (E19 - template, if not already submitted)