

2020 **2021**



Connect

OVERALL **PROJECT DESCRIPTION**

Overall Project Description

1 FACT SECTION

Applicant's name and registration number

- Name of coordinating partner¹: 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
- Phone number: 51 51 61 00
- Visiting address: Misjonsmarka 1, 4024 Stavanger, Norway
- Postal address: Postboks 226, 4001 Stavanger, Norway
- Contact person for the Norec project (name, e-mail, phone number): Andreas Holm, andreas.holm@hald.no/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 holder²: Det Norske Misjonsselskap
- Bank account number or IBAN: NO7382200285030
- Swift code or BIC: SPSONO22

Other details

- Auditing firm: Team Revisjon AS v/ Kirsten Berge
- Auditing firm's address: Store Elvegate 15, 4514 Mandal
- Auditor's e-mail: kirsten@teamr.no
- Auditor's telephone number: +47 951 55 591
- Accounting firm (if applicable): Accounting firm: Pluss Økonomi Numeris AS v/ Britt Klauset, Mikkelsmyrveien 1, 4515 Mandal
- Accounting's e-mail and telephone number: britt@pluss-ok.no, +47 907 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

¹ For Norwegian partners the name must be identical to name in the Brønnøysund Register Centre.

² The applicant must be the bank account holder. For Norec to be able to transfer funds, the name provided here must be identical to the name registered by your bank.

goal is to work for increased youth participation in the organizations, training of young leaders and work for an increased awareness of global challenges.

Thematic area of project

- Civil Society

Project duration

- Exchange project period: August 2020–August 2021
- Round of exchange: 18
- 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

1.) Det Norske Misjonsselskap (NMS)

Partner’s name and registration number

- Name of partner³: Det Norske Misjonsselskap
- Organisational ID number or tax number: 940 325 501

Partners contact information

- E-mail: 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 Norec project (name, e-mail, phone number):
 - Name: Andreas Holm

³ For Norwegian partners the name must be identical to name in the Brønnøysund Register Centre.

- E-mail: andreas.holm@hald.no/andreas.holm@nms.no
- Phone number: +47 412 78 189

Other details

- Auditing firm: Deloitte; name signing auditor: Johan Enoksen; name team manager: Marianne Versland Bjorland
- Auditing firm's address: Strandsvingen 14A, 4032 Stavanger, Norway
- Auditor's e-mail and telephone number: Enoksen: jenoksen@deloitte.no, +47 90757791; Bjorland: mbjorland@deloitte.no, +47 99255638
- Accounting firm (if applicable): KNIF regnskap

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): Civil society
- Number of employees: 101
- Number of employees under 35 years: 15
- Presentation of partner (vision, mission, organisation, etc.): 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 (describe how youth are given the opportunity to influence and/or participate in the organisation): 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 Encontro (ME)

Partner's name and registration number

- Name of partner⁴: Movimento Encontro
- Organisational ID number or tax number: 40.388.647/0001-57

Partners contact information

- E-mail: me@me.org.br
- Phone number: +55 41 3302 5100
- Visiting address: 630, Francisco Caron St, ZIP CODE 82120-200, Curitiba, Parana State, Brazil
- Postal address: 630, Francisco Caron St, ZIP CODE 82120-200, Curitiba, Parana State, Brazil
- Contact person for the Norec project (name, e-mail, phone number):
 - Name: Jonatan Bartz Neumann

⁴ For Norwegian partners the name must be identical to name in the Brønnøysund Register Centre.

- E-mail: intercambios@me.org.br
- Phone number: +55 41 3302 5100

Other details

- Auditing firm: Audit committee: Alice Dittmar e Emerson Aurélio Caron
- Auditing firm's address: Rua Professora Oscar Kolbe, 78 Lindoia – Curitiba/PR 81010-240; Rua Gustavo Schier, 660 – Sobrado 11 – Novo Mundo – Curitiba/PR 81050-130
- Auditor's e-mail and telephone number: Alice: alicedittmar@yahoo.com.br; +55 41 99661-7987; Emerson: emerson_caron@yahoo.com.br; +55 41 99625-3465
- Accounting firm (if applicable): Equilibrium Accounting Services S/S – EPP – CNPJ 10.689.108/0001-97.
 - Accountant name: Vilson Candido da Silva
 - Phone number: +55 41 30799846
 - Document: 096.807.999-72
 - E-mail: vilson@equilibriumcontabil.com.br
 - Address: 272, São Sebastião Street, Curitiba - PR, Zip Code: 80540-050

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): Civil society
- Number of employees: 14
- Number of employees under 35 years: 6
- Presentation of partner (vision, mission, organisation, etc.): Movimento Encontro (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 (describe how youth are given the opportunity to influence and/or participate in the organisation): 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, secondhand shops, music training and school tutoring.

3.) Fiagonana Loterana Malagasy (FLM)

Partner's name and registration number

- Name of partner⁵: Fiagonana Loterana Malagasy
- Organisational ID number or tax number: 5000558910/ 94911112013000923

Partners contact information

- E-mail: filohaflm2016@gmail.com
- Phone number: +261 343960258
- Visiting address: Birao Foibe FLM, Immeuble SALFA, 19 Rue Jules Pochard Andohalo

⁵ For Norwegian partners the name must be identical to name in the Brønnøysund Register Centre.

- Postal address: BP 1741 Antananarivo 101
- Contact person for the Norec project (name, e-mail, phone number):
 - Name: ANDRIAMIARANTIANA Solofohery Miranto
 - E-mail: miarantiana@gmail.com
 - Number: +261345485756

Other details

- Auditing firm: Cabinet Martin Rasoanaivo
- Auditing firm's address: 070 B Bis Ambohibao
- Auditor's e-mail and telephone number: cabmr@moov.mg +261345371074
- Accounting firm (if applicable): ANDRIAMANGA Mamy

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): Civil society, education and health
- Number of employees: 31
- Number of employees under 35 years: 04
- Presentation of partner (vision, mission, organisation, etc.): 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 (describe how youth are given the opportunity to influence and/or participate in the organisation): 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)

Partner's name and registration number

- Name of partner⁶: The Evangelical Lutheran Church of Hong Kong
- Organisational ID number or tax number: CI5590

Partners contact information

- E-mail: info@elchk.org.hk
- Phone number: +852 2388 5847
- Visiting address: 4th Floor, Lutheran Building, 50A Waterloo Road, Yau Ma Tei, Kowloon, Hong Kong
- Postal address: 4th Floor, Lutheran Building, 50A Waterloo Road, Yau Ma Tei, Kowloon, Hong Kong
- Contact person for the Norec project (name, e-mail, phone number):
 - Name: Rev. Susan Sun
 - E-mail: sun.pastor@gmail.com

⁶ For Norwegian partners the name must be identical to name in the Brønnøysund Register Centre.

- Phone number: +852 9550 4280

Other details

- Auditing firm: W.H.Wong & Co.
- Auditing firm's address: Rm.6, 16/F., Enterprise Square 3, 39 Wang Chiu Road, Kowloon Bay, Hong Kong
- Auditor's e-mail and telephone number: whwoong@whwong.com.hk / +852 2544 6963
- Accounting firm (if applicable): NIL

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): Civil society, education.
- Number of employees: Over 2000
- Number of employees under 35 years: About 200
- Presentation of partner (vision, mission, organisation, etc.): 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 (describe how youth are given the opportunity to influence and/or participate in the organisation): 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 Norec 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 17 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 at the partner meeting in Addis Ababa, Ethiopia, 25-29th of November 2019. At this meeting the contact persons from each organization were present. We decided to continue our main direction and plans from our last project description but has also made some adjustments based upon our experiences during the last and this and that we have focused more in depth in some areas of the program.

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 two 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.

Norec participant administration

- Description of recruitment procedures for the Norec 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 Norec participants
 - Description of how the knowledge and resources of Norec 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 youth: NMS has the exchange/volunteer programs Ucrew and Uteam, ME is also participates in Ucrew, FLM and

- ELCHK have had volunteer programs with participants going to USA (ELCA) for training and serving in the camp.
- 5.) The experiences are shared within the partnership.
 - 6.) Every year a partner meeting takes place involving representative/-s from each partner.
 - 7.) 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.
 - 8.) 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."
 - 9.) Suitable accommodation could be an apartment, a shared apartment, living in a host family or in a dorm.
 - 10.) Each South partner has a preparation course with the participants they are sending before they leave their country to go to Norway.
 - 11.) 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.
 - 12.) Information regarding NMS' work in Norway, and abroad, will be given to all participants in Mandal and Stavanger before the internship period.
 - 13.) All partners and participants are informed about the "Security plan Connect 2020-2021" which both gives guidelines for how to avoid dangerous situations and how to act in case of emergency.
 - 14.) When the North participants come to the host organization abroad they will get an introduction course arranged by the receiving organization.
 - 15.) The receiving partners provide each participant a mentor during their period.
 - 16.) 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.
 - 17.) 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.
 - 18.) 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.
 - 19.) 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 November 2019 the following deadlines have been common agreed upon within the partnership:

Deadlines for contact persons in the Connect exchange program 2020-2021	
January	Skype-meeting with Andreas. Follow up project description/expected results. (Or at the partner meeting.) Second half of the grant is transferred to the partners.
1 st of February	Send the volunteer work report for the participants to Daiana.
1 st of March	Send to Andreas: <ul style="list-style-type: none"> Names, application forms (if applicable), copy of passport and contact information of new participants. Signed partnership agreement. Contribution from your organization to the narrative report for the previous exchange round.
1 st of April	Being ready to go to the embassy for the visa application to apply for a Norwegian visa. Send auditing and financial report for the previous exchange round to Andreas.
1 st of May	Send updated program for voluntary work to the participants and Daiana. Send to Andreas: <ul style="list-style-type: none"> The completed and signed participant agreement. Documentation of completed high school for the participants. Medical examination and personal health declaration for the participants.
1 st of June	Send working plan for participants coming, including weekly schedule and overall program, for all the 6 months, to Andreas.
1 st 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 st of October	1 st of half the grant is transferred to the partners.
1 st of December	Send revised proposed budget to Andreas (if applicable).

Internal administration⁷

Please describe your organisation's routines for, and experience with;

- 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.

⁷ This section requests information about your internal routines, not regarding your planned routines for the Norec project.

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 Norec Civil Society projects with Norec's strategic priorities, as well as for the purpose of aggregating sector-specific results, Norec have two standard expected results for Norec 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. Norec focuses on 1) leadership development in the exchanges, and 2) the follow-up of Norec participants after the exchanges to facilitate their continued participation in, and contribution to, civil society.

Expected result for each round of exchange:

- The Norec Civil Society exchange develops young leaders who take responsibility and create positive change in their lives and communities.
- The Norec Civil Society partners have structures in place to facilitate homecoming Norec 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, and the tools we are using to meet these challenges are also different.

In NMS, ME and ELCHK there is a challenge of engaging new generations in their work and make them take responsibilities within the organization. In FLM the situation is a bit different: Most of the members are young people, around 60 % are youth, 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 program will address these challenges in different ways:

- In the program itself there will be participants from all four organizations and through the program they will be developed as leaders and hopefully also motivated for the work of the organizations, that can make them participate and take new leadership responsibilities in their sending organization when come back home. And their engagement within the organization will hopefully also inspire and motivate other young people to also engage and take responsibilities within the organization. To follow-up and motivate the participants to take more leadership responsibilities after the end of the volunteer period, we will also focus more on follow up activities, for instance through arrange alumni meetings in each country.
- During the internship abroad and the volunteer period in ME, FLM and ELCHK, the participants will engage in different sorts of leadership training of young people. It could for instance be small groups, mentoring one-to-one, youth groups, workshops and talks about leadership and camps. The participants will also be part of training others in different skills (for instance though English club) that may be useful for them in executing leadership responsibilities within the organization.
- The local work of NMS in many places is mostly attracting older people and therefore also (conscious or unconscious) more customized to this audience. Therefore, in NMS, 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. One example is creating groups for young adults (Connect-groups) and another starting local projects for youth and young adults like "Ukirke" and "Ung i Bodø."

Poverty, injustice, climate change and other environmental problems, are examples of challenges that we find in all our countries. For instance, Madagascar is considered as one of the least developed countries in the world according to the UN development index and a huge part of the population is living below the poverty line. But even in Hong Kong, where there are a lot of billionaires, there is an increasing gap between rich and poor and today. 1 of 5 inhabitants lives below the poverty line in Hong Kong. Another example is environment and climate, in Madagascar

for instance, the changed climate affects the farming in many parts of the country. Locally we can do some things to fight poverty, injustice and environmental problems, but they are also global challenges where our actions may not just affect people where we are, but also 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 the churches/organizations and our members are engaged in these issues and take responsibility and do something ourselves, but also trying to impact the society around us. The project will help the partners to do that in different ways:

- First of all, we think the program make a difference for participants' engagement in these issues. Through the program they receive teaching about these global challenges. By living in another country, and in many cases also 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 new way. But the participants may also learn from the country they have been on exchange to, new strategies they could use to fight these challenges and get motivation to do that. Through the knowledge and experiences acquired, the participants may be more engaged in social and global issues and motivated to get involved in work connected to them and impact the organizations and churches they are part of to be more engaged.
- During the stay abroad and their volunteer work in their sending organization, the participants will participate in activities wanting to raise young people's involvement in global issues. For instance, they may arrange workshops, have talks in churches, mission groups or youth groups, and have activities in camps, that focus on these types of issues. In ME they will also promote initiatives into the local community.

We see a need of more cross-cultural understanding in the organizations (as well as in the society in general). And especially FLM an ELCHK will focusing on using the program to address this challenge. FLM is working with partners from all over the world and because there are few foreigners in Madagascar, there is a huge need of more cross-cultural understanding among the youth in FLM to make them more competent in engaging with organization/people from other parts of the world. But cross-cultural competence is also important to improve the communication and cooperation within the church, because there are significant cultural differences between different parts of Madagascar. ELCHK is also cooperating with other organizations from different parts of the world. In meetings, camps and conferences people from ELCHK meet with people with another cultural background. Therefore, they also experience a need of increased intercultural competence in this organization.

This project will address this challenge in different ways.

- The presence of participants from Norway within the organization may increase the cross-cultural understand among the people they are involved with
- Both North and South participants will share their knowledge and experience about culture and cross-cultural understanding through workshops, presentations and activities, for instance in youth groups, sport groups, choirs, churches, scouts, schools, and camps. They

may also share knowledge through in written publications (like monthly bulletin in ELCHK) and through radio (FLM).

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 will increase the visibility of the exchange program on digital platforms. That means developing new websites and being more present on strategic social media platforms. During the exchange round 2019-2020 we have started to focus on developing new platforms and finding good strategies concerning social media. During the upcoming exchange we want to continue to develop these platforms and ensure we will have expedient routines for continuing publish and update them.

Main focus of the Connect program

Based on the mentioned challenges above, 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 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 used the four goals above to creating the expected results of program in their organization.

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 Norec.

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

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 the last two rounds of exchange in NMS are still engaged within in the organizations.	Surveys./ Reports.	March/ April 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, 85 % of the participants from the last two rounds of exchange 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, 85 % of the participants from the last two rounds of exchange 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 the last two rounds of exchange from ELCHK are still engaged within in the organizations.		
Summary of main activities	North/South participants: <ul style="list-style-type: none"> • Receiving information about the organizations during the preparation course, introduction course and the spring/debriefing course. • Visit different projects of the host organization during the internship. • 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). • Participate in and arrange alumni meetings for former Connect participants. 				

* Definition of what each organization put into “engagement” in the organization:

- NMS: participating in Connect groups, being 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.	75 % of the participants.	Surveys.	March/ April every year.
Summary of main activities	<p>North and South participants:</p> <ul style="list-style-type: none"> Learn about global challenges, development work, social work and diakonia during the preparatory course and the spring/debriefing course. <p>North participants:</p> <ul style="list-style-type: none"> Work in different social projects during their stay abroad: In Hong Kong the participants will be involved in programs at a social service unit. 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 where they live. In ME the North participants will be part of starting and organizing workshops about fighting poverty and about recycling. <p>South participants:</p> <ul style="list-style-type: none"> Work in Second hand Shops of NMS. The participants will work in projects working with people with disabilities, homeless, drug prevention or drug rehabilitation during their volunteer period. The participants from ME will arrange workshops sessions that address global issues (poverty, environment, injustice) and start one handicraft/recycling workshop group for practical matters related to recycling. The participants from FLM will be volunteers in FLM schools during their volunteer period. The participants from FLM will start Connect groups during their volunteer period. 				

* This could for instance be work among refugees/immigrants, work with drug prevention/rehabilitation, work with people with disabilities, work among vulnerable people, work with environmental issues 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.	By February 2020 two of the organizations have accounts on Instagram for the Connect program. None have an account on Facebook. By 27.02.2020. NMS Connect have 186 followers on Instagram. ME have 513 followers on Instagram.	All partner organization have created an account for the exchange on either Instagram or Facebook or both that is updated in average at least 6 times a month during the exchange. All accounts together have 1000 followers on Instagram and 1500 likes on Facebook.	Count the number of Facebook/Instagram accounts and the number of updates.	February 2022.
	Number of shared web platforms driven by participants and frequency of posts.	By March 2020, 1 shared web platform is on its way.	1 shared web platforms with at least 2 posts a month in average during the exchange.	Count the number of platforms and number of posts.	February 2022.
	The number of partner-organizations with web platforms that are updated regularly.	By March 2020, 2 of the partners have pages on their websites about the exchange.	4 of 4 organizations have developed platforms on the internet about exchange (websites, blog, etc.) and webpages are frequently updated.	Count the number of new platforms and consider their updates.	February 2022.
Summary of main activities	North/South participants: <ul style="list-style-type: none"> • Get information on the preparatory course about their responsibilities regarding digital platforms. • Receive training in using digital platforms during the preparation course. • Update online pages according to the plans and make contributions to the content. • Update the Facebook/Instagram accounts regularly according to the plans. 				

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 the capacity for youth involvement in the organization in Norway.	# of Connect groups (groups for young adults) in NMS.	4 Connect groups exists by 27.02.2018.	8 Connect groups exists within 2022.	Count existing groups.	Every year in March.
	# of NMS members in the age of 19-26 years old.*	134 members in 2019.	200 members in 2021.	Check the data base of NMS.	31 st of December each year.
	Development of the projects “Ukirke” and “Ung i Bodø.”	Ukirke started in august 2018 and now has 7 regular events for teenagers and students/young adults and around 60-65 people coming in a week (February 2020). “Ung i Bodø” started in 2019 with one regular event every week for youth and by March 2020 it is around 15 people coming in average each week. There is one volunteer involved in the project (in addition to staff).	In Ukirke the existing events continue regularly and has increased its weekly attenders with 25 %. “Ung i Bodø” has more activities for youth/young adults and has increased their weekly attenders with 33% and there are attenders from more different areas of Bodø. There are 6 volunteers involved in the project.	Reports from project leaders.	June 2021.
Summary of main activities	South participants: <ul style="list-style-type: none"> • Participate in planning and implementing events and meetings of Connect-groups. • Promoting Connect-groups in relevant arenas (visit organizations, update social media etc.). • Participate in the work of starting new Connect groups. • Assist and have leadership tasks in existing events in “Ukrike” and “Ung i Bodø.” 				

	<ul style="list-style-type: none"> • Work with building and strengthening relationships with youth/young adults through cooperation with the student chaplains, second hand shop, local congregations and in other possible arenas and promote “Ukirke” in these arenas. • Work to recruit and involve more volunteers in Ukrike and “Ung i Bodø.” • Involvement in local congregations connected to “Ukirke” and “Ung i Bodø.” • Being responsible for a New year’s event in Ukirke. • Plan and implement a new camp for youth in Bodø. <p>North participants:</p> <ul style="list-style-type: none"> • Visit Connect-groups. Planning and implement events for Connect groups. • Having volunteer tasks within NMS and NMSU: for instance, be leaders at “Ucamp Summer” and other camps, be volunteers in Second Hand Shops, have responsibilities in existing Connect groups, participate in starting new Connect groups and promote the work of NMS.
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* The baseline value in the application for the exchange round 2019-2020 (# of member in 2018) has turned out to not be correct. It was too high. Therefore, the value of the target in this application has also been downgraded according to what we think is a realistic goal.

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 their partner congregations are strengthened.	# of subscribers to the newsletters of “Frivillig i utlandet.”	30 subscribers by December 31, 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.	43 applicants this year by 07.03.2020.	In 2022 the number of applicants has extended to 80 applicants.	Look in the data-base.	March every year.
	% of participants in focus groups in the placements of South participants that has an increased global engagement.	There is some global engagement in NMS/NMSU and the congregations where the South participants will have their internship.	75 % of participants of focus groups in the placements of South participants have increased their global engagement.	Questionnaires.	April 2021.

<p>Summary of main activities</p>	<p>North/South participants:</p> <ul style="list-style-type: none"> • Learn about NMS and its partner organizations during the preparatory course. • Learn about global challenges, development and diakonia during the preparatory course and the spring/debriefing course. • Being trained to have presentations and lead other types of activities in NMS/NMSU during the preparatory course. <p>South participants:</p> <ul style="list-style-type: none"> • Visit mission groups in NMS and NMSU, and local congregations to have presentations/workshops with a global focus (for instance about their sending organization, their home country, and their own perspectives of their home and of Norway.) • Plan and implement events with global focus in churches, “Ukirke,” “Ung i Bodø” etc. • Being leaders in NMSU camps and have presentations with a global focus. • Participate and have leadership roles in different activities in local congregations, such as confirmation and youth work, tasks in services, events for youth like “Lys Våken” and “Tårnagenter.” <p>North participants:</p> <ul style="list-style-type: none"> • Visiting local mission groups and local congregations and have presentations/workshops with a global focus. • Share their experience and stories from their stay abroad that NMS could use in their work. • Take and share pictures(/videos) from their stay abroad that NMS could use in their work. • Write blog/vlog posts from their stay abroad to be used within NMS and local congregations. • Visit confirmation groups and teach about global challenges and the global church. • Being responsible for global events on “Ucamp Summer” and other camps.
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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.	# of mentoring groups on national level in ME that regularly meet.	1 group exists in February 2020.	8 groups exist within 2022.	Count existing groups.	Every year in February.
	# of youth (from 18 to 25 years old) represented in the regional committees of ME has increased.	4 representatives from 18 to 25 years old in March 2020. (0 representatives in March 2019.)	15 representatives from 18 to 25 years old within 2022.	Count representatives from 18 to 25 years old.	Every year in February.
	# 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"> • Collaborate in structuring the youth/young adult programs in cooperation with ME and its local partners, pastors and congregations. • Assist the leaders and have leadership tasks in existing youth groups/small groups. • Participate in planning meetings with the local leaders and pastors and put into practice the strategies of Movimento Encontro. • Help organize and participate in youth camps. Being responsible for tasks in these camps, such as having games and workshops. • Help train and mentor young people for taking part in the leadership of youth groups. • Start and/or lead English language clubs and promote this initiative into the local community. <p>South participants:</p> <ul style="list-style-type: none"> • Start up and/or take responsibilities in existing mentoring group locally and on national level in ME. • Mentor next year's exchange participants from ME. • Help organize and participate in youth camps. • Visit partner organizations and help to promote ME and leadership training programs and camps. • Participate in planning meetings with the local leaders and pastors and put into practice the strategies of Movimento Encontro, in their local congregations. 				

	<ul style="list-style-type: none"> Collaborate in structuring the youth/young adult programs in cooperation with ME and its local partners, pastors and congregations. Participate in and have responsibilities at ME General Assembly 2022.
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Expected result	Indicators (1 – 3)	Situation at start (baseline value):	Situation after (target):	How to measure:	When to measure:
Result 3: Local congregations are more engaged in fighting poverty.	# of workshops sessions/events focusing on fighting poverty in local congregations where the participants are involved.	0 workshops and events.	2 workshops/ events a year in each congregation.	Count existing workshops /events.	Every year in December.
	# of people involved in recycling works at the local congregation/community.	0 people.	40 people in 4 different congregations within 2022.	Count people.	February 2022
Summary of main activities	<p>North participants:</p> <ul style="list-style-type: none"> Start workshops to address the subject poverty and how to fight it. Start handicraft/recycling workshop groups for practical crafting and teach others how to do it. Promote the workshops into the community. Get involved with and talk to people of the community and make them feel part of the project. Strengthen the relationship between ME and its partners by visiting partner organizations by promoting this initiative. <p>South participants:</p> <ul style="list-style-type: none"> Start workshops and events in the local congregations to address the subject poverty and how to fight it. Work (start and/or engage) in one project towards people with disabilities/homeless/drug prevention/rehabilitation. Start and/or get involved in handicraft/recycling workshops group for practical crafting in the local congregations and teach others how to do it. Promote the workshops into the community. Get involved with and talk to people of the community and make them feel part of the project. Strengthen the relationship between ME and its partners by visiting partner organizations by promoting this initiative. 				

FLM

Expected result	Indicators (1 – 3)	Situation at start (baseline value):	Situation after (target):	How to measure:	When to measure:
Result 1: The young leaders* in FLM take more responsibilities in their local congregations.	% of FLM's exchange participants who become youth leaders* in FLM.	0	At least 75 % of FLM's exchange participants become youth leaders.	Count the number.	In January 2022.
	# young leaders at the places where the participants have been volunteering** has increased.	Count in June 2020.	In average 1 person below 35 years old is in the leader committee of the youth department in the local congregations by 2022.	Count the number of young leaders in each congregation.	In December every year until 2022.
Summary of main activities	<p>North participants:</p> <ul style="list-style-type: none"> • Help out with the Lutheran Hour ministry activities such as youth training, dealing with environmental issues, rehabilitation of the places and taking care of vulnerable people in the church. • Be among the leaders in “Sport” (Vohipeno/Fort-Dauphin) and “Sports and Life Skills” (Tana) and being responsible for sport activities and games, have devotions and talk about being a good leader. • Be part of the activities in a local KTLM (Youth department) group or a local scout group and have talks about good leadership and their leadership experiences. • Lead English club in the local churches or in the centres where they are living (Sefafi in Vohipeno and Mahavoky in Fort-Dauphin). In these English clubs they will talk about taking responsibilities as young in their congregation. <p>South participants:</p> <ul style="list-style-type: none"> • Be a volunteer at FLM schools to share their knowledge about leadership. • Assist in the leadership trainings at Lutheran Hour Ministry in Antananarivo. • Lead or create the English clubs where they will have some activities to help young people to be better leaders. • Share their knowledge and what they have learned during the exchange about leadership in the synodal youth gathering. • Be part of the Connect group to empower young leaders at FLM to take more responsibilities. 				

* 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 Antananarivo, Vohipeno, Fort Dauphin, Horombe, Manakara, Nosivolo, and Betroka.

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	% of the youth that attended the participant's regular activities have an increased cross-cultural understanding.	The youth don't have much cross-cultural understanding.	80 % of the youth have an increased knowledge of cross-cultural issues.	Questionnaire.	In the end of the stay of the participants.
	% of the students at Akany Avoko have an increased cross-cultural understanding	The students don't have much cross-cultural understanding.	90 % of the students have an increased knowledge of cross-cultural issues.	Questionnaire.	In the end of the stay of the participants.
Summary of main activities	<p>North Participants:</p> <ul style="list-style-type: none"> • Sharing about their culture and cultural activities in the groups of scouts, youth and sport, they are participating in. • Have conversation about cultural diversity at the English Club in Tana, Vohipeno and Fort-Dauphin. • Volunteer at Akany Avoko Tana (centre for teenage girls) and lead activities such as games and presentations about culture. • Share about their culture at the youth department in local FLM churches. <p>South Participants:</p> <ul style="list-style-type: none"> • Share in the youth camps of FLM their experiences as participate in an intercultural exchange. • Help with the introduction course for new participants in terms of culture. • Arrange an event with the Connect-group about cultural understanding. • Be engaged in their sending church and local KTLM group to share their knowledge about another culture. • Write a blogpost for Connect, share the link on Facebook and Instagram. • Post on Facebook and Instagram account of Connect Madagascar. 				

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 students in the “English for fun group” manage to complete a task, like drama etc., they didn’t manage to complete before.	None of the students have the confidence and skills to complete the task.	More than 50% of the students have the confidence and skills to complete the task.	Count % of the students that complete the task.	At the end of the activity.
	The type of leadership tasks the South participants are qualified to perform.	There are some leadership tasks* that the South participants are not qualified to perform before the exchange.	All the South 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 2022.
	The number of youth leaders (18-28 years old) in youth camps in ELCHK.	18 youth leaders in youth camps in 2019.	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"> Organize, plan and implement the activity “Learning English for fun” for youth in ELCHK social service unit. Assist in youth groups in the congregation. Organize, plan and implement activities, half of them with focus on leadership. <p>South participants:</p> <ul style="list-style-type: none"> Attend home-coming seminar for the participants where they are prepared for their leadership tasks. Attend the training course for being leaders in youth camps. Participate in planning and implementing youth camps in summer of 2021, through being members of the camp committee and leaders for small groups. Plan, promote and implement workshops/forums/training courses connected to leadership to the youth in ELCHK. Serve as members of a department committee in ELCHK. 				

* Tasks that the South participants from ELCHK are not qualified to perform before going on exchange are following tasks: youth camp leader, short term mission leader, committee member in the department. The goal is that they will be qualified to perform some of these tasks after completing the exchange.

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 .	% of youth participating in programs at the social service unit and the congregation where the North participants are present has an increased knowledge of cross-cultural issues.	The youth don't have much cross-cultural understanding.	90 % of the youth have an increased knowledge of cross-cultural issues.	Questionnaire.	After the program.
	% of attenders to an event with global sharing has an increased knowledge of cross-cultural issues.	The attenders have some cross-cultural understanding.	80% of the attenders have an increased knowledge of cross-cultural issues after the event.	Questionnaire after some of the events.	After the events.
Summary of main activities	<p>North participants:</p> <ul style="list-style-type: none"> • Have presentations and activities with focus on broaden the cross-cultural understanding among the youth at the ELCHK social service unit and the youth groups in the congregation. • Organizing workshops/sharing with focus on cross-cultural issues to youth groups in other congregations of ELCHK. • Write about cross-cultural understanding once in the monthly bulletin that is spread to all the social welfare centres, and once in the monthly bulletin spread to all the congregations. • Assist in some programs and events with supervision at a social service unit, such as Christmas party, Chinese New Year program. • Help to be tour guide in ELCHK Grace Youth Camp. <p>South participants:</p> <ul style="list-style-type: none"> • Write about global understanding twice a year in the monthly bulletin that is spread to all the congregations. • Plan, promote and implement workshops/forums/talks with focus on cross-cultural issues to youth coming from different congregations. • Talk about cross-cultural understanding to a group of young leaders during the monthly youth worship. • Organize program about cross-cultural understanding in the ELCHK social service unit and the congregation. 				

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 is, 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.

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 to 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. 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. This will be an effect and benefit of the exchange that will have an impact for all the partner organizations, even if the exchange program would be discontinued. But of course, there will not be added new people in the organizations that has received the experience, knowledge and skills that the program gives.

Public relation activities

Shortly describe how the partnership can publicise the Norec project within their own organisation, in their local community and for the public in general.

All the organizations have a special focus during the previous and this exchange round of developing web platforms (web pages and social media) to make project more visible both within the organizations, to the public and community in general.

In addition, there could be information about the project within the written publications of the organizations that have it. For instance, NMS has a nationwide magazine (“Misjonstidene”) and regional magazines of NMS and ELCHK has a monthly bulletin that is spread to all the welfare centres and a monthly bulletin for their congregations.

Another way of publicising the Norec project within the organization is to speak about it and give information about it at national and regional gatherings, during services, in youth groups, in mission groups and at camps.

During the exchange the participants are supposed to write an article that they send to a magazine and newspaper to try to get it published and by that the Norec project can be publicise. In addition, the participants are creating vlog/blog posts that they are publishing on the organizations websites.

Consequences and special considerations

Shortly describe:

Possible positive/negative side-effects of the expected result

- 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.

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.

4 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). There are several things we are doing to manage this risk and prevent it from happening:

- We are focusing to be well-prepared for the exchange. When working with the project description we put an effort in finding good tasks for the participants that are relevant for the project. This is done by the contact person in discussion with the leadership in the organization and with the program leader of Connect.
- We try to give the local contact person and other people in the internship places (as well as people involved in the volunteer work) good information about the program and its purpose, about the plans from the project description and about their responsibilities.
- The contact person in each organization and the program leader of Connect should before and during the exchange/volunteer period regularly check that the plans are implemented as planned. It is now scheduled regular skype-meetings between the program leader and the contact persons to make sure this is done.

One challenge may be that the people that are responsible, either for the project in the organization, or the person in charge locally for one of the internship places, discontinue their engagement just before or during the exchange. People moving or discontinue their engagement may be difficult to prevent and will sometimes happen, but we can do things to minimize the negative effect:

- If the partner contact person in one of the organizations is discontinuing his/her engagement it is important that the person taking over the responsibility have information about plans, routines etc. Therefore, we have made a document within Connect that give information

about the project and the routines we have. In addition, it is important to have working plans, practical information etc. for each partner that is written down in a way that is easy for anybody to understand.

- One thing we try to do is that not only one person, but many, in each organization/internship place are engaged in the project, have knowledge about it and participate in the process of planning it. Therefore, it is important for us to include the leadership in each organization in deciding the goals and the content of the exchange and regularly inform them about the project and have a dialogue. For instance, when the coordinating partner is visiting one of the other partners, the representative always tries to meet the leaders in the organization. The contact persons are also trying to consult and discuss different issues in the project with other people in the organization.
- Also locally at the internship places of the participants we try to not have just one person that has knowledge about the project, but try to make sure that many people in the church/local part of the organization are feeling an ownership of receiving participants from abroad and have an understanding what the project is about and what responsibilities they have.
- If a local contact person is discontinuing his/her engagement, the partner contact person will also follow-up the place more closely and if needed visit it to ensure everything is working out in a good way. The same is for the program leader if a partner contact person would quit.

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 can be 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 pschical 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.).

If it happens that a participant is discontinuing the exchange it is important that we are flexible regarding finding solution for the teammate and give him/her different options for the rest of their internship.

To avoid participant from not fulfil their volunteer period in their sending organization, each partner will already in the process of recruitment emphasize this part of the exchange and further try to involve them in planning their plan for volunteer work. At the same we have to show flexibility if their circumstance is changed when they come back compared to what was planned (for instance if they move to another city).

One risk in the administration is the security situation. This is more prevalent in some places than others. To manage this risk, we have a security plan for participants when they are abroad. It is both giving instructions to avoid emergencies from happening, but also give information about what the participants and other involved will do in case of emergency. 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. In case of the security situation in one of the countries is getting serious (or there are other problems in the country/host organization) that may demand to move the participants, NMS will, together with the other partner organization, find solution for the rest of the participants' internship period in case they will be evacuated/moved from that 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.

5 MAIN ACTIVITIES TO BE PERFORMED

- Summary of main preparatory activities for the Norec participants
- Summary of main activities which are to be performed by the Norec 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 Norec participants after coming home and how they contribute to achieving the expected results of the project.
- Describe how the activities contribute to homecoming Norec 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 will 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 will attend 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 six main topics:

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

More specific topics during the preparatory course 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 living 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 will get information and instructions about 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 the North participants will have some of their working tasks in social institutions: In Hong Kong the participants will be involved in programs at a social service unit in ELCHK. 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 where they live and arrange workshops about fighting poverty and recycling. In Norway participants will work as volunteers in Second-hand shops of NMS. Some of the participants will also have some of their volunteer work in social institutions when coming back home, for instance the participants in ME will do work in social projects and the participants in FLM will be volunteers in schools. We believe that the work in these institutions will give them experience and an engagement for similar type of work when coming back home and inspire them to continue to volunteer also after the volunteer period. 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. Each organization will have a web platform and accounts on Facebook/Instagram about the Connect program (as well as having one web page

about the program in common). During the exchange the participants will work with updating and creating post regularly on these platforms. 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, Varhaug, Trondheim, Oslo and Bodø. They will have their exchange in NMS/NMSU and congregations that are cooperating with NMS. During the last year's we have increased the amount of work for the South participants that is directly connected to NMS/NMSU and not only work in local congregations. This is a direction for the internship that we will continue, and think is the best benefit for NMS/NMSU. 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. In Stavanger the main working tasks for the participants will be as the two previous rounds in "Ukirke," which is an NMS-project for youth and young adults in the city centre of Stavanger. NMS has together with local congregations in Bodø started a similar project there, and the team in Bodø will have their main tasks connected to contribute in its development. In Trondheim, Oslo and Varhaug the participants will work in local congregations of church of Norway that NMS has a close cooperation with, and in addition they will do work connected to NMS and NMSU like camps and visiting local mission groups.

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." In Oslo, Trondheim and Stavanger there are Connect-groups where the participants will be involved (the Connect-group in Stavanger has just started this semester) and there are plans of starting a new Connect-group in Bodø. An important part of the work of the South participants will be to develop and strengthening already existing groups and participate in starting a new group in Bodø. 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.

Other project for strengthening the youth involvement in NMS is one project in Stavanger called "Ukirke" and one project in Bodø called "Ung i Bodø" ("Young in Bodø"). The experience of having Connect participants as part of "Ukirke" 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 strengthen and develop this project even more. We also think it will be a good idea to have participants in a similar project in Bodø run by NMS in cooperation with local congregations called Rønvik to also strengthen and develop this project further. The participants will contribute and have leadership tasks in existing events. In Bodø they will participate in developing new activities for youth/students. The participants will also do work to recruit and involve more volunteers in these projects. In "Ukirke" they will also focus on building and strengthening relationships with youth/young adults, as well as organizations and congregations that is strategic to cooperate with. In Stavanger the participants will also have the responsibility for a New Year event in "Ukirke" and in Bodø they will also plan a new camp for youth and implement this camp.

The second expected outcome for NMS is about strengthening the global engagement of the members of NMS, NMSU and our partner congregations. 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 will give the youth a possibility to get to know people from countries and we believe that it will be an important factor for the global engagement of the new generations.

Some 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 (like building relationships, leading music, being leaders in confirmands and youth work) will strengthen the global engagement in these congregations. But in addition, the participants are going to do sharing and teaching that has a global focus. They may also 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 in Panambi and one in Luzerna. They will have their main part of their internship in local congregations that ME is working with.

One of the expected outcomes of ME is to increase the number of young leaders who take part in the organization. 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 work with youth camps and participate in organize and implement them and being responsible for things like games and workshops. They will also help training and mentoring youth in the congregations and by that be part of motivating youth for leadership tasks and developing their skills. Help to train and mentor young people connected to the congregations to make these youth taking more leadership tasks in the youth group, will be another task for the participants. Through the youth programs, camps and mentoring program the goal is that youth will grow as leaders as well as being motivated to engage in the work of ME and take on leadership responsibilities.

English language class is another task they will be involved in. They will start and/or promote and lead these clubs, which aiming to improve the youth's English skills as well as increase their boldness to take on responsibilities.

Another expected outcome to ME is that local congregations should be more engaged in fighting poverty. The North participants will have several tasks connected to this outcome. They will start workshops that address the challenge of poverty and focus on how we can fight it. They will be part

of planning and implementing these workshops. They will also start workshop groups focusing on handcraft and recycling that will teach people how they could do that. Part of their task will also be to build relationship and talk to people in the community to make them feel part of these project and to promoting these initiatives in different organizations. The hope is that the North participants can be part in making people in the congregations and the local community to be interested in and inspired be more engaged in fighting poverty.

FLM

In Madagascar the plan is that the participants will be in 3 different places: the capital Antananarivo (Tana), a place on the west-coast called Vohipeno and Fort-Dauphin, the biggest city in the south of Madagascar. There will be two participants in each city. There have been participants in Antananarivo for several years and there are a lot of relevant activities can be part of tasks they could do. It was the first time in many years that we had North participants in Vohipeno in the last exchange round (2019-2020). For this year we want to continue to send North participants there to increase the impact. Fort-Dauphin is a new place to for the North participants to stay. This synod of Fort-Dauphin in the youth department has been very interested in receiving North participants and this is an opportunity for the program to have more impact in other parts of Madagascar.

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 the local group of scouts or the youth department (FKTLM), and in these groups they will sometimes have talks about culture and leadership.
- FLM is also having work among youth where they are doing sports activities in 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 (like Sefafi in Vohipeno and Mahavoky in Fort-Dauphin) or a local church. In these English clubs they will lead conversations focusing on take responsibility and cultural diversity.
- The participants in Tana will be volunteers 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.
- The participants in Tana will assist in organizing activities at Lutheran Hour Ministry such as leadership training, dealing with environmental issues, rehabilitation of the places and taking care of vulnerable people in the church.

By sharing, teaching and having activities about leadership, the participants will be part of educating and training youth to be good leaders, which is supposed to lead to more young people in FLM in the places the participants have been working take more responsibilities and leadership tasks. Similarly, by sharing, teaching and leading activities about culture and about cross-cultural communication,

they will contribute to the expected result of youth in FLM having a strengthened cross-cultural understanding. The presence of the North participants in different congregations, groups and institutions in FLM and their interaction and cooperation with different people in these places will probably also strengthen their cross-cultural understanding.

ELCHK

The team of North participants in Hongkong will be connected to one of the local congregations of ELCHK, but also visit other congregations, and in addition they will have tasks connected to a social service unit and camps of ELCHK.

One of the expected outcomes is that ELCHK will have more competent young leaders. To contribute to this outcome the North participants will be of a local youth group and assist in running this group. Part of that job will be to organize, plan and implement different activities. Many of these activities will focus on leadership, which has the goal of making the youth in group better equip to be leaders in ELCHK. At the social service unit the participants will organize, plan and implement an activity for youth called "Learning English for fun." The goal is to build up the confidence among the youth and develop skills so they could be better leaders in the future.

The second expected outcome for ELCHK is about strengthening the cross-cultural understanding among youth in ELCHK. By coming from another culture and experience cross-cultural challenges by coming to Hongkong the North participants will be good resources for the work to reach this expected outcome. They will share and have activities with focus on cross-cultural issues among the youth at the social service unit and the youth groups in the congregation. They will also visit other youth groups in other congregations in ELCHK and have workshops/sharing about the same type of topics. ELCHK has one monthly bulletin that is spread to all the social welfare centres, and one monthly bulletin that is spread to all the congregations. The participants will write about cross-cultural issues in these bulletins. Through sharing their knowledge and experiences regarding these issues the goal is that youth will increase their cross-cultural competence.

The North participants will assist and have different tasks connected to different cultural program and events at the social service unit (Christmas party, Chinese New Year celebration etc.) that may increase the cultural knowledge of the youth. They will also help as tour guides in ELCHK Grace Youth Camp. This is an activity centre which aims to explore Hong Kong's industrial, religious and country heritage as well as natural experiences. When guiding the tour, the participants can have cross-cultural communication with the tour members and through the experience they who attend this camp have an opportunity to increase their knowledge about their own culture and as well as knowledge about communication with people from another culture.

Main activities after coming back to the host organization

Common for the whole project

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 there will be a focus on the possibility for them to continue their engagement in NMS 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

The North participants will do their volunteer work during the spring course at Hald as well as during the summer/fall after that.

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 congregations, confirmands, youth groups and at NMSU camps. They will also create different global events with activities on different cultures, development and mission. These places they will visit and the events they will arrange will be spread out during the spring course. But they will also have one week focusing on these tasks where they go to different parts of Norway to visit local congregations, youth groups, mission groups, camps, NMS offices and Connect-groups. In addition, they will during and after their time abroad write articles, create blog/vlog posts 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. By performing these tasks, they will contribute to strengthen the global engagement of the members of NMS, NMSU and partner congregations.

Another 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. Therefore, an important focus for the volunteer period will be to make the participants 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. During the spring course they will meet different representatives from NMS/NMSU to share their experiences and ideas as well as getting to know the organization even better and build relationships. During summer or fall they will also volunteer in different ways in NMS/NMSU, after their own choice. This could be to be as leaders in "Ucamp Summer" and other NMSU camps, as volunteers in Second Hand Shops, and work with promoting NMS/NMSU. In addition of being resources for NMS/NMSU during these tasks our hope is that these

things will motivate them for further engagement in NMS/NMSU also after the volunteer period and being resources for strengthening the youth capacity in NMS.

The most important arena for young adults is Connect groups and therefore the participants will also visit these groups in the spring, so they become familiar with these groups. They could also be engaged in Connect-groups or start new ones during the fall, as part of their volunteer work, and by that being part of strengthening the capacity for youth involvement in the organization in Norway.

ME

The participants from Brazil will before, during and after the stay abroad make a plan for their volunteer work together with the contact person in ME, in accordance with the project description and it will contain different types of activities.

Some of the tasks will in different ways be about 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. The South participants will have tasks within already existing mentor groups in ME or be part of starting up new groups. This may both be for local groups and on national level.
- 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. The participants will also help organizing youth camps.
- They will also visit partner organizations to promote ME and its leadership training programs and youth camps, and the hope is that more youth will be motivated to attend these and by the training the get from these, in the future being leaders in the organization.
- They will participate in meetings with the local leaders and pastors and put into practice the strategies of Movimento Encontro, in their local congregations, so that there may become more leaders in local congregations.
- They will collaborate in structuring the youth/young adult programs in cooperation with ME and its local partners, pastors and congregations.
- They will participate in and have responsibilities at ME General Assembly 2022 and by that increase the focus on youth and young adults in the organization. At the General Assembly they will share how the exchange program can contribute to leadership development.

Another expected outcome for ME is about making local congregations more engaged in fighting poverty. The South participants will themselves be engaged in or start a project reaching out to people with disabilities, people that are homeless or that has to do with drug prevention/rehabilitation. By doing so they are themselves engaged in work with people in challenging situations and may also inspire other people in their church and community to also to so. The participants will also start events and workshops in local congregations that will be about poverty and how they could contribute in fighting it. They should also start and/or get involved in handicraft/recycling workshops group for practical crafting in the local congregations and teach others how to do it. They will also work to promote these workshops into the community and get in touch and talk to people in the community and make them feel part of the project. By promoting and

organizing these workshops the goal is that they will make people more aware about the challenge of poverty and more engage in doing something about it and that this will be important within the local congregation.

FLM

When the Malagasy participants coming back from Norway, they will have different volunteer tasks, mostly in the place they live (normally the synod they come from). They will together with the local contact person make plans for their volunteer work in accordance to the goals of the project.

The participants will be volunteers at FLM schools to share their knowledge from the exchange about leadership and by that contribute to the expected outcome about young leaders in FLM take more responsibilities. They will also 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. They will also participate in the synodal youth gathering and at this gathering share what they have learned during the exchange about leadership. By sharing knowledge and experiences of leadership at schools and the synodal gathering, organize activities at English clubs and assist in leadership training, they will contribute in equipping youth for going into leadership responsibilities, so the number of young leaders in FLM may increase.

The participants will also participate in local/regional youth camps. In these camps they will share about their experiences of being participate in an intercultural exchange. By doing that they will contribute in strengthening the cross-cultural understanding among these youth. They will also be engaged in their sending church and local KTLM group to share their knowledge about another culture to other young people. They will also participate in a Connect-group. The Connect-group will be started during the previous exchange round. This is 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. The participants will arrange an event about cultural understanding with the Connect-group, which will also strengthen the cross-cultural understanding among youth. They will also help with the introduction course of new participants in terms of culture. Through sharing their experiences with and knowledge about different cultures and cross-cultural issues the goal is that the youth in FLM will have a strengthened cross-cultural understanding.

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 2021 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 2nd 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 youth in ELCHK. By doing that

they will also be part of making other youth more competent as leaders within ELCHK, which is one of the expected outcomes of ELCHK.

The South participants will also use their gained knowledge about cross-cultural issues during the volunteer period. They will promote and implement workshops, forums and talks with focus on cross-cultural issues to youth in different local congregations in ELCHK. They will also share about their cross-cultural experiences from the exchange during the monthly youth worship. Twice during the following year write about global understanding in the monthly bulletin that is spread to all the congregations. They will also organize activities and programs about cross-cultural understanding in a social service unit and the congregations. Through these activities, youth in ELCHK will receive more information about cross-cultural issues, and it will contribute to the expected outcome about increasing the cross-cultural understanding among youth 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 youth in the church (leadership, 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. The first one will be in the extension of the exchange round 2019-2020. The plan is to continue this measure for the exchange round of 2020-2021 also. 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 in the organization and society in general.

6 NOREC PARTICIPANT INFORMATION

Planned volume of exchange for the project

Number of Norec participants from	to Norway	to Brazil	to Madagascar	to Hong Kong	TOTAL
Norway	X	4	6	2	12
Brazil	4	X	-	-	4
Madagascar	4	-	X	-	4
Hong Kong, China	2	-	-	X	2
TOTAL	10	4	6	2	22

Norec participant contract and travel dates planned

- Intended contract start (date): August 1st, 2020.
- Intended contract end (date): July 31st, 2021.
- Date of outward travel: October 1st, 2020 for North participants and August 9th, 2020 for South participants.
- Date of return: April 6th, 2021 for North participants and June 11th, 2021 for South participants.
- Preparatory course by partner (place, date): Mandal, August 18th to September 25th, 2019 for North participants and August 10th to September 25th, 2020 for South participants.
- Norec Youth Camp (place, date): Bergen, August 24th to 28th, 2020.
- Homecoming seminar by partner (place, date): Mandal, April 6th to June 11th, 2021 for North participants and April 19th to June 11th, 2021 for South participants.

7 SIGNATURE

12.03.2020
 On behalf of NMS

Per Ivar Johansen
 Acting General Secretary of NMS

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, power of attorney (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)