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ANNUAL REPORT



THE OSLO CENTER
for Peace and Human Rights

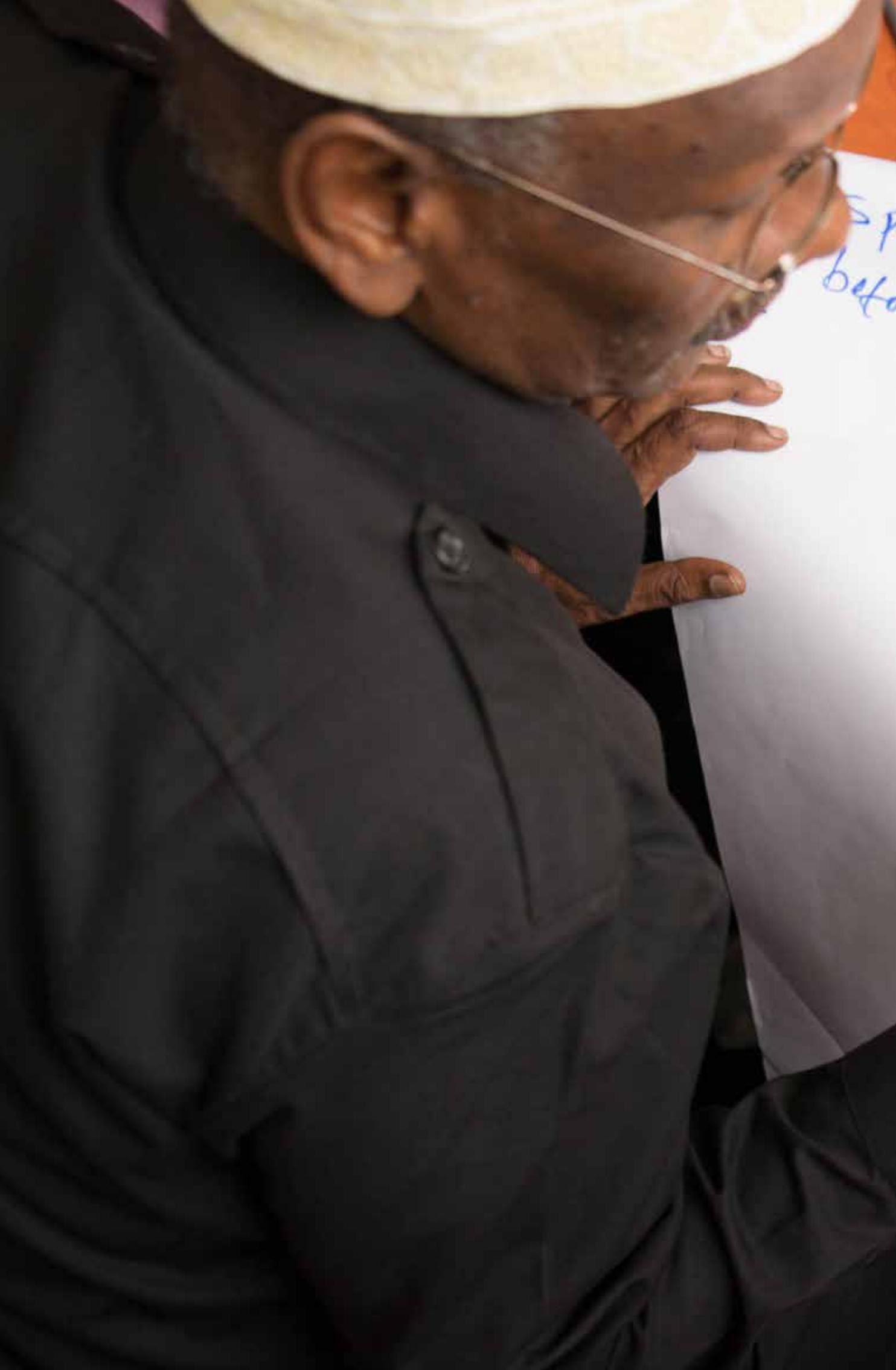
VISION

A WORLD CONSISTING OF STABLE
DEMOCRACIES RESPECTING EQUALITY,
HUMAN DIGNITY AND HUMAN RIGHTS.

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WHY AND HOW TO PROMOTE DEMOCRACY



Democracy assistance is the main field of activity for the Oslo Center. Why is it so important to work for democracy?

In my view the fundamental values of human dignity and human rights should imply democracy; everybody has a right to influence the society where we live.

Democracy has gained ground over recent years; many more countries have been through processes leading up to more or less democratic political regimes. But still there is a long way to go; in these countries there is a need for development and stabilization of the democratic system, and we would like to see far more countries starting a process towards democracy. In this framework the Oslo Center has a job to do!

We contribute to developing and strengthening democratic political institutions and processes. In 2014 we have run our democracy assistance projects in several countries, especially focusing on Somalia and Kenya, but also on South Sudan and Burma/Myanmar. We are pleased to receive new requests to contribute to democratic development in more countries.

I am pleased to note that the Oslo Center has taken new steps to implement our mission, which

is to be "an independent, non-partisan democracy assistance center which assists fragile states and vulnerable democracies in strengthening democratic political institutions and processes".

Education is key to democratic development. It was therefore fitting that Malala Yousafzai and Kailash Satyarthi received the Nobel Peace Prize for 2014. It was an honour for the Oslo Center to host Malala when she paid a visit to Oslo in June 2014, and to be a co-organizer for a public event for the two Nobel laureates in December.

Our work is made possible due to a knowledgeable staff team, all of whom I want to thank for their contributions. I also want to thank our international partners, and the members of the Board of Directors and the Board of Trustees. They are of crucial importance to our work.

We are grateful to our sponsors and to the Norwegian Ministry of Foreign Affairs for the support that makes it possible for the Oslo Center to accomplish our projects and activities and to work for a more democratic world.

Mr. Kjell Magne Bondevik
President of the Oslo Center



STRENGTHENED FOCUS ON DEMOCRACY ASSISTANCE



2014 has been marked by an increased focus on democracy assistance to fragile states and vulnerable democracies. As an independent organization the Oslo Center can play a role that is difficult for state authorities to fill. Our holistic approach to democracy assistance is unique and is highly appreciated among our cooperating partners.

During this year we have received an increased number of requests for assistance and support to develop or strengthen dialogue and institutional frameworks from all over the world. The Oslo Center's financial turnover in 2014 has increased by thirty percent compared with the previous year.

Our biggest programme is still in Somalia. Here we have established a field office headed by a local coordinator in Mogadishu. The Oslo Center has increased and strengthened its support to the Parliament and provided technical assistance to the aspiring political parties in Somalia and to the work on the new Political Parties Law.

In Kenya, the Oslo Center has continued to provide assistance to key political institutions and to the political parties on implementation of key legislation and regulations. The Oslo Center has been involved in addressing the conflict situation in the Coast Region, and a pilot project on Juvenile Justice has been implemented in Kisumu.

Involving young people in democracy development through dialogue is a crucial part of the Oslo Center's democracy assistance programme. The ongoing Youth Dialogue Programmes in South Sudan and Burma/Myanmar, where young people across ethnic and religious divides are coming together, are important initiatives supported by the Oslo Center.

The programmes on holy sites and on freedom of religion or belief in the Kyrgyz Republic are also important elements in the Oslo Center's democracy assistance approach. In addition, in 2014 we have been engaged in activities in Nepal, Yemen, Iran and Egypt.

The Oslo Center has been working in close partnership with our main democracy assistance partners, the International IDEA and the National Democratic Institute. We also work closely with implementing partners in Burma/Myanmar and in South Sudan, and the Oslo Center US Foundation is a valuable partner in the USA.

We are thankful to our sponsors for all support provided for the Oslo Center in 2014. We will continue to strengthen our position as an independent and professional democracy assistance center.

Tove Strand

Ms. Tove Strand
Chairperson of the Board





DEMOCRACY ASSISTANCE

The Oslo Center's main activity is democracy assistance, which involves creating meeting places for conflict prevention, facilitation of dialogue, and strengthening institutions and processes to ensure responsible leadership and good governance.

In order to assist in democracy building, the Oslo Center highlights the importance of inclusivity and equality in political representation and participation. Respect for human rights, gender equality and the rights of minorities and vulnerable and marginalized groups are important elements of a strong and vital democracy, and are at the core of the Oslo Center's work. Human rights provisions should always be included in legal frameworks for political parties, political institutions and political processes.

Democracy assistance is implemented through dialogue, which is tailored to best fit the local contexts. Democracy assistance is always political and highly sensitive, and every activity, project and piece of advice must therefore be context-specific in every way possible. The Oslo Center supports political parties and civil society by providing technical and practical advice, always under the motto of "learning by doing".

In the holistic approach that the Oslo Center takes, inclusive participation, accountable representation, transparency and openness towards diversity of views are appreciated and strived for. For democracy to take root in all parts of the world, women and young people must be included.

Providing comparative knowledge and shared practical experiences, the Oslo Center constantly acknowledges the importance of building trust through relationships based on respect, and of democracies that are home-grown and based on local ownership.

Democracy is multifaceted and all institutions must perform their respective roles and fulfil their responsibilities. Therefore the Oslo Center assists both individual institutions as well as processes involving several institutions, often focusing on strengthening legal frameworks such as constitutions, election laws and party laws.

In order to build a long-lasting democracy, building confidence between the various actors is of crucial importance and is ensured by providing meeting places and facilitating dialogue. Democracy will never prevail without trust and confidence.



SOMALIA

LOCAL PRESENCE AND CONTINUED SUPPORT

The Oslo Center's democracy assistance programme has a specific focus on the development of a political and legal framework for the return of multi-party democracy.

After more than two decades of civil war, Somalia has reached a historical juncture. Often branded the world's most failed state, Somalia has now entered into a new political phase, which includes the adoption of a provisional constitution that has formally ended the transitional period.

In August 2012, the Somali parliament was inaugurated and the Provisional Constitution was adopted. Subsequently, Hon. Mr. Mohamed Osman Jawari was elected by the parliament as the speaker and Hon. Mr. Hassan Sheikh Mohamud was elected as the President. The state institutions began to develop joint strategies to realize the constitutional provisions to hold a national election in 2016, built on a multi-party system. The country is facing a momentous opportunity, but many of the challenges from previous years of conflict remain. Its future largely depends on the leadership's willingness to provide space for political change, build sustainable institutions, unite the country and increase security in all regions.

As Somalia emerges as a democracy, the electoral and multi-party systems are in need of great attention. Well-functioning political parties are a fundamental element in a stable democratic society as they mobilize the population to ensure broad public participation. Somalia has not had a multi-party system since 1969, and is yet to implement the necessary legislation for aspiring political parties to be acknowledged as legal entities through a political party law.

In May 2014, the Hon. Mr. Speaker established the Ad Hoc Committee on political parties with a mandate to research and develop policy options and draft a political party law.

The introduction of a multi-party system in Somalia is a huge challenge as it breaks with old power structures. Therefore the Oslo Center must adopt a holistic approach that performs at different levels. Besides being the only organization assisting in the

drafting of political party legislation the Oslo Center also supports the aspiring political parties, including the parties' youth and women's wings.

Round table discussions address issues of governance, electoral and party systems, registration of parties, the parties' role and responsibility in a democratic society and internal development of democratic mechanisms and documents needed to meet international standards. In such processes the Oslo Center is providing a venue for traditionally marginalized groups to discuss their role in the political system. The main reason to establish parties is to move away from clan based politics. A healthy democracy hinges on political parties incorporating internal and inclusive democratic practices.

In addition, the Oslo Center has continued its support to the parliament and its committees through the assignment of Somali technical advisors (experts in politics, security, administration, law, and communication) that are hired out at the request of the parliamentary committees. The programme has shown that the parliamentary committees' lack of experience has partly been bridged by such assistance: all the committees have developed work and action plans, and systems of documentation and decision making. The technical advisers' thematic knowledge has been crucial for the committees' work and progress. To be able to better support Somalia, the Oslo Center has established a field office in Mogadishu. The office works as an information hub where the partners and the public can host meetings and discussions on issues of great relevance to democracy and the ongoing processes.

As the Oslo Center continues to support the momentum in Somalia by providing technical advice to the parliament and civil society, responding to requests from Somali stakeholders, the field office will be essential to enable us to stay flexible and provide "quick responses" in a shifting political and security environment.

The Norwegian Ministry of Foreign Affairs, through the Royal Norwegian Embassy in Nairobi, has supported the project in Somalia financially.







KENYA

ASSISTING POLITICAL INSTITUTIONS AND PROCESSES

During 2014 the Oslo Center has continued to assist political institutions and political processes in Kenya with a specific focus on the legislative framework. Partly in partnership with International IDEA, the Oslo Center has worked with the Independent Electoral and Boundaries Commission (IEBC) and the Office of the Registrar of Political Parties (ORPP) in developing statutes, regulations, rules and procedures for the implementation of the new legislation in order for political parties to better comply with the new requirements.

The Constitution of Kenya 2010, the Political Parties Act 2011, and the Elections Act 2011 provide for a framework within which political parties should operate. Moving from a historical political environment where parties operated in an inadequate constitutional framework, the current legislation offers an opportunity for political parties to better organize themselves as democratic institutions.

In April the ORPP presented several manuals and guides to assist political parties with more information and knowledge resources, to enable them to strengthen themselves as institutions for inclusive participation and accountable representation. The Oslo Center also worked with the Political Parties Dispute Tribunal in developing model rules for internal party disciplinary and dispute resolution mechanisms. The draft rules were endorsed by all political parties and stakeholders in a verification forum held in August.

In partnership with the ORPP and with the National Democratic Institute, the Oslo Center has continued to support the Political Parties Liaison Committee (PPLC) mechanism including all political parties in Kenya. PPLC is a forum for dialogue and consultation to seek common understanding, build consensus and reach compromise on common issues. As a follow-up, the Oslo Center has continued to assist individual political parties in internalizing the new legislative framework, strengthening their structures, documents and performance.

The Oslo Center worked with individual political parties looking at party identity, piloting a new methodology developed by the Oslo Center. The response from the parties was overwhelming and in the second half of 2014 the Oslo Center assisted the parties in further deepening and developing party identity in a number of areas.

The Kenyan Constitution requires not more than two-thirds of the members of Parliament to be of one gender. A Supreme Court ruling set August 2015 as the deadline for identifying an implementation mechanism. The National Gender and Equality Commission in Kenya has been given the task of drafting possible mechanisms for consideration. The Oslo Center has assisted in this process by bringing in comparative experiences and analyzing the practicality of the options.

In 2014 the Oslo Center assisted with a pilot project at the coast giving voice to local people, in particular young people. The aim is, through dialogue, to address issues of concern of the people who see themselves as marginalized.

In partnership with international and national partners, in 2015 the Oslo Center will continue to assist implementing institutions including political parties, the IEBC and the ORPP as they further strengthen the democratic framework, structures, rules, procedures and political culture.

The Norwegian Ministry of Foreign Affairs, through the Royal Norwegian Embassy in Nairobi, has supported the project in Kenya financially.



JUVENILE JUSTICE

During 2014 the Oslo Center implemented a pilot project on juvenile justice and diversion in Kisumu in partnership with the Children's Services in Kisumu County, the Police Department in Kisumu, the Undugu Society of Kenya, and the West Kenya Law Society. The objectives of the pilot were to strengthen the child protection system in Kisumu County and to reintegrate children living and working on the streets. In the overall framework of democracy assistance, the pilot project in Kisumu has focused on institution building, strengthening cooperation between key actors like the police and children's department, and improving the capacities of key officers working in Kisumu County on the protection of children in the juvenile justice system. More specifically, the project has been working on implementing article 53 in the Kenyan Constitution, which concerns children's rights, to ensure good governance at the county level in the area of child protection.

The Oslo Center held two training workshops in May and September for approximately 40 individuals including police officers, children's officers, volunteer children's officers, administrative chiefs, youth leaders, one prison officer and one probation officer. Through these training sessions the Oslo Center increased awareness of legal and practical aspects of the juvenile justice system, and gave the participants tools to handle such cases better and in a more child-friendly way.

The Undugu Society of Kenya has implemented a separate, complementary component of the pilot project

aiming to rescue, rehabilitate and reintegrate children working or living on the streets in Kisumu. During the pilot period 20 children have been reintegrated into their home communities.

In October, the Oslo Center co-hosted a round table on juvenile justice for key actors working in the children's sector in Kisumu. During the meeting, the participants discussed the gaps, needs and challenges in the juvenile justice system in Kisumu, and a list of recommendations on how to improve and strengthen the juvenile justice system was produced. The meeting also served as a way of strengthening and improving the cooperation and coordination between actors working on children's rights in Kisumu.

The Oslo Center has continued its cooperation with the Inter-Party Youth Forum in 2014. The aim of this cooperation is to raise awareness among youth politicians in Kisumu on children's rights in general and juvenile justice in particular.

In 2015, the Oslo Center will continue its work focusing on the recommendations from the previous round table on how each key actor can commit to improving the protection of children in the juvenile justice system. Further rounds of training are also under development.

The Norwegian Ministry of Foreign Affairs, through the Royal Norwegian Embassy in Nairobi, has supported the pilot project in Kisumu financially.



SOUTH SUDAN

PROMOTING DEMOCRACY THROUGH YOUTH DIALOGUE

The Oslo Center has continued its support for creating a permanent platform for youth dialogue throughout the country. A national Youth Dialogue Forum with 40 participants, representing all the major tribes and a variety of civil society organizations from all 10 states, was held in Juba in April. The forum discussed the current political crises and came up with strong recommendations and strategies on how to end the conflict.

The armed conflict that broke out in December 2013, between the Government and the opposition under the leadership of the former Vice President Riek Machar, has continued throughout 2014. An agreement to cease hostilities was signed by the warring parties in January, but it has been breached by both parties on several occasions.

No peace agreement has been achieved, despite ongoing peace talks facilitated by the Intergovernmental Authority on Development in Ethiopia and pressure from the international community. The Oslo Center has followed the developments in South Sudan closely through dialogue and contacts with representatives from both the Government and the opposition, as well as with the civil society and churches in South Sudan.

South Sudan has a long way to go before democratic institutions are established and working. The Oslo Center supports a process where all parts of the society are involved in developing the democratic framework for the country, with particular focus on the involvement of young people and women.

Young people represent a major part of the population in South Sudan, and cross-tribal statements send

a strong signal to the political and tribal leaders involved in the conflict.

A state level Youth Dialogue Forum was established in Western Equatoria State in July and follow-up meetings were conducted in Jonglei State and Eastern Equatoria State in October. The Youth Dialogue Forums are essential instruments in bringing young people together to engage in dialogue on common interests and to be included and involved in political processes and in the ongoing peace and reconciliation efforts.

The Oslo Center supported our main partner, the South Sudan Youth Participation Agency (SSYPANetwork) to enable them to meet with the delegations of the parties in the conflict to disseminate strong recommendations to solve the conflict through dialogue.

Throughout the year the Oslo Center has continued to speak with different parties to the conflict in an effort both to understand the complex dynamic of the conflict and to share the importance of dialogue as a means to solve the leadership crisis in the country.

In 2015, the Oslo Center will continue to assist its local partner in strengthening the Youth Dialogue Platform and to extend it to more states in South Sudan.

The Swedish Post Code Foundation has supported the project in South Sudan financially.



BURMA / MYANMAR

YOUTH ENGAGEMENT – A PREREQUISITE FOR DEMOCRACY

The Oslo Center has, in cooperation with The Norwegian Burma Committee, worked to establish a platform in Burma/Myanmar where young people from different ethnic groups, with different religious backgrounds and from different states, can meet and discuss issues of concern such as federalism and democracy, with the emphasis always on dialogue. At the end of the year a permanent platform with a broad representation of young people and youth organisations from ethnic minorities as well as the Burman majority was established.

In 2014 critics, influential politicians and key stakeholders have claimed that the reform process in Burma/Myanmar has halted. Others argue that the aim of the reform never was a western-style democracy but a disciplined democracy, as the former generals have outlined previously. However, no one can honestly claim that the reform process has not meant a great deal, and that it has put the former military regime on a right and more democratic and peaceful course.

Nonetheless, a lot of work is needed if democracy is to prevail in Burma/Myanmar. Despite great progress, Burma/Myanmar is far from democracy, as the president of the Oslo Center stated during the year in one of Norway's largest dailies. But in order to reach this goal, young people from across ethnic and religious divides must be included in the process.

The Oslo Center has access to government, opposition and human rights groups and civil society organisations in Burma/Myanmar. Whenever possible we use these connections both in Norway and in Burma/Myanmar to address our concerns and to encourage stakeholders to work on the democratic development of the country.

2015 is a crucial year for Burma/Myanmar. A national election is to be held and it is hard to predict who will be the next president. Unfortunately, the most popular candidate Aung San Suu Kyi is hindered from participating because of Article 59(f) of the constitution, which bars Suu Kyi from running for the presidency or vice-presidency. And still, twenty-five percent of the seats in the Parliament are reserved for the military without being democratically elected. The Oslo Center will continue its efforts to engage youth from all over Burma/Myanmar through the established platforms and to indicate our concerns when necessary, if the path to a more democratic and peaceful Burma/Myanmar is not followed.

The Swedish Post Code Foundation has supported the project in Burma/Myanmar financially.





THE KYRGYZ REPUBLIC

FREEDOM OF RELIGION OR BELIEF

The Oslo Center is working with the Norwegian Helsinki Committee and the Stefanus Alliance, among others, in a project focusing on freedom of religion or belief in the Kyrgyz Republic.

A strict law concerning freedom of religion or belief was adopted in the Kyrgyz Republic in 2009, with amendments representing further restrictions being passed in 2012. The provisions of this law restrict freedom of religion or belief in the country, in particular by state control of religious publications belonging to religious communities as well as strict registration procedures for new religious organizations.

Together with the Norwegian Helsinki Committee, the Oslo Center organized workshops for parliamentarians and religious leaders in Bishkek in February 2014. The topics in the workshops included human rights, including freedom of religion or belief, minority rights, as well as various aspects of a functioning democracy. Similar issues were in focus during the study visit to

Oslo in October 2013, when bureaucrats from the State Agency of Religious Affairs and the Department of inter-ethnic, inter-religious questions, in the President's Office, visited Norway.

The Oslo Center has entered into a new three year agreement with the Norwegian Helsinki Committee to continue working on freedom of religion or belief in the Kyrgyz Republic as a way of strengthening democratic developments in the country. A new visit to Bishkek is planned in 2015 to hold meetings with local partners to plan new activities. Tentative plans for new activities include workshops for parliamentarians and dialogue meetings with extended delegations from Norway, as well as potential new study visits to Oslo for parliamentarians.

The Norwegian Ministry of Foreign Affairs, through the Norwegian Helsinki Committee, and NORAD, have supported the project in the Kyrgyz Republic financially.





GLOBAL PROJECT

THE UNIVERSAL CODE OF CONDUCT ON HOLY SITES

In cooperation with One World in Dialogue, Religions for Peace, and Search for Common Ground, the Oslo Center has developed a Universal Code of Conduct on Holy Sites.

Many conflicts around the world cannot be solved unless special attention is paid to holy sites. Consequently, there is a need for a mechanism to regulate and protect holy sites and help to prevent and minimize conflicts. A universally implemented Code of Conduct on Holy Sites could be used to promote peace and reconciliation between people of different ethnic and religious communities and diverse nationalities.

Visible inter-religious respect and cooperation around a Universal Code of Conduct on Holy Sites, therefore, would not only increase the possibility of people visiting their sacred places safely, but also minimize religious tension internationally and act as a model for further cooperative efforts. Furthermore, political acceptance for such a code would provide support to religious leaders attempting to safeguard holy sites and could diminish the negative role of religion within political tensions as well.

Since 2011, a number of endorsements have been obtained from religious leaders, interfaith networks and religious communities worldwide. The overall vision of the Code is a world where adherents of all religions and traditions can visit their holy sites freely and safely, while the objective is to improve the protection of holy sites and to promote inter-religious cooperation and reconciliation.

The work on field projects implementing the Code continues. Since the pilots in Bosnia-Herzegovina and Israel and the Palestinian territories started in 2010 and 2011, new field projects in Indonesia and Nigeria have been initiated in 2014. These two field projects are being supervised by Search for Common Ground's offices in Indonesia and Nigeria in cooperation with Religions for Peace.

Goals for all field projects are to get religious leaders with different faith backgrounds to cooperate on the protection of their holy sites, and to promote reconciliation between different faith groups. New field projects will be explored in 2015.

In November 2014, the Code was presented at a consultation in Brussels for diplomatic missions, EU officials and NGOs, in order to create awareness of the work with the Code. The Working Group also held a number of bilateral meetings with diplomatic missions and relevant officials in the European External Action Service and the EU Commission.

The Working Group of the Holy Sites project is continuing the efforts to advance a UN resolution based on the Universal Code. We have identified a core group of countries that are willing to support the process but we are still waiting for one country to take the lead. In 2015 we intend to intensify our efforts to this end.

The Norwegian Ministry of Foreign Affairs has supported the project of The Universal Code of Conduct on Holy Sites financially.



OTHER ACTIVITIES

DURING 2014 THE OSLO CENTER HAS BEEN ENGAGED IN OTHER ACTIVITIES RELATED TO OUR CORE PROGRAMMES

Nepal

In 2014, two separate fact-finding missions to Nepal were conducted. As Nepal is drafting its new Constitution, the Oslo Center met with all the political parties to discuss the political system and the political parties in the new legislation. In particular, the opportunities to achieve inclusive participation, accountable representation and gender equality, and how to strengthen the political parties as democratic institutions, were among the issues discussed.

Iran

Mr. Bondevik was one of the keynote speakers in the international conference on World Against Violence and Extremism in December in Tehran. The organizing of this conference was perceived as a positive initiative from Iran, inviting the international community to cooperate against violence and extremism. One of Bondevik's key messages was that inter-faith dialogue can be a measure to prevent radicalization. The Oslo Center also met with the female Vice President and Minister of Environment, Massoumeh Ebtekar, the Minister of Foreign Affairs, Javad Zarif, and several lawyers from the Iranian Bar Association.

Egypt

In May, the Oslo Center was in Cairo with the leader of First Step Forum, Mr. Johan Candelin, where

Mr. Bondevik was the guest of honour at a goodwill dinner organised to strengthen the relationship between European countries and Egypt. Also attending the dinner was the former Chairman of the Egyptian Constitutional Committee, Mr. Amr Moussa, who gave a presentation on the current social, economic and political situation in Egypt.

Malala visits

In 2014 Malala Yousafzai visited Oslo and Norway twice. Malala is a global champion for all children's right to education. In June, the Oslo Center and the 14th August Committee co-hosted Malala's first visit to Oslo. Here she met with H.R.H. Crown Prince Haakon, President of the Norwegian Parliament Olemic Thomessen, Prime Minister Erna Solberg and Minister of Foreign Affairs Børge Brende to discuss and draw attention to the fight for every child's right to education. Later in 2014 she was awarded the Nobel Peace Prize, together with Kailash Satyarthi, for her courageous struggle for children's right to education, especially emphasizing young girls' right to go to school. The Oslo Center co-hosted a Peace Prize Celebration for Malala and Kailash Satyarthi to celebrate their prize and honour their struggle for education and children's rights.

STAFF



Kjell Magne Bondevik, President

Mr. Bondevik is the founder and president of the Oslo Center for Peace and Human Rights. He was Prime Minister of Norway 1997-2000 and 2001-2005. He has also been Minister of Foreign Affairs and Minister of Church and Education. He was a member of the Norwegian Parliament from 1973-2005. Mr. Bondevik served as the UN Secretary-General's Special Envoy to the Horn of Africa in 2006-2007. Mr. Bondevik holds the degree of Cand.Theol. and was ordained as a priest in the Lutheran Church of Norway in 1979.



Tore Torstad, Executive Director

Mr. Torstad is the Executive Director of the Oslo Center. He has long and diverse experience within leadership and project management in Norway as well as internationally. Mr. Torstad has worked for The International Red Cross in Bosnia-Herzegovina and he was the Secretary-General of The Norwegian Guide and Scout Association from 2002 to 2007. Before Mr. Torstad took up his position at the Oslo Center, he worked for Norwegian Church Aid in Sudan and South Sudan for five years, three of these as the Executive Director of their programme.



Einar Steensnæs, Senior Advisor

Mr. Steensnæs is the former Executive Director at the Oslo Center. From 2009 he has had a supporting role in different projects and represents the Oslo Center when it works with some cooperating organizations. Mr. Steensnæs has had a long career in Norwegian politics, having been Minister of Education and Research (1989-90) and Minister of Petroleum and Energy (2001-2004).



Cecilia Bylesjö, Special Advisor

Ms. Bylesjö is a Special Advisor with focus on programme design, monitoring and evaluation, democratic processes and gender equality. She has previously worked for International IDEA, the National Democratic Institute, and the Carter Center, with a particular focus on institution building, elections, constitutions and gender in Asia, Africa and Europe. She holds a Masters in Political Science and Development Studies from Umeå University and University of Malaysia.



Anne Hushagen, Special Advisor

Ms. Hushagen is Special Advisor at the Oslo Center. She has a Masters degree in Sociology, specializing in international migration and ethnic relations. Previously she has held different positions in the OSCE. Ms. Hushagen has also worked on Kosovo in the Norwegian Ministry of Foreign Affairs, on minority issues in the Ministry of Justice, and has also been Advisor and Project Coordinator for Norwegian Church Aid and the Nansen Dialogue Network in Kosovo.



Bjarte Tørå, Senior Advisor

Mr. Tørå has more than 30 years of experience in democracy development and political party strengthening, working with political parties in countries such as Estonia, Latvia, Lithuania, Russia and Bosnia-Herzegovina. Mr. Tørå joined National Democratic Institute (NDI) in 2001 and directed its programmes in Kenya for eight years. He also extended his expertise to NDI's democracy assistance programmes in Somalia and South Sudan. Before joining the Oslo Center, Mr. Tørå worked for International IDEA, serving as the Head of the Political Party, Participation and Representation Programme.



Hege Skøien Nielsen, Head of Office Administration

Ms. Hege Skøien Nielsen is the Head of office administration at the Oslo Center. She is responsible for the overall management and the daily running of the office. She is also the President's assistant and organizes meetings and travels. Ms. Skøien Nielsen has more than 21 years' experience in administration. She graduated as office manager from Reaktorskolen in 2004.



Deepti Khakurel, Programme Coordinator

Deepti Khakurel is the program Coordinator on the Oslo Center's Somalia programmes. She has previously worked for International IDEA and South Asia Partnership International in Nepal, with a focus on gender, minority rights and constitution building. She is a graduate in Natural Resource Management from Pokhara University, Nepal.



Espen Skran, Advisor/Project Coordinator

Mr. Skran is an advisor/project coordinator at the Oslo Center. His main area of responsibility is communication and the Youth Dialogue project in Burma/Myanmar. He has previously worked for The Norwegian Burma Committee and Save the Children. Mr. Skran holds a Masters degree in Comparative Studies in religion from the University of Oslo and a bachelor's degree in religion and anthropology from the Norwegian University of Science and Technology.



Sissel Fleischer Hauff, Project Coordinator

Ms. Hauff is the project coordinator on the Oslo Center's Kenya programmes. She is a graduate of Queen Mary, University of London, and holds an LL.M. from the School of Oriental and African Studies in London. Her Masters dissertation focused on the international legal standards pertaining to child soldiers. Ms. Hauff has previously been an intern with the United Nations Development Programme in Cairo and worked for Norwegian Church Aid in the West Bank.



Abdifatah Bashir Ahmed, Programme Coordinator

Mr. Bashir is the programme coordinator on the Somalia programme, based in Mogadishu. Mr. Abdifatah has previously worked on the National Democratic Institute (NDI) Somalia programme in Nairobi, and has experience working on constitution programmes, legislative strengthening programmes, civic education, focus group research and political parties. He holds a degree in Business Administration from Kampala International University.



Ebba Tellander, Project Coordinator

Ms. Tellander is the project coordinator on the Oslo Center's Somalia programme. She has studied International Relations and Peace and Conflict Studies at the University of Oslo and Freie Universität Berlin. Her Masters dissertation focuses on Norwegian foreign policy towards Somalia. Tellander has work experience in England, Kenya, Germany and Sweden.



Edwin Mulimi, Programme Coordinator

Mr. Mulimi is a graduate student in International Relations at the United States International University-Africa in Nairobi, Kenya. He works mainly with the democracy assistance team in Kenya.



OTHERS AFFILIATED WITH THE OSLO CENTER

Student Interns in 2014: Line Wallenius, Ebba Tellander, Oda Misje Haug and Silje Belghaug Knarud.

Staff leaving in 2014: Håvard Kleppa, Communication Advisor and Nikolai Hegertun, Advisor (on leave).



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INCOME AND EXPENDITURE

| | 2014 | 2013 |
|--|-------------------|-------------------|
| INCOME | | |
| Contribution | 15 933 494 | 13 076 423 |
| Other income | 3 222 769 | 1 679 033 |
| TOTAL INCOME | 19 156 264 | 14 755 464 |
| COST FROM OPERATIONS | | |
| Compensation and social costs | 6 767 475 | 6 396 322 |
| Depreciation | 24 366 | 27 906 |
| Other operating expenses | 12 240 251 | 8 450 145 |
| TOTAL COST FROM OPERATIONS | 19 032 091 | 14 874 373 |
| PROFIT & LOSS FROM OPERATIONS | 124 172 | - 118 908 |
| FINANCE | | |
| Interest income | 76 913 | 125 836 |
| Financial income | 142 556 | 276 |
| Interest expenses | - 2 | - 839 |
| Financial expenses | -45 600 | 2980 |
| TOTAL FINANCE | 173 868 | 128 253 |
| INCOME AND EXPENDITURE | 298 040 | 9 345 |
| ALLOCATIONS | | |
| Transferred to Other Equity | 298 040 | 9 345 |
| TOTAL ALLOCATIONS | 298 040 | 9 345 |

THE OSLO CENTER US FOUNDATION



The Oslo Center US Foundation (OCUSF), established in 2008 and based in Minnesota, supports the ideals and goals of the international democracy assistance work of the Oslo Center. Inspired by the success of the Oslo Center in Norway, the Oslo Center US Foundation envisions a world consisting of stable democracies respecting human dignity and rights.

The OCUSF Board of Directors and Advisors engage professionals from their network of business, legal, nonprofit and philanthropic areas to forge connections with other NGOs, foundations,

corporations and US governmental agencies in building capacity for the Oslo Center in Norway. OCUSF also engages local diaspora communities in local and global support for Oslo Center initiatives in their home countries.

A major initiative of OCUSF is forging partnerships with international business and development organizations who understand that stable democracies make their investments and development projects safer, more secure and sustainable.

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The Oslo Center believes it can achieve more to enhance political cooperation and responsible leadership through long-term cooperation and working in partnership with governments and other actors. The Oslo Center has partners with whom we implement programmes and activities and partners with whom we collaborate from a strategic perspective.

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