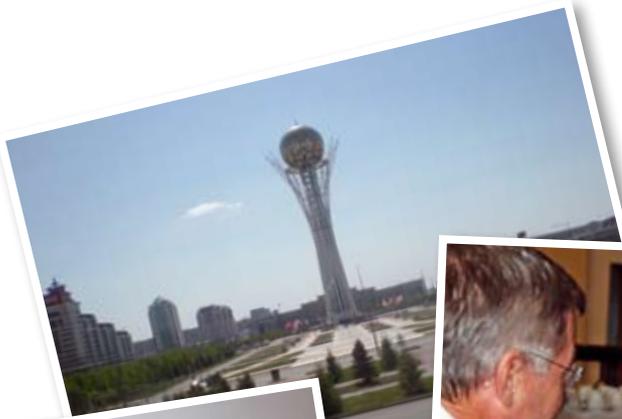


2010

THE OSLO CENTER ANNUAL REPORT



THE OSLO CENTER
for Peace and Human Rights



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THE FIRST FIVE YEARS



It is now five years since the Oslo Center was founded. During these years, we have instigated a number of activities within programs of democracy and coalition-building, interreligious dialogue and human rights.

The Center has now consolidated, and we are ready to take new steps forward. In 2010 the Oslo Center engaged with new sponsors, and further developed and strengthened our strategic partnerships.

The board approved a 3-year strategy. In accordance with this plan we will prioritize activities to stabilize and develop democracy in fragile states, with a special focus on coalition-building. Dialogue and respect for human rights will be an integral part of this work.

Last year, we have been engaged in projects for democracy and coalition-building in Kenya, Somalia and Mongolia in order to contribute to responsible leadership. In cooperation with the National Democratic Institute we are planning for new activities in Kenya and Somalia, and we are considering other countries as well.

In 2010 we have been deeply engaged in a project on Holy Sites. By means of a Code we want to contribute to protecting holy sites from being misused and destroyed during conflicts. A pilot project is now being

implemented in Bosnia-Herzegovina in cooperation with the Inter-Religious Council in the country.

The Oslo Center has for several years worked for the release from house-arrest for the Burmese Nobel laureate, Aung San Suu Kyi. It was great news for us and many others when she was released last November.

We stay in touch with Suu Kyi and her people to discuss how we can best contribute to democracy and human rights in Burma.

On the human rights agenda, we have followed up activities regarding the situation in Eritrea and North Korea, and on freedom of religion in Kazakhstan.

Another new project on our agenda in 2011 is Religion and Development. The aim of the project is twofold; increased knowledge and competences on the nexus between religion and development on the one hand, and engaged, yet nuanced, public debates on the issues on the other.

We want to do our utmost to contribute to peace, democracy and human rights in the coming years.

Mr Kjell Magne Bondevik
President

OPERATING IN A NICHE



The board has approved a new strategy for the period of 2010-2013. For me, as the new chairman of the board, the discussions about the new strategy were both inspiring and challenging.

Inspiring because of the competence and dedication of board members, as well as a small, but highly professional staff. Challenging because there are so many problems to be solved; so many countries lack, or have very little experience of, democratic processes and democratic institutions.

Based on our comparative advantages we decided that our main objective for the next three years should be to contribute to responsible leadership in fragile states and weak democracies.

For me, this was an important argument for getting involved in the Oslo Center. During my years in NORAD working in bilateral cooperation with developing countries, I met a lot of well-qualified experts involved in building ministries, forming governmental structures and organizing democratic processes. They had academic qualifications from the best institutions and a lot of experience from working in developing countries. But they had no experience of political positions. The Oslo Center can contribute with know-how and experience on how to develop a coalition government, and how to make it

more efficient. The Oslo Center has an important role to play in this special niche.

It has people with extensive leadership experience from politics, experience-based knowledge about all the different problems you meet as a coalition-based government: how to make small and practical arrangements to solve problems, how to deal with differences, or how to cooperate with a parliament.

The new strategy is the platform for the activities. It is an ambitious but realistic plan. I really hope that the Oslo Center, with continued support from our partners from the private sector, will make its mission statement a reality and further develop its niche among Norwegian and international organizations that strive for dialogue, peace and human rights.

A handwritten signature in black ink that reads "Tove Strand". The signature is written in a cursive, flowing style.

Ms. Tove Strand
Chairman of the Board





OSLO CENTER

THE OSLO CENTER'S MAIN OBJECTIVES

The Oslo Center will contribute to conflict prevention and responsible leadership in fragile states and weak democracies.

We will do this by:

- providing experience-based advice to parties, political leaders and government apparatus on power-sharing, coalition-building and enhancement of a culture of cooperation, based on democratic principles;
- providing documentation, raising of awareness, and competence building on human rights to political leaders, the government apparatus and authorities;
- providing competence building on dialogue as a political tool;
- creating meeting places and facilitating dialogues.

Our niche: Power-sharing, coalition-building and cooperation in practice.

The Oslo Center will work in areas where it can make a difference, that is, in areas where we can make use of our comparative advantages and where there are few other players. Strong political experience and a unique international network are among our advantages. Combined with strong professional expertise and diplomatic experience this gives us a unique opportunity to fill a niche in international conflict prevention efforts and enhancement of responsible leadership: providing advice and enhancing competence on power sharing, coalition building and political cooperation in fragile states and weak democracies. In the new strategy, this has been identified as the Oslo Center's main activity and paramount concept.

Two pillars: Dialogue and human rights

Dialogue and human rights are the two pillars undergirding the Oslo Center's advice to and cooperation with political actors. Everything we do should be founded on universal human rights and the conviction that dialogue is a fundamental prerequisite for democracy and peaceful coexistence. Another key task for the Oslo Center is to help establish venues and meeting places for dialogue between important community actors, for instance between civil society and the authorities; between political parties; between government partners; and between a government and its opposition.

In the next three-year period, the Oslo Center is to contribute to:

- meeting places and venues for dialogue between political actors being set up
- a better understanding between political actors internally in the government apparatus and between the government, political parties and the parliament
- binding and functioning consultations between the authorities and civil society
- increased awareness and knowledge of human rights, international mechanisms and obligations among political actors.





HUMAN RIGHTS

BURMA

In November 2010, the military junta in Burma released Aung San Suu Kyi from house arrest where she has spent 15 of her last 20 years. Although Suu Kyi has been released, that does not mean that Burma will become democratic in the near future. Nothing fundamental has changed in the country. There are 2,200 people imprisoned for political reasons, and freedom of expression is severely limited. The military regime won an overwhelming victory in Burma's first election in 20 years, an election that has been labeled a farce.

Several independent sources have documented persistent and systematic abuses of the civil population in Burma in the recent years. The USA supports the proposal from the UN Special Rapporteur to set up a commission to investigate whether the abuses in Burma can be categorized as war crimes. The Oslo Center has called on the Norwegian government to support the proposal too.

The Oslo Center envisions that such a commission of inquiry may be established through the Human Rights Council, by a resolution in the UN General Assembly, or by the UN Secretary General Ban Ki-Moon.

In her recent contact with the president of the Oslo Center, Kjell Magne Bondevik, Aung San Suu Kyi has several times emphasized: "Don't forget us, keep focusing on us!" The international community must support Suu Kyi's call for a tripartite dialogue between the regime, the democracy movement and ethnic minority groups.

The Oslo Center will continue to work with the Norwegian government and the international community and to maintain the pressure on the regime in Burma. In recent years, the Oslo Center has put the Burma issue on the agenda several times. In April, we hosted a conference in Oslo.

Today, the military has secured total control. They have abolished NLD as a legitimate political party, and by doing so they are strengthening their own position. Therefore, a strong internal opposition, backed by the international community is more important than ever if democracy and the respect for human rights are to be improved. Hence we must not forget Burma. Now the battle really begins!





ERITREA

One of Africa's youngest state uses the pretext of external enemies to deny people their basic human rights. There is no freedom of opinion, expression or assembly. The government does not allow alternative voices to be heard, and all available resources are channelled into the country's armed forces.

Based on the findings in our report on Human Rights and Political Development in Eritrea, we have had a dialogue with a number of stakeholders including the European Commission, the US State Department, the UN Human Rights Council, and the UN Department of Political Affairs. Our report has contributed to a renewed human rights focus on Eritrea, which has been important given the dominance of anti-terror strategies in the region.

For 2010 we highlight the following activities:

In May the Oslo Center presented findings on Eritrea to the African Commission for Human and People's Rights (ACHPR) in Gambia, and discussed the situation in the country with Chairperson Madame Reine Alapini-Gansou. It was a great honour for the

Oslo Center to become the first international NGO to have been invited to one of ACHPR's Ordinary Sessions. As a result of the meeting, the ACHPR is stepping up its efforts to establish a Human Rights dialogue with Eritrea.

The Oslo Center had the privilege of being invited to a hearing on Eritrea organised in the European Parliament. The hearing gathered academics, human rights activists, members of the European Parliament and high-ranking officials from the European Commission. The hearing provided the Oslo Center with an important platform for presenting our analysis of the human rights situation in Eritrea and the political situation on the Horn of Africa.

In November the Oslo Center arranged a seminar in Oslo on how to influence repressive regimes. Using Eritrea as a case, the seminar gathered some of the best scholars on the region to discuss how to relate to, and how to engage constructively with, repressive regimes.



KAZAKHSTAN

In 2010 the Oslo Center has held direct talks with the Government of Kazakhstan on human rights, focusing on freedom of religion. During several visits to the country, the Center raised concerns regarding the situation for religious minorities.

Our work has been carried out jointly with the Norwegian Helsinki Committee and other NGOs, and financed by the Norwegian Ministry of Foreign Affairs. The Oslo Center has encouraged Kazakhstan to use its 2010 role as chair of the Organization for Security and Cooperation in Europe, OSCE, to strengthen the human rights situation in the country.

Together with our partners the Oslo Center published the Report 'Broken Promises: Freedom of religion or belief issues in Kazakhstan and Kyrgyzstan'. The report is based on extensive research and aims at increasing the knowledge of, and respect for, freedom of religion or belief in Central Asia.

Among the activities in 2010, the Oslo Center helped organize a meeting on freedom of religion or belief in Kazakhstan as a side event during the OSCE Supplementary Human Dimension Meeting held in Vienna in December. Bringing together representatives from the Kazakh government, Kazakh legal experts and civil society activists, has proved instrumental in achieving increased respect for freedom of religion or belief in Kazakhstan, and for strengthening the platform for dialogue between civil society and the government. The fact that civil society actors through the Oslo Center could address the government, both formally and informally, is an important step in promoting an atmosphere of civil dialogue between the two.

DEMOCRACY AND COALITION BUILDING

KENYA



After governing for two years with a fragile coalition government, Kenya held a referendum on a new constitution in August 2010. In a peaceful election a broad majority supported constitutional reform, introducing a bill of rights, land reform, and new curbs on the president's power.

The Oslo Center has been engaged in political processes in Kenya to share our experience in establishing and leading coalition governments.

The new constitution contains provisions that ban party officers from holding political office. These provisions are obvious challenges to cooperation between the political parties and the elected politicians.

The Oslo Center, in partnership with the National Democratic Institute (NDI), are offering the political parties in Kenya support for implementing the constitutional reforms and assistance in building a culture of dialogue and compromise among politicians.



SOMALIA



Civil war has defined politics and divided Somalia since 1991.

In January 2010, the Oslo Centre participated in a program of targeted capacity-building workshops and training in Djibouti to support the former Transitional Federal Government (TFG).

A third TFG was appointed in July 2010. The 18 members of the new cabinet were selected on the

basis of merit, many coming from the diaspora with expertise that can be beneficial to building the new Somalia. The hope is that this government can be more efficient, will work more cooperatively together, and offer better service to Somalia and its interests.



MONGOLIA



In 2008 a parliamentary election took place in Mongolia. The former communist party MPRP won by a clear margin, and this led to huge disappointment from the opposition. The next day people took to the streets in the capital, Ulaan Baatar, to protest against what they believed was electoral fraud. The situation gradually came out of control. The headquarters of the MPRP was set on fire and five people were killed in violent clashes. The government was forced to declare martial law in the otherwise peaceful country.

The Prime Minister Sanjaagiin Bajar took a couple of important initiatives to stabilize the situation. The largest opposition party, DP, was invited into the new government as a coalition partner, even though the MPRP, with a majority, was able to form a government alone. He then turned to the Oslo Center's partner, the National Democratic

Institute (NDI), and asked for help to improve the working relationship between the political parties, strengthen communication between government and parliament, and introduce best practice in the new coalition government.

The Oslo Center undertook the advisory mission. There have been three visits to Ulaan Baatar, in July and November 2009 and June 2010. During each visit, workshops have been held with government officials, parliamentarians and the party leaderships of different parties. In addition, meetings have been arranged with some cabinet members, parliamentary leaders and party secretaries as well as meetings in the party offices.

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A UNIVERSAL CODE ON HOLY SITES

This project stems from the recognition that many conflicts around the world cannot be solved without special attention being paid to holy sites. There is a need for a mechanism to regulate and protect holy sites, especially during and after conflict. A universally implemented Code on Holy Sites can hopefully be used to promote peace and reconciliation between people of different ethnic and religious communities and different nationalities. It may also help conflicts from erupting or escalating.

In 2009 the Oslo Center worked in partnership with One World in Dialogue (EVID), Religions for Peace (RfP) and Search for Common Ground (SFCG) to establish a Universal Code on Holy Sites. The project builds on an infrastructure created over several years, which has already resulted in the establishment of the Trondheim Code on Holy Sites, and a network of European and Middle East leaders of the Abrahamic faiths committed to supporting it. The working group, with representatives from the four partner organisations, decided to forge ahead in using the Trondheim code as a basis for developing a code acceptable to the major world faiths.

The overall aim of this initiative is the safe use by religious adherents of their sacred places world-wide. Outcomes to support our ambitious aim are:

- Greater recognition and respect by religious leaders for attachments of all faiths to their holy sites;
- Improved collaborative actions across faiths on issues pertaining to holy sites;
- Recognition by a world legal body that a universal code on holy sites is worthy of adoption, leading to a safeguarding of sacred places world-wide.

After a process of consultation with experts from different faith traditions worldwide during 2010, a Universal Code on Holy Sites was finalised in early 2011. The next step will be to obtain endorsement of a Universal Code of Holy Sites among major stakeholders and relevant authorities.

A precondition for a successful Code on Holy Sites is that it can be applied in local contexts in a manner that contributes to peaceful protection of holy sites and adherents. Thus a pilot project is being implemented to evaluate the functioning of the Code in Bosnia-Herzegovina, an ethnically and religiously divided post-war society. The pilot started in November 2010, and will continue for a year. The local implementing partner is the Inter-Religious Council of Bosnia-Herzegovina, an independent NGO. The pilot project will be monitored and evaluated by a local NGO with relevant competences and local knowledge (Sarajevo Nansen Dialogue Center).

The project 'A Universal Code on Holy Sites' is funded by the Norwegian Ministry of Foreign Affairs.





RELIGION AND DEVELOPMENT

Is it possible to grasp international politics today without awareness and understanding of the role of religions? In December 2010 the Ministry of Foreign Affairs selected the Oslo Center to carry out a project on Religion and Development starting from January 2011.

A political initiative

The project "Religion and Development" was launched as a response from the Minister of Development, Erik Solheim, to the challenge of taking religion more seriously in Norwegian foreign policy. In an article in a Norwegian newspaper, the Minister called for increased knowledge among Norwegian diplomats and aid workers of the religious dimension in social and political contexts where Norway is involved. Moreover, he pointed to the relationship between solid contextual knowledge and a more effective development policy.

The aim of the project is twofold; increased knowledge and competences on the nexus between religion and development on the one hand, and engaged, yet nuanced, public debates on these issues on the other.

Three main areas

Religion and development are broad notions that contain a wide range of issues and concerns. We have chosen to highlight three main areas, all vital parts of Norwegian development policy and all involving a number of essential and widely debated issues in Norwegian and international discourses:

- Religion, conflict, peace and reconciliation
- Religion, democracy and human rights
- Religion, modernity and economic growth

Putting the Oslo Center on the map

The project includes several public meetings in various towns and cities of Norway, conducted over a period of 15 months. The assignment is a great opportunity for the Oslo Center to generate public attention towards the issues with which we are concerned. We view this as an opportunity to significantly improve general public knowledge of our engagements and projects in and outside Norway.





RIGHTS OF THE CHILD AND JUVENILE EXECUTIONS

The death penalty violates the fundamental right to life, and execution is irreversible. Although execution of minors is widely condemned, and explicitly prohibited in the UN Convention on the Rights of the Child, some countries still practise it. Together with Nobel Peace Prize Laureate Dr. Shirin Ebadi, the Oslo Center has prepared a feasibility study on how to strengthen the work against juvenile executions.

The study should clarify what we can hope to achieve, as well as what partnerships that would need to be developed. Dialogue is the Center's key working method. The study should thus clarify if

the necessary preconditions for gaining results can be met using a dialogical approach. It will also be important to clarify the limitations of such an approach, given the sensitive nature of the issue and the difficult human rights situation in many of the relevant countries.

The work is supported financially by the Norwegian Ministry of Foreign Affairs.



THE OSLO CENTER US FOUNDATION



The Oslo Center US Foundation, established in April 2008, works to further the interests, influence and activities of the Oslo Center in the United States of America. The foundation provides support for specific projects; engages Americans in the efforts for peace and humanity spearheaded by the Oslo Center; and plans events in support of such efforts. The US Foundation, as a USA Department of Revenue designated "501(c)(3) Charitable Organization", also identifies funding sources, collects contributions and maintains funds in support of the project work undertaken by the two organizations. Contributions to the

US Foundation are tax deductible in the United States. Significant infrastructure changes and additions were made in 2010 including expanding the Board of Directors and the Advisory Board.

Ambassador Thomas A. Loftus is the President of the Board of Directors and Mr. Orlyn Kringstad is the Executive Director.

Highlights from 2010:

In March, president Bondevik participated in a dialogue with Nobel Laureate Martti Ahtisaari at the Nobel Peace Prize Forum at Augsburg College in Minneapolis.

The Oslo Center participated in the Transatlantic Dialogue hosted by NDI and Madeleine Albright in Washington DC in June. The Oslo Center will play a continuing role in the series with the next forum taking place in Brussels.



OTHER HIGHLIGHTS

OSLO CENTER SEMINAR 2010

The Iranian Nobel Peace Prize laureate and human rights defender, Shirin Ebadi, gave the keynote speech at the Oslo Center's annual seminar in March. Ebadi gave an open and personal lecture on the Iranian regime's systematic persecution of the democratic opposition in the country. She told appalling stories of human rights violations in a country in crisis.

Following the lecture, Ebadi participated in a panel discussion with the president of the Oslo Center, Kjell Magne Bondevik, and professor Kari Vogt, one of the most prominent authorities in Norway on Iran and Islam.

Ebadi concluded the conversation by asking the world society to undertake political sanctions, but not economic sanctions.

NORTH KOREA

On 15 June 2010 Kjell Magne Bondevik made keynote speeches at the "International Conference to stop Crimes against humanity and to promote peace and freedom in North Korea" organized in Seoul, South Korea.

The Oslo Center has, over several years, been involved in work to encourage the international community to do more to end the abuses of the human rights of the people of North Korea.

MENTAL HEALTH

Mental health is a human rights issue, and is enshrined in Article 12 of the International Covenant on Economic, Social and Cultural Rights.

Stigma is a major challenge in efforts to improve the quality of life for people suffering from mental illness.

In 2010 Kjell Magne Bondevik attended the Sixth World Mental Health Conference, organized in Washington on 15 – 17 November, and was a member of a panel addressing the main challenges for a successful mental health policy.

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 from 1997-2000 and from 2001-2005. He has also been Minister of Foreign Affairs and Minister of Church and Education. He was a member of the Norwegian Parliament (1973-2005). Bondevik served as the UN Secretary-General's Special Envoy to the Horn of Africa in 2006-2007. Bondevik holds the degree of Cand.Theol. and was ordained as a priest in the Lutheran Church of Norway in 1979.



Simon Rye, Executive Director

Mr. Rye has overall responsibility for strategic and professional development, financial management and human resources. Previously, he was Director of the Peace, Gender and Democracy Department in the Norwegian Agency for Development Cooperation (Norad). He has broad experience of development, conflict management and peacebuilding, and has also served as a diplomat for the Norwegian Ministry of Foreign Affairs. Rye has a Ph.D. in social anthropology and has also worked with international health issues for several years.



Alf-Åge Hansen, Special Advisor

Alf-Åge Hansen is responsible for the Oslo Center's work on human rights. Hansen has a masters degree in Political Science from the University of Tromsø, Norway, and he has worked on international issues at the University of Tromsø and at the Troms Regional Municipality. Since 2001 Hansen has served as a career diplomat with the Norwegian Foreign Service. He has worked in the Europe department, and as a diplomat at the Norwegian Embassy in Addis Ababa, Ethiopia (2003-2006), and at the Norwegian Embassy in London (2006-2009). Hansen has worked on security policies, democracy, human rights and development policies.



Tone Holme, Head of Administration

Ms. Holme is in charge of the administration of the Oslo Center. She is also the President's personal assistant and organizes meetings and travel. She was a secretary at the Prime Minister's office from 1994-2007, and she has also worked at the Ministry of Finance and the Ministry of Local Government and Regional Development.



Anne Hushagen, Project Coordinator

Ms. Hushagen is Project Coordinator at the Oslo Center. She has a masters degree in Sociology, specialising 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, as well as Advisor and Project Co-ordinator for Norwegian Church Aid and the Nansen Dialogue Network in Kosovo.



Håvard Kleppa, Communication Advisor

Mr. Kleppa is the press contact at the Oslo Center. He has worked as a radio and TV journalist in more than ten years in different national broadcasters in Norway. He has degrees in Journalism, Social Science and History.



Einar Steensnæs, Senior Advisor

Mr. Steensnæs is the former Executive Director at the Oslo Center. From 2009 he has held a supportive role in different projects and represents the Oslo Center in some cooperating organisations. Steensnæs had a long career in Norwegian politics: he was Minister of Education and Research (1989-90) and Minister of Petroleum and Energy (2001-2004).



Ingrid Vik, Special Advisor

Ms. Vik is responsible for the "Dialogue for Peace" programme at the Oslo Center. She also has regional responsibility for Africa and the Middle East. Ms. Vik is a historian of religion and was previously the Director of the Nansen Dialogue Network in Kosovo. She has also worked in the Norwegian Ministry of Foreign Affairs, and she has been a researcher at the University of Oslo, in the field of religion and conflicts.



Student interns at the Oslo Center in 2010: Andreas U. Mjelva, Espen Skran, Line Grenheim, Yvonne Stabell, Ida Marie Fottland, Beate Solli, Cecilie Haugerød and Nicolai Hegertun.

Staff leaving in 2010: Hans Petter Bergli, Communication Advisor. John Bjørnebye, Senior Advisor/ Ambassador. Øistein Mjærum, Special Advisor.



BOARD OF DIRECTORS

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Director of Ullevål University Hospital

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former Minister of Environment.

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PhD Fellow, University of Oslo

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Denmark.

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Investor, Berg Jacobsen Group.

Ms. Ingrid Vik (Norway)

Staff representative.

Substitute representatives:

Ms. Julie Christiansen (Norway)

Former Member of Parliament

Ms. Vigdis Vevstad (Norway)

Legal and policy adviser, asylum law and
human rights

PARTNERS

The Oslo Center works in partnerships to take advantage of the best available expertise, knowledge and skills to promote peace and human rights. The Oslo Center works closely with different NGOs, institutions and organisations in this respect, and has cooperation agreements with:

- Alliance of Civilizations (UN)
- The Carter Center (USA)
- Club de Madrid (Spain)
- The Crisis Management Initiative (Finland)
- Defenders of Human Rights Center (Iran)
- Foundation for Dialogue Among Civilisations (Switzerland)
- Kim Dae-jung Library and Museum (Korea)
- National Democratic Institute (NDI) (USA)
- The University of Oslo (Norway)

BOARD OF TRUSTEES

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President of the Board of Trustees

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(Stepped down 1 October 2010)

Diplomat, Former UN Secretary General

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Mr. John B. Hardman (USA)

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Leader of the Mosaic Religious Society in Oslo

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Assistant Professor at the University of Oslo

Mr. Tom Vraalsen (Norway)

Ambassador

FINANCIAL SUPPORTERS

The Oslo Center is financed through agreements on annual contributions from private enterprises, mainly for five years. These contributions have been given without preconditions other than those which follow from the Oslo Center's by-laws and good accounting practice.

Our financial supporters in 2010:

- Aker ASA
- Berg Jacobsen Gruppen
- Canica as
- DnB NOR
- Gjelsten Holding
- Havila Shipping ASA
- Hydro
- Mosvold & Co
- NorgesGruppen ASA
- Olav Nils Sunde
- Orkla
- O.T. Tønnevoll
- Reitangruppen
- Rica Hotels ASA
- Statoil Hydro



INCOME AND EXPENSES

	2010	2009
INCOME		
Contribution	12 122 322	11 337 028
Other income	1 008 575	952 400
TOTAL INCOME	13 130 897	12 289 428
COST FROM OPERATIONS		
Compensation and social costs	6 766 742	7 119 410
Depreciation	300 642	302 426
Other operating expenses	5 957 176	4 873 353
TOTAL COST FROM OPERATIONS	13 024 560	12 295 189
PROFIT & LOSS FROM OPERATIONS	106 336	-5 762
FINANCE		
Interest income	198 437	170 902
Financial income	0	0
Interest expenses	-902	-34
Financial expenses	0	0
TOTAL FINANCE	197 536	170 868
INCOME AND EXPENSES	303 872	165 106
ALLOCATIONS		
Transferred to Other Equity	303 872	165 106
TOTAL ALLOCATIONS	303 872	165 106

Subject to financial audit.

POWERSHARING, COALITIONBUILDING AND COOPERATION IN PRACTICE





