

**THE OSLO CENTER**  
ANNUAL REPORT  
2011-2012

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**THE OSLO CENTER**  
for Peace and Human Rights



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# A YEAR OF TRANSITION

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2011 has been a year of transition for the Oslo Center in different ways.

In accordance with our strategy, we have given priority to the programme of democracy support. We strengthened our staff by recruiting a highly competent and experienced special advisor with key expertise on democratic reform processes in general and in East Africa in particular. In the years to come, our main focus will be on this area.

In cooperation with international partners, we are engaged in dialogue-oriented projects with the political authorities in several countries in order to contribute to stabilizing and developing democratic political systems. Respect for human rights is an integral part of this work, whilst in Kenya we will also develop work focusing on the rights of the child. Dialogue is our main tool contributing to responsible leadership.

The Oslo Center has been engaged with developments in Burma since our foundation. In 2011 we paid a visit to the country and met Aung San Suu Kyi and other representatives of the democratic opposition. The Oslo Center has advocated, and will continue to advocate, for the democratization process in Burma. Over the year the government has undertaken several positive initiatives and we will encourage

the leaders of the country to continue on the path towards democracy.

In early 2011 we won a tender from the Norwegian Ministry of Foreign Affairs to run a project on religion and development. The main aim of this project is to develop and increase knowledge of the relationship between religion and development. We are doing this through public debates and publications.

The Oslo Center will continue its partnership in a project where the long term goal is the safe use, by religious adherents, of their holy places worldwide. We will also continue our partnership in a project on freedom of religion in Central Asia.

In 2011 we moved to new and inspiring offices in the center of Oslo. We have succeeded in obtaining some new sponsors, to replace previous ones. In addition, the Norwegian Ministry of Foreign Affairs is playing a more important role in funding our projects on democracy support.

With our eight staff members, and four interns, we will prioritize our efforts in some key projects within democracy support and strengthening human rights.

**Mr. Kjell Magne Bondevik**  
President

# FOCUS ON DEMOCRACY SUPPORT

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The Oslo Center has contributed with knowledge and experience to challenging processes in countries with weak democracies. The Oslo Center staff bring experience from politics, academia and from working on the ground under difficult circumstances in fragile states. Thus, the Oslo Center is well positioned to give key advice in democratization processes.

A coalition-based government in a country with weak democratic traditions and institutions may benefit from receiving concrete advice on how to deal with practical challenges. Some of the Oslo Center's partner countries have limited experience of multi-party systems and parliamentary democracy. In such cases the Oslo Center can make a difference.

It is my impression that the Oslo Center has further developed its niche during 2011, and contributed to better leadership and democratic processes in some fragile states and weak democracies.

The Oslo Center has also carried out important activities in other areas. I recall particularly the Oslo Center Seminar in May, with two former presidents of South Africa giving keynote speeches. This event was a success and an inspiration for everyone interested in conflict resolution and reconciliation.

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

**Ms. Tove Strand**

*Chairman of the Board*





# THE OSLO CENTER'S MAIN OBJECTIVES

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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 bodies on power-sharing, coalition-building and enhancement of a culture of co-operation, based on democratic principles;
- providing documentation, raising of awareness, and competence building on human rights to political leaders
- providing competence building on dialogue as a political tool;
- creating meeting places and facilitating dialogues.

**Our niche:** Power-sharing, coalition-building and co-operation 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, diplomatic experience and financial resources, 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 co-operation 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 co-operation 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. Competence enhancement on dialogue as a political tool and advice on human rights work (which in itself requires a dialogue approach) are therefore integrated parts of the Oslo Center's co-operation with political actors. 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 years, the Oslo Center is to contribute to:**

- meeting places and venues for launching dialogue between political actors;
- 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.





# DEMOCRACY SUPPORT

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## KENYA

Kenya adopted a new constitution in August 2010. The Grand Coalition and the political institutions, together with all other stakeholders, embarked on the implementation of the new constitution. This included the revision and development of a number of new laws in 2011, including the new Election Act and the new Political Party Act, both of great importance as the country prepares for new elections.

The Oslo Center has been supporting political institutions and political processes in Kenya, with a specific focus on the new legislative framework. In partnership with National Democratic Institute (NDI), the Center has been working with the political parties in analyzing, through comparative experiences, provisions in the new laws on mechanisms and procedures for institutional co-operation, including parties, parliament and the executive. In October, representatives from the seven major political parties visited Norway on a study mission, to see the Norwegian experience first-hand.

The Oslo Center, in partnership with International IDEA, has also assisted the institutions of the Independent Electoral and Boundaries Commission (IEBC) and the Office of the Registrar of Political Parties (RPP) in their preparation for the implementation of the laws, and in their support for political parties to comply with the requirements in the new Constitution, the Election Law and the Political Party Act.

In partnership with a number of implementing partners, the Oslo Center will continue to support the political institutions and processes in Kenya, including the political parties and the IEBC and RPP in particular, on intra-institutional as well as inter-institutional mechanisms for political consultation and co-operation.

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## CONCEPT DEVELOPMENT

Political competition is at the center stage in many political and electoral systems the election being seen as a major event. Often international democracy assistance has focused on “free and fair elections”. As much as political institutions work in the middle of competition for power and influence it is equally important to appreciate and acknowledge that a thriving democracy also need political cooperation whether it is for stability reasons (trust), for agreeing on the issues of national importance or the reform agenda.

The Oslo Center is a key partner with International IDEA in a concept development focusing on political party dialogue mechanisms. The first draft of a guide was

identified in 2011 looking at international experiences as well as the concept itself. The purpose of the guide is to explore the party dimension in dialogue facilitation and in particular focus on political party dialogue mechanisms and their various designs, capture practical and political dilemmas faced during political party dialogue and offer a succinct set of key considerations useful for practitioners on the ground. The publication is expected to be completed and presented in second half of 2012.

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## AFGHANISTAN

Afghanistan adopted a new Political Law in 2010. An assessment made in early 2011 identified that political parties are still among the weakest links in the political system, whilst acknowledging the achievements so far and the potential for further strengthening of the parties as democratic institutions. The new Special Advisor at the Oslo Center contributed to the assessment as an international expert.

In July the Oslo Center assisted a targeted program working with major political parties to strengthen their internal mechanisms of participation through

consultation and inclusion. Special attention was paid to party preparedness for internal elections and policy development, in preparation for national party delegate conventions. The discussions also included mechanisms for strengthening of inter-institutional collaboration between political parties, between the parties and the parliament, as well as other stakeholders.

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## MONGOLIA

Mongolia has a coalition government including the two major political parties MPRP and DP. In 2011 there were renewed discussions of the mechanisms of coalitions and political collaboration, as a part of a wider discussion on possible reform of the political, institutional and legal framework and in particular the political party legislation.

The Oslo Center, in close collaboration with International IDEA, was a lead expert looking at the current political system and the political legislation. In September, the Oslo Center held consultations in Mongolia, and met with political parties and stakeholders at the national level as well as the regional and local level.

Based on all the information collected and analyzed, a report including recommendations for possible changes in, and strengthening of, the political party legislation was presented.

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## SOMALIA

The Kampala Accord was signed on 9th June 2011. This was followed by a Road Map, approved by the President, Prime Minister, Speaker and heads of regional administrations on 7th September, for the ending of the transition in Somalia. A new Cabinet was tasked with the implementation of the Road Map, and was assigned 12 months for completion of the assignment.

In November the Oslo Center participated in a program organized by the National Democratic Institute (NDI), providing targeted assistance to the Federal Transitional Government. This focused specifically on enhancing mechanisms for political consultations within the Cabinet itself, as well as inter-institutional collaboration, in overall support for the success of the Road Map.

In addition, the Oslo Center has assisted with comparative experience in the constitutional process in areas linked to governance, electoral and political party systems. In December the Center was assigned to be lead expert in a pre-assessment of the political groups and parties in order to prepare the political legal framework in the future political system.

The Oslo Center will continue to support the process towards democracy in Somalia by continuing its close collaboration with local stakeholders, including the government, constitutional committee and political parties, with Somali institutions as implementing partners.

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## SOUTH SUDAN

As the youngest nation in the world South Sudan is facing numerous opportunities and challenges in their nation building as they embark on the transformation and the revision of their laws and legal framework including the institutions and mechanisms attached.

The Oslo Center jointly with International IDEA has responded in to initial requests from South Sudan stakeholders in support to the democratic institutions

and their legal framework. A long term democracy assistance program has been identified focusing on the reform agenda and in particular the revision of the interim constitution and the laws and regulations relevant for the political and electoral institutions, systems and mechanisms. This assistance program will be implemented in 2012 and beyond where a participatory and consultative constitutional review process will be of key importance.

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The Norwegian Ministry of Foreign Affairs is financially supporting the Oslo Center's work on democracy support.



# HUMAN RIGHTS

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## BURMA

During 2011, more has happened in Burma than in decades before. Even the most optimistic observer would not have expected so many changes within one year. Hundreds of prisoners have been released, there is a ceasefire between the government and the Karen minority, freedom of speech has improved, and at the time of writing, we know that Aung San Suu Kyi is a candidate for the by-election in April 2012.

At the same time, the country is far away from real democracy, though important steps toward it have been taken. The military junta still has an overwhelming majority in the Parliament, and the constitution is controlled by the military. Thus, it is more important than ever to continue focusing on human rights issues and the democratic process.

The Oslo Center has put Burma in the spotlight several times during 2011. The main focus was in June, when Kjell Magne Bondevik had the opportunity to visit Suu Kyi in her residence in Rangoon. An Oslo Center staff member interviewed

the opposition leader, and parts of the interview were broadcast on Norwegian television. At that time, hardly any international journalists had permission to enter the country.

On our Burma journey in June, we met different people in the country, including formal and informal contacts which will be most valuable for the future, when we will continue our advocacy of the democracy agenda.

The Stefanus Alliance is financially supporting parts of the Oslo Center's work on Burma.



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## KAZAKHSTAN

The Oslo Center is working with the Norwegian Helsinki Committee and three more NGOs on a project focusing on freedom of religion in Central Asia. In 2011, the Oslo Center, together with the Norwegian Helsinki Committee, held talks with representatives of the government of Kazakhstan on the human rights situation, with the main focus being on freedom of religion. During a visit to Astana in November, concerns were raised regarding freedom of religion and other fundamental human rights in Kazakhstan,

in particular regarding the new law on religion and the new Law on introducing Amendments and Additions, recently adopted by the Parliament of Kazakhstan in Autumn 2011. The Center also held meetings with the Ombudsman from Kazakhstan, Askar Shakirov, during his study visit to Norway in June 2011, which was organized by the Helsinki Committee.

The project on freedom of religion in Central Asia is funded by the Norwegian Ministry of Foreign Affairs.

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# CHILD RIGHTS

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## JUVENILE EXECUTIONS

The Oslo Center has developed, in co-operation with Nobel Laureate Shirin Ebadi and her NGO Defenders of Human Rights Center (DHRC), a pre-study on juvenile executions, with the main focus on Iran. The aim of the pre-study has been to map the current situation regarding juvenile executions, politically, legally, socially and culturally, to present an overview of known cases in the period 2008–2010, and to investigate what can be done. The pre-study has identified a number of potential follow-up projects, where one of the key recommendations is to open up a regional perspective, focusing more closely on the experiences and lessons learned from other Islamic countries in the Middle East which also practise Shari'a law. Shirin Ebadi initiated this co-operation when she visited the center in March

2010, giving the keynote speech in the Oslo Center seminar in 2010. Despite the main focus being on Iran, the discussion and analysis of the Iranian cases also has relevance for other countries that carry out juvenile executions based on Shari'a law, such as Saudi Arabia and Pakistan.

The pre-study on juvenile executions was funded by the Norwegian Ministry of Foreign Affairs.

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## CHILD RIGHTS IN KENYA

The Oslo Center is working on developing and expanding its work on child rights. A fact-finding visit to Nairobi took place in December, as part of a process investigating what we can do within the field of children's rights in Kenya, a country where the Center is heavily involved in the reform process. The preliminary conclusions from this fact finding visit were that the Center will work towards the long term goal of establishing a close dialogue with key decision-makers in the new Kenyan government after

the next elections, with the aim of advocating for child rights within some key sectors in the Kenyan society. Besides this long term work, we will explore further the possibilities of co-operating with NDI on establishing some smaller awareness-raising projects on child rights with the political parties' youth branches and youth politicians.

Løgestiftelsen is financially supporting the Oslo Center's work on child rights.



Photo: Ken Opprann



# RELIGION AND DEVELOPMENT

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Religion is one of several significant dimensions for understanding the conduct of a Jewish settler or rage among Pakistani Muslims over a drawing of the Prophet Mohammed in a Norwegian newspaper. The project on Religion and Development is hence about knowledge, not primarily about religious teachings and theological interpretations, but addresses the nexus between religion and political dynamics.

## **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 contexts where Norway is involved. Moreover, he elucidated the relationship between solid contextual knowledge and a more effective development policy. In December 2010 the Ministry of Foreign Affairs selected the Oslo Center to carry out the project Religion and Development, starting from January 2011.

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.

## **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

## **Public meetings**

The project was publicly launched in March 2011 in a public meeting, with the Minister of Development attending together with the project's reference group of 15 scholars, experts and practitioners.

The first of two public meetings in 2011 was held in Stavanger, the regional capital of the south-west of Norway. The debate was of matters of principle and pinpointed the relationship between the state as a donor and Norwegian missionary organisations' roles on the ground in countries in Africa and Asia. The city of Tromsø hosted a second meeting on a complex and challenging issue: religion, conflict and reconciliation.

Two more meetings are planned for the first six months of 2012, and these will cover themes relating to religion, human rights and democracy, and religion and economic growth.

At the end of the project period the Oslo Center will produce a final report with policy recommendations to the Ministry of Foreign Affairs regarding new approaches to religion and development.





# A UNIVERSAL CODE ON HOLY SITES

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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 ideas developed 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 organizations, 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 worldwide. 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 finalized in early 2011. During 2011 a number of endorsements and signatures to the universal code have been obtained from interfaith networks and religious communities:

- Members of the RfP executive committee and the World Council;
- Council of Religious Institutions of the Holy Land;
- World Sikh Leadership;
- President of the All India Imam Organization;
- President of the Interfaith Harmony Foundation of India;
- Imam Maulana Wahiduddin Khan;
- European Council of Religious Leaders;
- Council of Religious Leaders in Israel;

The African Council of Religious Leaders is expected to endorse the Code at the beginning of 2012.

A precondition for a successful code on holy sites is that it can be applied in local contexts in a manner that contributes to the peaceful protection of holy sites and adherents. Thus, a pilot project is being implemented to evaluate the functioning of the code in Bosnia-Herzegovina (BiH), an ethnically and religiously divided post-war society. The overall goal of the pilot is enhanced trust and improved relations across religious and ethnic communities in BiH, while the main goal is to improve the protection of religious objects and holy sites in BiH. The pilot started in November 2010 and the local implementing partner is the Inter-religious Council (IRC) of Bosnia-Herzegovina, an independent NGO. The pilot project is being monitored and evaluated by a local NGO with relevant competences and local knowledge (Nansen Dialogue Center in Sarajevo).

The first phase of the pilot ended 31 October 2011 has shown that there is indeed a need to respond to ethnically/religiously-based hate crimes in Bosnia Herzegovina. Since the beginning of the project, 56 attacks on churches, mosques and synagogues were reported to the IRC. The Secretariat followed up and facilitated local multi-religious condemnations in most of these cases, where most commonly, attacks were directed towards ethnic and religious groups constituting minorities in their respective community. So far, the project has stimulated inter-religious contact across local religious communities. Several indicators of improved protection of holy sites have also been identified. With the continuation of the pilot, careful analyses of the results achieved at the local levels will be undertaken.

A continuation of the pilot for a second year is being funded by USAID and the American Embassy in Sarajevo.

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



# OTHER ACTIVITIES

## THE MARTINE-CASE



A Norwegian student, Martine Magnussen, was killed in London in March 2008.

The suspect in the case fled the UK for his homeland Yemen and has refused to return to the UK for investigation and a trial. There is no agreement of extradition between the UK and Yemen.

The father of Martine, Mr. Odd Petter Magnussen has asked the Oslo Center if there was anything we could do to ensure a voluntary return of the suspect to the UK.

Due to good personal contacts in Yemen, the Oslo Center has worked on this case over the last two years. Meetings between the OC, the father and the lawyer of the suspect and with representatives of the government have taken place, but so far without results.

In accordance with Yemen's constitution, a return is not possible without the suspect's personal acceptance.

## THE OSLO CENTER SEMINAR



The Oslo Center Seminar in May was a great success with our special guests of honour: the former presidents of South Africa, Frederik W. de Klerk and Thabo Mbeki. The seminar was hosted in the Oslo Opera House.

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## LUNCH SEMINARS



During the year, the Oslo Center hosted several informal lunch seminars on a broad variety of topics such as:

**Aung Zaw, Irrawaddy:** "The current situation in Burma - a special focus on exile media."

**Henrik Thune, NUPI:** "How to influence isolated regimes – does sanctions and pressure work?"  
Kenyan delegation of VIPs and delegates from different political parties.

**Henrik Syse, PRIO:** "Can there be Just War, and can there be Justice in War?"

**Kristian Berg Harpviken, PRIO:** "Afghanistan in a regional perspective."

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## NEW LOCATION



The Oslo Center celebrated its five first years in September in our new location in downtown Oslo. After spending the five first years in a villa in the western part of the city, it was now time to move to a more central and functional location in Øvre Slottsgate.

# THE OSLO CENTER US FOUNDATION

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Oslo Center Foundation (OCF) is a non-profit human rights organization that was founded in 2008 with the vision of bringing the peace and human rights work of Oslo Center Norway (OCN) to the United States, and models of dialogue and democracy from the United States to the world. OCF is headquartered in Minnesota, a state with Norwegian roots, a legacy of peace and progressiveness, and a globally diverse population. By working with and engaging local organizations and communities and connecting these efforts to the work of the OCN, OCF operates as a US platform for peace-making initiatives that have global implications.

OCF, 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 organisations. Contributions to the US Foundation are tax-deductible in the United States.

For more information on activities in 2011:  
<http://oslocenter.us/>

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# 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 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.



**Nikolai Hegertun**, Project Coordinator

Mr. Hegertun is the project coordinator on the project "Religion and Development". He has experience in freelance journalism and as an representative for the Norwegian Church Aid on the West Bank. He has a Master's degree in Peace and Conflict Studies from the University of Oslo. His thesis analyzed the role of religious actors in conflict resolution. His bachelor degree is in Culture and Communication Studies.



**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 she organises meetings and travel. Ms. Holme was a secretary at the Prime Minister's Office from 1994-2007, and she has also worked at the Ministry of Finance and at the Ministry of Local Government and Regional Development.



**Anne Hushagen**, Special Advisor

Ms. Hushagen is Special Advisor at the Oslo Center. She has a Master's 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 being Advisor and Project Coordinator 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. Mr Kleppa has worked as a radio and TV journalist for more than ten years in different national broadcasters in Norway. He holds qualifications 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 had a supporting role in different projects and represents the Oslo Center in some partner organisations. Mr. Steensnæs had a long career in Norwegian politics and has been Minister of Education and Research (1989-90) and Minister of Petroleum and Energy (2001-2004). Since 2005 he has been a member of the Executive Board of UNESCO, Paris.



**Bjarte Tørå**, Special 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 the National Democratic Institute (NDI) in 2001 and directed NDI's programs in Kenya for 8 years. He also extended his expertise to NDI's democracy support programs in Somalia and South Sudan. In January 2009 Mr. Tørå joined International IDEA, serving as the Head of the Political Party, Participation and Representation Program.



**Ingrid Vik**, Special Advisor

Ms. Vik is responsible for the "Religion and Development" programme at the Oslo Center. Ms. Vik is a historian of religion and was previously engaged as the Director of Nansen Dialogue. She has also worked in the Norwegian Ministry of Foreign Affairs. Ms. Vik has been a researcher at the University of Oslo, in the field of religion and conflicts.



**Student interns at the Oslo Center in 2011:** Ida Marie Fottland, Line Grenheim, Andreas U. Mjelva, Espen Skran, Yvonne Stabell, Maida Delic, Eilif Hartwig, Hilde Jørgensen and Frantz Pedersen.

**Staff leaving in 2011:** Alf-Åge Hansen, Special Advisor, Simon Rye, Executive Director.



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Secretary General, The United Nations Association of Norway

**Mr. Atle Sommerfeldt** (Norway)

Bishop, Church of Norway

**Ms. Ingrid Stange** (Norway)

Formuesforvaltning

**Mr. Thorvald Stoltenberg** (Norway)

Former Minister of Foreign Affairs

**Ms. Heidi Sørensen** (Norway)

State Secretary in the Ministry of the Environment

**Ms. Tuija Talvitie** (Finland)

Crisis Management Initiative, Executive Director

**Ms. Marit Tingelstad** (Norway)

Former Member of Parliament

**Ms. Gerd Liv Vallå** (Norway)

Former Leader of LO (The Norwegian Confederation of Trade Unions)

**Ms. Kari Vogt** (Norway)

Assistant Professor at the University of Oslo

**Mr. Tom Vraalsen** (Norway)

Former Ambassador

# INCOME AND EXPENDITURE

	2011	2010
<b>INCOME</b>		
Contribution	8 906 122	12 122 322
Other income	1 781 333	1 008 575
<b>TOTAL INCOME</b>	<b>10 687 456</b>	<b>13 130 897</b>
<b>COST FROM OPERATIONS</b>		
Compensation and social costs	7 580 211	6 766 742
Depreciation	168 474	300 642
Other operating expenses	4 883 568	5 957 176
<b>TOTAL COST FROM OPERATIONS</b>	<b>12 632 253</b>	<b>13 024 560</b>
<b>PROFIT &amp; LOSS FROM OPERATIONS</b>	<b>- 1 944 797</b>	<b>106 336</b>
<b>FINANCE</b>		
Interest income	190 899	198 437
Financial income	1 300	0
Interest expenses	- 4 574	-902
Financial expenses	- 3 744	0
<b>TOTAL FINANCE</b>	<b>183 880</b>	<b>197 536</b>
<b>INCOME AND EXPENDITURE</b>	<b>- 1 760 917</b>	<b>303 872</b>
<b>ALLOCATIONS</b>		
Transferred to Other Equity	- 1 760 917	303 872
<b>TOTAL ALLOCATIONS</b>	<b>- 1 760 917</b>	<b>303 872</b>

# PARTNERS 31.12.2011

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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, and has co-operation agreements with:

- National Democratic Institute (NDI)
- International IDEA
- Club de Madrid
- Search for Common Ground
- Religions for Peace
- EVID (One World in Dialogue)
- Defenders of Human Rights Center
- The Norwegian Helsinki Committee
- Partnership for Change
- The Oslo Center US Foundation
- Global Dignity Norway
- Foundation for Dialogue Among Civilisations
- The University of Oslo
- Alliance of Civilizations
- The Carter Center
- Kim Dae-jung Library and Museum
- The Crisis Management Initiative



# FINANCIAL SUPPORTERS 31.12. 2011

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- Olav Nils Sunde

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