

DREAM LEARN WORK

Annual Report 2013 - 2014





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1 ABOUT DREAM LEARN WORK

Dream Learn Work's (DLW) mission is to Give youth from less developed areas opportunities for a better future through education and employment.

The shortage of skilled labour in Brazil is severe, and this challenge was the origin of DLW. DLW was established in 2006 to foster social change through narrowing the skills gap in the oil and maritime industries in Rio de Janeiro. Corporate partners can recruit DLW candidates, and participating youth are offered a unique opportunity to create better futures for themselves and their families through education and work. DLW drives social development as well as meets recruitment needs.

DLWs main target group is young adults between 18--25 years. Brazil has a large diversity of NGO's working with children in the age group 6 – 16 which offer various kinds of education within sports, arts and other cultural activities. DLW works with local NGOs like these to recruit participants interested in pursuing a professional career.

Dream

A key area of DLWs work is to encourage participants to dream in the sense of creating professional expectations for their future and understanding the steps necessary to reach their goals. Regular DLW youth meetings held at social partners (see 6.2 for overview of partners) demonstrate professional opportunities and the steps required. Youth in low income areas often lack professional role models and knowledge about their opportunities for education and work.

In the same manner, DLW works with corporate partners to present opportunities and to stimulate motivation. Visits, seminars and cultural activities aim to broaden perspectives on the future and to create meeting spaces for companies and DLW participants.

Learn

DLWs main activity is to sponsor courses in the area of Technical Vocational Education and Training (TVET). There are two basic entry requirements: 1. Candidates must participate or (in some cases) come recommended by social partners (NGOs). The NGOs operate in geographic areas characterized by low income and low economic activity. 2. Candidates must have completed basic education.



Sistema Firjan/SENAI is DLWs main education partner, ensuring high quality training attractive in the job market. During 2013-14, DLW has started to develop a network of other education partners, primarily in the area of English.

Work

DLW works from the premise that training by itself is not enough. It is necessary to provide job support. DLW offers activities that prepare participants for the job market, increasing their success rate. DLW also works closely with partnering companies to identify recruitment opportunities and help participants take advantage of them. DLW does not guarantee work after participation in the program.

The DLW training model

Training model 2011-12

During the period 2011-12 DLW offered courses organized as full classes, organized through SENAI. However, course completion rates proved to be around 50-60%. One reason for leaving the course were that participants were not prepared for the workload and the academic requirements. Another reason was lack of interest in the field of study.

Current training model (2013 – 2014): From classes to individual course seats

A new course model (figure 1) was implemented in 2013, with a twofold objective: 1. Provide a step-by-step introduction to professional training and 2. Increase completion rates of courses.

The new model is based on the principle that all students need to start with basic courses, in order to demonstrate motivation, persistence, discipline and focus. Rather than establish full classes, this model takes advantage of the full range of course offerings at our educational partners, and sponsors individual course seats. With this much more flexible model, DLW can accompany each student on his/her professional journey, be it long or short.

When a course is completed, the student is qualified to continue to the next level. With this model, completion rates have increased to 88% (2014). The model also include job support activities, ref. 6.1 for more information.

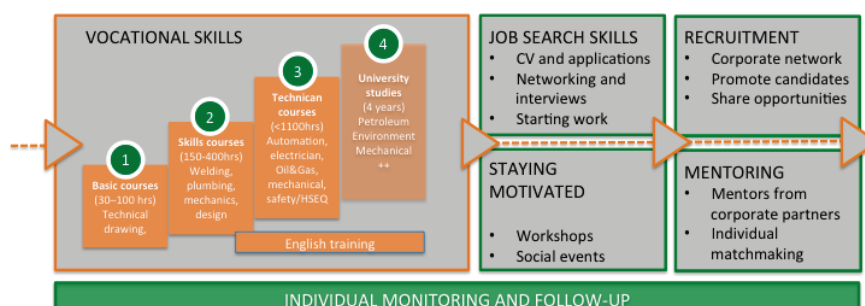


Figure 1 DLW Training Model

2. MAIN ACTIVITIES 2013 - 2014

2.1 COURSES

2.1.1 Course Overview 2009-2013 (full classes)

Year	Course	No. started (students)	No. completed (students)
2009	CIAGA – Seamen	35	28
2010	CIAGA – Seamen	35	28
2010-11	Petroleum and Gas technician	35	20
2011	Welding, Niterói	12	10
2011-12	Administration technician	1	1
2011-12	Welding, Maracana	13	11
2011-13	HSE technician	40	24
2011-14	Automation technician	2	2
2012-13	Hydraulics (4 courses in 1)	18	8
2012-13	Industrial Plumbing	20	9
2012-13	Ship Electrician	18	12
Total until June 2013		229	153

2.1.2 Course Overview June 2013 onwards, individual course seats

Course	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	2013	2014
Technical Drawing intro	x				18	9
Technical Drawing, ind. application	x				12	
Welding (mag)	x				10	13
Warehouse operation	x				1	10
Industrial piping	x				3	14
Elements of electrotechnics	x				2	10
Automation, basics	x					2
University qualification course	x					1
Fireman course	x					1
Excel, advanced	x					2
Welding, Tig		x				5
Autocad 2D		x			10	
Applied industrial maintenance		x			4	2
Mecanical maintenance		x				1
Installation of tubing		x			1	

Continues in the next Page

Course	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	2013	2014
Electrician, industrial or residencial		x			1	3
Ship electrician		x			18	
Automation, logical programing		x			4	
My life, my dream (motivation/photo-course)		x				9
Industrial plumbing		x			16	
Offshore safety course			x		10	
Automation technician			x		2	2
Administrative technician			x		1	1
Electronics, electro technician			x			5
Mechanical technician			x			1
Safety technician			x			1
Engineering, production				x	1	2
University, architecture				x	1	1
English	x	x	x		6	11
Total					113	106
Completion rate					94%	88%

Note: Some of the course seats e.g. in 2013 were started in 2012, as some of the courses in 2014 were started in 2012 and 2013. The table shows courses sponsored in the relevant year.

2.1.3 English courses

English is a differentiator in the labour market. With growing levels of foreign investment in Brazil, employees at all levels become more attractive when they can demonstrate English skills. DLW continues its focus on English and now have two educational partners in this area.

Previously, with full classes DLW organized English training as part of the curriculum. With the new model, English classes are offered as separate course seats.

In 2013 DLW completed English basic course for the Safety Technician class, as well as for the Ship Electrician and Industrial Plumbing classes. Selected students continued the training onto intermediate level. In 2014, DLW started a full class in São Gonçalo, close to the base of one of our social partners, Karanba.

2.1.4 "My Life – My Dream", DLW in-house motivation course

The "My Life – My Dream" motivation sessions is a course developed by Dream Learn Work. The objective with the course was to stimulate dreams and motivation through working with photography as a vehicle to express daily life and dreams for the future. Participants reported stronger motivation from the course. Works from the course was exhibited during Rio Oil and Gas as well as a separate photo exhibition in the Norwegian church in Rio de Janeiro. The course will run again in 2015.



minha vida,
meu sonho

2.2 EVENTS AND VISITS

2.2.1 Official visits

We are normally invited to participate and present DLW during official visits to Rio de Janeiro. These events represent important opportunities to build awareness around the work of DLW.

- Mar 2013: Deputy Minister Maurstad
- Apr 2014: Norwegian Institute for Journalism (excursion to SENAI Barreto)
- Sept 2014: Study tour Norwegian Institute for Journalism
- Oct 2014: NHO management and board (presentation at VARD, including meeting with a student, now welder at Vard.)
- Nov 2014: Deputy Minister Helge Høglund and representatives from MFA (Håkon Gram-Johannessen and Sigri Stokke). Formal signing of contract for financial support from Norwegian Government.

2.2.2 Events

DLW participates in a wide range of events, both individually and as part of Team Norway (with other Norwegian actors in Rio de Janeiro). Industry fairs are important vehicles for promoting our work to potential partners, as well as nurturing relationships with existing ones. Events and ceremonies for students are important to celebrate progress and maintain motivation.

Graduation ceremonies

DLW organized a graduation ceremony for the Safety Technician class as well as the Hydraulic class. The event was a great success, and an important personal milestone for the students. In September the same year DLW organized a graduation ceremony for the Ship Electricians and Industrial Plumbers classes.

Brasil Offshore trade fair in Macaé (June 2013)

DLW provided transport and access for a large group of student to the Brasil Offshore trade fair in Macaé, north of Rio de Janeiro. Several Norwegian companies welcomed the group, giving valuable insights into the industry. Visits like these are important sources for inspiration and motivation.

OTC Brasil (Oct 2013)

DLW participated with a stand during the "How to achieve Local Content in Brazil - A Practical Approach", a seminar organized by the Norwegian Consulate, Innovation Norway, Intsok and NBCC.

CSR seminar (Nov 2013)

The Norwegian General Consulate arranged the CSR seminar to present social projects and share best practice on CSR. Two former DLW students, Lenice Correia and Bruno Braz, gave a presentation in English about their journeys through DLW, their situation today and their hopes for the future. The seminar had participants from authorities, institutions, companies and social projects, and Lenice's and Bruno's presentations were warmly welcomed.

Job fair at Karanba Center (Nov 2013)

DLW participated at the first job fair organized by Karanba, with the aim to inspire their candidates to focus on education. Appr 40 participants were inspired by DLW, Farstad Shipping, Jotun and Aker. Several of the participants have later signed up for courses. In 2014 we have participated in 2 similar events at Karanba.

Navalshore industry fair (Aug 2014)

DLW participated as part of the Team Norway pavilion at the Navalshore fair in Rio de Janeiro, conducting student visits and networking with potential corporate partners.

Rio Oil and Gas, September 2014

For the Rio Oil and Gas in 2014, Statoil nominated DLW to participate in the Area for Social Responsibility. This area is hosted by the Brazilian Institute of Oil, Gas and Biocombustibles (IBP) and provides individual stands free of charge for 10 nominated NGOs. Participating in this area is highly regarded as a recognition of DLWs work. DLW exhibited work from My Life My Dream and hosted many visits during the fair.

DLW also participated in the Team Norway pavillon together with other projects, enjoying the extra awareness generated from an active Norwegian pavillion.

Christmas Lunch (December 2014)

To show appreciation to DLWs administrative partners, who provide professional services for free or at nominal fees. The participants were main contacts from accounting, marketing- and law-firm, as well as the most important contacts from the schools. The lunch was greatly appreciated.

Photo exhibition (December 2014)

In late 2014, works from the course "My Life - My Dream" were exhibited in The Norwegian Seamans Church in Rio de Janeiro. In this way, a wider public got an insight to the lives and dreams of the DLW students. The exhibition opened at the annual NBCC Christmas party and was also a popular part of other Christmas activities in the church.



**Dream about a
better future.**

3. FINANCIALS

	2012		2013		2014	
	Income	Cost	Income	Cost	Income	Cost
Donations Brazil	201,052		349,911		349,580	
Funds transfer from Norway (MFA)	93,680*					
Training courses		189,586		270,348		175,772**
English courses		18,680		7,236		
Student transportation		67,699		59,929		32,410
Salaries/taxes employees		14,137		102,603		178,804
Social activities students				8,838		2,703
Marketing		4,419		6,932		4,884
Administration, incl. bank and judicial fees		4,576		7,547		19,965
TOTAL	294.732	299.097	349.911	463.433	349,580	414.538
<i>Received from Norwegian MFA</i>	<i>340.000</i>				<i>237.000</i>	

Note: Some of the course seats e.g. in 2013 were started in 2012, as some of the courses in 2014 were started in 2012 and 2013. The table shows courses sponsored in the relevant year.

In 2014 DLW sent a new application for financial support for 2014-15 to the Ministry of Foreign Affairs in Norway (MFA). In November the same year, DLW received a positive reply, and the application for NOK 1.320.000 was approved. This support is for 2 years, and will be paid out in 2 portions. One was received in December 2014, and one will be transferred in May 2015.

Increased focus corporate partnerships has resulted in an increase in the total of received donations from companies in Brazil during the period. There are new companies in the pipeline, and despite the general downturn in the market, we hope that this positive development will continue.

In 2013 DLW spent 27 % on administration (based on the total cost for the year), the rest of the funds are spent directly towards the students and the educational program. In 2014, the figure was 23%, due to our investment in resources in order to improve organizational and administrative efficiency (see improvement activities). We estimate this figure to decrease in 2015.

Accounting

DLW use recognized accounting companies both in Norway and Brazil, and all reports are filed according to local laws and regulations in both countries.

Brazil:

Accounting: ADV (Advanced Controlling Systems Contabilidade e Consultoria S/C LTDA)

Law-firm: KINCAID Mendes Vianna Advogados

Norway:

Accounting firm: Dyrkorn Regnskap

Financial audit: KPMG (2013) and Vard internal (2014)



4.

CORPORATE PARTNERSHIPS

DLW increased its focus on corporate partnerships in the period, and today the number of partners are increasing. We prioritize developing in-depth partnerships, and have identified many different areas and activities that both support our work and serve to engage and motivate employees. Our partners contribute in many different ways;

- Financial support
- Company visits
- Mentorships
- Job search -workshops
- Support in the job-search process (coaching, references)

4.1 Activities with partners

Feb 2014: Safety inspiration lecture at SENAI (STATOIL)

Juni 2013: Job-seminar Bola pra Frente (STATOIL HR)

Dec 2013: Christmas greetings with DNB (produce xmas cookies, decoration and distribution to all our students and main contacts)

June 2014: DNV GL CV job-search workshop (at SENAI with students)

Mar 2014: CSR workshop for management at DNV GL

May 2014: 2 students in 6-month STATOIL mentor program

Sept 2014: STATOIL nomination to have own stand at IBP CSR area at Rio Oil & Gas

Oct 2014: Mentor workshop with HR professionals to prepare DLW mentor program

Oct 2014: Rolls Royce site visit with 10 students

Nov 2014: Participation with students at "Woodgroup safety week"

Nov 2014: Motivation lunch meeting with Helle Moen, Director Innovation Norway, with 2 female students.

4.2 List of corporate partners

Company	2008-11	2012	2013	2014
Axess			O	O
Brasil Plural	X		X	X
BW Offshore	X			
DNB			X	X
DNV GL			X	X
DOF Subsea	X	X	X	X
Farstad Shipping	X			
Jotun	X			O
Kongsberg Maritime	X	X	X	X
Lorentzen /Lorinvest	X	X	X	X
Norskan	X	X	X	X
Norsul			O	O
Innovation Norway	X	X	X	X
OSM Management	X			
Panoro Energy	X	X	X	
Pareto				X
Rolls Royce				O
Solstad	X			
Statoil	X	X	X	X
Vard (STX OSV)	X			X
Woodgroup			O	O

X= financial support
O=non-financial support



We build bridges
between motivated
young people and
great employers

5

DLW PARTNERS

DLW has strong local ties, and an extensive group of partners, both for NGO's and for support functions. Some of them have been DLW partners since the beginning in 2006, and some are more recent.

5.1 Educational institutions

SENAI

Senai, National Industrial Training Service, part of Firjan (the Industrial Federation) is responsible for most of the technical qualifying courses in Brazil, on the levels below university. Provides an extensive number of qualifying courses on different levels within all areas, from a large number of institutions. SENAI is recognized as the best institution for this type of education in Brazil.

<http://www.portaldaindustria.com.br/senai/>

SENAC

Senac is a recognized school specialized in education of personnel within administration, economics and logistics. <http://www.senac.br/>

ELECTRA

ELECTRA provides education within technical disciplines to become technician (tecnico). <http://www.escolaelectra.com.br/ielectra/>

ICBEU specializes in English courses on all levels from basic to advanced.

<http://icbeuonline.com.br/>

LANGUAGE CONSULTORIA specializes in English courses on all levels from basic to advanced. <http://languageconsultoria.com.br/>

CIAGA (CENTRO DE INSTRUÇÃO ALMIRANTE GRAÇA ARANHA) – BRAZILIAN NAVY CIAGA is responsible for educating personnel for ships of all kinds in Brazil.

<http://www.mar.mil.br/ciaga/ingles/index.htm>

(We have not been able to provide these courses in the period 2013-14)

Universities

In addition to these institutions, we had 3 students at university (UNISUAM), of which 1 was sponsored by DLW during this period. We expect this number to increase in the future.

5.2 Social partners

In 2014 targets related to course seats and students were established with all main social partners. Targets were set both for the year and for a three year period.

	Year	Bola	Karanba	Fenase	Abrigo	Gol de Letra and others
Course seats	2014T (2013A) 2014A	65 (48) 12	30 (14) 44	50 12	15 (xx) 32	3
	2015T	78	40	60	20	
	2016T	94	50	72	25	
Students	2014T (2013A) 2014A	30 (25) 0	15 (10) 21	25 10	10 (xx) 19	
	2015T	36	20	30	10	
	2016T	44	25	36	13	
Old students	2014A	11	6	0	4	5

2014T= agreed target with NGO
 2013A= actuals for 2013 ()
 2014A= actuals for 2014 (in bold)

Bola pra Frente

Established in 2000 (Guadalupe), first partner of DLW in Rio. Supports approx. 1000 children age 6-17 and their families through activities within sports (mainly football), education, arts, culture and professional qualification.

http://www.bolaprafrente.org.br/pages/quemsomos_perfil.asp

Karanba

Established in 2006 (Main: São Gonçalo, and 8 centers in south and north part of Rio), supports today approx 1200 children and youngsters age 6-25 offering activities within sports, mainly football. The goal is to create opportunity for a better life, and to strengthen and build community relationships, encourage personal development and promoting positive values and attitudes.

<http://www.karanba.com/>

Abrigo Rainha Silvia

Abrigo Rainha Silvia (Itaboraí) was established in 1989, and is a shelter for pregnant women and their children. The goals are distinct and long term; to help the women to help themselves, through studies and responsibilities change the future for themselves and their kids.

<http://abrigo.se/om-oss/information/>

Fenase

Fenase (Piratininga, Niteroi) was established in 1994 and offers activities for children age 5-14, primarily social assistance, homework support, playgroups etc. They also offer course for waiters for participants age 16-20. DLW has recruited students from Fenase since 2013.

<http://www.fenase.org.br>

Gol de Letra

Established in 2000, organization both in Rio (Caju and Niteroi) and São Paulo. Assist 1300 children with focus on knowledge, culture and citizenship. Offer activities within sports, arts, culture and education

<http://www.goldeletra.org.br/default.aspx?section=233>

IRS – Instituto Rogerio Steinberg

Established in 1997 (Leblon). Focus on identifying and developing children with special talents and high motivation, from families with limited financial capacities. Cooperating with specialists and institutions in many areas, the organization has until today assisted 32 000 participants, and many of their students conclude with graduation from acknowledged universities.

<http://www.irs.org.br/instituto/quemsomos.asp>



5.3 Administrative partners, Brazil

KINCAID Mendes Vianna Advogados

Law-firm. Secure that we operate within the laws and regulations of Brazil.

ADV Contabilidade e Consultoria

Accounting. Ensures that we deliver financial reports to the tax authorities, and that we adhere to accounting rules and principles of Brazil.

ZOOM Out Comunicação Corporativa Ltda

Communication agency. Provides free of charge services and web at nominal cost.

6. IMPROVEMENT ACTIVITIES

6.1 Enhanced recruitment process

In the end of 2012, we identified various important improvement activities, vital for the sustainability of our organization. This chapter describes the most important results.

Challenge: Too many students left the courses before graduation, and for this reason we realized the necessity to improve the recruitment process.

Status: A new recruitment process was defined to prepare for start-up of classes, and this was implemented for the last classes to be started. However, the only way to increase the number of students that completed courses, was to define a new course model which allowed for more individual selection of courses, more according to student's area of interest, thus increasing completion rate of the courses significantly. We now only start classes in some cases, for short-duration courses (e.g. Technical Drawing – 40 hrs). (Ref 1. DLW Training Model).

6.2 Cooperation and interface agreements with all NGO's

Challenge: The agreements with the NGO's have previously been too vague, and without firm commitments on both sides. The number of NGO's should be increased, in order to cover more areas and to increase the number of students.

Status: We have draft agreements ready, but not yet signed. We have however agreed a common recruitment process with all, and we have meetings with them 2-4 times/year.

We agreed common targets for 2014-16 with nr 1-4 on the list below, and reports of status have been communicated to each of the NGO's during 2014. In addition to the target setting, we have organized inspiration and information meetings with the NGO's in order to recruit and motivate new students.

The NGO's that we are currently working with are:

1. Bola pra Frente, Guadalupe
2. Karanba, São Goncalo
3. Abrigo, Itaboraí
4. Fenase, Piratininga, Niterói
5. Gol de Letra, Centro and Niteroi
6. IRS, Instituto Rogerio Steinberg, Leblon

In addition we have had meetings with "Rede de Mare", an important NGO in Maré, an area which is known to have severe social problems, and where the need for education is imminent.

6.3 Agreements with increased number of schools

Challenge: We would like to extend the program portfolio and to reduce travel time for the students.

Status: We have had excellent cooperation with SENAI in Barreto, Niterói, during the period, and this is the reason why we have been able to offer courses to many students living in this region. In Zona Sul, it has been a challenge to achieve many course seats on individual basis according to our new course model, thus resulting in few students from NGO's in this part of Rio (e.g. Bola pra Frente). From 2015 this is changing, and we know already that we will increase the number of students there from now on. With more resources in the organization we are in better shape to follow up both schools and students, thus leading to a more constant flow of students entering courses.

6.4 Web- and communications strategy

Challenge: We needed to professionalize and intensify all parts of our communication.

Status: In 2013, we hired a new resource and entered into a social partnership with Zoom Out, a Rio-based communication agency. This has enabled us to;

- Re-design and launch a new web site (www.dreamlearnwork.com)
- Develop new templates for all communication materials (business cards, presentations, newsletter, flier, banners and so forth)

Newsletters (5 in 2014 and 4 in 2013) are now distributed through a direct mail service, Mailchimp. The number of subscribers went up 40% in 2014. We use social media (Facebook) to engage students and stakeholders.

6.5 Corporate partnerships

Challenge: Communication and cooperation with our sponsors needed to improve, to explore the different possibilities for mutual benefits from our work.

Status: During the period, we have extended our network and started partnerships with new partners such as Woodgroup, DNV-GL and Rolls-Royce (see 4. Corporate Partnerships for complete overview). We have also developed more comprehensive partnership agreements with existing partners, including activities both to prepare students for the job market and actual recruiting.

6.6 Job search support

Challenge: We would like to help our students to be better prepared for the life after graduation, and to prepare them for the challenges with regards to job-search.

Status: We have conducted several activities during the period, many with partner involvement. The activities range across company visits, coaching sessions, CV and interview workshops, participation at job fairs and direct recruitment support (arranging interviews). (Ref. 2.2.2 and 4)

In 2014, a new recruitment tool for our web has been developed. A CV database will be launched in 2015, and recruiters and partners can access directly CVs from our candidates.

6.7 OSCIP

Challenge: DLW needed status as "OSCIP" so that financial contributors can obtain the right to deduct the contributions from the taxable income.

Status: The work with the application started in 2012, and was completed in 2013. A lot of documentation had to be established, in order for DLW to achieve this status. We received the OSCIP approval in November 2013. The OSCIP status needs renewal on yearly basis, and we have signed contract with a law-firm in Brasilia in order to represent us in the interface towards the Ministry there. As an OSCIP we are recognized as a "proper" NGO, we can apply for public funding in Brasil, and it is seen as a proof of a well managed organization.

6.8 Organizational development

DLW was in need of organizational development, in order to further professionalize the organization, and to increase efficiency. In addition to OSCIP, the following activities have been initiated for this purpose:

6.8.1 MANAGEMENT SYSTEM

- One common archive established in Dropbox. This will eventually be merged into GoogleDrive.
- One archive for management documentation, such as organization - and function descriptions, organization charts, processes, routines and policies, reports etc.

6.8.2 STUDENT- AND RELATIONSHIP MANAGEMENT

In order to have full control of our students, we needed a professional system where we could log all information related to their course program, and also where we can log all important events they participate in, where they are working etc. The system chosen is Insightly, accessible through Google, and very cheap in use. It satisfies our needs in a good way, and we also use this tool to have control of all our other contacts, like corporate contacts, NGO's, schools and other partners.

7 ORGANIZATION

■ Board in Norway

Harald Martinsen, Northern Iron
Terje Staalstrøm, Brazilian-Norwegian
Chamber of Commerce
Katarina Sætersdal, NHO
Jan Ivar Nielsen, VARD
Halvard Idland, Pareto Securities
Iris B. Frøybu (secretary)

Board in Brazil

Halvard Idland, Pareto Securities
Arne Christian Haukeland, DNB
Alexander Tischendorf, Teekay
Alexandre Imperial, DNV GL
Helle Klem, General Consul
André Leite, Statoil (from Feb 2015)
Dagny M. Nome (secretary) (from Feb 2015)

Daily operation

Norway

Iris B. Froybu, taking over from Elina Tomren (from Feb. 2015)

Brazil until 30.1.15

Iris B. Frøybu, Admin and Finance, NGO's and educational institutions
Dagny Nome, Communication and sponsor relations
Yasmim Nogueira, Student and NGO contact
Anders Berntsen, project manager, implementation of Insightly and
CV-database

Brazil from 1.2.15

Dagny Nome, Admin, Finance and corporate relations
Jeanette Lorvik, project manager education and communication
Yasmim Nogueira, Student and NGO contact



Rio de Janeiro, 2nd April 2015
DLW Brazil Board

Halvard Idland, President

Alexander Tischendorf

Helle Klem

Arne Chr. Haukeland

Alexandre Imperial

Dagny M. Nome (secretary)

Oslo, 2nd April 2015
DLW Norway Board

Harald Martinsen

Terje Staalstrøm

Katarina Sætersdal

Jan Ivar Nielsen

Halvard Idland

Iris Bente Frøybu (secretary)

We give youth
opportunities for a
better future through
education and work

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