



Cross-cultural partnership (CCP)

Awareness rising workshop

Draft

By

Cecilia ÖMAN, Human Rights and Science (HR&S), www.humanrightsandsience.se

and

Peter ROBERT, Grace media project (GPS), www.facebook.com/pages/Gracce-Project-Stockholm

Document information

Document name: Stockholm start-up programme _ The Embassy.

Authors: ED Peter ROBERT, Founder of Grace Project Stockholm and ED Cecilia ÖMAN, Founder of Human Rights and Science.

File name: Embassy Stockholm

Revision history	Version No.	Date
	1.0	May 2016
This version	1.3	August 2016

Introduction

To understand another culture is not always easy, especially if we never visited the other country. The aim with the Cross-cultural partnership (CCP) awareness raising approach is to increase knowledge and understanding, meeting needs and at the same time impose empowerment and respect. The CCP aims to provide information and thus to help avoid misunderstanding. Some people have experience and deep understanding of more than one culture and these people can share their knowledge with those who have less experience. The CCP is a platform for such sharing. We offer seminars, workshops, coaching and written material.

Our workshops address international scientific collaboration, social enterprising, development programmes and integration. We, the CCP developers, want people to have the right understanding about the circumstances.

Before you, as an international partner start working with your new collaborators, you have to understand what they want from the partnership, so that whatever happens will not be strange to you; whether you for example put effort in designing a project, invest money, start working in the country, or start a new business. Also, you obviously have to make the necessary effort be clear about what you expect from the partnership.

We, the CCP coaches, will give you the necessary understanding about how it works. We believe that the CCP can make people bold, thus less shy. We, the CCP developers have taken a big step, in our lives by developing this CCP opportunity. If you go through our programme, with workshops and coaching, we will guarantee you that you will not become a victim. You your-self will make the choices about you activities, and we will give you a clear understanding. We do not want anyone to depend on us, but we want you to be successful in what you are doing. The CCP programme is a very strong stepping-stone, a powerful bridge. Different scenarios are discussed, and contacts may be established.

“In Sweden we focus on the communication between people, in my country in Africa we focus on the relation.” Testimony from Liberia.

“I met a very poor man in Africa and I ask what he needs and how I can help him. He said he do not need anything and that he is very happy as he is. Me, I felt so sorry for him I could cry.” Testimony from Egypt.

Cross-cultural partnership (CCP) workshops and seminars

The workshop programme is framed by the Ten Actions (TAct)¹, a value platform developed by the founder of HR&S and Action10². The TAct was developed to facilitate cross-cultural collaboration.

The Ten Actions (TAct)

1. Needs driven programmes
2. Equal partnership
3. Real-time outcome planning and evaluation
4. Strategic partnership
5. Institutional capacity
6. Sustainable economy
7. Quality values
8. Resilience
9. Knowledge sharing
10. Visibility

The workshop programme contains a variety of tools to compile and share testimonies and experiences.

Workshop programme

- Sharing about the Ten Actions
- Sharing previously compiled testimonies
- A platform for meeting freely and socialising between cultures
- Sharing items between cultures such as food, music, art and design
- Training on how to start conversations in another culture:
Not do talk about ourselves, but ask about others. Not to interrupt, learn, remember, listen carefully, state follow-up questions.
- Social events

The testimonies

The contributors have been kindly asked to share experiences related to cross-cultural partnership, in a wide perspective. The statements have been compiled and sorted by country, without stating the name of the person contributing. We have chosen not to mention names, to avoid testimonies to be linked with anyone, and any related possible confusion.

Restrictions

The CCP does not go deep into religion or family relations. The founders consider that these topics are too strong for this tool to handle.

¹ www.humanrightsandscience.se

² www.action10.org

Related tools

DNA journey: <https://www.facebook.com/sanctosis/videos/297706923902473/>

Acknowledgement

We deeply appreciate the support from friends and colleagues for sharing testimonies.

The team

The programme is managed by Mr. Peter ROBERT, CEO at Grace Project Stockholm (GPS), and Assoc. Prof. Cecilia ÖMAN, CEO at Human Rights and Science (HR&S). The team also consist of coaches with deep understanding and experiences from cross-cultural partnership.

Testimonies, experiences and opinions

- 1. Needs driven programmes6
- 2. Equal partnership8
- 3. Real-time outcome planning and evaluation10
- 4. Strategic partnership11
- 5. Institutional capacity12
- 6. Sustainable economy16
- 7. Quality values18
- 8. Resilience.....23
- 9. Knowledge sharing26
- 10. Visibility28

1. Needs driven programmes

Egypt

Giving money

Giving out money can make the people suspicious. In the programme, I was in, when we told we are going to give money out and that you are not going to pay back, then they got lost. When we asked them what they need, then they did not even know what they need. They were just confused. We had to stop asking such open questions, as we never got to know their real needs.

Identifying needs

If someone else is identifying a need for someone, that someone may not even experience that aspect to be a need. I met a very poor man and I ask what his need is. He said I do not need anything, I am very happy as it is. Me I felt so sorry for him that I could cry.

Foreigners identifying needs

The Red Cross stopped me in the street here in Sweden and asked me to give money to Syria, which is in war. The programme was to provide whistlers to women to use if being raped, so she can whistle for people to run and help her. I know that such a project does not make sense. Such a solution may work in Sweden but for sure not in Syria. No one will run to help her. In Syria, what would be needed is a rehabilitation programme for those who have been raped, because the raped people will be rejected from the society.

Liberia

To create change together

If you are with friends, it is time for you to recover. Do not feel sad for other people, but give them peace within their pain. Only if you are ready to change then you can change. Be real and be true. If you only bring feelings, then you cannot change. Yes, I will listen to your pain, hear about your problem, I will understand, but then we will focus on the solutions and what can we do about it.

Uganda

How can a foreigner know a need?

When a foreigner comes to my country, the people living there do not open up. They mistrust the person(s) at first because they are not sure what their intentions are. They are not sure whether the person(s) genuinely wants to help or to take advantage of their situation. They lie instead and they try to get the little they can get. At the same time, my country-men and women are the nicest people you can find. We shall also acknowledge that there are situation where people from higher income countries have benefitted from the conditions in Uganda and made their own lives better. Once people open up, then we will be able to identify the need, but the truth is that sometimes we do not even know our own needs. Sometimes we do know our needs, and then we can say; "I need this".

Togetherness

We need to know what people want. The community needs to know.

Sweden

Aid support

The aid industry has created an attitude in Europe and USA that Europeans and North Americans shall design, finance, implement and evaluate aid programmes in lower income countries, rather than work in equal partnership. It is about helping rather than collaboration with mutual and equal benefits.

2. Equal partnership

Egypt

Skills

Do not look down on people. Everyone has skills. Maybe someone can produce shoes. I cannot produce shoes but the other person can.

To think people are less

Also I noticed that people though others were less, now how can you act respectfully to someone that you think is less. The other may not have the same education level, but the other person is still smart, and has a lot of knowledge, maybe she knows about making shoes and maybe she has a higher level of social skills.

Liberia

Collaboration

Being present is key in international collaboration. Don not try to be nice, it is not about being nice. You have to very clear about what you want and how you plan. Share very clear instructions.

Appreciation

Showing appreciation is important.

Building relations

We have to build a relation. It is psychology, you need to establish a relation; it may take a year to establish that relation. It is what it takes to make for example a business partnership successful. Black people do not want to go around, talk and agree; but they want to go straightforward and do what is to be done, immediately. Blacks do not want to get involved with the structure. If you want to build a business partnership, it is better to walk with them, to show them the way. In Europe it seems the communication is important but not the relations. Relations are very important in Africa. Surprise them, point out something they do not how, then we can do business. Be clear about that an investment it is not free, it is not a donation. If the person understands that she will benefit, then the person will be good with the business. We have to be very clear, when we want to invest there. If we want to do something right, we have to share about what makes it right. If time is important for example, then let them know. If we need a meeting to go through things, then arrange a meeting. Business meetings are not common, so we have to teach about this aspect and introduce the habit. To work with people in Africa is easy, as long as we are teaching them the structure and provide them with the information about what they need to do. They want to be involved and they want to follow their passion. Look at the partnership as a growing plan; we need to water it.

Communication

If in Africa, you see a person sleeping at work, the manager will ask, "why are you sleeping?" and the person may reply "because I am tired". Maybe the manager did not give the person sleeping the right understanding about her question, and now the manager does not understand the answer. The person sleeping may claim, "I have a life to live too".

Uganda

The values of a partnership

Conditions are key, conditions and equal partnership. A relationship is a partnership. Even a love relation is a partnership. We should share and manage, we should provide companionship to each other, start a family. Our expectations and contribution in the partnership should be This is independent of our conditions. The true values of a partnership should override any condition. I like to think of a cross cultural business partnership as a personal relationship. I grew up in a good family, where my father loved my mother and tried to provide everything. Now I try to do the same. I am from a family with eight siblings, and my Swedish fiancé's has none. It is fair to say that I have to give to seven of my siblings every month - I have to pay their tuition fees etc., these are my conditions, and they are. It is different from my fiancé's conditions. However, they should in no way determine the nature of our partnership or its value, though it would be great if she is aware of these conditions as they may affect our partnership in one way or another.

If a relation is built on money

If the relation was built purely on money, then my people will not share about other issues.

Ghana

Building relations in a new culture

In the beginning it is important to learn the way and the language, try to be like the Swedish people, then the Swedish will think you are lovely. There are many small details. We have to be observant. Later on, you can share from your culture. You may want to make the comparison; if a foreigner comes to your country and wants to stay, if she can speak your language, if she knows your ways, likes your food and way of dressing. Then you will think she is lovely. Go and get education, learn the language, get to know the people. Through that education you can get to know the culture too. Meet people also outside school, maybe at the library, when the weather is nice talk with people in the park. If you have money, go to a café, when the Swedish take a fika.

Racism

I never experienced racism in Sweden. I read and heard about it but I never met anyone.
"Everywhere I go I am welcome"

Sweden

To be real

If we want to do business in Africa, we have to be honest about it and with no second agenda that has to do with exploiting a rich continent.

As well, no driving forces should come from a feeling of pity or a feeling of guilt, but a pure interest in cross-cultural relations and how it can benefit both sides equally.

How to connect

Swedish do not know how to connect with others or how to talk with someone they do not know. We do not seem to have an interest in people we do not know, and prefer not to disturb them.

3. Real-time outcome planning and evaluation

Liberia

Plans and actions

Some people use a lot of words, as Europeans do. Maybe these people want to make plans. Other people may want the actions instead, as Africans, and not so much words. Just a very short note is enough. Why say a lot of words, it seems it is just making things complicated. It is better we just state the problem and then directly bring the solution.

In a partnership the partner who is good with planning shall make the plans, and then share instructions with the other partner. A partnership is about sharing, and different partners share different things.

Sharing is a foundation in a relationship, but do not teach. Meet in the middle, to have a common dialog and then agree on one solution together.

Making analysis / getting things done

We do not make analysis, we will just start and we will do it, and we know that we can do it. We will go for it. We do not think about if it hurts. That is why it may seem that we are not smart sometimes, but we are smart.

Sharing knowledge

We have manpower, but the thing we call structure, we don't have it.

We cannot just copy the Swedish system and run it at our side. Because there is a financial costs linked to running the Swedish system.

The Swedish partners shall not try to be "Mister good". Rather the Swedish partners have to be visible to the Africa partners in everything. Make the African partners to understand exactly how the partnership is going to be. Tell them about the costs too. Tell them know how much the cost is going to be for them and how the collaboration will improve their lives.

Discussing the problem

In Africa we don't talk about the problem. Africa will just bring the problem. They find it very heavy to talk about it. For, example they need to have money to buy food. They will only talk about the problem. If they make money then they will brag about it.

In Europe we need to study and understand why. In Europe we will discuss the lessons learnt and we try to understand the why. People will not brag about having money.

Sweden

Making analysis

In Sweden we are taught about planning, structure, making analysis, and for-seeing consequences throughout our school system. Drawing conclusions is more important than learning by heart.

4. Strategic partnership

Egypt

Strategic partner collaboration

When organisations from different countries are collaborating to support a TC, they may get confused themselves. Maybe we do not understand the cultural system of the other organisation. We may get into a conflict that is between the collaborating helpers.

Who needs?

If I present myself as a giver, everyone rush to me and say that they want. Me, I will not know who actually needs and who do not really need anything. That is why we must work with local organisations, in order to sort out who is who. I was once working as a volunteer with the task to carry food boxes during Ramadan. The food provider had already made a research on who in the village actually needs the food. We should only give to those who really need. When we came to the village, everyone came running to us. One lady was standing there in front of me, she was crying and she told me that she has seven kids to take care of. I felt for her. But according to the criteria of our programme, the team leader told the lady “your man has salary, so you are not entitled to have food from us”. I thought it was difficult as I thought she needed, but she didn’t get. We had a list with addresses of those who actually needed the support, and the others did not get.

Sweden

Networking

In Sweden we recognise networking as key in establishing businesses. We distinguish between our private and our professional network.

5. Institutional capacity

Egypt

Being kind but not clear

Maybe for example Sweden say yes to giving money, because we trust in the other organisation's assessment. Maybe the programme partner (PP) asks for 1 and 2 and the Swedish think it makes sense. The PP ask for 3 we say yes because to have a good relation. Then they ask for 4 and 5 and Sweden give again. Then the PP ask for 6 and then Sweden feels this is really too much and now we say no. The Swedish are frustrated because they had to say no. They think it is the responsibility of the PP, to know how much is reasonable to ask for. Then the PP becomes really frustrated because the Swedish say no, when they have always said yes before; why this sudden change, we do not understand, and we have planned for and expect this money to be delivered. The whole project may collapse due to an internal conflict; a conflict in which the TP is not involved, or even aware of.

Nutritional understanding

In Sweden we have a nutritional understanding, we understand about what to eat and when. But in TC the people generally do not have knowledge about nutrition. The Swedish working on site will be most likely be disappointed if food, like lunch for example, is not offered and in time. Maybe the TC just eat just small snacks for lunch or nothing. The TC team members will become more tired because they did not eat properly. This may cause double pressure on Swedish, because they did not have a proper lunch, and they may have to work in the evening as the TC team member got tired did not deliver and the Swedish have to cover for them. The Swedish will have the pressure of delivering results in time. Maybe the Swedish is between a donor and the PP.

Meeting arrangements

When we say we are going to meet on Thursday in my country, it does not mean we are going to meet for sure. It is just an intention. We will have to confirm the meeting just before it was said to happen. Also we do not agree on meetings like a month in advance, because it is too early. Now, if we agree and then confirm, let us say, a day an hour before the meeting then the meeting is set. If you then call half an hour before and say you are not coming sorry, then I will be pissed off. I myself will have cancelled so many things, because I am so unorganised and always work in the last minute with everything. If I do not show up it may seem like a personal offence, and it may cause a drama.

Uganda

People, resources and environment

Concerning community based organisation in my country. I will talk about the people that work there, the resources that they have and the environment that they work in. These three parameters are interconnected. I always wanted to be efficient when I worked in Uganda, Kenya and Tanzania, but the system and the environment hindered me from working efficiently. The system itself lets you down. In addition, because the system is inconsistent and this is well known, people may even use the situation as an excuse not to work efficiently. People know about "power-going" and transportation delays happen, so even if they did not try, they may say "I did not do this because of power cut or traffic jam", or they may blame the government. Also in relation to costs; even if no one actually came forward and asked for a bribe, they may say that they have had such type of cost here and here. The resources, especially public spaces, are poorly used. Focus on a CSO they will have to

struggle even before they have an old computer. In Sweden, it is easy to have an old computer, I can find chairs someone threw away, and find a shelter that I for some reason can use for free.

Assigning management

Because they assigned the most educated to be the management, these people will not necessarily be ahead of the environment or more efficient than the environment. We have to judge people the same.

Team member contributions

For a team to work well together they are all expected to contribute, but if you do not have the same conditions then you cannot contribute equally. Maybe a few have had education and opportunities abroad, and others grew up walking 20 km to school carrying their lunch from yesterday in a container. If they went to university, and even if they did their best, the truth is they will have less capacity to contribute to the partnership in terms of institutional capacity. Even those who are working at the top, they are working together with for example people that do not even know how to use a computer, and it will affect all of them. Someone once said that you are the average of the people you spend time with, so even if some people are efficient and have capacity, at the institution level the capacity may be low because it is reduced by ineffective team members.

Capacity

When we talk about people with capacity, then whom are we actually referring to? There are many people in the city, who have studied in good schools (both at home and abroad), and those often end up in international institutions at high-level positions. An organisation based in Kampala (the capital) has more capacity than a rural organisation. We should stop generalising when we speak about people, institutions or countries.

Time management

In my tribe, we are good with keeping time. There are ways to go about it. At weddings for example, we serve the dinner when the wedding starts, so for this reason no one comes late. But in other tribes they save food at the end of the wedding, so there is no reason to come early. Where I come from most people attend weddings for the food. Moreover, for the wedding family the speeches are important, but the guest may not find them very interesting. That is why we share the wedding cake after the speeches. If everyone has eaten the cake then there is no reason to stay and listen to the speeches. Where I come from, the only time most people eat cake is at a wedding especially in the villages.

Liberia

Face-to-face meetings

The voice means everything. The voice creates the motivation.

I do not send messages to someone's big e-mail, but rather to "messenger" on face book.

Face-to-face counts, telephone is something, e-mail is nothing.

Togetherness

We always want to be together. Life in itself is boring, so we always want to be with friends.

Maintenance

The people in Africa have a lot of confidence in themselves.

We do not have patient to learn and know how to do things better. We will just do it now, even if it results in that something will be destroyed. The people in Africa are ambitious. They can manage everything and they will manage it fast and with energy; but what they build may break. We need to structure ourselves, slow down and compile information before we start to know better how to maintain things. Africa is rich, but we lack habit of maintaining our resources. We do not always see the value of things. We think it will always be there. If we cut a tree we think it will come back. But we should actually think about planting a new tree when we cut one down. If we need water, we drink what we have, even if it is not safe. In Sweden we need engineers and architects to think things through and develop plans, so that there will be no mistakes; and then there will be no mistakes.

Dead-lines

Liberian people may not follow time-tables, instead Liberians need to always be updated about the progress and they need to stay in contact and to be together.

Level of working

In Sweden, if you are sick you still go to work, but in Africa, you do not go to work if you do not feel well. In Europe you obey work, even if it does not make you happy whereas in Africa, you respect work, but you do not let it consume you.

Pay in cash

It can be good for example that when you finish a job that you pay the workers in cash. You may want to not pay in advance, then the workers may start to be delayed to the business. When we go down and make an agreement with the government or business partners in Africa, then we may think the situation is clear, that it will be just like we think, but there may be a misunderstanding and things may change rapidly.

Bribing

There may be a situation for example that the person all of a sudden wants something, and the situation is that they want you to bribe them. Then you need to understand the situation very well, and you have to know how to handle it. You will decide not do bribing. Because it is illegal and also because the people may become used to changing their mind. When it comes to time, be aware to calculate with extra time.

Time

We want you to be aware that any fast business is not going to work in Africa. We have to always take our time.

Call you "boss"

Do not try to impress people, but they like to be surprised. It is necessary to identify the need first. They will call you boss when they expect money or support. It is better they call you by the name, it means they see you know how to deal with them in a comfortable way.

In Sweden

When someone arrives to Sweden for example and want to start a business, they may not have enough information. They tend to believe that the way they understand things in their own country is the same way they can understand it in Sweden. We can go to school here in Sweden and we can go to school in another country, maybe in Africa, but we will not understand the education in the

same way. Take an i-pad for example, you may say I can use it to develop a web site, whereas I may say I can use it to do music. When someone comes to Sweden for the first time the Swedish institutions will just give you a guide, but they do not tell the people how to make things work.

Sweden

Time management

Independent of traffic jam or whatever reason you have, you still have to be at work on time. Me as the manager, I give you three chances and if you are still late, I will give the work to someone else. You have to sort out your situation and if it is difficult to estimate the time to travel to work, then you just have to start early enough. If some come early to a business meeting and some come late, then it is rude to those who are waiting not to start the meeting (2).

Acting fast

Swedish people are fast and efficient, and can appear arrogant, as a consequence (1).

Planning and logistics

Swedish are good with planning and with creating structure, both when it comes to life arrangements and business planning. In a cross-continent business partnership the planning, logistics, and evaluation can be the task of the Swedish business partner (1).

6. Sustainable economy

Egypt

Doing things we like

In my country we are driven by emotions. We do things we like and we do not do the things we do not like. I will not take a job that I will not like. In Sweden we will go to the job even though we do not like it. Because we have bills to pay our bills. I may decide to quit my work even if I do not have a financial solution. Then my friends and family will support me financially until I get a new job. Even the neighbours will support me financially.

Liberia

Paying the bills

If we want to live, then we have to work and earn an income. Even if we do not have money to pay, we may still try to live in a luxury house and own a fancy car; but who is going to pay the bills?

Responsibility

We do not give responsibility to others. The only time we want to give responsibility to someone else, it is when we have money and we want others to do the job. If the costs are in Africa, then the partner from Europe has to give away the responsibility. Some activity has to bring the income. If they think money is coming from Europe then they will just wait for that money to come.

Spending money

In Africa they want to have the latest car, biggest house and sweetest family. In Africa people can spend money like nothing. When the money has finished, they become corrupt. As soon as they see the money they may want to corrupt you, they will just think exactly about what they can do. Not everything we talk about shall be based on the money.

Managing revenue generating businesses

The Europeans do not want to lose money if starting a business in Africa, but the person in Africa will most likely not assume it is possible to lose money, as they are working with Europeans.

Uganda

Breaking a circle of poverty

Sometimes it is a vicious circle that villagers keep just working on someone's farm just to be paid food for the day; or even more difficult, to pay for the food they ate before. It seems we do not sell what we cultivate, but we eat it. If we can sell something instead, so that the kids can go to school and learn to write, and then can go to the city and earn an income, then the vicious circle can be broken. It is often the women that work, whereas the men often drink.

Aid and charity

Those who actually benefit from aid and charity are those who actually do not need it. Those who would benefit from the aid and charity will not be reached in a way that they receive what is needed to lift them out of their position and make change possible.

Sweden

Perception of aid

I have come to realise that if I start a business in an African country the shadow of the aid structure will confuse us. My business partner may assume that donations will never stop, that the partner will actually not have to share the revenue and that I have an endless resource of money, it is only about asking enough often and enough sweet (1).

7. Quality values

“Harmony is like putting butter onto bread. “

Truth

Uganda

Capture the opportunity

Immigrants coming to Sweden lie about their age. Sometimes the immigrants have to be younger than they are to meet certain criteria. It is not that they want to be younger or that they feel comfortable with lying and many do not even want to live in a foreign land, but it is a requirement, and they are left with no choice. Assume I come here and I have three siblings at home, then I am left with no choice and I will of course capture the opportunity. Conditions are pushing us to do things we do not want to do.

Liberia

What I can see

Truth in Africa can be something that you hear, that you see, and that you do. Spiritual truth is from ourselves and we do not intentionally lie to ourselves. I may for example promise that I will come to a meeting, but me myself I actually know that I will not come. Truth is if we are as honest to other people as we are honest to ourselves.

Words of truth

Life and death is in the words we speak. Whatever we say is what is going to happen. If you tell the truth it will happen, but if you tell a lie it will also happen. It is also so that I am the person who will suffer from the lies that I speak, and in depth it is only me who will suffer. There is only one truth, truth is truth, and lies are lies.

Trust

Uganda

Talking versus sharing

We do talk a lot with each other; we take time and we talk sweet. We are good with talking sweet, but we do not really talk about the issues. Even in the families, we do not talk about important issues, so we also do not sort things out. This can actually cause distrust.

Liberia

Physical appearance

We have to talk about the beauty of what is at the inside, and not what we see from the outside. If we focus on the outside we will become confused.

Sweden

We trust

In Sweden we trust other people and we trust our government. It is not by choice it is a fundamental aspect of our culture.

Harmony

Egypt

Drama

The more poor you are, the more drama you will have because you will have more time for drama. Someone may say "Did you see how she talked to me...? That was not good..". Their minds are structured around drama. My Swedish partners are not so sensitive about things. My own people in Egypt are drama people. When I go home I see that. We have work drama time too. We spend a lot of time at work. The relationships at work are important. Work is also a place for important relations. People will bring food to make it nice. We eat together, we bring food for everyone. We care about formalities more than in Sweden, the hierarchy is very important. We are not equal, and have to show respect to the manager and others above us in the hierarchy. If you want your manager to like you, then you bring more food.

Appreciation

As other people are emotionally driven, remember to always show appreciation so they feel comfortable.

Liberia

If harmony is absent

If harmony is absent and we want it back, then we should add something that makes people smile. A sweet greeting "...My maaaaan". It will make your friend smile. Think about what you can do to make someone smile. Now if something upsets us, then we sit down together around a table. We say I am sorry, and that should be easy. Saying I am sorry must touch the heart. This meeting is about relationships. No let them talk about it. My people are quick with developing a relation, especially if we smile together. If someone is angry and he/she wants to keep that anger, then we can do something fun and nice together. Maybe just be together and let everyone serve each other. Chill together. Bring something fun, so that we can laugh together. That anger can also mean it is time to change and time to grow up.

I am sorry

To say "Sorry, I was wrong" and mean it. It is hard to say that in Africa. We hate to have shame. We will never say sorry, and especially not to a small person. Make them look at their own anger and let them understand that it is stupid. Anger produces anger. We are of course allowed to be angry, if something is not right, but to be angry because of something with ourselves, will bring an evil outcome.

Doing favours

Back home we like to do favours for each other, doing an action. Doing favours is part of our nature. Giving gifts is something extra. Here it seems gifts are common, but not favours.

Freedom

In Africa they do not give up their feeling of freedom and that it is what make us who we are. That freedom, you cannot take that away, it will be the same as to taking away who I am. No, you can't take away who I am in Africa. Even in the family they do talk bad directly to each other, in each other's face.

Harassment

The first time an African will notice harassment they will think it is a joke. Next time they notice it they will not accept it. People who are part of harassing others, they do not look fresh, they look sad. Today harassment can even be inside the family in Europe. The reason for doing it can be stress. It is important to find peace within.

Tanzania

Freedom

In Africa we have a certain power of freedom that will make us shine as human beings.

Nigeria

Good manners

In Africa it is bad manners to talk while eating.

Sweden

Time and stress

We are not allowed to add stress to others. We are aware that everyone's programme is full of work, household and family arrangements, why we do not expect friends to always have time for us. The system puts a lot of pressure on everyone, not worries, but pressure. Pressure to deliver results. It is not allowed to be lazy (1).

Integrity

Integrity is very important in Sweden and must be carefully respected (1).

Addressing a conflict

Addressing a conflict in Sweden is about sorting out misunderstandings. There are rules and laws to follow, and everyone has to respect the rules. Breaking a rule is wrong and it is not negotiable (1).

Implicit versus explicit

It can be challenging if I have implicit expectations that I cannot express. If I have certain behaviours being very implicit and move to another culture where the tradition is explicit, then both may feel embarrassed, as if they do not really know or understand things (2).

Level of challenges

In Sweden many do not have real challenges, but we invent challenges. Maybe there will be a construction in my area in Stockholm, planned in five years time. Now all the neighbours start to talk negative about it. They get together and write letters to the authorities to stop the building. At the same time we all know that the youth lack somewhere to live. So why do we not choose to appreciate the development? Instead we will identify construction plan as a true challenge and spend a lot of negative energy and effort on it.

Equity

Liberia

Physical appearance

In the eyes of God we all have the same value, but in the eyes of human beings we do not. Some people will even judge others just from the physical appearance. Imagine a person with a tie, and another one with less fancy cloths. Most people judge from them from their physical appearance.

Who do we think an employer will recognise for a job? Who do you yourself want to be?

What about a person who just arrived to Sweden and is looking for a job, and do not have the money yet do dress well when applying for a job. Even if the person has excellent capacity to do the job the chances of getting it are small.

Ghana

Household work

In Sweden a man shall carry his dishes to the kitchen and clean up. Here it is not for the woman to collect dishes.

Sweden

Equity between men and women

We have believe we have come far in our struggle to achieve equity between men and women. We did not yet reach all the way, as salaries are still equal as are number of persons with responsibility, but the differences are evened out more and more every day. We are in general proud of what we have achieved, both men and women. We will not accept foreigner coming to Sweden trying to implement inequity between men and women. Also at the working places do we have equity. The hierarchy is flat. Each employee shall focus on and take decisions about issues she is most skilled to do. The management has to collect advice and guidance from the staff and coordinate the work based on these advices. The management is also responsible for motivating the staff and arranging with a comfortable, safe and positive work atmosphere. The Government introduced "Du-reformen" in the late 1960s.

Master harassment techniques

In Sweden we are aware of Master harassment. It iss common, and likely to occur in all countries where power in unbalanced.

-Be careful not to be included in the system and being part of promoting it against someone.

-If you yourself is targeted, you can't change it. You have to leave that environment and move on. If it is at your workplace, quit and find a new job. If it is with your wife / husband divorce and remarry.

8. Resilience

Egypt

No time to identify the need

In many international development programmes, the donor project leader is in a situation where she only has little time to spend, a lot of money to give out, and an ambitious report to deliver. The donor organisations are always in a rush, so they tend to give the money to the first person they meet. They do not have time to make a research and find out who needs it most.

Uganda

Focus on objectives rather than conditions.

Partnership relations should be determined by the objectives of the partnership, but in my country, it is rather the conditions that tend to define a partnership. A partnership should value different capacities. We all have something to contribute with and it is for example not because that I have studied more that I should be the boss. A community woman may not have gone to school, but her contribution to the objectives of the programme is crucial; she knows the norms and values of the community, and the realities of living there. She is a daughter, mother, wife, caretaker, worker and she knows the realities, has strong ties to the community. I have seen people in my community, that even though the partnership is developed in a way that it seems they have nothing to contribute with, they do not mind. They forget to see the different levels at which they are valid. The truth is that we all have something to contribute with and it all values the same. Thus in my country it is most often so that it is the conditions which we are in, that defines the partnership.

Measuring time

We have our own way of looking at time. The day has 12 hours, and the night has also 12 hours. At seven o'clock in the morning your time, we call it one - the first hour. It is the first hours with light. When the sun sets, then it is twelve. Then we start to count the night hours. Thus, it is very difficult for us to move to a country where we cannot use the sun to follow the time. It gets dark early in Sweden in the winter, and then it is difficult for us to work, because mentally we do not work when it is dark.

Time management

Why do we not give the right measure of how long time something will take? It is because we do not have that same feeling of measuring. This is because there are so many variables that will affect the amount of time something will take, and those variables are out of our control (e.g. electricity load shedding, traffic jam, unreliable internet connectivity etc.). Setting deadlines are ok in some cultures, but not in other cultures.

To get skilled with managing challenges

I did not wake up to be patient and know to manage things. Just that so many big things have happened in my life, that nothing can surprise me anymore. Things that happen in my life do not seem large any longer, just small. We focus a lot in life about that we are different, when actually we are not. It is just the realities of where we live that creates rules and cultural differences.

Talking sweet

Where I was born, we talk sweet to each other because we depend on each other. We do not upset one another. We are nice because we also expect something. But in places where people have enough money, they are independent and do not depend on each other in the same way. We talk about challenges between us only when they become extreme. Then we do talk. Then we take time and talk properly. We do not want to have arguments about small, small things. This will give me peace of mind. If we eventually have an argument with neighbours then it is serious. Moreover, "there is nothing that my mother can do that will make me to behave bad to her...nothing!"

Liberia

Giving money

We are the same, but history tells us that white people come with money. The black people just want to know how much money and when. If someone promises to give money, then the African will just take it and be fine with that; whereas the white person will need to know a lot of details about the transaction. They want to know about you, the receiver of the money, your whole biography. It is because they want to ensure that the money will be well spent. If we offer money in Africa, the receiver will not care about where the money came from, they will only extract the money. If you show money, poor people may be desperate about getting that money. We need to understand the people we work with.

Feelings

Black follow their feelings directly. But actually, we need to be careful with following feelings, because feelings can change.

Building relations

Relations are built-up, as are discussions. Discussions start with "How are you, how is the family...". We talk a lot with each other and many times we just talk sweet. We show an honest and deep interest in the other person. We build and we sustain the relation. Neighbours are also important and if you meet a neighbour, you must always say good morning and you must show interest in the person. If this does not it is seen as very rude.

Showing emotions

In Africa if someone is angry they will show it. In a shop for example, even if you work in a shop and are to serve the customers, they will still show they are angry.

In Sweden if we work in a shop, we will have to smile to the customer, even if we are angry inside.

Staying in contact

The talking and staying in contact needs to be there all the time in order to keep a relation. If the staying in contact is not there then the relation will not be maintained. To recognise who they are is important.

Ghana

To approach the Swedish

If you arrive to Sweden and plan to stay, then be open and try to approach the Swedish. Sometimes it is hard to approach Swedish persons. Even many seems to not mind. Sometimes we say hello to a Swedish and the person does not even answer, but it does not mean the person is a racist. Foreigners

may become scared, but do not give up. Try again, with time the person will want to talk with you. It is a matter of time. In Sweden it seems to be more easy to socialise with women, with young people and with the very old. Because old people are lonely, they need friends, when they are pensioners. Even their own relatives do not have time for them, so now they need to get a new life. Swedish want to sit one one. But you can say hello, one time, two times and then you can sit together and then start talking.

Togo

Integration in Sweden is too difficult

When we come here there is a barrier between us and you guys. In London it is the same. We learn a little about the culture in the language school. It is difficult to come close to the Swedish. The Swedish they are cold. They do not have temperament. Since that is your nature we cannot change anything now, only maybe in the future. So we take it easy and we get used to the system. We cannot be happy, we need to come closer, if the Swedish do not allow us to come close, how can we be happy.

Sweden

Friendship

Friendship builds on care and trust. Swedes can be friends forever even if they do not stay in contact and only talk or meet seldom. This is because they are busy and tired from work, household and family, and we see it as a strength that we can maintain friendship and remember each other even if we do not have time to meet.

Meeting friends

When we meet friends, we want it to be special. We clean our house, cook nice food, dress well and take time for each other. We can book the event in advance and we show up in time. We do not pick a phone call when we are with friends we call back later, and the person who called will understand.

Time management

The issue is how much time we have to our disposition. If we need two weeks for everyone to understand what we have to do, but we only have one week, then I will have to stop being polite and be more like a teacher. Culturally we perceive time in different ways. One way to try to address the situation is maybe to split one workweek, into two weeks and only work a half a day, to allow for the people to have time to reflect. Me as a Swedish I cannot stand if someone says "mañana", as in "we can as well do it tomorrow..." A Swedish would understand - this meeting is for an hour only. After one hour the meeting will close and everyone are content. We ensure to distribute the time in the meeting to address what is on the agenda. In some cultures, this may not even be possible.

9. Knowledge sharing

Egypt

Connecting with the really poor

The really poor will often feel that support programmes come with too much information. For this reason, they will not get involved. These people are often not used to so much information as they did not experience anything outside the village before. Those who have more experience will maybe come forward more, but they do often not belong to the really poor.

Raising expectations

Be very cautious not to make no promises, because the people may get very disappointed. We can say one hundred times that we are not going to fix your problem, but the people will not believe us. Because they are used to that international organisations fix stuff. But in Sweden we are just policy makers and we don't fix things.

Sharing feed-back

Maybe we tend to focus too much on the work and too little on giving feedback. Feed-back is very important; to openly share about our experiences and all the time. I have for example experienced a Swedish manager with too little knowledge. He made jokes that he thought was funny, but the PP did not think it was funny at all and were actually offended. The PPs started to dislike the Swedish manager.

Liberia

Sharing about success

It is difficult for a person to talk about how they became successful through their businesses. They will not want to share about this aspect. They will also not take time to tell others about how the business going, and it if happens anyway, it can only happen if we are together face-to-face.

Innovations

In Africa we can for example use the solar system to generate energy, but how can we give them this knowledge?

Right or wrong

We discuss right and wrong, yes or no. We go straight to the point.

To initiate joint businesses

If you are going to start joint businesses in Africa and want to change the type of relation from giving aid to equal business partnership, then you have to talk with them all the time. You have to share a lot. For example, you cannot just send goods and ask them to sell. You have to go there and teach them, they do not know how to put things in order. You need to talk all the time. Give them a lot of information and talk with them all the time. Put them on a pay-roll for example. Be very clear, follow-up, and you cannot leave them. Build a certain way of working with them. Talk with them face to face, or through Skype or on phone. Do not send messages. If you do not talk with them then they will not understand. If they read messages it does not mean anything to them, they want to see action in actual practice. In Africa the written words do not have any feelings. Written words are dead. Speak to them many, many times until they get used to hearing your voice. Always speak the

truth and do not change. If you are nice one day, then be nice also the next day. If you are harsh, stay harsh. Do not change attitude. They want to know who you are.

When sending money, they have to be informed about the value of that money you send. You have to ensure they use the money wisely. Using money wisely, is not something that happen all the time.

Uganda

Sharing information from rural areas

I have had the privilege to have an authentic African “growing-up”. My mom has always been on the farm. I lived in a village where they do not have anything, but at least we did not have war. Now imagine some people live in villages where they also have war, or have had war... , this goes back to conditions. How will other people know, the villagers do not have a camera and they do not have a computer, so they cannot share their experiences with anyone.

Sweden

Business meetings

In Sweden we arrange business meeting where we share knowledge, discuss, negotiates, agrees and set up work plans. We feel that e-mailing in an organised manner is an efficient way or working. We copy others into the e-mail, who we consider should be aware. In Africa we do not copy others into e-mails, they seem to not trust in sharing the information (1).

10. Visibility

Liberia

Sharing success stories

In Africa they want to show fancy cars, expensive clothes and happy families.

Sweden

Sharing success stories

We are happy to share about successes, but not about failures; successes concerning our kids and at work about work achievements.

Workshop costs

Per participant

The participation cost for persons representing institutions is 1,000 SEK + VAT per workshop day. We offer two presenters, one from Europe and one from Africa.

The participation costs for private persons can be discussed.

Appendices

Appendix 1

About the Founders

About Peter ROBERT



I was born and grew up in Monrovia, Liberia, and I am now since 16 years living in Sweden. Now, my life in Sweden is well organised, I have family here, work and apartment. I have four children; three are born and live in Sweden and one lives in Accra Ghana. I am proud to be a Liberian and off course to become Swedish citizen. Since coming to Sweden, I have always been concerned with the situation of the immigrants. I was a newcomer myself once, and thus I know the challenges very well, thus my passion is to support others who are still in the integration process.

Living in Europe Sweden was a completely new challenge for me. I started school after having been out from school for ten years in Liberia. I started with SFI to learn Swedish, continued at KOMVUX, and studied pedagogy (day-care pedagogic) for two years. Thereafter I worked as leader, for youths in the age of 12- 19 years for four years. Thereafter I worked at Järfälla Kommun as a job coach and in Vårby Gård, in Hässelby Gård, at Öster Bärge undomsgård, and at Tensta fritidsgård as recreation leader. I also worked with Red Cross addressing unaccompanied children. I am presently working full-time as a recreation leader at the Spanish School in Solna, where I teach as well as create, implement and supervise programme activities. Working as a youth leader means to be working with people of different ages. A youth leader needs to be able to listen well and at the same time be skilled with building relationships, which requires a professional approach. A youth leader must also be independent, flexible and accountable. As a youth recreation leader, your Tactk is very important and it requires a capacity working with youths from different level of our global community. I have met many young people from different cultural backgrounds coming from Africa, Asia and Europe. In my work, I supported the young to integrate into the Swedish society. I listen carefully and build productive relations and I tend to become a role model and a counsellor for them.

It has been a great experience to see how young people are trying to become important in our Swedish society. I have seen the potential and the desire of young people and their willingness to work. An idea came to me, while working with those young underprivileged people who find it difficult in life, how to empower, help and support them. The support must be both physically mentally and socially.

About Cecilia ÖMAN



I believe in that the world can be a good and comfortable place for everyone. I believe in collaboration, honesty and in supporting others. My work passion since I was very young has been poverty reduction and natural environmental protection through scientific research and development programs. In order to address what I believe in I initiated my career at the Royal Institute of Technology (KTH) in Stockholm and took a MSc in Chemistry Engineering. I travelled to Nicaragua for my thesis and stayed three months to learn more about living conditions and doing research in a lower income country. Thereafter I took an employment as a consultant and researcher at the Swedish Environmental Research Institute (IVL, Svenska Miljöinstitutet) in Stockholm. I worked with water and waste management with the purpose of decreasing pollution. I also registered as a researcher at KTH in parallel with my employment at IVL, aiming for a PhD degree. After ten years at IVL I decided to broaden my perspectives and to also target lower income countries. Thus, I took an employment at the International Foundation for Science (IFS). My task at IFS was to support researchers in lower income countries to do research on topics selected by them and in their home countries. This is a mandate that I appreciate a lot. I initiated the Water Resource research area at IFS was appointed scientific coordinator. Besides giving training and coaching to researchers in lower income countries on scientific issues, initiated and managed a large project addressing access to scientific equipment. I continued my own scientific research at KTH in parallel with my employment at IFS and took the associate professor degree. My research topic was "water management in lower income countries". I have remained closely attached to KTH, and I am called upon for certain tasks. After ten years at IFS I decided to develop and implement an innovative strategy addressing extreme poverty eradication. To be able to do this I founded the volunteer organisation Action10 in 2009. Action10 is run by 30 volunteers and has programs in seven countries; Uganda, Kenya, Cameroon, Togo, Nigeria, Liberia and Colombia. All programs build on needs driven programs, equal partnership and sustainable economy. The strategy has found to be successful and even though the organisation is still young it is improving the livelihood conditions for thousands of people in actual practice. Through my experiences with Action10, I became convinced that combining scientific research with social enterprising in lower income countries, is a strong strategy for poverty eradication and I became involved with supporting entrepreneurs in lower income countries to start their own businesses. My ambition now is to continue my work with supporting scientific research and social enterprising in lower income countries as well as integration. This shall be done in equal partnership and with a sustainable economy and institutional capacity by for example setting up innovation

centers and by sharing knowledge and offering internet access and investment capital. The social enterprise “Human Rights and Science” was registered in 2015.

Exams

- Associate Professor, 2007. Royal Institute of Technology Sweden, Department of Land and Water Resources. Title: Water resources management in low income countries,
- Ph. D., 1998. Royal Institute of Technology Sweden, Department of Land and Water Resources. Title: Emission of organic compounds from solid waste landfills. Research field: Groundwater chemistry.
- M. Sc., 1988, Royal Institute of Technology Sweden; Department of Chemical Technology. Discipline: Chemical engineering oriented towards biotechnology. Title of thesis: Chemical extraction of natural products from medical plants in Nicaragua.

Appendix 2

About the Programme partners

Grace Project Stockholm (GPS)

Grace Project Stockholm (GPS) is a pedagogic entrepreneurial project, which is specializing on encouraging, developing real ideas, creating projects, exploring talents and displaying artwork. It is also built to establish businesses and create job opportunities. Our mission is to create life opportunities, help in time of needs, increase better living standard and strengthen vulnerable people in Europe and in lower income countries.

Right now, our focus in Sweden is to support the underprivileged people to find their own interests in what they want to study, create, or work with for life advancement and job opportunities. GPS has identified the need of many underprivileged people in Stockholm today. For some reason some of them have been isolated from the society and some of them have dropped out of school or have been abused, victims of war and crime, some of them don't know their place in life, have no education, no job experience and don't know what to do with their life. GPS will support and help vulnerable people who are underprivileged through a programme call we call "The Embassy". The programme aims at motivating and supporting immigrants to integrate in a structured way.

The Embassy builds on previous work with integration and will benefit from previous experiences and aims to scale up. It will be a collaboration between my programme GPS and the social enterprise of Cecilia Öman, Human Rights & Science. We will invite new Swedish citizens, who did not yet integrate well in the society. We will listen to what they want to do, support them with motivation and practical tools to reach their dreams in Sweden. GPS-Project headquarters is in Sweden, but its humanitarian programmes and activities are carried out in Europe and Africa, with the help of its representatives and Volunteers.

Kyrkbacken1, 16962 Solna
Ph: (0046)739061510
gracemediaproject@gmail.com
www.gracemediaproject.com

Human Rights and Science (HR&S)

The vision of Human Rights & Science (HR&S)³ is a world providing opportunities for all. It is unacceptable that a large number of people still suffer from being excluded from the society; strong, intelligent, capable people who just need a hand to be able to move on. HR&S claims that everyone can be integrated into the society, and within a limited period, if the correct approach is used. HR&S claims further to know the correct approach and to have implemented it with successful result in different ways and in different countries⁴. It is time to scale-up in Stockholm. The Embassy program in Stockholm will depend on cross-cultural communication and cross-cultural deep understanding. HR&S is grateful for having been accepted to become a partner by GPS, a programme that carries deep knowledge and understanding about the actual situation for our immigrants and knows well how to bridge the gap between the Swedish society and other cultures, mainly other countries in Africa.

The HR&S states that to provide opportunities for all and implement successful integration the activities have to be defined by the people targeted. We call our partners the Target Partners. Only the people living under certain conditions can fully understand all the aspects of that life. These people are the true and only experts, when it comes to developing and implementing any programme that honestly addresses a sustainable change in their living or working environment. Still, vulnerable communities depend on collaborating with organisations outside their own boundaries to get access to the products and services that they need to address their challenges, and by doing so their livelihood can be improved. The HR&S is a social enterprise with the mission to provide opportunities for all and to balance the world's resources. The operations build on the Ten Actions value platform (Tact) and the Real-time Outcome Planning and Evaluation (ROPE) tool. Both Tact and ROPE have been implemented in actual practice through Action10 since 2009 and have proven successful. The ROPE identifies the dreams of the Target partners and then compiles the challenges that the Target partner face. Those challenges describe the reasons for why the Target partners are not doing what they want to do to reach their dreams. We call the compilation of challenges Outcome challenges. Linked to each Outcome challenges are the Progress markers and the purpose with the Progress markers is to enable evaluation planning of the programme activities. The Outcome Challenges also define the Strategy Map, which is a set of concrete activities that must be addressed to reach the dreams of the Target partners⁵. After the Strategy Map has been defined a Sustainable economy scheme is developed. The TACT/ROPE is built on collaboration between active stakeholders identified as the Target partners (TP), the Programme partner (PP), and the Strategic partners (SP).

³ The Human Rights and Science (HR&S) builds on the two cornerstones; Human Rights, which are principles that have been agreed on by international leaders all over the world and thus are common goals for the humanity, and Science that is a way to ensure truth, trust and quality in procedures, services and products. HR&S is a social enterprise with no religious or political ties.

⁴ HR&S shares its vision and mission with its sister organisation Action10 (www.Action10.org). The NGO Action10 is a volunteer member organisation with the same strategy as HR&S. The two sister organisations have the same value platform and they have the same Founder.

⁵ The concept of Outcome Challenges, Progress Markers and Strategy Map were initially proposed by Earl, Carden et al. (2001) and are components of the Outcome Mapping tool.

Appendix 3

Other CCP tools offered

Business start-up workshops

Workshops are arranged addressing cross-cultural business start-up.

Eligibility interview

A potential partners are invited to open sessions where the HR&S / GPS are presented. The sessions welcome discussions and responds to questions and ideas. The next step is a one hour individual session according to the GPS model. After the session an assessment is made on the seriousness of the potential partner and GPS may or may not accept the person for a collaboration position.

Empowerment sessions

Empowerment sessions are arranged to strengthen the self-confidence and self-esteem, by finding solutions and raising consciousness about life, educating on how to have a healthy mind, refreshing the mind for learning and working, train the mind to know the value of social contacts, associating with different culture background, communication and respect for humanity.

Networking

The programme collaborates with or share information about strategic partners.

- Start-up Stockholm
 - Offers professional seminars and individual coaching concerning business start-up.
- Migration Board