## Guidelines for NORHED applications for the call on NORHED for education 2015/16

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### Reference documents and sources

The following reference documents are of importance and relevance for the NORHED applications:

* Programme Document of NORHED Programme
* Call for applications to NORHED
* NORHED Application Form
* Grant Scheme Rules for Support for Capacity Building within Research and Higher Education

Web site: [www.norad.no/norhed](http://www.norad.no/norhed)

### Submission of the application

All applications for NORHED funding must use the NORHED application form on [www.norad.no/norhed](http://www.norad.no/norhed) .

The application with all attachments must be submitted by e-mail to post-forsk@norad.no

No other forms or means of submitting applications will be accepted.

### Deadline

The deadline for submission of the online application is **15 February 2016, at 15.00 CET**.

Applications submitted after the deadline or applications exceeding 30 pages will be rejected.

# The application form

All relevant information is to be included in the application. The provided information regarding the applicant, cooperating partners, project, implementation plan, budget and financing must be complete and correct.

### Project information

The application shall state the project title and give an executive summary of the project. Country(ies) of implementation and applying higher education institutions should be in line with eligible countries of the call.

Eligible institutions for NORHED support are:

* In Low and Middle Income Countries (LMIC): Higher Education Institutions accredited/recognised by in-country national authorities.
* In Norway: Higher Education Institutions accredited by NOKUT (Norwegian Agency for Quality Education).

The application may decide the financial year of the project according to the financial year of the agreement partner.

### Administration and partnership

### 2.1 Project partner information

The applications shall be submitted jointly by the LMIC and Norwegian partner institutions. The partnership shall select one partner institution to be the agreement partner. For main NORHED projects, the preferred partnership model is where one of the South based institutions holds the lead, underscoring the aim of southern partner ownership and capacity building. However, in situations where the LMIC partners do not have the capacity to take the project lead, the Norwegian partner can be the lead partner.

The agreement partner will be responsible for entering into contracts with all partners receiving funding under the projects, and will be responsible for the budgets, workplans, progress report, and financial reporting for all partner institutions involved in the project in addition to monitoring and evaluation of results. The agreement partner is obliged to organize the project in such a way as to prevent corruption, irregularities and the misuse of funds.

Each NORHED application must ensure institutional commitment. This should be shared with Norad through signed letters of commitments from each institution involved, stating the commitment from the applying institution.

Each applying institution shall appoint one institutional contact person for NORHED.

Each project must have a project contact person for each partner institution involved. Name and contact details for these persons shall be included in the project application.

### 2.2 – 2.5 About the partnership

The application shall include background and rationale for the partnership. This shall include the competence and qualifications, as well as the different roles and responsibilities, for each partner. The application must document the added value the different partners bring to the project.

The benefits of involving more than two partners in a larger partnership must be balanced with the overall objective, operational feasibility and considerations of the overall impact of the programme. NORHED-projects aim to build broad and sustainable institutional capacity, and the projects should be designed and resourced for this purpose. The project application must clearly state where the capacity shall be developed, and describe the role of each partner. Involvement of too many institutions within one partnership may increase the risk of fragmentation at the cost of concentration and institutional capacity building.

A description of a partner institution’s capacity can include elements like: human resources (volume, quality and competence), organisational strengths and weaknesses and enabling environment (social systems, regulatory and legal environments).

For successful applications, a partnership agreement with commitment and division of roles and responsibilities shall be signed by all partners in a NORHED project before a NORHED agreement can be signed.

### 2.6 Assessment of the institutional capacity

The application must assess the institutions’ capacity to coordinate and implement the project. The Norwegian government has a zero tolerance policy for corruption and misuse of funds. Zero tolerance is applied for all NORHED funding. HEIs that apply for NORHED funding must document that they have adequate financial management systems and capabilities to handle the financial management of NORHED funds. Transparency and anti-corruption measures shall be implemented at all levels. The risk assessment must include an assessment of risks related to financial management, sustainability and transparency and highlight mitigating measures.

Contracted institutions are responsible for the funds disbursed to them. Any amount of money that has been misused, or that HEIs fail to report correctly, will be claimed. In cases of suspicion of financial irregularity or failure of correct reporting, further disbursements will be stopped with no delay until the case has been solved.

More information about this is described in NORHED’s programme document, and/or found at <http://www.norad.no/en/about-norad/whistleblowing>

### 2.7 Gender Focal Point

The project shall appoint a gender focal point person for the project, with a particular responsibility to assure that gender mainstreaming is implemented in the project. The gender focal point must be a member of the project management.

### Description of the project

The application is to give a concise description of the project based on the current situation and the need and/or reason for the project. The present situation and need/justification for the project shall be described for the institutions/countries where the capacity shall be increased.

The overall aim of the NORHED programme is to strengthen capacitites for education and research. The project description must show how the project contributes to capacity building, and which capacity building elements that are included, both in terms of education and research.

The application shall describee how the project relates to strategic plans and priorities at the institution and country where capacity will be built.

### Result framework

### 4.1 Intended impact of society and 4.2 Intended outcome

Noad defines a result as an output, outcome or impact of a development intervention. By impact we mean long-term improvements for society. Outcomes represent the most important result-level in result management. Outcomes are the intended, intermediate effect on the target groups. Outputs are normally quantitative results; products or services which are relevant for the achievement of outcomes. We need indicators and explicit targets for each indicator to know when or whether we are making progress towards desired results. There is a tendency in result management to develop too complicated and comprehensive results frameworks. Keep it simple.

The NORHED programme has defined overall impact and outcome formulations for the whole programme. At project level, the outputs, indicators, baselines and targets needs to be completed.

Through a consultative process with NORHED partners in ongoing NORHED projects, standard indicators have been identified for the programme. These should be included in the project results frameworks. Baseline values of the indicators should be in place before starting implementing programme activities.

For more information see: Results management in Norwegian Development Cooperation (Norad/Ministry of Foreign Affairs): <http://www.norad.no/en/tools-and-publications/guidelines-for-quality-assurance>

### 4.3 Assumptions/risk factors

Risks are closely linked to results and should consequently be analysed against the results framework of the programme. There are both internal and external risk factors that may hinder success. The first step in risk management is to identify the risk factors. The next step is to analyse the risks, in terms of the probability of their occurrence, and the consequences they are likely to have for the success of the program. The final step is the risk response, or the mitigation.

### Implementation plan

An implementation plan is included in the application form with activities, responsibilities and timeline.

### Assessment of sustainability and cross cutting issues

The project partners are asked to assess several areas of relevance to the project, as listed below.

### 6.1 Gender mainstreaming

Gender equality is a main priority in NORHED. A gender mainstreaming approach implies integrating gender perspectives in the planning and implementation of all aspects of the project cycle. This includes elements such as design of curricula and research projects, human resources and recruitment, teaching, supervision, research activities as well as monitoring and evaluation. Educational programmes and research activities which explicitly address issues related to gender equality are encouraged.

Measures should be taken to increase the number of female students at all levels, as well as female researchers, project participants and project coordinators. All projects should make every effort to recruit 50% female students at all levels.

Measures should also be included in order to retain female students, researchers and project participants, as well as to improve their working conditions. Particular activities to retain female students, and facilitate their completion of the degree studies may be supported, such as career mentoring schemes for female students, include female researchers and students in formal and informal research networks, provide secure working environments and create incentives targeted at female students (e.g. awards/grants).

All NORHED application must include activities to strengthen gender equality. This shall include both measures to promote equal opportunities and increase access, and measures to strengthen gender aspects in education and research activities/programmes.

### 6.2 Human rights and equality:

The project application must include an assessment of human rights and equality aspects connected to the project. This may include issues of participation, inclusion and exclusion , and the partnership is encouraged to be particularly concerned with vulnerable and excluded groups such as ethnic minorities, indigenous people, people with disabilities.

### 6.3 Environment and climate:

Project partners need to assess whether the project is likely to have positive or negative environmental impacts, or impact on climate change. In case potential negative impacts are identified, measures to mitigate these must be included in the project plan. In case climate change and environmental risk factors are identified, measures to mitigate or manage the risks implemented. NORHED projects should seek to prevent, minimize, mitigate or compensate for adverse environmental impacts as well as contribute to enhancing positive environmental impacts.

Norwegian action plan for environment in development cooperation (Ministry of Foreign Affairs):

<http://www.regjeringen.no/upload/kilde/ud/rap/2006/0089/ddd/pdfv/287538-actplanenv.pdf>

For more information on sustainability elements and key risk factors, see:

Assessment of Sustainability Elements/Key risk factors (Norad/Ministry of Foreign Affairs)

<http://www.norad.no/en/tools-and-publications/guidelines-for-quality-assurance>

### 6.4 Sustainability beyond the project period

Sustainability here refer to the positive effects of the project that will continue after the grant has come to its end.

### Financial plan

The NORHED projects can have a project period up to five years, and with a budget frame of 7-15 million NOK. A financial plan shall be specified for all partner institutions involved in the application.

In addition, a detailed budget and breakdown of the expenditures must be provided in a separate attachment, using the budget template at [www.norad.no/norhed](http://www.norad.no/norhed)

### Date and confirmation

The application must be signed by a representative from each of the partner institutions authorized to sign legally binding agreements on behalf of the institution.

### Attachments

The following attachments are required to be included for all NORHED applications:

* Application form (complete NORHED application form, no other form will be accepted)
* Budget
* CV’s
* Commitment letter signed at relevant institute and faculty level