Last revised 12 April 2011

COOPERATION AGREEMENT – APPLICATION GUIDE

1. Prior to applying for cooperation agreements, organisations must be approved by Norad for the type of agreement concerned. According to the rules, it is Norad that decides which organisations shall be considered for inclusion in the category "organisations with cooperation agreements".

2. The application consists of two parts with sub-items that must all be responded to:
   Part 1. Information about the organisation and its strategy
   Part 2: Multi-year plan including budget

3. In addition, the following documents must be enclosed:
   - annual accounts and auditor's report for the previous two years
   - the organisation's articles of association
   - a document describing the organisation's development cooperation strategy
   - list of planned evaluations during the agreement period and estimated total cost
   - ethical guidelines
   - guidelines for combating and dealing with corruption
   - statistics regarding the organisation's Norad

4. Part 1 should not exceed 20 pages. Part 2 should be brief, tentatively eight pages per programme, of which item 2.2.2 should not exceed two pages per programme.

5. The application must be sent to Norad both:
   - on paper with all enclosures addressed to Norad, Postboks 8034 Dep., 0030 Oslo and
   - electronically to postmottak@Norad.no
   It shall be delivered to Norad in MS Word format (*.doc).

6. In order to be considered for commencement of an agreement during the following year, the application must be postmarked at the latest 1 October.

7. Before writing the application, in addition to the present Guide, please also read Norad's Rules for Support to Civil Society Actors and the Principles for Norad's Support to Civil Society in the South (available on Norad's website). Please note that the Guide do not include all items of the application.

GUIDE TO PART 1 – ORGANISATIONAL INFORMATION:

No.:	Application requirements:	Guide:
1.1.2	When and by whom was the applicant organisation established and what is the purpose of the applicant organisation?	The question relates to the purpose of the applicant organisation in general, not only development cooperation activities.
1.1.4	Number of employees: Number of employees and full-time equivalents engaged in development matters:	Provide information on the total number of employees at the applicant organisation. Briefly describe the organisation of own employees engaged in development cooperation matters. The response may be viewed in connection with 1.1.8.
1.1.8	How and by whom are decisions concerning development cooperation programmes made?	Describe procedures and decisions concerning development cooperation activities. Who (what organisational units/departments/posts) at the applicant organisation hold the technical responsibility and who has decision-making authority? It is relevant here to include organisation of development cooperation activities at the applicant organisation (e.g. organisational chart – if not already given under item 1.1.4 – and the distribution of responsibility between the applicant organisation, local partners, international head office, country offices/resident representatives, etc.).

1.2	DEVELOPMENT COOPERATION STRATEGY AND EXPERTISE	The questions in item 1.2 apply to the whole of the applicant organisation's development cooperation activities, and not only activities which will be funded by Norad. The purpose of the questions is to acquire an insight into the relationship between Norad-financed development cooperation activities and other development cooperation activities.
1.2.3	Technical and administrative experience and resources within development cooperation, expertise on developing countries and thematic areas and any other technical or professional resources available to the applicant organisation.	What kind of expertise does the applicant organisation have itself, with whom it does have technical cooperation, at home and abroad (consultants, other organisations, research institutions, etc.).
1.2.4	System for quality assurance of programme planning and implementation, applications, reports and reviews/evaluations and any plans for further development of the system. Distribution of responsibility between the head office and country offices, if appropriate, and the country offices' added value.	Give a brief description and assessment of quality assurance in the applicant organisation's development cooperation activities (including financial matters and management/administration). What guidelines, routines, methods and technical resources are in use? If applicable, please inform about major changes to the system. Note that the question concerns the applicant organisation's own quality assurance.
1.2.6	Principles underlying selection and involvement of target groups.	Describe the general basis for systems and criteria in relation to identifying, defining and selecting target groups. Include important elements, such as how selection of target groups is coordinated with other actors (e.g. other NGOs). How are target groups involved in planning and implementing programmes.

1.2.7	Activities in relation to thematic priorities of Norwegian development cooperation	Documents of central importance are white papers (Reports to the Storting) on development cooperation, annual budget propositions (Proposition No. 1 to the Storting), current thematic plans of action and strategies.
1.2.8	How people in Norway are involved in, and provide support for, the organisation's development cooperation	What kind of support and status does the applicant organisation have in Norway? What kind of activities take place in Norway? The information should as far as possible be documented, for example, by means of statistics on the number of members/supporters, examples of impact achieved, results in the form of public interest manifested, as well as campaigns and other activities.
1.2.9	Cooperation with diaspora	See chapter 6 of Norad'sPrinciples for Support to Civil Society in the South (2009) and Norad's Diaspora Policy (2011)

1.3.1	What is the size of the applicant organisation's total annual budget, and how much of this is spent on development cooperation?	The questions relate to the applicant organisation's aggregate account for the previous two years (to be enclosed with the application).
1.3.2	How are the development cooperation programmes funded? Provide an overview by country and programme of support received during the previous year from the Norwegian development cooperation administration and from foreign donors.	This is a request for a complete list of all grants received from the Norwegian Ministry of Foreign Affairs, the Norwegian embassies, Norad and via other Norwegian organisations, such as umbrella organisations. The question may be answered schematically, perhaps by means of an enclosure to the application. For umbrella organisations, this question must be answered for each member organisation.
1.3.3	How are funds raised in Norway? How much is raised each year, including bequests and donations?	The number of donors is given under item 1.1.5. This is a request for a description of other income (other than public grants).

1.5	FOR UMBRELLA ORGANISATIONS	These questions are only to be answered by umbrella organisations. The purpose of the questions is to gain a clear picture of the secretariat's added value and expertise associated with technical and administrative matters and of cooperation with member organisations in these areas.

GUIDE TO PART 2 – MULTI-YEAR PLANS:

2.1 Budget guide:

The application must include a summarised budget for the amount that support is applied for (in item 2.1) a more detailed programme budget for each programme (in item 2.2.12).

The summarised budget must show:

- total programme costs and all sources of income for the programmes that support is applied for, including funds raised in Norway and income from other sources.
- the amount applied for from Norad: Norad's share of programme costs and Norad's contribution to administrative costs.

Example:

Summary:	BUDGET					
	20xx	20xx	20xx	20xx	20xx	Sum
Total programme costs Self-financing (raised in Norway) Norad's funding of programme costs Norad's contribution to administrative costs (max 7%)						
Norad Total (Norad's share of programme costs + contribution to administrative costs)						
Other income						

Example on how to calculate contribution to administrative cost:
Norad grant is NOK 100 000. 7% of this may be utilized for administration, thus NOK 7 000.

Total program cost	NOK 103 333
-Self-financing	NOK 10 333
Norads' share of programme cost	NOK 93 000
+Administration contribution	NOK 7 000
Norad grant	NOK 100 000

- Programme summaries showing
  - annual budgeted programme costs distributed by country for the whole support period
  - annual budgeted programme costs distributed by thematic area/sector for the whole support period
  - annual budgeted programme costs distributed by actor for the whole support period
  - budget for year 1 showing both country and thematic expenses

By actors, we mean all grant recipients. These may be Norwegian applicant organisations, international partner organisations, local partner organisations or other organisations.

Example:

Programme costs by country	20xx	20xx	20xx	20xx	Sum	Per cent
Country Country Country Country Global Not planned						
Total programme costs						100

Programme costs by thematic area/sector:	20xx	20xx	20xx	20xx	Sum	Per cent
Thematic area 1 Thematic area 2 Thematic area 3 Not planned						
Total programme costs						100

Programme costs by actor	20xx	20xx	20xx	20xx	Sum	Per cent
Local partner organisations International partner organisations (if any) Grant recipient Norwegian member organisations (for umbrella organisations) Others						
Total programme costs						100

	Thematic areas					
Country	Thematic area 1	Thematic area 2	Thematic area 3	Thematic area 4	Thematic area n	Program-me costs
Country Country Country Country Country Country Country Global						
Subtotal:						

2.2. MULTI-YEAR PLAN FOR EACH PROGRAMME

A plan must be presented for each programme, and this should not exceed eight pages per programme. Contact Norad if you wish to agree on other page limits.
The presentation as a whole must show why the programme is worthy of support.

2.2.1 The justification for the programme and a brief description of the current situation (baseline data). The geographical context in which the programme is to function. Relevance in relation to Government plans.

The description of the current situation that is to form the basis for development of the programme must reflect the variations between the countries to which the programme applies (if two or more countries). If relevant, some indication should be given of the extent of the problems in the various countries to which the programme applies, or whether they manifest themselves in specific ways in the various countries. Only the most important of the programme's baseline material should be used in the response. There should be a link between the baseline material presented here and indicators and baseline values given in item 2.2.2.

The response must be based on problem analyses, and show why the programme is important and relevant, and why applicant organisations and local partners are the appropriate actors to solve the problem (their specific assets). The response must throw light on geographical context(s) of relevance to the programme. Describe how the programme relates to relevant national (or global or sub-national) plans.

The response should provide a basis for understanding why a specific strategy has been chosen. It must be demonstrated why the planned products and services or instruments will help to solve a problem, i.e. where they belong in the result chain. If this is an ongoing programme (or the organisation has prior experience of working in the field) previous results, lessons learned and experience of "what works" should be part of the explanation of the proposed solution of the problem.

2.2.2 Result framework showing:

In addition to being a very important item in the application, item 2.2.2 will also form the draft of the programme summary that is to be part of the agreement between Norad and applicant organisations (Annex 1 to the Agreement). Item 2.2.2 will also form the basis of reports to Norad (both annual progress reports and result/final report).
The response must clearly state what products/services each programme goal (if there are two or more) as well as what indicators belong to each programme goal/product/service. Item 2.2.2 may if so desired be set up as a table.
For further description of performance management and measurement, see also Norad's guide "Results Management" (available from Norad's website).

– The programme's development goal (impact)

Give here a brief description of the development goal (impact), i.e. the general goal; the long-term contribution of the programme. Indicators shall not be created for the development goal.

– The programme goal (expected outcome) for the period, giving indicator(s) with associated baseline value(s)

The programme must have a clearly formulated goal. On the basis of the baseline, describe each desired change. A programme has a goal. However, the programme may be composed of several projects, each with its goal. These constitute the programme, and thus form the goal of the programme.

The programme goal may be defined as **the consequence the programme is to have for the target group**. The goal formulation should indicate which target group is to benefit from the changes, including in cases where the goal involves changing framework conditions (for example normative work, new laws, ratification of conventions, establishment of institutions, etc.) Formulate the programme goal as specifically as possible.

One or more Indicators must be specified for the programme goal. The applicant organisation **selects a few, relevant indicators** that provide some **essential** information on the programme that the organisations wish to report on. The applicant organisation will use these goals and indicators when reporting on the programme's achievements on termination of the Agreement. If appropriate, reports on the programme goal/consequences for the target group can also be made annually.

– Products and services (outputs) for the period with indicators and associated baseline values.

Each programme must define what products or services (outputs) are planned in order to achieve the goal and contribute to results for the target group. The applicant organisation selects a few essential products/services with associated indicators. These are to be reported on annually. The baseline value of each indicator must be stated.

– Target group

Each programme must have one or more target groups. The applicant organisation must clearly define where and among whom a change is expected. This may be included in the goal formulation itself. In large, complex programmes, it may be appropriate to provide a more detailed description of the target groups to be addressed.

2.2.3 The main risks (external and internal) associated with the programme's goal achievement, and planned risk management.

For information on "identification of risks and risk management", see Norad's Rules for Support to Civil Society Actors.

2.2.4 The corruption prevention measures included in the programme

Risks are factors latent in all programmes that may influence goal achievement, but whose realisation is unknown. For example, corruption is only a risk if it is not known whether it will occur. This is what differentiates risks from problems, and requires risk management procedures. If corruption is a fact (as is the case in many countries) it must be handled as part of the programme on a par with other problems.

2.2.6 The applicant organisation's contribution to local partners/programmes beyond the financial grant (added value).

Cf. Question 1.2.5. This question requires a programme-specific response. Why should Norad channel support via applicant organisations instead of directly to the local programme partners? The response should also relate to the amount of expenses incurred by applicant organisations, cf. the budget.

2.2.7 Who the local partner organisations represent and their role/strength in the society concerned.

Describe the support provided by local partners and their representativeness in relation to selected target group(s).

2.2.8 Local organisations' access to local resources

In many countries, there is increasing access to resources. The response should throw light on such potential.

2.2.9 How the programme helps to strengthen civil society.

See Norad's Principles for Support to Civil Society in the South (2009). The response should include applicant organisations' contributions to local partners in the light of strengthening of civil society in the south.

2.2.10 Regard for the rights of specific groups.

This may include regard for groups such as women, people with disabilities, indigenous peoples, marginalised groups.

2.2.12 The programme's duration, exit strategies and ensurance of sustainability.

The question is not restricted to the agreement period, but also concerns exit strategies and plans for long-term sustainability.

2.2.13 Detailed annual budget

The programme budget should preferably be drawn up in accordance with the main activities/outputs described in the programme plans, but identifying certain cost categories. If the programme has two or more donors, this shall be clearly shown. Examples of cost categories that should be shown are investments, personnel costs, use of consultants, office costs, travel and technical follow-up.