

Guidelines for applicants on results and knowledge management

All applicants invited to stage 2 must submit the following as part of their proposal:

Problem analysis: an analysis of the current problem/situation/needs the project seeks to address. Upload as part of the "Project description" in the application, in the same document as the Theory of Change.

Theory of Change: a presentation of the theory of change supported by a solid up-to-date knowledge base. Upload as a part of the "Project description" in the application, in the same document as the Problem analysis.

Results Framework: A results framework showing output, outcome, and impact level together with clear, relevant indicators, baseline and realistic expected results at outcome and impact levels and means of verification. Information about the project's set-up for collection, analysis, and use of results information must also be included. Upload as a file under "Results framework" in the application form.

Mandatory set of Core Indicators: A standardised set of core indicators (see separate document on web page) has been established to cover all outcome areas relevant to this call for proposals. *Each proposal must integrate all applicable core indicators into their results framework.* If an applicant considers a thematically relevant core indicator irrelevant to their proposal, they must provide a justification for its exclusion.

Applicants should outline a methodology to measure each core indicator and specify the sources of data, which may include program data or local, national, and international sources. Additionally, any contextual information relevant to the indicators should be outlined. Applicants must also explain how end targets have been calculated for each standard indicator. This can be uploaded as a separate document under "Other attachments" in the application form.

Please note that the ability to effectively measure and report on outcomes will be a key factor in the overall evaluation of the proposal. The final set of core indicators for the upcoming period will be determined based on the review of full proposals and feedback from applicants. Applicants may also suggest additional core indicators (outcome level). Consequently, the indicator set may be adjusted before signing a grant agreement.

Monitoring, evaluation, research, and learning plan: Norad generally expects applicants to attach a broader knowledge plan for the support period, linked to identified knowledge gaps, strategic decisions or learning outcomes. Upload as a separate document under "Other attachments" in the application form. Applicants are encouraged to consult the guide for developing knowledge management plans prepared by the Development Learning Lab (DLL) and the MERLiN network ([Making a knowledge plan](#)). This guide is aligned with Norad's approach.