



NUFU

NORWEGIAN UNIVERSITY COOPERATION PROGRAMME FOR
CAPACITY DEVELOPMENT IN SUDAN (NUCOOP)

PROGRAMME DOCUMENT
2007-2011

BACKGROUND

Norwegian institutions of higher education have a long history of successful co-operation with universities in Sudan. The Norwegian Ministry of Foreign Affairs wishes to make use of the knowledge and experience of Sudanese affairs available in Norwegian institutions in order to support the implementation of the Comprehensive Peace Agreement and contribute to poverty reduction. On this background the Ministry of Foreign Affairs has requested Norad to establish a programme for university cooperation, and SIU has been requested to administer the programme.

An agreement for managing the programme is made by Norad and the Norwegian Centre for International Cooperation in Higher Education (SIU) under the NUFU Agreement, §2.2: “Norad may apply the framework and governance mechanisms established for NUFU to the governance and administration of other financed activities that fall within NUFU’s sphere of responsibility.”

I AIMS AND OBJECTIVES

Overall aim

The overall aim of the Norwegian University Cooperation Programme for Capacity Development in Sudan (NUCOOP) is to contribute to the development of **sustainable capacity of higher education institutions (HEI)** in Southern Sudan and other marginalised areas to **provide the workforce with adequate qualifications** in selected fields of study through multiphase cooperation. In the first phase of the Programme (2007-2011), the geographical priority will be Southern Sudan.

Objectives

The objectives of the first phase of the NUCOOP (2007-2011) are to:

1. **stimulate co-operation** between higher education institutions (HEI) in Sudan and Norway to **produce research and knowledge** in areas that are deemed relevant to the goals and objectives of the Government of Southern Sudan: **agriculture, education, health, gender equality, water, sanitation, land management, public administration and infrastructure, as well as socio-cultural issues**
2. stimulate co-operation between HEI and the **government** at local, regional and national levels in Sudan
3. develop **national, regional and international networks** between higher education institutions in **Northern and Southern Sudan** and **Southern-Southern-Northern** institutions (e.g. Kenyan, Tanzanian, Ethiopian and Tanzanian, South African + Sudanese and Norwegian)
4. support **leadership and management training** and **education of personnel** at institutional level (laboratories, libraries, management, etc.)
5. enhance **gender equality and promote women’s rights** in all programme activities

II APPROACHES

Funds will be allocated to Bachelor's and Master's Studies, and to the development of research and teaching competence at the institutions in Sudan, in order to ensure capacity building at higher education institutions in Southern Sudan and other marginalised areas of Sudan. The content of a NUCCOOP project may consist of components such as:

- Bachelor's and Master's courses of study
- short courses and study modules which may be run in different combinations at partner institutions in the South (the courses should preferably be designed so as to form (part of) a formal university degree)
- institutional development
- curriculum development
- joint studies/research on selected issues of relevance/importance for further development of the study programme
- staff exchanges (maximum three months per year)
- study visits
- student scholarships
- seminars/workshops
- development of teaching methodology
- staff development at the higher education partner institution in the South
- librarians and library facilities
- training of technical and administrative staff
- physical infrastructure¹.

The list is not exhaustive.

¹ Funds may be allocated to smaller infrastructural facilities if they are deemed necessary to ensure high quality education and workplace environment and attract qualified lecturers and students. Procurement of equipment and services should preferably be performed in accordance with existing (South) Sudanese rules and procedures for public sector procurement.

Equipment financed by NUCCOOP is the property of the applicant institution, which then becomes responsible for its maintenance. A list of all major equipment that has been purchased, installed and built during the reporting period using NUCCOOP funding should be provided. The list should state which equipment is not operational, the reasons for this situation and measures planned to rectify it.

1. NUCCOOP will involve partnership agreements between higher education institutions in Sudan and Norway.
2. The selected areas of co-operation should be anchored in **strategic plans such as those of the Government of Southern Sudan**, as well as the intentions of the **Comprehensive Peace Agreement** and in priorities of the **Republic of Sudan**.
3. NUCCOOP supports institutional cooperation and projects between **Norwegian institutions of higher education and their partner institutions in Sudan**. The inclusion of cooperation with relevant institutions of higher education in North Sudan or other African countries and Norway is encouraged (e.g. **tripartite arrangements or more**) as long as a Southern Sudanese partner is involved and the activities take place in Southern Sudanese institutions.
4. As main partners, eligible institutions are Southern Sudanese institutions and Norwegian institutions that are members of the Norwegian Association of Higher Education Institutions (UHR).
5. Both bilateral project proposals and network project proposals will be considered for funding under NUCCOOP. Application categories will be:
 - (a) Applications for bilateral co-operation projects (one institution in Sudan and one in Norway)
 - (b) Applications for network co-operation projects (maximum three institutions in Sudan, one or more institution(s) in Norway, and maximum one non-Sudanese African institution).
6. Priority will be given to proposals that base their activities on existing structures and/or ongoing projects, and with an organisational and institutional approach rather than an individual approach.
7. Like the NUFU Programme, NUCCOOP is built on a **decentralised model for initiation, implementation, monitoring and reporting**. Even when NUCCOOP-supported projects are initiated by a group of researchers/lecturers from two or more institutions, the cooperation should be anchored in, and committed to by the leadership of, the participating institutions. The selected areas of cooperation should reflect key areas in the institutions' strategic plans and priorities, as well as gender equality and women's rights.
8. The **project activities** should be carried out by **Sudanese partners** and the Norwegian partners in cooperation and mainly **take place in Sudan**.
9. The partners should demonstrate **long-term commitment** and **willingness to contribute financially** to their project.

III FINANCIAL INPUTS AND BUDGETARY FRAMEWORK

1. The **financial input** from the Norwegian Ministry of Foreign Affairs will be NOK 10 million per year for the first two years, and NOK 15 million a year for the next three years of the five year period. Depending on the success of the programme and available funding, the Ministry of Foreign Affairs may increase the amount in the course of the period.
2. If the programme's first phase proves to be successful, it may be turned into a longer-term university cooperation programme.
3. NUCCOOP will finance between four and ten projects for a five-year period.
4. Funding for any one project will be limited to a maximum of NOK 8 **million for the whole five-year period**.

IV SECTOR AND THEMATIC PRIORITIES

1. The programme is relatively **open regarding sectors eligible for support**. However, supported projects be in accordance with the intention of Sudan **Comprehensive Peace Agreement (CPA)**, the Government of National Unity and the Government of Southern Sudan's **Framework for Sustained Peace, Development and Poverty Eradication**. As **agriculture, education, health, gender equality, water, sanitation, land management, public administration and infrastructure** are prioritised by the Government of Southern Sudan, these sectors and thematic areas will be given priority.
2. The programme focuses on **strengthening human resources** and knowledge production through research cooperation rather than building up physical infrastructure.
3. The programme aims to contribute to gender equality, women's rights and empowerment of women, and applicants must make explicit how they will meet these requirements. Applicants should present **plans for mainstreaming gender** into the projects.

V COMMITMENTS TOWARDS GOVERNMENTAL AND INSTITUTIONAL PRIORITIES

1. The selected areas of co-operation should be **anchored in the 'Framework for Sustained Peace, Development and Poverty Eradication'** and other relevant plans at the **governmental level in Southern Sudan** (such as the Ministry of Labour, Public Services and Human Resource Development and the Ministry of Education, Science and Technology), the intentions of the **Comprehensive Peace Agreement** and preferably also in priorities of the **Ministry of Higher Education of the Government of National Unity**. For other marginalised areas than Southern Sudan, other documents and intentions might be relevant.
2. The leadership of the partner institutions should be committed to the projects, and thus selected areas of co-operation should be **anchored in strategic plans at an institutional level**.

VI CO-OPERATION, COMMITMENT AND RESPONSIBILITY

Basic principles of co-operation

1. Tripartite contracts shall be signed between Sudanese main partner institution, the Norwegian main partner institution and SIU.
2. Both public and private **institutions** of higher education in **Sudan** are eligible and may submit joint proposals. **Accreditation by the national university accreditation body is encouraged**.
3. In addition to universities and colleges, training institutions such as teaching hospitals and teacher training colleges in South Sudan may also participate in the programme.
4. In Norway, the HEI should be a **member of the Norwegian Association of Higher Education Institutions (UHR)**.
5. For African institutions **outside of Sudan**, only nationally accredited/recognised **institutions** of higher education are eligible.

The collaboration will be based on the **principle of equality between the partners** and **characterised by transparency** at all levels.

Long term commitment and partnership

1. The programme emphasises the need for a long-term strategy for capacity development. A **gradual development of NUCCOOP-supported activities** anchored at partner institutions in the South Sudan is a core element of the programme. Support may also be given to activities that contribute to **institutional development, including administrative and managerial capacity**, at the partner institutions.
2. The **tripartite model**, with one Norwegian partner, one (or more) South Sudanese partner and one South-based (regional or Sudanese) partner (or more), may be a fertile model for university cooperation, including **cooperation between Southern and Northern Sudanese institutions of higher education**, together with the Norwegian ones.
3. The cooperation between the universities must rest on **equal and inclusive partnerships**, in order to **ensure two- or three-way learning processes and exchanges of experience**. Partners with a **genuine motivation for cooperating** with each others for long-term benefits will be better able to obtain sustainable results that may outlive project periods, and will be prioritised.
4. Due to the **low repatriation rates of Southerners** who have studied in Khartoum, it is important to strengthen or **help to establish institutions in the South**. Furthermore, a strong university sector gives status to the region and can help qualified but internally displaced persons and refugees to return. The projects should from the very start **acknowledge and support the strengthening and/or development of institutions in Southern Sudan**.
5. The programme **encourages cooperation with government institutions** (especially the Ministry of Education, Science and Technology and the Ministry of Labour, Public Services and Human Resources Development in Juba), **civil society bodies, mass media and the private sector**, in order to ensure that the projects supported are of relevance to the needs of the South. The academic institutions should strive to establish work experience placements at relevant institutions and organisations.

VII STRATEGIC DIRECTION FOR NUCCOOP

Relevance and competence

1. The Norwegian institution must document **knowledge of and experience in Sudan**. In their applications, the institutions and their researchers need to demonstrate that the proposed project is **in accordance with governmental strategies for development and poverty reduction** in South Sudan.
2. Project proposals should demonstrate that the proposed activities **address relevant educational needs of institutions and/or organisations** at the regional or national level. The Norwegian partner should document an involvement and contact network in the relevant field in Sudan.

3. While recognising that capacity development is the objective of the programme, eligibility, and later selection processes, should consider whether applicants already possess the **minimum capacity needed to successfully undertake the activities proposed**. The readiness of all partners of a proposal to commit themselves will be measured during the selection process.

Academic quality

1. The academic quality of the project proposals will be an important criterion for support by NUCOOP. The academic quality of the project proposals will be assessed by external evaluators.
2. When implementing NUCOOP projects, participating partners should **seek to improve academic quality** through exploitation of the comparative advantages and skills of Norwegian universities and university colleges.

Gender focus

1. NUCOOP aims to contribute to **gender equality, women's rights and empowerment of women**.
2. Applicants should present **plans for mainstreaming gender** into the projects. Gender balance among participants in the NUCOOP projects should be pursued.
3. Study Programmes should pursue the enrolment of female candidates in order to reach fifty percent female staff and student participation in NUCOOP. This aim is expected to be realised through **active recruitment strategies, gender mainstreaming and gender-relevant programmes**.
4. NUCOOP will encourage the development of **gender-sensitive curricula**.
5. The active use of key documents regarding women's participation and capacity building, such as those mentioned below, is encouraged:
 - a. United Nations Security Council Resolution 1325 on Women, Peace and Security
 - b. A message from the Women from Southern Sudan to the UN Security Council in relation to UN Security Council Resolution No. 1325¹
 - c. Sudanese Women's Priorities and Recommendations to the Oslo Donor's Conference on Sudan (2005).

Synergy with other relevant programmes

1. All NUCOOP partners have a responsibility to **seek synergy**, for example through project partnership with other relevant Norwegian-funded initiatives, such as the ordinary NUFU Programme, the NOMA Programme, the Quota Scheme and Norwegian bilateral activities in Sudan.

2. NUCCOOP partners should establish good working relationships with the **Norwegian Embassy in Khartoum, the Joint Donor Office in Juba and the Norwegian Consulate General in Juba**, as well as with other international agents in the field of higher education.

Sustainability

1. All proposed projects should present **strategies for ensuring sustainability** in a long- term perspective.
2. The **academic and administrative responsibilities** for the activities supported by NUCCOOP shall gradually become the sole responsibility of the partners in Sudan. The transition process may take place over several years.

Anti-corruption measures

1. The institutions must commit themselves to **counteract corrupt practices** in the execution of the project. Furthermore, they should commit themselves not to accept, either directly or indirectly, as an inducement or reward in relation to the execution of the project, any kind of offer, gift, payments or benefits which would or could be construed as illegal or corrupt practice. Any such practice will be grounds for cancellation of the agreement between SIU and the institutions.
2. The institutions should implement **rapid legal measures** in their respective countries to **stop, have investigated and prosecuted in accordance with applicable law, any person suspected of corruption** or other intentional misuse of resources, and must notify each other of any matters in this respect.

Institutional assessment and ranking of the full proposals

1. All institutions, in Sudan and in Norway, by which project proposals are submitted to SIU, must **undertake an assessment of all proposals** submitted from their own institution and present a prioritised list.
2. The **criteria** for internal institutional assessment of the proposals are:
 - relevance related to defined needs in the service delivery sector as well as in strategies and priorities in the South Sudan and/or other marginalised areas of Sudan
 - relevance in relation to strategies and priorities in their respective institutions
 - project quality, feasibility and sustainability in an institutional context
 - expected results.
3. The **ranking from the institutions in Sudan** will be given more weight.

VIII REPORTING PROCEDURES

1. Collaborating institutions taking part in the NUCOOP **are jointly responsible** for the implementation and monitoring of activities and projects. **Annual progress reports are to be submitted jointly online to SIU.**
2. When NUCOOP and its projects are **presented in the media and/or at seminars/conferences**, information should be provided that the **Norwegian Ministry of Foreign Affairs/Norad is the financier of the programme** and of its projects and activities.

IX REVIEWS

1. **The supported institutions are encouraged to undertake reviews** during the project period.
2. **Norad will initiate a review** of a selection of the projects supported. The reviews will examine the projects' efficiency and the extent to which they develop according to plan in relation to their objectives. The reviews can be conducted either mid-term or at the end of the programme. If the programme's first phase proves to be successful, it might be turned into a longer-term university cooperation programme.

X APPLICATION PROCEDURES FOR PROPOSALS

1. The institutions should submit **joint project proposals** to SIU, under the **signature of the Vice-Chancellor/Rector/Director** of the partner institutions, and in which a work plan and a budget, as well as the objectives, activities and success criteria should be clearly stated. Reference is made to the Programme Document for the NUFU Programme (available at www.siu.no) for the strategic directions and application procedures of the NUFU Programme.
2. Criteria for selection of projects under NUCOOP will be based on the selection criteria applied in the NUFU Programme (Institutional CV).
3. The NUFU Programme Board will make the final selection of projects to be supported under NUCOOP. The selection will be based on the following inputs from different actors:
 - a) External evaluation by two evaluators – one from the South and one from the North
 - b) Assessment and ranking made by the applying institutions
 - c) Assessment made by the Norwegian Embassy in Khartoum
 - d) Assessment made by the Norwegian Consulate General in Juba.