

APPLICATION FORM FOR INDIVIDUAL AGREEMENTS

1. General information:**1.1 The grant recipient/applicant**

- Name and abbreviation:
- Norwegian: Bahá'í-samfunnets kontor for sosial og økonomisk utvikling (NorSED)
- International: Norwegian Bahá'í Office of Social and Economic Development (NorSED)
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1.2 Agreement number(s) for ongoing projects: New Project**1.3 The project:**

- Project title in English: Rural Educational Empowerment Project (REEP)
- Region/country: West Nile Region (Nebbi District) / Uganda

1.4 Name of local cooperating partner: UPLIFT (Uganda Program of Literacy for Transformation)**1.5 Total duration of the project:** 2007 - 2009**1.6 Amount applied for in the application year:** NOK 719.000**1.7 Previous funding from Norad for the project:**

New project.

2. The Norwegian grant recipient:

2.1 When and by whom was the grant recipient established?

NorSED is a subsidiary of the National Spiritual Assembly of the Bahá'ís of Norway (NSA of Norway). NorSED was established as an aid and development committee in 1988, and later as a separate entity in 2002.

- **What kind of legal entity is the recipient of grant?**

NorSED is an agency of the National Spiritual Assembly of the Bahá'ís of Norway which was established and registered as an independent religious society in Norway in 1963.

- **Number of permanent members:**

The Norwegian Bahá'í Community consists of over 1.100 members. NorSED has a permanent Advisory Board with 5 working members and an accountant. National and international expertise is sourced as required on a voluntary or commissioned basis.

- **Number of permanent donors:**

NorSED is funded by the NSA of Norway, through voluntary contributions from the Norwegian Bahá'í Community.

- **Is the grant recipient a member of an umbrella organisation?**

Yes, NorSED is one of the founding members of the Norwegian Development Network (Bistandstorget).

- **Is the grant recipient a member of an international network?**

The Norwegian Bahá'í Community is affiliated with the Bahá'í International Community, providing access to and contact with Bahá'í institutions and agencies around the world.

- **How and by whom are decisions made about development cooperation?**

Strategic decisions are made by NorSED in consultation with the International Baha'i Office of Social and Economic Development, the NSA of Norway and local collaborating partners. Day-to-day decisions are made by NorSED.

- **Number of employees:**

NorSED has previously had 1 salaried employee. Due to the fact that NorSED's application to Norad for funding in 2006 (project in Nepal) was not approved, work this year is being carried out by the Board members.

- **Has the organization received support from Norad earlier, and if so when?**

NorSED has received continuous funding from Norad from year 1988 through year 2001 (four consecutive projects in India) and from year 2003 through year 2005 (project in Zambia). Year 2006 is the first year, since 1988, where Norad has not funded a NorSED project.

2.2 What is the grant recipient's purpose?

As a faith-based organization, the main purpose is to support grassroots development initiatives among underprivileged populations, through financial and professional assistance with partner organisations who have demonstrated reliability, capacity and activity that deserves enhancement or expansion.

2.3 How does the grant recipient work to generate involvement in development issues?

NorSED provides information to members of the Norwegian Baha'i Community and others through the Norwegian Baha'i community newsletter and website (www.bahai.no), through presentations at annual gatherings, at meetings with local communities and through personal contact.

2.4 Annual budget

- **Total budget last year:**
Baha'i community of Norway: approx. NOK 1.400.000.
NorSED: NOK 550.000.
- **How much of this is spent on projects in developing countries and how is this part financed?**
NorSED's entire budget was spent on the project in Zambia.
NorSED's share of project costs are covered through contributions from Norwegian Bahá'ís.
- **How much is collected and how are funds collected in Norway annually?**
Norwegian Bahá'ís contribute to the project share of costs, either through direct contributions to the project, or funds are provided by the National governing body from general contributions by Norwegian Bahá'ís.
- **Name of auditor:**
Arne Lamp AS, statsautorisert revisor, Billingstadsletta 22, 1396 Billingstad.

2.5 The role of the grant recipient

2.5.1 What are the grant recipient's qualifications for and previous experience of working in developing countries?

NorSED, as a faith-based implementing agency for development projects carried out by the Norwegian Baha'i Community, has 15 years of international development experience, whereof 13 consecutive years running a series of NORAD-funded development projects in India and 3 years in Zambia. (Year 2006 is the only year that Norad has not granted funding.)

During the 1988 to 2001, NorSED successfully assisted the New Era Development Institute in Panchgani, India to grow from a small local intervention of educating rural youth, to a nationally recognized sustainable institution providing value-based education. During this period NorSED also facilitated collaboration between the local partner and the Telemark Teacher Training College in Notodden. Activities span the entire canvas of consultancy

and conferences, construction assistance, in-the-field monitoring and evaluation, documentation, publication and transfer of experience.

In December 2005 NorSED successfully completed a three-year Norad-funded project in Zambia (Ref. Annual Report for 2005 and End-of-project report). This was a community-based health education project, providing basic health care information and empowerment to villagers in remote rural areas in five provinces. An International NGO Evaluation workshop on value-based development projects, funded by the Norwegian Development Network (Bistandstorget), was planned and carried out by NorSED members and the local project partner in Zambia, October 2003.

All members of NorSED's board have lived in developing countries (Africa, India and Eastern Europe), where they worked professionally with a wide variety of development issues. All board members have extensive international development experience. One board member was head of the Norwegian Development Network (Bistandstorget) for three years (1999 – 2001).

2.5.2 What were the reasons for initiating this project?

NorSED has been collaborating with UPLIFT since its inception in 2001. This project proposal will fill a defined educational gap for literacy training among adults in a remote rural area of Uganda. The UPLIFT project design and content is quite similar to previous Norad-funded projects that NorSED has carried out in India and Zambia. In this manner NorSED can use previous experiences to assist in filling a crucial educational gap in Uganda, closely linked to the Millennium Goals, government policy, UPLIFT's vision and strategic aim, and the needs of the grassroots target population. Guidelines for UPLIFT's collaboration with government have recently been agreed on in a signed memorandum of understanding (see Appendix I).

2.5.3 How will the grant recipient help to strengthen its partner in the developing country? What can the grant recipient contribute apart from transferring funds?

NorSED will contribute technical/consultative support in project development at the professional level (education and project implementation), provide expertise in monitoring and evaluation, serve as a link to other Norwegian and international agencies involved in similar work, and assist in developing strategic plans and governance structures for full-scale project implementation.

2.5.4 How will the project be followed up by the grant recipient after the end of the project period?

NorSED has been in close contact with UPLIFT since 2001 and will continue to monitor and evaluate project results after this project is terminated. The possibility of continued collaboration, especially related to the further evolution of UPLIFT as a national CSO targeting educational gaps in Uganda is expected.

NorSED and UPLIFT are interested in replication of project activities, either in other areas of Uganda, or neighbouring countries. The importance of demonstrating successful South-South collaboration is underlined.

3. The local cooperation partner:

3.1 When and for what purpose was the local cooperation partner established?

UPLIFT was formed in 2001, responding to the need for literacy training in Uganda as a basis for development. UPLIFT's activities focus on adult basic education (literacy/numeracy) for rural inhabitants in Nebbi District. In 2001 national statistics indicated that 71% of females in this remote rural area were illiterate, and with a high correlation to poverty. This initiative was supported by World Bank research (1999) strongly recommending a need for additional intervention by NGO's to support government in its efforts to meet "Education for All" Millennium Goals. UPLIFT has met the Ugandan government requirements for registration as a non-governmental organization.

3.2 What experience does the local cooperation partner have of the type of project that funds are being applied for?

Since March 2001 UPLIFT has been fully engaged in literacy training programs in Nebbi District. UPLIFT has trained over 6.000 individuals.

UPLIFT provides literacy training to villagers through a teaching approach starting with the spoken language as a base for learning how to read. Using well-known words, such as "malaria", words are broken down (ma-la-ri-a) into separate sounds and syllables. Vowels and consonants are interchanged, thereby creating new words. Villagers learn to identify and pronounce an increasing number of words based on several "root words". This didactic approach has been applied and tested out through pilot projects in villages in Northwestern Uganda. Using this technique, functional literacy can be successfully attained in 150 hours.

UPLIFT has trained local individuals to function as mentors¹ in their villages. These mentors carry out activities on a voluntary basis, as a recognized and valued service to their community.

UPLIFT has close ties with local/district government. A Memorandum of Understanding (See Appendix I), was signed in March 2006 with government as a private/public partnership, in line with World Bank and government policy.

3.3 For how long has the grant recipient been working with the local cooperation partner?

NorSED has been assisting UPLIFT with technical and strategic support since 2001.

3.4 Does the local cooperation partner have any other partners? If so, who are they?

UPLIFT has received some government support, funding from local NGO's, contributions from international patrons (England, Holland, Canada, China), and educational/ research support from the University of British Columbia, Canada.

¹ The term "mentor" was conceived at the local level to define the role of an unpaid volunteer who serves the community. This was done to avoid confusion with similar terms such as "trainer", "instructor", "facilitator" that are commonly used in the area, and indicate a salaried position.

UPLIFT has access to an extensive international network of resource people and institutions through the International Baha'i Community.

3.5 What is the role of the local cooperation partner in the project?

UPLIFT will be responsible for daily project activities, reporting and accounting. UPLIFT will provide curriculum materials and training to Area Coordinators and resident mentors/trainers. UPLIFT is involved in curriculum/program development to ensure effective delivery and long-term sustainability. UPLIFT is also involved in research and documenting of project results.

4. Description of the project:

4.1 Who is included in the target group and how large is the target group for the project?

The target group is illiterate adults in Nebbi District, in Northwest Uganda. UPLIFT has compiled data showing that 20.000 individuals need to be trained by year 2015 to reach the Millennium Goal of a 50% increase in literacy. UPLIFT, in collaboration with NorSED and local/district government, aims to train an average of 2.500 individuals yearly, giving a total of 7.500 trained individuals for the project period. Each class will last one year, with a total of 75 2-hour sessions per class. The NorSED-UPLIFT project will significantly contribute to reaching the Millennium Goal in this area.

UPLIFT provides literacy/numeracy training in six of 18 sub-counties in Nebbi district. This project will increase the number of involved sub-counties by two yearly, raising the total number of involved sub-counties to 12.

The project will contribute to gender empowerment through providing educational access to illiterate females who are highly overrepresented as illiterates in the compiled statistics.

4.2 Development objectives/goals of the project:

1. To contribute, in close collaboration with government, to reach the Millennium Goal for Education in Uganda by providing informal basic education (literacy/numeracy training) to illiterate adults in Nebbi District.
2. To develop grassroots capacity to carry on literacy/ numeracy training programs and community development in local areas of Nebbi District after project completion.
3. To strengthen the institutional capacity of UPLIFT as an effective and sustainable CSO in Uganda that can continue to work with government in filling informal educational and developmental gaps in Uganda.

4.3 What is the purpose of the project? What is expected to be achieved during the project period:

1. As an intervention aimed at empowerment of rural individuals (with a strong gender focus) the project will provide literacy training to 7.500 illiterate individuals. This initiative will also empower rural individuals and communities in the target area to actively participate in local and regional

democratic processes. The government has determined that literacy is closely linked to eradication of poverty in the target area.

2. Community-based organizations (CBO's) will be established in areas where literacy programs are completed, as a sustainable follow-up to project activities. These local CBO's will become self-sustaining, independent entities, continuing to define and meet local educational and developmental needs of their communities. In so doing they will be able to develop local networks with other NGO's on development issues, and also source alternative funding. Ties will be maintained with UPLIFT. Private-public collaboration will be enhanced through this process.
3. UPLIFT will become an educational development institution in Uganda, working closely with government, filling educational gaps in a private/public setting that is recognized and appreciated by government and international donor agencies. This will entail infrastructure development, formulation of mission, vision and policy statements, curriculum development, and further development as a continuing education institution.

4.4 Briefly describe the activities that will be implemented in the course of the project period and the outputs that are expected:

1. **Community meetings** will be held in locations where activities are to be commenced, to provide information about the program and to ensure community support. Training sessions will be organized, enrollment carried out and trainers identified and trained as necessary.
2. **Training of mentors** will be conducted over a one year period, both a one week formal training (every three months) in methodology, followed by periodic, informal on-the-job training. Refresher training will be provided.
3. **Training of area coordinators²** will be conducted over a one year period, as part of the formal mentor training program and on a one-to-one basis at village training class level and area level. This will include academic/vocational upgrading in the form of seminars/scholarships.
4. **Curriculum development** will be continued, both for current and new topics, using an experiential approach and based on community needs.
5. **Community training** will be conducted by mentors in target areas. Local individuals will be identified, enrolled and trained in literary/numeracy. This includes provision of training materials to course participants, mentor transport, graduation costs, etc.
6. **Tutorial centres** (one room rentals) will be established to provide a point of local contact for course participants and others, storage of supplies and library services.
7. **Informal meetings** will be carried out with local leaders, students, etc. on a regular basis, to ensure continued cooperation, understanding and support.
8. **Local Associations** will be formed as independent community-based organizations (CBO's), to continue with the literacy training activities. These CBO's will continue to work with UPLIFT and also network with other

² Area Coordinators are selected and trained in each new project area. They regularly monitor and coordinate the activities of 10 mentors.

development agencies and local government to support continuing education and development.

9. **Institutional development** will be carried out to ensure that UPLIFT evolves as a specialized educational development institution, working in private-public collaboration with government to fill educational gaps in Uganda. This will entail infrastructure development, staffing, policy and curriculum development, networking and running of pilot projects.
10. **Evaluation and research** will be carried out to evaluate project implementation, document results and ensure sustainable growth.

4.5 Outputs that the project expect to achieve in the application year:

- 2 Program Officers will be hired and trained
- 2 Area Coordinators will be hired and trained
- 6 training assistants will provide on-the-job training for new Mentors
- 20 additional Mentors will be trained and utilized as volunteers
- 20 community meetings will be held
- 3.000 individuals will be identified and enrolled in literacy/numeracy, being given 75 2-hour training sessions over the course of 1 year, of which 2.000 are expected to complete training,
- Training materials will be produced and distributed
- Teaching aids will be purchased or procured from government
- 2 tutorial centres (one or two rooms) will be established
- 8 coordinators will conduct one or two informal meetings per class per year
- 4 Local Associations will be formed as independent entities (CBO's)
- UPLIFT infrastructure in Kampala will be strengthened:
 - one office will be located and rented
 - the following office equipment will be purchased:
 - 1 photocopier
 - 1 computer and printer
 - sundry office equipment
- UPLIFT regional infrastructure in Nebbi will be strengthened:
 - a local tutorial centre/sub-county office will be rented/purchased
 - the following office and transportation equipment will be purchased:
 - 1 computer and 1 printer
 - 4 cellular phones
 - sundry office equipment
 - 1 scooter for program manager
 - 60 bicycles for current coordinators and mentors
- English language skills training curriculum will be developed
- A scholarship empowerment program for coordinators/mentors will be established

4.6 Describe the sustainability of the project and the plans for phasing out:

Community-based organizations (CBO's) will be established by trained coordinators and mentors in each sub-county, to take over responsibility for further literacy training and community development.

These CBO's will become independent entities. They will continue to receive some funding and technical support from UPLIFT for a period of time, but will also be able to source funding (other than from UPLIFT/NorSED/Norad) and in-kind contributions for literacy and community development activities. By the end of the three year period UPLIFT will have included 6 new sub-counties in

their efforts, and at the same time created and assisted CBO's in 6 sub-counties to become independent entities.

The Memorandum of Understanding between UPLIFT and the government provides for continuing technical and financial assistance by government to these CBO's.

4.7 Give a brief description of relevant socio-cultural conditions in the area and how the project relates to them:

The West Nile region is in Northern Uganda, bordered on the east by the West Nile River, on the west by the Congo, on the north by Sudan and by Lake Albert on the south.

The regional economy is primarily subsistence farming and fishing. The general condition is one of chronic poverty, unfavorable health conditions, gender imbalance, with an illiteracy rate of 71% for women and 22% for men. The area borders on areas that have been subjected to civil unrest due to insurgency action.

4.8 How does the local cooperation partner relate to local development plans and local authorities?

A Memorandum of Understanding is signed between UPLIFT and local government (See Appendix I). The Resident District Commissioner in Nebbi has recommended that UPLIFT be given continued NGO status (See Appendix II).

This project is in conformity with local, regional and national educational goals and policies, filling educational gaps that the Ugandan government currently finds hard to meet.

4.9 How will the project contribute towards strengthening civil society?

The project will contribute to empowerment of rural inhabitants, particularly women, in the target area. Literacy training, with special focus on women, will provide greater participation in local community affairs.

Inter-faith collaboration has been initiated by UPLIFT with local religious leaders, to create a positive attitude as a basis for access by all to UPLIFT's literacy courses. This has proven valuable in creating a sense of harmony and common vision among differing religious communities in the area.

The creation of a number of community-based organizations will assist in sustainable development, and further work towards the eradication of illiteracy and poverty.

4.10. How are human rights taken into consideration within the project?

This project addresses gender imbalance (Over 80% of class participants are women), providing women with literacy and numeracy skills (women are highly overrepresented among the illiterate population).

The project will contribute to poverty alleviation through increased capacity to become involved in community life and application of literacy skills for improved household life and increased income.

4.11 Are there any other organisations working in the same technical area in the same region, and if so what is the grant recipient's relationship to them?

At present there are no other agencies, except the government, working in literacy training in Nebbi District. The government has unconditionally expressed its support of the UPLIFT program.

4.12 Are there any external factors which may influence the implementation in a positive or negative direction?

Although Nebbi District is considered a part of Northern Uganda, it is nevertheless considered a secure area, experiencing limited troubles as compared to the rest of Northern Uganda. The newly agreed on peace treaty between the government and the Lord's Resistance Army can lead to improved security.

A positive factor is that the road from the capital city to Nebbi is being paved, and other technical and communication infrastructure, such as re-electrification of Nebbi (Norad-financed project) as part of the West Nile region, will ensure a favourable environment for development work.

4.13 Give a brief account of the numbers and types of personnel who will be working on the project, including any reasons for not using local personnel:

Local personnel:

- 1 Program Director
- 2 Program Officers
- 8 Area Coordinators (2 as volunteers)
- 6 on-the-job training assistants
- 20 mentors (volunteers)

5. Budget and financing plan

5.1 Budget (All amounts listed in NOK. Conversion rate to dollars 1 USD:6.8 NOK)

Budget NOK	Year			
	2007	2008	2009	Total
a) Capital Expenditure				
Office equipment	78,900	22,500	8,200	109,600
Transportation	55,800	40,800	0	96,600
TOTAL a):	134,700	63,300	8,200	206,200
b) RECURRENT EXPENDITURE				
Local staff	204,000	242,800	283,600	730,400
Community Meetings	2,800	2,800	2,800	8,400
Mentor training	34,000	34,000	34,000	102,000
Area Coordinator training	15,700	15,000	14,300	45,000
Community training activities	68,700	68,700	68,700	206,100
Tutorial centres/UPLIFT offices	163,200	162,000	145,000	470,200
Transportation	19,100	25,900	25,900	70,900
Curriculum Development	8,900	6,800	3,400	19,100
Empowerment program	44,200	34,000	17,000	95,200
Institutional capacity-building	6,800	4,800	4,800	16,400
Evaluation & Research	4,800	4,800	4,800	14,400
Technical Support	34,000	34,000	34,000	102,000
TOTAL b)	606,200	635,600	638,300	1,880,100
c) PROJECT REVENUES				
Sale of goods/services	0	0	0	0
TOTAL c)	0	0	0	0
TOTAL (a+b-c):	740,900	698,900	646,500	2,086,300

5.2 Project reviews

An implementation review will be carried towards the end of 2007.

A mid-term review will be carried out in 2008.

An end-of-project evaluation will be carried out in 2009 to map results and determine needs for further collaboration.

5.3. Financing plan for the project

	Year			
	2007	2008	2009	Total
Total	740,900	698,900	646,500	2,086,300
- local contribution (Ref. section 7.1)	0	0	0	0
- other contributor/s (Ref. section 7.1)	0	0	0	0
= Financial requirement	740,900	698,900	646,500	2,086,300
- Applicant organization's own contribution (min. 10%)	75,000	70,000	65,000	210,000
= NORAD's share (max. 90%)	666,000	629,000	581,000	1,876,000
+ Administrative supplement (max. 8%)	53,000	50,000	46,000	149,000
=Total applied for	719,000	679,000	627,000	2,025,000

5.4 Goals that are unattained.

New project.

6.1 Describe unattained targets in the current year and their consequences for further implementation of the project:

New project.

6.2 Describe problems that may arise during the phasing out period and takeover by local partners.

Will be analysed in 2007.

7 Supplementary information:

Appendix I: Memorandum of Understanding between UPLIFT and sub-counties of Parombo, Panyango and the overall District

Appendix II: NGO recommendation for UPLIFT

One DVD presentation of UPLIFT (10 minutes)

Website: www.upliftuganda.org

Oslo, 30 September 2006

NorSED