



NORWEGIAN AGENCY FOR
EXCHANGE COOPERATION

Work exchange cooperation
Guidelines

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Norec definitions

Norec

The Norwegian Agency for Exchange Cooperation (Norec) is a competence centre for international cooperation. As an executive body under the Norwegian Ministry of Foreign Affairs, Norec is a key part of Norway's integrated approach to achieving the UN's sustainable development goals. Norec's main tasks are:

- Provide young professionals and volunteers with international work experience and skills in sustainable development.
- Serve as a competence centre for exchange cooperation.
- Manage grants to strengthen global partnerships that contribute to sustainable development.
- Recruit Norwegian citizens to international organisations.
- Commission and carry out independent evaluations of activities funded through Norway's development assistance budget. This is done through the independent Evaluation department (Eval).

Programme adviser

Employee at Norec providing guidance on Norec's grant scheme for exchange cooperation, processing applications, and following up work exchange projects funded by Norec.

Work exchange

Sending and receiving young people on work placements between partners in different countries to learn and share knowledge and skills.

Phase 1: Concept development

The first stage of getting funding for a work-exchange project. The purpose of Phase 1 is for the partnership to develop the project idea and get to know each other better. This phase includes three compulsory meetings: 1) a digital introduction seminar by Norec, 2) a partner meeting, and 3) a guidance meeting with a Norec programme adviser. Partnerships must attend these meetings to complete Phase 1.

Phase 2: Project implementation

The phase during which the partners will send staff members on work exchange. If the Phase 2 application is approved, partners will receive funding to implement a work-exchange project. The first stage of project implementation is to recruit the participants who will go on exchange.

Partner/Partner organisation

A civil society organisation, a public or semi-public institution, or a private sector company. Partners plan and execute Norec-supported projects and receive funding from Norec.

Partnership

A group of partner organisations, companies, or institutions, working together on a Norec-supported project. All the partners sign a partnership agreement for the project's duration.

Coordinating partner

The signatory partner of the collaboration agreement with Norec. The coordinating partner has overall responsibility for the project and is legally and financially responsible to Norec on behalf of the entire partnership. The coordinating partner is chosen by the partnership.

Youth

A person aged 18-35.

Participant

A person aged 18-35 whom the partners recruit and send abroad during the project. Participants can be recruited internally or externally.

Home and host partners

The home partner sends participants abroad. The host partner receives the participants.

Project period

The period begins when the participants in round 1 start in the project and ends when the participants in the final round complete their follow-up period.

Round

A shorter time frame within the project period during which activities are carried out by participants at the home and host partners to achieve the expected results. A round includes Norec's preparatory training, the exchange/stay abroad, Norec's homecoming training, and the follow-up period for participants in their home country.

As of August 2026, exchange periods abroad can last 6-12 months, and subsequent follow-up periods can last 1-2 months. A round can therefore last 7-14 months. Partnerships with an active collaboration agreement signed before August 2026 can, if stipulated in the agreement, have exchange periods abroad that last up to 18 months.

Collaboration agreement

An agreement between Norec and the coordinating partner to implement a work exchange project. The agreement states the responsibilities and obligations of Norec and the coordinating partner. The overall project description, the results framework, and the partnership agreement are annexes to the collaboration agreement.

Partnership agreement

An agreement between the coordinating partner and the other partners in the partnership, defining the roles and responsibilities of each partner. It covers the duration of the collaboration agreement.

Norec preparatory training

Compulsory training by Norec to prepare the participants for their stay abroad. The training covers topics on intercultural communication, leadership, global issues, health, safety, and security.

Norec homecoming training

Compulsory training by Norec for participants to identify and reflect on results achieved and competences acquired during their stay abroad, and how to share these results and new competences when they return home. Personal challenges of reintegrating are also addressed.

Onboarding by the partner organisations

All partners are responsible for preparing their participants. The onboarding must be carried out by both the home and the host partners.

Partner training

Norec offers introduction seminars to new applicants and specific training for project coordinators. Norec's partner training is a mandatory three-day training for all new project coordinators during the first year. Digital webinars on relevant topics are also available. All aim to provide good guidance on how partners best can manage a Norec project.

Partner meeting

Compulsory meetings between partners during each round to plan and review the progress of the project. The meeting is funded by Norec in the project budgets.

Yearly meeting

A compulsory meeting in every round between the partnership and Norec to discuss project progress and financial management. The meeting is usually held digitally. The yearly meeting halfway through the project period for 3-5-year agreements is called a midterm review.

Midterm meeting

A midterm meeting is a compulsory meeting for all partners with a collaboration agreement lasting 3-5 years. It is a Norec-initiated meeting between the partners and Norec halfway through the project period to review learning and progress in the project so far. Norec and the partnership should make sure that the meeting coincides with the annual partner meeting. Depending on the size of the partnership, and as agreed upon between Norec and collaborating partner, the midterm meeting may take 1-2 days. The meeting should take place in one of the partners' countries, preferably at a partner organisation that has not previously been visited by Norec. The location of the meeting is decided upon in agreement with Norec. Norec advises the partnership to meet at least one day in advance to discuss relevant issues before they are joined by the Norec staff, and to set aside some time afterwards to discuss the findings of the midterm review together. Norec covers that two representatives from each organisation attend the meeting.

Norec database

Contact details of applicants, partners, project contact persons and participants are registered in Norec's internal database for information purposes. Norec is obliged to hold this information for communication purposes in case of emergency. Personal data collected will not be shared with the public or outside Norec. All data and information received by Norec is handled in compliance with the Norwegian Personal Data Act (Personopplysingsloven LOV-2018-12-20-116) and EU General Data Protection Regulation (GDPR).

Online Public Archive

All documents received and created by Norec are stored in Norec's online archive. Archived documents include application documents, agreements, reports, and payment details. The Norwegian Freedom of Information Act (English page: Offentleglova, LOV-2006-05-19-16) regulates access to public administration documents. The Act includes provision exceptions to the right of access. Any person may apply to an administrative agency for access to case documents, journals, and similar registers of that administrative agency. If access is granted, no personal details or other sensitive information will be disclosed.

Code of conduct for Norec and collaboration partners

Norec's work is based on the principle of reciprocity. Our code of conduct takes its starting point in fundamental human rights applicable to everyone. The code of conduct is intended to promote safety, trust, integrity and the credibility of Norway's administration of development assistance, and to protect the reputation of Norec and our partners.

The code of conduct is applicable to all Norec employees, grant recipients, participants and others involved in Norec's activities. We stand together in what we do, and we are obliged to act in accordance with the code of conduct in all our work and in all our relationships.

Norec requires grant recipients to maintain high ethical standards. Norec expects grant recipients to have written ethical standards in the form of a policy, code of ethics or similar. Norec requires grant recipients to organise their activities and internal control systems in such a way as to prevent, identify and respond to breaches of ethical values and principles effectively and adequately.

Our values and principles:

1. Respect for human rights

- We show all people respect, irrespective of ethnicity, gender, sexual orientation, faith, life stance, age, functional ability or other characteristics.
- We do not accept any form of harassment, abuse or discrimination.
- We are committed to promoting diversity, inclusion and equal treatment in all our activities.

2. Trust and respect

- We familiarise ourselves with local laws, regulations, standards and culture, and act in a way that shows respect for these.
- We demonstrate humility and are conscious of our role as guests in the local communities with which we collaborate.
- We lay the groundwork for a positive psychosocial environment in the workplace.

3. Accountability

- We never exploit our position to gain advantages for ourselves or others.
- We take a zero-tolerance approach to corruption, fraud and other economic irregularities.
- We take a zero-tolerance approach to sexual exploitation, abuse and harassment (SEAH)
- We promote transparency and immediately report circumstances in breach of the code of conduct immediately.
- We assess the social and environmental consequences of our activities and strive for sustainable solutions.

Follow-up

Norec is committed to maintaining internal and external whistleblowing channels to report suspected breaches of Norec's ethical values and principles. These whistleblowing channels can be used by our own employees, grant recipients, participants or other involved parties.

Norec will handle all notifications in confidence and protect the whistleblower, in line with our procedures for handling whistleblowing cases. In the case of notifications of sexual exploitation, abuse or harassment (SEAH), Norec applies a survivor-centred approach. Breaches of ethical values or principles or inadequate handling of such breaches can constitute a breach of contract in the administration of grants.

Part 1: Applications and reporting

1. Introduction to Norec's grants scheme for work exchange cooperation

Norec supports global partnerships for sustainable development by funding international volunteer and work exchanges. Through its grants scheme, Norec contributes to Norway's development policy objectives and the achievement of the Sustainable Development Goals (SDGs).

The purpose of the grant is to:

- build mutual trust and strong global partnership to enable institutional development and strengthen work for sustainable solutions
- provide opportunities for young people to attain international experience and skills in sustainable development.

The application process consists of two phases:

Phase 1: Concept development

The partnership submits a joint description of their project idea to Norec. If approved, the partnership receives funding to meet in person and further develop the idea. Norec will provide guidance on how to plan a successful work-exchange project.

To complete Phase 1, the partnership must:

- 1) hold a partner meeting
- 2) attend Norec's digital introduction seminar, and
- 3) attend a guidance meeting with a programme adviser

The partnership must submit a financial report after completing Phase 1.

Phase 2: Project implementation

After completing phase 1, partnerships may submit a full project application. If approved, partners receive funding to carry out the work-exchange project.

Norec will give additional advice and training on how to implement a work-exchange project.

More information about how to succeed with your work-exchange project can be found in [part two](#) of this document. Resources for existing partners can also be found on Norec's website.

2. Who can apply?

Requirements for funding

The partners must comply with Norec's funding requirements. If not, the application will be dismissed.

Formal requirements:

- Applications must be submitted by the deadline stipulated in the call for proposals.
- In order to be eligible to submit a Phase 2 application, partnerships must first complete Phase 1 or have an existing or recent collaboration agreement (completed less than two years ago) with Norec.
- Phase 2 applications must be signed by a person with signatory rights for the coordinating partner (not a requirement for Phase 1 applications).
- The partnership consists of two or more organisations from different countries. It is possible to include more than one organisation from the same country.
- The partners are legally registered entities within one of the following categories:
 - Civil society organisations
 - Public institutions
 - Private sector companies
 - Multilateral and global organisations

Capacity requirements:

- The partners have a board of directors or trustees (not applicable to all public sector institutions).
- The partners have a physical office and are able to provide the participants with a relevant workspace to foster learning and exchange of knowledge among colleagues.
- The partners use a digital accounting software. Using Excel as an accounting system is not accepted.
- The partners can receive funding from abroad. Norec must be informed if any of the partners must apply for an authorization after the grant is confirmed, or if any partner currently is in the process of renewing their authorization to receive funds from abroad.
- The partners have annual audited financial statements. The audited period must not be older than 18 months. If you are exempt from being audited, you need to provide a justification and submit unaudited financial statements. The auditor must be certified.
- The partners have a minimum of three full-time salaried employees working within programme, management, and administration. Exceptions can be made if any of the partners only have two full-time salaried employees and adequately explains how they cover the third full-time position.

Geographical requirements:

- Projects must be implemented in countries eligible for Norwegian development assistance (ODA countries).
- Norec's partner country list provides guidance on where Norec typically supports exchange projects (Norec's partner list). Norec will prioritise projects implemented in countries where Norway has an established development-policy cooperation and presence.
- When assessing applications, Norec considers whether the partnership is likely to obtain the necessary permits or visas to the country participants will travel to, and the security situation where they will be located.

Other requirements:

- **Misconduct:** None of the organisations can have an ongoing case of investigation or allegation of wrongdoing with Norec.
- **Outstanding claims from Norec:** The organisations cannot have any outstanding reimbursement claims from Norec not reimbursed within the given deadline.
- **Duration of work-exchange and age of participants:** Exchanges must be planned for a period lasting minimum from 6 months to maximum 12 months. Exceptions may apply and must be discussed with Norec. The young professionals or volunteers must be aged 18 - 35.
- **Legal compliance and responsible business practices:** The coordinating partner must confirm in the application template that all organisations in the partnership comply with relevant national provisions of labour, health, safety and environmental legislation. If the applicant is a private company, it is expected that the company adheres to responsible business practices.
- **Ethical principles:** The coordinating partner must confirm that all partners in the partnership meet Norec's minimum ethical principles and have policies for preventing sexual exploitation, abuse, and harassment (SEAH) and anti-corruption.
- **Project idea:** The project must:
 - align with Norec's intended purpose of the grant and addresses a specific need, and
 - comply with the OECD/DAC criteria for Official Development Assistance (ODA)

Commitment to inclusion:

Norec follows the principle of "leave no one behind" and aims to support the inclusion of organisations who may not typically engage in global partnerships for sustainable development. Two types of organisations are especially encouraged to apply:

- Organisations that are not traditional aid recipients but wish to expand their international engagement and collaboration.
- Organisations that are made up of, or work with, marginalised or vulnerable groups.

Norec may ask partners for documentation to confirm that they comply with the funding requirements.

3. Norec's call for proposals

Norec announces funding opportunities through calls for proposals with specific deadlines depending on when the applicants would like to start the work exchange. The grant scheme is competitive. All applications are evaluated based on the criteria in the call for proposals and in comparison with other applications. Specific funding priorities will be announced in the call for proposals available on Norec's website.

4. What can you apply for

Phase 1: Concept development

New partnerships can apply for funding to hold a partner meeting to further develop their project idea. You can apply for up to 150,000 NOK or the equivalent amount in USD based on the exchange rate at the time of application. Norec covers per diem, accommodation, necessary visas, and vaccines, and travel costs. Read more about the costs Norec can cover [here](#).

Phase 2: Project implementation

Partnerships who have completed Phase 1 can apply for a work-exchange project.

- First-time applicants can apply for a two-year project, consisting of minimum two rounds of exchange.
- Returning applicants who have previously received Norec funding can apply for a short-term project (1-3 years) or a long-term project (3-5 years).
- To qualify for a 5-year project, your partnership must already have received support from Norec for a minimum of 5 years, and your application must demonstrate solid plans for organisational learning and development.

The total funds available for each call for proposals will depend on annual allocations from the Norwegian parliament. This will be communicated in the call for proposals.

Note that Norec primarily provides funding to cover the direct costs of sending young professionals or volunteers aged 18-35 on international exchange. This includes, for example:

- Salaries/stipends for the exchange participants
- Costs related to travel, housing, insurance, and taxes
- Necessary equipment for the exchange participants to do their job
- A small administrative grant for the partner organisations

Costs for activities implemented by the exchange participants can also be included. but are limited to 10% of *Total participant-related costs*.

You find more information about the costs that Norec covers [here](#).

5. How to apply

All partnerships

Before you apply, familiarize yourself with Norec's call for proposals. Use this document (Guidelines) as you fill out the application. It contains detailed information about what you can apply for and maximum rates on some budget lines.

For Phase 1 applications, use Norec's digital application portal, which can be found on www.norec.no. As of June 2026, phase 1 applications will only be accepted through this portal.

For Phase 2 applications, use the application templates (Word/Excel) available on Norec's website. Send all documents to your programme adviser at Norec or to norec@norec.no.

Norec is working on a digital application portal also for phase 2 applications, which is expected to be launched late in 2026.

Note that applications are considered incomplete without all of the required application documents and annexes. All sections of the application documents must also be filled out. The documents must be readable, and in English or Norwegian. Documents in other languages may be accepted if Norec has issued a pre-approval.

New partnerships

To receive funding for an exchange project, Norec first asks that you submit a short Phase 1 application outlining your project idea. If approved, Norec will provide guidance on how to develop your project idea and design a work-exchange project. Those who successfully complete Phase 1 are eligible to apply for a work-exchange project (Phase 2). An approved Phase 1 application does not guarantee that your Phase 2 application will be approved.

Returning applicants

Existing partnerships who have implemented an exchange project during the past 2 years, and who want to apply for a new project, must submit a Phase 2 application within the deadline announced on the website. They do, however, not need to apply for Phase 1.

Returning applicants wanting to include a new partner

Existing partnerships who have implemented an exchange project during the past 2 years, and who want to apply for a new project with a new partner, must first submit a Phase 1 application and complete Phase 1 before submitting a Phase 2 application.

6. What is Phase 1: Concept development?

Purpose

During phase 1, the partners develop the project idea further and get to know each other better. The purpose is for the partners to understand better the opportunities, risks, and requirements associated with a Norec-supported work exchange.

Phase 1 includes three compulsory meeting points: 1) a digital introduction seminar by Norec, 2) a physical partner meeting, and 3) a guidance meeting with a Norec programme adviser. Partnerships must attend these meetings to complete Phase 1.

Applicants that complete Phase 1 are eligible to submit a Phase 2 application.

Compulsory meeting points

1. Digital introduction seminar

During the introduction seminar, Norec representatives introduce Norec's principles of funding, results-based management, participant administration, ethical principles, and other useful topics related to project management and developing a work exchange application. The meeting is digital. For more information about the introduction seminar, go to the section on [Training guidelines and requirements](#) in these guidelines.

2. Partner meeting

What is the purpose of the meeting?

The purpose of this meeting is to develop the project idea further and for partners to understand each other better, including each organisation's financial management systems and routines. The coordinating partner has a particular responsibility of doing their own assessment of the other partners and their ability to adhere to the partnership agreement.

Who should attend the meeting?

Norec approves funding for two representatives from each partner to attend the partner meeting. Staff members involved in the project's implementation and decision-making from each partner should attend the partner meeting.

Duration of the meeting?

Norec funds a two-day partner meeting, as well as necessary travel days. The meeting can be longer at the partners' own expense.

Where should the meeting take place?

The meeting is usually physical and should be hosted by one of the partner organisations, ideally at their office location. In some cases, Norec can accept that the meeting is held digitally. The criteria for applying for a digital meeting are:

1. The partners must have a recent or ongoing collaboration together, such as working on another donor-funded project.
2. The coordinating partner must have visited the other partner(s) and be familiar with their facilities.

If the partnership meets Norec's criteria for a digital meeting, it is not required to have a physical meeting to complete Phase 1. If the above-mentioned criteria are not fulfilled, the partnership must apply for a physical meeting. A partnership can still apply for a physical meeting even if it meets the criteria for a digital meeting.

When should the meeting take place?

The meeting must be held before the next Phase 2 application deadline, or else the partnership is ineligible to apply for a work-exchange project. We recommend that the meeting takes place after the Norec introduction seminar and before the guidance meeting with programme adviser (see below).

What should you discuss during the meeting?

Norec has developed a partner meeting guide that you can use when developing the agenda for your partner meeting. The agenda points are based on the questions in the Phase 2 application.

3. Guidance meeting with a Norec programme adviser

What is the purpose of the meeting?

- The partnership can design a project within the Norec framework.
- The partnership understands the crucial factors for a successful exchange.
- Norec gains a better understanding of the project's relevance, feasibility, and the partners' capacities.

Who should attend the meeting?

At least two representatives from each partner should attend the meeting. Ideally, this should be staff from each partner who will be involved in the project's implementation and/or administration. It is useful to include someone responsible for the project's administration/financial management and programmes departments. It could also be useful to have someone in the management team attending the meeting, or at least parts of it.

Duration of the meeting?

About two hours depending on the number of partners and the agenda.

Where should the meeting take place?

The meeting will be digital and hosted by Norec.

When should the meeting take place?

The meeting should ideally take place after the partner meeting, but it is also possible to hold it in connection with the partner meeting.

What should you discuss during the meeting?

The programme adviser and the partnership should jointly develop the agenda for the meeting. The partnership should take this opportunity to ask specific questions that arise during the partner meeting.

Additional resources

E-learning

The partnership has access to Norec's e-learning modules. The partners have to register themselves at training.norec.no. Select the category for partner resources (3) and look for the course you need, and then enrol.

The module **Phase 1 - Welcome to Norec** covers the following topics:

- About Norec
- The Norec model
- Norec's code of conduct
- Strong partnerships
- Successful participants
- From phase 1 to exchange
- Norec projects for inspiration

Norec advises the partners to complete this e-learning module before the introduction seminar.

Another module, **Before your partner meeting**, gives useful tips on you hold the partner meeting.

Analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT)

During the concept development phase (phase 1), Norec suggests creating a SWOT-analysis for each partner. A SWOT analysis helps identify strengths, weaknesses, opportunities, and threats related to a strategy or goal. The purpose is to determine how exchanging skills can lead to organisational development and better service delivery. The SWOT analysis will contribute to your needs assessment and results framework and will help identifying risks and mitigation strategies.

How to complete Phase 1: Concept development

The partnership will have approximately 3-4 months to complete Phase 1. During this phase, Norec expects the partnership to work together to develop their project idea and completes the Phase 2 application. Norec will provide guidance on how the partners can work together to prepare the application. Section two of this guideline also provides good guidance on how to design a successful work exchange project, Norec's core value of reciprocity, and Norec's theory of change.

The partnership must submit their Phase 2 application by the deadline communicated by Norec. The partnership cannot submit their Phase 2 application at any future deadline.

After the completion of Phase 1, the partnership must submit a financial report with comments on how the funds have been used. The financial report must be submitted no later than by the deadline for the Phase 2 application. Partnerships who do not submit a Phase 2 application must nevertheless submit the Phase 1 financial report by the deadline communicated by Norec. Norec does not require the partnerships to submit a narrative report for Phase 1.

7. What is Phase 2: Project implementation

If the Phase 2 application is approved, partners will receive funding to implement a work-exchange project. The first stage of project implementation is to recruit the participants who will go on exchange.

For all new work-exchange projects, Norec will organise a kick-off meeting to talk about how to prepare for the work exchange.

More information about how to succeed with your work-exchange project can be found in part two of this guideline. Resources for existing partners can also be found on our website.

8. How to fill out the applications

Phase 1: Concept development application

The digital application portal

As of June 2026, all phase 1 applications must be submitted using Norec's digital application portal. The portal can be found on Norec's website. Applications submitted via e-mail or other means will be dismissed.

Important!

At the time when this Guidelines document is being revised, Norec is still working on the final details of the digital application portal. Some of the information below may therefore change slightly before the portal opens in mid-June 2026.

All sections of the phase 1 application must be filled out for the application to be considered complete. Furthermore, all required supporting documents listed below must be attached. The documents must be complete and readable, and in English or Norwegian. Translations do not need to be certified. Documents in other languages may be accepted if preapproved by Norec.

Required supporting documents from all organisations in the partnership

- **Certificate of registration (not needed for public sector)**

Submit the following documentation to confirm that your organisation is a legally established:

- Norwegian partners: Enter your organisation number from the Brønnøysund Register Centre.
- Non-Norwegian partners: Provide a certificate from the relevant authority confirming your organisation is legally registered.

- **Latest annual narrative report to board of directors or owners (not needed for Norwegian public sector)**

The annual narrative report is a document summarising the operations and financial conditions of the organisation in the past year. The period covered must not be older than 18 months. Submit the report in PDF format. If you do not have an annual narrative report, please provide an explanation.

- **Latest audited annual financial statements (not needed for Norwegian public sector)**
 - This is a document in which the financial results for the previous financial year have been audited by an external, independent, and certified auditor.
 - The audited period must not be older than 18 months.
 - The audit report must cover all income and expenditure in your organisation and contain a management letter and auditor's evaluation and/or recommendations.
 - If you are exempt from being audited, provide a justification and submit unaudited financial statements.

Sections to be filled out

Norec's digital application portal can be found on Norec's website. To access the portal, you must first create a user account for yourself as an individual.

The Phase 1 application consists of different sections that must be filled out, including information about the organisations, history of the partnership, the project idea, and the Phase 1 budget. Help texts on how to fill out the different boxes are available in the portal. These are some of the questions that you will need to answer:

About each partner organisation:

- When was the organisation established?
- What is the organisation's vision?
- What are the organisation's core activities?
- Who are the board members and what are their backgrounds?
- Who in the organisation will be involved in the project?
- What are the organisation's main sources of income?
- How capable are you of handling unexpected costs?
- List of donors and how much funding they give.
- Bank account information, including SWIFT code and IBAN number.

About the partnership:

- What is the relationship between the organisations applying? Any previous collaboration?
- If you apply for a digital partner meeting, please [ensure that you fulfil the criteria](#).

About the project idea:

- What are the needs and challenges that your exchange project intends to address?
- What results will the project lead to?
- What kind of skills will each partner bring to the partnership?
- What will each partner learn from each other?
- How is the exchange relevant to achieve the desired change?
- What SDGs does your project intend to target?

Below are help texts that will assist you in answering questions in the application. There are also help texts in the application portal. Note that the subjects below may be in a different order than in the portal, and headings may have different names. Any such inconsistencies will be corrected in the next revision of this document.

Profiles of coordinating partner and partner organisation(s)

Information about your organisation

Name and contact details

Provide the legal name of the organisation. If the registered name differs from the operating name, state the legal name and put the operating name in parentheses. For Norwegian partners, the name must match the registration at the Brønnøysund Register Centre.

The coordinating partner represents the partnership towards Norec and is financially and legally responsible for the project. Each project can only have one coordinating partner. The partnership chooses the coordinating partner.

Norec will store the name and contact information of the applicant and partner(s) in its internal database and public archive for communication purposes.

Vision and core activities

It is important for Norec to understand your organisation's vision and main activities to assess how well the project idea aligns with your goals and competencies. Provide a short summary of two-three sentences.

Administrative capacity

To implement and manage a work exchange project requires sufficient resources from each partner organisation.

Number of employees and volunteers

The applicants must have a minimum of three full-time salaried employees:

- Exceptions can be made if the applicant only has two full-time salaried employees (or the equivalent) and adequately explains how they cover the third full-time position.
- The positions must be within programme, management, and/or administration. They cannot be supporting staff, such as cleaning personnel, security guards, or cooks.

Project team

To implement and manage a work exchange project requires sufficient resources and competencies from each partner organisation. Give a short description of the team members who will directly be involved on a day to day managing of the project. Do not include staff members who will go on exchange abroad as participants.

Board

A board of directors or trustees is crucial for running an organisation effectively and setting its strategic direction. A diverse board with different perspectives, skills, and experiences can greatly contribute to the organisation's success and long-term sustainability. The board also ensures that the organisation follows laws and regulations, manages risks, and upholds ethical standards, which are vital for maintaining a good reputation and financial health.

Norec requests information about the board members and the election process to understand how well the organisation can make informed strategic decisions, be accountable, tackle challenges, and achieve its long-term goals.

If your public institution does not have a board, please provide a summary of the main decision-making body in your organisation, including its members and their roles.

Financial capacity

To receive funds from Norec, each organisation in the partnership must be financially stable. It is important that each partner has sufficient financial capacity to cover unforeseen costs that may occur. The Norec-funded project should complement other projects and activities of each partner. Norec does provide some funds for project administration, but this may not cover all such costs. It is therefore

important that each partner has additional funding or income to support its activities and administration.

Bank details

The coordinating partner is the organisation that will receive the grant from Norec. The bank details are needed for Norec to transfer the approved funds. The coordinating partner must be the owner of the bank account, and the name of the account holder must be the same as the legal name of the coordinating partner.

Any unspent funds must be returned to Norec. Norec will not cover foreign exchange losses or bank fees. To minimize these losses, partners can consider using a USD bank account.

Supporting documents

The following documents must be uploaded for the application to be considered complete:

- Certificate of registration (not needed for public sector)
- Latest annual narrative report to board of directors or owners (not needed for Norwegian public sector)
- Latest audited annual financial statements (not needed for Norwegian public sector)

More information about the documents can be found [here](#).

Project Idea

Partnership

If the partners have any previous experience of formal work collaboration, please describe it in this section. Norec does not require that the partners have worked together for the application to be approved.

Partner meeting

If the partners meet Norec's criteria for a digital meeting, they are not required to have a physical meeting to complete phase 1. These criteria are:

1. The partners must have a recent or ongoing project collaboration together, such as working on another donor-funded project.
2. The coordinating partner must have visited the other partner(s) and be familiar with their facilities.

If the above-mentioned criteria are not fulfilled, applicants must apply for a physical meeting. The partnership can still apply for a physical meeting even if they meet the criteria for a digital meeting.

Read more about the partner meeting [here](#).

Concept

In this section, describe your initial idea for a work exchange project. Explain the needs and challenges in your organisation that you want to address and the results the work exchange project is expected to achieve. Describe how exchanging competences and skills between your organisations will help address these needs and challenges and achieve the intended results.

Consider how the project can strengthen strategic and institutional learning, innovation, and development across the partnerships and within the organisations.

Reciprocity is a core value and a guiding principle for Norec. In a reciprocal partnership, all partners give and receive, sharing their skills and experience and benefiting from their partners' expertise. Norec expects all partners to both receive and send participants, although the number of participants and the duration of their stay can vary within the partnership.

Keep in mind the objectives of the Norec grant scheme as outlined in the call for applications on Norec's website, as well as [Norec's theory of change](#).

Sustainable Development Goals

Norwegian development policy is built on the Sustainable Development Goals, climate goals, and human rights. Norec supports these goals and expects the projects we support to contribute to the SDGs. For more information on the SDGs, please visit the United Nations' website: UN's Sustainable Development Goals.

The Phase 1 budget

Funding requirements and costs covered by Norec

You can apply for a maximum of 150,000 NOK or the equivalent amount in USD based on the exchange rate at the time of applying. Any costs above this amount must be covered by the partnership.

Norec covers the costs for up to two people from each organisation to attend the partner meeting for two days, plus travel days. If the meeting needs to be longer, the partners must cover the costs of the additional days. It is recommended that staff with key roles in the project from each organisation participate in the partner meeting.

Norec will determine the grant amount based on the estimated costs of travel and accommodation, the general cost level in the involved countries, and other approved budgets. Norec may ask for documents to verify the amount applied for.

Norec will pay 60% of the grant upon approval of the application. The remaining balance, up to the actual costs, will be paid after Norec receives and approves the financial report. The financial report must reflect actual expenditure compared with the budget for each budget line. Any costs above the approved budget grant must be covered by the partners unless approved by Norec before reporting.

Travel

Fill in the costs of international flights and transport to/from airports. You must choose the most economic means of travel.

Per diem and accommodation

Fill in the costs of accommodation and per diem required per day. Maximum rates per country for per diem and accommodation are listed in the table below. Norec covers per diem for travel that exceeds 12 hours one way. If meals are paid for, per diem should be reduced by 20% for breakfast, 30% for lunch, and 50% for dinner.

Last updated: May 2026	Accommodation rate		Per diem	
	NOK	USD	NOK	USD
Africa				
Ethiopia	1 300	118	338	36
Ghana	1 100	100	885	95
Kenya	1 100	100	743	80
Madagascar	700	64	404	44
Malawi	800	73	496	53
Mozambique	1 300	118	624	67
Rwanda	1 100	100	685	74
South Africa	1 375	125	529	57
Tanzania	1 260	115	504	54
Uganda	1 100	100	685	74
Zambia	950	86	491	53
Zimbabwe	950	86	761	82

Last updated: May 2026	Accommodation rate		Per diem	
	NOK	USD	NOK	USD
Asia				
Bangladesh	1 650	150	560	60
Cambodia	1 100	100	742	80
China	1 300	118	798	86
Hong Kong	1 705	155	1 073	115
Shanghai	1 320	120	798	86
India	1 100	100	395	42
Indonesia	1 300	118	544	59
Myanmar	1 100	100	520	56
Nepal	1 300	118	742	80
Vietnam	915	83	490	53
Latin America				
Brazil	1 210	110	600	65
Rio	1 650	150	669	72
Colombia	1 290	117	566	61
Guatemala	805	73	836	90
Nicaragua	660	60	727	78
Norway				
Norway	1 980	180	1 012	109

Other expenses

Other expenses may include interpreters' fees, meals not covered by the per diem, and venue rental if needed. Enter the total amount for other expenses and explain in the Notes box why the amount is needed.

Submission

The application must only be submitted by the coordinating partner. A copy of the application will automatically be sent to all partners that are listed in the application.

Information about the decision process and signing of agreements [can be found here](#).

Phase 2: Project application

The phase 2 application must be submitted by using the required application documents (Word and Excel) that are published on Norec's website.

Required application documents

The phase 2 application must contain all the required documents listed below. All documents must be complete and readable, and in English or Norwegian. Translations do not need to be certified. Documents in other languages may be accepted if you get pre-approval from Norec.

Documents on behalf of the partnership

1) Overall project description (B01)

See [here](#) how to fill in the Overall Project Description (OPD). The OPD is the main document of the project application.

2) Partnership agreement (E03)

The relationship between the coordinating partner and the other partners is regulated by a separate written partnership agreement, which must be submitted with the project application. The most recent template for the partnership agreement available on norec.no must be used, and all sections in the template must be completed. You can add items to the template, but you cannot remove any. This agreement outlines the duties and responsibilities of all parties involved in the work exchange project as described in the overall project description (B01). The partnership agreement must be signed by authorized representatives from each partner organisation. Norec is not a party to this agreement.

3) Results framework

You can use either Norec's results framework template available on our website or your own template, as long as it includes the required elements. See section in this guideline on [how to fill in the results framework](#).

4) Budget (C02)

Only the budget (C02) for round 1 shall be submitted with the phase 2 application. Do not submit a budget for the whole project period. See section in this Guidelines document on [how to fill in the budget](#).

5) For new partnerships: Financial report for phase 1

New partnerships must report on phase 1 before the phase 2 application deadline.

Supporting documents from all partners in the partnership

All partners must submit the following documents, regardless of whether the documents have previously been submitted to Norec.

1) Financial statement no more than three months old (not needed from public sector)

This statement shall reflect the organisation's financial situation at the time when the application is submitted. It must provide information of your organisation's income and expenditure, and balance sheet. The report must cover a 12 month-period or the time from end of the period covered by the audited annual financial statements submitted with the Phase 1 application until not more than three months before the submission of this Phase 2 application.

2) Latest annual narrative report to the Board (not needed for Norwegian public sector)

The annual narrative report is a document summarising the operations and financial conditions of the organisation in the past year. Submit the report in PDF format. If you do not have an annual narrative report, provide an explanation. The period covered must not be older than 18 months.

3) Latest audited annual financial statements (not needed for Norwegian public sector)

- This is a document in which the financial results for the previous financial year have been audited by an external, independent, and certified auditor.
- The audited period must not be older than 18 months.
- The audit report must cover all income and expenditure in your organisation, management letter, and auditor's evaluation and/or recommendations.
- If you are exempt from being audited, provide a justification and submit unaudited financial statements.

Round applications

A separate round application and round budget must be submitted and approved by Norec for each of the rounds of work exchange after round one. Read more about the round application [here](#).

How to fill in the Overall project description

The overall project description (OPD) is the main document for applying for an agreement with Norec. It outlines the project idea, information about partners, risks and risk management and how the project will be managed. See below how to fill in the application.

Project summary

Project name and content

Choose a short, appropriate name for your project. Provide a brief description of your project in two-four sentences. This information will be used by Norec in communication about the project.

Project duration

Project period

The project can last up to five years. First-time projects can have a maximum two-year project. State the month and year you plan to start and complete the project. Contact your programme adviser to discuss the appropriate duration for your project.

Specify the number of work exchanges (rounds) you plan to complete during the project period and the number of participants you intend to exchange.

What is a round?

A work exchange round starts with the preparatory training and continues with the period abroad (sometimes the work exchange starts with a short stay at the home partner). At the end of their stay abroad, participants attend a homecoming training organised by Norec. The start and end of the work exchange round should match Norec's course schedule for preparatory and homecoming trainings. Choose the training location closest to the participants' home or host country.

Each work exchange round ends on the final day of the follow-up work. Participants must stay abroad for a minimum of 6 months and a maximum of 12 months. Shorter or longer periods abroad can be approved by Norec, if deemed necessary.

For more information on Norec's training courses, visit the [section on training guidelines and requirements](#) in this document. Information about Norec's upcoming training courses can be found [here](#).

Follow-up work

The follow-up work period is the time after participants return home from the work exchange. During this period, participants complete tasks and activities for their home partner. The follow-up work is usually two months of full-time work or the equivalent time in part-time work. This is a crucial part of any work exchange project to ensure the transfer of knowledge and skills gained abroad to their home partner. You can apply for a shorter or longer follow-up period if there are valid reasons.

Number of participants

The number of participants should meet the needs and expected results. Each partner does not have to send the same number of participants for the same duration, but all partners must send and receive participants.

The number of participants should be manageable. Remember that planning participants' travel and stay abroad requires administrative resources. Participants also need to be followed up and integrated both at work and outside work. We encourage new partners to start with a reasonable number of participants since the first work exchanges are also about setting up good routines and building skills for international cooperation.

Examples how the work exchange can be designed:

Example A

- Partnership between an organisation in Nepal and an organisation in India:
 - Number of participants: Both partners send two staff members (participants)
 - Duration of stay abroad: 12 months
 - Training: The participants attend the preparatory training in Kathmandu in September and the homecoming training in Kathmandu in September the following year
 - Follow up work: October-November (two months)
 - Contract duration: September– November following year (14 months)

Example B

- Partnership between organisations in Norway, South Africa and Tanzania:
 - Number of participants (four in total):
 - Norway to South Africa: one participant
 - South Africa to Norway: one participant
 - Tanzania to Norway: one participant
 - South Africa to Tanzania: one participant
 - Duration of stay abroad: six months
 - Training: the participants attend the preparatory training in Nairobi in mid-August and the homecoming training in Lilongwe in mid-February.
 - Follow-up work: mid-March-mid-April (two months)
 - Contract duration: mid-August – mid-April following year (eight months)

Profiles of the applicant and partner(s)

References and donor experience

Norec needs to know if your organisation has previous experience in project planning and implementation. This helps Norec to assess your organisation's capacity and routines for managing a project. Norec conducts reference checks to evaluate this. The listed referees should be national or international donors.

Financial management

Norec evaluates each partners financial management routines and systems. This includes details about reporting to the board or management, the process of buying goods or services, and how payments are approved and processed.

Norec expects partners to take appropriate measures to reduce losses from currency exchange and manage fund transfers between partners, including returning any remaining funds to Norec. Currency exchange losses are not covered by Norec, so partners may want to use a USD bank account to minimize these losses.

All partners must use digital accounting software, as Norec does not accept the use of Excel for accounting.

Internal policies on anti-corruption and sexual exploitation, abuse and harassment

Norec has zero tolerance for inaction against sexual exploitation, abuse and harassment (SEAH). These obligations apply to all participants, staff members, and partner organisations.

To comply with Norec's ethical principles, the coordinating partner must establish routines to:

- a) prevent or detect any financial mismanagement within the partnership.
- b) prevent and manage any cases of harassment, discrimination, or any other form of reprehensible conduct within the partnership.
- c) Adopt a victim/survivor-centred approach to SEAH issues and do everything possible to prevent, detect and respond to SEAH within and related to the Project.

Anti-corruption policy

An anti-corruption policy is a set of rules to prevent and address corruption in an organisation. It includes actions to fight bribery, extortion, conflicts of interest, nepotism, and collusion. Norec expects all partners to take necessary precautions to avoid any conflict of interest in all matters related to the project. The policy shows the organisation's promise to act honestly and openly, and it provides ways to report and handle corrupt practices.

Having an anti-corruption policy is important because it helps protect the organisation from losing funds, damaging its reputation, and facing legal consequences. It helps reduce the chance of corrupt activities, promotes a culture of honesty and transparency, and ensures that the organisation follows the law. Such policies also help build trust with workers, customers, partners, and the public.

An effective anti-corruption policy includes several key elements:

- **Clear Policy Statement:** begin with a clear and concise statement that the organisation is committed to preventing corruption and promoting ethical behaviour.
- **Definition of Corruption:** Explain what corruption means, like bribery, extortion, conflicts of interest, nepotism, and collusion.
- **Prohibited Activities:** List the specific actions that are not allowed, with examples to help employees understand unacceptable behaviour.
- **Reporting Mechanisms:** Provide safe and anonymous channels for reporting unethical behaviour, like a whistle-blower system that protects those who report.
- **Training:** Offer regular training to employees and others on how to recognize and prevent corruption.
- **Monitoring and Enforcement:** Set up ways to check that the rules are followed and act if they are not. This can include internal audits, ethical guidelines, financial management procedures, and procurement processes.
- **Transparency and Accountability:** Promote openness and accountability in the organisation. Share information and reports with employees and the public.

Whistle-blower mechanism

Organisations that get support from Norec must have a way for people to report any unacceptable behaviour they notice at work without fear of retaliation.

Whistleblowing is an effective way of uncovering corruption, fraud, and other wrongdoings that can harm public health, safety, finances, human rights, and the environment. Unethical or illegal conduct in business and public institutions can also hurt the organisations themselves.

Most whistleblowers first report their concerns within their organisations, as these are best suited to handle the issues. Therefore, it is important for all organisations to have safe and effective systems for handling these reports and protecting whistleblowers.

Policy on sexual exploitation, abuse and harassment (SEAH)

Organisations receiving support from Norec must have a policy in place on how to prevent, detect and respond to sexual exploitation, abuse and harassment (SEAH) within and related to the project.

The DAC (Development Assistance Committee) recommendations on ending sexual exploitation, abuse and harassment provide a comprehensive framework for preventing and responding to SEAH. Here are the key pillars of their recommendations:

1. **Policies and Professional Conduct Standards:** Organisations are encouraged to develop and implement policies and professional conduct standards that address SEAH. This includes fostering organisational change and leadership on these issues.
2. **Survivor- and Victim-Centred Response:** The recommendations emphasize the importance of developing or supporting mechanisms that provide a survivor- and victim-centred response. This approach ensures that the needs and rights of survivors and victims are prioritized in all action
3. **Reporting and Response Systems:** Organisations are advised to establish robust reporting and response systems and procedures for preventing and addressing SEAH. This includes creating safe and accessible channels for reporting incidents and ensuring that appropriate actions are taken in response
4. **Prevention Efforts:** The recommendations highlight the need for proactive prevention efforts, including training and awareness-raising activities to prevent SEAH. This involves educating staff and stakeholders about the risks and consequences of SEAH and promoting a culture of respect and accountability
5. **Monitoring and Evaluation:** Organisations are encouraged to implement mechanisms for monitoring and evaluating their efforts to prevent and respond to SEAH. This includes regularly reviewing and assessing the effectiveness of policies and procedures and making necessary adjustments to improve their impact
6. **Collaboration and Coordination:** The recommendations stress the importance of collaboration and coordination among organisations, donors, and other stakeholders to address SEAH effectively. This involves sharing best practices, learning from each other, and working together to create a safer and more supportive environment for all

Useful resources:

- Transparency international has a guide on best practices in internal whistleblowing systems for public and private organisation available here: [Internal Whistleblowing Systems: Best practice... - Transparency.org](#)
- CMI Anti-Corruption Resource Centre : [Whistleblowing in aid organisations: Successful approaches for reporting and protection](#)
- [Toolkit to Support Implementation of the OECD DAC Recommendation on Ending Sexual Exploitation Abuse and Harassment | OECD](#)

Description of the work exchange project

Needs assessment

Describe the needs and challenges in your organisation that you want to address and the results the work exchange project will achieve. Describe how exchanging competences and skills between your organisations will help address these needs and challenges, and achieve the intended results. Consider

how the project can strengthen strategic and institutional learning, innovation, and development across the partnerships and within the organisations.

Reciprocity is a core value and a guiding principle for Norec. In a reciprocal partnership, all partners give and receive, sharing their skills and experience and benefiting from their partners' expertise. Norec expects all partners to both receive and send staff members although the number and duration may vary.

Keep in mind the objectives of the Norec grant scheme as outlined in the call for applications on Norec's website and [Norec's theory of change](#).

During phase 1 (concept development), Norec suggests creating a SWOT analysis for each partner. A SWOT analysis helps identify Strengths, Weaknesses, Opportunities, and Threats related to a strategy or goal. For the Norec project, the goal is to determine how exchanging skills will lead to better organisational development and service delivery. The SWOT analysis will guide your needs assessment and results framework and help identify risks and mitigation strategies.

Expected results

The expected results shall be possible to achieve over the course of the full project period. The expected results must be achievable using Norec's method which is mutual exchange of people. Norec expects all partners to contribute and learn from the project.

The filled in results framework with indicators, baselines, targets, and data source of verification must be attached to the overall project description. You can use Norec's template or your own, as long as it has the same elements.

The results framework helps with project monitoring and implementation, and for reporting purposes. For more guidance on how to fill in the results framework, see the section on [results-based management](#).

If you apply for a five-year agreement, Norec will expect the partnership to have expected results on outcome-level and demonstrate solid plans for organisational learning/development.

Participants' activities

It is important that the participants' work description is clearly linked to the expected results. The description must cover the entire project period, including the follow-up work period, and indicate expected progress towards the results of each round of work exchange. To achieve the expected results, the organisations must have made clear plans to ensure the follow-up part of each round of work exchange is an integrated component of the project.

Sustainability of expected results

By the end of the project, Norec expects you to have achieved the planned results. You must ensure that the knowledge and skills gained by the participants during the project are shared with their home

and host partners. You should have strategies in place to use these skills during and after the project ends.

Sustainable Development Goals (SDGs)

Norwegian development policy is built on the Sustainable Development Goals, climate goals, and human rights. Norec supports these goals and expects the projects we support to contribute to the SDGs. For more information on the SDGs, please visit the United Nations’ website: UN’s Sustainable Development Goals.

Participant’s timeline

Number of participants in each round

The intended number of participants for each round must be indicated in the following table.

Example:

Number of participants from	to Organisation A in Myanmar	to Organisation B in Colombia	to Organisation C in Malawi	TOTAL
Organisation A in country X		2	2	4
Organisation B in country Y	2		2	4
Organisation C in country Z	2	2		4
TOTAL	4	4	4	12

Timeline for the work exchange participants in Round 1

Participants' contracts must cover the time from when they leave their home country for the Norec preparatory training until the end of their follow-up work. Norec needs to know where participants are for safety and communication reasons.

For Norec training dates and locations, [visit our website here](#).

If all participants from the same organisation have the same timeline, you can write in the heading "Participants 1-3," depending on the number of participants.

Project management and partnership collaboration

Project management

Norec reviews the team and the routines in place to manage the project. Clear roles and responsibilities help deal with potential challenges and conflicts. It also keeps the project on track, identifies risks, and helps make good decisions to achieve the goals.

Recruitment

Participants are crucial to every Norec-supported project and essential for achieving the desired outcomes. It is important to describe participant profiles in detail to ensure the recruitment of the most suitable candidates based on their work or educational background, qualifications, and experience. More advice about the recruitment process can be found in part two of this guideline. Partners can send the job announcement to Norec for marketing through Norec's social media accounts. This may help widen the reach of the announcement and lead to more applicants.

All partners must agree on the recruitment criteria. Participants must be recruited based on these criteria and the tasks described in the application. Each organisation involved must assess the candidates they will receive.

It is important that participants in the work exchange program can communicate well enough to do their jobs. The working language should be considered when selecting participants.

Preparation and follow-up of participants

The preparation and follow-up of participants are important for sharing skills and knowledge between the participants and the host partner. Partners must prepare participants well before they travel to their host countries and introduce them properly to the host partner upon arrival. All partners should have good mentoring strategies and plans for learning and transferring knowledge, adjusted to their context and methods as well as to each participant. If job-specific or context-specific training is organized, the learning goals should be clearly described.

Practical issues

Partners also need to ensure that participants have satisfactory working and living conditions and access to adequate health services.

The first month of the participants' contract is usually when they attend the Norec preparatory training. It is recommended that participants receive part of their salary or stipend beforehand.

Accommodation must be safe and reasonably priced, considering the local context. When assessing the suitability of accommodation, the partners must take into consideration the participants' culture and gender. It should be comparable in quality to that of their colleagues. If you plan to accommodate more than one participant in the same place, make sure each bedroom has a lockable door.

The partners must ensure that participants have all the necessary legal documents like visas and permits for their stay in the host country and for their participation in Norec and partnership training courses. This can include registration with local authorities, tax authorities, or similar entities.

Norec recommends that partners get to know the procedures for visas and work or residence permits and start these processes as soon as possible.

For more information on Norec's requirements and recommendations for practical arrangements and the preparation and follow-up of participants, see Part two: Managing a work exchange project in these guidelines.

Risks and risk management

Norec expects the partnership to identify and address internal and external factors that can negatively affect the implementation of the project and hinder the achievement of expected results. The partnership must reflect on how to prevent, mitigate and manage the identified risks. The risk analysis must include an assessment of risks related to sexual exploitation, abuse, and harassment (SEAH).

External risks are factors the partnership cannot control, like climate change, government rules for visas and work permits, currency changes, political unrest, or natural disasters.

Internal risks are factors within the partnership and each organisation, like working conditions, not having enough staff, high turnover, how well partner organisations work together, recruiting the right participants, moving funds between partners, and managing participants, including issues like poor preparation, dissatisfaction, or homesickness.

Cross cutting-issues

Apart from risks specific to the project or partners, you need to consider how the project might negatively impact key issues like human rights, women's rights and equality, climate change, the environment, and corruption. These are cross-cutting issues in Norwegian development policy and must be included in all Norec-funded projects.

Cross-cutting issues include the following risks:

- **Human rights:** violation of human rights, discrimination against individuals or groups, exclusion of affected people and undermining the state's accountability.
- **Women's rights and gender equality:** discrimination against women and girls, unequal formal rights and/or opportunities for women, men, girls or boys, unequal access to and control over resources, violence against women.
- **Climate and environment:** an unacceptable increase in greenhouse gas emissions, exposure to climate hazards, reduced resilience, pollution, land degradation and loss of biodiversity
- **Anti-corruption:** bribery, extortion, conflicts of interest, nepotism, facilitation payment and collusion.

To prevent and reduce any negative impacts, partners should follow international and national guidelines and best practices related to their field of work.

Partners need to constantly evaluate and adapt their measures to address the risks identified.

Private sector companies should follow international standards for responsible business conduct, like the [OECD guidelines for Multinational Enterprises](#) and the [UN guiding principles on Business and Human Rights](#).

Norec expects partners to involve all stakeholders in developing and carrying out the project. This ensures the project doesn't violate the rights of those potentially affected. Stakeholders directly affected by the project should have the chance to share their opinions, concerns, and feedback throughout the project's duration.

How to fill in the risk assessment

Probability that this risk will occur: Think about how likely each risk is.

Impact: Explain what the consequence is if the risk happens. How will it affect the project.

Mitigation measures: Describe what steps you can take to prevent or reduce the risk.

Example:

External risk	Probability that this risk will occur (high/medium/low)	Impact (consequence if risk happens)	Risk-reducing/mitigation measures
<i>Difficult to obtain a work permit for participants</i>	<i>high</i>	<i>Work permit application rejected, and project start delayed.</i>	<i>Start the application process early and ensure proper documentation. Develop a plan for how the participants can be prepared and integrated before arriving at their work exchange destination in case of delays. Identify relevant activities the participants can complete digitally while waiting.</i>

Signature

The person signing the application and all required documents must be authorised to enter into legally binding agreements on behalf of the applicant.

How to fill in the budget

About the budget template

The budget template is an Excel file with seven sheets:

1. Budget template
2. Notes and calculations
3. Guidance on how to fill in the budget
4. Financial report template
5. Guidance on financial reporting
6. Information about audit of the financial report
7. Interim financial report

You need to submit the budget for round one with the project application. For following rounds, the budget will be an attachment to the round description.

All costs need to be described in the budget. Norec may ask for documentation. Actual costs must be verifiable in the project audit.

Only signed and dated budgets from the coordinating partner's authorized representative will be accepted.

Funding principles

The grant is meant to cover costs related to the work exchange of young employees. The grant covers the participants' their salary, travel, and stay during the work exchange and the follow-up period.

Norec does not fund all the costs of running a work exchange project. The Norec-funded project should complement other projects and activities of each partner. Norec contributes towards covering project administration costs and participants' activities, but the grant may not cover all costs. The partners need to have their own resources (monetary and personnel) to support the participants, the activities, and the sustainability of results in the project. Each partner should have other income sources to support their activities and administration and must have funds to cover unexpected costs.

Norec will decide the grant amount based on actual costs, cost levels in involved countries, and past approved budgets.

If you spend more than budgeted, or use funds for other purposes than agreed, the partners will have to cover the extra expenses. Any unspent funds must be repaid to Norec.

Acceptable limits of deviation for each budget line are as follows:

- The total budget may not be exceeded without formal renegotiation.
- Deviations of +/- 10% on any budget line do not require comment.
- Deviations on each budget line exceeding +/- 10% require explanation.
- Deviations on each budget line exceeding +/-20% require prior approval by Norec.
- Funds meant to cover participant expenses cannot be used for other project costs or administrative costs.
- The administrative support grant is a fixed amount, and Norec will not cover costs beyond what is budgeted.

How fill in the round budget

The budget must show expected costs for each partner. Not all budget lines need to be filled in for all partners. For example, if one organisation will purchase insurance for all project participants, the insurance costs should be listed only for that partner and multiplied by the number of participants. Similarly, if one partner pays the salary/stipend on behalf of all partners, this cost should be included in that partner's budget.

There are specific maximum rates for some budget lines. All amounts in the budget must be explained and justified in the 'Notes and Calculations' sheet.

Budget period: State the planned start and end dates (month-year) for the round.

Currency: Use NOK if the coordinating partner is Norwegian, USD if from another country.

Exchange rate: If using USD, state the exchange rate between USD and the local currency of the coordinating partner.

Transfer schedule: Suggest a date for the first transfer of funds. Norec will set the final dates after approval.

Participant-related costs

Salary (including taxes) or stipend

Participants in a Norec-supported project get either a salary or a stipend each month. The salary or stipend must cover the project period, including Norec's training before the project starts (preparatory training) and after the stay abroad (homecoming training), and the follow-up work at the home partner. If the follow-up work is not full-time, Norec only covers the salary or stipend based on the percentage of employment.

Usually, the participant's contract starts the month of Norec's preparatory training. It is recommended that participants get part of their salary or stipend before this training.

Criteria for receiving salary/stipend:

To qualify for a salary, the participant must meet these criteria:

- Role - The participant must have a role in the project that aims to contribute to the institutional/organisational development of at least one partner organisation.
- Work permit - Participants must have a work permit or similar document while working with the host partner.
- If the participants are recruited internally, they must be young employees with a salary and job contract.
- If the participants are recruited externally, they must have a professional background or relevant university degree.

Participants who cannot receive salary:

- Students
- Participants without work and/or residence permits for the host country

If the participants you intend to recruit fall into these categories, they qualify for stipends instead of salary.

Salary

The monthly salary should be similar to the salary of staff at the home and host partners with similar tasks and qualifications. The amount in the budget must include all income taxes and benefits like holiday pay, according to national rules. You need to describe these amounts in detail in the "notes and calculations" sheet of the budget template.

The maximum gross salary for participants from Norway or those coming to Norway is NOK 20,000 per month.

Stipend

If participants do not qualify for a salary, they can receive stipends to cover their daily expenses, such as food, social activities, and necessities. You must justify the stipend amount. The stipend should be similar to what other volunteers, interns, or students at the host partner receive, or it should match national standards.

The maximum stipend for participants going to Norway is NOK 7,000 per month.

Stipends may be taxed based on the laws of the countries involved. You must provide details on the tax requirements for stipends.

You can add NOK 500 for public transport costs for participants staying outside Norway and NOK 1,000 for those in Norway.

Taxes and pension paid by the organisations

You need to include this budget line for projects with participants who receive a salary. If the laws in the countries involved also require this for participants without work permits (like interns or volunteers), it applies to those projects too.

As the participants' employers, you must make mandatory social security payments according to the laws and standards in the countries involved. These payments might include contributions to government employment funds, national health insurance schemes, national insurance, and provident funds. The type and amount of these payments can vary from one country to another.

Accommodation

Accommodation must be safe and reasonably priced, considering the local context. When assessing the suitability of accommodation, the partners must take into consideration the participants' culture and gender. It should be comparable in quality to that of their colleagues. If you plan to accommodate more than one participant in the same place, make sure each bedroom has a lockable door.

The amount should cover the monthly rent, utilities (like electricity, gas, water), and common service charges. Suitable places to stay could be with a host family, in a small apartment, or sharing an apartment with other participants. The accommodation costs should cover the entire time the participant is staying abroad.

Norec funds accommodation costs for participants during their exchange abroad. You can also apply for accommodation costs for the follow-up period if there is a need to arrange temporary accommodation for the participants.

Maximum rates for accommodation in Norway:

For participants getting a stipend, the maximum monthly rate is NOK 7,000. For those getting a salary, the maximum monthly rate is NOK 9,000. If staying in Oslo, Bergen, Trondheim, Tromsø, or Stavanger, maximum monthly rate is NOK 11,000 for both groups.

Insurance

Partners need to ensure that participants have insurance for the entire duration of their contracts. There are two types of insurance that all participants must have:

- Travel insurance the Norec preparatory and homecoming trainings.
- Health insurance during the entire contract period, including all Norec training, the period abroad, and the follow-up work.

Participants must be informed about the level of insurance coverage, and partners must provide them with the insurance policy document and number.

Any additional insurance required by the partners due to the nature of the project or for other reasons can be applied for. It is important to justify the additional costs.

Departure/set-up grant

The departure/set-up grant should cover the costs of getting participants' passports and other official documents before they leave. It should also pay for necessary vaccinations and medications needed in the host country, and, if needed, a medical check-up before leaving their home country.

If necessary, the grant can be used to buy personal working tools, clothing, cooking equipment, furniture, bed linen, utensils, a mobile phone SIM card, and other essential items needed when participants arrive in the host country.

Partners are responsible for managing the departure/set-up grant. It should not give it directly to participants. These funds cannot be used as "pocket money" during the Norec trainings. All costs need to be described the budget.

Visas and permits

This budget covers fees necessary for getting and renewing participants' visas, work, and residence permits. It can also include travel costs to and from consulates, visa offices, and embassies for visa and permit applications.

Language courses

A grant may be given to pay for language courses if needed for the participant to do their job and interact socially in the host country.

It is important that participants in the work exchange project can communicate well enough to do their jobs. The working language should be considered when selecting participants.

International travel

Norec will pay for travel to the Norec preparatory training, then to the host country, and a return ticket home (via a Norec training course, if applicable). Travel back and forth between the home country and training courses before leaving for the host country is not covered. The travel budget is based on the cheapest fares available on public transport or economy-class flights and should be flexible to allow changes. The budget should also cover transport to and from the airport.

This budget does not include pocket money while travelling. Norec suggests participants receive part of their salary or stipend for the first month before travelling.

Participants' activities

You can apply for up to 10% of the total participant-related costs for this budget line. It can be used to cover necessary travel for participants during their work. These travel activities must clearly connect

to the project's goals and results. This budget cannot be used for daily travel to and from the office. The grant should cover the entire stay abroad and the follow-up work period.

Other project costs

Equipment

This budget can be used for two purposes:

- Buying tools and equipment needed for the participants to do their work at the host partner. These items must stay with the host partner after the project ends. Small electronic items usually last about three years, which means that you cannot apply for the same items every year. The maximum amount you can ask for is NOK 8,000 per Norec partner with participants.
- The partnership can ask for additional funding for particularly relevant equipment. This could be equipment that helps achieve the project's goals or improves communication and cooperation within the partnership.

All partners receiving funding to cover equipment must have procedures for depreciation of equipment and keep inventory lists for all equipment bought for the project.

Audit

The partner organisations must each audit their own expenditures. The coordinating partner does a consolidated audit of the project funds received from Norec. The audit must follow the financial rules in the Collaboration agreement and guidelines.

- The maximum rate for Norwegian auditors is NOK 20,000.
- The maximum rate for auditors from other countries is NOK 10,000.

You can apply for higher rates if you provide justification and documentation.

Partner meeting/midterm meeting

The grant covers the costs of the partners' annual meeting to review implementation, results, finances, administration, and future development of the project. Norec covers costs for a maximum of three full workdays, not including travel time.

Halfway through the project period for 3-5-year agreements, there will be a mandatory midterm review meeting with Norec. This midterm review is a physical meeting with all partners and Norec staff present. The meeting usually lasts for two days. It is recommended that the partners meet at least one day in advance to discuss relevant issues, and to also set aside some time after the review to go over findings from the meeting.

The location is decided in agreement with Norec. One of the partners will host the meeting at their office, and this should rotate between the partners.

For partners traveling to these meetings, the grant covers costs for economy-class airfare, per diem, accommodation, and local meeting expenses for one-two (1-2) people. The maximum rates for per

diem and accommodation can be found below. If meals are paid for, per diem should be reduced by 20% for breakfast, 30% for lunch, and 50% for dinner.

Last updated: May 2026	Accommodation rate		Per diem	
	NOK	USD	NOK	USD
Africa				
Ethiopia	1 300	118	338	36
Ghana	1 100	100	885	95
Kenya	1 100	100	743	80
Madagascar	700	64	404	44
Malawi	800	73	496	53
Mozambique	1 300	118	624	67
Rwanda	1 100	100	685	74
South Africa	1 375	125	529	57
Tanzania	1 260	115	504	54
Uganda	1 100	100	685	74
Zambia	950	86	491	53
Zimbabwe	950	86	761	82

Last updated: May 2026	Accommodation rate		Per diem	
	NOK	USD	NOK	USD
Asia				
Bangladesh	1 650	150	560	60
Cambodia	1 100	100	742	80
China	1 300	118	798	86
Hong Kong	1 705	155	1 073	115
Shanghai	1 320	120	798	86
India	1 100	100	395	42
Indonesia	1 300	118	544	59
Myanmar	1 100	100	520	56
Nepal	1 300	118	742	80
Vietnam	915	83	490	53
Latin America				
Brazil	1 210	110	600	65
Rio	1 650	150	669	72
Colombia	1 290	117	566	61
Guatemala	805	73	836	90
Nicaragua	660	60	727	78
Norway				
Norway	1 980	180	1 012	109

Other meetings with Norec

Only fill in this budget line in agreement with Norec. This grant covers travel costs for training courses and meetings organized by Norec. They will pay for plane tickets at the lowest rate and public transport from home to the airport.

Meetings covered by this budget line include:

- Norec partner training (mandatory for new Norec partners in their first work exchange round). For more information about the partner training, go to the section on [training guidelines and requirements](#) in these guidelines.
- Forums and summits organized by Norec.
- Regional forums related to the Norec work exchange.

Costs of managing the project

Exchange coordination and support

The total amount in this budget line for all the partners cannot exceed 20% of the total project costs (Total participant related cost + Total other project costs). The partners can share the funds as they see fit based on their responsibilities in the project. This budget post shall contribute to cover the administration of the project.

Funding for additional purposes (not part of a standard Norec budget grant)

The following additional costs can be applied for, if relevant for the project. As they are not part of a standard Norec budget grant, they do not contribute to the budget post Exchange coordination and support (max 20%).

Alumni meetings

If your Norec-funded work exchange project has lasted for five years or more, and you plan to involve former work exchange participants in your organisations or networks, you can ask for funds to cover the costs of an alumni meeting.

Visits home for participants with small children

To apply, the participants must be recruited. Submit an updated budget with a justification. Note that Norec only covers travel costs.

Eligibility criteria:

- The participant's child/children must be under 10.
- One visit is covered for participants staying abroad for six months or longer.
- Two visits are covered for participants staying abroad for more than 10 months.

Evaluations

You can apply for funding to conduct an external evaluation of the project to assess the quality, achievements and potential for improvements by submitting a written request to your programme adviser.

Eligibility criteria:

- The formal request is justified, and the goals of the evaluation are described in detail.
- Your project must have lasted at least six consecutive years.
- The project has not been subject to any financial, administrative or implementation mismanagement.

You must explain why you need this evaluation and what you hope to achieve. Norec will consider funding parts of, or the whole, evaluation based on the request, the project duration, the number of participants and Norec's budgetary situation.

Participant supervision

The partners can apply for additional funding to follow up participants while they are abroad. This grant usually covers travel costs for a project coordinator from one partner to visit participants hosted by another partner. It can also be used to supplement the salary costs of a staff member responsible for the day-to-day follow-up of participants at one or more of the partner organisations.

Eligibility criteria:

- Small organisations with limited staff and financial resources
- Projects facing challenges with administration, affecting participant follow-up
- Large projects with 15 or more participants per round

Resource personnel

The partnership can apply for additional funding to cover costs of resource personnel (e.g. persons with a highly specific competence). This can be to assist the partners and the participants in implementing certain activities or facilitating certain workshops or seminars, or to otherwise provide an external competence for a limited period. To be eligible for this grant, the applicant must provide a needs assessment and a justification.

The partnership can also apply for additional funds to cover costs of resource personnel to assist participants with disabilities. Contact your programme adviser to discuss this further.

Additional training by the partner organisation

All partners are responsible for properly onboarding the participants. Some partnerships may have additional training needs. You can apply for funding to cover the costs of additional training for up to five days. You must provide a detailed description of the training topics, venue, and facilitators in the Overall Project Description. This extra training can be held in one of the partner's home countries or in connection with Norec's preparatory training. The budget should cover costs related to accommodation, facilitators, and other training-related expenses.

How to fill in the round application

Required application documents

You need to submit the following documents for each round of the work exchange, except for the first round, which is part of the overall project description.

You must submit the round application at least four months before the work exchange starts. Norec will take approximately three weeks to review a complete application. Incomplete round applications will take longer to process.

Documents on behalf of the partnership

- 1) Round description (C01)
- 2) Round budget (C02)

Supporting documents from all partners:

1) Unaudited/draft financial statements no more than three months old (not needed from public sector)

- This is a document in which the financial results for the previous financial year have been audited by an external, independent and certified auditor.
- The audited period must not be older than 18 months.
- The audit report must cover all income and expenditure in your organisation, management letter, and auditor's evaluation and/or recommendations.
- If you are exempt from being audited, provide a justification and submit unaudited financial statements.

2) Latest annual report to the board (not needed from Norwegian public sector)

The annual report is a document summarising the operations and financial conditions of the organisation in the past year. Submit the report in PDF format. If you do not have an annual report, provide an explanation.

3) Latest audited annual financial statements (not needed from Norwegian public sector)

This is a document in which the financial results for the previous financial year have been audited by an external, independent and certified auditor. The audit report must cover all income and expenditure in your organisation, management letter, and auditor's evaluation and/or recommendations. If you do not have an organisational audit report, please provide an explanatory note.

The project details and the structure and content of the project rounds are described in the overall project description and are valid for every round of work exchange within the project period.

How to fill in the round description

The round description should provide information on:

- Changes in the partners financial capacity
- What the partners have learnt so far in the round you are currently in
- Planned deviations and changes compared to the overall project description.

Financial capacity

Describe any changes in the financial capacity of the partners. If there are events happening in the countries you work in that might affect the financial situation of the organisation, please include information on how this could impact the work exchange project.

Describe key learning and challenges from the current round

Briefly describe the partnership's experiences in the last and/or current round in all the following areas:

- Communication, reporting routines, and task distribution within the partnership.
- Implementation of activities and progress towards achieving the expected results.

- Practical management of the work exchange, including recruitment, insurance, accommodation, visa/work permit issues, preparatory training, follow-up, and integration of participants.
- Mitigation and management of identified risks.

Describe significant deviations, changes or modifications for this round

Explain any changes you plan to make in this round compared to the overall project description. Describe why these changes are necessary or beneficial for the project's progress towards the expected results.

Where and when do you plan to hold your partner meeting in this round?

The partner meeting is a required meeting between partners during each round to plan and review the project's progress. Meeting costs must be included in the round budget.

Partners with agreements lasting three years or more must hold a midterm review meeting. This is a Norec-initiated meeting between the partners and Norec to review the project's learning and progress. The meeting should align with the regular annual meeting of the partnership. Depending on the partnership's size and agreement with Norec, the review may take one-two days. The location is decided in agreement with Norec. One of the partners will host the meeting at their office, and this should rotate between the partners. Norec advises the partnership to meet at least one day before the review to discuss relevant issues and set aside time afterward to discuss the review findings together.

Timeline for the work exchange participants

Participants' contracts must cover the time from when they leave their home country for the Norec preparatory training until the end of their follow-up work. Norec needs to know where participants are for safety and communication reasons.

For Norec training dates and locations, visit our website [here](#).

If all participants from the same organisation have the same timeline, you can write in the heading "Participants 1-3," depending on the number of participants.

9. How does Norec assess applications?

Norec approves or rejects applications based on the rules and regulations for grants offered by Norec, the current priorities of the Norwegian government for development cooperation, and the yearly budget allocation to Norec by the Norwegian Parliament.

First, Norec checks if the application meets the formal funding requirements. Applications that meet these requirements are then assessed according to the criteria outlined in the call for proposals.

Norec may also gather more information about applicants, such as contacting references or request a bank guarantee issued by a financial institution.

10. When will you know if your application is successful?

Phase 1: Concept development application

Applicants will receive a final decision within eight weeks. This decision will be either a rejection or an invitation to further develop the project idea.

Phase 2: Project application

Applicants will receive a final decision within ten weeks. This decision will be either a rejection or an offer from Norec to fund the work-exchange project.

Norec may contact applicants while reviewing applications to request additional clarifications and documents. However, it is the applicant's responsibility to ensure the application is complete, accurately filled out, and submitted within the deadline.

11. Approval and signing of agreements

Phase 1: Concept development

Successful applicants will receive a written approval from Norec with details of Norec's terms and conditions. The coordinating partner agrees to the terms and conditions by signing and returning an electronic copy to Norec of the budget within the deadline stated in the approval letter (normally two weeks). The budget must be signed by a person with signatory rights for the coordinating partner. The application forms the basis for the approval and is legally binding.

Phase 2: Project implementation

Successful applicants will receive an offer from Norec with a collaboration agreement and an approved round 1 budget. The coordinating partner agrees to the terms and conditions by signing and returning an electronic copy of both documents to Norec within the deadline stated in the approval letter (normally two weeks). The collaboration agreement and the round 1 budget must be signed by both Norec and the coordinating partner.

The agreement with Norec includes several key components:

- Description of the scope of the project (duration, number of rounds, number of participants, duration of the work exchange and follow-up period).
- Information about implementing partners
- Conditions of implementation (risk assessment, cross-cutting issues)
- Overall grant amount and how the funds will be disbursed
- Reporting requirements, and submissions of round budget and descriptions
- Requirements on financial management and audits
- Mandatory meetings, trainings and follow-up measures
- Requirements on participants administration
- Requirements on public relations activities
- Requirement to adhere to Norec's ethical principles, including zero tolerance for corruption and sexual exploitation, abuse, and harassment (SEAH). Norec will expect partners to have policies in these areas and a whistleblower mechanism.

- Conditions for amendment, renegotiation, or termination of the agreement
- The results framework is an attachment to the agreement

The responsibility of the coordinating partner

The coordinating partner is legally and financially responsible to Norec on behalf of the partnership. This means ensuring all project activities follow the agreement and approved application, managing funds properly, and keeping accurate records of expenditures. It also includes ensuring that the participants have a safe and meaningful stay abroad and have the correct visa/work permit. The coordinating partner must inform Norec immediately of any indication of conduct not in line with Norec's ethical principles, including financial mismanagement and sexual exploitation, abuse and harassment in the project.

The coordinating partner must submit all required reports to Norec on time and ensure the project's objectives are achieved. Any changes to the plan must be communicated to Norec, with explanations and proposed amendments.

The entire partnership should understand Norec's terms and conditions and any agreements to be signed. It is recommended to involve staff from financial, logistics, and project departments to ensure all aspects are clear before accepting any offer or signing agreements.

Partnership agreement

The relationship between the coordinating partner and the other partners is regulated by a separate written partnership agreement, which must be submitted with the project application. The most recent template for the partnership agreement provided by Norec must be used, and all sections in the template must be completed. You can add items to the template, but you cannot remove any. This agreement outlines the duties and responsibilities of all parties involved in the work exchange project as described in the overall project description (B01). The agreement must be signed by authorized representatives from each partner organisation. Norec is not a party to this agreement. The partnership agreement template can be found on Norec's website.

Emergency plan

If your application is approved, the partnership must create an emergency plan before the participants travel abroad. The plan must cover the whole project period, including while the participants are at Norec's preparatory and homecoming trainings. Read more about the emergency plan [here](#).

In case of an emergency situation during the preparatory and homecoming trainings, Norec's staff will assist the participants as much as possible. However, partner organisations are responsible for their participants and must therefore be reachable during these events. Note that all participants must have travel and health insurance that is valid for their entire exchange period, including the training periods. Where possible, participants should be registered with their embassies/consulates in the country where the Norec training event is held

12. How to apply for an amendment to the agreement

If the partnership wants to make changes to the project, you may have to submit an amendment application using template B03, available on Norec's website. Not all changes require you to submit an amendment application. Ask your programme adviser for guidance.

In the amendment application, you must describe why the amendment is needed. Ensure changes are logically connected to the needs assessment and expected results, and justify them properly. The application must be filled out completely, signed, and include all required annexes.

The following changes normally requires an amendment application:

- Significant changes to the budget and/or increase in amount granted
- Changes to the results framework
- Changes to the partnership configuration
- Changes to the number of participants, duration of work exchange and follow-up work
- Changes to the bank account

If the amendment requires a budget revision, submit a financial report showing actual expenditure so far, not older than a month, along with the revised budget. If budget items' costs have changed significantly, and additional funding is needed, clearly state the new cost and extra funding required. Include an amended budget and financial report highlighting the new costs.

If the amendment involves changes to the results framework, include a revised results framework with your application.

If the amendment involves changes in the partnership configuration, submit a revised results framework and overall project description. Adding new partners requires the partnership to submit a Phase 1 application and complete phase 1 before amending the agreement.

If the amendment affects the number of participants or the duration of the work exchange/follow-up period, the partner must submit a revised budget and financial report.

To change the bank account, the coordinating partner must apply for an amendment to the agreement. The partner changing their bank account must send an official letter signed by two authorized representatives.

The applicant will receive a written reply to the amendment application. If approved, Norec will provide details of the terms and conditions of the approval. The amendment application is legally binding upon approval.

13. How to report on a grant from Norec

Phase 1: Financial report

The coordinating partner must submit a financial report to Norec by the next Phase 2 application deadline. If the partnership does not submit a Phase 2 application, the financial report must nevertheless be submitted by the deadline communicated by Norec.

The Phase 1 financial report must be approved by Norec before a Phase 2 agreement can be signed.

The Phase 1 financial report must use the Norec template.

The financial report must reflect actual expenditure compared with the budget for each budget line. Norec's funding is a grant based on the calculated costs in the approved budget. Expenses above the total approved grant will have to be covered by the partners' own funds/other funding.

A weighted average of the exchange rate must be used in the financial reporting.

Interest income and currency gains on the funds transferred from Norec, or on the internal transfers between the partners, shall be specified in the financial report. Net gains are to be repaid to Norec.

Bank charges on the internal transfers between partners must be covered by the partners.

In cases where the financial report shows unspent funds, the coordinating partner shall repay such funds without delay. This is the case if total cost is less than the previously calculated and transferred amount.

The financial report must be signed by the authorized representative of the coordinating partner before being submitted to Norec.

Acceptable limits of deviation for each budget line are as follows:

- The total budget may not be exceeded without formal renegotiation.
- Deviations on each budget line exceeding +/- 10% require an explanation.
- Deviations on each budget line exceeding +/-20% require prior approval by Norec.

Phase 2: Reporting

Reporting requirements

The partnership must report on the grant after each round of work exchange.

The reports should compare the planned activities and budgets for the round with the actual achievements and expenditure. This information should match the approved application. The financial and audit reports must follow the funding principles and requirements stated in the Agreement.

The coordinating partner must coordinate the preparation of the reports and submit them to Norec on behalf of the partnership. Reports sent to Norec must be signed by the coordinating partner on behalf of the partnership.

The partnership must use the following templates for reports to Norec (available on our website):

- Round report (C06) or results report (C05)
- Financial report (C04)

Reports for the previous round must be submitted and approved by Norec before the final payment of the current round is made. If the reports are not submitted or do not meet Norec's requirements, Norec can withhold upcoming payments.

Reporting deadlines for each round

One month before the last payment: submit an interim financial report and an updated budget for the rest of the round.

Four months after the follow-up period for participants ends: submit the financial report, audit report, and results/round report.

The reporting deadlines for round one will be listed in the agreement between Norec and the coordinating partner. For future rounds, deadlines will be listed in the round approval letters.

Round report

A round report shall be submitted to Norec after each round of work exchange. The round report presents the progress of the project so far. The report shall include:

Results: Report on the achievement in this round. Explain any deviations. Describe how the participants' activities, tasks and/or assignments have contributed to progress towards the expected result. Unplanned results should be stated and reflected upon.

Learning in the work exchange project:

Participants: Summarize the participants activities, achievements and challenges, both during and after their work exchange. Include how challenges were overcome. Describe the new knowledge and competencies acquired by the participants.

Partner organisations: Describe your experiences with recruitment, mentoring and supporting the participants. Describe how the project has benefited you as partner organisations.

Risk and risk management: Describe how you mitigated the risks during the project. Where relevant, include in your analysis any issues related to human rights, women's rights and equality, climate change, the environment, and anti-corruption.

Partnership cooperation: Describe the main positive effects of working together as partners and the challenges you have experienced. Include how challenges were overcome.

Results report (final report)

The results report is submitted to Norec after the last round of work exchange in the agreement. It describes the achievement of expected results during the entire project period. The report shall include:

Achievement and progress: Describe to what degree the expected results were achieved and how the results will be sustained. Explain any deviations. Unplanned results should be stated and reflected upon.

Learning in the work exchange project: Summarize the activities, achievements, and challenges of the participants in the final round, both during and after their work exchange. Include how challenges were overcome. If applicable, describe the role of former Norec participants. Describe how each organisation has changed or developed due to the knowledge and competencies gained from the work exchange.

Risk and risk management: Describe how you mitigated the risks during the project. Where relevant, include in your analysis any issues related to human rights, women's rights and equality, climate change, the environment, and anti-corruption.

Partnership cooperation: Describe and evaluate how well you worked together and what you learned from each other.

Lessons Learned: Describe the main challenges in the project and how you solved them. Summarize what you learned from this project. Briefly describe how your project contributed to the Sustainable Development Goals (SDGs). If applicable, mention how your project has contributed towards the cross-cutting issues of human rights, women's rights and equality, climate change, the environment, and anti-corruption.

Financial report and audit statement

Financial management requirements

- The coordinating partner is responsible for the overall financial management and reporting to Norec on behalf of the partnership.
- All partners must use an accounting software that tracks Norec project funds.
- Norec must be informed of significant currency fluctuations that may affect the project.
- Project's accounting records must be kept for at least five years from the date of Norec's approval of the final project report.
- The accounts of any partner may be inspected at any time by the Auditor General of Norway, any audit firm contracted by Norec, and/or Norec representatives.
- Partners must take all necessary precautions to avoid any conflict of interest in all matters related to the project.

Interim financial report

An interim financial report for the current round with an updated budget for the remaining period of the round, must be submitted one month before the final transfer of the round. The interim financial report does not have to be audited. Use the Norec financial report template (C04).

Financial reporting requirements

- A financial report and audit statement must be submitted to Norec after each round of work exchange. It must be a consolidated report of all expenditures by all partners. Norec does not accept separate reports from each partner.
- The financial report to Norec must use the Norec template (C04).
- The coordinating partner must submit the report within the deadline communicated by Norec.
- The financial report must reflect actual expenditure compared with the budget for each budget line. Add notes and explanations where required. It must also include a transfer record for each partner in the partnership, and a record of Norec participants' actual duration of stay abroad (months)
- Norec's funding is a grant based on the calculated costs in the approved budget. Expenses above the total approved grant will have to be covered by the partners' own funds/other funding.
- A weighted average of the exchange rate must be used in the financial reporting.
- The currency (NOK/USD), the actual exchange rates at the date of reception for each partner, and the total remaining balance in local currency must be included in the financial report.
- Interest income and currency gains on the funds transferred from Norec or on the internal transfers between the partners shall be specified in the financial report. Net gains are to be repaid to Norec.
- Bank charges on the internal transfers between partners must be covered by the partners.
- In cases where the financial report shows unspent funds, funds must be repaid without delay. If a new round of work exchange has already been approved, Norec may decide that the unspent fund amount will instead be deducted from the next transfer. This does not apply to unspent funds in the last round of the project period.

Acceptable limits of deviation for each budget line are as follows:

- The total budget may not be exceeded without formal renegotiation.
- Deviations of +/- 10% on any budget line do not require an explanation in the financial report (provided there is no change in the number of Norec participants and the length of their contracts).
- Deviations of +/- 10-20% on any budget line are acceptable without prior approval by Norec (provided there is no change in the number of Norec participants and the length of their contracts) but do require an explanation in the financial report.
- Deviations of more than +/-20% on any budget line require prior approval by Norec.
- Funds allocated to participant expenses cannot be used on other project costs or to cover administrative costs.
- Funds allocated to the budget line for work exchange coordination, and support cannot exceed the amount granted.

Audit statement

The audit statement must be submitted as a separate document and in accordance with the following requirements:

- The auditor must perform the audit in accordance with International Standard on Auditing (ISA) 805 and the other requirements stated below. The auditor must specify in the audit opinion if ISA 805 has been used. If ISA 805 is not used in the country in question, the auditor may use a similar national auditing standard.
- The auditor must submit the audited financial statement directly to Norec.
- The audited financial statement must account for the total grant from Norec to the partnership. It is coordinating partner's responsibility to collect and compile the audited financial statements of the other partner(s) in the partnership. The coordinating partner's auditor should review the other audit report(s) and evaluate whether the report(s) meet(s) Norec's audit requirements (as described in this document). Based on this evaluation, the coordinating partner's auditor will draw up the audit opinion for the compiled financial statement that has been submitted by coordinating partner.
- The audited financial statement must cover the entire project period of the round and state the agreement ID assigned by Norec. It must include an income and expenditure statement, and a balance sheet, using Norec's financial reporting format (C04). The approved budget and the accounts must be directly comparable. Deviations from the budget should be commented by the auditor and explained by coordinating partner/partner's management, in accordance with Norec's requirements.
- The auditor shall submit a management letter detailing any findings made during the audit of the project.
- All audits must be carried out by independent chartered/certified auditors.
- The following key documents must be made available to the auditor, who must familiarise themselves with these documents and the accounting and audit requirements:
 - The agreement and project description
 - The round budget
 - Norec's guidelines on budgeting and financial reporting
 - Approval letter

The auditor must:

- Verify that the coordinating partner and the other partner(s) meet Norec financial requirements.
- Verify that the funds have been used in accordance with the approved budget.
- Verify that the coordinating partner and the other partner(s) have kept internal records of all petty cash and bank transactions.

- Verify that the coordinating partner and the other partner(s) can document all expenditures by means of the original invoices/receipts (signed and stamped), confirming that the sum has been paid.
- Confirm the amount transferred from Norec and ensure that it was received and recorded in accordance with the agreement.
- Verify that entries for the project are valid project expenses and that invoices and receipts are only used once.
- Confirm total costs, unspent funds and any currency gain or loss.
- Specify the exchange rate used in each transfer for each partner.

14. Renewal of agreement

Partnerships who are currently implementing a work-exchange project, or who have implemented an exchange project during the past 2 years, can submit a Phase 2 application for a new project without first needing to submit a Phase 1 application.

However, if the partnership wants to add a new partner, then it must first submit a Phase 1 application and complete the concept development phase before it can submit a Phase 2 application.

If you have a past or ongoing project supported by Norec and have demonstrated high quality and good results, you can apply for a three-year project.

If you have had a project supported by Norec for five years or more and demonstrate solid plans for organisational learning and development, you can apply for a five-year project.

For returning applicants, Norec will review:

- Past performance on prior grants, including project results and results-based management
- Risk and financial management
- Support to participants
- Collaboration with partners

The new project should build on previous results. A project can receive funding for up to 10 years in total. When applying for a new project after reaching this limit, the partnership must either be in a new partnership/new partner composition or present new expected results/areas of expertise compared to previous projects.

15. Requirements for student participants on work exchange

Norec has requirements for student work and employment during the work exchange, and limitations on financial support from other public entities in addition to the Norec stipend. The goal is to ensure better knowledge exchange between organisations and align these projects with Norec's grant scheme goals.

The conditions are as follows:

Employment contract: An employment contract must be in place with one of the partner organisations (or an affiliated organisation) assuming employer responsibility. The contract must clearly state the work location, duration, working hours, and salary.

Obligation to work during the stay abroad: Student participants are generally expected to work full-time. There must be clear work tasks, and the partner organisation will have employer responsibility. In some cases, Norec may accept part-time work of at least 70% of a full position. If the remaining time is dedicated to relevant academic assignments.

Other public support for students on work exchange: Students cannot receive grants from other public entities while receiving a Norec stipend. If a student receives such support, Norec will not cover the stipend but will still cover housing, travel, and insurance.

Study-related assignments: Assignments undertaken by the student during the work exchange must be relevant to the participant's work and the partner organisation's goals. These should contribute to increasing the organisation's competence and must be included in the results management and reporting to Norec.

Follow-up work: Follow-up work for student participants should not exceed one month. A two-week follow-up is usually sufficient. The requirements related to work and relevant work tasks will still apply during this period.

Agreement period: Projects exchanging **only** students qualify for a maximum three-year agreement and do not qualify for a five-year agreement.

Part 2: Project implementation

1. Work exchange project checklist

The success of your work exchange project depends on how well you work together as a team and support your participants. Here you will find advice from experienced partners and Norec staff, outlining both recommendations and requirements for host and home partners.

1. BEFORE THE WORK EXCHANGE	<ul style="list-style-type: none"> • Recruit participants • Sign employment contracts with participants • Apply for visas/work permits in the host country • Provide safe accommodation for the participants • Purchase insurance and flight tickets • Develop an emergency preparedness plan • The coordinating partner receives an invitation to the preparatory training and must sign up participants • Prepare the participants for the work exchange, including country-specific health, safety and security issues in the host country • Inform the participants of ethical principles, whistle-blower routines and routines on how to prevent and manage any cases of harassment, discrimination, or any other form of reprehensible conduct within the partnership • Prepare the workplace/colleagues for receiving participants • Write a work description for each participant • Assign a contact person/mentor for the participants at the host partner • Establish reporting and communication routines and channels within the partnership and with the participants • Sign agreements with all partners and draw up a transfer schedule for funds within the partnership • Establish routines for regular payment of salary or stipend • Organise a working-language course at the host partner (if applicable) • Send participants on Norec preparatory training courses • New partners/partner contact persons: Sign up for partner training
2. DURING THE WORK EXCHANGE	<ul style="list-style-type: none"> • Register participants with the home Embassy in the host country • Introduce participants to where they will be living and working • Familiarise participants with the work description and expected results • Brief participants on arrival on safety and emergency procedures (security briefing) • Discuss expectations, roles and responsibilities with the participants • Mentor participants during the work exchange • Communicate frequently with partners and participants • Monitor progress in the project against indicators and expected results

	<ul style="list-style-type: none"> • Prepare midterm review meeting and partner meetings • Prepare and plan for the participants' reintegration and follow-up work in your organisation when they return • Sign up for Norec homecoming seminar
3. AFTER THE WORK EXCHANGE	<ul style="list-style-type: none"> • Send participants to Norec homecoming seminar • Conduct follow-up work and ensure transfer of competences to the home partner • Ensure a good handover from former to current participants • Assess results of the work exchange with partners and participants • Engage external certified auditors • Submit narrative and financial report to Norec

2. Reciprocity – Norec’s core value

Reciprocity is a key value for Norec. In a reciprocal partnership, all partners contribute their skills and experience and benefit from their partners' expertise. All partners are equal and have the power to influence decisions and processes that affect them.

Partners must work together on project development, goal setting, recruitment, and participant follow-up. They must also be transparent about their use of resources and budget. Each partner sets their own goals, but they also commit to helping each other achieve these goals.

Building trust takes time. Reciprocity in a partnership grows over time, leading to shared responsibilities, mutual ownership of results, and a common understanding of challenges. Reciprocity helps partners clarify their contributions, respect, and ownership of their goals while participating in the development of society.

3. Youth participation

Norec emphasises young people (anyone aged 18-35) in its projects. Young people make up a large part of the world's population, but in many places, they don't have many opportunities, jobs, or chances to make decisions. Norec believes young people have important skills.

Norec supports projects that give young people job opportunities and aim to improve their lives. To encourage youth participation in your project, ensure the following are included:

Real opportunities: Young people should be given real responsibilities and chances to make decisions or influence the project. Partners should provide a platform for them to have a genuine impact and take on real responsibilities.

Independence and inclusion: Young people should be able to influence the project's direction. They should be seen as active contributors, not just tools for the partners.

Recognition: Young people should be recognized as persons with interests and opinions. The same applies to the project’s target groups. They must be given a voice and be listened to.

Information: For young people to influence and make good decisions, they need relevant information. Sharing project documents and strategies is essential for this. It also ensures shared ownership of the project with participants and target groups, leading to better project implementation.

4. Emergency plan

All Norec-supported work exchange projects shall have an emergency plan detailing the critical information needed for effective emergency planning and response. The plan must be developed before the participants travel abroad.

The plan must cover the whole project period, including while the participants are at Norec's preparatory and homecoming trainings. It must be shared with Norec upon request.

It is the responsibility of each organisation to ensure the safety and security of the participants they are hosting. Travel- and health insurance policies for participants must cover medical expenses, cancellation of flights and repatriation of participant.

Plan for the most likely scenarios and make sure the emergency plan is accessible to all staff, participants, and partners. Common scenarios include fire, robbery, and health emergencies.

Partners must inform all participants about relevant risks and safety issues in the area where they will stay. Both the host partners and the participants must take relevant precautions.

The emergency plan must include routines, contact information and procedures for emergencies. It must address the risk of sexual exploitation, abuse, and harassment (SEAH).

The emergency plan should be regularly updated. You can use the Norec template (B05) or your organisation's existing emergency plans. Norec's template includes the minimum required information. The plan must be expanded and modified to fit the setting the organisations and participants are in during the work exchange project period.

5. Norec network

All participants who have completed their work exchange can become part of Norec Network. The Norec Network is a place to share experiences and develop new ideas, making it a network for the future. By joining the network, the participants will have access to webinars, online courses, linked group, monthly newsletters, and in-person and online gatherings.

In 2024, Norec launched a new grant scheme, the Post-Exchange Initiative. The scheme allows former exchange participants in Norec programmes to apply for financial support to implement ideas inspired by their exchange experiences. Information about the Post-Exchange Initiative and the next application deadline will be shared on the newsletter and on our website.

6. Success factors for a good work exchange project

Norec has identified several success factors for a good work exchange project and exchange partners through studies and discussions with partners. One of these studies is the [The Norec Partnership Concept Report from 2022](#), which explores the concept of partnership within the context of international development and aid.

The success factors identified are crucial for ensuring that the project achieves its goals and delivers meaningful outcomes for all parties involved. Norec also uses these factors in the monitoring and evaluation of projects.

Good partnership cooperation and project management

A strong partnership

Building a trusting and equal relationship is very important for a successful work exchange project. The following are important characteristics of a strong partnership.

- **Ownership**
Everyone involved, from top management to employees, should support the project. High turnover and change of contact person for the project can make the collaboration vulnerable. Ownership across the organisation, can make the organisation more able to handle changes among staff. Norec also recommends that other staff member than the contact person is involved in the managing of the project and that they think about who can step in as contact person if the contact person should become unavailable for a longer or shorter period.
- **Reciprocity**
Reciprocity is a key value for Norec. In a reciprocal partnership, all partners contribute with their skills and experience and benefit from their partners' expertise. All partners are equal and have the power to influence decisions and processes that affect them.
- **Trust and respect**
It is important that the partnership is trust-based and that the partners treat each other with respect.
- **Equal participation**
The partnership needs to address inequalities between partner institutions, striving for equal participation in decision-making, preparing applications and reports, and monitoring and following up on the project.
- **Communication and conflict resolution**
All partners are responsible for maintaining good relationships. Cultural sensitivity is key. Partners should discuss how to resolve conflicts and handle difficult communication.

How to ensure good project management

Good routines on how to follow up on the project and clear division of tasks and responsibilities are important for good project management. Below is a list of what the partners should think about before, during and after the work exchange.

Before participants' work exchange period abroad

Distribution of tasks

Project-related tasks should be distributed within the partnership in accordance with the **Partnership agreement**.

Track and reporting on project funds

When it comes to financial management, each partner must use accounting software that allows them to keep track of project funds. The coordinating partner plans the transfer of funds within the partnership in collaboration with the other partners. The coordinating partner must immediately acknowledge receipt of the funds in writing, stating the amount received, the date of receipt, and the exchange rate applied.

Monitoring and evaluation

Create a monitoring plan to outline how and when to measure indicators and results during the project period, and to make sure that the partnership is on track with the project.

Payments, salary/stipend, accommodation and tax

The partners must agree on how salaries/stipends, accommodation and official travel/activities are to be paid during the work exchange. No funds are paid directly from Norec to the participants. It is the responsibility of partners in collaboration with each participant to ensure that they follow national tax regulations. Accommodation costs are to be settled directly by the host partner. Transport costs to and from the office are to be covered by the participant. These should be incorporated in the salary. See the section on [budget guidelines](#) in these guidelines for more information.

The participants must sign a contract of employment. This can be the same or similar to your organisations' standard contracts of employment and must as a minimum include the labour standards, and taxation laws and regulations of the host country. In addition, the requirements specified by Norec in the agreement must be included. For more information on Norec's requirements, see the section on recruitment of participants in these guidelines.

In countries in Asia, Africa and Latin America, employer's national insurance contributions payable by the employer shall be calculated based on documented national rates and actual payments.

Provident fund contributions are usually calculated based on the participant's salary. If the employer must pay a fee for keeping the participant on the payroll, this shall be documented to Norec.

Taxes and pension paid by the organisations: projects with a Norwegian partner

As an employer, you are responsible for calculating and paying national insurance contributions. These contributions are based on the gross salary of your employees. In Norway, employers must pay

national insurance contributions for their employees as part of funding the national social security system. This will be 14.1% for most participants. However, the rates vary depending on the location of the business.

More information can be found on the website for the Norwegian Tax Administration: [Employer's national insurance contributions - The Norwegian Tax Administration](#)

Pension fund contributions apply to all working residents of Norway, including non-Norwegian participants in Norway. A pension fund contribution is 2-15% of the monthly gross salary, including accommodation allowance. More information can be found on the website for the Norwegian Tax Administration: [OTP - Mandatory occupational pension scheme - The Norwegian Tax Administration](#)

Documents, insurance, visas and residence/work permits

It is the partner's responsibility to ensure all legal documents (visas/work permits/passports/travel tickets/insurance) are obtained and all country-specific procedures are adhered to. This can include registration at local authorities, tax authorities or similar. The partners must make sure that the participants have all the necessary visas and permits, both for their stay in the host country and for their participation in Norec and partnership training courses.

Norec recommends that the partners familiarise themselves with the procedures for visas and work/residence permits and start the process(es) as soon as possible. Norec can issue invitation/confirmation letters for participants who need such documents as part of the visa application process. The embassy in the home country representing the host country will also be a good source of information. For Norwegian participants, information on most host countries is available at [Landinfo](#).

Many countries have vaccination regulations for persons entering the country. Participants may need to present a valid international vaccination certificate showing they have received the prescribed vaccinations. The partnership is required to arrange for adequate local medical facilities for participants in the area/neighbourhood to which they are posted.

Prepare workplace

Inform colleagues about the content of the work exchange project, the role of the participants and the partner's role as a host partner. The host is responsible for ensuring that the participants have office space and the necessary means/equipment to perform their work. This preparation can be carried out in collaboration with the participants and the home partner, as required and appropriate.

During the participants' work exchange period abroad

Monitor the partnership's progress during the project

Are you achieving the expected results? Are adjustments to activities, tasks or assignments needed to achieve your expected results? Discuss and evaluate within the partnership and with the participants whether changes/improvements are necessary.

Monitoring and follow-up by Norec

Norec staff will conduct project visits and midterm meetings. Partners and participants must be prepared to meet Norec representatives and present relevant documentation on request. The agenda for the midterm review will be decided in collaboration with your project's programme adviser at Norec.

Communicate any changes in your project to your contact person at Norec. Any changes regarding the following aspects must be communicated to Norec for prior approval: change of participants' length of stay, major budget deviations, changes in expected results and indicators, and change of partners involved.

Communication within the partnership

Regular communication within the partnership is extremely important for a successful work exchange project. Progress and adjustments, follow-up of participants, administration of the project and other issues should be discussed openly.

Risk assessment

The coordinating partner must continuously identify, assess, and reduce any risks related to the Project. This includes considering potential negative effects on anti-corruption, climate and environment, women's rights and gender equality, and human rights. The coordinating partner is responsible for informing Norec of any issues that might delay or hinder the implementation of the Project.

After the participants' work exchange period abroad

Reporting to Norec

Close collaboration between partners is needed when it comes to reporting, both narrative and financial. Each partner reports on their results, the role of the participants at their host partner, partnership cooperation and learning, as well as deviations that have occurred during the work exchange. The partners must engage an external certified auditor to conduct project audits. See Norec's website for reporting templates.

Evaluations

Evaluating the work exchange project should be part of each partnership's monitoring system involving the partners and participants. Funding can be obtained for an external evaluation of the project. Any new agreements with Norec depend on the result of the evaluations.

Financial management and accountability

Norec's ethical principles

To abide to Norec's ethical principles, including fulfilling the zero-tolerance requirement against corruption, the partnership must have necessary routines to;

- prevent or detect any financial mismanagement within the partnership.
- prevent and manage any cases of harassment, discrimination, or any other form of reprehensible conduct within the partnership.

- have a victim/survivor-centred approach to SEAH issues and do its utmost to prevent, detect and respond to SEAH within and related to the Project.

It is important that the partners discuss how to prevent detect and manage financial mismanagement and cases of sexual exploitation, abuse and harassment (SEAH). Participants are particularly vulnerable being outside their usual environment and in another culture. Partners must have a whistle-blowing channel where internal and external parties can anonymously report sexual exploitation, sexual abuse, or sexual harassment throughout the entire grant management cycle.

Norec has zero tolerance for inaction against sexual exploitation, abuse and harassment (SEAH). The principles apply to all participants, staff members and partners organisations.

It can be useful that the partners discuss what could be potential conflict of interests and other risks of financial mismanagement within the partnership.

You can find good guidance on how to develop a whistle-blower mechanism and a SEAH policy [here](#).

Best practices for transparency

Below are some useful tips to ensure transparency within the partnership:

- Partners work together on budget and reports
- Clear budget distribution between partners
- Participants understand the budget
- Internal reporting-When and how?
- Realistic budgeting – plan your work exchange!

Cross-cutting issues and responsible business conduct

To prevent and mitigate any negative impact the project may have on the cross-cutting issues, the partners are expected to operate in alignment with international and national guidelines, frameworks and best practices in their field of practice.

The partners must continuously assess and adjust their measures to address the identified risks. Private sector companies are expected to act in accordance with international standards on responsible business conduct such as the [OECD guidelines for Multinational Enterprises](#) and the [UN guiding principles on Business and Human Rights](#).

Norec expects the partnership to involve all stakeholders in the development and implementation of the project to ensure that the project does not infringe on the rights of those potentially affected by the project. The stakeholders directly affected by the project should be given the opportunity to share their opinions, concern and feedback throughout the project.

Participants' wellbeing

Hosting participants is a key role in a Norec work exchange. The partners must be able to integrate, mentor and accommodate for both the personal and professional life of the participants.

The relationship between the participants and the host is like a mentor-mentee relationship. Being a mentor means creating a collaborative learning relationship, sharing responsibility for achieving mutually defined learning goals.

Recruitment of participants

Participants must be recruited in accordance with the work assignments described in the Project application. The home and host partners must agree on the criteria for recruitment. Each organisation involved must assess the candidates they will receive. Identifying the right participants is important; the success of your project depends on their success. The right participant ideally possesses the right combination of professional and personal skills.

Norec has an age limit for participants (18-35). Exceptions can be made in certain cases, but exceptions must be justified according to the needs of the project and discussed with your programme adviser. Norec is expected to maintain an equal gender balance. All partners are therefore encouraged to design projects that are attractive and accessible to all genders, and to be gender sensitive during the recruitment process.

The purpose of Norec's grant is to provide opportunities for young people to attain international experience and skills in sustainable development. Accordingly, we expect partners to provide new individuals with the opportunity to participate in each exchange round.

External vs. internal recruitment

Participants do not necessarily have to be permanent staff members. However, recommendations from evaluation reports and other assessments are unanimous: partnerships with internally recruited participants are more likely to reach their goals, and the long-term effects are stronger and the results more sustainable when the partners manage to "keep" their participants after the work exchange. This is normally easier with internally recruited participants. Important changes happen when the participants continue to be a resource for the partners, as the new competence and knowledge learnt while on work exchange stays within the organisation.

Professional qualifications vs. personal qualities

The professional qualifications required are specific to each work exchange project and depend on the project content. There will always be a balance between a candidate's formal education/job experience and less measurable characteristics such as flexibility, adaptability and motivation. It may very well be that formal competences alone are not enough to succeed as a participant.

In addition, experience shows that some personal qualities are significant in identifying successful participants, such as:

- Willingness to learn as well as to teach
- Motivation and commitment
- Flexibility and adaptability
- Problem-solving skills
- Modesty and humility

How do you identify personal qualities?

The kind of qualities listed are seldom found on a CV and may be difficult to detect during an ordinary interview. One approach would be to present cases that describe a situation or dilemma that the participant is likely to experience during the posting and ask how the candidate would address it.

Participants' employment contract

Every participant must have an employment contract that includes:

Box 1: Checklist for participant contracts

1. *Parties: names and signatures of participant (employee) and partner (employer)*
 - *Duration: specify start and end date of the contract. it shall be valid for the period the participant is active in the project.*
2. *Legal basis: it shall observe applicable national labour and taxation laws, standards and requirements, the Partnership agreement between the partners, and the Collaboration agreement between the coordinating partner and Norec*
3. *Details of termination: conditions of probation and dismissal according to national law*
4. *salary/stipend: specify the monthly salary/stipend to be paid to the participant, when (date), to which bank account and in which currency.*
5. *Taxes and mandatory deductions: specify the deductions that will be made from the monthly salary/stipend*
6. *Pension: include accrual of pension rights for the participant (if applicable)*
7. *Working conditions: details of working hours/days and holidays*
8. *Accommodation: specify the standard of accommodation to be offered to the participant, and which utilities will be covered by the host partner*
9. *The participant's tasks/duties: provide a concise list of the main tasks and duties the participant is required to perform, including attendance at Norec training courses and follow-up work*
10. *Insurance: details of the health and travel insurance the participant will have*
11. *Contact information: relevant contact details (telephone numbers, e-mail and postal addresses)*
12. *Supervision: the contract shall specify that the participant is to be managed and supervised by the host partner during the exchange period, unless otherwise agreed.*
13. *Annexes: the host partner's emergency plan and the Norec's ethical principles*

The contract of employment for the work exchange period shall be adapted to relevant national laws, standards and requirements, as well as to the specific nature of the Norec project, and recognise the interests of both the employer (partner) and the employee (participant).

If participants do not have a bank account, the partners must assist them in opening one and enter the bank account number in their contract (if payments are digital). It is the partnership's responsibility to ensure that participants have been paid all or part of their first day before their arrival at the preparatory training course. Regardless of which partner is the employer, the contract of employment may specify that the home partner is responsible for making payments regarding the salary, including employment tax, pension fund contributions etc. The contract of employment shall specify that any taxation of the agreed salary will depend on relevant national laws and/or any bilateral agreements

between the sending and receiving countries. Whenever possible, the amount of tax that will be deducted should be specified in the contract. If this is not possible, the taxation percentage applicable in the country must be indicated. Participants shall receive payslips with details of monthly salary and deductions.

Partners and participants should agree early on the timing of working hours and holidays, to make sure that these fit with work plans and the expected results of the work exchange project. The terms and conditions of the holiday regulations in force in the host country shall apply. The participants should also observe the public holiday system of the host country and can, in dialogue with the host partner, include holidays from their own country, if relevant.

Sign up participants for Norec's training courses

Norec organises preparatory training and homecoming training for participants, and partner training for new contact persons at the partners. The coordinating partner is responsible for signing up all attendees for the training courses. In consultation with Norec, the partners will choose the time and place most suitable for the partnership.

Inclusion and follow-up of participants

Before the participants travel abroad

Information for participants

It is important that participants are familiar with the content of all relevant documents regarding the work exchange project. These include the project description, the project budget, the agreement, the contract of employment, the partnership's emergency plan and Norec's ethical principles.

The emergency plan must be developed and shared with the participants before going to the Norec preparatory training. The partners are responsible for the participants safety during the stay abroad, including while at the Norec preparatory and homecoming training.

The participants shall be informed of any whistle-blower mechanisms, and procedures on preventing and handling harassment. The applicant must have a whistle-blowing channel where internal and external parties can anonymously report sexual exploitation, sexual abuse, or sexual harassment throughout the entire grant management cycle. The partner is responsible for giving the participants adequate information on the work exchange project.

It is important that the partners provide information on the partner organisations and the history of the partnership and discuss the results of the work exchange with the participants. Ensure a handover between new and returning participants in the project as a tool to facilitate the preparation of new participants.

The partners must inform the participants of country-specific issues such as health issues, cost of living, cultural dos and don'ts, transportation, special customs and nice-to-know matters. Experienced Norec partners recommend a digital meeting/call with the participants and their future host partner before the work exchange starts, to get acquainted, build trust and start clarifying expectations.

Prepare a monitoring and communication plan

Participants shall report regularly to both the host and home partners on progress, achievements and challenges in the work exchange. It is up to the partners to decide on the frequency and the format of the reporting.

Take time to talk about personal challenges

Keep communication open with the participants and talk about how the work exchange period can affect their family and social lives, what they can expect from you and what you expect from them.

Health issues

Ensure that the participants have had all the necessary vaccinations.

Contact person and mentor

Assign the participant a contact person at the host partner for work-related issues. It is also important that the participant has a mentor and/or cultural broker who can facilitate integration into a new culture. The contact person and the mentor should not be the same person.

Develop a work plan for the period of work exchange abroad

The work plan provides predictability and direction in accordance with the planned project results. The work plan should be drawn up in collaboration with participants and the home partner.

During the work exchange

Introducing participants to the workplace and tasks

On arrival, host partners must have a plan for introducing the participants to the workplace and their tasks.

Communication

Enable frequent communication with participants and the host partner on tasks, transfer of competence at the host partner and planning of follow-up work at the home partner, based on the mentoring and communication plan. Feedback from the participants should be considered in developing the project and for potential development of your organisation. Using these reports as a tool to develop the participants' skills is another important part of being a mentor.

Brief participants on country-specific safety issues

On arrival, all participants must be briefed on safety issues and the emergency plan. All participants and partners should have a copy of the emergency plan available, and it must be updated regularly. The plan contains contact information for embassies and hospitals and specifies who has responsibility for what in case of emergency. Partners should also brief the participants on general and specific safety issues in the host country and the host city/area on arrival. The information shall enable participants to practise safe behaviour when it comes to areas to be avoided, safe means of transport, handling valuables, dress codes etc.

Registration in host country

On arrival, all participants must be registered with the embassy, the local authorities and/or police. The host partner is responsible for helping the participants to register. The purpose of registration is to enable the embassy/consulate to assist participants in an emergency situation.

Language course

The host partner is responsible for signing up participants for a language course or finding a qualified language teacher if applicable.

Planning for mentoring of participants

A plan for follow-up and mentoring of participants must be drawn up. A mentoring plan can consist of regular meetings, at which tasks, professional development and integration in the workplace are discussed. Feedback on job performance must be given on a regular basis.

Social and cultural integration — at work and in the community

It is important to help the participants with social and cultural integration at the workplace and in the community. The host partner is responsible for helping the participants to integrate socially. An important aspect of this is introducing participants to social arenas in the community. The host partner must also assist participants in understanding local culture and customs by acting as a cultural broker. Maintain open and regular communication with the participants to ensure they are coping well emotionally at work and in their free time.

Mapping of participants' skills and personal goals

Partners should follow up on the recruitment phase and map participants' skills in collaboration with each individual. By clarifying the participant's personal goals, expectations can more easily be adjusted. The work plan developed before the work exchange must be adjusted in collaboration with the participant. Tasks must be adapted to the expected results of the project and the work plan adjusted to the participant's skills, competences and knowledge.

From individual to institutional learning

The host partner is responsible for implementing relevant learning from the participants at institutional level. This could be new working methods, new knowledge or a change of priorities. The success of the work exchange depends on bringing individual learning to institutional level, and using this to build institutional capacity.

Provide support in emergency situations

The host partner is responsible for their participants' safety during the period abroad. Specific persons at the host partner may be assigned specific responsibilities during an emergency, as outlined in the emergency plan. Participants should be familiar with the emergency plan. This plan should provide information on whom to contact and what to do in case of emergency.

If emergency assistance is needed during the posting abroad and the participant cannot be assisted by the partner or others as specified in the emergency plan, Norec can be contacted for assistance. Norec can help to put the participant in touch with a doctor or other healthcare worker who will follow up

the case. It is stressed that this arrangement applies to emergency assistance only and must not be used for routine consultations.

Develop a work plan for the follow-up work on planning for transfer of competencies

A plan for transfer of competences (or work plan for follow-up work) from the participants to other staff upon return to the home partner shall be drawn up, providing time to discuss methods and ways of working, and to share knowledge on specific subjects and other aspects. The work plan provides predictability about what the participant is expected to do on returning from the work exchange period abroad and will be helpful for planning the return to the home partner. It should be drawn up in collaboration with participants and the host and home partners.

After the work exchange period abroad

During follow-up work

As well as being part of the progress towards achieving the expected results, a key element of the follow-up work is transferring competences from the individual participant to the home partner as an institution, and to relevant networks outside the institution or to the wider community/society. It is important that the partner takes on a mentoring role for the returning participants, to better facilitate the transfer of competences. Norec recommends that the mentor for the participants you have hosted is also the mentor for the participants returning to your organisation. Experienced partners recommend making use of former participants as facilitators for the follow-up stage of the project.

After follow-up is complete

Partners should establish communication routines to keep participants involved with your organisation and in the project after reintegration and follow-up work. This is to create a network of former participants, who can be an important resource for the project and new participants. This can also help you understand how the knowledge and skills acquired are put into use after the end of the work exchange.

Norec network

All participants who have completed their work exchange can become part of Norec Network. [You can read more about the network here.](#)

Information concerning participants from Norway

Notification of move abroad

Norwegian participants are required to notify their move abroad and move back to Norway to the national register in their home district. A form is provided for this purpose and is available at [Skatteetaten](#).

Salaries

When deciding where payment of salaries is to take place, partners should be aware that the decision might have consequences for the participant's right to membership of the National Insurance Scheme (Folketrygden). See information in the section below and/or contact NAV.

Holidays

No modification from the Holiday Act/Holiday Regulations of the relevant country may be made in an employee's disfavour, unless it is specifically laid down in the Act/Regulations that a modification may be made. The Act/Regulations should provide for matters such as the length of holiday, holiday period, and calculation and payment of holiday pay.

Pensions

Norec grants funds towards pension schemes as detailed in the specific round budget. [The Mandatory Occupational Pensions Act](#) came into force on 1 January 2006 and provides a summary of the employer's obligations, the employee's rights and the minimum legal requirements for pension schemes. The Act means that most employers must have an occupational pension scheme for their employees. Employers who already have a pension scheme must ensure that it satisfies the Act's minimum requirements. The Act does not apply to employers who have pension schemes in accordance with legislation or tariff agreements for government or local-authority employees. The Mandatory Occupational Pensions Act only applies to participants receiving their salary from their home partner.

Norwegian participants spending more than 12 months out of Norway who want to retain their membership of the pension scheme under the National Insurance Scheme (Folketrygden) must apply for voluntary membership. Participants may have to pay extra costs, as the contribution rates for voluntary membership vary depending on whether tax is paid in Norway and whether the employer is required to pay employer's contributions in Norway. See also the section on the National Insurance Scheme below.

Participants employed in the Norwegian public service and working at least 14 hours per week are required to be members of the Norwegian Public Service Pension Fund. The Fund entitles members to full disability and dependents' cover for as long as they are employed, and gives entitlement to a contractual pension, disability and dependents' pension, on leaving the public service if they have served for at least three years (deferred entitlement). Employees who have previously accrued qualifying time in the Norwegian Public Service Pension Fund will continue accruing qualifying time during their term on a Norec-funded project. Any subsequent public service appointment will give the same entitlement to accrue qualifying time.

For many participants, the commitment to the employer will be restricted solely to the term of the project. Certain categories of employees are exempted from compulsory membership of the Norwegian Public Service Pension Fund, but this does not apply to participants. Provisions in the Pensions Act for individual exemptions from compulsory membership apply exclusively to individuals employed for a term of less than three years who have not previously been members of the Fund, and who are covered by another, equivalent public service pension scheme. This exemption will not be generally applicable. Any application for exemption from membership of the Norwegian Public Service Pension Fund must be made by individuals themselves to ensure that they are fully apprised of which entitlements will be lost if exemption is granted.

Please note that compulsory membership may also apply in the municipal or private sectors.

More information on the Norwegian Public Service Pension Fund is available (also in English) at www.spk.no/en.

Membership requirements as mentioned above apply only to participants receiving their salary from their home partner.

Tax

Participants will normally pay tax — to the home country, the host country or both. This must be determined by participants themselves and/or the partners, by contacting the home tax authorities (Skatteetaten) and local tax authorities.

More information on tax is available from [the Norwegian Tax Administration](#).

National Insurance Scheme

In order to take out insurance through Europeiske Reiserforsikring (or equivalent), the participant must normally be entitled to a compulsory or voluntary membership of the National Insurance Scheme during the stay abroad (membership of the health component of the National Insurance Scheme for voluntary members). Alternatively, a higher premium can be paid to the insurance company.

Partners and participants should be aware that Norwegian citizens spending more than 12 months outside Norway lose their automatic (compulsory) membership of the National Insurance Scheme (Folketrygden).

All partners should contact [NAV Internasjonalt](#) to check whether participants are compulsory members of the National Insurance Scheme, or if they need to apply for a voluntary membership. Compulsory membership depends on the time spent abroad, and whether the partner pays a National Insurance contribution in Norway or the salary is paid by a foreign employer.

Participants who spend more than 12 months outside Norway therefore need to apply for a voluntary membership if they want to continue to be members. Depending on the circumstances, this may also apply to participants who spend only six months abroad.

For participants receiving their salary from their home partner and spending less than 12 months abroad, membership of the National Insurance Scheme may be compulsory during the stay abroad. NAV Internasjonalt can answer any questions regarding compulsory and voluntary membership of the National Insurance Scheme. Please see also [Arbeid I utlandet — Medlemskap I folketrygden](#).

Participants must complete the form [Application for membership of the Norwegian National Insurance Scheme during residence outside Norway](#) (in Norwegian only) in order to retain membership of the National Insurance Scheme (voluntary membership). This membership incorporates all chapters of the Norwegian National Insurance Act and automatically entitles participants to extended cover for some health services during postings abroad.

Participants must submit their applications in good time before departure. Participants can obtain detailed information from NAV Internasjonalt regarding their rights and obligations. Persons granted

a tax exemption by their tax office on income earned abroad should still send the form to NAV so that it can collect the contribution, which would otherwise be deducted together with the tax.

The home partner should be cited in the application as the participant's representative in Norway. If the participant earns taxable income during the posting abroad, the home partner will receive a giro for payment of the National Insurance contribution on a quarterly basis. In this way, the home partner functions as a link between the participant and NAV.

During residence outside Norway for voluntary members, the contribution is paid to NAV. NAV will be able to provide additional information regarding alternative forms of cover and National Insurance contribution rates for voluntary membership.

Voluntary membership lapses when participants return to Norway. On their return, participants once again become compulsory members of the National Insurance Scheme in their municipality of residence. For more information, see [NAV Internasjonalt — Arbeidstaker I utlandet](#).

Reimbursement of medical expenses

Claims for reimbursement of medical expenses abroad should as a rule be sent to the Health Economics Administration ([Helsenorge](#)). Reimbursement is based on production of receipts. The National Insurance Scheme only covers bills that have been paid, and not those sent directly from a doctor/hospital abroad.

Participants should submit any claim through the home partner, who will endorse the claim form. The home partner undertakes to advance the expenses for participants posted abroad. The home partner may subsequently submit a claim for reimbursement to the National Office for Social Insurance Abroad/NAV Internasjonalt.

The deadline for submitting a claim is six months from the date the bill was issued. Claims submitted more than six months after the date of issue will be rejected as being out of date.

It is extremely important that the partnership obtains confirmation that participants are members of the National Insurance Scheme in good time before departure.

The National Insurance Scheme's regulations on covering costs due to illness while abroad are available at [Helsenorge](#).

Insurance

The partnership is required to take out medical/health and travel insurance for each participant. The partners decide which insurance provider to use. The insurance policies must be valid in the host country.

Some insurance providers may offer combined policies, e.g. Europeiske Reiseforsikring (ER), which has a participant-specific policy that includes both travel and medical/health insurance. The partnership should make reference to Norec when taking out insurance with ER. The terms and conditions will be provided with the insurance certificate.

Other insurance

If applicable, all employers are required to insure their employees in accordance with any act relating to industrial injury insurance.

Registration of residence with the Norwegian embassy/consulate

Norwegian participants are required to register their residence in the host country with the country's Norwegian embassy/consulate. The purpose of registration is to enable the embassy/consulate to assist participants in an emergency situation, e.g. the need for evacuation. Registration should be completed on <https://www.reiseregistrering.no/>.

The embassy/consulate will also in certain cases be able to assist with repatriation as a result of serious illness or accident. The responsibilities of the embassy/consulate are limited to what is stated on the [Ministry of Foreign Affairs' national sites](#). Norwegian embassies have their own websites with contact details and other practical information. See www.norway.info for a summary.

Information concerning participants going to Norway

Residence and work permits in Norway

Under Section 6, subsection 24 of the [Norwegian Immigration Regulations](#), work permits for up to four years may be granted to participants employed by Norec's Norwegian partners in accordance with Norec's statutes. The Regulations specify that applicants shall return to their home country on completion of the contracted term of employment, and that the circumstances at the time of application are consistent with return.

You will find more information on how to apply, requirements, processing time and other questions regarding residence and work permits on the website of [the Norwegian Directorate of Immigration](#). It is important to apply well in advance of intended departure. Note that connecting flights in countries outside the Schengen area may require participants to have airport transit visas. This must be checked well in advance of departure.

Persons applying for a visa are required to produce documentation showing that they are covered by travel/medical insurance. As a rule, applicants are required to take out insurance in their country of ordinary residence. If this is not possible, the applicant must seek to take out insurance in another country. The insurance can also be taken out by the host partner, in which case the insurance should be taken out in Norway.

Participants do not have the option of undertaking paid part-time work alongside the work performed as a Norec-funded participant. Participants have a work permit valid for full-time work for a single employer. For up-to-date information, see [Norwegian Directorate of Immigration](#).

Participants in health projects: authorisation to work in this sector in Norway is subject to stringent requirements. For a Norec project, participants have the status of visiting employees under supervision, and do not work independently within their profession. State authorisation as a health sector professional is therefore not required to work as a participant in Norway. Participants are not

entitled to use any of the professional titles cited in Chapter 9, Paragraph 48 of the [Health Personnel Act](#). The participants are otherwise covered by the provisions of the Norwegian Health Personnel Act.

Arrival in Norway

Following Norway's ratification of the Schengen Agreement, participants will most likely have to change aircraft in another country within the Schengen area before coming to Norway. This means that there will be limited opportunity for the host partner to be present and clear up any potential misunderstandings at passport control, in countries within the Schengen area. It is therefore important that the participants carry with them all the essential and correct documentation before entry into the Schengen area. Essential documentation includes details of the place of residence in Norway and contacts including telephone numbers, as well as the contract of employment, passport and tickets. The documentation must be in English.

All participants should be met at the airport on arrival in Norway. In addition, the partner contact person should send a mail in advance of arrival to Grensekontrollen (Border Control), Gardermoen police station, e-mail: bcp.osl@politiet.no, to notify

- the participant's name, and that the person is travelling to Norway as a Norec participant
- date, time and flight number
- name of referee/contact person and telephone number

This is particularly important in cases where communication can be difficult due to, for instance, language barriers.

Alien registration

Participants from the South must present themselves at the local police station for registration within seven days of arrival in Norway, bringing their passport and residence and work permits for Norway. [More information can be found on the website of the Norwegian Directorate of Immigration](#). It may also be necessary for participants to register with their home embassies in Norway.

Participants who are staying in Norway for more than six months must register in person with the National Population Register within eight days of arrival in Norway. A national identity number will be provided when the Notification of move to Norway from abroad has been approved. Further information on the National Population Register may be found at www.taxnorway.no.

Everyone working in Norway must have a tax deduction card. The tax deduction card shows how much tax your employer should deduct before you are paid. All participants must attend the tax office in person and identify themselves before an ID number and a tax deduction card will be issued. Further information on tax and tax deduction cards may be found [here](#).

The Labour Inspection Authority, the Police, the Directorate of Immigration and the Tax Administration have established a joint Service Centre for Foreign Workers, but their services cannot be used by participants. Participants must therefore contact the individual agencies.

See www.norway.info for a list of Norwegian embassies and consulates, as well as facts about Norway and information on Norwegian history, culture and society.

[New in Norway](#) will help participants to become familiar with their rights, opportunities and obligations after receiving a work permit in Norway. The menu on the right of the page contains a number of links to information on useful topics and to relevant public agencies. Remember to select [Labour migrants](#).

Salaries

To set up a Norwegian bank account, the participant must obtain a national identification number (ID number/personnummer) from the National Population Register in Norway. Setting up a bank account and receiving a bank card may take some time.

Holidays

The Holidays Act/Regulations cover matters such as the length of holiday, holiday period, and calculation and payment of holiday pay. The terms and conditions of [the Norwegian Holiday Act](#) apply to all participants posted in Norway. Any holiday should be taken by agreement with the host partner, in conformance with the provisions of the Holiday Act/Regulations.

Pensions

Participants accrue normal pension entitlements in accordance with the regulations of the National Insurance Scheme.

[The Mandatory Occupational Pensions Act](#) came into force on 1 January 2006 and provides a summary of the employer's obligations, the employee's rights and the minimum legal requirements for pension schemes. The Act means that most employers must have an occupational pension scheme for their employees. Employers who already have a pension scheme must ensure that it satisfies the Act's minimum requirements. The Act does not apply to employers who have pension schemes in accordance with legislation or tariff agreements for government or local authority employees. Read more about mandatory occupational pensions [here](#).

Participants employed in Norwegian public service organisations and working at least 14 hours per week are required to be members of the Norwegian Public Service Pension Fund. The Fund entitles members to full disability and dependents' cover for as long as they are employed, and gives entitlement to a contractual pension, disability and dependents' pension, on leaving the public service if they have served for at least three years (deferred entitlement). Employees who have previously accumulated qualifying time in the Norwegian Public Service Pension Fund will continue accumulating qualifying time during their term with Norec. Any subsequent public service appointment will give the same entitlement to accumulate qualifying time.

For many participants, the commitment to the employer (host partner) will be restricted solely to the term of the project. Certain categories of employee are exempted from compulsory membership of the Norwegian Public Service Pension Fund, but this does not apply to participants. Provisions in the Pensions Act for individual exemptions from mandatory membership apply exclusively to individuals employed for a term of less than three years, who have not previously been members of the Fund, and who are covered by another, equivalent public service pension scheme. This exemption will not be generally applicable. Any application for exemption from membership of the Norwegian Public Service Pension Fund must be made by individuals themselves to ensure that they are fully apprised of which entitlements will be lost if exemption is granted.

More information on the Norwegian Public Service Pension Fund is available (also in English) at [Statens pensjonskasse](#). Please note that compulsory membership may also apply in the municipal or private sectors.

Tax

Persons who receive a salary or other allowances from a Norwegian employer while temporarily resident in Norway are liable for tax in Norway. The salary paid to participants by the host partner counts as salary for tax purposes.

Participants will normally pay tax — to the home country, the host country, or both. This must be determined by participants themselves and/or the partners, by contacting the Norwegian Tax Administration (Skatteetaten) and the home tax authorities. More information on tax is available from [the Norwegian Tax Administration](#).

Participants who become resident in Norway for tax purposes should include all payments from the employer to cover subsistence, accommodation and visits home in their gross taxable income when applying for a tax deduction card.

Tax liability under Norwegian legislation may be limited by rules laid down in taxation agreements with other countries. Participants will, as a rule, be covered by the taxation agreements Norway has with several countries. A list of countries with which Norway has taxation agreements is available [here](#). The various agreements limit the application of Norwegian tax legislation in different ways. Most taxation agreements contain legislation governing tax liability to the country in which the employment takes place (source taxation).

Pay for work that is carried out in Norway for a Norwegian employer is always liable for tax in Norway. If the person concerned is resident abroad for tax purposes, the country of residence must ensure that double taxation is avoided in accordance with the provisions of the relevant taxation agreement. If there is no taxation agreement with the person's country of residence, whether and how double taxation is to be avoided rests with the domestic legislation in the person's country of residence.

More information regarding tax position may be obtained from [the Norwegian Tax Administration](#). Participants are required to file a tax return with the Norwegian tax authorities. The tax return shows an overview of the individual's financial circumstances, and a tax assessment showing income, other financial circumstances and the calculated tax. The obligation to file income tax returns applies irrespective of whether the tax liability under Norwegian legislation is limited by a taxation agreement. The income tax return must be submitted to the tax office that issued the tax card (see the section on Arrival in Norway).

The host partner is required to report salary and other allowances paid to participants to the Norwegian tax authorities, including accommodation costs ("naturalytelse"). This applies irrespective of whether the participant is liable for tax in Norway.

The tax office in the municipality of residence will be able to provide more detailed information regarding tax legislation.

National Insurance Scheme

Anyone resident in Norway or working in Norway for a specific employer is subject to compulsory membership of the National Insurance Scheme. Since the host partner will have formal employer's responsibility for the participants, the participants will be compulsory members of the National Insurance Scheme, with the same entitlements as Norwegian nationals.

In the case of national insurance queries, participants should refer to the local National Insurance office in their municipality of residence.

The host partner should obtain confirmation that the participants are members of the National Insurance Scheme. Further information on membership of the National Insurance Scheme is available [here](#).

Supplementary insurance

In addition to the cover provided by the National Insurance Scheme, the host partner is required to take out supplementary medical/health and travel insurance for each participant. The partners decide which insurance provider to use. The insurance must be valid in the host country.

Some insurance providers may offer combined policies, e.g. Europeiske Reiseforsikring (ER), which has a participant-specific policy that includes both travel and medical/health insurance. The partnership should make reference to Norec when taking out insurance with ER. The terms and conditions will be provided with the insurance certificate.

Other insurance

The host partner must take out statutory [industrial injury insurance](#) for participants to cover their stay in Norway.

Health

There are no special health or vaccination requirements in Norway for non-Norwegian nationals granted work and residence permits. However, the person concerned must not be evidently in need of treatment prior to entry. Other requirements regarding vaccinations may apply to the country where Norec and partnership training courses take place.

All participants are obliged to contact the district health centre where they are to reside as soon as possible after their arrival in Norway so that they may be tested for tuberculosis. Participants who will be residing in Oslo and Akershus should be referred to the Diagnostics Centre (Diagnosestasjonen) at Ullevål University Hospital. The examination comprises a general medical investigation for tuberculosis, a Pirquet skin test and a chest X-ray. Participants who hold a vaccination card from their home country are asked to bring this to the examination, together with their passport. Please note that participants are required to return for a further examination approx three days after the first. The district health service may also request additional medical checks depending on the participant's country of origin.

As members of the National Insurance Scheme, participants will have identical rights to Norwegian nationals in relation to health and medical facilities. The “Regular GP” scheme gives everyone living in Norway the right to have a general practitioner as their primary care doctor. The host partner should enquire with its county medical centre to find out whether it is possible to locate GPs to suit the participants in terms of language and cultural awareness.

The patient’s own or another general practitioner is the initial point of contact during office hours. If the condition is serious and there is a need for a doctor outside normal hours, the emergency medical service must be contacted. The emergency medical service will also refer the patient to hospital if necessary. Admission to hospital is free of charge for members of the National Insurance Scheme. A fee must be paid to the emergency medical centre, even if you are admitted to hospital. All participants should familiarise themselves with the national number of the emergency medical centre (legevakt): 116117. When you call this number, you will be routed to the nearest emergency medical centre in your area. You can only call this number from a Norwegian phone number. If emergency/urgent medical help is needed, call 113.

Certain specialists may have very long waiting lists. Most medicines may only be obtained on prescription and a fee must be paid for consultations with a doctor or the outpatients department at a hospital, as well as for medicines.

Charges for dental care are not covered by the National Insurance Scheme and must be paid by the individual.

Result-based management

This section outlines how the concepts of results-based management are applied in Norec’s projects and provides practical information relevant for filling in the results framework.

Needs assessment: The needs assessment is normally the rationale for the project. The more precise the information on the scale and nature of the problem (the needs), the easier it will be to define the expected results, and to determine the extent to which changes have occurred and the effects for the target group. The needs assessment should be directly linked to the results framework.

Completing an analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) for each organisation in the partnership can be a useful tool. The SWOT analysis is a classic strategic planning tool originating from business and marketing analysis, which encourages groups (or individuals) to reflect on and assess the Strengths, Weaknesses, Opportunities and Threats of a strategy and how it can best be implemented.

Theory of Change (ToC): A theory of change is a complementary instrument to the results framework. It is the vision you have for the change(s) you want to achieve. It explains the logic of your intervention and how, together with others, you will contribute to achieving your envisioned change. It can be helpful to have a ToC for the project. Within the framework of a Norec-supported project, it can be useful to base the project’s ToC on [Norec's ToC](#).

Inputs: A project's inputs are the financial, human and physical material or resources that are invested in a project. Within the framework of a Norec-supported project, the inputs are the sum of the resources provided by Norec and the partners. This includes the grant and courses provided by Norec and the partners, the hiring of the participants, and the partners' contributions of, for instance, staff time, office space and additional financial resources.

Two levels of results:

Output results

Outputs are the products and services (deliverables) that arise as direct, short-term results of the project activities, i.e. the participants' assignments and tasks.

Within the framework of a Norec-supported project, activities completed by the participants and partners are equivalent to the immediate outputs of their work. The outputs will be new knowledge, skills and abilities for individuals in the partner institutions and/or their target groups. The outputs can also be the establishment of new routines, strategies or working areas in the institution, or a completed campaign or event. These are highly tangible results for capacity-building projects such as a Norec-supported project. Results such as new routines and strategies can easily be tracked back to the knowledge and skills that have been exchanged in the partnership.

Examples of output results:

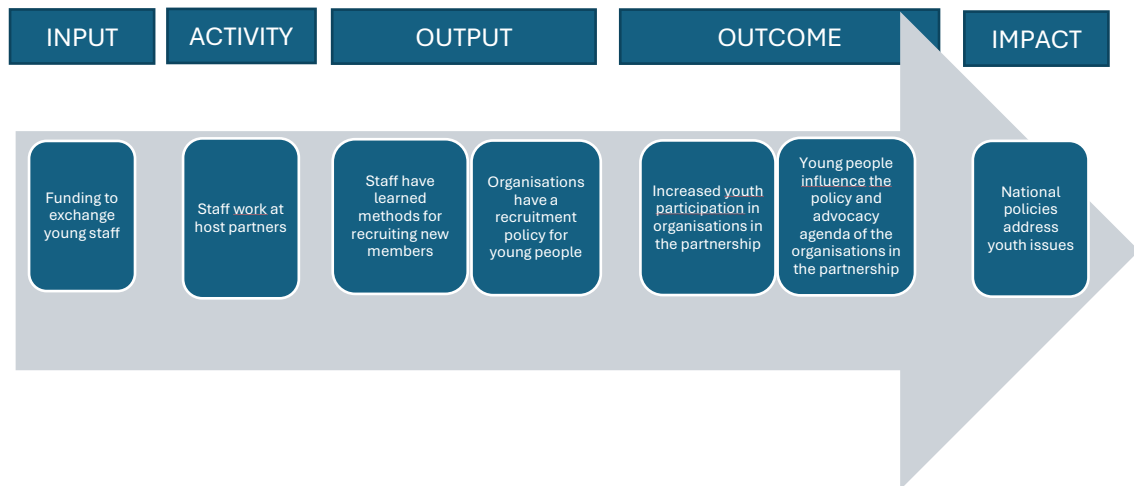
- Renewable Energy Ltd has been certified in accordance with the ISO Environmental Management standard
- The multinational staff of International IT Ltd have increased their level of satisfaction with the leadership team's management
- Agriculture Norway AS and Agriculture India Limited have improved their collaboration on cultivation of vegetables
- Environmental NGO has enhanced its potential to access funding from regional and local donors
- Municipality Greentown has established collaboration with relevant research institutions on compiling reports on local environmental status
- Ecological NGO has strengthened its advocacy work for production of organic food
- Members of Better Health Network have enhanced their capacity in project management and human resource development
- Staff at the maternity ward at Frisk hospital are confident in dealing with patients with an immigrant background from South Asian countries

Outcome results

Outcome results are medium-term effects achieved by an intervention's outputs for the partners and/or the project's target group. These can be changes in behaviour, politics, presentation or accomplishment of work. The change should be for your target group or those who you see as your users. Changes at outcome level can also be changes that affect systems. Outcomes are the wider institutional and/or societal effects of the outputs produced by the participants and project partners. Outcomes are usually planned and reported for a project period of three to five rounds. A perspective of one or two rounds may also be relevant.

Formulating an outcome results

- WHO will be reached: Start the phrase with the target group of the project.
- WHAT change will be achieved: Describe (only) the new positive situation (the change) that you would like to see for the target group at the end of the project period. Avoid the words "through" and "by".
- WHERE: Indicate where the change will be achieved.



Examples of outcome results

- More inhabitants in Little Town are setting up small-scale businesses
- The pupils at secondary schools in Little Town are implementing their knowledge of waste disposal systems at home
- Municipality Big Town is implementing a climate change adaptation plan
- Patients with cancer at Hope hospital are receiving services in line with national standards
- People in Green Hill and Big Forest local communities have access to preventive health services provided by community structures
- Patients with tropical diseases at Up hospital are receiving improved treatment

How to fill in the results framework

A results framework is a detailed structure for measuring results. It is often, but not necessarily, a table or a matrix. A good results framework should include expected results at the different levels along the results chain — outputs, outcomes and impact. The starting point for defining expected results is a description of the current situation, often referred to as the problem analysis/baseline.

Expected result: A result is a describable, measurable change in state or situation due to the cause-and-effect relationship brought about by an intervention (exchange of young people). Results are consequences of the activities (tasks and assignments) carried out by the participant to achieve certain changes. The expected results should be clearly linked to the needs assessment. An expected result should describe the change(s) that your organisation wants to achieve through this project. Expected results may also be defined for the partnership as a whole.

Indicators: An indicator is not an activity, but a variable that measures one aspect of a project and the planned results. The indicator should be linked to the baseline value and the target set. Develop 2-4 indicators per expected result.

Indicators should measure the result(s) you want to achieve and provide evidence that a result has been achieved. An indicator is a success criterion that helps evaluate objectively whether an expected result has been achieved. An indicator also verifies whether an intended change has occurred. Indicators are variables that help to track progress over time and measure the degree of results achievement. Indicators are quantitative, qualitative or binary. The indicators should allow for disaggregation when appropriate and possible. Disaggregation means breaking down information to a more detailed level, for instance by gender, age, income group, disability, or any other category of interest. Disaggregation enables analysis of results for specific target groups. Disaggregation of information at the project level is, for instance, key to implementing the “leaving no one behind” objective of the SDGs.

A good indicator:

- Is stated in clear and simple terms
- Can be measured by:
 - a) Quantitative indicators: direct or statistical (numerical) indicators
 - b) Qualitative indicators: indicators that reflect people’s judgments, opinions and attitudes towards a given situation or subject. Quality may be measured both through quantitative indicators as well as surveys of the users’ assessments, i.e. how they perceive the quality of the services.
 - c) Binary indicators: affirm or refuse of planned change
- Can be measure, given the financial and human resources available
- Realistic: consistently measurable; different observers who measure in the same way will get the same result
- Timely: measured at time intervals that are relevant and appropriate in terms of programme goals and activities

Remember: the indicator shall verify planned results and not describe an activity in the project.

Baseline values are established to define the current status for each indicator. This should be defined from the outset (or as early as possible) to enable a comparison with the target as progress is made, and to track progress over time.

Targets are the expected or desired values for each indicator at some point in the future. They are defined to give a sense of the magnitude of the expected changes and will serve as a benchmark for assessing the level of progress made. Targets should be defined as soon as possible, for example after conducting a baseline study. You set the targets you want to achieve (per year, if applicable). This will make it easy to show progress. You will report on the progress after every round of work exchange, unless you have specific targets set for each round.

Data source of verification: Describe how your indicator will be measured and the sources of information you will use to assess each indicator.

Being a good learner

Learning in organisations and partnerships

Learning, building capacity and sharing knowledge are at the core of a work exchange project. According to [Norec's theory of change](#), mutual exchange of young people can stimulate learning and sharing across borders. Norec expects its partners to be willing to learn from their project participants and their partner organisations.

At the end of an agreement with Norec, we measure to which extent the partners have learned from each other and from the participants.

The following measures are often present in organisations that are “good learners”:

- Cross-structural meeting places: organisations that are good learners often have different places where information is shared, across teams and organisational structures. Meeting places can be virtual or physical
- Collaboration with mentors: new employees and participants work with experienced colleagues, to observe how tasks are solved. A lot of implicit knowledge might be transferred between the two
- Decentralised and horizontal communication channels (across hierarchy): quick and informal communication makes it easier to share ideas and knowledge
- Digital databases: store, analyse and compare new data with older data, and make it easier to share knowledge that is accessible to all
- Systematic training of employees: organisations that are good learners also have a capacity-building strategy for their employees and regularly provide training for new and experienced employees
- An organisational culture based on mutual respect and care: organisations that are good learners put a lot of effort into building a positive organisational culture, which creates confidence between participants, colleagues, and between employees and employer

Learning from your partner organisation(s)

Partners in a work exchange project can learn a lot from one another. The following should be considered:

- Is the partnership based on trust?
- Are you open to listening to the other partner’s (partners’) ideas and experiences?
- Will you consider new ideas, experiences and changes for your own organisation?

Learning from the participants

Participants can both learn from and teach their peers, colleagues, mentors and contact persons in the organisations. To facilitate this, the relationship between participants, contact persons and close colleagues should be based on trust, willingness to learn and listening.

The participants must be given time and space to contribute with their knowledge.

7. Training guidelines and requirements

Norec organises both required partner training for staff involved in the Norec project as well as preparatory and homecoming training for the participants. During the project period, partners and participants will also be offered other relevant training sessions via invitation.

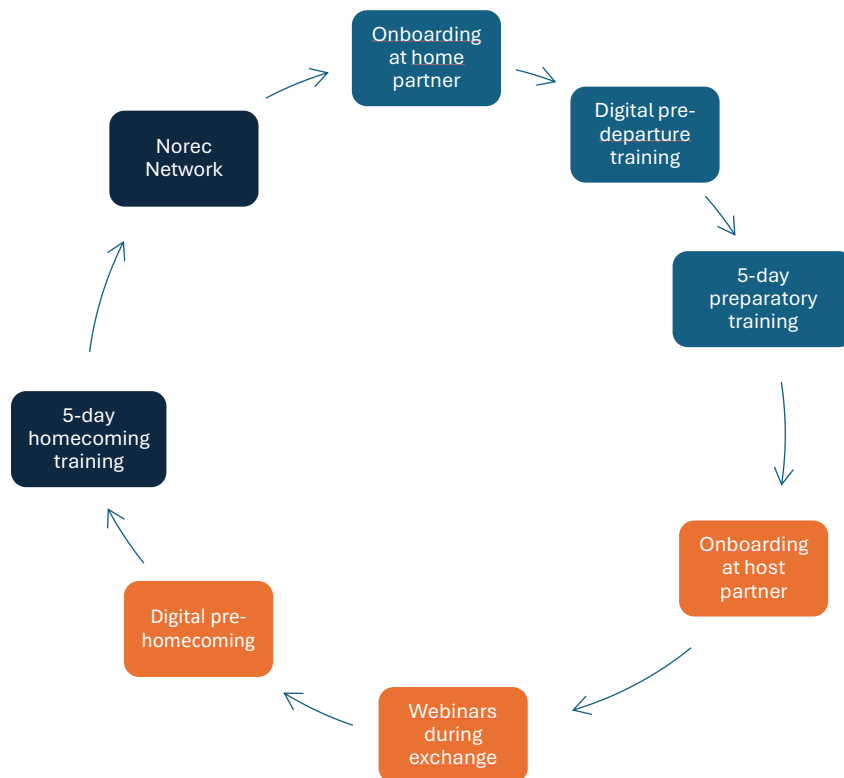
Norec's participant trainings

Purpose

Norec offers training and guidance for participants before, during, and after their work exchanges. The trainings prepare participants for work and life in a foreign culture. Trainings also guide participants through how they can apply their learning and competence when they return home.

Participant training cycle

Norec's participant training complements the partner's own training. After recruitment, the home partner is responsible for introducing the participants to the work exchange project. This is followed by Norec's preparatory training. Norec requires in-person participation at the preparation and homecoming courses. When participants arrive in their host country, the host partner is responsible for further onboarding described in part two of this guideline. An illustration of the training cycle can be found below.



The prep- and homecoming trainings are announced at Norecs website normally one year ahead. When the project agreement is written it shall also be agreed what training the projects participants shall attend. If this must be adjusted, get in touch with your program advisor.

For both trainings, the coordinating partner will receive an invitation via their program advisor minimum six weeks before the training starts. Then the coordinating partner is responsible of signing up the participants within the deadline, normally four weeks prior to the training.

When signed up, the participants themselves must add travel and arrival details, dietary needs, and report if they need translation during the training. If not received within the deadline, participants have to ensure their own transport to/from the airport to the training venue.

Three weeks prior to the training, Norec sends a e-learning to the participants. The content is related to practical preparation, program for the week and knowledge of other projects attending. Both e-learnings contains tasks that must be complete before arriving at the training.

After signing up the participants, the partners need to arrange necessary travel arrangements. It is important that the coordinating partners investigate visa- and vaccinations requirements to enter both the host country as well as the country where Norec do the training.

During the work exchange, Norec will invite participants to attend online trainings in various subjects relevant for life on exchange. These webinars are normally 1-2 hours. We appreciate our partners flexibility to allow them to join in on these few events.

After the homecoming training and follow up period, participants are invited to join Norec Network.

Norec's participant training — when and where?

Norec's trainings are normally done in hubs in Africa, Asia and Latin America. The destinations are selected because they are easy to reach for most participants, and their entry requirements are easier than other alternatives. As of 2026, Norec will offer trainings in Bogotá, Nairobi, Kathmandu and Lusaka. We continuously announce trainings for the coming 12 months on Norec's website – under "upcoming trainings". But be aware that things can change due to emergencies and riots. Therefore, make sure you buy tickets that can be changed.

Work exchanges lasting for 12 months can always find relevant trainings at all locations. If you plan a 6-month exchange, you might have to adjust the length of the work exchange with a few weeks.

Although we require in-person participation on our trainings, we have some exceptions:

- Sometimes participants miss out due to lack of visas or sickness. This is outside of our control. If we cannot send the person(s) to another training destination, Norec might offer a digital alternative. Get in touch with Norec to discuss if we can find a solution.
- Shorter exchanges (who are already an exception) than 6 months will be offered a digital training. Plan two days to complete this, where the first day is self-guided. The second day consists of a meeting with Norec via Teams/Zoom.
- Partnerships with 5-year agreements and 20 participants and more can, upon approval by Norec, design and deliver their own prep- and homecoming trainings.

Due to civil unrest, public holidays, religious holidays, and hotel availability, the dates and destinations might change slightly each year. With small groups, we might not always be able to offer both preparatory and homecoming training at all sessions.

Below is an overview of the Norec training courses and what they aim to achieve.

Norec's preparatory training

The main goal of the preparatory training is to help participants understand their role, prepare them for living abroad, and show them how they can contribute to their project's sustainable development.

The prep training consists of two parts:

- An online training to be completed before participant leaves their home. It is distributed 3 weeks prior to the training.
- A five-day preparatory training course on site or online before or shortly after participants have travelled abroad for their work exchange.

Duration of the training:

- The training starts on a Sunday at 4. PM. We expect participants to arrive in good time before it starts – we need all aboard to have a good start.
- If travel arrangements cannot be made to reach the start, ask your program advisor for permission to let the participants arrive the day before.
 - The training ends with a Farwell party 11 PM Friday night. The participants are accommodated at the training venue until 11.00 Saturday morning. Permission to have a late check out has to be made via your program advisor.

What's included?

- Food and accommodation on full board is covered by Norec.
- Travel costs must be included in the round budget.
- Extra nights before/after the training must be covered by the partnership if other is not agreed with your program advisor.
- Additional bills for bar expenses, laundry and other services has to be paid personally by each participant.
- Participants will share a twin room with other participants. Special needs for single occupancy is directed to your program advisor.

Exceptions:

- Norec can allow a project to start a few weeks prior to a prep-training or attend the prep and wait for a period before the exchange starts. Discuss with your program advisor if this is relevant.
- Other exceptions and deviations, see previous page.

Intended learning outcome: After Norec's preparatory training, participants will

- Understand their role as a Norec participant
- Understand how they can promote sustainable development at individual, organisational and society level through their programme

- Understand the personal and professional challenges related to living and working in another cultural context
- Be able to identify and use specific tools and approaches to prevent, minimise or overcome challenges related to living and working in another cultural context.
- Participants and partners will get more information about the content of the training and learning objectives after registration.

Norec's homecoming training

The main goal of the homecoming seminar is for participants to identify and express the new skills and knowledge they have gained during their work exchange. They will also discuss ways to share these new skills and knowledge when they return home. The seminar also addresses personal challenges related to reintegrating into their home culture.

Description: The training consists of two parts:

- An online training to be completed two-four weeks before participant leaves their home.
- A five-day **preparatory training course** on site or online before or shortly after participants have travelled abroad for their work exchange

Duration of the training and what's included:

- Identical with the criteria set for the preparatory training, described above.

Trainings for Norec partners

Norec offers introduction seminars for partners in the Concept Development phase (Phase 1). We also provide a three-day training for coordinators and other staff in the first year of all new project agreements. If you are a new partner, you will be invited to this by your program advisor. These mandatory trainings as well as other content are posted on Norecs website.

Norec's partner training

The Norec partner training is for all new partners who have signed a collaboration agreement with Norec or for new project contact persons.

Description	Norec's partner training is mandatory for all new project coordinators in the Norec work exchange programme. The training should be completed during the first year. If you replace key personnel along the way, we will also offer training for new staff. For each new agreement you will be invited again.
Participants	Project coordinators. Key persons in the project (e.g. managers, accountants) may also attend the training. One to two representatives from each partner organisation.
Duration	Three days from 9am to 5pm. You are expected to arrive the day before and leave the day after the training.

Budget	Room and board is covered by Norec. Travel costs must be included in the round budget.
Venue	Bogotá, Kathmandu or Nairobi.
Frequency	Normally offered every 6 months. See upcoming trainings on Norec's website.
Modules	The Norec model, values and principles, administrative and financial procedures and compliance requirements, managing participants, intercultural leadership intercultural competence.
Intended learning outcome	<p>After Norec's partner training, participants will:</p> <p>Understand and apply the Norec framework:</p> <ul style="list-style-type: none"> - Know the roles, responsibilities, rights, and duties in a Norec project. - Apply Norecs ethical guidelines in practice, with particular attention to SEAH in intercultural contexts. - Understanding Norec's Theory of Change. <p>Strengthen their global partnerships:</p> <ul style="list-style-type: none"> - Know best-practices for building and sustaining equitable global partnerships - Reflect how partnerships can deal with reciprocity, mutual trust and power dynamics. <p>Enhance project management and organizational learning</p> <ul style="list-style-type: none"> - How to achieve, measure and monitor progress – and ensure transfer of knowledge and mutual learning. <p>Navigate Intercultural challenges and opportunities.</p> <ul style="list-style-type: none"> - Identify and adress intercultural challenges in project implementation - Develop intercultural competence and leadership skills relevant to the Norec context. <p>Prepare and support participants effectively</p> <ul style="list-style-type: none"> - Plan and execute practical preparation and follow up of participants before, during and after the exchange. - Know the content of Norecs trainings. - Ensure follow up mechanisms are in place to support learning and re-integration. <p>Time for planning in your partnership and peer learning</p>

Other trainings

Additional training provided by Norec

Norec also arranges trainings to inspire, guide or share information about thematics relevant for global partnerships or exchange. Scheduled training events are publicised through partner mails and on our [website](#).

Additional training provided by the partner organisation

All partners are responsible for properly onboarding the participants. Some partners have extra training needs for their participants. This training should be relevant to the partnership, the job, or the context in which the participant works. Each partnership can apply for extra funding for these activities, see details in chapter 8, how to fill in the budget. The following should be included in the work exchange project application or round application.

Description of the training	<p>Describe the topics the training will cover, who will participate, venue, length of the training and who will facilitate the training.</p> <p><i>Example: The partnership will have a two-day meeting after the preparatory training in Nairobi for all new participants. The purpose is to provide an in-depth introduction to the digital tools used for online guidance counselling in our project. We will also give the participants a security briefing, since we are working in potential risk areas. The training will take place at Hillside Hotel and be facilitated by two of the project coordinators.</i></p>
Budget	<p>Explain the calculations used to arrive at the budget.</p> <p><i>Example: The training brings together 10 persons for two days at training centre X. The rate is USD 100 per participant for two days. In addition, two persons from the partnership will attend as instructors. Travel costs are USD 1,000 in total. The rate for the facilitators is USD 1,000, for 3+3 days. In total, we are applying for USD 3,000.</i></p>
How this training will enhance the project's expected results	<p>Here the applicant should give a short description of how this training will enhance the project result.</p> <p><i>Example: The project uses several digital tools to reach out with online counselling in Uganda and Kenya. This corresponds with results one and three.</i></p>
Intended learning outcome of the training	<p>Describe what skills you expect the participants to have after the training. Try to be specific in the objectives.</p> <p><i>Example: After the training, participants will be able to:</i> <i>Use tool X as a working tool to reach out to remote clients online.</i> <i>Understand how to address technical difficulties the client may experience.</i> <i>Understand the risks involved in working in risk areas in Nairobi and Kampala, and how these risks can be mitigated.</i></p>
Environmental considerations	<p>Describe what measures have been considered to reduce the environmental footprint, e.g. reducing travel by arranging the training digitally or other logistical measures.</p> <p><i>Example: We have considered doing the training digitally, but it is an advantage to gather all the participants under the same roof to learn from one another's context. The training will take place after the preparatory training to avoid unnecessary travel. Two instructors will travel from Uganda to Kenya.</i></p>