

**Norad's Master Programme  
for  
Energy and Petroleum**

**2009 - 2013**

**PROGRAMME DOCUMENT**

Norad, 25.3.2009

# **1 Aim and Objectives**

## ***1.1 Aim***

The overall aim of the Norad's Master Programme for Energy and Petroleum (EnPe) is to contribute to the education of staff in the energy and petroleum sectors in Norway's selected partner countries through building capacity at the Master level in higher education institutions (HEI) in the South.

## ***1.2 Objectives***

The objectives of the EnPe are:

- To support the development of Master programmes at HEI in the South through close collaboration with HEI in Norway in accordance with national needs
- To achieve, in a longer term perspective, sustainable capacity of institutions in the South to provide the national work force with adequate qualifications within selected academic fields of study of relevance to the energy and petroleum sectors
- To stimulate South-South-North cooperation through support to the development of regional Master programmes
- To enhance gender equality in all programme activities
- To strengthen and further develop the competence of Norwegian HEI to integrate global as well as developmental perspectives in their professional work

# **2 Cooperation, commitment and responsibility**

## ***2.1 Basic principles of cooperation***

The collaboration shall be based on the principle of equality between the partners and characterised by transparency at all levels. HEI that are members of the Norwegian Association of Higher Education Institutions (UHR) in Norway and nationally accredited Universities and University Colleges from the countries in the South may participate in the programme.

The Master programmes are open for all students from eligible countries. Candidates who are employed and receive leave of absence from their employer for the study period, as well as regular students, in cases where recruiting qualified working men and women is difficult, may apply for an *EnPe* scholarship. Norwegian students should be encouraged to enrol in course modules in the South as well as in Norway as a part of their degree programme. The study programmes may be offered with selected modules in the South and/or in Norway. A plan indicating how the majority of course modules gradually may be anchored in the South should be developed.

Norwegian embassies as well as public and private institutions in the South will be important partners in the development of *EnPe* at country level. Based on needs for competence-building under the Norwegian funded development portfolio in their respective countries, embassies may be instrumental in facilitating the participation of HEI at country level in *EnPe*.

## ***2.2 Institutional and organisational commitment and responsibility***

*EnPe* is built on a decentralised model for initiation, implementation, monitoring and reporting. The leadership of the partner institutions shall be committed to the projects. The selected areas of cooperation should be anchored in strategic plans at institutional and national levels in the partner country.

# **3 Strategic direction for *EnPe***

## ***3.1 Relevance***

Competence and capacity building in specific areas of strategic importance to Norway's partner countries in the South are a vital part of Norwegian support to the development of higher education. Successful project proposals should demonstrate that the proposed activities address relevant educational needs of institutions and/or organisations at national level. Socio-cultural and socioeconomic relevance will be further strengthened through design of course curriculum, fieldwork and thesis work.

## ***3.2 Long term commitment and partnership***

The programme emphasises the need for a long-term strategy for capacity-building. A gradual development of *EnPe* supported activities anchored at partner institutions in the South is a core element of this strategy. The *EnPe* may also give support to activities that contribute to institutional development, included administrative and managerial capacity, at the partner institutions.

## ***3.3 Academic quality***

Academic quality of the project proposals will be an important criterion for support under *EnPe*. When implementing *EnPe* Master programmes, participating partners shall seek to increase quality through exploitation of the

comparative advantages and skills of Norwegian universities and university colleges.

### ***3.4 Projects stimulating regional cooperation***

Projects that stimulate regional cooperation in the South will be encouraged. Establishment of new regional educational ventures at the Master's level or further improvement of existing study programmes anchored in the South may be eligible for support in this context. Courses at the bachelor level may also be included if necessary to qualify the students for the Master study. A country, other than the main partner countries (see paragraph 4.1), may be selected for academic reasons as location for a regional project. In that case it will be considered essential that the partner institutions in a longer term perspective are enabled to provide Master courses to meet their own national needs for capacity-building where relevant.

### ***3.5 Synergy***

All *EnPe* partners have a responsibility to seek synergy for example through project partnership with other relevant Norwegian funded initiatives, such as the Norwegian Programme for Development, Research and Education (NUFU), Norad's Programme for Master Studies (NOMA), the Quota scheme and Norwegian bilateral activities in the respective country. Collaboration should also be sought with Norwegian embassies / other international donors / actors in the field of higher education.

### ***3.6 Gender***

The *EnPe* programme aims at contributing to gender equality in education and empowerment of women. Master programmes should pursue the enrolment of female candidates as well as the conditions to facilitate the participation of female students in the *EnPe*. This aim is expected to be realised through active recruitment strategies and gender perspectives

### ***3.7 Sustainability***

All proposed projects need to present strategies for ensuring sustainability in a longer term perspective. The academic and administrative responsibilities for the courses supported by *EnPe* shall gradually be the sole responsibility of partners in the South. The transition process will take place over a period of years.

## **4 Eligibility**

### ***4.1 Eligible countries***

The following geographical areas are eligible for support by *EnPe*:

1. Afghanistan, Angola, Bangladesh, Bolivia, Bhutan, China, Ethiopia, Ghana, India, Liberia, Mozambique, Nepal, Nicaragua, Nigeria, South Africa, Sudan, Tanzania, Timor-Leste, Uganda and Vietnam.

2. Other developing countries may also be included as decided by Norad.

#### **4.2 Eligible institutions**

HEI in the South from eligible countries which are fully recognised/accredited by the national authorities in the country where they have their campus, and have appropriate systems for accounting and audit and can provide plans for monitoring and reporting according to the *EnPe* requirements, may qualify for participating in the programme. Regarding the Norwegian institutions, only those which are members of the Norwegian Association of Higher Education Institutions (UHR) and offer accredited degrees at Master level are eligible.

The main contract partners in the South are expected to actively collaborate with relevant public and private organisations in their respective countries to develop the proposed study programmes.

#### **4.3 Eligible academic fields**

Based on current Norwegian development priorities and identified needs of the various cooperating countries, the following are eligible academic fields for the *EnPe* for the programme period 2009-2013:

- Energy
- Petroleum

## **5 Project content and budgetary framework**

### **5.1 Project plan and its components**

All applications for *EnPe* support should develop a project plan. If a study programme (wholly or partly) initially starts in Norway, indications of strategies/actions for a gradual move to the South should be provided. The content of an *EnPe* project may consist of the following components<sup>1</sup>:

- institutional development
- curriculum development
- study modules which may be run in different combinations at partner institutions in the South as well as in Norway
- study modules at Bachelor level (*bridging course modules*)
- study visits
- student scholarships
- staff exchange
- seminars/workshops
- equipment
- development of teaching methodology

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<sup>1</sup> This list does not claim to be exhaustive

- staff development at the higher education partner institution in the South. Scholarship for PhD study may be granted if deemed necessary for the sustainability of the study programme.
- joint studies/research on selected issues of high relevance/importance for further development of the study programme
- additional funding of existing NOMA programmes

All applications should include a risks analysis where both internal risks<sup>2</sup> as well as external risks<sup>3</sup> are included.

## 5.2 Budgetary framework

Budget support will be divided in two, namely additional funds for existing NOMA-projects to increase the number of student scholarships and equipment cost, and as well as funds for new projects.

*EnPe* funds may also be allocated to already running NOMA projects within the academic fields of energy and petroleum and in this case a maximum of 5% administrative cost will be granted. The budgetary frame for the additional funds will be maximum NOK 1 million.

Project funds to cover fellowships for *EnPe* students, visiting teachers (travel and salary expenses), institutional development, instruments and laboratory equipment, staff development as well as administrative support, will be limited to a total of NOK 8 millions per project (depending on the character of the project, the project period, the number of scholarships, the number of institutions and countries involved), of which administrative costs should be maximum 7,5% for new projects.

Student scholarships for students from the South will be harmonised with scholarship in the Quota scheme for studies in Norway, but will be adjusted to national costs of living when studying in the South.

Further details concerning financial regulations will be found in the *Programme Guidelines*.<sup>4</sup> These guidelines will be further developed and finalised before the first main *EnPe* announcement and, if needed, eventually adjusted in connection with future announcements.

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<sup>2</sup> Internal risks are factors under the control of the programme that may hinder success, such as corruption, human and financial resource capacity, management capabilities, incentive structures, accountability and transparency, ownership and motivation of staff.

<sup>3</sup> External risks are conditions outside the programme which could have a negative influence on the achievement of results. External risks could be related to political, institutional, economic, environmental, social or technological conditions.

<sup>4</sup> See *Guidelines* at [www.ntnu.no](http://www.ntnu.no)

## 6 Application and selection procedures<sup>5</sup>

### 6.1 Preparation of joint project proposals

Eligible HEI institutions should prepare and submit joint applications to NTNU under the signature of the Vice-Chancellor/Rector of the partner institutions, in which objectives, activities, work plan and budget requirements are clearly stated.

### 6.2 Application categories

Applications to *EnPe* will be organised in two phases and will consist of different categories:

Phase one:

- Additional funds to support already running NOMA projects within the academic fields of energy and petroleum

Phase two:

- Category 1: Master programmes by HEI in the South in close collaboration with HEI in Norway
- Category 2: New regional Master courses
- Category 3: Courses (*bridging course modules*) at Bachelor level relevant for qualifying for Master programmes
- Category 4: PhD courses for securing sustainable Master Programmes in the South.

Partner institutions can apply for the funding of Master programmes for a period of maximum two student cohorts.

### 6.3 Institutional assessment and ranking

Every HEI – in the South and in Norway – from which proposals for study programmes are submitted to NTNU, will have to undertake an assessment of all proposals submitted from their own institution.

- Relevance in relation to strategies and priorities in their respective institutions
- Relevance related to defined needs in the work force as well as in national strategies and priorities in the South
- Project quality and feasibility in an institutional context
- Expected output in relation to the priorities of the institutions

### 6.4 The Governance of *EnPe*

Norad is responsible for the overall policy of *EnPe* and that the Agreement as well as the management of the programme are in accordance with directions given by the MFA. Norad governs and monitors *EnPe* through the Annual and

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<sup>5</sup> Further information, guidelines and application forms will be available at [www.ntnu.no](http://www.ntnu.no)

Semi-Annual Meetings between Norad and NTNU, the appointment of the Programme Board as well as participating in the Board meetings (*details will be found in the Agreement between Norad and NTNU and Norad*). Norad reports on *EnPe* to the MFA.

The activities of *EnPe* will be governed by the *EnPe* Programme Board. The Board consists of a total of five persons representing HEI i Norway (two), private companies of relevance to *EnPe* (two) as well as one board member from Norad.

The Programme Board will ensure qualitative aspects regarding the Programme and the project applications granted funding, (*assessment by peer review*), assess all applications and distribute funds according to the stated aims of *EnPe* and as agreed with Norad, monitor on-going activities, have a consultative role as to the further development of *EnPe*.

The total budget, annual plans, annual budgets and reports for the *EnPe* activities will be presented in the Annual Meeting / Semi-Annual Meeting between Norad and NTNU and final decisions will be made by Norad.

## **7 Indicators of success**

The success of the *EnPe* programme will be characterised by development of relevant competence and capacity at the institutions in the South as outlined in the objectives of the programme. This can be measured both qualitatively and quantitatively and will be reflected in the increased capacity and knowledge production at the respective institutions. The baseline values of the indicators should be identified prior to the start of the project activities against which progress can be assessed or comparisons be made. The projects should be reported on both quantitative and qualitative indicators, in which the following elements should be included:

### *Capacity building:*

- The number of Master programmes established at institutions in the South, including regional Master programmes, of direct relevance for the workforce.
- The number of candidates educated through the *EnPe* Master programmes.
- The number of candidates educated through *EnPe* and employed in institutions in the South.

### *Gender balance:*

- The proportion of female and male students' participating in the programme.
- The proportion of female and male academic and administrative coordinators in the programme

Regarding qualitative indicators as well as additional quantitative indicators of relevance, the partner institutions will have to develop these as an integrated element of the individual project as well as the ability to monitor the institutional development. The indicators should, to the extent possible, be specific, measurable, achievable, relevant and time-bound.

## **8 Reporting procedures**

Collaborating institutions taking part in the *EnPe* are jointly responsible for implementation and monitoring of activities and projects. Annual progress reports are to be submitted electronically to NTNU. These reports will be used for further strengthening the *EnPe* portfolio. All reports will be publicly available at [www.ntnu.no](http://www.ntnu.no) and [www.norad.no](http://www.norad.no).

When *EnPe* and its projects are presented in media and/or in seminars/conferences it should be informed that Norad is the responsible agency and the financier of the programme and its projects/activities.