NB. Please read the instructions and relevant background material before entering the project description. The instructions and links to background material are at the end of this document.

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| BASIC PROGRAMME DATA (TO BE FILLED OUT BY THE NORDICCOUNCIL OF MINISTERS’ SECRETARIAT) |
| DINA ref. no. |  |
| Budgetheading(s) |  |
| U4 ref no. |  |
| Prof. advisor |  |

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| BASIC PROJECT DATA |
| 1. Project title
 |  |
| 1. Organisation
 |       |
| 1. Contract signatory
 | Name:       | Tel.:       |
|  | E-mail:       |
| 1. Project manager
 | Name:       | Tel.:       |
|  | E-mail:       |
| 1. Start date
 |       |
| 1. End date
 |       |
| 1. Total project budget (DKK)
 |       *NB. It is compulsory to attach a Council of Ministers’ budget form to the project description* |
| 1. Amount applied for (DKK)
 |       |
| 1. Resubmission
 | Yes: [ ]  | No: [ ]  |
| 1. Scandinavian summary
 |       |
| 1. English summary
 |       |
| BANK DETAILS |
| Account owner |       | Organization nr:       |
| IBAN |       | SWIFT:       |
| Bank account, if Danish |       |

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| A: PROGRAMME OBJECTIVE/PURPOSE |
| 1. What is the background to the project?
 |
| 1. What overall problem does the project help to solve?
 |
| 1. How does the project contribute to the Nordic Council of Ministers’ Vision 2030, the strategic priorities and the 12 vision goals for 2021-2024

 1. How does the project support the development of new initiatives, knowledge and methods focusing on receiving and integrating displaced people and refugees from Ukraine, Belarus and/or Russia in the Nordic-Baltic region.?
 |
| 1. What similar projects are being implemented under the auspice of the Nordic Council of Ministers?
 |

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| B: SUSTAINABILITY, EQUALITY, CHILDREN AND YOUNG PEOPLE |
| 1. How does the project contribute to Agenda 2030 and the 17 sustainable development goals?
 |
| 1. How does the project contribute to improving equality between men and women?
 |
| 1. How does the project contribute to improving children and young people’s rights and living conditions? How will children and/or young people be involved/participate in the project?
 |

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| C: OBJECTIVES AND SUCCESS CRITERIAS |
| 1. What are the project’s overall goals?
 |
| 1. Describe the project milestones? Respond by completing Table 1
 |
| 1. What are the project’s success criterias? Respond by completing Table 2
 |
| Table 1: Description of project milestones and the effect of the results in relation to the Vision and the 12 goals 2021-2024 |
|  | Description |
| Milestone 1 |  |
| Milestone 2 |  |
| Milestone 3 |  |

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| Table 2: Description of the project’s success criteria, data and assumptions/prerequisites |
|  | Success criteria (NB the project will be assesses according to Nordic Baltic value/Skills of project participants/ Organizational capacity/ Communication plan) | Data and, if appropriate, method of verification | Assumptions/prerequisites |
| Milestone 1 |       |       |       |
| Milestone 2 |       |       |       |
| Milestone 3 |       |       |       |

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| D: DELIVERABLES AND ACTIVITIES |
| 1. Which expected deliverables (end products and services) and activities must be delivered/completed for the project milestones to be reached, and when? Respond by completing Table 3
 |
| 1. What quality requirements are there on the expected outcomes/deliverables and who is responsible for quality assurance? Either respond in this box or complete Table 4. Delete Table 4 if it is not needed.
 |

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| Table 3: Deliverables and activities |
| No. | Milestone | Description of deliverables and activities | Date of delivery |
| 1. | 1 |  |  |
| 2. | 1 |  |  |
| 3. | 2 |  |  |
| 4. | 3 |  |  |
| 5. | 3 |  |  |
| … | … |  |  |

*(Add the number of rows needed in the table)*

|  |
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| Table 4: Quality |
| No. | Quality requirements on delivery | Quality controller |
| 1. |  |  |
| 2. |  |  |
| 3. |  |  |
| 4. |  |  |
| … |  |  |

 *(Add the number of rows needed in the table)*

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| E: COMMUNICATION |
| 1. Who are the project’s 3–5 key stakeholders? Respond by completing Table 5.
 |
| 1. What are the project’s key messages and how should they be communicated to stakeholders/target groups? Respond by completing Table 6.
 |
| 1. How has civil society and other interested parties been involved in the project?
 |

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| Table 5: Stakeholders |
| Priority | Stakeholder | Attitude to project (e.g. interest, fear, resistance) | Implications for the project, any initiatives to address/involvement |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

 *(Add the number of rows needed in the table)*

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| Table 6: Key messages |
| Stakeholder/target group | Key message | Media | Effect | Person responsible |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

*(Add the number of rows needed in the table)*

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| F: NORDIC PARTICIPATION AND ORGANISATION |
| 1. Describe the Nordic participation/Nordic partners here and use a minimum of 3 crosses in table 7. If you cross the box for other countries, indicate which country/countries are involved.
 |
| 1. How is the project organised? Either respond by completing Table 8 or attach an organisational chart that includes an explanation and brief description of roles played. Delete Table 8 if it is not needed.
 |
| 1. How to organize cross-sectoral cooperation?
 |

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| Table 7: Participating countries (minimum three Nordic countries, alternatively two Nordic countries + min. 1 non-Nordic country) |
| [ ]  | Denmark (DK) | [ ]  | The Faroe Islands (FO) | [ ]  | Russia (RU) |
| [ ]  | Finland (FI) | [ ]  | Greenland (GL) | [ ]  | Estonia (EE) |
| [ ]  | Iceland (IS) | [ ]  | Sweden (SE) | [ ]  | Latvia (LV) |
| [ ]  | Norway (NO) | [ ]  | Åland (AX) | [ ]  | Lithuania (LT) |
| [ ]  | Other | Country/countries:       |

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| Table 8: Project organisation |
|  | Role | Name and (if appropriate) title | Organisation | Country |
| Decision level | Project owner  |  |  |  |
|  | Steering group  |  |  |  |
| Control level | Reference group (not compulsory) |  |  |  |
|  | Project manager |  |  |  |
| Implementation level | Participants  |  |  |  |

*(Add the number of rows needed in the table)*

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| G: RISK ASSESSMENT |
| 1. What are the *main* risks in terms of the project’s implementation and expected outcomes? Respond by completing Table 9.
 |

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| Tabel 9: Risks |
| Risk | Probability(Low/medium/high) | Possible impact | Preventative measures(only if probability is high) |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

*(Add the number of rows needed in the table)*

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| H: REPORTING, COMPLETION AND EVALUATION |
| 1. How and how often should reports be submitted about progress and outcomes, e.g. to a steering group, the programme manager, the Nordic Council of Ministers’ Secretariat, etc.?
 |
| 1. How will the project be phased out? Describe here the project’s exit strategy, including how the outcomes and experiences are expected to be used after the programme ends.
 |
| 1. How will the cross sectorial project be organised?
 |

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| I: APPENDICES |
| 1. List the attached appendices in Table 10.
 |

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| Tabel 10: List of appendices |
| No. | Name of appendix |
| 1 | Budget form (compulsory) |
| 2 |  |
| 3 |  |
| … |  |

*(Add the number of rows needed in the table)*

## Instructions for completing the form

NB. The project description must be max. 15 pages (excluding these instructions). Submit the completed project description to the Nordic Council of Ministers’ Secretariat by e-mail or by post to: The Nordic Council of Ministers’ Secretariat, Ved Stranden 18, DK-1061 Copenhagen K, Denmark

1. Insert the name of the project in Scandinavian and English
2. Under this point, name the body responsible for administering the grant from the Nordic Council of Ministers. The following information is compulsory:
	* Name of organisation/institution
	* Address of organisation/institution
	* National company number or personal registration number

The lead institution is responsible for the technical and administrative aspects of the project, which must be run in accordance with national regulations and the conditions set out in the contract with the Nordic Council of Ministers.

1. Insert name, e-mail and tel. no. of the individual who will sign the contract with the Nordic Council of Ministers.
2. Insert the project manager’s name, e-mail and tel. no.
3. State the proposed start date for the project (DD/MM/YYYY)
4. State the proposed completion date for the project (DD/MM/YYYY)
5. Enter the total budget (DKK) for the project. NB. It is compulsory to submit a Nordic Council of Ministers’ budget form along with the project description.
6. Insert the amount (DKK) applied for/expected to be received from the Nordic Council of Ministers. NB. It is compulsory to submit a Nordic Council of Ministers’ budget form along with the project description.
7. Indicate with a cross whether or not this is a resubmission of a previous application. (NB this only applies if your application has previously been rejected). If you are applying for the continuation of a previously funded project, you must submit a new project description. These cases are considered new applications rather than resubmissions. Do not complete this box if the Nordic Council of Ministers commissioned the project description.
8. Write a brief summary of the project, i.e. a brief description of its objectives, milestones, target audience and main deliverables/activities, max. 800 characters (about 10 lines). The information will be kept in the Nordic Council of Ministers’ project database, which is publicly accessible via the Nordic Council of Ministers’ website. Try to describe your project in such a way that conveys exactly what you want members of the public to know about your work. Readers must be able to ascertain what the project is about, in which country/countries/region(s) the project will be implemented and the partners involved. Include specific, quantifiable information as far as possible.
9. Write a project description in English, as per the instructions under point 10.
10. Describe the background to the project, including:
	* What/who initiated it? What makes it interesting? What makes it politically relevant?
	* Have you conducted a feasibility study or other specific research in advance of the project (e.g. market research, target-group analysis, gender analysis, meetings with relevant stakeholders, etc.)?
	* Who took part in the planning, and what role have the project’s stakeholders/partners played in the preparatory phase?
	* Does the project build on previous activities or projects? If yes, what experiences/evaluations are applicable to this project?
	* If resubmitting, what initiatives or studies have you conducted as a result of the rejection of the previously submitted application?
11. Describe the **overall problem** that you expect the project to help to solve in the long term, and the underlying causes of this problem. Prioritise and describe the underlying problems that this project will seek to ameliorate and why. This prioritisation should be based on the Nordic Council of Ministers’ vision statement, and on one or more of the strategic goals set forth in the horizontal strategies, sector-specific programmes for co-operation and/or the programme for the Presidency of the Nordic Council of Ministers. You may choose to insert a problem-analysis diagram in this section, or attach one to your project description.
12. Describe how the project contributes to the vision that the Nordic region will become the world's most sustainable and integrated region in the world, through one or more of the 12 vision goals and the strategic priorities 2021-2024 in Our Vision 2030. For inspiration and guidance, see Action Plan 2021-24 The Nordic region as the world's most sustainable and integrated region, cf. reference on page 10.
13. Describe, as briefly as possible, whether the Nordic Council of Ministers is currently funding any other initiatives that address themes, political problems, etc., similar to those covered by this project – and if so, your plans for knowledge sharing/co-operation. If no such similar initiatives exist, briefly describe how you have investigated and confirmed this.
14. Describe the project’s contribution to Agenda 2030 and the 17 UN Sustainable Development Goals (including relevant milestones). Conduct an evaluation that accounts for the way(s) in which the project will ensure economic, environmental and social sustainability. For inspiration and guidance, see the Agenda 2030 final document and the Nordic Council of Ministers’ sustainability portal GRO (see reference on page 10). The sustainability perspective must not be addressed solely under point 16, but must also be incorporated into your thinking about the project description as a whole, especially in points 19–32. If the sustainability perspective is not considered relevant to the project, briefly explain why.
15. Describe how the project contributes to improving equality between men and women. Describe how the project addresses girls and boys and women and men as both target groups and stakeholders. For inspiration and guidance, please refer to the Nordic Council of Ministers’ Co-operation Programme for Gender Equality. The gender equality perspective must not be addressed solely under point 17, but must also be incorporated into your thinking about the project description as a whole, especially in points 19–32. If the gender equality perspective is not considered relevant to the project, briefly explain why.
16. Describe how the project helps strengthen children and young people’s rights and improve their living conditions, as well as how and to what extent children and young people will be included/participate in the project. Think about *which* children and young people will be covered or not covered by the project, e.g. boys and girls or children with disabilities. For inspiration and guidance, see the publications *Do Rights!* and *Are You Wearing the Right Glasses?* (see page 10). The children’s and young people’s perspective must not be addressed solely under point 18, but must also be incorporated into your thinking about the project description as a whole, especially in points 19–32. If the gender equality perspective is not considered relevant to the project, briefly explain why.
17. State the overall objective to which the project wishes to contribute (max. 2–3 lines). NB. A distinction is made between the project’s **overall objective** (i.e. the wider objective to which the project contributes but which cannot feasibly be achieved within the project period), and the specific **milestones** that the project is actually expected to achieve. The overall goal must reflect the overall problem identified in the problem analysis (point 14). This prioritisation should be based on the Nordic Council of Ministers’ vision statement, its strategic horizontal strategies, sector-specific programmes for co-operation and/or the programme for the Presidency of the Nordic Council of Ministers.
18. Unlike the overall objective, the project milestones specify the outcomes achieved within the project period – in other words, the changes that will be delivered if the project is a success. Projects must have a maximum of three milestones. It is an advantage, but not a requirement, that you use the SMART method to quality-assure them.
19. Specify the success criteria for the project milestones, the data used to confirm/verify the success criteria (and, if appropriate, the methodology), as well as the underlying conditions/prerequisites necessary for successful implementation of the project.

The success criteria are quantifiable criteria used to assess whether the project has achieved its stated objectives. They can also be used to monitor whether the project is progressing as planned. The success criteria must specify the minimum that needs to be achieved at a given time for the project to be deemed to have achieved its stated objectives. The criteria can be used to measure the degree of the project’s immediate or long-term success, but success criteria are usually only stipulated for the project milestones (immediate), rather than the overall objective (long-term).

Often, multiple success criteria need to be stipulated for each objective. To be suitable both for monitoring progress and for post-evaluation of a project, the success criteria must, as far as possible, be quality-assured using the SMART method. Ideally, it should be possible to detail the five questions: when (time), who (target audience), where (place), what happened (quality), how much happened (quantity). You must also stipulate the sources/data that will be used to verify whether the milestones have been reached, and the assumptions/prerequisites necessary before this can take place. The success criteria for project milestones may be more qualitative than quantitative, i.e. built on conversations, visits and surveys, rather than numbers and statistics.

1. Describe the project deliverables based on the milestones (remember, max. 3) and the activities that need to be undertaken to deliver them – use bullet points to list the activities if you want. Describe the content of each deliverable in brief, in the form of, e.g. a report, study, video, conference or similar. Describe in brief the activities that will facilitate delivery, e.g. any necessary planning or any meetings that may be required. Enter the dates for each deliverable. Attach an overall plan for the project milestones (if appropriate).
2. Describe the quality requirements for the project deliverables, and who is responsible for ensuring that they meet the agreed standards.
3. You must conduct a stakeholder analysis to identify the project’s stakeholders. Stakeholders are defined as individuals, groups, associations, etc., who either exert influence on or are influenced by the project, e.g. councils of ministers, committees of senior officials, national representatives, working groups, expert groups, staff groups and the general public. Prioritise and describe the 3–5 most important stakeholders in table x. Explain the stakeholders’ importance to the project and how you envisage that they will be involved, including an assessment of stakeholder support and any opposition, as well as strengths and weaknesses in relation to the implementation of the project. You may wish to draw up a separate stakeholder analysis and attach it as an appendix.
4. Using the form below, describe the project’s key messages and how they will be communicated. Who is the stakeholder/target group? What message do you seek to communicate? Which media will be used? What is the expected impact of the communication? Who is responsible for initiating and following up on the communication? For example, this might include information about the content of the project, or about communicating the project outcomes to stakeholders and others. Please feel free to adapt the form if there are other areas of major interest to your project. You may wish to draw up a separate communication plan and attach it as an appendix.
5. Describe how civil society and other stakeholders have been involved in the project? For inspiration and guidance, see the publications “Guiding principles for cooperation with civil society”, see the list of background material.
6. To ensure that the project is motivated by the Nordic countries’ national needs, and that the outcomes remain relevant after the end of the project, it is important that the project enjoys support at national level, and that you are able to document this support. This includes listing the partners behind the project, who they will work with, and who will be involved in running the project and following up on the outcomes. At least three Nordic countries must be involved (Sweden, Finland, Norway, Denmark, Iceland, the Faroe Islands, Greenland and Åland). Alternatively, grants are also available to projects involving two Nordic countries and one other country.
7. Either complete Table 8 or insert an organisational diagram based on the descriptions of roles below. You may attach a CV or a list of achievements by the project manager and staff.
	* **The project owner** has overall responsibility for the project achieving its objectives and the expected outcomes being realised. Typically, the project owner will also chair the steering group.
	* **The steering** group and project owner are responsible for the day-to-day running of the project within the strategic, organisational and financial framework set by the grant from the Nordic Council of Ministers. As a rule, the steering group consists of max. 10 people, including the project manager.
	* **Reference groups** can help to ensure a more effective decision-making process in the steering group and that decisions are made on the best possible basis. A reference group is able to draw on a broader range of human resources than a steering group, which helps the relevant individuals take ownership of and assure the quality of the basis for making decisions on which the project manager operates.
	* **The project manager** is responsible for the day-to-day running and monitoring of the project within the steering group’s parameters for the timetable, budget, scope and quality. Multiple individuals cannot share the role of project manager.
	* For large projects, the implementation level usually consists of a number of **project participants**, who can be divided into several groups working on the actual delivery of the agreed deliverables and activities.
8. Describe how the cross-sectoral co-operation is organized by informing, involving and entering into partnerships across the Council of Ministers and the Nordic institutions. The aim is to achieve a broader level of expertise and security for better quality and efficiency in the work through a higher degree of cross-sectoral cooperation.
9. Please submit a risk analysis of factors that may stop the project achieving its objective. Risks are defined as external factors that can prevent the project from reaching its milestones or significantly delay implementation, e.g. reactions from stakeholders, dependence on particular individuals, equipment or other projects. In this context, please describe what you will do to prevent these circumstances from arising, or describe the steps that will be taken to reduce their impact. For example, if the stated assumptions/prerequisites (Table 2) turn out not to be the case, or if other conditions change, how will you ensure that the project is adjusted accordingly?
10. Describe in brief the reporting requirements for the project in relation to information on progress and outcomes. For example, it may be a requirement that the project reports back to the programme management, the steering group, the Nordic Council of Ministers, etc. Describe, as far as possible, the type of reports required, as well as their purpose, frequency and recipients.
11. Briefly describe the project’s exit strategy, i.e. how it is expected that the project will be phased out or continued. For example, describe how the project might be able to continue without funding from the Nordic Council of Ministers, including how the outcomes/lessons learned will be collated and used in the future. If appropriate, stipulate who will be responsible for collating this information and for the work going forward.
12. In this section, you must describe how you expect the project to be evaluated – both during and after implementation – including how the experience and knowledge gained during the project process will be used and/or communicated after the project ends.
13. Make a list of the attached appendices, e.g. a problem analysis diagram, objectives diagram, milestones plan, stakeholder analysis, communication plan, project manager’s CV, etc. You must complete the Nordic Council of Ministers’ budget form and attach it to the project description. Applications that do not fulfil this requirement will not be considered.

## Useful tools for drawing up the project description

The Nordic Council of Ministers’ sustainability portal GRO: <http://gro.norden.org/>

Final document for Agenda 2030: “Transforming our world: The 2030 Agenda for Sustainable Development” <https://sustainabledevelopment.un.org/content/documents/21252030%20Agenda%20for%20Sustainable%20Development%20web.pdf>

Are You Wearing the Right Glasses?: A guide to integrating a child rights and youth perspective in the work of the Nordic Council of Ministers: <http://norden.diva-portal.org/smash/record.jsf?pid=diva2%3A933516&dswid=3863>

Do Rights!: Nordic perspectives on child and youth participation: <http://norden.diva-portal.org/smash/record.jsf?pid=diva2%3A930511&dswid=3863>