

Guidelines



DFC Scholarship Programme

Under the Danish Strategic Sector Cooperation Facility

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Guidelines

DFC Scholarship Programme

The Danida Fellowship Centre (DFC) Scholarship Programme builds on the understanding that individuals matter; and that with the right knowledge, competencies and motivation, individuals can become key change makers in their organization.

The Scholarship Programme offers opportunities for continued education and learning developed and implemented through a highly organic process, where dialogue, collaboration, flexibility and creativity is at the centre, and where learning programmes offered have a strong focus on usability and applicability. We want to offer opportunities that are not only aimed at increasing the learners' knowledge, but that are also able to generate new ways of thinking and new ways of approaching the challenges and opportunities facing their organizations and societies.

The Guidelines for the DFC Scholarship Programme are therefore not meant as a 'straightjacket', but are intended to provide the frame within which DFC, together with our partners, is able to ensure a high level of quality in both content and approach of all our opportunities for continued education and learning.

The Guidelines are particularly intended for Sector Counsellors and Danish partner authorities under the Danish Strategic Sector Cooperation Facility (SSCF)¹, who make use of the Scholarship Programme, as well as Danish institutions of higher education, who already contribute to opportunities under the Programme, or would like to explore the options for doing so.

I. Background

In late 2016, DFC was given the mandate to offer scholarships of up to two years' duration for national actors and partners under the SSCF for existing degree studies at Danish institutions of higher education, or for educational and learning opportunities developed and tailored particularly to learners provided scholarships through DFC.

The new DFC Scholarship Programme, supporting Strategic Sector Cooperation (SSC) projects under the SSCF, is funded through development funding under the Finance Act § 06.38.02.20.

DFC is a self-governing institution under the Ministry of Foreign Affairs (MFA) with the responsibility for DFC institutionally placed within the MFA Evaluation Department. The MFA Evaluation Department, in collaboration with the MFA SSCF Secretariat, is responsible for setting the overall strategic direction for the DFC Scholarship Programme, while DFC is responsible for translating the overall strategic direction into initiatives under the Scholarship Programme. This includes all decisions on the design, identification and implementation of education and learning opportunities, as well as the criteria for the selection of candidates for DFC scholarships, and quality assurance. DFC is likewise responsible for coordinating among, advising and supporting Sector Counsellors, Danish partner authorities and Danish institutions of higher education in the identification, formulation and implementation of education and learning opportunities geared to the needs of national partners and actors.

¹ Further information on the SSCF may be found at <http://um.dk/en/danida-en/partners/other-ministries/strategic-sector-cooperation/>

DFC will implement the DFC Scholarship Programme in a manner that ensures a high level of:

- a. Quality in the courses and learning programmes.
- b. Relevance to country context, partner needs and SSC goals, and the integration of our offers as a complementary element of the SSC projects and SSCF.
- c. Flexibility and dialogue in the decisions on and design of courses and learning programmes.
- d. Professionalism in our management of the Scholarship Programme and coordination with all relevant stakeholders.
- e. Co-creation between DFC, Danish institutions of higher education, Sector Counsellors and Danish partner authorities of needs based and dialogue driven solutions.

II. The DFC Scholarship Programme

A. Which Opportunities do the DFC Scholarship Programme Support?

While the Scholarship Programme allows for and encourages a high level of flexibility, the Programme can only support opportunities that comply with the following:

- a. Scholarships can be granted for **existing** degree studies; e.g. a full master degree, a course, semester or year as part of a full master degree, or courses developed for or **tailored** to learners' through the DFC Scholarship Programme.
- b. Scholarships can be granted to studies **in Denmark** only.
- c. Scholarship will predominantly be granted to courses/studies offered by accredited Danish institutions of higher education. Scholarships may be granted to existing or tailored opportunities at institutions other than accredited institutions of higher education, where such institutions are assessed by DFC to have a unique thematic or sectoral expertise and a proven track record of providing quality opportunities for continued education.
- d. Scholarships can be granted for **full-time** studies at a post-graduate level only.
- e. Scholarships for PhD studies, study tours or conference participation cannot be supported under the Programme.
- f. The development of tailored courses will predominantly be supported where such courses are relevant to partners of more than one SSC project. It may be decided to support tailored courses for only one SSC project, where it is deemed relevant, justified and possible, e.g. where:
 - there is only one SSC project in a particular thematic area
 - the level of competence or otherwise between countries within a thematic area differs significantly
 - the focus of a project within a thematic area is very different from those of other projects within that same thematic area.

B. How are Needs and Opportunities Identified?

While DFC emphasizes dialogue and flexibility in its approach to identifying and confirming opportunities for continued education and learning under the Scholarship Programme, the following steps and elements will be part of the process:

- a. Mapping process: DFC will during the 3rd quarter of each year undertake a more formal mapping of needs in terms of continued education and learning across partners and national actors connected with the SSC projects. Sector Counsellors and Danish partner authorities may likewise throughout the

year contact DFC with proposals for opportunities they have identified or would like to see developed, and for which they would like to make use of the Scholarship Programme, or initiate the dialogue on project partner needs already during the project formulation phase (see section B.1 below).

- b. **Matching process:** DFC will each year and based on the formal annual mapping exercise solicit inputs from Danish institutions of higher education on existing courses and studies, which match or can be tailored to the needs identified. DFC may also during the year and based on inquiries from Sector Counsellors and Danish partner authorities contact the institutions directly to explore opportunities for matching needs expressed during the year.
- c. At the same time, DFC will identify potential needs for courses on more generic inter-sectoral issues, such as public administration, change management, policy development, communication, etc., which may be offered to SSC project partners across sectors and thematic areas².
- d. DFC will likewise during the year consider a limited number of scholarships for full Master degrees for SSC project partners based on requests from Sector Counsellors.
- e. **Prioritization:** Opportunities identified through the matching process will be prioritized based on a balancing of resources under the Scholarship Programme with needs across SSC projects, partner countries and thematic areas. As part of the prioritization, DFC will define a tentative financial ceiling for the thematic area, and Sector Counsellors will be asked to prioritize identified opportunities within their thematic area or SSC project within this overall ceiling. Should additional resources become available, DFC may expand the financial ceiling for particular thematic areas or countries based on assessed needs and relevance.
- f. **Decision:** The final decision on which opportunities will be supported by the Scholarship Programme will be made by DFC, following a 'no objection' approval from MFA, based on 1) an assessment of the relevance of each of the opportunities agreed in collaboration between DFC, Sector Counsellors (and Danish partner authorities) and the place(s) of study; 2) a prioritization by Sector Counsellors among the options identified; for tailored options 3) an agreement between DFC and the place(s) of study on what scope and format are realistic given the financial resources available and competencies of the place(s) of study; and for tailored options 4) an agreement between DFC, Sector Counsellors (and Danish partner authorities) and the place(s) of study on the tentative description of the course(s)/study(ies).
- g. The final approval of each specific tailored course or learning programme by DFC will be based on 1) a course description by the place of study with learning goals and tentative programme outline (please see template in Annex V for course description template), and 2) an agreement on the budget between DFC and the place of study (please see template in Annex VI for budget template).
- h. Based on DFC's experience in managing opportunities for continued education, learning and capacity development, DFC will also place emphasis on the relevance of the learning methodology applied considering the target group. Learning elements, which must be applied in all tailored opportunities under the DFC Scholarship Programme are described in Annex VI.

B.1 Use of DFC in the development of new SSC projects or project phases

For the opportunities offered through the DFC Scholarship Programme to be as integrated an element in the individual SSC projects from the outset, Sector Counsellors and Danish partner authorities are encouraged and recommended to include DFC's advisors already during the formulation of the SSC project

² Strategic Sector Cooperation projects under the Strategic Sector Cooperation Facility cover a number of thematic areas – such as environment, health, food safety, agriculture, etc. For most thematic areas there will be several projects in several countries focusing on the same or a similar theme.

and any future project phases. DFC's advisor will during the project formulation process be able to support through:

- a. Advice and suggestions in terms of the assessment of capacity development needs and capacity and competence development approaches and tools.
- b. Suggestions in terms of potential courses and programmes for continued learning for partner organizations, which could be incorporated as part of the project and supported through the DFC Scholarship Programme.

An early as possible involvement of DFC in the project development may thus help to ensure that the project reaps the full benefits of the Scholarship Programme as a strategic and integrated element, and will likewise support early identification and/or development of educational opportunities for project partners to support the attainment of project goals from the onset.

C. Who Can Apply?

Candidates must fulfil the following criteria to be eligible for a DFC scholarship:

- a. Be a national/local staff member of an SSC project partner under the Danish SSCF or a national/local staff of a national/local institution or entity relevant to the achievement of the SSC project targets for that particular project/country.
- b. Be endorsed by the Sector Counsellor for that particular project/country. Please note that applications for scholarships under the DFC Scholarship Programme can **ONLY** be submitted by the Sector Counsellors.
- c. Be proficient in written and spoken English (at an advanced level allowing for active participation in discussions and group work and the completion of written assignments).
- d. Fulfil the requirements set by the Danish institution of higher education for the particular course/study for which he/she is endorsed.

Candidates are in general expected to have at least a bachelor degree, as most courses and studies offered through the Scholarship Programme will be at a Master's level. Candidates holding a Master's degree or PhD are likewise eligible for scholarships.

D. What are the Selection Criteria?

The selection criteria based on which scholarships are provided under the DFC Scholarship Programme are as follows:

- a. Relevance of the candidate as a change agent within his/her organization and in terms of the SSC project targets, as well as the candidate's position/role related to the SSC project.
- b. The prioritization expressed by the Sector Counsellor.
- c. Equitability in the distribution of scholarships among SSC-projects based on expressed needs.
- d. The qualifications of the candidate vis-à-vis course content and requirement (In the case of course developed and tailored exclusively for participants through the DFC Scholarship Programme this is evaluated jointly by DFC and the study provider. In cases where the applicant is applying directly with a university or university college for existing courses/studies offered by the university, DFC will only evaluate based on criteria a-c when pre-approving a scholarship, whereas the evaluation of qualifications will be done exclusively by the university through their regular application and admission process. See section IV below for further information on the application process).

Sector Counsellors are likewise **encouraged** to nominate at least two candidates from each partner organization for which they have nominated candidates, as the participation of at least two employees from the same department or organization is likely to substantially increase the chance that learning from a course or study is retained and results in organizational learning and change.

III. Practical Information for Places of Study

Once a tailored programme has been finally approved, the following steps will apply:

- a. The final course programme should be submitted to DFC by the place of study no later than **3 weeks** in advance of the course. The programme should include 1) details on the focal point at the place of study for primary contact with DFC, 2) the exact address where participants should meet up on the first day of the course, 3) lecturers for each of the sessions, and 4) information on excursions, including information on the arrangements for accompanying the participants and for their travel. Should the place of study need assistance from DFC in terms of e.g. travel pass, tickets or accommodation, DFC should be contacted well in advance and no less than 10 working days before the excursion.
- b. The programme must be approved by DFC. Any later changes to the programme must be discussed with and approved by DFC in writing.
- c. All excursions with extra-budgetary implications must be approved by DFC in advance and before the final programme is submitted. Any changes to such activities during the course must be communicated to and approved by DFC in writing, including in terms of their budgetary implications.
- d. The programme should be sent to participants by the place of study following DFC approval and no later than **2 weeks** before the course.
- e. The final contract between DFC and the place of study must be signed no later than **2 weeks** before the course.
- f. DFC will provide an introduction to participants on DFC's services and pertinent issues relevant to their stay in Denmark. The introduction should preferably take place on the first day of the course and should be coordinated between DFC and the place of study.
- g. The place of study is expected to provide participants with an introduction to the university facilities and services, as well as to student life and requirements at the university.
- h. Courses of three months and less will be expected not to include holidays for the participants. Where courses or learning programmes are scheduled over a period that includes Danish holidays or vacation days, where course lecturers will not be available, DFC and the place of study will agree on a set programme for those days, which could include individual project work.
- i. The place of study must inform DFC, when participants are absent from course lectures, including the reason for the absence, where the place of study has been informed of such.
- j. DFC may also arrange events for participants, including professional debates and networking events. For participants of courses taking place within Greater Copenhagen, some of these will be mandatory and the place of study will be requested to reflect these in the course programme and ensure that participants are aware of the event and that the course programme ends on time to allow them to join it.

For existing courses or studies offered by universities or university colleges, DFC will handle the payment of study and other fees in line with the university's or university college's procedures and timeline.

IV. Practical Information for Sector Counsellors

A. Application Process

Once the mapping has been completed and an agreement reached on one or more tailored or existing course(s)/study(ies) for which DFC scholarships will be provided, the below steps will apply in terms of the application process.

***Please note** that the application process will differ depending on whether the course/study is tailored particularly to the DFC Scholarship Programme and open to applications only through this Programme, or whether it is an existing course/study by an institution of higher education open to applications from outside the DFC Scholarship Programme through the regular application process of the respective institution of higher education.*

Please note that the Scholarship Programme is intended to complement and support initiatives under the individual SSC projects and to contribute to the achievement of the SSC project goals. The selection of participants should therefore be closely linked with the priorities for the SSC project. Applications for scholarships can therefore only be submitted by the Sector Counsellors directly and not by the individual candidates. All candidates are expected to be endorsed by the Sector Counsellor submitting the application based on his/her assessment of the importance of their participation to their organization and to the SSC project goals.

Application process for new TAILORED options developed specifically for the Scholarship Programme

The following steps will apply in terms of tailored options:

- a. DFC will send a formal communication to relevant Sector Counsellors on the selected courses/studies relevant to their thematic area, together with information on the maximum number of scholarships available for the respective SSC project, as well as the tentative course description and programme from the place(s) of study.
- b. The deadline for submission of applications by the Sector Counsellor will be communicated by DFC and will, as a general rule, be **no less than 4 months** before course start.
- c. Sector Counsellors will identify candidates for the course(s) from among partners and other national actors related to the particular SSC project, which the Sector Counsellor endorses for a scholarship for the course(s). DFC will endeavour to allow Sector Counsellors **no less than 6 weeks** to identify candidates. The Sector Counsellor must fill the 'Formal Application Form for scholarships under the DFC Scholarship Programme' (see Annex II) with details on the candidates, and sign off on the form using an electronic signature. The Sector Counsellor must likewise send the form 'Information Sheet - Individual Candidates' (see Annex III) to each of the candidates included in the application form, for them to each fill in this form. The Sector Counsellor should then submit the 'Formal Application Form for scholarships under the DFC Scholarship Programme' to DFC, together with the filled-in Information Sheets, passport copies and CVs for each candidate.
- d. Sector Counsellors are highly advised to undertake interviews with the candidates prior to their endorsement to assess, whether they have the required level of English to actively follow and engage in the course both orally and in writing. Sector Counsellors will be asked to confirm this in the application form.
- e. DFC will evaluate the candidates and make a pre-selection based on the selection criteria in section VII above, and submit the list of pre-approved candidates proposed for scholarship to the relevant place(s) of study.

- f. The place(s) of study will evaluate the candidates to confirm whether they fulfil the academic qualifications/requirements to be able to follow and benefit from the course. In case of discrepancies with the candidates pre-selected by DFC, the evaluation of the place(s) of study will prevail unless additional information is provided by the Sector Counsellor/candidate to show that needed qualifications/requirements are fulfilled.
- g. DFC will communicate the result of the selection process to the Sector Counsellor for confirmation that the selection is in line with SSC priorities.
- h. DFC will send a formal communication to the Sector Counsellor, the respective Danish Embassy and the respective focal point(s) from the Danish partner authority confirming the selected candidates. Sector Counsellors are expected to inform the candidates of their selection.
- i. DFC will contact the selected candidates to initiate the visa and ticketing process. DFC will likewise send the selected candidates additional information on their stay in Denmark, at Letter of Invitation for use in the visa application process, their flight tickets and their insurance papers.
- j. In cases where a selected candidate proves unable to participate in the course, Sector Counsellors may identify an alternate candidate. Applications for alternate candidates must be submitted by the Sector Counsellor **no later than 2 months prior to course start for countries where visa is required and no later than 1 month prior to course start for countries where visa for Denmark is not required**. Applications for alternate candidates must be submitted using the same application procedure described above.

Application process for EXISTING courses/studies offered by universities or university colleges

- a. Sector Counsellors may submit applications to DFC for pre-approval of scholarships for full master programmes or existing courses at Danish institutions of higher education throughout the year. Only a limited number of scholarships for full master programmes will be supported each year and will be weighed against scholarships provided for other opportunities for the SSC project in question.
- b. Applications for pre-approved scholarships should be submitted to DFC no later than **5 months** before the application deadline set by the university.
- c. The Sector Counsellor must fill the 'Formal Application Form for scholarships under the DFC Scholarship Programme' (see Annex II) with details on the candidates and sign off on the form using an electronic signature, following which the form should be submitted to DFC.
- d. DFC will confirm to the Sector Counsellor whether the candidate has been pre-approved for a DFC scholarship at least 3 months before the application deadline, and will share information on the university's application deadline, requirements and procedures with the Sector Counsellor.
- e. DFC will communicate to the respective university, which candidates have been pre-approved for a DFC scholarship.
- f. Candidates pre-approved for a DFC scholarship will need to submit their application for the course/study for which they have been pre-approved following university deadlines, requirements and procedures.
- g. Please note that the pre-approval by DFC of a scholarship constitutes **no guarantee** that the candidate will be admitted by the university. Candidates will be admitted only in as much as they fulfil the application and academic requirements set by the university. **DFC will not play any role in terms of the admission process and will have no influence over neither university requirements nor whether a candidate is admitted or not.**
- h. Should the candidate be admitted, the candidate must immediately inform DFC and forward the admission letter and a copy of the candidate's passport to DFC. DFC will confirm the granting of the

scholarship to the candidate and the respective Sector Counsellor only upon admission and once the university has confirmed that all requirements have been met by the candidate.

- i. DFC will cover costs related to mandatory language test and application fees in line with university requirements. Please see section XI for further information.
- j. DFC will contact the selected candidates to initiate the visa/resident permit and ticketing process. DFC will likewise send the selected candidates additional information on their stay in Denmark, at Letter of Invitation for use in the visa/resident permit application process, their flight tickets and their insurance papers.

B. Expectations of DFC Scholarship Holders

Scholarships through the DFC Scholarship Programme are costly and highly sought after, and the process for obtaining them highly competitive. Each scholarship is an investment in improving individual learning, skills and competencies and in supporting organizational learning, strengthening and growth.

DFC scholarship holders are therefore expected to:

- a. Participate actively in all elements of the course/study for which they have been selected. Participation is **mandatory**. Should the participant be prevented from participating he/she is expected to show due cause to both DFC and the place of study. Absence without due cause will result in reduction in per diems and, should the absence be of a longer duration, may result in the termination of the scholarship.
- b. Undertake any and all private travel during their stay in Denmark outside the course programme. Should the participant be late for or absent from course lectures, whether due to travel delays or otherwise, such absence will likewise result in reduction in per diems. All arrangements related to private travel will be the sole responsibility of the participant.
- c. Carry himself/herself in a professional manner and treat all fellow students and teachers in an equal and courteous manner, without prejudice as to race, gender, colour or creed.

C. What Does a DFC Scholarship Cover?

A DFC scholarship will cover the following:

- a. Study fee to the place of study, paid directly by DFC.
- b. Application fees required by the place of study, where applicable. The fee will be paid by the scholarship holder and refunded by DFC.
- c. Visa fees, where applicable. The fee will be paid by the scholarship holder and refunded by DFC.
- d. Residence permit, where applicable. The fee will be paid by DFC.
- e. Mandatory language tests, where applicable. The cost will be paid by the scholarship holder and refunded by DFC.
- f. International travel to and from Denmark for the course/study. Tickets will be booked by DFC and sent directly to the participant.
- g. Per diems/allowances, paid to participants by DFC within the first few days of arrival.
- h. Accommodation in Denmark. Accommodation will be booked by DFC and will be either at DFC's own student hostel on Hostrupsvej 22, 1950 Frederiksberg, or at a hotel as close as possible to the place of study, depending on availability.
- i. Transportation to and from the place of study. Participants will receive a travel pass from DFC upon arrival.

- j. Other transportation related to the course. Participants will be picked up at the airport upon arrival.³ All cost of transportation related to the course, e.g. for visits at authorities and companies will likewise be covered. Participants may in some cases be required to make the initial payment, following which they will be refunded by DFC.

Transportation in connection with obtaining visas will **not** be covered. **No** transportation in the participant's own country related to the travel will be covered, including transportation to and from the participant's residence/office and the airport. Such transportation costs are expected to be covered by the participant's organization.

V. Other Learning Opportunities in Connection with a DFC Scholarship Programme Course

Whereas most courses and learning programmes under the DFC Scholarship Programme will be tailored to the participants, the Sector Counsellor or Danish partner authority may deem it relevant to organize additional learning opportunities, such as meetings, field trips, etc., for individual participants or groups of participants in connection with the DFC course or learning programme.

DFC welcomes this as long as participants will still be able to draw the full benefits of the course and learning programmes in which they are participating.

To ensure this, DFC recommends such initiatives to be arranged as a closely linked and extended element of a DFC course or learning programme, in which case the DFC Scholarship Programme may cover all expenses related with the initiatives (please see requirements under section A below).

If the Sector Counsellor or Danish partner authority do not wish to make use of this option, but would still like to arrange for additional activities for their partner(s) in connection with a course or learning programme under the DFC Scholarship Programme, Sector Counsellors and Danish partner authorities should ensure that the planning of additional activities follow the guidelines set out in section B below – again to ensure that participants are able to draw the full benefits of the course and learning programmes they are participating in.

A. Additional Opportunities Supported by the DFC Scholarship Programme

The DFC Scholarship Programme may cover initiatives outlined below in as much as these are deemed by DFC to be an integrated element of the course or learning programme for which a partner or national actor has been granted a scholarship.

- a. Internships of up to 2 weeks duration at institutions or entities relevant to the SCC project and the achievement of SSC targets within the subject area of the learning programme for which the participant has been granted a scholarship. A signed agreement with the institution or entity, as well as learning goals and a tentative programme for the internship, must be sent to DFC **no later than 2 months** before the participant's departure for the learning programme, so that DFC may approve it in time to reflect the extension in the relevant travel documents.
- b. Meeting programmes before/after the beginning/end of the course of up to 3 days duration covering meetings with stakeholders relevant to the SCC project and the achievement of SSC

³ Please note that as per the Guide to Danida Fellows, in cases of flight cancellations or delays it may not be possible to arrange for pickup, in which case DFC will refund the cost of a taxi to the place of accommodation.

targets within the subject area of the course or learning programme for which the participant has been granted a scholarship. The tentative meeting programme must be submitted to DFC **no later than 2 months** before the participant's departure for the course or learning programme, so that DFC may approve it in time to reflect the extension in the relevant travel documents.

Sector Counsellors or Danish partner authorities are expected to make all arrangements concerning the internships or meeting programmes. DFC will only cover additional costs related to accommodation, per diem and travel. DFC may provide support in arranging and managing the internships or meeting programmes under the conditions set out in the DFC document 'A Tool for Change'.

B. Additional Activities Arranged by the Sector Counsellor or Danish Partner Authority

Sector Counsellors and/or Danish partner authorities may wish to use the opportunity of their partners being in Denmark for studies to set up additional meetings or other activities for the partner(s), which are relevant in terms of the wider SSC project but that are not necessarily closely enough linked with the course or learning programme under the DFC Scholarship Programme to be directly supported under this programme in line with section A above.

It is in this case **highly recommended** to arrange for the partner(s) to either arrive some days before or stay some days after the course or learning programme instead of arranging the additional meeting during the course period, which is likely a busy time for participants. This will allow participants to focus on the course/study. DFC may assist in ensuring a letter of invitation, visa and insurance for the full duration of the stay, as long as DFC is informed about the dates of the extended stay **no later than 2 months** ahead of the participant's planned departure for Denmark.

All additional costs involved in the extended stay **must** be covered by the Danish partner authority or the participant's own organization.

If the Sector Counsellor and/or the Danish partner authority plans additional meetings *while* the participant is attending a course under the DFC Scholarship Programme, DFC will ask that the following guidelines are followed:

- a. Meetings should not be confirmed until the final course programme is available.
- b. Additional activities must be scheduled only before or after the course programme, leaving enough time for the participant to arrive from or get back to scheduled course activities.
- c. An overview of planned additional activities should be sent to DFC no later than 3 weeks before the course.
- d. Additional activities should not be of a scope where the participant is unable to concentrate fully on the course/study.
- e. A final programme for additional activities should be sent to DFC no later than 7 working days before course start to allow for adequate coordination with the place of study and DFC's other activities. The programme should include information on board and travel arrangements, as well as a contact person for each activity. It is advisable to arrange for accompaniment to and from the activity venue.

VI. Evaluation of DFC Scholarship Programme support

The DFC Scholarship Programme Reference Group, made up of representatives from the MFA Evaluation Department and the SSCF Secretariat, Sector Counsellors and focal points from among Danish partner authorities, plays a key role in continuously evaluating the relevance of the Scholarship Programme and contributing suggestions and input to inform the future direction of the Programme. The Reference Group

will meet 3-4 times annual to discuss pertinent issues related to the Scholarship Programme. The Reference Group will likewise at least once a year review the Guidelines for the DFC Scholarship Programme. MFA, Sector Counsellors and Danish partner authorities thus play an important and active part in securing the continued relevance of the Programme.

DFC will also undertake a number of surveys to evaluate and ensure the continued quality of the opportunities offered through and approach of the Scholarship Programme. The tools employed will include:

- a. Post-course survey to gauge participants' satisfaction and take-away from their scholarship period.
- b. Annual survey to gauge the Sector Counsellors' satisfaction and assessment of the benefits and results of the programme.
- c. Annual tracer study including a subset of participants of tailored courses or learning programmes to gauge the learning and results at individual and organisational level resulting from their participation in the courses or learning programmes.
- d. Annual outcome assessment focusing on one or more country to gauge organisational and sectoral changes to which the DFC Scholarship Programme has contributed.

DFC will share a number of annual reports with partners and stakeholders to provide inputs relevant to their evaluation of the result of their use of and contributions to the Scholarship Programme, as well as contribute to the dialogue on how the Scholarship Programme may be further improved:

- a. A country level report for the Embassy covering feedback from all Sector Counsellors and participants in DFC Scholarship Programme courses from that country, as well as the results of DFC tracer studies and outcome assessments (every third year) relevant to SSC projects in that particular country.
- b. An SSC project level report for the Sector Counsellor and Danish partner authorities involved in that project, covering feedback from the Sector Counsellor and participants in Scholarship Programme courses through that particular project, as well as the results of DFC tracer studies and outcome assessments (every third year) relevant to that project.
- c. A report for each place of study contributing with tailored courses under the DFC Scholarship Programme, covering feedback from Sector Counsellors and participants, as well as tracer study and outcome assessment results, relevant to courses held by the place of study.

ANNEXES

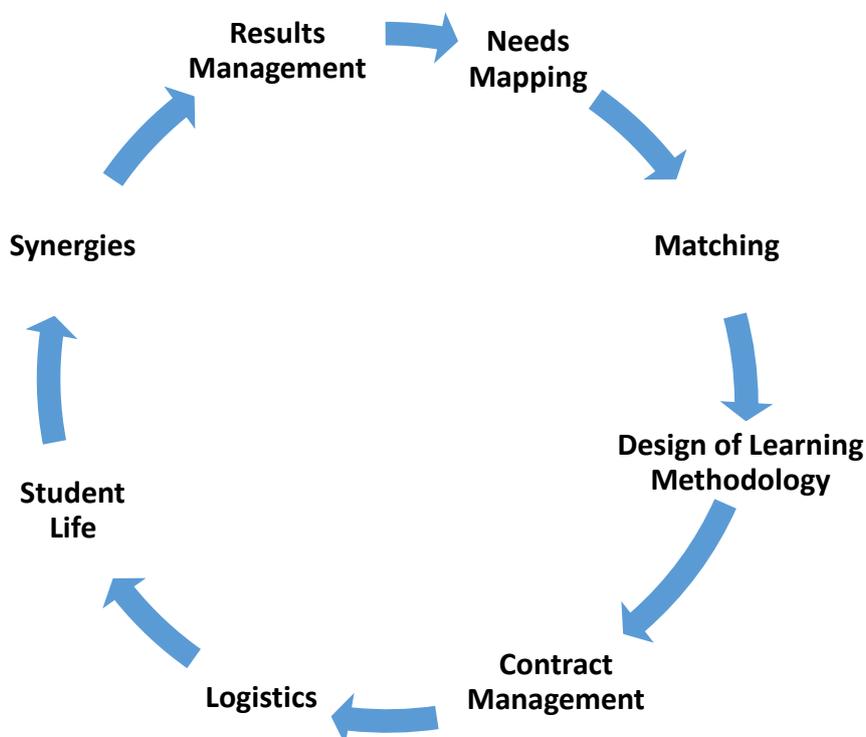
Annex I: Illustration of DFC's services under the Scholarship Programme

DFC provides services during the various steps of a scholarship. DFC supports the **mapping of needs** and the **matching** of these with relevant education and learning opportunities. DFC provides guidance, support and direction in terms of the **design of learning methodology** for all tailored courses offered under the Scholarship Programme.

DFC **manages contracts** with educational institutions for tailored programmes and fee payments in terms of existing courses and degree studies. DFC also handles all **logistics** involved in scholarship holders' travel to and from Denmark, as well as their stay in Denmark, and offers a number of social activities and events to improve **student life** in Denmark.

DFC ensures **synergies** between its various activities in capacity development, research and the Danida Alumni Network, providing opportunities for course participants from e.g. public, private and civil society entities, researchers, Danish authorities and Danish companies to come together and share knowledge and experience.

DFC emphasizes **results management** and ensures quality assurance and the monitoring and documentation of the quality and results of its initiatives for continued education, learning and capacity development.



Annex III: **Information Sheet for Individual Candidates**

Danida Fellowship Centre

Scholarship Programme



Information Sheet - Individual Candidates

Strategic Sector Cooperation Facility

Please submit the form to the Sector Counsellor for the project with which you are connected and from whom you will have received this form.

Please answer all questions; please type or write your details in **Capital Letters** and make sure that names given in this form are exactly the same as in your passport. This form should (if possible) be accompanied by a copy of your passport (the page with your name).

Please make sure that your e-mail address is active.

Please attach
a recent photo in colour
here

1. Title of requested course/study and name of Danish University/Institute

2. Dates of requested course/study programme

3. Surname (as in your passport)

Given name(s) (as in your passport)

<input type="text"/>	<input type="text"/>
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4. Place of work (Organisation name, official address, town, country and telephone number)

5. Nationality

6. Date of birth (day/month/year)

7. Private mobile phone

8. Sex

Male Female

9. Preferred e-mail address (which you check regularly)

10. Passport no.

11. Passport date of expiry (day/month/year)

12. Whom to notify in case of emergency?

Name:
Relationship:
E-mail:
Mobile number:

13. EDUCATIONAL BACKGROUND

Highest degree of education obtained

(Please indicate e.g. Bachelor, Master, PhD, etc.)

Name of highest degree obtained

(Please indicate full title of degree, e.g. Master in

14. PROFICIENCY IN ENGLISH

	Fluently	Well	Not easily
Speaking English	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reading English	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Writing English	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. Country/city (international airport) you wish to travel from and return to?

16. Have you been in the Schengen area within the last 6 months?

Yes

No

17. If yes when? (day/month/year)

18. and for how many days within the last 6 months?

19. Any remarks that you may wish to add?

20. Please attach the following documents, e.g.:

- Copy of passport
- Recent passport size photo in colour

21. I declare that the statements given by me in this form are true and complete. Furthermore:

1. I declare that I do not have any illness, which may prevent me from participating in the course or study.
Furthermore, I declare that in case of pregnancy my expected delivery date is no less than 8 weeks after the last day of the course. If there is any significant change in my condition between signing this form and leaving for the course or study, I will inform DFC immediately;
2. I will at all times conduct myself in a manner befitting my status as a holder of a DFC Scholarship;
3. I shall devote my full time to the course or study as directed by the study place and Danida Fellowship Centre;
4. I will return to my home country at the end of my scholarship stay; and
5. I shall accept to be sent home in the event of either a serious incident/development making me unfit to satisfactorily complete my studies or because of a lack of compliance with the four points listed above.

Place and date

Name in capital letters

Signature of applicant

Annex IV: **Mandatory learning elements for tailored programmes**

DFC has provided courses and other learning opportunities for Danida-funded partners for the past 25 years and has extensive experience with this particular target group. Over the years, DFC has piloted and applied many different learning methodologies and has developed a number of good practices, which in DFC's experience suits the target group well and increases the chance that individual learning is translated into organisational learning and change.

Based on this and in dialogue with Sector Counsellors and Danish institutions of higher learning DFC will for each tailored programme emphasize the inclusion of the following elements:

- **Learning by seeing** (it applied): All tailored options should include exposures in the shape of visits to and knowledge sharing by institutions with experience in applying the knowledge, tools and competencies taught during the course.
- **Learning by doing / applying**: All tailored options should include case or project work, where participants are asked to apply the new knowledge and tools to a case relevant to their own home context.
- **Learning by example**: DFC scholarship holders all have a wealth of knowledge and experience from various country and institutional contexts – both in terms of challenges, what works and what doesn't work. All tailored options should facilitate opportunities for structured peer learning, where participants are drawn on as resource people and learn from each other.
- **Translating learning into action**: DFC has for several years in most of its courses applied a so-called action plan approach. The action plan, to be developed by each participant as part of the course, has proven a useful tool in translating individual learning into organisation learning and change. All tailored options are expected to apply the action plan approach.
- **Passing on the learning**: The wider impact of a course will to some degree bear on the participants' ability to pass on course learnings to other colleagues within his/her organization. All tailored courses must include approaches that enable participants to argue and make a case for the new knowledge and insight derived from the course.

For further guidance in developing tailored options under the DFC Scholarship Programme, Danish institutions of higher learning are invited to explore the document "Learning for Change" (*working title*) available from DFC.⁴

⁴ The document will be available in early 2018

Annex V: Tentative Course Description Template – Study Provider

All course descriptions must as a minimum include the elements outlined in the template below.

Course Description Template

Tailored Courses under the DFC Scholarship Programme

1. Overall description of course

[This should include a general overview of the course focus and content, including recommended number of participants and a brief description of the intended target group. 1-2 pages maximum]

2. Learning goals

[This should include 3-5 learning goals for what participants are expected to take away from the course in terms of new knowledge, thinking and behaviour. The goals should be described as ‘end state’, e.g. ‘As a result of the course, participants will be...’]

3. Approach to mandatory learning elements (see ‘Guidelines for DFC Scholarship Programme’)

[This should include a brief description of how the course will incorporate each of the mandatory elements for tailored courses under the DFC Scholarship Programme, as well as the approach in doing so]

- Learning by seeing (Exposure visits)
- Learning by doing/applying (e.g. case or project work)
- Learning by example (Peer learning)
- Translating learning into action (Action Plan)
- Passing on learning

4. Tentative course programme

[This should as a minimum present the intended thematic focus for each day, as well as indicate days allocated to e.g. exposure visits, project/case work, action planning and eLearning]

Annex VI: **Tentative Budget Template – Study Provider**

All course budgets must as a minimum include the elements outlined in the template below.
All budget lines must specify any overhead applied.

PLEASE NOTE that a specified budget must be agreed before a contract can be signed

Budget Template	
Tailored Courses under the DFC Scholarship Programme	
Budget Line	Cost
<p>1. Course fee per participant <i>[The figure should be based on expected participant number as indicated in the course description. If there is a minimum course fee for the course regardless of the number of participants, this should be included in a footnote to this budget line]</i></p>	
<p>2. Planned exposure visits <i>[This figure can be indicative and does not need to be broken down by individual expenses for each exposure visit, but must include one budget line for each exposure visit with an estimate of total expenses for that particular visit]</i></p> <p>a) Exposure visit #1 [if location of exposure visit is known, please include this] b) Exposure visit #2 [if location of exposure visit is known, please include this] c) Exposure visit #3 [if location of exposure visit is known, please include this]</p> <p>TOTAL - Exposure visits</p>	
<p>3. Reimbursables <i>[This could include e.g. fees for external lecturers or remunerations for external resource people as part of exposure visits. The budget post should be specified with an indicative figure for each particular reimbursable]</i></p>	
<p>4. TOTAL COURSE COSTS</p>	