



DANIDA FELLOWSHIP CENTRE

ANNUAL REPORT 2010

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ABBREVIATIONS

CBS	Copenhagen Business School
DANIDA	Danish International Development Assistance
DFC	Danida Fellowship Centre
DFP	Danida Fellowship Programme
DTI	Development Training Institutions
ELSP	Emerging Leaders Scholarship Programme
ERH	Business and Contract Department, Ministry of Foreign Affairs
EVAL	Evaluation of Development Activities, Ministry of Foreign Affairs
FL	The Budget
FFU	Consultative Research Committee for Development Research
GIMPA	Ghana Institute of Management and Public Administration
HRD	Human Resources Development
ITP	International Training Programme
KU-LIFE	Faculty of Life Sciences, University of Copenhagen
MBA	Master in Business Administration
MFA	Ministry of Foreign Affairs
MS	MS Actionaid, Denmark
MSc	Master of Science
M&E	Monitoring and Evaluation
NFP	Netherlands Fellowship Programme
PPP	Public-Private Partnerships
STI	Training Institution in South
TSA	Technical Advisory Service – Development Assistance, Ministry of Foreign Affairs
UMCK	MFA Competence Centre

1. PREFACE

DFC has tasks within two main fields, which are implementation of the fellowship programme and administration of the development research assistance. DFC's level of responsibility varies for the two tasks, as DFC for the fellowship programme administers and implements within a framework defined by MFA, and for the research assistance performs secretariat functions only.

The central fellowship grant is earmarked for courses targeting the need of the Danida supported activities. The themes of the interdisciplinary courses and the short courses aimed at the private sector are continuously revised and are closely following the current trend of priorities of Danish development assistance, such as strengthening of economic growth and support to the development of the private sector, primarily in Africa. By a continuous dialogue with embassies and relevant offices at the Ministry of Foreign Affairs DFC ensures that the fellowship programme remains demand driven.

The composition of the fellowship programme's courses has changed significantly in 2010, and the process of transferral of the short interdisciplinary courses is on-going with cooperation agreements with six training institutions in South (STI). Many actors play a role in the process, and not all actors have the same perception of urgency as DFC. It is primarily the three actors (DFC, STIs, and Embassies), who are influencing the speed of the transferral of courses, taking into account need assessment, timing of the courses, availability of teachers and teaching facilities, and communication.



Public Policy Analysis

Kenya Institute of Administration
(KIA)

All course topics in 2010 are endorsed by ERH (and by the respective Embassy for the courses in the developing countries) and fall within the overall Danida strategic areas. DFC assesses, that the utilization in 2010 of the central grant has been meaningful compared with the objectives of the fellowship programme.

The research unit has been located at DFC for more than two years, and the annual main application round has passed without problems. The administration of the projects in Vietnam and Tanzania, for which the South partners are responsible for the implementation of the research projects, still haven't found a well working practice, and DFC is constantly using many resources on the administration of these projects.

The results in relation to the performance targets laid down in the cooperation agreement are included in the present report in addition to overall statistics in the appendices. Supplementary statistics are to be found at DFC's web site.

1.1. Organisation

Danida Fellowship Centre (DFC) is a self-governing institution which receives grants via MFA.

DFC administers the grants of the following budget lines in the Budget:

- § 06.32.04.11 – Fellowship grant,
- and the research grants as follows
 - § 06.35.01.10 – Projects in Denmark
 - § 06.35.01.11 – Research activities
 - § 06.35.02.10 – International agricultural research
 - § 06.35.02.11 – Other international development research

The strategic overall development policy oriented tasks in relation to the research grants are retained in TSA/MFA.

DFC's management consists of a director and a governing body appointed for a three-year period by the Director of Development Policy, MFA.

The present governing body was appointed July 1, 2009, and consists of:

Chairman, Professor **Henrik Hansen**, University of Copenhagen,
(KU-LIFE Institute of Food and Resource Economics)
Director **Mette Vestergaard**, Mannaz
Lecturer **Michael Wendelboe Hansen**, Copenhagen Business School,
(Department of Intercultural Communication and Management)
Senior researcher **Ninna Nyberg Sørensen**, Danish Institute for International Studies
Consultant **Svend Erik Ladefoged**, HAP Consultants

The meetings of the governing body in 2010 took place on March 22, June 18, August 11, September 24, and November 25.

DFC's constitution can be found on DFC's web site.

A three-year cooperation agreement for the period 2010-12 was signed in January 2010 by DFC's governing body and MFA. With reference to the agreement DFC's administration is to follow the main principles in MFA's guide: "Administrative retningslinjer for ramme-organisationer", and in July 2010 exemptions in relation to the said guide were laid down.

1.2. Values, Vision, Mission, and Goals

DFC's values are:

- Making a difference***
- Professionalism***
- Cohesion***
- Commitment***
- Respect***
- Humour***

DFC's vision, mission and goals for the fellowship programme are as follows:

- Vision: *Sustaining development through training*
- Mission: *DFC ensures the quality of the training of fellows coming from developing countries and who are affiliated with Danish development assistance.*
- Goals: *DFC gives fellows qualifications to work in their home country*
DFC ensures relevant studies at the right price
DFC creates the best framework for the study period

Cooperation Agreement, appendix 1, item 6: Introduction of anti-corruption policy/behaviour codex

Performance target: DFC's anti-corruption policy and behaviour codex are known and observed by DFC's employees, partners and suppliers.

Indicator: Anti-corruption policy and/or behaviour codex is available before September 1, 2010 and put into service by DFC's employees.

Reporting: DFC's anti-corruption policy is introduced and in use by DFC's employees per September 1, 2010. DFC's anti-corruption policy is available on DFC's web site including a link to MFA's anti-corruption hotline service.

All employees responsible for entering contracts have in 2010 enrolled for UMCK's anti-corruption course.

2. THE FELLOWSHIP PROGRAMME

2.1. Training Activities

The tasks of the fellowship administration are carried out in cooperation with MFA and Danida programmes/projects and in compliance with the guidelines laid down by MFA for implementing centrally and programme/project funded fellowships. These guidelines include that all fellows on a Danida funded fellowship in Denmark must be administered by DFC in order to ensure the homogeneity of the quality of the training and living conditions in Denmark.

The tasks are:

1. Danida policy prioritized capacity building (here termed interdisciplinary courses), subsidized by the central fellowship grant. The grant may be used for planning, implementing and monitoring of training activities within:
 - Danida's development policy priorities:
 - 1) freedom, democracy and human rights
 - 2) growth and employment
 - 3) gender equality
 - 4) stability and fragility
 - 5) environment and climate
 - General management topics and/or topics within special sectors
 - Other cross-cutting themes
 - Relieve and prevention of disasters
 - Course activities of innovative nature (e.g. courses in Spanish/French)
 - Topics related to preparation of HRD interventions in the programmes/projects (e.g. Training Need Analyses, Human Resources Development Plan).

DFC negotiates and enters into contract with the place of study. Relevant embassies and units in MFA are invited to forward candidates. The courses are conducted in the Danida partner countries or in Denmark. The Danida programme/project pays DKK 2,500 per course week per participant at interdisciplinary courses in Denmark and DKK 1,500 for courses conducted in the partner countries.

2. 120 fellowships: Up to 120 fellowships aimed towards the private sector in the Danida partner countries for courses and studies at Danish universities and training institutions. The aim is to enhance the technological innovation in continuation of the strategy for development of the private business sector. DKK 10 million are earmarked annually for this activity in 5 years (2008-2012).

DFC negotiates and enters into contract with the place of study. The topics are determined in cooperation with the embassies, and relevant embassies and units in MFA are invited to forward candidates.

3. Danida programmes'/projects' capacity building consisting of interdisciplinary courses and/or tailor-made courses developed especially to meet the programme's/project's needs and requirements. The courses are conducted either in the partner country or in Denmark. The latter only after the relevant embassy has affirmed that the resources for conducting the needed training course are not available locally.

DFC negotiates and enters into contract with the place of study. Participation in the interdisciplinary courses is paid for by DKK 2,500 / DKK 1,500 per course week per participant. The tailor-made courses are fully financed by the sector programme /project /NGO grant (study fee as per factual expenses and air tickets, accommodation and allowances as per fixed list prices).

4. Master and PhD programmes at Danish universities financed by the sector programme/ project grants and carried out on the recommendation of relevant units in MFA, including embassies.

DFC enters into contract with the university.

5. Emerging Leaders Scholarship Programme (ELSP) under which programme young professionals from developing countries may be granted a one-year full-time MBA at Copenhagen Business School or Aarhus School of Business, or a two-years MSc at KU-LIFE. The programme is primarily aimed at female African candidates. The agreement comprises fellowships financed 90 % by the grant and 10 % from other sources. There is DKK 10 million earmarked annually for five years (2007-2011).

DFC enters into contract with the respective universities.

6. Business fellowships, under which scheme Danish companies, which have won a contract (not Danida financed) in a developing country, may receive a grant for training people in Denmark for the partner in the developing country. The scheme is financed by the central fellowship grant. The total expenditure to business fellowships was in 2010 limited to DKK 5 million and is in 2011 limited to DKK 4 million as per the Budget. The scheme phases out in such a way that no new commitments are given after April 1, 2011.

DFC negotiates and enters into contract with the place of study which for most of the contracts is the company in question.

7. Sino-Danish Scientific and Technological Cooperation, under which agreement Chinese researchers are offered to come to Denmark for ten months, maximum 10 researchers per year. A committee under the Ministry of Science, Technology and Innovation is selecting the projects, and DFC administers the fellowships financed by the central fellowship grant.
8. Study tours for different groups of participants (members of Parliament, municipalities and/or members of county councils, civil servants etc.) financed by and carried out on the recommendation of relevant units in MFA, including embassies.

DFC negotiates and enters into contract with the place of study/co-ordinator of the arrangement of the tour.

9. PPP (Public-Private Partnerships) include formation of a fellowship fund for studies at KU-LIFE. The studies are financed half by Danish firms and a matching other half by Danida. The last fellowship grant was awarded in 2010.

In addition, DFC administers study stays for students at the research institutions in Denmark and other students in Denmark financed by Danida's development research grants. The research programmes/ institutions are invoiced/debited fixed list prices for accommodation and allowances and the factual cost of the air tickets.

Furthermore DFC carries out limited commercial services (primarily accommodation) for the sake of capacity utilization.

2.2. Overall Outcome

Cooperation Agreement, appendix 1: Strategy

Performance target: A long-term strategy for DFC's fellowship activities is available.

Indicator: Strategy for fellowship activities 2010-2012 is available prior to the governing body's discussion of activity plan and budget for 2011.

Reporting: DFC produced the first draft of "Strategy for Capacity Development and Development Cooperation under the Danida supported Fellowship Programme 2010-2012" at the board meeting December 14, 2009. The draft was approved under the condition that the comments of the board were worked into the strategy. The activity plan for 2011 was discussed at the board meeting August 11, 2010 and the budget for 2011 was approved at the board meeting September 24, 2010. The current version of the strategy is available on DFC's web site.

Cooperation Agreement, appendix 1, item 1: A demand driven and development politically relevant fellowship programme

Performance target 1: The receiving institutions and Ministry of Foreign Affairs are satisfied with the fellowship programme.

Indicator 1: More than 90% participants' satisfaction and effective course utilization.

Reporting: The level of activities in Denmark in 2010 is overall at the same level as in 2009.

There have been 413 participants at 23 interdisciplinary courses in Denmark with the programme financing of DKK 2,500 per course week. The effective course utilization indicating the need and relevance of the course is calculated by the ratio between the available places and the actual selected number of participants; cancellations outside the control of DFC have not been deducted. The effective utilization calculated as described above was corresponding to 98%. The actual utilization was 91%.

There was an increase in the short courses aimed at the private sector, and for the first time the annual grant of DKK 10 million was fully utilized. Eleven short courses were conducted with 189 participants in total and in addition 12 fellows participated in two of the interdisciplinary courses. The effective course utilizations with reference to above basis of calculation were 95% and 84%, respectively. The big difference between calculated and actual utilization reflects that the participants from the private sector are not paying any course fee, and cancellation is therefore at no cost.

Five tailor-made courses were conducted in Denmark in 2010, out of which one course included a component in the home country similarly to 2009. In all the cases DFC has proposed the course to be conducted locally or regionally, but the programmes/embassies opted for the course to be conducted in Denmark. All activities were fully financed by programme funds. Repeated

“ordering” of both tailor-made courses and study tours by units in MFA and embassies indicate full satisfaction with DFC’s services.

The participants’ satisfaction of the short courses (interdisciplinary courses, courses aimed at the private sector, tailor-made and business fellowship courses), in addition to the applicability of the course are measured by the final individual evaluation (*end-of-study-questionnaire*). The response rate has been high in 2010, namely 86%, equal to 630 responses.

The evaluation includes the following questions:

The applicability of the course in relation to your job tasks

out of 4 possibilities	<i>little</i>	<i>some</i>	<i>most</i>	<i>almost all</i>
the respondents answered in 2010	0,3 %	3,1 %	36,5 %	60,1 %
- and in 2009	0 %	4,9 %	34,6 %	60,5 %

and:

The relations to teachers and course management

out of 4 possibilities	<i>poor</i>	<i>fair</i>	<i>good</i>	<i>excellent</i>
the respondents answered in 2010	0 %	1,4 %	25,8 %	72,8 %
- and in 2009	0 %	0,7 %	27,9 %	71,3 %

Overall it is a very satisfactory feedback with more than 60% of the received replies indicating that a large part of the course is directly applicable to the work situation in the home country, and that the teachers and course management are evaluated to be excellent by more than 70%.

Dissatisfaction with the full package in Denmark may be entered at the last page of the *end-of-study* questionnaire. Similar to the previous years, some of the responses include minor discontentment and/or proposals for improvements, while none of the responses had comments of a very negative nature.

Master of International Health at the University of Copenhagen had an intake in 2010 of 14, all fully financed by programme funds.

The intake at the ELSP supported MBA-/MSc-studies have increased significantly in 2010 in relation to previous years. Seven fellows commenced the one year full time MBA at CBS, three fellows commenced the Sustainable MBA at Aarhus School of Business, and five fellows commenced the two-year MSc in Agribusiness and Food Economics at KU-LIFE. They are all funded 90% by the ELSP-grant and 10% from other sources. In 2010 DKK 8.1 million were committed out of the DKK 10 million earmarked for ELSP.

The overall activities are shown in appendix 1, and supplementary statistics including the distribution of fellows per developing country, and courses etc. are available on DFC’s web site.

The female share of fellows in Denmark, including the researchers, has decreased from 36.8% in 2009 to 30.2% in 2010. Even though the share is fluctuating, it has been at ± 30 % throughout the years.

Cooperation Agreement, appendix 1, item 1: A demand driven and development politically relevant fellowship programme

Performance target 2: Substantiation of the positive influence of the fellowship programme on the participants' competences.

Indicator 2: Improved monitoring and evaluation system will be carried into effect in 2010.

Reporting: As part of DFC's general updating of M&E procedures and systems an updating of DFC's *follow-up* procedures was commenced in September 2010 by meeting a representative of EVAL (Evaluation of Development Activities) for further discussion of how DFC, in EVAL's opinion, best may measure the *impact* of the fellowship courses. EVAL confirmed DFC's belief, that it falls outside the possibilities of DFC to measure impact at the *organizational* level, but that it will be possible to measure the effect at *individual* response, learning and behaviour level.

Subsequently DFC has adjusted the *end-of-study* questionnaire and guidelines in such a way that the places of study in future will measure and be measured on similar parameters at response level. These include relevance, applicability, pedagogic method, teaching materials, and logistics etc. The parameters were developed at a workshop where the Danish places of study were invited to contribute to the process.

With regard to measuring the effect at the next levels DFC will enter into contract with an external consultant in preparation for an updating/adjustment of the existing *follow-up* questionnaire. Focus of the effect measurements will be the fellows' action plans, and in 2011 a survey of the courses conducted in 2010 will be carried out in order to establish a base line.

In relation to results from *end-of-study* questionnaires in 2010 refer to the paragraph above.

Cooperation Agreement, appendix 1, item 2: Increased utilization of training institutions in developing countries

Performance target: 50% increase in the number of course weeks conducted annually in programme countries and South Africa.

Indicator: 42% share of the planned courses in developing countries in relation to the total number of courses in 2011, increased in relation to the planned 2010 share of 28%.

Reporting: The planned 2011 interdisciplinary courses in developing countries (740 course weeks) are equivalent to 42% of the total number of planned interdisciplinary courses (1760 course weeks).

In Uganda, Kenya, Benin and Burkina Faso 167 fellows participated in 9 interdisciplinary courses, programme financed by DKK 1,500 per course week and with an effective course utilization of 94% (actual utilization = 92%).

In 2009 DFC commenced an exchange programme for lecturers and course coordinators from the STIs, which DFC is co-operating with. The objective is to contribute to the capacity development of the STIs, strengthening the South perspective at the courses in Denmark, and enhance the cooperation between the STIs and DFC. In addition to teaching at a course in Denmark there will also be an opportunity to exchange experiences about educational theory and practice, course development and management at meetings with DFC, the Danish course

coordinator, the main lecturers, and fellows, as well as participating in other parts of the course. The stay at the Danish place of study and at DFC will be of app. 5 days' duration.

In 2010, 6 persons participated in the exchange programme:

- one teacher from Uganda Management Institute (UMI)
- two teachers from Kenya Institute of Administration (KIA)
- a private consultant from Burkina Faso
- two teachers from Ecole Nationale d'Administration et de Magistrature du Bénin (ENAM).

The courses in Kenya and Uganda included four national courses and one regional course. Notwithstanding the small catchment area it was possible to get sufficient participants first time round for four out of the five courses, which clearly must be credited DFC's close cooperation with the embassies in question about these courses. In one case in Kenya the course start was postponed in order to get sufficient number of applicants. The courses have been conducted to the great satisfaction by the participants, as well as embassies and Danida programmes. No noticeable difference has been apparent at the professional level, except that it to a larger degree has been possible to align the courses to the national/regional agendas. The weakest point of these courses is in relation to educational theory and practice, which is confirming DFC's approach that support to capacity development at the STI, must focus on course didactics.

In West Africa DFC conducted two regional courses in Benin and Burkina Faso, respectively. The courses had participants from the four partner countries in the region: Benin, Burkina Faso, Mali, and Niger. The courses have been developed on the basis of discussions about need and relevance with the embassies, and the number of applicants clearly indicates a large interest by the Danida programmes, and that the topics hit the mark. Professionally the courses in West Africa seem to be at the same level as corresponding Danish courses, but at future courses DFC will focus on the pedagogic, in addition to improvement of course logistics.

Cooperation Agreement, appendix 1, item 3: Most appropriate and economic DFC assistance to the fellows

Performance target: A considerable saving in the budget for project personnel for the fellowship activities in Denmark based on an analysis of potential savings and alternative tools.

Indicator: The board's prioritized plan for implementation of savings submitted to the Ministry of Foreign Affairs at the latest September 1, and savings agreed upon initiated in 2010.

Reporting: In March 2010 DFC initiated an analysis of savings in the budget for project personnel for fellowship activities in Denmark carried out by consultant Michael Johannessen, Pivot Consulting. The services assessed are the social and cultural activities in addition to assistance to travel and accommodation.

The main findings were that advantages and drawbacks by alteration of DFC's services are not easy to estimate in relation to the expected savings. There is a risk that advantages will be swallowed up by other DFC expenses or equivalent/other expenses outside DFC. It was the recommendation of the consultant that the board closely consider the handling of these risks in relation to the potential savings and in relation to the possibility of reversal. Going through DFC's accounts did show, though, that it will be possible to find some savings at the social activities by a more detailed assessment of which activities to be implemented in order to get the wanted effect in relation to the fellows' well-being, support to the fellows' networking and possibly information about the Danish society.

The board's decision was based on, as recommended by the consultant, not to save on activities which, if occasion should arise, would be transferred to others, i.e. where the expenditure is transferred to either the place of study or e.g. the Danish welfare society. The recommendation of the board was submitted to ERH August 18, 2010.

The following savings were decided by the board and will be fully implemented in 2011:

- Reception/introduction, social activities incl. café (excl. rent and café equipment/furniture) – DKK 548,000 equivalent to 55% of this item in the 2010 budget.
- Alteration of and savings on information about Denmark activities incl. honorariums to external lecturers – DKK 100,000 equivalent to 20 % of this item in the 2010 budget.

The savings of DKK 648,000 are equivalent to 26.5% of the total analysed activities.

It is DFC's assessment that it is not directly possible to find further savings if the quality of the training in Denmark is to be retained at an acceptable level and DFC is to fulfil the goal of providing the best framework for the study period. In addition to this DFC finds it essential to contribute to fulfilment of Danida's Public Diplomacy Strategy.

Information about Denmark is happening at debate evenings every second Tuesday within the themes: "Danish Family Life", and "Democracy". The objective is to improve the fellows' knowledge of the surrounding society through participatory lectures and discussions. In addition to these, monthly half or full days excursions to landmarks around Denmark are arranged. By disseminating knowledge about Danish values and competences to other countries and cultures DFC takes part in fulfilling the Public Diplomacy Strategy which is one of the focus areas of MFA's globalisation strategy.

In order to ensure that the fellows are prepared to get on in the Danish society they are getting a reception/introduction at the place of study (at DFC when more lengthy stays) the Monday after their arrival. Here they are informed about social conventions in Denmark, the Danish health system, the roles of DFC and the place of study, respectively, and about the social and cultural activity programme. Recently the newly produced DFC information films have been included as part of the introduction.

The fellows have the possibility of socializing and exchanging experiences in the DFC café, which is open five evenings a week with varying activities. DFC is preparing a monthly activity programme which is advertised in the electronic Fellowship Post. The activity programme is continuously revised in relation to the change of the composition of the target group, e.g. length of study, age groups, needs etc.

"DFC socializer", which was launched in 2009, is an internet based informal network enabling the fellows to communicate with each other via the internet, and which functions as information channel between DFC and the fellows.

The fellows have the possibility of getting advice and guidance by the DFC counsellor in cases of illnesses or personal problems. In addition to above the fellows are provided with insurance covering health and home transport (for stays less than 3 months), accidents, legal aid, household effects, and baggage with TRYG during their whole stay in Denmark.

In Greater Copenhagen accommodation is primarily provided in DFC's student hostel on Hostrupsvej with 68 one-room apartments. In addition to this DFC has rented 17 apartments at the Øresund Student Hostel on Amager, and a wing of MS Actionaid's domicile at Fælledvej/

Ravnsborggade. The wing contains 20 rooms distributed on three floors with shared toilets and bathrooms on each floor and a large kitchen on the top floor.

Hotel accommodation in Copenhagen is only used when it is impossible to accommodate the whole group at one of the hostels or MS, or the stay in Denmark is of such a short duration (< ~ 1 week) that it is not feasible for the participants to do their own cooking. DFC is investigating the market continuously to find the best hotels to the best price, and to find hotel rooms with kitchen facilities.

The effective utilization has been very satisfactory in 2010, namely 79.9% for all rooms, and 82.7% for the two hostels only. The high level of effective utilization in 2010 is due to the higher number of master students in Denmark.

For courses conducted outside Greater Copenhagen the place of study is always responsible for providing accommodation, and as far as possible it is provided in student hostels attached to the places of study.

Cooperation Agreement, appendix 1, item 4: Effective communication

Performance target: The receiving institutions and target groups, in addition to Danish embassies in Danida's partner countries are constantly updated with information about planned courses, fellowship possibilities and application procedures.

Indicator: An added number of hits at DFC's web site.

Reporting: The monthly average for 2009 = 12660 hits. The monthly average for 2010 = 16540 hits, i.e. an increase of 30%.

An added number of hits is a good indicator of DFC's communication in general, *both for the fellowship programme and the research administration*, but as it is not possible to differentiate the hits per individual page, the number of hits is irrelevant for the stated performance target for the fellowship activities.

2.3. Forecast

DFC's strategy for 2011-13 was discussed and approved in principle at the board meeting November 25, 2010.

During the coming three year period there will be focus on the following five strategic areas:

- **Key Strategic Area 1** *DFP course portfolio reflects current aid modalities through enhanced linkages and communication with DFC development partners such as MFA, DTIs, STIs and donors as well as DFC participation in international fora.*
- **Key Strategic Area 2** *Strategic alignment to national capacity development needs through enhanced linkages and communication with national and regional partners such as counterpart institutions to Danida/Danish embassies and STIs.*
- **Key Strategic Area 3** *Transferral of DFP courses to be conducted nationally or regionally through continued partner-assisted identification of courses suitable for transferral and selection of STIs.*

- **Key Strategic Area 4** *Increased DFC involvement in harmonized joint-donor funded programmes to support capacity development. The focus will be on seeking joint donor partnerships in relation to concrete activities in specific countries/regions, but a closer association with NFP(Netherlands) and ITP (Sweden) will also be a target area.*
- **Key Strategic Area 5** *Enhanced assessment of DFP effectiveness through establishment of up-dated monitoring and evaluation system for comparing different programmes and to enable better follow-up on impact at reaction level. Procedures to capture information on impact at organisational level will be improved and new approaches will be piloted by utilising the STIs for follow-up and assessment of impact.*

The 2011 activity plan was approved by ERH September 2, 2010 (appendix 2), and the budget for 2011 was approved by the board at September 24, 2010. In contrast to the previous years an estimate of “ordered” activities (tailor-made courses, degree giving studies, and study tours) has been included based on the average of the last three years.

The total forecast for 2011 grants/commitments is thus 994 fellows in Denmark, of which an estimate of 90 fellows is under administrative agreements, in addition to 419 fellows in developing countries primarily at short interdisciplinary courses.

DFC will further consolidate the cooperation with the selected institutions in South, and expand the model to partner countries in the rest of Africa, and align DFC’s support to capacity development to the strategies, goals and need of the countries. In the autumn of 2010 DFC among other things signed a cooperation agreement with Ghana Institute of Management and Public Administration (GIMPA) in Accra with a view to conducting fellowship courses in Ghana from 2011. The two courses in West Africa conducted in 2010 are planned to be repeated in 2011 in addition to new initiatives.

The first harmonized courses, i.e. courses conducted in cooperation with other donors, are expected to take place in 2011. These courses are identified at ad-hoc basis – when and where the possibility arises.

It is expected that 6-8 lecturers from STIs whom DFC is cooperating with will participate in DFC’s exchange programme described above.

Over and above transferral of courses a few new initiatives are included in 2011, e.g. *Role of Civil Society in Aid Effectiveness*. A buffer (app. DKK 2 million) has been put aside to be used for quick response to emerging needs.

DFC will continue closely to follow new development policy trends, e.g. the results of the work of the Africa Commission, in addition to the new strategy for Danish development policy. Apart from support to economic growth and assistance to development of the private sector the Danish development assistance in 2011 plans to expand the contribution towards **climate change**, continue a persistent effort to position **equality** and **women’s opportunities and rights** centrally in the international development cooperation in addition to the commitment to enhance **democratic communities governed by law** in the development countries. DFC will ensure that above priorities are reflected in the courses offered.

DFC will focus on continued information and communication about the possibilities and coordination of further education in Denmark and the regions. Information from DFC about the fellowship programme is included in the programme of the pre-departure briefing for advisers and embassy employees. DFC is continuously improving the web site aimed towards achieving

an overall functional and user friendly web site. Furthermore DFC will regularly visit the African partner countries in connection with the transferral of courses.

DFC is expecting a continued involvement in study tours arranged by embassies or various units in MFA. In relation to tailor-made courses the trend is indicating an increased demand.

In 2011 the ELSP programme will be expanded with cooperation with Cape Town University, Graduate School of Business, in addition to the already existing cooperation with Gordon Institute of Business Science, Pretoria. From mid 2011 it will not be possible to apply for an ELSP fellowship in the applicant's home country. In 2011 ERH will carry out a review of the programme prior to the decision of a possible continuation in connection with the preparation of the Budget estimate 2012.

In 2011 DFC will implement a new systematic effect measurement of the short courses. Focus will be on the personal competences and thus on response, learning and behaviour level, while the organisational result level only will be included to the extent where it is considered that there is a correlation between cause and participation. In general, effect measurement on result level is assessed to fall outside DFC's mandate and possibilities.

3. RESEARCH GRANTS

3.1 *Research Projects*

DFC takes care of the administration of the research grants, including the research projects granted through a process of competition and shared out by the Consultative Research Committee for Development Research (FFU), projects in Denmark, travel grants, and projects and contributions under international agricultural research and other international development research.

The research grants are of a total of DKK 200-250 million per year. 90% of the tasks are related to the projects granted through the process of competition.

3.2 *Overall Outcome*

Cooperation Agreement, appendix 1, item 5: Effective administration of the research grants

Performance target: Sustainment of an effective administration of the research projects, and of the administrative qualitative assurance of these.

Indicator: No complaints received from researchers, and no prosecution of the Ministry of Foreign Affairs

The research unit is now well consolidated, and DFC has established flexible and efficient administrative procedures for the on-going projects. Even so, DFC received a complaint from a Danish researcher who is partner in a Tanzanian pilot project. The complaint was received and taken care of immediately in January 2010.

Of the 119 on-going projects which were handed over in August 2008, 54 projects are now finalized out of which 41 projects have been finalized in 2010.

In continuation of the trial with prequalifications in 2009, all larger strategic applications went through a prequalification round in 2010. 21 applications out of 54 received were prequalified, and two prequalification applications were administratively rejected. At the award meeting in June 2010 thus 21 larger strategic applications and 44 individual applications were assessed. 27 individual applications were administratively rejected by the executive committee of FFU prior to the meeting. FFU approved 20 projects distributed on 9 larger strategic projects, 9 PhDs and two PostDoc projects. See the complete list of granted projects in 2010 in appendix 6.

Due to a smaller grant to the Danish research projects (DKK 102.7 million) only 20 new projects were granted. Concurrently a large number of the MFA handed over projects have been finalized in 2010, so the number of on-going project has for the first time in many years decreased from 201 projects in 2009 to 184 projects in 2010.

As part of the process of making the administration and application round of the pilot projects more effective and into a firm framework in 2010, general guidelines for administration of the pilot projects were prepared. In 2010 two projects from Vietnam were granted, but for Tanzania the grant of DKK 10 millions was not spent, as only one project was awarded.

DFC administers two application rounds per year for students who are studying for a Master degree at Danish universities, and as part of their thesis are applying for a travel grant. The grant is between DKK 10,000 and DKK 15,000 per applicant. The second application round which as a new initiative was fully electronic with entering data via the internet proceeded without problems.

RESEARCH GRANTS - DISBURSEMENTS 2010/REMAINING GRANT 31.12.2010

	Remaining grant per 31.12.09 DKK	Closed projects /new commitments in 2010 DKK	Disbursements in 2010 DKK	Remaining grant per 31.12.10 DKK	On-going projects 31.12.10
Projects granted prior to 2008	86,048,405	-5,991,799	46,426,686	33,629,920	60
2008 commitments	70,888,758		24,451,701	46,437,057	30
2008 pilot project commitments	12,486,929				
2008 pilot projects, running expenses	(141,299)		6,856,439	5,489,191	5
2009 commitments	132,711,000		33,636,864	99,074,136	33
Travel grants	1,959,555		687,101	1,272,454	n/a
2009 pilot project commitments	19,800,000				
2009 pilot projects, running expenses	(54,711)		6,635,406	13,109,883	4
2010 commitments		104,322,414	7,030,298	97,292,116	20
2010 pilot project commitments		15,530,000	110,957	15,419,043	3
FFU running expenses 2010		626,968	626,968	0	n/a
Projects in Denmark	57,399,300	5,800,000	51,791,147	11,408,153	8
Other international development research	3,996,195	25,003,805	17,500,000	11,500,000	10
International agricultural research	35,576,223	41,034,566	35,599,457	41,011,331	6
Total	413,873,760	183,042,817	231,353,024	375,643,284	179

3.3 Forecast

In order to ensure a continued effective, transparent, and timely administration of the research grants, the research unit will focus on the following areas:

- Continuation of the consolidation of the administrative procedures where the administration is made as simple and transparent as possible both for the applicants, FFU project responsible at the institutions and the DFC administrators. This entails that the responsibility of the administration of the research projects rest with the institutions and follow the rules and guideline for the institution.
- Transition to paper less application rounds where the members of FFU are receiving the documents for their evaluation electronically. This will be introduced in 2011, and will amount to a considerable saving in paper consumption and human resources for copying.
- Electronical submission of applications will likewise be introduced in 2011, and the possibilities of an "on-line" electronical application system will be investigated further. Such a system was introduced in connection with travel grant applications in 2010 and overall performed without problems.
- Even the application procedures and continuous administrative practice of the pilot projects have been laid down in a more firm framework, the administration of the pilot projects demands far more time per project than the other FFU-projects. The pilot projects will still demand a certain amount of "nursing" and a larger extent of flexibility in relation to the reporting requirements.
- Ghana has been chosen as new "pilot" country from 2011, and in February 2011 a workshop for potential applicants was conducted in Accra. DFC is anticipating that this preparation of applicants will influence the quality of the applications and have a positive effect on the future administration of the projects. Vietnam will continue as a "pilot" country for another three years.
- Improving the effectiveness of the administration of the research projects on a number of areas mean, that the character of the tasks in the research unit partly will be of a more professional nature. As recommended by the Danish Agency for Science Technology and Innovation (Evalueret af Forskningsrådssystemet i Danmark, August 2009) the secretariats should be able to play a role in the professional follow-up, in addition to having adequate professional research competence in order to assist the councils. DFC will continuously be aiming towards ensuring the proper balance between professional and administrative composition of the employees' competences.
- The tasks of the research unit in relation to the new university platforms have not been clarified, but there seem to be obvious possibilities for synergy with the FFU projects and advantages of coordination.
- Due to a reduced budget fewer FFU projects will be granted in the future, but the time hereby released will be used to carry out new tasks in relation to increased focus on quality assurance and communication, in addition to partner country visits and assistance to possible evaluations and other similar tasks.
- The practice of two annual electronic application rounds for travel grants will continue. At the cease of the grants to the research networks it is anticipated that the professional evaluation of the travel grants will be transferred to DFC. This will ensure a more consistent going through the applications as a whole, including both administrative and professional requirements.
- The goal is still to keep a high level of service where enquiries will as far as possible be answered within 1-2 days.

4. MANAGEMENT

DFC's buildings at Hostrupsvej 22 house the secretariat, study centre, the caretaker's apartment and the student hostel with 68 one-room apartments. The buildings are positioned on the land of KU-LIFE, but owned by MFA and administered by DFC.

DFC submits inclusive accounts for operational expenses, the fellowship administration and accommodation, and the research activities. The inclusive accounts follow the principles for activity based accounts.

With effect from 2009 a reallocation of several items of expenditure has been carried out from operational expenditure to project expenditure in order to adhere to the budget and accounts principle in the guidelines for non-governmental organisations receiving core grants.

EXPENSES	Accounts 2010		Budget 2011	
Course expenses in Denmark, all inclusive	DKK	58,874,649	DKK	53,658,500
Consultancy services	DKK	912,779	DKK	1,000,000
DFC hostel & café inclusive personnel	DKK	4,066,939	DKK	4,105,000
Other accommodation	DKK	11,165,642	DKK	8,830,000
Project personnel	DKK	3,582,053	DKK	2,811,300
VAT reimbursement 2009	DKK	-625,785	DKK	-626,000
Fellowships in Denmark	DKK	77,976,277	DKK	69,778,800
Course expenses in developing countries, all inclusive	DKK	3,854,437	DKK	14,815,500
Project personnel	DKK	537,236	DKK	707,700
Project personnel - travel expenses	DKK	293,996	DKK	300,000
Fellowships in developing countries	DKK	4,685,669	DKK	15,823,200
Fellowships in Denmark and development countries	DKK	82,661,946	DKK	85,602,000
Project personnel – administration of research projects	DKK	1,404,119	DKK	1,545,000
Project personnel - logistics in connection with researchers' stay in Denmark	DKK	487,444	DKK	411,000
Project personnel - travel expenses	DKK	14,074		
Total administration of research projects	DKK	1,905,637	DKK	1,956,000
Personnel	DKK	2,669,210	DKK	2,565,000
Rent and office expenses	DKK	1,659,262	DKK	1,719,000
Auditing	DKK	265,453	DKK	250,000
Governing body	DKK	75,000	DKK	125,000
DFC operational expenses	DKK	4,668,925	DKK	4,659,000
TOTAL EXPENSES	DKK	89,236,508	DKK	92,217,000

GRANTS/RECEIPTS			
Grant, § 06.32.04.11.41- Fellowship activities	DKK	-36,623,000	DKK -36,505,000
Grant ELSP, § 06.32.04.11.41	DKK	-6,200,000	DKK -10,000,000
Grant 120 fellowships, § 06.32.04.11.41	DKK	-10,000,000	DKK -10,000,000
Danida programmes/projects	DKK	-18,266,511	DKK -23,704,000
Loss on debtors (programme/project)	DKK	27,753	
Income from administrative agreements	DKK	-5,016,872	DKK -5,393,000
Commercial services	DKK	-207,635	DKK 0
Fellowship activities in DK and developing countries	DKK	-76,286,265	DKK -85,602,000
DFC operational expenses, § 06.32.04.11.46	DKK	-3,377,000	DKK -3,495,000
DFC operational expenses, § 06.35.01.11	DKK	-3,060,000	DKK -3,120,000
TOTAL GRANTS/RECEIPTS	DKK	-82,723,265	DKK -92,217,000
Interest, income	DKK	-149,863	DKK 0
END RESULT (over-consumption)	DKK	6,363,379	DKK 0

The end result is distributed as follows:

	Grant: over- (+)/under- (-) consumption	Commitment	Estimated expenditure	Balance
Operational expenses and project personnel	DKK 137,562	DKK 3,377,000		DKK -137,562
General fellowship activities	DKK - 824,382	DKK 36,623,000		DKK 824,382
120 fellowships aimed at the private sector	DKK 589,124	DKK 10,000,000		DKK -589,124
ELSP, 2010 (in 2010)	DKK -892,305	DKK 10,000,000		DKK 4,692,305
<i>§ 06.32.04.11</i>		<i>DKK 60,000,000</i>		<i>DKK 4,790,001</i>
ELSP, 2010 (in 2011 & 12)		DKK 4,692,305	DKK 2,777,305	DKK 1,915,000
ELSP, 2009 (in 2010)	DKK 3,645,716	DKK 4,749,671		DKK 1,103,955
ELSP, 2009 (in 2011)		DKK 1,103,955	DKK 1,103,955	DKK 0
”Ordered fellowship activities”	DKK 3,857,527			
Interest, income	DKK -149,863			
Total	DKK 6,363,379			

”Ordered activities” include tailor-made courses, degree giving studies, and study tours bought by Danida programmes and projects. Some expenses in 2010 relating to “ordered activities” are corresponding to income in 2009. The result in 2009 was overall an under-consumption of DKK 4.9 million.

In addition an over-consumption on the ELSP-2009-commitment caused by lack of request of transfer by DFC in 2010 was registered. DFC will request transfer of the total remaining ELSP-2009-commitment of DKK 4.75 million in 2011.

Mid 2010 it was finally clarified that study fees on DFC courses are not VAT exempted. In 2010 this entailed an extra expense on study fees on all short courses (interdisciplinary, private sector, tailor-made and business fellowship courses) of a total of DKK 1.8 million. Pointing forward this will entail an annual extra expense of app. DKK 4 million.

DFC's 'list prices', which are the prices DFC invoices the Danida programmes and projects (incl. the research projects), are for 2012 the same as for 2011:

DKK 1,650/week for allowances

DKK 1,000/week for accommodation.

Flow of work, both for the fellowship activities and research administration, are evaluated continuously with respect to being the most optimal and suitable. At the staff seminar in October the process of carrying out the work more effectively was accelerated by the units updating the relevant guidelines for the administrative officers' work, and registering of best practice.

APPENDICES

Fellowship Programme:

- Appendix 1 Fellowship Programme Activities
- Appendix 2 Activity Plan for 2011
- Appendix 3 Interdisciplinary Courses in Denmark and Developing Countries
- Appendix 4 Study Fees
- Appendix 5 Accommodation in Greater Copenhagen

The Research Grants:

- Appendix 6 Research Projects Granted in 2010
- Appendix 7 Research Grants, Reconciliation with Ministry of Foreign Affairs' Accounts

Management:

- Appendix 8 Personnel

APPENDIX 1 FELLOWSHIP PROGRAMME ACTIVITIES

COURSE CATEGORY	2006			2007			2008			2009			2010		
	Fellowship holders	Fellowship months	Average period of study (month / fellow)	Fellowship holders	Fellowship months	Average period of study (month / fellow)	Fellowship holders	Fellowship months	Average period of study (month / fellow)	Fellowship holders	Fellowship months	Average period of study (month / fellow)	Fellowship holders	Fellowship months	Average period of study (month / fellow)
Policy courses (in Denmark)	141	158	1.1	192	162	0.8									
120 fellowships	132	272	2.1	116	187		390	410	0.5	414	368	0.7	413	310	0.7
Interdisciplinary courses						1.6	71	35	1.0	132	86	0.9	201	133	0.7
Tailor-made courses	73	121	1.7	30	36	1.2	35	22	0.6	96	62	0.7	89	72	0.8
Business fellowships	105	85	0.8	94	107	1.1	82	74	0.9	70	63	0.9	38	50	1.3
Degree studies	38	246	6.5	40	223	5.6	45	256	5.7	51	285	5.6	45	274	6.1
ELSP				1	4	4.0	4	20	5	16	83	5.2	28	203	7.2
Special courses/studies	19	92	4.8	19	113	6.0	66	134	2.0	10	52	5.2	20	75	3.7
Study tours	49	9	0.2	74	14	0.2	211	37	0.2	176	41	0.2	95	20	0.2
Trainees	1	1	0.6												
Total	558	984	1.8	566	846	1.5	904	988	1.1	965	1040	1.1	929	1137	1.2
<i>corresponding to number of courses</i>	72														
Administrative agreements:															
FFU (ENRECA)	65	263	4.0	64	240	3.8	66	257	3.9	88	355	4.0	97	366	3.8
Centres: DSHC + DBL	23	97	4.2	10	36	3.6	23	90	3.4	4	23	5.8	5	22	4.4
DIHR	37	47	1.3	42	27	0.6	6	27	4.6	7	27	3.9	3	6	2.0
Others including study tours	20	6	0.3	1	4	4.0	116	22	0.2	3	6	2.0	9	19	2.1
Total administered by DFC in Denmark	703	1397	2.0	683	1153	1.7	1115	1384	1.2	1067	1451	1.4	1043	1550	1.5
<i>of which transferred from previous year</i>	87			65			28			29			72		
Commercial services				9	3	0.4	5	4	0.9	71	21	0.3	41	15	0.4
+outside Denmark:															
Europe ¹ : UK, Holland, France	5	30	6.0	3	23	7.7	1	11	10.7				4	1	0
Erasmus Mundus (UK)	2	14	7.1	1	6	6		7	7.0		10	5.0		5	5.0
New Zealand / Australia	102	64	0.6	16	7	0.4									
Short courses in developing countries ²							87	36	0.4		3	0.2	167	55	0.3
ELSP in South Africa													5	29	5.6
Total administered by DFC	812	1494	1.8	712	1192	1.7	1208	1442	1.2	1138	1476	1.3	1260	1655	1.3

¹ In UK administered by British Council and in France administered by CNOUS (Centre National des Ouvres Universitaires et Scolaires) via administrative agreements with DFC.

² exclusive of fellowship holders on field work in home country.

APPENDIX 2

Activity Plan for the Commitments of the Year inclusive Budget Estimates

2011

17-08-2010

Interdisciplinary Courses	Total expenditure of activity	Distributed among					Course data					
		Fellow			External	Research Adm	No. fellows	Accommodation	Weeks in DK	Start quarter	No. phases	Course weeks
		General	120 fellowships	ELSP								
Financial Management/Good Governance	1,122,000	922,000	0	0	200,000	0	20	DFC	4	4th qua.	1	80
Organisational Change Management	1,494,000	1,294,000	0	0	200,000	0	20	DFC	4	1st qua	2	80
Conflict Management	1,247,000	1,047,000	0	0	200,000	0	20	DFC	4	2nd qua	1	80
Gender Mainstreaming	922,000	772,000	0	0	150,000	0	20	DFC	3	1st qua	1	60
Capacity Development, Adult Education and Training Delivery	1,619,000	1,369,000	0	0	250,000	0	20	DFC	5	3rd qua	2	100
Public Sector Leadership	1,744,000	1,494,000	0	0	250,000	0	20	DFC	5	1st qua	2	100
Anti-Corruption	935,000	785,000	0	0	150,000	0	20	DFC	3	2nd qua	1	60
Towards 2015: Effective Management for Development	1,494,000	1,244,000	0	0	250,000	0	20	DFC	5	2nd qua	2	100
Environmental Mainstreaming	1,147,000	947,000	0	0	200,000	0	20	DFC	4	2nd qua	1	80
Public Private Cooperation	946,000	796,000	0	0	150,000	0	12	DFC	5	3rd qua	2	60
Addressing Climate Change in Development Assistance	1,060,000	910,000	0	0	150,000	0	20	DFC	3	3rd qua	1	60
Role of Civil Society in Aid Effectiveness	1,185,000	985,000	0	0	200,000	0	20	DFC	4	1st qua	1	80
Natural Resources Management	1,122,000	922,000	0	0	200,000	0	20	DFC	4	3rd qua	1	80
	16,037,000	13,487,000	0	0	2,550,000	0	252					1020

Buffer	Total expenditure of activity	Distributed among					Course data					
		Fellow			External	Research Adm	No. fellows	Accommodation	Weeks in DK	Start quarter	No. phases	Course weeks
		General	120 fellowships	ELSP								
Buffer I	1,030,000	1,030,000	0	0	0	0	20	DFC	3	1st qua	1	60
Buffer II	1,030,000	1,030,000	0	0	0	0	20	DFC	3	2nd qua	1	60
Master of Disaster Management	602,000	602,000	0	0	0	0	2	DFC	47	3rd qua	1	94
	2,662,000	2,662,000	0	0	0	0	42					214

Courses in Developing Countries	Total expenditure of activity	Distributed among					Course data					
		Stip			External	Research Adm	No. fellows	Accommodation	Weeks in DK	Start quarter	No. phases	Course weeks
		General	120 Stip	ELSP								
Aid Effectiveness	160,000	145,000	0	0	15,000	0	20	Unknown	1	1st qua	1	20
Aid Effectiveness	160,000	145,000	0	0	15,000	0	20	Unknown	1	2nd qua	1	20
Aid Effectiveness	160,000	145,000	0	0	15,000	0	20	Unknown	1	4th qua.	1	20
Public Policy Analysis	700,000	640,000	0	0	60,000	0	20	Unknown	2	2nd qua	2	40
Promoting Government Integrity and Anti-Corruption	505,000	445,000	0	0	60,000	0	20	Unknown	2	3rd qua	1	40
Rights-based Approaches (tentative title)	680,000	620,000	0	0	60,000	0	20	Unknown	2	2nd qua	1	40
Procurement	410,000	350,000	0	0	60,000	0	20	Unknown	2	2nd qua	1	40
Monitoring and Evaluation (tentative title)	640,000	580,000	0	0	60,000	0	20	Unknown	2	1st qua	1	40
Course in Tanzania - ESAMI - OCM (tentative title)	600,000	540,000	0	0	60,000	0	20	Unknown	2	2nd qua	1	40
Course in West Africa - Gender Equality (tentative title)	700,000	640,000	0	0	60,000	0	20	Unknown	2	1st qua	1	40
Course in West Africa - Organisational Change Management	700,000	640,000	0	0	60,000	0	20	Unknown	2	1st qua	1	40
Course in West Africa - Water & Energy Management	700,000	640,000	0	0	60,000	0	20	Unknown	2	2nd qua	1	40
Course in West Africa - Approche Sectorielle dans le développement rural	550,000	490,000	0	0	60,000	0	20	Unknown	2	3rd qua	1	40
Course in West Africa - Approche Sectorielle dans le développement rural	550,000	490,000	0	0	60,000	0	20	Unknown	2	2nd qua	1	40
Course in Ghana - GIMPA	600,000	540,000	0	0	60,000	0	20	Unknown	2	2nd qua	1	40
Courses in Ghana - GIMPA	600,000	540,000	0	0	60,000	0	20	Unknown	2	4th qua.	1	40
Course in Zambia - ESAMI - FMGG (tentative title)	700,000	640,000	0	0	60,000	0	20	Unknown	2	3rd qua	1	40
Course in Mozambique - ESAMI - PSL (tentative title)	500,000	440,000	0	0	60,000	0	20	Unknown	2	4th qua.	1	40
Course in Ghana or Zambia	590,000	530,000	0	0	60,000	0	20	Unknown	2	4th qua.	1	40
Course in Ghana or Zambia	590,000	530,000	0	0	60,000	0	20	Unknown	2	4th qua.	1	40
	10,795,000	9,730,000	0	0	1,065,000	0	400					740

120 Fellowships Aimed at the Private Sector	Total expenditure of activity	Distributed among				Course data					
		Fellow			Research Adm	No. fellows	Accommodation	Weeks in DK	Start quarter	No. phases	Course weeks
		General	120 fellowships	ELSP							
Public Private Cooperation	614,000	0	614,000	0	0	8	DFC	5	3rd qua	2	40
General Tools and Concepts in Agribusiness SME Development	895,000	0	895,000	0	0	18	DFC	3	2nd qua	1	54
Corporate Social Responsibility	895,000	0	895,000	0	0	18	DFC	3	1st qua	1	54
Course for Export-oriented Small and Medium sized Enterprises	775,000	0	775,000	0	0	18	DFC	2	2nd qua	1	36
Occupational Health and Safety Training Course	939,000	0	939,000	0	0	20	DFC	3	3rd qua	1	60
Course for SMEs within Productive Industries and Services	783,000	0	783,000	0	0	18	DFC	2	1st qua	1	36
Social Partnership for Business Development	1,039,000	0	1,039,000	0	0	18	Place of study	3	1st qua	1	54
Food Safety and Traceability	1,039,000	0	1,039,000	0	0	18	Place of study	3	1st qua	1	54
Entrepreneurship and Innovation in the Agricultural Industry	1,059,000	0	1,059,000	0	0	18	Place of study	3	3rd qua	1	54
Organic Agriculture and Products in Developing Countries	1,039,000	0	1,039,000	0	0	18	Place of study	3	2nd qua	1	54
Green Energy and Carbon Markets	923,000	0	923,000	0	0	18	DFC	3	2nd qua	1	54
	10,000,000	0	10,000,000	0	0	190					550
Tailor-made Courses	Total expenditure of activity	Distributed among				Course data					
		Fellow			Forskning Adm	No. fellows	Accommodation	Weeks in DK	Start quarter	No. phases	Course weeks
		General	120 fellowships	ELSP							
Farmers Managed Advisory Services (Bangladesh)	1,475,000	75,000	0	0	1,400,000	20	Place of study	6	3rd qua	1	120
High Level Training on Molecular Biology (Bangladesh)	531,000	31,000	0	0	500,000	1	DFC	25	1st qua	1	25
Mali Resource Mapping (Mali)	446,000	11,000	0	0	435,000	4	DFC	1	4th qua.	1	4
	2,452,000	117,000	0	0	2,335,000	25					149
Emerging Leaders Scholarship Programme	Total expenditure of activity	Distributed among				Course data					
		Fellow			Research Adm	No. fellows	Accommodation	Weeks in DK	Start quarter	No. phases	Course weeks
		General	120 fellowships	ELSP							
Master of Business Administration	2,707,000	0	0	2,455,000	252,000	6	DFC	51	3rd qua	1	306
Agribusiness and Food Economics	3,395,000	0	0	3,083,000	312,000	6	DFC	100	3rd qua	1	600
The Sustainable MBA	862,000	0	0	772,000	90,000	3	Place of study	48	3rd qua	1	144
Full-time Entrepreneurship MBA (South Africa)	2,114,000	0	0	1,932,000	182,000	7	Place of study	66	3rd qua	1	462
Full-time MBA (South Africa)	1,940,000	0	0	1,758,000	182,000	7	Place of study	52	1st qua	1	364
	11,018,000	0	0	10,000,000	1,018,000	29					1876
Business Fellowships	Total expenditure of activity	Distributed among				Course data					
		Fellow			Research Adm	No. fellows	Accommodation	Weeks in DK	Start quarter	No. phases	Course weeks
		General	120 fellowships	ELSP							
Organic Pollutants Management (COWI, Moldova)	485,000	485,000	0	0	0	10	DFC	3	1st qua	1	30
Road Design (COWI, Tanzania)	540,000	540,000	0	0	0	7	DFC	7	3rd qua	1	49
Urban Upgrading Project - Can Tho City (Grontmij Carl Bro, Vietnam)	94,000	94,000	0	0	0	2	DFC	3	1st qua	1	6
Road Safety (Consia, Vietnam)	669,000	669,000	0	0	0	10	DFC	4	1st qua	1	40
Road Safety (Consia, Zambia)	25,000	25,000	0	0	0	1	DFC	4	1st qua	1	4
Road Safety (Consia, Zambia)	25,000	25,000	0	0	0	1	DFC	4	1st qua	1	4
Road Safety (Consia, Mozambique)	25,000	25,000	0	0	0	1	DFC	4	1st qua	1	4
4-5 business fellowship courses	2,137,000	2,137,000	0	0	0	38	Unknown	4	4th qua.	1	152
	4,000,000	4,000,000	0	0	0	70					289

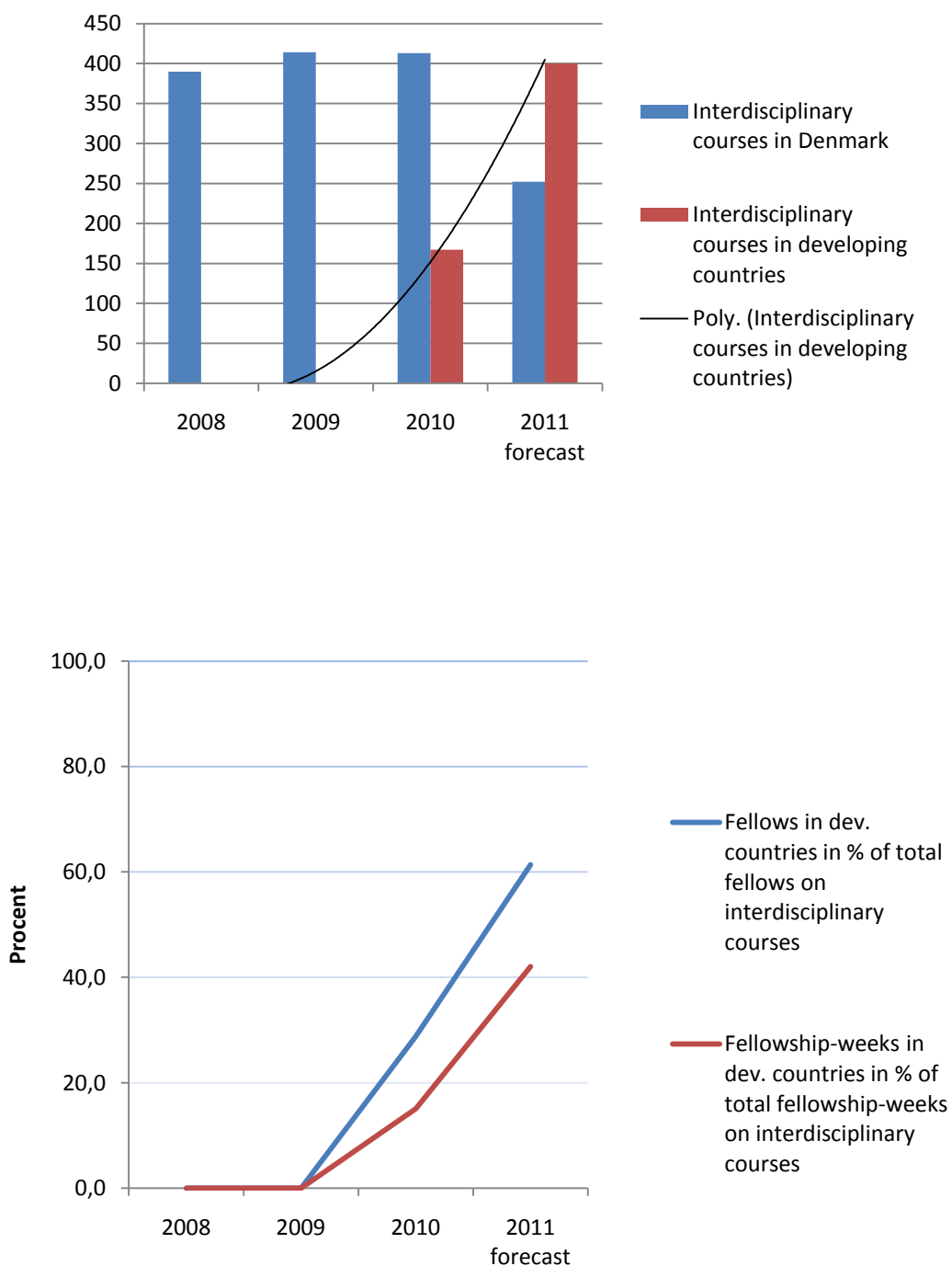
Sino-Danish Scientific and Technological Co-operation	Total expenditure of activity	Distributed among					Course data					
		Fellow			External	Research Adm	No. fellows	Accommodation	Weeks in DK	Start quarter	No. phases	Course weeks
		General	120 fellowships	ELSP								
Protein-degrading Enzymes in Cancer	204,000	204,000	0	0	0	0	1	Place of study	43	2nd qua	1	43
9 Chinese researchers - the rest of the 2011 quota	1,524,000	1,524,000	0	0	0	0	9	DFC	26	1st qua	1	234
	1,728,000	1,728,000	0	0	0	0	10					277

Administrative Agreements	Total expenditure of activity	Distributed among					Course data					
		Fellow			External	Research Adm	No. fellows	Accommodation	Weeks in DK	Start quarter	No. phases	Course weeks
		General	120 fellowships	ELSP								
Researchers in 2011 (estimate)	5,981,000	177,000	0	0	5,393,000	411,000	90					1530
	5,981,000	177,000	0	0	5,393,000	411,000	90					1530

		Fellow				External	Research Adm	1108	Total	6645
		General	120 fellowships	ELSP						
								414	In developing countries	1566
Course development and consultant assistance	1,000,000	1,000,000								
Project personnel (educ. advisers + project coordinators) + OH	4,230,000	4,230,000								
VAT reimbursement	-626,000	-626,000								
Total expenses of activities	69,277,000	36,505,000	10,000,000	10,000,000	12,361,000	411,000				
Administration 5.5	3,495,000	3,495,000								
Total	72,772,000	40,000,000	10,000,000	10,000,000	12,361,000	411,000				
Grant		40,000,000	10,000,000	10,000,000						
Over/Under consumption		0	0	0						

APPENDIX 3

FELLOWS AT INTERDISCIPLINARY COURSES



APPENDIX 4 – STUDY FEES

INTERDISCIPLINARY COURSES (INT) (incl. policy courses in 2005-07) on the basis of fully settled courses (number)	2006	2007	2008	2009	2010
	10	16	17	25	23
Average course length (months)	1.7	1.3	1.1	0.9	0.7
Average number of participants	19.3	18.1	16.8	18.3	19.9
Effective course utilization				100 %	98 %
Study fee per fellowship month	DKK 21,425	DKK 24,593	DKK 25,038	DKK 29,743	DKK 34,859
Increase (+)/decrease (-) in study fee in relation to the previous year	12 %	15 %	2 %	19 %	17 %

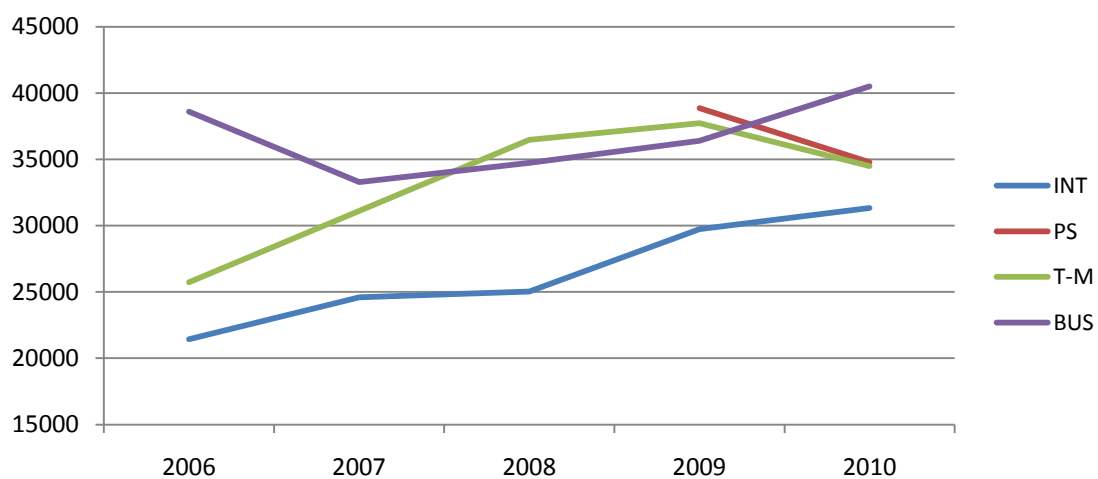
COURSES AIMED AT THE PRIVATE SECTOR (PS) on the basis of fully settled courses (number)	2006	2007	2008	2009	2010
				8	11
Average course length (months)				0.5	0.6
Average number of participants				17.3	19.3
Effective course utilization				99 %	95 %
Study fee per fellowship month				DKK 38,856	DKK 37,632
Increase (+)/decrease (-) in study fee in relation to the previous year					- 3 %

TAILOR-MADE COURSES (T-M) on the basis of fully settled courses (number)	2006	2007	2008	2009	2010
	6		4	4	5
Average course length (months)	2.1		1.0	0.6	0.8
Average number of participants	12.2		12.5	15	17.6
Study fee per fellowship month	DKK 25,726		DKK 37,485	DKK 38,734	DKK 37,354
Increase (+)/decrease (-) in study fee in relation to the previous year	17 %		42 %	6 %	- 4 %

BUSINESS FELLOWSHIP COURSES (BUS) on the basis of fully settled courses (number)	2006	2007	2008	2009	2010
	10	10	9	9	4
Average course length (months)	1.0	1.0	1.0	0.9	0.8
Average number of participants	9.1	10.5	8.6	9.1	12.5
Study fee per fellowship month	DKK 38,582	DKK 33,277	DKK 34,740	DKK 36,402	DKK 42,729
Increase (+)/decrease (-) in study fee in relation to the previous year	13 %	- 14 %	4 %	5 %	17 %

From 2009 the average number of participants is registered as the selected number of participants, i.e. no deduction of cancellations outside the control of DFC.

Mid 2010 it was finally clarified that study fees on DFC courses are not VAT exempted. In 2010 this entailed an extra expense on study fees on the interdisciplinary courses only of DKK 1.14 million, which is the main reason for the increase in the average monthly study fee. VAT resulted in a total extra expense of DKK 1.8 million in 2010.



2010-expenses are adjusted for VAT in order to be able to compare

INTERDISCIPLINARY COURSES – ALL INCLUSIVE

	On the basis of fully settled courses (number)	Expense per fellowship month ²
in Denmark	23	DKK 74,909
in developing countries	9	DKK 58,762

² based on actual number of participants

APPENDIX 5 ACCOMMODATION

Accommodation 2006-2010 (including administrative agreements and commercial services):

	2006 FELLOWSHIP MONTHS	2007 FELLOWSHIP MONTHS	2008 FELLOWSHIP MONTHS	2009 FELLOWSHIP MONTHS	2010 FELLOWSHIP MONTHS
Greater Copenhagen	1091	977	1126	1256	1351
Outside Copenhagen (incl. adm. without accommodation)	306	176	258	195	199
Total	1397	1153	1384	1451	1550
Commercial services (in Cph), full administration ¹			4	-	-
Commercial services (in Cph), accommodation only	19	3	15	21	15

¹ exclusive of administration of 10 fellowship months without accommodation

Student hostel rooms (and student hostel room equivalent):

	2006	2007	2008	2009	2010
DFC	71	71	68 +3(for 9 months)	68	68
Øresund Student Hostel	17	17	17	17	17
Diakonissestiftelsen	27	27	27	10 (for 3 months)	
MS-Ravnsborggade				20 (for 9 months)	20
Total	115	115	115	105	105

Effective utilization of the student hostel rooms in Greater Copenhagen:

	2006	2007	2008	2009	2010
Effective utilization of all student hostels	68.6 %	57.8 %	64.3 %	74.3 %	79.9 %
Effective utilization of DFC and Øresund Student Hostel	74.3 %	66.4 %	71.2 %	79.8 %	82.7 %

Hotel Accommodation in Greater Copenhagen:

	2006	2007	2008	2009	2010
Bed-nights – courses	4392	5449	7169	9201	9846
Bed-nights – study tours ²		516	2549	1377	653

² hotel accommodation is the most appropriate accommodation

APPENDIX 6 - RESEARCH PROJECTS, 2010

Main Applicant	Responsible Institution	Project Title	Type	Amount	DFC journal no.
<u>Theme 1: Climate, Energy and Sustainable Use of Natural Resources</u>					
Helle Overgaard Larsen	KU-LIFE Forest & Landscape Frederiksberg	Community based forest management in the Himalayas III	Larger strategic projects	DKK 8.077.503	10-015LIFE
Jens Ejbye Schmidt	Risø DTU, Biosystem Division	Biofuel production from lignocellulosic materials	Larger strategic projects	DKK10.427.258	10-018RISØ
Per Kudsk	AU-DJF Department of Integrated Pest Management	Agro ecology and poverty alleviation in Bolivia - BEISA3	Larger strategic projects	DKK 7.327.291	10-008AU
Kirsten Carlsen	KU-LIFE Forest & Landscape Frederiksberg	Corporate social responsibility: the case of forestry in Ghana	Individual / PhD	DKK 290.016	10-097LIFE
Klaus Dons	KU-LIFE Forest & Landscape Frederiksberg	REDD-PLUS - Inclusion of degradation in baselines	Individual / PhD	DKK 197.123	10-068LIFE
Kristin Marie Lassen	KU-LIFE Forest & Landscape (previously Hørsholm)	Pollination strategies to increase productivity	Individual / PhD	DKK 2.855.863	10-106LIFE
Paulo van Breugel	KU-LIFE Forest & Landscape (previously Hørsholm)	Changing natural habitats under future climates	Individual / PhD	DKK 2.690.858	10-095LIFE
Rasmus Ern Andersen	AU Department of Biological Sciences	Effects of temperature and hypoxia on aerobic scope in the giant freshwater shrimps (Macrobrachium rosenbergii) and (Penaeus monodon)	Individual / PhD	DKK 2.151.000	10-082AU
<u>Theme 2: Agriculture, Growth and Sustainable Development</u>					
Anne Mette Lykke	AU-NERI Department of Terrestrial Ecology	QUALITREE - research based local tree oil production	Larger strategic projects	DKK 9.273.267	10-002AU
Hans Redlef Siegismund	KU Department of Biology	Transboundary animal diseases in East Africa	Larger strategic projects	DKK 10.000.000	10-006KU
Henrik Hansen	KU-LIFE Institute of Food and Resource Economics	Agricultural growth and poverty pockets	Larger strategic projects	DKK 7.924.348	10-032LIFE
Mogens Gissel Nielsen	AU Department of Biological Sciences	Increasing value of African mango and cashew production	Larger strategic projects	DKK 9.982.534	10-025AU
Niels Halberg	AU Int. Centre for Research in Organic Food Systems	Productivity and Growth in Organic Value-chains	Larger strategic projects	DKK 10.299.506	10-014AU
Lone Riisgaard	Danish Institute for International Studies	Minimizing the exclusionary effects of standards. What works?	Individual / PostDoc-projects	DKK 2.257.817	10-107DIIS

Mette-Helene Kronborg Andersen	AU-NERI Department of Terrestrial Ecology	Economic exploitation and CO2-sequestration of a native West African tree - a short-cut out of rural poverty	Individual / PhD	DKK 1.664.275	10-062AU
Øystein Juul Nielsen	KU-LIFE Forest & Landscape Frederiksberg	An asset based approach for assessing poverty dynamics, poverty traps, and poverty-environmental relations in Nepal	Individual / PostDoc-projects	DKK 233.120	10-109LIFE
Nina Kirkegaard	KU-LIFE Department of Agriculture and Ecology	Weaver Ants to Control Fruit Fly Damage to Tanzanian Mangoes	Individual / PhD	DKK 2.631.657	10-110LIFE
<u>Theme 3: Fragile States, Conflict and Civil Society</u>					
Jette Bjerre Kjertum	Danish Institute for International Studies	Social Protection in the Afghan Context	Individual / PhD	DKK 2.922.480	10-098KU
Marianne Bach Mosebo	Danish Institute for International Studies	Strategies of (in)coherent lives	Individual / PhD	DKK 2.630.239	10-076DIIS
<u>Theme: Other</u>					
Flemming Konradsen	KU Dept. of International Health, Immunology and Microbiology	Sustainable Latrine Services for the Urban Poor in Ghana (SUSA).	Larger strategic projects	DKK 10.199.890	10-050KU
Total				DKK 104.036.045	

PILOT PROJECTS – VIETNAM AND TANZANIA

Main Applicant	Responsible Institution	Project Title	Cooperation Partner	Amount	DFC journal no.
<u>Vietnam:</u>					
Phan Thi Van	Centre for Environment and Disease Monitoring in Aquaculture	Impacts of climate change and adapting bio-security measures for Northern Viet Nam's aquaculture	KU-LIFE Department of Veterinary Disease Biology	DKK 4.950.000	10-P01-VIE
Le Truong Giang	Vietnam Academy of Sciences and Technologies	Investigation on adaptation technology of water treatment	KU-LIFE Dept. of Basic Sciences and Environment	DKK 4.950.000	10-P04-VIE
			Total	DKK 9.900.000	
<u>Tanzania:</u>					
Joseph A. Kuzilwa	Mzumbe University	Productivity, Market Assess and Incomes for Small farming businesses through Contracts	KU Department of Geography & Geology KU-LIFE Institute of Food and Resource Economics	DKK 5.481.664	10-P11-TAN
			Total	DKK 5.481.664	
			Total Tanzania + Vietnam	DKK 15.381.664	

APPENDIX 7

RESEARCH GRANTS – RECONCILIATION WITH MFA FINANS ¹

	MFA Finans account	Remaining grant 31.12.10 DFC DKK	Remaining grant per 31.12.10 MFA DKK	Deviation DKK	Comments
Projects granted prior to 2008		33,629,920	33,317,777	-312,143	DFC disbursements of DKK -312,140 are not yet registered by MFA + DKK -3
2008 commitments		46,437,057	46,437,060	3	
2008 pilot project commitments		5,489,191	5,489,191	-	
2009 commitments		99,074,136	99,074,136	-	
Travel grants		1,272,454	1,272,454	-	
2009 pilot project commitments		13,109,883	13,109,883	-	
2010 commitments		97,292,116	101,689,702	4,397,586	DFC disbursements are not yet registered by MFA
2010 pilot project commitments		15,419,043	15,419,043	-	
FFU running expenses 2010 ²		423,032	988,826	-565,794	DFC disbursements DKK 625,968 are not yet registered by MFA, and MFA payments of DKK 61,674 are not registered by DFC
DFC running expenses 2010-12 ²		6,304,800	7,069,800	765,000	MFA's transfer covering 4th quarter of 2010 of DKK 765,000 is not registered by MFA
Total FFU projects	811		323,867,872		
Projects in Denmark	820	11,408,153	11,408,553	400	Transfer to DFC in 2008 is registered by MFA as disbursements to projects.
Other international development research	921	11,500,000	12,000,000	500,000	Deviation in DFC disbursements (DKK 17,500,000) and MFA entries (DKK 17,000,000)
International agricultural research	920	41,011,331	41,010,789	-542	Return of unspent funds from CGIAR (Climate Related Projects) is not registered by MFA

¹ DW Tilsagnsstyring ID = 50045, dated 02.02.2011

² Remaining grant not stated in DFC accounts

APPENDIX 8

PERSONNEL

NAME	EMPLOYED FROM	UNTIL	AREA OF RESPONSIBILITY
Anne Christensen	15.07.97		Director
Ilseil Halby	01.03.87		Financial and Personnel Officer, substitute for the director
Marianne Boesen (25 hours/week)	01.11.90	31.01.10	Counsellor – counselling on personal and family matters
Lene Christina Mosegaard (25 hours/week, from 01.01.10 37 hours/week)	01.10.07		Counsellor & Co-ordinator of Social and Cultural Activities – counselling on personal and family matters & responsible for the social and cultural activity programme in Copenhagen
Annette Kaalund-Jørgensen (leave of absence 15.10.02 – 01.09.04)	01.12.93		Training Adviser – study planning, evaluation, budget/contract negotiations with the places of study, entering into contracts
Lars Pedersen (previous employment: 23.10.00 – 31.01.02)	01.04.07		Training Adviser – study planning, evaluation, budget/contract negotiations with the places of study, entering into contracts
Helle Jørgensen	01.06.08		Training Adviser – study planning, evaluation, budget/contract negotiations with the places of study, entering into contracts
Bente Ilsøe	01.05.08		Research Project Administrator - administration of research projects (transferred from MFA)
Ulla Spangsberg Ipsen	01.07.08	31.12.10	Administrative Officer - administration of research projects
Erling Axel (previous employment: 01.01.99 – 28.02.03)	15.05.08		Accountant
Anne Engkebølle (on flex job from 01.10.07)	01.03.90		Administrative Officer / Project Coordinator – residence permits, air tickets, etc., co-ordination with British Council, administration of trainee fellows and Sino-Danish Scientific and Technological Cooperation
Eva Thaulow Nielsen (32 hours/week)	01.02.96		Administrative Officer / Project Coordinator – residence permits, air tickets, etc., administrative agreements for research fellows
Sara Maria Etlersø Gøtterup (30 hours/week)	15.04.07		Administrative Officer / Project Coordinator – residence permits, air tickets, etc.
Morten Warming (25 hours/week)	15.05.07		Accommodation Officer - responsible for accommodation in Greater Copenhagen
Henrik Bech	15.07.98		Caretaker – responsible for day-to day care of the DFC student hostel
Gunna Nissen	01.09.92		Cleaning lady (during the period 01.09.92 to 31.12.94 employed by Slots- & Ejendomsstyrelsen)
Mere the Malmberg	01.06.08		Cleaning lady
Githa Bruun	20.02.06		Receptionist / administrative officer
Ahsan Iqbal Khan	15.08.09		Office Clerk Trainee
Anna Jeppesen	15.03.10		Replacement during maternity leave, receptionist
+ 1 junior staff			Clerical work
+ 8 junior staff			Meeting the fellows upon arrival at the airport, excursion guides, and café attendants.

APPENDIX 8 (continued)

Employee-years distributed per activity/task

	2007 Accounts	2008 Accounts	2009 Accounts	2010 Accounts	2011 Budget
General administration	3.1	3.3	5.0	5.0	5.0
Fellows' personal well-being	3.3	3.1	2.6	2.4	2.1
Fellows' education/training in Denmark	2.8	3.0	3.0	2.5	2.2
Fellows' education/training in developing countries			0.5	0.7	1.0
Fellowship administration	3.1	3.3	3.0	3.0	3.0
Accommodation	3.5	3.6	3.5	3.5	3.5
Administration of research projects		1.8	2.3	2.9	2.9
Total	15.8	18.1	19.9	20.0	19.7

The annual two-day staff seminar was held in October 2010, and the themes were communication and best practices/guidelines for the administrative officers' work. The Dacapo theatre was external facilitator on the communication. The seminar was rated as a success, and all DFC employees got something out of the seminar.

Days lost through illness, average	2006	2007	2008	2009	2010
Result, DFC	24.1	18.3	8.9	9.7	8.5
Result, the Public Sector ¹	8.6	8.7	8.5	9.0	

¹ The figures for the Public Sector are from Økonomistyrelsen's "Statens personaleforbrug".

Økonomistyrelsen's method of making up the number of average days lost through illnesses has been applied (e.g. excl. child's first day of illness, but incl. long-lasting illnesses).

DFC has few employees and therefore has a weak spot towards some employees' long-lasting illnesses. Average number of days lost through illness less long-lasting illnesses is 6.5 days.