



DANIDA FELLOWSHIP CENTRE

ANNUAL REPORT 2011

ABBREVIATIONS

2iE	l'Institut International d'Ingénierie de l'Eau et de l'Environnement de Ouagadougou
AIT	Asian Institute of Technology
CBS	Copenhagen Business School
DANIDA	Danish International Development Assistance
DDRN	Danish Development Research Network
DFC	Danida Fellowship Centre
DFP	Danida Fellowship Programme
DTI	Development Training Institution
ELSP	Emerging Leaders Scholarship Programme
ENAM	École Nationale d'Administration et de Magistrature
ERH	Business and Contract Department, Ministry of Foreign Affairs
ESAMI	Eastern and Southern African Management Institute
EVAL	Evaluation of Development Activities, Ministry of Foreign Affairs
FFU	Consultative Research Committee for Development Research
FL	The Budget
GIBS	Gordon Institute of Business Science
GIMPA	Ghana Institute of Management and Public Administration
HRD	Human Resources Development
HUC	Humanitarian Action, Development Policy and Civil Society, Ministry of Foreign Affairs
ICI	Initiatives Conseil International
ILI-ACLE	International Law Institute - African Centre for Legal Excellence
ILO	International Labour Organization, UN
INGC	Instituto Nacional de Gestão de Calamidades
ITP	International Training Programme
KIA	Kenya Institute of Administration
LIFE	Faculty of Life Sciences, University of Copenhagen
MBA	Master in Business Administration
MFA	Ministry of Foreign Affairs
MoU	Memorandum of Understanding
MS	MS Actionaid, Denmark
MSc	Master of Science
M&E	Monitoring and Evaluating
NDF	Nordic Development Fund
NFP	Netherlands Fellowship Programme
NUFFIC	Netherlands Organisation for International Cooperation in Higher Education
PATC	Project Advice Training Centre
PPP	Public-Private Partnerships
STI	Training Institution in South
ToR	Terms of Reference
UCT	Cape Town University
UEM	Universidade Eduardo Mondlane
UFT	Technical Advisory Service – Development Assistance, Ministry of Foreign Affairs
UMI	Uganda Management Institute
UNDP	United Nations Development Programme

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1. EXECUTIVE SUMMARY

Danida Fellowship Centre (DFC) provides training of a high quality fulfilling the needs of Danida's partners and partner organisations.

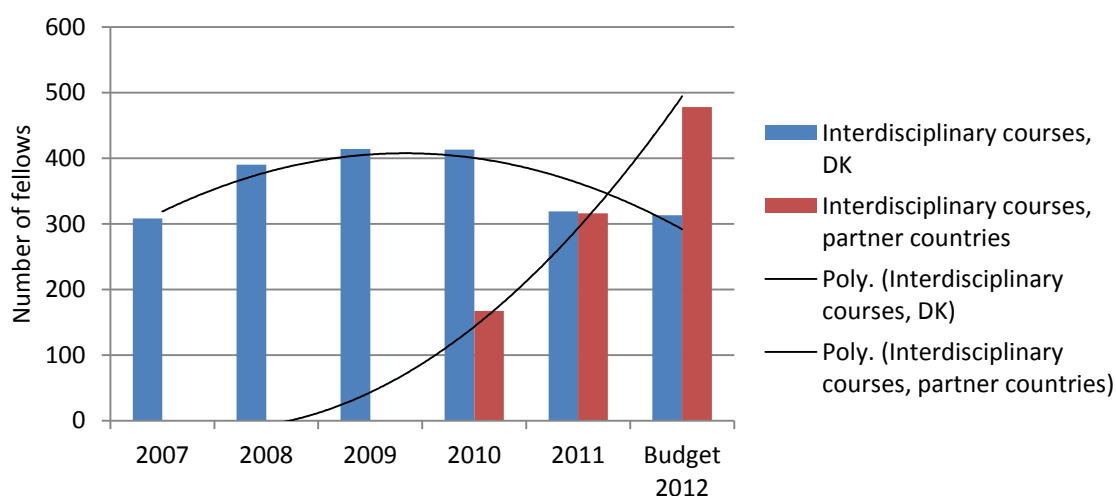
DFC closely follows new development policy trends and changes, including the new strategy for Danish development assistance, and DFC ensures that the priorities of the strategy are reflected in the course portfolio.

All interdisciplinary courses are continuously adjusted in relation to current areas of priorities, and in 2011 – and similarly in 2012 – a buffer was set aside for responding to rapid up-coming needs, as for instance themes within the area of *Stability and Fragility*. In 2011 the funds were used for Disaster Risk Reduction activities with a good result.

Overall the success criteria are to use the fellowship grant according to the objective and to use all of it. The course portfolio is adapted to the needs and wishes of Danida, and the high effective course utilization of higher than 90 % indicates that the chosen course topics to a large degree are meeting these needs.

The overall productivity (measured by costs per fellowship month cf. appendix 4) is rising, which means the funds have been used cost-consciously with attention to "value for the money", but without giving in to DFC's quality standards. In addition the grant has, as usual, been used with very little deviation in relation to the grant commitment. In 2011 the deviation was 1 %, only.

Transferral of interdisciplinary courses has been the main focus in 2011. DFC has fourfold increased the number of interdisciplinary courses conducted in the partner countries. The number of fellows on interdisciplinary courses conducted in partner countries is corresponding to a little less than half of the total number of fellows on interdisciplinary courses, cf. the graph below.





In 2011 DFC has entered into co-operation agreements with six new training institutions in South (STI), and DFC now has cooperation agreements with as much as eleven training institution in nine different African partner countries; in other words more than a doubling of the number of cooperation agreements.

Public Policy Analysis Course conducted at Kenya Institute of Administration

The amount of ordered training activities, e.g. the tailor-made course in Mali, is closely connected with the fact that DFC is providing a good product. Re-ordering of training activities is indicating that DFC has supplied a quality product. In 2011 four activities were repetitions or continuation of previous training activities.

The combination of a demand driven fellowship programme and the fact that DFC has no (and should not have any) direct say on the training needs of the Danida programmes brings about the built-in dilemma of getting more Danida customers. This was in 2011 addressed by enhancing the marketing of possible services which DFC can offer to both Danida and non-Danida customers. DFC will work further on the marketing in 2012.

Ordered training activities have decreased with 30 % in 2011 in relation to 2010, as the need for mainly degree studies in 2011 has not been as high as envisaged. In return the commercial services have almost increased by five times in 2011. The commercial service tasks span widely from accommodation at DFC's hostel, full administration of study tours, and to more special tasks as administering the stays and return travel of the Libyan war veterans discharged from the Danish hospitals.

DFC is working on getting cooperation with the two like-minded donor organizations in Sweden and the Netherlands off the ground. It is time consuming, as DFC clearly is in front with regard to donor cooperation. So far it has been limited to meetings at which the organizations have exchange experiences. The meetings have been very valued and beneficial for all three organizations.

DFC is cooperating with UN-Habitat on the project *Strengthening Training Institutions*, which includes planning and implementation of workshops for a number of training institutions in Africa. This is carried out in cooperation with the DFC partner STIs who are also part of the target group. In addition DFC has conducted two courses in cooperation with other donors in Uganda and Mozambique, respectively.

Tailor-made course in Mali/
Morocco:

Without having read the evaluations in detail, I will once again thank for a very valued course. The participants from the private sector programme have returned with praise and very positive words about both parts of the course (the seminar here in Mali, as well as the field trip to Morocco) – they are right now discussing how to put the inspiration into practice here in Mali (and now the rest of our partners naturally want to go as well!).

*Charlotte Just
(the Danish Embassy in Mali)*

DFC has administered the Danida research projects and grants since 2008 on behalf of the Ministry of Foreign Affairs (MFA). DFC has during this period successfully finalised and financial closed 80 % of the 119 projects, which were handed over by MFA in 2008.

DFC has prepared and continuously revises *the General Conditions for Grants to Development Research Supported through Denmark's International Development Cooperation*. All projects – independent of the year of the grant – are now following the same conditions with clear guidelines for reporting, accounts and auditing. This has created a good cooperation with the responsible researchers and institutions.

The administration is well consolidated, and a flexible and efficient administration of the application rounds and on-going project has been established. In 2011 DFC introduced paperless selection and assessment meetings of the Consultative Research Committee for Development Research (FFU), and the annual application round went very satisfactorily.

The pilot research programme, which is governed by the partners in South, is now including Vietnam, Tanzania and from 2011 also Ghana. It has been a challenge to set up the practicalities of the administration, and as DFC has succeeded drawing up conditions with identical terms for the three pilot countries, the administration has become easier. Overall the administration of the pilot projects still takes more time than the Danish FFU-projects.

By assistance of the Danish Development Research Network (DDRN) during their final phase a web site with Danida's research projects has been established for the first time. It is called Danida Research Portal (<http://drp.dfcentre.com/>) and was launched in July 2011.



The responsibility of maintaining and updating the portal rests with DFC, and the task is fitting in well with the other DFC tasks under the research administration. The intention is for the portal to serve towards more and better information about the results of the Danida support to research activities.

In line with the phasing out of the Danida support to the research networks the full administration of the travel grants has been handed over to DFC. The application round is fully electronic, and DFC has with success in 2011 (second round) also carried out the professional selection of the travel grants.

In 2011 DFC introduced many initiatives of optimizing and streamlining, which the paper less selection and assessment meetings (research projects) is an example of, in addition to various simplifications within the administration of fellowships. This clearly shows on the bottom line with a huge under consumption on core administration and project personnel.

2. ORGANISATION

DFC is a self-governing institution which receives grants via MFA for

- 1) implementation of the fellowship programme
 - a. § 06.32.04.11 – Fellowship grant
- 2) administration of the research grants
 - a. § 06.35.01.10 – Projects in Denmark
 - b. § 06.35.01.11 – Research activities
 - c. § 06.35.02.10 – International agricultural research
 - d. § 06.35.02.11 – Other international development research.

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 tasks concerning strategic overall development policy in relation to the research grants are retained in Technical Advisory Services (UFT)/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

DFC's constitution can be found on DFC's web site. The meetings of the governing body in 2011 took place on March 21, May 31, August 15, and December 5.

A three-year cooperation agreement for the period 2010-12 was signed in January 2010 by DFC's governing body and MFA. The results in relation to the performance targets for 2011 laid down in appendix 1 of the cooperation agreement are included in the present report. Supplementary statistics are to be found at DFC's web site.

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.***

3. THE FELLOWSHIP PROGRAMME

3.1. 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 Human Resource Development (HRD) interventions in the programmes/projects (e.g. Training Need Analyses, HRD 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.

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 is earmarked annually for this activity in 5 years (2008-2012).

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

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 countries 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.

Participation in the interdisciplinary courses is paid for by DKK 2,500 per course week per participant for courses conducted in Denmark, and DKK 1,500 per course week for courses conducted in partner countries.

DFC negotiates and enters into contract with the place of study for the tailor-made courses. The courses are fully financed by the sector programme /project /NGO grant (study fee as per factual expenses, and accommodation and allowances as per fixed list prices; air tickets according to agreement either the factual expenses or 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, a two-years MSc at KU-LIFE or a one-year MBA in South Africa. The programme is primarily aimed at female African candidates. The agreement comprises fellowships financed 90 % by the grant and 10 % from other sources. DKK 10 million is 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 for business fellowships was in 2010 limited to DKK 5 million and is limited to DKK 4 million in 2011 as per the Budget. The scheme phases out, and no new commitments were 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 (maximum 10 researchers per year) are offered a fellowship in Denmark for the duration of ten months. 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. The scheme will be phased out in such a way that no new project commitments are given in 2012 and onwards.
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 organizing 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, though increasing, commercial services for the sake of capacity utilization.

3.2. 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 2011-2013 is available at the latest March 31, 2011.

Reporting: DFC produced the first draft of "Strategy for Capacity Development and Development Cooperation under the Danida supported Fellowship Programme 2011-2013" at the board meeting November 25, 2010. The draft was approved under the condition that the comments of the board were worked into the strategy. The current version of the strategy is available at DFC's web site.

The activity plan for 2012 was after a hearing process in MFA discussed and approved at the board meeting August 15, 2011, and the budget for 2012 was approved at the same meeting.

Cooperation Agreement, appendix 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% effective course utilization.

Reporting:

The level of activities in Denmark in 2011 has decreased in relation to 2010. The decrease is an expected consequence of transferral of interdisciplinary courses to partner countries.

There have been 319 participants at 17 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 corresponds to 103%; above 100 % as it proved possible at some of the courses to accept 2-3 additional participants in order to meet a large number of applications. The actual utilization (i.e. including deduction due to cancellations) was 98%.

In 2011 the annual grant of DKK 10 million for short courses aimed at the private sector was fully utilized. Ten short courses were conducted with 171 participants in total, and in addition five fellows participated in an interdisciplinary course. The effective course utilizations with reference to above basis of calculation were 101 % and 91 %, respectively. The big difference between calculated and actual utilization is possibly reflecting that the participants from the private sector are not paying any course fee, and cancellation is therefore at no cost.

The effective course utilization on short courses conducted in the partner countries is 90 % with an actual utilization of 89 %. Especially the regional courses in East Africa had a short time between announcement and application deadline, and the regional set-up was not communicated satisfactorily to the users.

Five tailor-made courses were conducted in Denmark in 2011. 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.

In addition two identical tailor-made courses were conducted in Mali. The Embassy initially wanted the courses to be conducted in Denmark, but after dialog with DFC the course was implemented with one part in Mali combined with a study tour to Morocco.

Over and above this a tailor-made course has been conducted in Niger.

All tailor-made course activities are 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.

Master of International Health at the University of Copenhagen had an intake in 2011 of 15 participants, all fully financed by programme funds. In addition two persons started on the one year Master of Disaster Management at the University of Copenhagen financed by the central fellowship grant.

The ELSP 2011 intake was as follow:

- eight fellows at the one-year full-time MBA at CBS
- four fellows at the Sustainable MBA at Aarhus School of Business
- three fellows at the two-year MSc in Agribusiness and Food Economics/International Economics at KU-LIFE.
- four fellows at the one year MBA at Cape Town University (UCT), Graduate School of Business in South Africa
- three fellows at Gordon Institute of Business Science (GIBS), Pretoria in South Africa.

They are all funded 90% by the ELSP-grant and 10% from other sources. In 2011 DKK 7.3 million was 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, courses, etc. are available at DFC’s web site.

The female share of fellows in Denmark, including the researchers, has been ± 30 % many years in the past, and is 31.2 % in 2011. DFC is constantly putting efforts into improving the share.

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

Performance target 2: Quick reaction on new political priorities.

Indicator 2: Use of the buffer of DKK 2.6 million in 2011 on relevant activities in the light of announcements from HUC (or other MFA-units) prior to June 30, 2011.

Reporting: By agreement with HUC and ERH it was decided to use the buffer of DKK 2.6 million on activities within the topic of Disaster Risk Reduction:

- i. two students at Master of Disaster Management at University of Copenhagen
- ii. two weeks course in Mozambique in cooperation with a university in Mozambique
- iii. 10 study places on a disaster preparedness course at Asian Institute of Technology (AIT)
- iv. course of two by one week's duration at policy level in Denmark.

Two candidates from Kenya and Tanzania, respectively, commenced the Master of Disaster Management.

In December 2011 the first part of the course in *Disaster Risk Reduction: Planning, Budgeting and Action* divided into two parts was conducted in Denmark for 13 participants (17 participants are enrolled for the second part) from Ghana, Egypt, Kenya, Uganda, Palestine, and Bhutan.

Due to flooding in Bangkok during the second half of 2011 the course *Regional Training Course on Disaster Management* at Asian Disaster Preparedness Centre under AIT was postponed from November 2011 to January 2012. Only one candidate from Bhutan applied for participating in the course.

Two courses were arranged in cooperation with UNDP: *Global Risk Identification*, and *Disaster Risk Reduction and Climate Change Adaptation*. They were conducted by Universidade Eduardo Mondlane (UEM) in Mozambique at provincial level for Instituto Nacional de Gestão de Calamidades (INGC), relevant ministries, and government institutions. Some activities had to be postponed to 2012 due to a high level of risk of cyclone/floods.

Above activities add to DKK 1.9 million corresponding to 73 % of the buffer amount.

The need for capacity development within the topic of Disaster Risk Reduction is considered high by HUC, but the Embassies do not seem to agree, as the demand for the course was not as expected. The uncertainty in the target group (sectors, co-operation partners, etc.) of who were responsible for nominating participants for these courses may have influenced the demand.

Cooperation Agreement, appendix 1: Alignment with national capacity development

Performance target: Increased contact and communication with embassies and national partners.

Indicator: DFC-visit in minimum 9 African countries.

Reporting: DFC's training advisers have visited the following partner countries in 2011:

- Lars Pedersen: Uganda, Kenya, Zambia, Mozambique, and Tanzania
- Helle Jørgensen: Ghana and Zambia
- Annette Kaalund-Jørgensen: Burkina Faso, Mali, Niger, Palestine, and South Africa.

The visits to the eleven partner countries have enhanced the cooperation with the embassies and liason offices. DFC is well received, and it is apparent that the dialog and cooperation with desk officers, advisers, among others partners are helping everyone in the daily work. DFC's visit may be an "eye-opener" for, what DFC stands for – and which services DFC offers; and in addition the dialog gives an opportunity to improve and focus the courses, as DFC gets a wider knowledge to the specific needs in the individual countries.

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

Performance target 1: Interdisciplinary courses are continuously conducted in East and West Africa, and in 2011 new partner countries are included.

Indicator 1: Cooperation with training institutions in existing DFC-partner countries is consolidated, and cooperation with institutions in other partner countries in Africa is initiated. The share of short courses in developing countries in relation to the total number of interdisciplinary courses is minimum 42 %.

Indicator 2: Collection of past experiences is carried out and report is available before the end of 2011.

Indicator 3: Dialog about transferring courses to Asia.

Reporting: In the 'old' DFC partner countries (Uganda, Kenya, Benin, and Burkina Faso) twelve interdisciplinary courses were conducted with 209 participants. In addition DFC has initiated cooperation with training institutions in Zambia and Ghana and conducted five courses with 97 participants. The total of 306 course participants is corresponding to a share of 48.9 % of the total number of interdisciplinary course participants.

Participation is financed by DKK 1,500 per course week by the Danida programme.

In total DFC now has co-operation agreements with 11 training institutions in partner countries:

Country	Institution
Benin	École Nationale d'Administration et de Magistrature (ENAM)
Burkina Faso	L'Institut International d'Ingénierie de l'Eau et de l'Environnement de Ouagadougou (2iE)
	Initiatives Conseil International (ICI)
Ghana	Ghana Institute of Management and Public Administration (GIMPA)
Kenya	Kenya Institute of Administration (KIA)
	Strathmore University
Mozambique	Universidade Eduardo Mondlane (UEM)
Niger	Agrhymet
Regional (Kenya, Mozambique, Tanzania, Uganda, Zambia)	Eastern and Southern African Management Institute (ESAMI)
Uganda	Uganda Management Institute (UMI)
	International Law Institute - African Centre for Legal Excellence (ILI-ACLE)

DFC has established 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 in general 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 is of app. 5 days' duration.

In 2011, three persons participated in the exchange programme:

- one teacher from KIA
- one teacher and one administrator from 2iE.

In addition two employees from UMI and ILI-ACLE, respectively, participated in the courses *Capacity Development, Adult Education and Training Delivery* in Denmark as part of developing new courses and capacity at the STI.

Two representatives from UMI and GIMPA, respectively, participated in an international seminar in Torino in April 2011 together with one of DFC's training advisers. The seminar was arranged by ILO on behalf of *The Learning Link*.

DFC participated in an expert group meeting on strengthening training institutions arranged by UN-Habitat at UN's Africa headquarters in Nairobi in the beginning of the year. DFC was given the opportunity to invite DFC's partner STIs, and representatives from more than half of the STIs participated in the event. DFC will be coordinator of the continuation of two regional series of workshops in Africa.

The courses in Kenya and Uganda have all been regional in 2011. With respect to the courses which have been conducted previously there was great satisfaction by the participants, as well as by the embassies and Danida programmes. They did, though, have a variable number of participants. The primary explanation is due to the fact that information of the regional set-up of the courses had not been communicated satisfactorily to the users. In addition the time between announcement of the course and deadline for application was in several cases very short caused by bottleneck problems at the STIs. Professionally it is still the benefit of anchoring the course in the surrounding reality that is the greatest strength. The weakest point of these courses is still with respect to educational theory and practice, although there are noticeable signs of improvements, which is confirming DFC's approach that support to capacity development at the STI must focus on course didactics.

In Zambia two national courses were conducted by an international STI (Project Advice Training Centre (PATC)) in cooperation with a Danish consultant. They were carried out in close cooperation with the cooperation partner, the Governance programme, and were highly fruitful. This course is planned for repetition in a regional set-up – this time in Tanzania.

In West Africa DFC conducted six 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 in the light of discussions about need and relevance with the embassies. 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 more on the pedagogic, in addition to continued focus on improvement of course logistics.

Still in West Africa, but in the English speaking Ghana, three courses were conducted in 2011 with topics balanced between the need of the programmes and the Ghanaian STI's core competences and suggestions. There were many applicants for all three courses, especially the courses *Governance in Local Government* and *Women in Management*, which both in the future will be open for applicants from other English speaking partner countries.

Collection of past experiences including a report on transferral of courses has been postponed to 2012 due to the decision of collecting data via a cohort analysis for 2011, and to use the cohort analysis for 2010 as a baseline.

Cooperation Agreement, appendix 1: Cooperation with other donors for the purpose of harmonizing

Performance target: Increased cooperation with other donors about initiatives within capacity development.

Indicator: As a minimum two national/regional courses have been conducted in cooperation with other donors.

Reporting: The first harmonized course activities were conducted in 2011. They were a course in monitoring and evaluation conducted together with Commonwealth Secretariat in Uganda by UMI, and two training undertakings in Mozambique concerning Disaster Risk Reduction in cooperation with UNDP and conducted by UEM. These opportunities are determined on an ad-hoc basis, when and where the possibility arises.

DFC is cooperating with UN-Habitat about the project *Strengthening Training Institutions*. UN-Habitat has entered into contract with DFC about planning and conducting of two series of workshops for a number of training institutions in Africa (split into French speaking and English speaking Africa). This will be carried out in cooperation with DFC's partner-STIs, who are also included in the target group. Included in the contract is compensation for necessary consultancies in respect of relieving the DFC training advisers.

The Netherland's Organisation for International Cooperation in Higher Education (Nuffic) and Sweden's International Training Programme (ITP) participated September 12, 2011 in a meeting at Frederiksberg at DFC's initiative. Apart from introducing the participants to one another's respective programmes several issues with potential cooperation were identified. The meeting also disclosed, that DFC is in front with regard to harmonization and is more prepared for changes. Next meeting is planned for February 22, 2012 in Stockholm.

Cooperation Agreement, appendix 1: Evaluation of the effect of the fellowship programme

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

Indicator 2: The result of one in 2011 implemented monitoring and evaluation system indicates an overall effect on response, learning and behaviour level of 90 %.

Reporting: DFC has completed a "post-course outcome evaluation with limitations" (cohort analysis) of all interdisciplinary courses (22) conducted in 2010 in Denmark. Data for the analysis have been collected by means of an electronic questionnaire. In general the fellows report their own level of competence as fairly high (the average lies above the median for all courses except one); the same is said about their report on their benefits of course participation in Denmark, where the average lies in the upper quartile for 20 out of 22 courses. One course does not score particularly high, and the result will be discussed with the place of study in question. The main conclusions of the analysis are that there is a direct correlation between how high the fellows report their level of competence and how much they assess they have gained from the participation in the course. Overall it can be concluded that the DFC courses have had a positive impact on the development of the fellows' competences on the individual/personal level.

The development of the electronic monitoring and evaluation system, which actually is a *Learning Management System* with more functionalities than evaluation only, has now been finalized and will be taken into use in 2012.

Danida's department of Evaluation of Development Activities (EVAL) initiated an evaluation of the fellowship programme in 2011. The last official evaluation of the programme was in 2001. EVAL briefed the DFC personnel on September 27, 2011 about the coming evaluation. Draft ToR was received and commented on in December 2011.

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

Performance target: DFC-assistance to the fellows is covered by the set aside frame of 7% of the expenditure of the fellowship activities, in addition to 80% OH of the remuneration of the project personnel – all with reference to the NGO frame work agreement in force and subsequent ERH dispensation dated July 4, 2010.

Indicator: The board shall review new savings, which ones may be implemented in 2011, and which may cost too much on the quality.

Reporting: At the board meeting in May 2011 new savings on domestic travels and weekly cleaning of the DFC rooms were approved. These will be implemented during 2011, and the annual saving from 2012 and onwards will be of DKK 260,000.

These savings are over and above the savings decided upon in 2010 on social activities and the fellows' introduction, in addition to general information on Denmark. It is DFC's assessment that it is not forthwith possible to find further savings within these areas, 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.

DFC has continuously focus on optimization and has in 2011 introduced a wide spectrum of various optimization measures:

- Electronic Fellowship Post (saving of app. 2400 colour prints a month).
- Fellows are no longer accompanied to the place of stay: A DFC junior staff meets the fellows in the airport and direct the fellows to their place of stay.
- The researchers are not met at the airport, and there is no further introduction to their stay in Denmark. The entrance door at DFC can be opened by a combination code.
- Introduction to Denmark/the course/the stay in Denmark is carried out by DFC junior staff together with the place of study (among others things via information videos).
½ day of training has been gained.
- The possibilities of spouse visits are officially done away with.
- Degree studies: Fixed "book allowance" instead of reimbursement of actual expenses for teaching books.
- Payment of allowances has been standardized:
 - 1) The course period + one day at each end.
 - 2) No amount on account at arrival, but allowance for the whole period is paid out on the first weekday after arrival.
 - 3) No reduction for meals at excursions among other events.
- No Health Certificate (huge advantage for the embassies) after January 1, 2012.
- No individual TRYG insurance card.
- No reimbursement of expenses for drugs for fellows on TRYG insurance after January 1, 2012.

Information about Denmark is happening at debate evenings 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. The debates in 2011 were held every second or third Tuesday, and the number is decreasing in 2012 with decreasing number of fellows in Denmark. 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 joint introduction at the place of study the first weekday after their arrival. Here they are informed among others means via DFC's information videos about social conventions in Denmark, the Danish health system, the roles of DFC and the place of study, respectively, and DFC's social and cultural activity programme. Individual fellows' need for introduction is assessed case-by-case.

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 ” 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, and study related and 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 and the Øresund Student Hostel on Amager. DFC terminated the lease of 20 rooms at Ravnsborggade (MS Actionaid's) as per June 30, 2011, as it no longer was possible to use the rooms cost effectively due to the decrease in fellowship activities in Denmark.

Hotel accommodation in Copenhagen is only used when it is impossible to accommodate the whole group at one of the hostels, or the duration of the stay in Denmark is of app. one week or less. It is not feasible for the participants on short stays to do their own cooking, and in addition the resources involved (cleaning and readying time) are relatively too high for stays of app. one week. DFC is investigating the market continuously to find the best hotels for the best price, and to find hotel rooms with kitchen facilities.

The effective utilization has been satisfactory in 2011 at 76.3 % for DFC and the Øresund Student Hostel. The lower effective utilization in 2011 in relation to 2010 is due to the fewer number of master students in Denmark, in addition to reduction in number and length of stays of researchers in 2011. This development seems to continue, and more short courses accommodated at DFC will affect the effective utilization in a negative way.

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.

3.3. Forecast

The sequence of drawing up of DFC's strategy for the fellowship programme and the preparation of the annual activity plan have not been timed correctly. At the board meeting in December 2011 it was therefore decided administrative to 'extend' the strategy for 2011-13. The next three-year strategy will cover the period 2013-15 and will be approved at the board meeting in March 2012. The activity plan for 2013 is prepared during June-August and will be approved by the board at the meeting in August.

The five strategic focus areas are as follows:

- **Key Strategic Area 1** *Danida Fellowship Programme (DFP) course portfolio reflects current aid modalities through enhanced linkages and communication with the Ministry of Foreign Affairs (MFA), Development Training Institutions (DTI) and donors as well as DFC participation in international fora.*
 - Area of Intervention:
 - Consolidate and expand cooperation with other DTIs.
 - Hearing process with regard to future course themes and priorities
- **Key Strategic Area 2** *Strategic alignment to national capacity development needs through enhanced linkages and communication with national partners and Danish embassies.*
 - Area of Intervention:
 - Further intensification of stakeholder communication.
 - Apply a planning framework allowing partner institutions a better planning horizon.
- **Key Strategic Area 3** *Transferral of DFP courses to be conducted nationally or regionally through continued identification of courses suitable for transferral and selection of STIs.*
 - Area of Intervention:
 - Consolidate STI partnerships and course delivery in Africa and expand beyond.
 - Support competence development 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 partners in concrete activities in specific countries/regions and consolidation a closer association with Nuffic (Netherlands) and ITP (Sweden).*
 - Area of Intervention:
 - DFC increases involvement in joint donor programmes in support of capacity development.
 - DFC consolidates association with Nuffic and ITP.
- **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 individual and organizational level will be improved and new approaches will be piloted by utilizing the STIs for assessment of impact.*

- Area of Intervention:
 - Updated monitoring and evaluation (M&E) system.
 - E-learning facility on planning tools and action planning.
 - Use STIs to M&E impact at organizational and/or sector level

The 2012 activity plan was approved by ERH August 31, 2011 (appendix 3), and the budget for 2012 was approved by the board at August 15, 2011. In line with 2011 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 2012 grants/commitments is thus 794 fellows in Denmark (of which 494 fellows are participating in interdisciplinary and private sector courses), in addition to 552 fellows in developing countries primarily at short interdisciplinary courses. This is a continuation of the development towards a larger amount of the interdisciplinary courses to be conducted in Africa.

DFC will further consolidate and expand the cooperation with the selected STIs, and align DFC’s support to capacity development to the strategies, goals and need of the countries. In the last part of 2011 DFC hence signed further cooperation agreements with UEM in Mozambique and Strathmore University in Kenya with a view to conducting fellowship courses in 2012. In addition a cooperation agreement has been negotiated with Agrhymet in Niger, similarly for courses in 2012; the contract is envisaged to be finalized in February 2012.

Over and above the already existing cooperation with other donors on which the focus in 2012 will be consolidation and further development, additional initiatives will occur, when and where concrete opportunities arise. Co-operations with Nordic Development Fund (NDF) and the World Bank are possibilities.

It is expected that 6-8 lecturers from partner STIs will participate in DFC’s exchange programme or pedagogical/didactic competence development as described above.

DFC is following the development policy trends and changes closely, including the new strategy for Danish development assistance. Apart from support to economic growth and employment including assistance to development of the private sector and green growth, the Danish development assistance proposes a prioritised and right-based action towards freedom, democracy, human rights, and equality. Further areas of priorities are stability and fragility, in addition to environment and climate. DFC will continue to ensure that above mentioned priorities are reflected in the course portfolio. All the interdisciplinary courses are continuously adjusted in relation to the current areas of priorities, e.g. the course *A Human Rights Based Approach to Development Programming* is being offered in a slightly changed format after a lapse of two years. Likewise a buffer has been put aside (app. DKK 3.5 million) which can be used to respond to rapid arising needs, as for instance themes within *Stability and Fragility*.

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 addition to expand the contacts in order to identify potential co-operation training institutions in Latin America and Asia. The first course is planned to be conducted in Asia towards the end of 2012.

DFC is expecting a continued involvement in study tours arranged by embassies or various units in MFA.

DFC will in 2012 intensify the marketing of "other" commercial service tasks carried out by DFC.

Among other things DFC is involved in the administration of the stay in Denmark of Libyan patients, including hotel accommodation, air tickets, and payment of allowances.

The Danish government has entered into agreement with the Libyan interim government about receiving 50 Libyan patients to Denmark for treatment. The treatment will be carried out at the university hospitals of Odense, Copenhagen, and Aarhus.

*The National Health Service of Denmark,
November 2011*

EVAL's evaluation of the fellowship programme will be implemented during the first half of 2012 by signing of contract with a team of consultants consisting of three international consultants (of which minimum one must be fluent in Danish) supplemented with local consultants in the two visited partner countries (not chosen yet). The evaluation will have main focus on the years 2008-11. A brief status report with the preliminary results will be finalized and forwarded prior to the summer holidays.

4. RESEARCH GRANTS

4.1. Research Projects

DFC takes care of the administration of the research grants, including the research projects granted through a process of competition and assessed and selected 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. The majority of the tasks are related to the projects granted through the process of competition.

4.2. Overall Outcome

Cooperation Agreement, appendix 1: 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 reprimand by the Ministry of Foreign Affairs. Possible complaints will be clarified punctually with a narrative feed-back.

Reporting: No complaints or reprimands have been received in 2011.

The research unit is now well consolidated. DFC has established flexible and efficient administrative procedures for the application rounds and administration of the on-going projects. The research secretariat's administration is now carried out almost exclusively electronically.

All larger strategic applications went through a prequalification round in 2011 similar to the two preceding years. 20 applications out of 59 received were prequalified, and four prequalification applications were administratively rejected. At the award meeting in June 2011 thus 20 larger strategic applications and 30 individual applications were assessed. 44 individual applications were administratively rejected by the executive committee of FFU prior to the meeting. FFU approved 14 projects distributed on 7 larger strategic projects, five PhDs and two PostDoc projects. See the complete list of the 14 granted projects in 2011 in appendix 6.

Of the 119 on-going projects which were handed over in August 2008, 94 projects are now finalized out of which 40 projects have been finalized in 2011. The positive development with fewer on-going projects continues, and the on-going projects by the 2011 year-end numbered 165 projects. The development is enforced by large collective grants for the international research grants in addition to the cut in individual PhDs and PostDoc projects. Oppositely directed there is an increase in the number of grants to projects in Denmark, and in the number of the resource demanding pilot projects, and the full administration of the travel grants were handed over to DFC in 2011.

In addition the research secretariat has been further involved in quality assurance of the Danish grants, and DFC is screening all the projects' fulfilment of objectives, and assessing whether the projects are developing satisfactorily.

Ghana was included as a new cooperation country in the pilot-research programme in 2011. In order to give the research programme in Ghana the best possible start a workshop was held in Accra in the beginning of 2011 for all potential applicants. Vietnam is continuing another three years in the research programme, and this has opened up for the two projects which were granted in 2008 to apply for one more phase. None of the two applications for extensions were, though, successful. In 2011 two new projects from Vietnam and two projects from Ghana were granted. In connection with visits in Denmark in September 2011 where partnerships were established with Danish partners, the research secretariat played a considerable role in planning and implementing the programme of the week.

The first three years of the pilot research programme (2008-2010) were evaluated by Reviews in 2011 in Vietnam and Tanzania. Overall the evaluations show that the programme has been a success with regard to testing a demand driven model for supporting research. During the first phase of the pilot programme the projects showed ownership and commitment, and the pilot programme has managed to contribute with something new and different in relation to the more traditional FFU-projects. The evaluations came up with a number of useful recommendations on both administrative and programme issues, and efforts to meet the recommendations have already been commenced.

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 application rounds are fully electronic with data being entered via the internet. As a new task the professional assessment of the applications were carried out by the research secretariat at DFC.

In 2011 an on-line research portal "Danida Research Portal" with information about the granted Danida projects was established, see: <http://drp.dfcentre.com/>. DFC has been given the responsibility of maintaining the portal. With the introduction of the portal the lists previously prepared by DFC for the web site and tailor-made lists for the embassies are made redundant.

Furthermore MFA has involved DFC in the administration of support to new initiatives as the university platforms, and instructed DFC to screen their fulfilment of objectives, and assess whether the projects are developing as planned.

The research secretariat is also trying to assist on an ad hoc basis in research related tasks for among other organisations the Danida sector programmes. In this way the secretariat in 2011 was assisting the Danish Liaison Office in Bhutan with commencement of a smaller research cooperation programme.

The selection and assessment process of the FFU- and pilot projects applications were in 2011 made paperless. All documents were made accessible to the FFU members via a DFC drop box, and the members were offered an iPad for use during their period of membership. After a few initial running-in problems it now works to every one's satisfaction.

RESEARCH GRANTS - DISBURSEMENTS 2010 / REMAINING GRANT 31.12.2011

	Remaining grant per 31.12.10 DKK	Closed projects /new commitments in 2011 DKK	Disbursements in 2011 DKK	Remaining grant per 31.12.11 DKK	On-going projects 31.12.11
Projects granted prior to 2008	33,629,920	-6,952,013	9,907,141	16,770,766	25
2008 commitments	46,437,057	0	25,201,279	21,235,778	27
2008 pilot project commitments and running expenses	5,489,191	159,056	4,628,964	1,019,283	5
2009 commitments	99,074,136	0	33,052,927	66,021,209	33
Travel grants	1,272,454	0	560,586	711,868	n/a
2009 pilot project commitments and running expenses	13,109,883	54,711	6,652,310	6,512,284	4
2010 commitments	97,292,116	0	24,030,092	73,262,024	20
2010 pilot project commitments	15,419,043	0	2,120,885	13,298,158	3
2011 commitments		71,479,472	4,306,193	67,173,279	14
2011 pilot project commitments and running expenses		19,981,186	0	19,981,186	4
Projects in Denmark	11,408,153	104,802,161	64,324,628	51,885,686	8
Other international development research	11,500,000	25,000,000	19,500,000	17,000,000	14
International agricultural research	41,011,331	28,988,669	35,000,000	35,000,000	7
Total	375,643,284	243,513,242	229,285,005	389,871,521	164
FFU running expenses 2011	0	808,791	808,791	0	n/a

4.3. 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 primarily rests with the institutions and follows the rules and guideline for the institution.
- Continued carrying through with paperless application rounds where the members of FFU, MFA and external evaluators are receiving the documents for their evaluation electronically, only.
- The total number of 'pilot' projects are increasing every year, and this type of projects will continuously demand more 'nursing' and a larger degree of flexibility in relation to the requirements for reports than the FFU-projects. In continuation of the recommendations of the reviews (Tanzania and Vietnam 2011) DFC aims at improving the administrative procedures and the projects' capacity in relation to project management etc..

- Improving the effectiveness of the administration of the research projects on a number of areas means 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 (Evaluating of the Research council system in Denmark, 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 now been defined, and there is obvious possibilities for synergy with the FFU projects/'pilot' projects and advantages of coordination. For instance, it is being contemplated to offer 'pilot' projects participation in relevant courses which the platforms offer their cooperation universities.
- The practice of two annual electronic application rounds for travel grants will continue.
- The goal is still to keep a high level of service where enquiries will as far as possible be answered within 1-2 days.

5. 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's quarterly Newsletter is now a reality with the publication of the first issues in the last two quarters of 2011. The target group is cooperation partners, places of study, researchers and so on, and currently there is app. 500 persons subscribed to the Newsletter.

SEPTEMBER 2011



IN THIS ISSUE

- 1: The Fellowship Course Programme for 2012 is out
- 2: Fellows Reunite after 30 Years: A Powerful Experience
- 3: New Introduction for Fellows
- 4: News from the Administration

DECEMBER 2011



IN THIS ISSUE

- 1: Learning to be Perfect
- 2: Food as a Weapon against Poverty
- 3: A Week in the Name of Research Partnership Building
- 4: New Danida Research Portal
- 5: Research Librarian
- 6: Merry X-mas and Happy New Year

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

EXPENSES	Accounts 2011		Budget 2012 (revised March 2012)	
Course expenses in Denmark, all inclusive	DKK	-59,916,339	DKK	-45,159,000
Consultancy services	DKK	-1,100,398	DKK	-1,000,000
Project personnel	DKK	-3,353,073	DKK	-2,851,000
	DKK	-64,369,810	DKK	-49,010,000
Course expenses in developing countries, all inclusive	DKK	-11,478,865	DKK	-14,310,000
Project personnel	DKK	-749,563	DKK	-1,045,000
Project personnel - travel expenses	DKK	-258,308	DKK	-350,000
	DKK	-12,486,736	DKK	-15,705,000
Fellowships in Denmark and development countries	DKK	-76,856,546	DKK	-64,715,000
Project personnel – administration of research projects	DKK	-1,465,012	DKK	-1,808,000
Project personnel - travel expenses	DKK	-15,669		-20,000
Total administration of research projects	DKK	-1,480,681	DKK	-1,828,000
Personnel	DKK	-2,498,916	DKK	-2,516,000
Rent and office expenses	DKK	-1,688,570	DKK	-1,845,000
Auditing	DKK	-178,125	DKK	-200,000
Governing body	DKK	-75,000	DKK	-125,000
VAT reimbursement	DKK	225,679	DKK	260,000
DFC core administration	DKK	-4,214,930	DKK	-4,426,000
TOTAL EXPENSES	DKK	-82,552,157	DKK	-70,969,000

GRANTS/RECEIPTS				
The Budget § 06.32.04.11.41: General fellowship activities	DKK	36,105,000	DKK	42,056,000
The Budget § 06.32.04.11.41: Private sector	DKK	10,000,000		
The Budget § 06.32.04.11.41: ELSP	DKK	10,000,000	DKK	1,993,000
Danida programmes/projects	DKK	16,954,541	DKK	16,766,000
Income from administrative agreements	DKK	3,522,785	DKK	3,900,000
Commercial services	DKK	752,994	DKK	0
Commercial services, administration contribution	DKK	171,881	DKK	0
Fellowship activities in DK and developing countries	DKK	77,507,201	DKK	64,715,000
DFC core administration, The Budget § 06.32.04.11.46	DKK	3,495,000	DKK	2,944,000
DFC core administration, The Budget § 06.35.01.11	DKK	3,120,000	DKK	3,190,000
7 % OH on “ordered” training activities	DKK	0	DKK	889,000
TOTAL GRANTS/RECEIPTS	DKK	84,122,201	DKK	71,738,000
Interest, net income	DKK	142,999	DKK	0
END RESULT (under-consumption)	DKK	1,713,043	DKK	769,000

”Ordered” training activities include tailor-made courses, degree studies, and study tours purchased by Danida’s programmes and projects.

The fellowship activities in 2011 summed up to app. DKK 10 million less than budgeted.

	Less expenses in relation to the 2011 budget.	Comments
"Ordered" training activities: Tailor-made courses	DKK 0.7 million	Tailor-made courses for app. DKK 1.2 million were transferred from DK to be conducted in partner countries. Courses were in total purchased for DKK 0.7 million less (~ one course).
"Ordered" training activities: Degree studies	DKK 3.4 million	The budget was based on the average of the last three years, and apart from the intake of MIH-students, which have been just about constant over the years, there were five Master students in 2009-11 at LIFE from the Agricultural Sector Programme in Uganda, and two PhD students from in 2008-11 from Benin, also at LIFE. In 2011 there were no similar groups.
"Ordered" training activities: Study tours	DKK 2.5 million	There was a large increase in number of study tours in 2008 and 2009, and these figures are reflected in the budget.
Administration agreements (FFU- and pilot projects)	DKK 2.4 million	There were app. 20 % fewer researchers in Denmark in 2011 than budgeted, but the main reason is that the individual stays in Denmark are markedly shorter.
Core administration and project personnel	DKK 1.0 million	VAT reimbursement of DKK 0.2 million. Postponement of employment of administrative officer in the research secretariat ~ DKK 0.5 million Commercial services ~ DKK 0.2 million Termination of employment ~ DKK 0.1 million.
Total	DKK 10.0 million	

The fewer "ordered" training activities and administrative agreements is counterbalanced by a corresponding lower income.

The end result is distributed as follows:

	over(-)/under consumption(+)	
Core administration (fellowship section's share)	DKK	333,051
Research administration + core administration (research section's share)	DKK	586,336
Core administration and research administration	DKK	919,387
General fellowship grant	DKK	462,088
Fellowships aimed at the private sector	DKK	899,792
ELSP	DKK	-775,543
Central fellowship grant	DKK	586,337
PPP	DKK	0
"Ordered" training activities	DKK	157,062
Administrative agreements	DKK	-104,448
Danida "customers"	DKK	52,614
Commercial services	DKK	11,705
Interest, income	DKK	142,999
Total	DKK	1,713,042

DFC's 'list prices' for the fellowship programme are the prices DFC invoices the Danida programmes and projects (incl. the research projects), and they are indexed for 2012 as follows:

- DKK 1,700/week for allowances
- DKK 1,050/week for accommodation at DFC's hostel/Øresund Student Hostel.

Flow of work, both for the fellowship activities and research administration, are evaluated continuously with respect to being the most optimal and suitable.

APPENDICES

Fellowship Programme:

- Appendix 1 Fellowship Programme Activities
- Appendix 2 Interdisciplinary Courses in Denmark and Danida Partner Countries
- Appendix 3 Activity Plan for 2012
- Appendix 4 Productivity
- Appendix 5 Accommodation in Greater Copenhagen

The Research Grants:

- Appendix 6 Research Projects Granted in 2011
- Appendix 7 Research Grants, Reconciliation with Ministry of Foreign Affairs' Accounts

Management:

- Appendix 8 Personnel

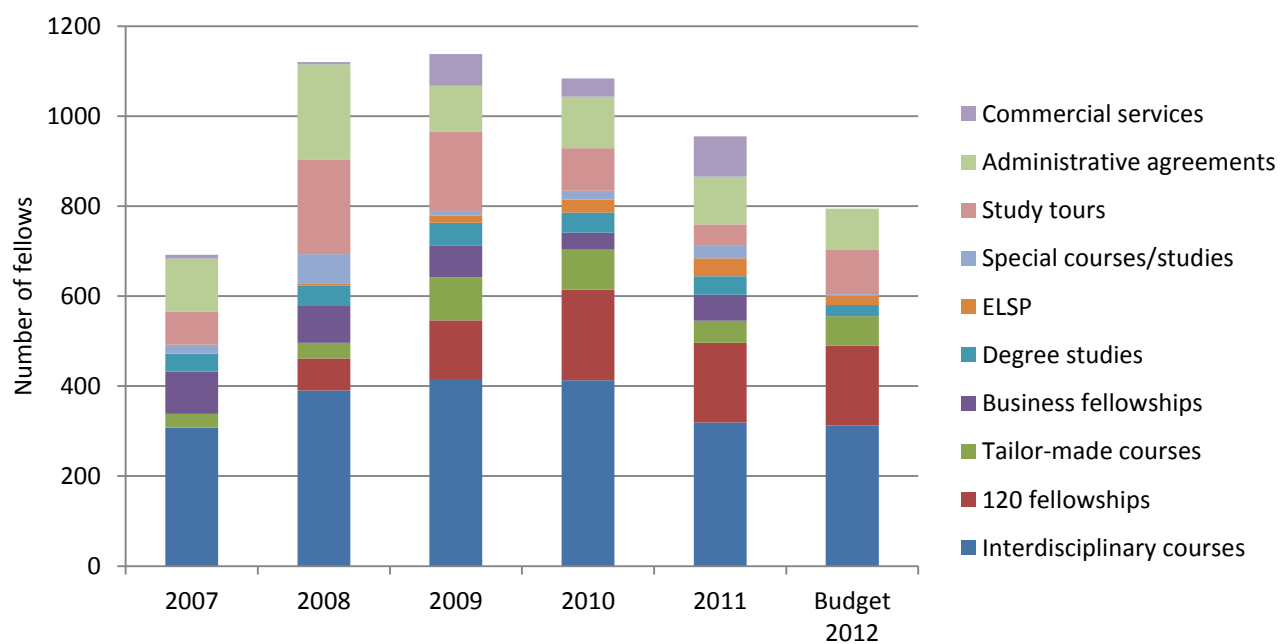
APPENDIX 1 FELLOWSHIP PROGRAMME ACTIVITIES

COURSE CATEGORY	2007			2008			2009			2010			2011		
	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)	192	162	0.8												
120 fellowships	116	187		390	410	0.5	414	368	0.7	413	310	0.7	319	238	0.7
Interdisciplinary courses			1.6	71	35	1.0	132	86	0.9	201	133	0.7	177	106	0.6
Tailor-made courses	30	36	1.2	35	22	0.6	96	62	0.7	89	72	0.8	49	89	1.8
Business fellowships	94	107	1.1	82	74	0.9	70	63	0.9	38	50	1.3	58	39	0.7
Degree studies	40	223	5.6	45	256	5.7	51	285	5.6	45	274	6.1	41	230	5.6
ELSP	1	4	4.0	4	20	5	16	83	5.2	28	203	7.2	40	222	5.6
Special courses/studies	19	113	6.0	66	134	2.0	10	52	5.2	20	75	3.7	26	75	2.7
Study tours	74	14	0.2	211	37	0.2	176	41	0.2	95	20	0.2	47	9	0.2
Total	566	846	1.5	904	988	1.1	965	1040	1.1	929	1137	1.2	757	1008	1.3
Administrative agreements:															
FFU (ENRECA)	64	240	3.8	66	257	3.9	88	355	4.0	97	366	3.8	80	230	2.9
Centres: DSHC + DBL	10	36	3.6	23	90	3.4	4	23	5.8	5	22	4.4	4	6	1.4
DIHR	42	27	0.6	6	27	4.6	7	27	3.9	3	6	2.0	4	15	3.8
Others including study tours	1	4	4.0	116	22	0.2	3	6	2.0	9	19	2.1	18	9	0.5
Total administered by DFC in Denmark	683	1153	1.7	1115	1384	1.2	1067	1451	1.4	1043	1550	1.5	863	1268	1.5
<i>of which transferred from previous year</i>	<i>65</i>			<i>28</i>			<i>29</i>			<i>72</i>			<i>71</i>		
Commercial services	9	3	0.4	5	4	0.9	71	21	0.3	41	15	0.4	89	22	0.2
+outside Denmark:															
Europe ¹ : UK, Holland, France	3	23	7.7	1	11	10.7				4	1	0	2	0	0
Erasmus Mundus (UK)	1	6	6		7	7.0		10	5.0		5	5.0	1	6	6.0
New Zealand / Australia	16	7	0.4												
Short courses in developing countries ²				87	36	0.4		3	0.2	167	55	0.3	375	120	0.3
ELSP in South Africa										5	29	5.6	12	117	9.8
Total administered by DFC	712	1192	1.7	1208	1442	1.2	1138	1485	1.3	1260	1655	1.3	1260	1533	1.1

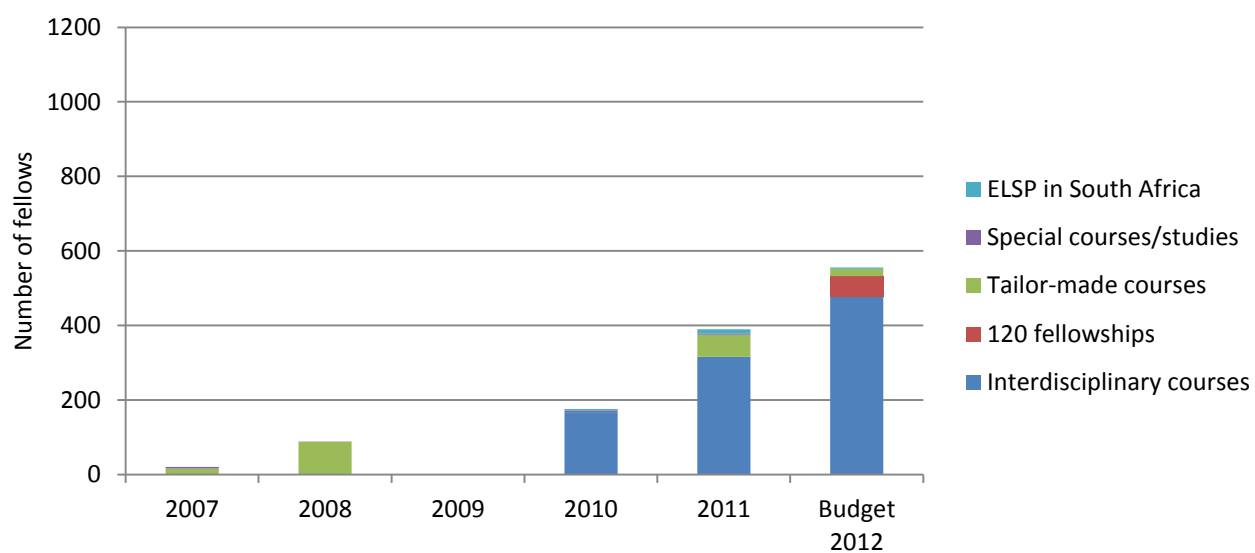
¹ In UK administered by British Council and in France administered by CNOUS (Centre National des Ouvres Universitaires et Scolaires) via administrative agreements with DFC.

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

ACTIVITIES IN DENMARK

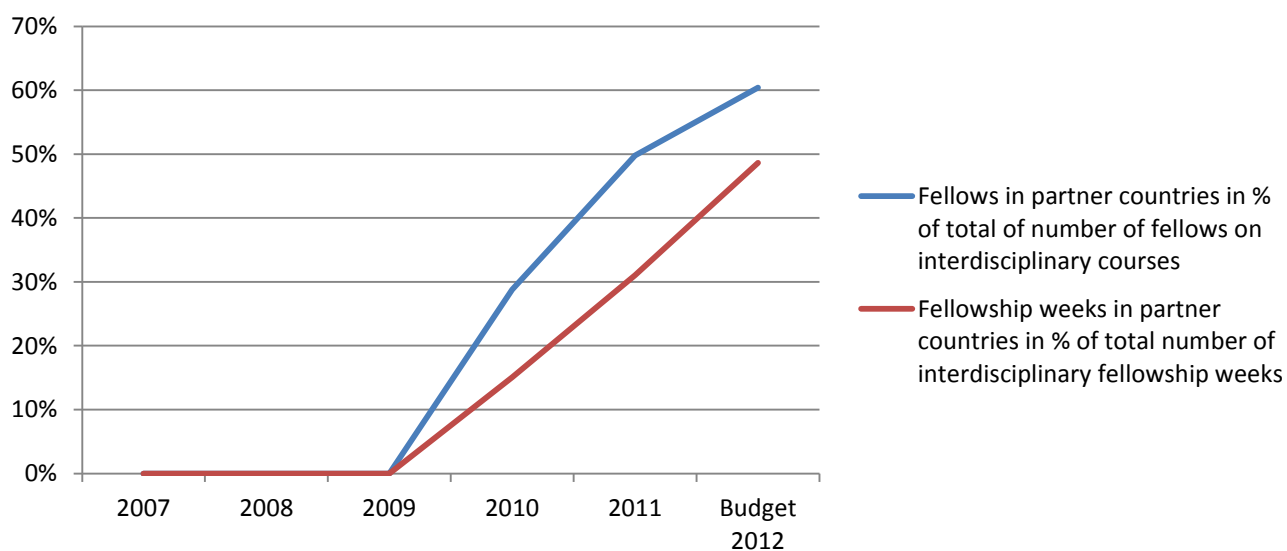
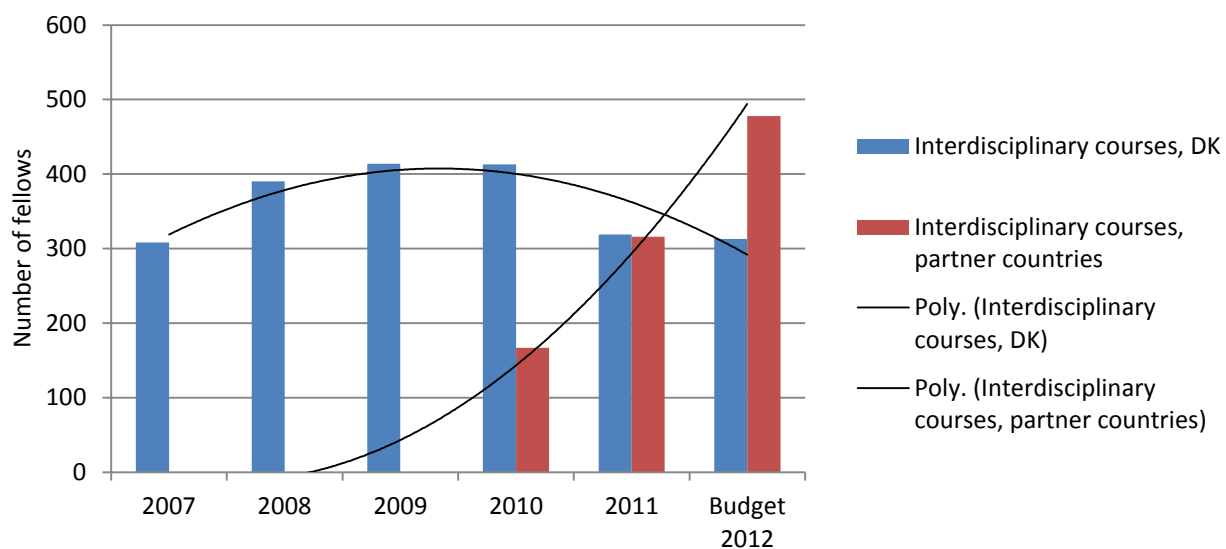


ACTIVITIES OUTSIDE DENMARK



APPENDIX 2

INTERDISCIPLINARY COURSES



APPENDIX 3 ACTIVITY PLAN FOR 2012

Activity Plan for the Commitments of the Year inclusive Budget Estimates

2012

Interdisciplinary Courses	Total expenditure of activity	Distributed as follows				Course data				
		General	120 fellowships	External	Venue	No. fellows	Accommodation	Weeks in DK	No. phases	Course weeks
Financial Management/Good Governance (Public Sector)	1,148,000	948,000		200,000	Denmark	20	DFC	4	1	80
Organisational Change Management: Effectively Addressing Transitional Processes	434,000	434,000		0	Phase 1, Denmark	20	DFC	1	1	20
Gender Mainstreaming	947,000	797,000		150,000	Denmark	20	DFC	3	1	60
A Human Rights Based Approach to Development Planning	1,027,000	877,000		150,000	Denmark	20	DFC	3	1	60
Capacity Development, Adult Education and Training Delivery	1,562,000	1,312,000		250,000	Denmark	20	DFC	5	2	100
Public Sector Leadership: Taking Charge of Public Sector Management Reforms	1,530,000	1,280,000		250,000	Denmark	20	DFC	4	2	80
Lutte contre la corruption (Public Sector and Civil Society)	705,000	605,000		100,000	Denmark	20	DFC	2	1	40
Meeting the MDGs: Results-based Management for Sustainable Development	1,230,000	1,030,000		200,000	Denmark	20	DFC	4	2	80
Meeting the MDGs: Results-based Management for Sustainable Development	1,230,000	1,030,000		200,000	Denmark	20	DFC	4	2	80
Public Private Cooperation: Roles, Responsibilities & How to Make It Work	842,000	712,000		130,000	Denmark	13	DFC	4	2	52
Addressing Climate Change in Development Assistance	997,000	847,000		150,000	Denmark	20	DFC	3	1	60
Role of Civil Society in Aid Effectiveness; Management & Organisational and Capacity Development	902,000	752,000		150,000	Denmark	20	DFC	3	1	60
Natural Resources Management	1,128,000	928,000		200,000	Denmark	20	DFC	4	1	80
Buffer 1	1,177,000	1,177,000		0	Denmark	20	DFC	3	1	60
Buffer 2	1,177,000	1,177,000		0	Denmark	20	DFC	3	1	60
Buffer 3 (Stability and Fragility)	1,177,000	1,177,000		0	Denmark	20	DFC	3	1	60
	17,213,000	15,083,000	0	2,130,000		313				1032

Courses in Partner Countries	Total expenditure of activity	Distributed as follows				Course data				
		General	120 fellowships	External	Venue	No. fellows	Accommodation	Weeks in DK	Course weeks	Kursus-uger
Organisational Change Management: Effectively Addressing Transitional Processes **	1,186,000	1,066,000		120,000	Africa	20	Unknown	4	2	80
Organisational Change Management: Effectively Addressing Transitional Processes *	598,000	458,000		140,000	Phase 2, Tanzania	20	Unknown	3	1	60
Conflict Transformation: Conflict at all Levels **	600,000	540,000		60,000	Bangladesh / Nepal	20	Place of study	3	1	60
Egalité entre les femmes et les hommes dans les activités développement *	500,000	440,000		60,000	West Africa	20	Unknown	2	1	40
Environmental Mainstreaming (*)	524,000	464,000		60,000	Zambia	20	Unknown	2	1	40
Aid Effectiveness	200,000	185,000		15,000	Partner country	20	Unknown	1	1	20
Aid Effectiveness	200,000	185,000		15,000	Partner country	20	Unknown	1	1	20
Aid Effectiveness	200,000	185,000		15,000	Partner country	20	Unknown	1	1	20
Public Policy Analysis *	375,000	315,000		60,000	Kenya	20	Place of study	2	1	40
Promoting Government Integrity and Anti-Corruption *	652,000	592,000		60,000	Uganda	20	Place of study	2	1	40
Human Rights Based Approaches *	652,000	592,000		60,000	Uganda	20	Place of study	2	1	40
Procurement *	462,000	402,000		60,000	Uganda	20	Unknown	2	1	40
Monitoring and Evaluation *	492,000	432,000		60,000	Uganda	20	Unknown	2	1	40
Financial Management, Good Governance and Leadership in the Public Sector *	612,000	552,000		60,000	Zambia	20	Unknown	2	1	40
Cours sur le Changement Organisationnel *	380,000	320,000		60,000	Benin	20	Place of study	2	1	40
Modalités de Mise en Œuvre de l'Approche Sectorielle *	800,000	740,000		60,000	Burkina Faso	20	Place of study	2	1	40
Governance in Local Government (Challenges in Decentralisation) *	350,000	290,000		60,000	Ghana	20	Place of study	2	1	40
Mapping of Natural Assets (*)	700,000	640,000		60,000	Zambia	20	Unknown	2	1	40
Disaster Risk Reduction *	540,000	480,000		60,000	Mozambique	20	Unknown	2	1	40
Gestion intégrée des ressources en eau et de l'environnement (DHI+2iE) *	600,000	540,000		60,000	Burkina Faso	20	Place of study	2	1	40
Adaptation aux conséquences des ch climatiques dans le secteur agricole *	450,000	390,000		60,000	Burkina Faso	18	Place of study	2	1	36
Public Sector Procurement Management (in Local Government Organisations)	250,000	190,000		60,000	Ghana	20	Place of study	2	1	40
Women in Management *	250,000	190,000		60,000	Ghana	20	Place of study	2	1	40
Strategic Communication **	600,000	540,000		60,000	Tanzania	20	Unknown	2	1	40
	12,173,000	10,728,000	0	1,445,000		478				976

* open for participation from other African Danida partner countries than the host country

** open for participation from other Danida partner countries than the host country

120 Fellowships Aimed at the Private Sector	Total expenditure of activity	Distributed as follows				Course date					
		Stip		External	Venue	No. fellows	Accommodation	Weeks in DK		No. phases	Course weeks
		General	120 fellowships								
Public Private Cooperation: Roles, Responsibilities & How to Make It Work	498,000	0	498,000	0	Denmark	7	DFC	4	2		28
General Tools and Concepts in Agribusiness SME Development	1,087,000	0	1,087,000	0	Denmark	20	DFC	3	1		60
Corporate Social Responsibility	1,187,000	0	1,187,000	0	Denmark	20	DFC	3	1		60
Occupational Health and Safety Training Course	987,000	0	987,000	0	Denmark	20	DFC	3	1		60
Course for SMEs within Productive Industries and Services	866,000	0	866,000	0	Denmark	18	DFC	2	1		36
Social Partnership for Business Development	598,000	0	598,000	0	Denmark	18	Place of study	3	1		54
Entrepreneurship and Innovation in the Agricultural Industry	1,068,000	0	1,068,000	0	Denmark	18		Place of study	3	1	
Organic Agriculture and Products in Developing Countries	918,000	0	918,000	0	Denmark	18	Place of study	3	1		54
Green Energy and Carbon Markets	1,087,000	0	1,087,000	0	Denmark	18		DFC	3	1	
Strategic HRM for Business Development	963,000	0	963,000	0	Denmark	20	DFC	2	1		40
New Managers Leadership Programme (*)	435,000	0	435,000	0	Kenya	16	Unknown	2	1		32
Greening the Growth (*)	650,000	0	650,000	0	Mozambique	20	Unknown	2	1		40
L'entreprenariat et Innovation dans l'industrie agricole *	500,000	0	500,000	0	West Africa	18	Unknown	2	1		36
	10,844,000	0	10,844,000	0		231					608

Sino-Chinese Scientific and Technological Co-operation	Total expenditure of activity	Distributed as follows				Course data					
		Stip		External	Venue	No. fellows	Accommodation	Weeks in DK		No. phases	Course weeks
		General	120 Stip								
5 Chinese researchers	655,000	655,000	0	0	Denmark	4	Unknown	43			172
	655,000	655,000	0	0		4					172

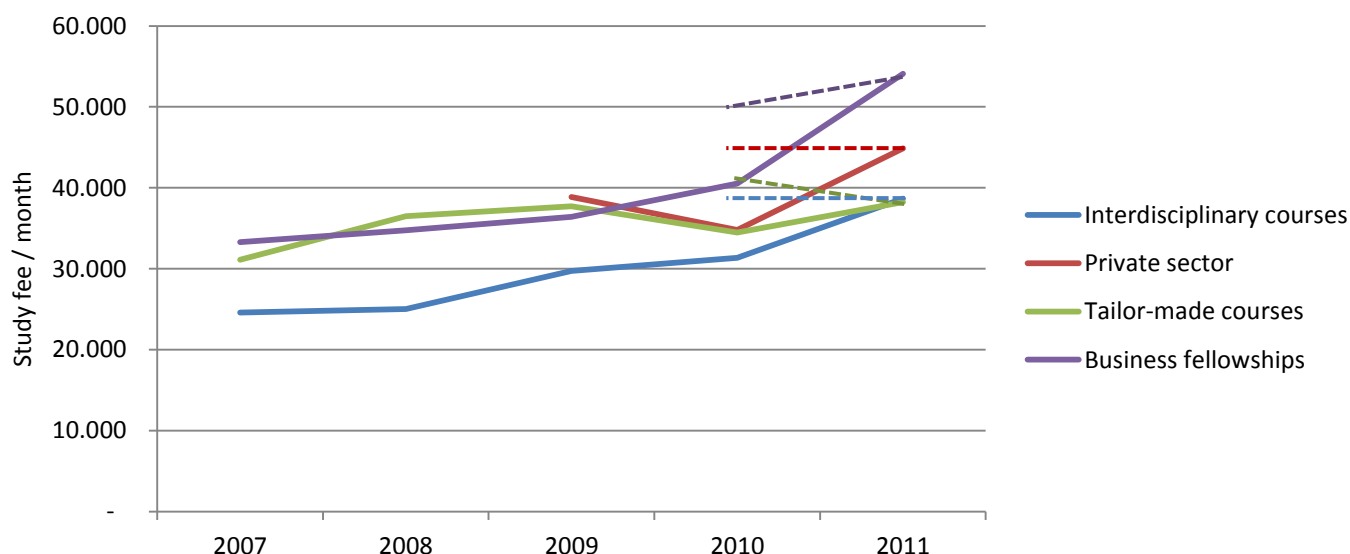
		General	120 fellowships	External		1026	Total	2788
						478	in partner countries	976
Course development and consultancies	1,000,000	1,000,000					Interdisciplinary courses 60% % in partner countries	49%
Project personnel (training advisers + project coordinators) + OH	4,246,000	4,246,000						
VAT reimbursement	-500,000	-500,000						
Total expenditure of activities	45,631,000	31,212,000	10,844,000	3,575,000				
Administration 7 %	2,944,000	2,944,000						
Total	48,575,000	34,156,000	10,844,000	3,575,000				
Grant		35,000,000	10,000,000					
Over /Under consumption		844,000	844,000					

* open for participation from other African Danida partner countries than the host country

** open for participation from other Danida partner countries than the host country

APPENDIX 4 – PRODUCTIVITY

SHORT COURSES IN DENMARK



The main reason for the general increase in study fees from 2010 to 2011 is VAT on study fees. The VAT was notified mid 2010, but in the graph above the 2010-fees are adjusted for VAT in order to compare with the previous years. The 2011-fees are not adjusted.

The deviation between the 2010-fee + VAT and the actual 2011-fee is less than 3 % for the interdisciplinary courses and the courses aimed at the private sector. The 2010-fees + VAT are shown by the dotted lines.

The business fellowship courses remain high-priced courses due to few participants. The last business fellowship courses were conducted in 2011.

INTERDISCIPLINARY COURSES – ALL INCLUSIVE

	2010		2011	
	On the basis of fully settled courses (number)	Expense per fellowship month	On the basis of fully settled courses (number)	Expense per fellowship month
in Denmark	23	DKK 74,909	15	DKK 81,344
in partner countries	9	DKK 58,762 ³	17	DKK 62,969 ³

The increase in the expenses for courses in developing countries in 2011 compared with 2010 is explained by more courses being developed from scratch in 2011, and more courses have capacity development provided by Danish places of study included.

TOTAL EXPENDITURE PER FELLOWSHIP-MONTH (in Denmark and partner countries)

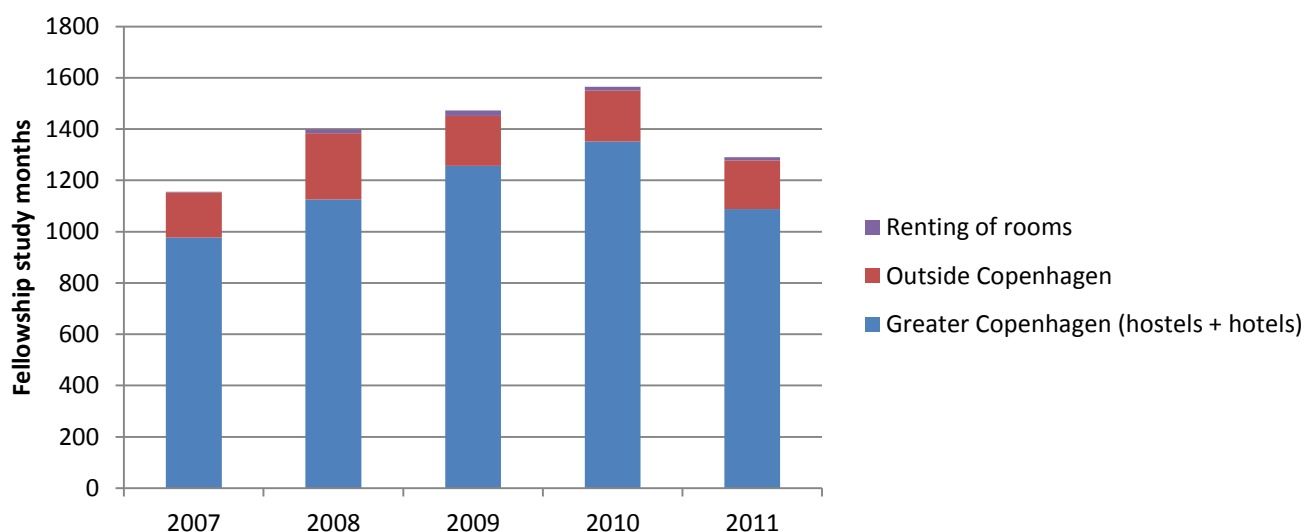
	2009	2010	2011	BUDGET 2012
Total expenditure excl. DFC salaries	DKK 65,801,688	DKK 77,058,015	DKK 71,365,967	DKK 59,609,000
Fellowship-months	1485	1655	1533	1404
Expenditure/month	DKK 44,311	DKK 46,561	DKK 46,553	DKK 42,457

The gain in productivity from 2010 to 2011 would have been larger, if the VAT on study fees in Denmark hadn't been included. The VAT was notified mid 2010, but mainly brought into effect from 2011.

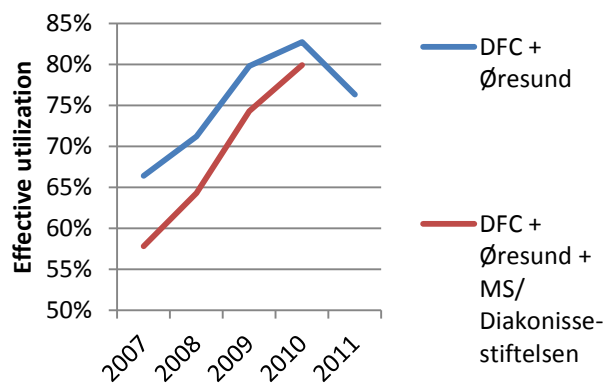
³ based on actual number of participants

APPENDIX 5 ACCOMMODATION

68 one-room apartments at DFC's student hostel, 17 apartments at Øresund Student Hostel, and until June 30 also 20 rooms at Ravnsborggade (MS) were at DFC's disposal in 2011.

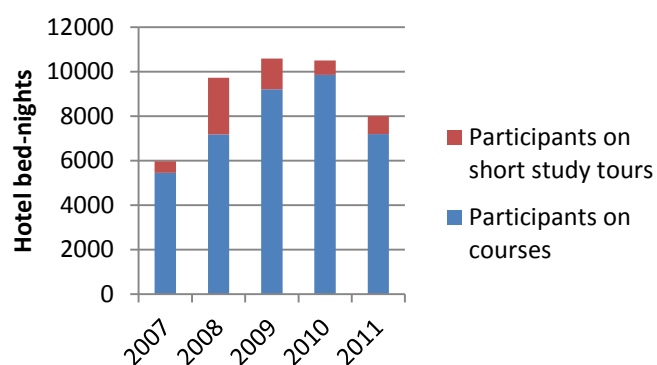


Effective utilization of hostel rooms in Greater Copenhagen:



Accommodation at hotels

(worked out in number of bed-nights):



The effective utilization has decreased in keeping with the current development of fewer long-term students in Denmark. The DFC hostel is thus utilized for a larger number of participants at short courses. With reference to the accommodation policy of DFC they are accommodated together when following the same course. Accommodation at DFC of more participants at short courses will cost in both readying time and cleaning expenses in relation to long-term accommodation.

Some of the flexibility with regard to the planning of accommodation has ceased along with the termination of the business fellowship scheme. There are no longer courses of 10-12 participants, which can "close" the gaps at the DFC hostel, as all interdisciplinary and private sector courses are planned for 18-20 participants.

APPENDIX 6 - RESEARCH PROJECTS, 2011

Main Applicant	Responsible Institution	Project Title	Type	Grant	DFC journal no.
<u>Theme 1: Climate, Energy and Sustainable Use of Natural Resources</u>					
Kjeld Ingvorsen	AU Department of Bioscience	Sustainable Production of Biogas from Waste Rice Straw	Larger strategic projects	DKK 7,631,920	11-016AU
Ian Christoplos	Danish Institute for International Studies	Climate Change and Rural Institutions	Larger strategic projects	DKK 9,999,980	11-026DIIS
Anders Permin	DHI - Water-Environment-Health	Safe Water for Food (SaWaFo)	Larger strategic projects	DKK 9,205,362	11-058DHI
Ida Hartvig Larsen	KU-LIFE Forest & Landscape	Conservation of Vulnerable Timbers in REDD	Individual / PhD	DKK 572,830	11-073LIFE
Anders Thygesen	RISØ	Biobased Electricity in Developing Countries	Individual / PostDoc projects	DKK 2,462,541	11-091RISØ
<u>Theme 2: Economic Growth, Employment and Property Rights</u>					
Søren Jeppesen	CBS Department of Intercultural Communication and Management	Successful African Firms and Institutional Change	Larger strategic projects	DKK 8,957,613	11-053CBS
Katharina Anna Poetz	KU-LIFE Institute of Food and Resource Economics	Agribusiness Entrepreneurship in Tanzania	Individual / PhD	DKK 156,420	11-077LIFE
Mengistu Assefa Wendimu	Danish Institute for International Studies	Biofuels Development in Ethiopia	Individual / PhD	DKK 2,673,933	11-118DIIS
<u>Theme 3: Fragile States, Conflict and Civil Society</u>					
Helle Samuelsen	KU Institute of Anthropology	Fragile Futures: Rural Lives in Times of Conflict	Larger strategic projects	DKK 6,321,789	11-014KU
Jens Seeberg	AU Department of Culture and Society	Nepal on the Move: Conflict, Migration and Stability	Larger strategic projects	DKK 9,828,881	11-032AU
Vibeke Vindeløv	KU Faculty of Law	Stabilizing Kenya by Solving Forest Related Conflicts	Larger strategic projects	DKK 8,496,375 ⁴	11-036KU
Jennifer Lauren Bond	KU-LIFE Forest & Landscape	Cattle Raiding Conflict Management in Kenya	Individual / PhD	DKK 308,916	11-082LIFE
Helle Harnisch	Rehabilitation and Research Centre for Torture Victims	Once we were Warriors: Demobilization in Fragile States	Individual / PhD	DKK 2,895,919	11-095RCT
Jairo Munive	Danish Institute for International Studies	Ex-combatants in South Sudan	Individual / PostDoc projects	DKK 2,160,419	11-104DIIS
Total				DKK 71,672,898	

⁴ DKK 193,426 will be from the 2012 grants

APPENDIX 6 (continued)**PILOT PROJECTS – GHANA AND VIETNAM**

Main Applicant	Responsible Institution	Project Title	Co-operation Partner	Grant	DFC journal no.
<u>Ghana:</u>					
John Asafu-Adjaye	Institute of Economic Affairs	Options for Managing Climate Variability and Market Risks for Smallholder Maize-Legume Farmers in Northern Ghana	DTU Climate Centre – Risø AU Department of Culture and Society KU-LIFE Institute of Food and Resource Economics	DKK 4,928,329	11-P16-GHA
Kwasi Ohene-Yankyera	Kwame Nkrumah University of Science and Technology (KNUST)	Enhancing the Performance and Growth Potential of Street-food Vending for Accelerated Socio-economic Development in Ghana	KU Copenhagen School of Global Health	DKK 4,981,499	11-P21-GHA
Total				DKK 9,909,828	
<u>Vietnam:</u>					
Nguyen Quang Huy	Aquaculture Research Sub-Institute for North Central (ARSINC)	Better Use of Nutrition Resources for Sustaining Aquaculture Production in Central Vietnam under Climate Change Condition	DTU Aqua, National Institute of Aquatic Resources	DKK 4,599,767	11-P02-VIE
Phan Van Tan	Hanoi University of Science	Climate Change-Induced Water Disaster and Participatory Information System for Vulnerability Reduction in North Central Vietnam	RUC Department of Society and Globalisation	DKK 4,999,892	11-P04-VIE
Total				DKK 9,599,659	
Total Ghana + Vietnam				DKK 19,509,487	

APPENDIX 7

RESEARCH GRANTS – RECONCILIATION WITH MFA FINANS ⁵

	MFA Finans account	Remaining grant 31.12.11 DFC DKK	Remaining grant 31.12.11 MFA DKK	Deviation DKK	Comments
Projects granted prior to 2008		-16,770,763	-15,859,556	-911,207	2201-GEUS2 (511406804) = DKK -859,868 722-SDU (511500201) = DKK -51,335
2008 commitments		-21,235,778	-21,235,781		
2008 pilot project commitments		-1,019,283	-1,019,282		
2009 commitments		-66,021,208	-66,021,209		
Travel grants		-711,868	-711,868		
2009 pilot project commitments		-6,512,284	-6,512,284		
2010 commitments		-73,262,024	-73,262,024		
2010 pilot project commitments		-13,298,158	-13,298,158		
2011 commitments		-67,173,279	-67,173,279		
2011 pilot project commitments		-19,981,186	-19,983,556	2,370	Correction of DFC error is not registered by MFA
FFU running expenses 2011 ⁶		-398,017	-1,105,545	707,528	DFC disbursements DKK 808,791 are not yet registered by MFA, and MFA payments of DKK 101,263 are not registered by DFC
DFC running expenses 2010-12 ⁶		-3,184,800	-2,404,800	-780,000	One quarterly payment of DKK 780,000 to DFC is registered twice by MFA
FFU project in total	811	-289,545,149	-288,587,343		
Projects in Denmark	820	-51,885,686	-53,497,104	1,611,418	MFA payments on the ReCom project
Other international research	921	-17,000,000	-17,000,000		
International agricultural research	920	-35,000,000	-35,000,000		

⁵ DW Tilsagnsstyring, dated 20.01.2012

⁶ Remaining grant not stated in DFC accounts

APPENDIX 8**PERSONNEL**

NAME	EMPLOYEE D FROM	AREA OF RESPONSIBILITY	Employee-years					
			Core administration	Outside DK Project personnel	Fellowship Section			
					DK			
					Project personnel	Logistics	Culture exchange and study environment	Upkeep of the DFC hostel
Anne Christensen	15.07.97	Director	1.0					
Ilse Lil Halby	01.03.87	Financial and Personnel Officer, substitute for the director research project accounts, fellowship allowances.	1.0					
Erling Axel (per 01.08.11 on 32 hours)	15.05.08	Accountant	0.9					
Githa Bruun	20.02.06	Receptionist, Administrative Fellowship Officer/Fellowship Project Coordinator.	1.0					
Lisbeth Juul Sørensen	15.09.11	Office Clerk Trainee	1.0					

APPENDIX 8 (continued)

NAME	EM- PLOYED FROM	AREA OF RESPONSIBILITY	Employee-years					
			Core administration	Outside DK Project personnel	Fellowship Section			
					DK			
					Project personnel	Logistics	Culture exchange and study environment	Upkeep of the DFC hostel
Annette Kaalund-Jørgensen	01.12.93	Training Adviser – study planning, evaluation, budget/contract negotiations with the places of study, entering into contracts. Fellowship activities in Francophile West Africa.		0.5	0.5			
Lars Pedersen	01.04.07	Training Adviser – study planning, evaluation, budget/contract negotiations with the places of study, entering into contracts. Fellowship activities in East Africa and Mozambique.		0.5	0.5			
Helle Jørgensen	01.06.08	Training Adviser – study planning, evaluation, budget/contract negotiations with the places of study, entering into contracts. Fellowship activities in Ghana and Zambia.		0.5	0.5			
Eva Thaulow Nielsen (32 hours)	01.02.96	Administrative Fellowship Officer / Fellowship Project Coordinator – course administration, residence permits, air tickets, etc., administration agreements for research fellows.			0.4	0.5		
Anne Engkebølle (flex job from 01.10.07= 20 hours)	01.03.90	Administrative Fellowship Officer / Fellowship Project Coordinator – course administration, residence permits, and air tickets, etc., administration of the Sino-Danish Scientific and Technological Co-operation.			0.2	0.3		
Sara Maria Etlersø Gøtterup (30 hours)	15.04.07	Administrative Fellowship Officer / Fellowship Project Coordinator – course administration, residence permits, air tickets, etc., administration agreements for research fellows.			0.4	0.4		
Morten Warming (30 hours)	15.05.07	Accommodation Officer – responsible for accommodation in Greater Copenhagen, contract negotiations with hotels, reception at the airport. Study tours and commercial services.			0.1	0.7		
Lene Christina Mosegaard (35 hours)	01.10.07	Social and Healthcare Counsellor – the well-being of the fellows, the social and cultural activities programme in Copenhagen, orientation about DK.					0.9	
Bente Ilsøe	01.05.08	Research Project Administrator: FFU-projects, projects in DK, international research.						1.0
Pernille Friis (25 hours)	15.01.10	Research Project Administrator: pilot projects in Vietnam, Tanzania and Ghana, travel grants.						0.7
Anna Jeppesen (30 hours)	15.03.10	Administrative Research Project Officer: updating of the Danida Research Portal, travel grants.						0.8
Henrik Bech	15.07.98	Caretaker – responsible for day-to day care of the DFC student hostel.						1.0
Gunna Nissen	01.09.92	Cleaning Lady.						1.0
+ 8 junior staff		Meeting the fellows upon arrival at the airport, introduction, excursion guides, and café attendants.				0.5	0.9	
Total employee-years 17.8 (by the end of 2011)			4.9	1.5	2.6	2.4	1.9	2.0
								2.5

APPENDIX 8 (continued)

Employee-years distributed per activity/task

	2008 Accounts	2009 Accounts	2010 Accounts	2011 Budget	31.12.2011	2012 Budget
Core administration	3.3	5.0	5.0	5.0	4.9	4.9
Fellows' personal welfare	3.1	2.6	2.4	2.1	1.9	1.9
Fellows' education/training in Denmark	3.0	3.0	2.5	2.2	1.5	1.5
Fellows' education/training in partner countries		0.5	0.7	1.0	1.5	1.5
Fellowship course administration	3.3	3.0	3.0	3.0	3.0	2.2
Accommodation	3.6	3.5	3.5	3.5	2.5	2.5
Administration of research projects	1.8	2.3	2.9	2.9	2.5	2.5
Total	18.1	19.9	20.0	19.7	17.8	17.0

From mid 2012 the "fellowship course administration" will be reduced by 0.8 employee-years.

The annual two-day staff seminar was held in September 2011 over the theme *well-being*. Consultant Lena Bjørn and Health Company were extern facilitators on separate topics.

Days lost through illness, average	2007	2008	2009	2010	2011
Result, DFC	18.3	8.9	9.7	8.5	7.8
Result, the Public Sector ¹	8.7	8.5	9.0	8.7	

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 6.7 days.