



DANIDA FELLOWSHIP CENTRE

ANNUAL REPORT 2013

ABBREVIATIONS

2iE	l'Institut International d'Ingénierie de l'Eau et de l'Environnement de Ouagadougou
BSU	Building Stronger Universities in Developing Countries
CBS	Copenhagen Business School
CD	Capacity development
CeLLRd	Centre for Legal Research and Resource Development
CURAD	Consortium for Enhancing University Response to Agribusiness Development Ltd
DANIDA	Danish International Development Assistance
DFC	Danida Fellowship Centre
DFP	Danida Fellowship Programme
EAIE	European Association for International Education
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
GIMPA	Ghana Institute of Management and Public Administration
HCP	Humanitarian Action, Civil Society and Personnel Assistance, Ministry of Foreign Affairs
HRD	Human Resources Development
ICEIDA	Icelandic International Development Agency
ICI	Initiatives Conseil International
ICIMOD	International Center for Integrated Mountain Development
ILI-ACLE	International Law Institute - African Centre for Legal Excellence
ITP	International Training Programme
KCMC	Kilimanjaro Christian Medical College
KNUST	Kwame Nkrumah University of Science and Technology
LIFE	Faculty of Life Sciences, University of Copenhagen
MBA	Master in Business Administration
MFA	Ministry of Foreign Affairs
MoU	Memorandum of Understanding
MSc	Master of Science
NUFFIC	Netherlands Organisation for International Cooperation in Higher Education
OeAD	Austrian Agency for International Cooperation in Education and Research
SME	Small and Medium-sized Enterprise
STI	Training Institution in South
SUA	Sokoine University of Agriculture
SUZA	State University of Zanzibar
UEM	Universidade Eduardo Mondlane
UFT	Technical Advisory Service – Development Assistance, Ministry of Foreign Affairs
UG	University of Ghana
UMI	Uganda Management Institute

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1. EXECUTIVE SUMMARY

For 2013 it may be particularly underlined

- that the level of the course activities in development countries are steadily rising;
- that there is an increasing share of female fellows;
- that commercial services have found a fair level of approximately DKK 2 mill. per year;
- that the new Building Stronger University (BSU) Master programme was granted very timely for the efficient utilization of DFC's resources (manpower and hostel rooms);
- that the administration of the research activity BSU II has been handed over to DFC by the Ministry of Foreign Affairs (MFA);
- that now more than 95 % of the 'old' research projects, handed over by the MFA in 2008, are completed.

The overall success criteria for the fellowship programme are to use the grant according to the objective and to spend all of it. The course portfolio has been adapted to the needs and wishes of Danida, ensured by a hearing process with MFA and embassies. The high effective course utilization of more than 92 % indicates that the chosen course topics to a large degree are meeting these needs.

The transferral of interdisciplinary and private sector courses to developing countries is increasing. The number of fellows on courses conducted in developing countries is corresponding to a share of 53 % of the total number of fellows on interdisciplinary and private sector courses in relation to 49 % in 2012. The ratio between interdisciplinary and private sector course weeks in developing countries and in Denmark is likewise on the rise.

The share of female fellows inclusive of the researchers under the administration agreements has risen to 35 % in 2013.

The overall productivity (measured by falling costs per fellowship month cf. appendix 3) is rising, which means the funds have been used cost-consciously with the attention to 'value for money', but without giving in to DFC's quality standards. In addition the grant has been used in accordance with the grant commitment.

With the current set-up and resources available it is not possible for DFC in general to measure *impact* at the *organisational* level; however, it is possible to measure the effect at the *individual* response, learning and behavior level. It is one of the recommendations of the 2012-evaluation, that DFC should work towards being able to engage in a more direct follow-up of the fellowship activities.

The effect of the short courses (2 – 3 weeks' duration) is measured by a web-based *Learning Management System* where the fellows assess their knowledge within the course specific thematic topics before and after the course. In general the results show a good effect of the short courses, as 12 out of 17 courses show a competence rise of more than 50 % and even in some cases above 75 %. The fellows express great satisfaction with the participatory and practical approach, which is characteristic of the DFC courses; a slight dissatisfaction is, however, indicated in relation to a busy course programme.

The turnover of commercial services, which cover capacity development activities of varying forms and for a varying number of people from developing countries and financed by other organizations than Danida, was of the amount of DKK 2.4 mill. in 2013. When the single task of administering the stays and return travel of the Libyan war veterans is left out of accounts, this is

corresponding to an increase of almost 100 %. Approximately half of the commercial services tasks were administration of guest researchers' stay in Denmark.

Towards the end of 2012 MFA granted a Master programme for well qualified young students from the BSU countries, which by this programme get the opportunity to take part of their education at master programmes, taught in English, in Denmark. DKK 20 mill. is earmarked for this two-year pilot fellowship programme, which includes app. 30 students from Ghana, Kenya, Nepal, Tanzania and Uganda. The majority of the students are following two-year Master studies, as the Danish master studies primarily are two-year studies.

At the Council for Development Policy Meeting, October 2013, the Minister of Development Assistance of that time, Mr Christian Friis Bach, stated:

'DFC's administration of the research projects and activities is excellently well-run'

The administration of the research activities is well consolidated, and a flexible and efficient administration of the application rounds and on-going projects has been established. This was confirmed by handing over of the extensive task of administration of BSU II as alternative to the platform secretariats of Universities Denmark.

In the end of 2012 DFC introduced electronic application round for the Danish FFU applications, and phase 1 and 2 went very satisfactorily.

95 % of the 119 projects, which were handed over by MFA in 2008, have now been completed and financial closed.

In 2013 DFC introduced many initiatives of optimizing and streamlining the DFC activities, such as electronic application rounds for phase 1 and 2 of the research projects, common application forms for North and South driven research projects, discontinuation of arrival and departure allowance per April 1, 2013, fellowship applications mainly received electronically, no hardcopies at selection meetings for interdisciplinary courses, in addition to new printer and telephone set-ups.

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 board appointed for a three-year period by the Director of Development Policy, MFA.

The board for the period up until June 30, 2013 consisted of:

Chairman, lecturer **Mr Michael Wendelboe Hansen**, Copenhagen Business School,
Department of Intercultural Communication and Management
Director **Ms Mette Vestergaard**, Mannaz
Senior researcher **Ms Ninna Nyberg Sørensen**, Danish Institute for International Studies
Consultant **Mr Svend Erik Ladefoged**, HAP Consultants

A new board has been appointed for the period July 1, 2013 – June 30, 2016 and consists of:

Chairman, lecturer **Mr Michael Wendelboe Hansen**, Copenhagen Business School,
Department of Intercultural Communication and Management
Director **Ms Mette Vestergaard**, Mannaz
Consultant **Mr Nils Boesen**
Head of Department **Ms Ulla Godtfredsen**, Metropolitan University College
Senior Researcher **Ms Susanne Lildal Amsinck**, University of Aarhus, Institute of
Bioscience

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

The meetings of the board in 2013 took place on March 22, June 27, August 29, and December 2.

The current three-year cooperation agreement between MFA and DFC's board for the period 2010-12 was administratively extended until the end of 2013.

No performance targets have been agreed upon with MFA for 2013, primarily due to the lack of decision on the policy for the fellowship programme. The results stated in this report are therefore reviewed in relation to extrapolated performance targets for 2012. Supplementary statistics are to be found at DFC's web site.

Values, Vision, Mission, and Goals

DFC's vision is:

Sustaining development through research and learning

DFC's values are:

Professionalism, Responsibility, Openness, Team-spirit, Respect, Humour

DFC's mission is:

- 1. DFC ensures that capacity development activities under the Danida financed fellowship programme are supporting the progress of the home organisations in their working areas in relation to the development goals of the home country by giving the fellows useful background knowledge, useful skills and an appropriate attitude to their work.**
- 2. DFC ensures that the administration of Danida's research grants is in accordance with practices of good governance. DFC ensures the administrative quality assurance, and DFC contributes to dissemination of the results of the research grants.**

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 development (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) human rights and democracy
 - 2) green growth
 - 3) social progress
 - 4) stability and protection
 - General management topics and/or topics within special sectors
 - Other cross-cutting themes
 - Relieve and prevention of disasters
 - Course activities of innovative nature
 - 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 course provider. Relevant embassies and units in MFA are invited to forward candidates. The courses are conducted in the Danida priority countries or in Denmark.

Participation in the interdisciplinary courses is paid for by the Danida programme/project 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 developing countries.

2. Private sector courses: Fellowships aimed towards the private sector in the Danida priority countries including courses and studies at Danish training institutions or training institution in the South. The aim is to enhance the technological innovation in continuation of the strategy for development of the private business sector.

The topics are determined in cooperation with the embassies and HCP. Relevant embassies and units in MFA are invited to forward candidates. DFC negotiates and enters into contract with the course provider.

3. Danida programmes'/projects' capacity development 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 Danida priority 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.

DFC negotiates and enters into contract with the course provider 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).

The cost of participation in the interdisciplinary courses is fixed as stated above.

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 were granted a one-year full-time MBA at Copenhagen Business School or Aarhus School of Business, a two-year MSc at KU-LIFE or a one-year MBA in South Africa. The programme was primarily aimed at female African candidates. The agreement comprised fellowships financed 90 % by the grant and 10 % from other sources. DKK 10 mill. were earmarked annually for five years (2007-2011), and the activities in 2013 were consequently limited to completion of three on-going Master studies.
6. BSU Master Programme for well qualified young students from development countries, who in this way get the opportunity to take part of their education at master programmes, taught in English, in Denmark. DKK 20 mill. is earmarked for a two-year pilot fellowship programme, which includes app. 30 students from Ghana, Kenya, Nepal, Tanzania, and Uganda. The studies will be either one- or two-year master studies. The first students on this programme commenced their studies in 2013. The programme is part of Danida's support to the partnership, BSU, between research and higher education institutions in developing countries and Universities Denmark.
7. Sino-Danish Scientific and Technological Cooperation, under which agreement Chinese researchers (maximum 10 researchers per year) were offered a fellowship in Denmark for the duration of ten months. A committee under the Ministry of Science, Technology and Innovation was selecting the projects, and DFC administered the fellowships financed by the central fellowship grant. The scheme is phased out in such a way that no new project commitments have been given in 2012 and onwards. The activity in 2013 was limited to completion of one fellowship.
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 course provider/co-ordinator of the organizing of the tour.

In 2013 it was decided by HCP, that Danish embassy employees may participate in DFC's short courses on payment of travel expenses and cost of stay (accommodation and allowances). The study fee will be covered by the central fellowship grant on the grounds of the course being conducted anyway independent of whether a 20th and/or 21st participant is an embassy employee. I.e. for a two-week course in Denmark the embassy expense will be app. DKK 15,000, and for a two-week course in developing countries somewhat lower dependent whether the course is national or regional.

In addition to above mentioned fellowship tasks, 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: DFC's strategy is drawn up after the recommendations of the evaluation have been approved by MFA.

Reporting: DFC's internal corporate strategy 2013-2016 has been drawn up, and, is available at DFC's web site.

The preparation of the strategy for the fellowship programme has been put on hold until the finalization of MFA's policy for the fellowship programme. This is envisaged, at the earliest, to be at the beginning of 2014. The two strategies will complement each other.

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

Performance target 1: The receiving institutions and MFA are satisfied with the fellowship programme.

Indicator 1:

1a. Hearing in MFA of the memorandum on important CD themes and draft activity plan for 2014 has been held at the latest mid-August 2013

The final draft of the activity plan has been drawn up on the basis of the incoming comments, and the plan will be approved at the latest September 1, 2013 by HCP.

1b. More than 90% effective course utilization of the short courses.

1c. Total expenditure per fellowship week in Denmark will decrease with 2% in 2013 in relation to 2012.

Reporting:

The activity plan for 2014 went through a hearing process during the summer period and completed at mid-August. The plan was discussed and approved at the board meeting August 29, 2013 and subsequently approved by MFA September 18, 2013.

15 interdisciplinary courses have been conducted in Denmark with 286 participants 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 105 %. The actual utilization (i.e. including deduction due to cancellations) was 96 %. An effective utilization above 100 % is possible when some of the courses – to respond to a large number of applicants – exceed the planned number of participants with 2-3 participants.

Seven short courses aimed at the private sector were conducted in Denmark with 117 participants in total. The effective course utilizations with reference to above method of calculation were 92 % and 88 %, respectively.

There have been 460 participants at 24 interdisciplinary and private sector courses in developing countries, which correspond to an increase of 9 % in relation to 2012. The effective course utilizations with reference to above method of calculation were 102 % and 93 %, respectively. The high effective utilization has been achieved despite the fact, that there in 2013 were late cancellations of six participants from Ghana to a course in Nepal, as Nepal didn't wish to issue visa to Ghanaians.

Emerging Leaders in the Private Sector was cancelled in 2013 due to too few applicants, and *Environmental Mainstreaming* and *Disaster Risk Reduction* were cancelled due to late signature on the MoU with the International Centre for Integrated Mountain Development (ICIMOD) in Nepal.

As a consequence of above it was achievable to duplicate four interdisciplinary courses with a large number of applicants. The four courses are:

- *Financial Management/Good Governance (DK)* - 44 applicants
- *L'approche genre et droits de la femme dans l'aide au développement (BKF)* - 40 applicants
- *Monitoring and Evaluation (Uganda)* – 42 applicants
- *Women in Management (Ghana)* - 55 applicants.

The private sector course *General Tools and Concepts in Agribusiness SME Development* was conducted in Uganda as a regional course; the course has since 2008 been conducted in Denmark, but was in 2013 conducted according to the 'sandwich'-model with two weeks in Uganda and one week in Denmark.

The newly developed private sector course *Better Business using Strategic HRM* was conducted for the first time in 2013 in Ghana by a partnership between a Danish course provider and DFC's partner GIMPA in Ghana.

In Burkina Faso the private sector course *Batir des Entreprises Agricoles Performantes en Afrique Aujourd'hui* was conducted by a local institution, ICI, for 13 participants.

In addition a tailor-made course for 13 participants was conducted in Denmark (*Law and Justice as Tools of Democracy*), and three tailor-made courses in developing countries: in Uganda for 10 participants (*Strengthening of Training Institutions*), in Kenya for 28 participants (*Green Growth*), and in Niger for 20 participants (*Formation sur l'application du concept chaînes de valeur*), respectively. All the tailor-made course activities are fully financed by programme funds.

In 2013 DFC put three interdisciplinary courses out for tender in order to ensure that the topics are on the vanguard of the current development assistance agenda, and further to enhance DFC's pool of course providers. The courses were: *Organisational Change Management*, *Public Sector Leadership* and *Public Private Partnership*. The courses were tendered for a three year period

under the condition of acceptance of the annual Danish Budget and MFA's approval of the annual activity plan, in addition to a sufficient number of fellows applying.

26 students started on two-year Master studies, and five students on one-year Master studies under the BSU initiative.

The complete list of the fellowship activities may be seen from appendix 1, and comprehensive statistics with the distribution of fellows per developing country, courses and studies, etc. may be found at the DFC web site.

The female share of fellows in Denmark, including the researchers, has risen again from 33 % in 2012 to 35 % in 2013.

There is a large decrease of 14 % in expenditure per fellowship month in Denmark, cf. appendix 3. The reduction of OH on course management and teaching, which were introduced mid-2012, has now showed its impact.

The overall productivity of activities in and outside Denmark (measured by falling costs per fellowship month cf. appendix 3) is rising appreciably, which confirms that the funds have been used cost-consciously with attention to 'value for money'.

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

Performance target 2: Quick reaction to new political priorities.

Indicator 2: Use of the buffer of DKK 2.726 mill. in 2013 on relevant activities as per announcements by ERH prior to June 30, 2013.

Reporting: By agreement with HCP it was decided to use the buffer of DKK 2.726 million on following activities:

- i. 2½ week course for 18 participants in connection with the Danish municipal election and in cooperation with Danish Institute for Parties and Democracy (DIPD);
- ii. two-week course for 8 women in Denmark under the Danish Initiative for Women Water Managers programme;
- iii. course in French, *L'approche fondée sur les droits de l'homme*, for 18 participants in Benin about right based approach to development;
- iv. two-week course in Election Monitoring for 27 participants in Burma/Myanmar.



Participants on the course under the Danish Initiative for Women Water Managers programme met Ms Ida Auken, Danish Minister of Environment.

Above activities add to DKK 2.54 million corresponding to 93 % of the buffer amount.

Cooperation Agreement, appendix 1: Alignment with national capacity development

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

Indicator 1: DFC-visit in 12-14 priority countries to the extent found necessary. When found appropriate video conferences are used.

Indicator 2: Approved course schedule and implementation plan for 2014 are presented in DFC's September Newsletter and at DFC's web site.

Reporting:

DFC's Director and Training Advisers have visited the following priority countries in 2013:

- Ms Anne Christensen: Ghana and Vietnam
- Mr Lars Pedersen: Kenya, Mozambique, Myanmar, Nepal and Uganda
- Ms Helle Jørgensen: Ghana, Tanzania and Uganda
- Ms Annette Kaalund-Jørgensen: Burkina Faso, Benin, Nepal, Niger and Thailand (about Myanmar).

The visits to the eleven priority countries have enhanced the cooperation with the embassies and liaison offices, and not least the Training Institutions in the South (STI). The visits have given DFC the opportunity to monitor the fellowship courses conducted by the STIs with the view to the on-going development of the courses; in addition, the visits also give the opportunity to discuss suggestions to new thematical course topics with the embassies and advisers. Based on experiences it is considered essential, that DFC's training advisers on a regularly basis visit the partners in the South, especially in the cases of STIs' replacement of contact persons.

The approved course schedule for 2014 was presented at DFC's web site at the end of October 2013.

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

Performance target 1: Interdisciplinary courses are continuously conducted in Africa, and transferral of courses to priority countries in Asia is under preparation.

Indicator 1: The relation between planned course-weeks of short courses (interdisciplinary and private sector) in developing countries and total number of course-weeks for 2014 is of a minimum of 50 %.

Indicator 2: MoU with a minimum of two STIs in Asia, and 1-2 regional courses to be conducted in Asia.

Indicator 3: MoU with 1-2 STIs per DFC partner country.

Indicator 4: All STIs have had a minimum of one lecturer/course coordinator on DFC's exchange programme.

Indicator 5: Seminar is conducted in those regions where DFC has established cooperation with STIs.

Reporting: 24 short interdisciplinary or private sector courses were conducted with a total of 462 participants in Benin, Burkina Faso, Burma, Ghana, Kenya, Mozambique, Nepal, Niger, Tanzania

and Uganda, respectively. The number of participants is corresponding to a share of 53 % of the total number of interdisciplinary and private sector course participants.

The ratio between interdisciplinary and private sector course-weeks outside Denmark and total number of course-weeks (in and outside Denmark) is increasing and at a level of 42 % in 2013. In the plan for 2014 the ratio is 53 %.

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

Eight interdisciplinary courses were conducted in 2013 in French speaking West Africa with participants from Mali, Benin, Burkina Faso, and Ivory Coast. DFC is constantly in regular contact with the embassies in the respective countries with the view to expand the course portfolio, and to ensure that the contents of the courses are aligned with the needs of the Danida programmes. The new courses of the year were *L'approche genre et droits de la femme dans l'aide au développement*, which in number of applicants beat previous records, *Batir des Entreprises Agricoles Performantes en Afrique Aujourd'hui* (postponed from 2012), and in addition *L'approche fondée sur les droits de l'homme*, which was financed via the buffer funds. This latter course will in the future be included in the general list of interdisciplinary courses.

In Eastern and Southern Africa nine courses were conducted with participation open to all Danida priority countries. The new courses of the year were *Greening the Growth* conducted in Mozambique and *Public Policy Analysis* conducted in Kenya.



Three interdisciplinary courses were conducted in Ghana:

Governance in Local Government and *Women in Management*; the latter course was duplicated, as DFC received a large number of qualified applicants.

In addition a new course aimed at the private sector was conducted: *Better Business using Strategic HRM*.

In connection with a visit to Nepal a cooperation agreement was signed with International Center for Integrated Mountain Development (ICIMOD) in Kathmandu. This agreement brings about opportunities for cooperation in several of the priority countries, as ICIMOD (apart from India and China) has activities in Pakistan, Afghanistan, Nepal, Bhutan, Bangladesh, and Burma/Myanmar. Both DFC and ICIMOD see a great potential in a cooperation in the region, and the embassy also supports the set-up. It is expected that the first activities, conducted under this agreement, will take place in 2014.

With the exception of a course in *Election Monitoring* especially developed for Myanmar, all courses in Eastern and Southern Africa, and Nepal, had regional/international participation. In general there has been a high degree of satisfaction with the content of the courses.

DFC is currently cooperating with 14 training institutions in priority countries in Africa and Asia, out of which DFC has signed Memorandum of Understanding (MoU) with eleven STIs.

Country	Institution	MoU
Benin	École Nationale d'Administration et de Magistrature (ENAM)	√
	La Chaire Unesco	
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	Strathmore University	√
Mozambique	Universidade Eduardo Mondlane (UEM)	√
Myanmar	Action Aid – Burma	
Nepal	International Centre for Integrated Mountain Development (ICIMOD)	√
	Centre for Legal Research and Resource Development (CeLLRd)	
Niger	Agrhymet	√
Regional (Kenya, Mozambique, Tanzania, Uganda, Zambia, etc.)	Eastern and Southern African Management Institute (ESAMI)	√
Uganda	Uganda Management Institute (UMI)	√
	International Law Institute – African Centre for Legal Excellence (ILI-ACLE)	√
	Consortium for Enhancing University Response to Agribusiness Development Ltd (CURAD)	

A lecturer/course coordinator from GIMPA participated in a curriculum development workshop facilitated by DFC on behalf of the Danish Embassy in Ghana in connection with preparation of curriculum for a tailor-made management course for the Ministry of Health. Other than the GIMPA lecturer, a Danida adviser and a Danish consultant participated in the workshop.

A lecturer/course coordinator from Agrhymet in Niger participated in one of DFC's interdisciplinary courses and subsequently spent a couple of days at DFC to discuss the cooperation and get familiar with DFC's services. At the same time DFC was visited by a course administrator from La Chaire Unesco in Benin, with whom DFC cooperates about a course together with the Danish Institute of Human Rights.

In cooperation with and financed by UN Habitat, DFC has conducted a five-day workshop at UMI in Uganda on strengthening training institutions in Africa. The workshop was conducted with participation from Kenya, Uganda, and Ethiopia.

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

Performance target: Increased cooperation with other donors on coordination of initiatives within capacity development.

Indicator 1: 2-4 courses conducted in cooperation with and/or co-financed with like-minded donors; primarily conducted in priority countries.

Indicator 2: Continuation of cooperation with Nuffic, ITP etc., in addition to participating in Donor Harmonisation Group (Higher Education & Research Cooperation Programmes with Developing Countries – Harmonisation Network) meetings.

Reporting:

DFC's initiative to cooperate with 'like-minded' donors (Dutch NUFFIC and Swedish ITP) is until further notice put on hold, due to difficulties finding a cooperation modality for e.g. exchange of course seats, which may be approved in due respect to among other issues the cooperation organisations' political considerations.

DFC has in 2013 concluded the cooperation with UN-Habitat about the project *Strengthening Training Institutions*. DFC conducted two workshops for a number of training institutions in Africa in 2012 and 2013. This was carried out in cooperation with DFC's partner STIs, who are also included in the target group. The project was closed by a workshop in Nairobi (described above) with collection of experiences and discussions of future possibilities for networking and cooperation.

DFC's director participated in September in the annual Donor Harmonisation seminar in Bonn with representation of 30 different organisations and ministries and with a total of 48 participants. DFC is prioritizing participation in these seminars, and next year's seminar will be conducted in Finland.

A DFC Training Adviser participated in October in *The Turin Learning Link 2013* (with the subtitle '*Share Practices, Strengthen Partnerships*'), where 20 participants from all over the world exchanged experiences. DFC financed participation of one lecturer from DFC's partner institution Agrhymet in Niger.

Another DFC Training Adviser participated in European Association for International Education (EAIE) conference in Turkey and was panelist together with ILI-ACLE, Nuffic, and Austrian Agency for International Cooperation in Education and Research (OeAD) in a debate on harmonisation of fellowship programmes.

Apart from the cooperation with UN-Habitat no common training programmes with other donors were conducted in 2013. There still exists contact with Commonwealth about common training programmes.

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

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

Indicator 1: The result of the newly developed monitoring and evaluation system tested in last quarter of 2012, which takes the participants' own assessment of pre- and post-course competences into account, shows an overall effect of minimum 4 out of 6.

Indicator 2: The recommendations in EVAL's evaluation of the fellowship programme, which are approved by MFA, are implemented.

Indicator 3: E-learning facility for tools for project planning is in use.

Indicator 4: Criteria for monitoring of STIs is in place.

Reporting:

DFC's portal for evaluation (DFC-Assessment) was taken into use as per January 1, 2013 after a pilot phase in the autumn of 2012. All fellows on 2013 courses in Denmark received a *pre-course questionnaire* prior to the start of the course, an *end-of-study questionnaire* at the end of the course, and a *post-course questionnaire* approximately six months after course conclusion.

The results of DFC's evaluations show that 12 out of 17 courses conducted in Denmark have brought about a competence rise of more than 50 % due to course participation, while four of the courses show a result under the median. The four courses are *Meeting the MDGs: Results-based Management for Sustainable Development*, *Role of Civil Society in Aid Effectiveness*, *Natural Resources Management*, and *Local Elections*. There may be several reasons why these courses haven't scored above the median, including the fellows' point of departure, group composition, first time conducting of the course, etc., and in each particular case it will be discussed further with the respective course provider, what causes the result.

With respect to the response rate the average response rate is of 70 % for the *pre-course questionnaires*, while it is somewhat lower for the *post-course questionnaire* at 30 %. Hence, various possibilities for raising the response rate are currently being considered.

The immediate reaction to course participation is measured in DFC's *end-of-study questionnaires* and according to the qualitative responses it is clear, that the fellows especially appreciate the participatory approach in the courses, and the lecturers' knowledge/working experience from the context of developing countries. In addition the practical approach in the training is highlighted, where the rationale is that the fellows must be able to use the various tools and models directly in their work after completion of the course. As a result of the courses have been shortened over time, and the level of ambition in many instances have remain unchanged, the courses predominantly have a high intensity, and a number of fellows mention that the time in between is scarce, and there is very little time to extra-curriculum activities.

The external evaluation of the Fellowship Programme was carried out during the period April to July 2012, and the draft report was received in September same year. The final report was published February 6, 2013 and can be seen at EVAL's web site.

The overall conclusions are: *Danida Fellowship Programme (DFP), which since 1990 has been administered by Danida Fellowship Centre (DFC), provides according to the evaluation training which is assessed by course participants as highly relevant to their needs, and which they are able to apply in their work. DFP is highly valued by course participants and is seen by most Danish embassies as making an important positive contribution to the objectives of Danish aid. Course materials are well-prepared and courses use appropriate training methodologies. The DFP is generally well-managed, particularly through course selection, design and implementation, and the quality of management is reported by course providers and embassies as generally having risen over the evaluation period.*

UM contracted an external consultant to prepare the draft policy for the fellowship programme. The draft was submitted to public hearing in June 2013, and subsequently discussed in the Council for Development Policy August 23, 2013. DFC and DFC's board have continuously had the possibilities of commenting the draft, among other times at the board's meeting with the Minister for Development Assistance October 25, 2013. It is expected that the policy will be ratified at the beginning of 2014.

The E-learning component of DFC-Assessment about planning tools and activity plans has been fully implemented in Denmark. In 2014 it will as well be put to a test for the courses outside Denmark (in which the Action Plan-component does not have the same significance and purpose as for the courses in Denmark).

The criteria for monitoring of the STIs will be decided on a STI-workshop to be conducted in 2014.

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

Performance target: DFC's core administration and remuneration of personnel providing assistance to the fellows are 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 1: The board shall continuously discuss and decide efficiency improvements/savings within training activities, associated services and core administration.

Indicator 2: DFC is preparing a report on the future composition of the fellowship programme, inclusive of and plan for the adaptation of the personnel contribution in relation to the level of fellowship activities.

Reporting: DFC has continuous focus on optimization and has in 2013 introduced the following efficiency improvements within the fellowship administration:

- Paperless selection procedures for course participation;
- Simplification of the procedures for fellowship applications, as copies of certificates are no more asked for, i.e. the applications are reduced to 4 pages in comparison to previously up to 20 pages;.
- Fellowship applications are mainly received electronically;
- Arrival and departure allowance was discontinued per April 1, 2013, and the impact could be seen by mid-year.

The latter point also entails specific savings on the allowance expenses.

DFC prepared 'Report on adaptation of the fellowship personnel contribution in relation to the level of fellowship activities' to be discussed at the board meeting in the first quarter of 2013. The report included the following initiatives and solutions in order to increase the flexibility and ensure the alignment of fellowship personnel:

- i. Employment of short-term personnel (hourly remunerated students) in the situation of ordered study tours or IDV-tasks which cause peak loads;
- ii. No plans of increasing the personnel because of the BSU Master grant. The extra work load will be covered by re-allocation of other tasks;
- iii. DFC will continuously ensure and develop a high level of competences among the existing staff in such a way that re-allocation of tasks will be possible;
- iv. DFC will continue focus on marketing of IDV services.

The total expenditure on wages and salaries relating to the fellowship activities has decreased from 3,528,067 DKK in 2012 to 3,036,884 DKK in 2013 ~ a reduction of 13.9 % on top of last year's reduction of 10.7 %.

Information about Denmark is happening at debate evenings within the themes: 'Danish Family Life', and 'Democracy'. The objective is to improve the fellows' knowledge and understanding of the surrounding society and Danish culture in order for them to get as much as possible out of the study stay in Denmark. The debates in 2013 were held about every second Tuesday. In addition to these, monthly half or full days excursions to landmarks around Denmark are arranged, if and when needed.

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 premises of the course provider on the first weekday after their arrival. At this introduction meeting they are, among others means, informed via DFC's information videos about social conventions in Denmark, the Danish health system, the roles of DFC and the course provider, respectively, and DFC's social and cultural activity programme. Individual fellows' need for introduction is assessed case-by-case.

Following the cooperation agreement between MFA, Universities Denmark and DFC with regard to the BSU Master Programme, a separate orientation about Denmark was conducted in Aarhus for 31 BSU Master students, approximately one month after arrival of all students. The seminar was conducted from Thursday afternoon to Sunday with focus on: introduction to Danish culture, inter cultural communication, Danish democracy, in addition to exchange of experiences. A two day follow-up is planned in Copenhagen in March 2014 (Saturday-Sunday).



Orientation about Denmark conducted in Aarhus for the 31 BSU Master students

The fellows in Greater Copenhagen have the possibility of *socializing* and exchanging experiences in the DFC café, which is open five evenings a week (except periods with very few fellows) 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 also as information channel between DFC and the fellows. The fellows staying outside Greater Copenhagen have the possibility to participate in social and cultural activities arranged either by the course providers or by the international divisions of the universities.

All fellows have the possibility of getting *advice and guidance* by the DFC counsellor in cases of illnesses, and study related or personal problems. This guidance means, among others issues, that more than half of the fellows who express a wish to see a doctor for less severe cases of illnesses

are assisted by DFC guidance and in this way are not a burden on the Danish health system or insurance. The fellows' insurance covers health and home transport (for stays less than 3 months), accidents, legal aid, household effects, and baggage during their whole stay in Denmark. The insurance is taken out with TRYG.

In Greater Copenhagen *accommodation* is primarily provided in DFC's student hostel on Hostrupsvej and the Øresund Student Hostel on Amager. 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 at the best price, and to find hotel rooms with kitchen facilities.

The effective utilization in 2013 has been somewhat lower than in 2012 at 70 % for DFC and the Øresund Student Hostel, see appendix 4. Despite the BSU Master Programme, under which 21 students are accommodated at DFC, is it hard to achieve a high effective utilization, when there in total are fewer fellows staying in Greater Copenhagen, and when the remaining number of vacant rooms is close to 20, but not quite 20, which means that a short course's participants cannot be accommodated at DFC. With reference to the accommodation policy of DFC it is an overriding rule that participants are accommodated together when following the same course.

For courses conducted outside Greater Copenhagen the course provider is always responsible for providing accommodation, and as far as possible it is provided in student hostels adjacent to the premises of the course provider.

3.3. Forecast

Drawing up of DFC's strategy for the fellowship programme has been put on hold until the MFA's ratification of the policy for capacity development. It is expected that the said policy (inclusive of a new name for the programme) will be ratified in the beginning of 2014. DFC's preparation with a new strategy will be completed during the second quarter of 2014.

The 2014 activity plan was approved by HCP September 18, 2013 (appendix 2).

In line with 2013 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 2014 grants/commitments is thus 714 fellows in Denmark (of which 340 fellows are participating in interdisciplinary and private sector courses), in addition to 600 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 developing countries.

DFC will further consolidate the cooperation with the selected STIs, and further explore the possibilities for new cooperation partners in the priority countries. Concurrently DFC will reconsider all existing cooperation in order to evaluate whether the cooperation lives up to DFC's quality requirements, and whether the cooperation is found to be beneficiary for both the STIs and DFC.

A course in *Environmental Mainstreaming* is planned to be conducted at ICIMOD in Nepal, as well as a component of the course *Disaster Risk Reduction*.

The general approach to donor cooperation is based on the assumption that further initiatives will happen only when and if concrete possibilities for this arise. In 2014 this may entail a possible cooperation with the Icelandic development cooperation ICEIDA.

In addition a buffer of DKK 1.92 mill. have been set aside to be used for responses to rapidly arising needs, e.g. within the theme of *Stability and Fragility*. The buffer funds for 2014 may be used as follows (this has to be finally confirmed by MFA and other stakeholders, and there may be replacements/changes in view of discussions and new approaches/trends within development cooperation):

- *Disaster Risk Reduction* course with one component in Mozambique and one in Nepal;
- Course about election in cooperation with African Union and co-financed by the Embassy in Ethiopia;
- Seminar on sustainable development and Gross National Happiness in Bhutan in connection with the final phasing out of Bhutan as a priority country;
- Duplication of courses with a large number of applicants.

In order to ensure that the contents of the DFC courses continuously are up-dated in relation to new trends within development assistance agenda, in addition to ensure a possible expansion of contracted course providers DFC will in 2014 put three courses out for tender, more specific the courses *Sustainable Agriculture Development* (private sector), *Corporate Social Responsibility* (private sector) and *Valuation of Natural Resources* (new interdisciplinary).

It may be considered to tender 2-3 courses in one tender, if feasible topics are found, with the aim of streamlining the tender process. DFC will scrutinize this possibility further in 2014, and if found feasible and relevant, DFC will put forward one combined tender (pilot) in 2015.

For the purpose of continued development of the quality of DFC's courses conducted in developing countries, DFC plans to hold a workshop for relevant employees from the DFC partners in the South; at a start it will include the partners in East Africa (including Ghana) and later a similar workshop for the partners in the French speaking Africa. Specifically it is planned to focus on facilitating Action Plans, in addition to more course management related topics as DFC's guidelines, including monitoring, evaluation, and reporting of course results.

With respect to innovations within learning DFC is constantly trying to be up-dated, and currently DFC is investigating the possibilities for a more open and innovative approach to learning, including the use of e.g. e-learning as a supplement to the short courses. It is DFC's opinion, that e-learning (and/or online learning) cannot work on its own, and therefore it will be investigated further, how DFC best can make use of these new learning methods and how the competences, which are present within the DFC board can contribute to this.

DFC will change the modalities on selected courses with regard to how the efforts are prioritized. Instead of focusing on the course period and the period after the course (follow-up) DFC will at selected courses put more emphasize on the period prior to the course. This is initiated in order to enhance the relevance and ownership of the course. The course provider will enter into dialog with the partner organisation about the organisation's and the fellow's learning objectives, and in this way ensure that the fellows have a clear mandate from the organisation in relation to their Action Plan. The modality of the approach will be decided upon in relation to possible comparative advantages.

DFC will participate in relevant meetings, seminars, conferences, and courses, and will follow the general trends of development policy through various media. DFC will in 2014 make the effort to have close dialog with MFA, partners, interested parties, and embassies in order to ensure

relevance and applicability of the fellowship programme. DFC will focus on continued information and communication about and coordination of further education in Denmark and the regions.

Based on experiences from 2013 with regard to facilitating *capacity development* activities for programmes, e.g. the health sector programme in Ghana and the new Green Growth programme in Kenya, DFC will work on enhancing this area, in such a way that DFC may be consulted earlier and in other roles in relation to the capacity development of the programmes.

DFC is expecting a continued involvement in study tours/seminars/conferences etc. arranged by embassies or various units in MFA, and in addition DFC will continue to market and take care of commercial service (= 'non'-Danida) tasks.

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 (including the Building Stronger University (BSU) initiative), travel grants, and projects and contributions under international agricultural research and other international development research.

The research grants are of a total of DKK 200-230 million per year. The majority of the tasks were in 2013 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 were received in 2013.

The administration of the Calls and on-going projects are carried out in accordance with the principles in DFC's corporate strategy 2013-2016, which for the administration of research projects and activities are '*and efficient, responsible, transparent and timely administration of the research grants, and in addition ensure the administrative quality assurance of the utilization of the research grants*'.

An 'Evaluation of Danida supported research on Agriculture and Natural Resource Management 2006-2011' was completed in 2013, and in the evaluation it was stated: '*Stakeholder responses to the role of the DFC in the general administration and support to logistics and finances were very positive, and well appreciated*'.

At the end of 2013 there were 100 on-going North driven projects (administered by Danish institutions), and 20 on-going South driven projects. 14 prequalified North driven applications were assessed at the FFU award meeting in June 2013, and FFU recommended 8 of these for research grant. At the end of the year four South driven projects were granted from Ghana and Tanzania; two from each country. See the complete list of the granted projects in 2013 in appendix 5.

Of the 119 on-going projects, which were handed over in August 2008, 113 projects were by the end of 2013 finalized.

North driven research projects:

DFC is screening all the received annual and completion reports, and assesses whether the projects report against the pre-set goals, and whether they are developing satisfactorily. DFC produces annually a summary for MFA and FFU including comments on needed follow-up with regard to technical quality assurance. This is in line with the MFA 'Management response' to the above mentioned evaluation, which states that DFC does not carry out any technical monitoring or evaluation.

South driven projects:

The 2013 Call for the South driven research projects (previously termed pilot projects) was the last following the 'old' pilot model. At the FFU award meeting in June two applications from Vietnam and three from Ghana were pre-qualified, and their concept notes were advertised for Danish researchers to express their interest in the research cooperation. In September the researchers from the pre-qualified projects came to Denmark to select their Danish research partners. In December two of the three applications from Ghana were approved, while only one of the two applications from Vietnam received a conditional commitment.

Within the frame work of the pilot model three on-going South driven projects from Tanzania were invited to apply for a second phase. Two of the three applications for extension were approved in October 2013.

Solar drying facilities of the research project:

Development of Enterprise in Solar Drying of Fruits and Vegetables for Employment Creation in Tanzania



See the listing of the two projects from Ghana and the two extended projects from Tanzania in appendix 5.

In 2013 the tightened administrative procedures, which were approved in 2012, were implemented. In order for the South projects fully to understand the implications of the new requirements to accounting practices, accounts manuals, and audits, workshops were conducted during the first half of 2013 in Tanzania, Vietnam and Ghana. These workshops were in Ghana and Vietnam conducted in conjunction with the annual meetings. In all three countries there was positive feedback on these workshops, in addition to the introduction of having annual meetings with the projects on administrative issues.

For the South driven projects the quality assurance of the progress and fulfilment of objectives is addressed at the annual meetings and the meetings with the individual projects. The individual project meetings are held both with DFC and with MFA/FFU, respectively.

Application Round 2014:

In 2013 it was decided to combine the Call for the North driven research projects (formerly the Danish run larger strategic projects) and the South driven research projects (formerly the pilot projects). The Call for research applications 2014 was published already in the spring 2013 covering both North and South. While the North research applications thematically were limited to three themes¹, the Call has no thematic limitation for applications from South. An important

¹ 'Governance in fragile and unstable environments', 'Green economy, inclusive growth and employment' and 'Rights to natural resources'

change in relation to previous Calls was that applicants from South have to identify partners already in Phase 1 (pre-qualification). In addition the first screening is carried out in the country of origin, i.e. Nepal (new country in the South driven research programme), Ghana, and Tanzania, respectively. This process showed to be challenging, and hence the set-up will be further developed in 2014. As a new initiative information meetings for potential applicants were conducted in Denmark, Nepal, Ghana, and Tanzania. The pre-qualification selection meeting of FFU was held in the beginning of December, and out of 41 received North driven applications 17 were pre-qualified, and out of 86 received South driven applications 11 were pre-qualified to the next round.

Building Stronger Universities (BSU):

The grant to BSU I to Universities Denmark with four thematic platforms as implementing agencies was terminated by the end of 2013 except for 41 on-going PhD-studies. The platform secretariats have been discontinued with the termination of phase I, and a large part of the administration of the capacity development activities will be transferred to DFC. Hence, DFC will increase the staff at the research secretariat with one employee who will primarily work with tasks related to the BSU grants.

DFC will in the beginning of 2014 enter into agreement with the responsible South universities concerning finalization of the PhD-studies:

University	Country	Number of PhDs	Remaining budget in DKK mill.
Kwame Nkrumah University of Science and Technology (KNUST)	Ghana	7	3.12
University of Ghana	Ghana	10	4.70
Gulu University	Uganda	2	0.87
Kilimanjaro Christian Medical College (KCMC)	Tanzania	2	2.17
State University of Zanzibar (SUZA) via KCMC	Tanzania	1	
Sokoine University of Agriculture (SUA)	Tanzania	6	3.05
University of Dar es Salaam	Tanzania	6	3.18
Maseno University	Kenya	3	1.21
Tribhuvan University	Nepal	4	1.94
Total		41	20.24



Kilimanjaro Christian Medical College

A DKK 19 million grant to *Capacity Building within Research Communication, Dissemination and Networking*, similarly granted to Universities Denmark in 2012 and planned to be implemented by the platforms, has per January 1, 2014 been split into five separate projects:

Project Coordinator	Project title	Budget in DKK mill.
Aarhus University	<i>Capacity Building within Research Communication, Dissemination and Networking</i>	4.75
University of Copenhagen	<i>E-learning and Problem Based Learning (PBL)</i>	7.06
DTU	<i>Knowledge Sharing, Research Dissemination and Communication</i>	3.51
University of Ghana	<i>Establishing UG's Centre for Sustainability and Enterprise Development (CSED)</i>	1.00
University of Copenhagen	<i>Knowledge Sharing, Research Dissemination and Communication Project</i>	2.68
Total		19.00

BSU II includes six of the original 11 South universities, and in addition Kathmandu University in Nepal. The project runs from January 1, 2014 until November 1, 2016, and the total grant is DKK 100 mill.

	2014 (12 months)	2015 (12 months)	2016 (10 months)	Total
University of Ghana	5.3	5.3	4.4	15.0
Kwame Nkrumah University of Science and Technology	5.3	5.3	4.4	15.0
Sokoine University of Agriculture	4.2	4.2	3.6	12.0
Kilimanjaro Christian Medical College	2.8	2.8	2.4	8.0
State University of Zanzibar	2.8	2.8	2.4	8.0
Gulu University	2.8	2.8	2.4	8.0
Kathmandu University	1.9	1.9	1.5	5.3
Continuation of PhDs from BSU phase I	6.8	6.8	6.6	20.2
Danida Fellowship Centre	1.0	1.0	1.0	3.0
Reviews, technical support, mid-term seminar	0.5	1.0	0.5	2.0
Unallocated	0	1.5	2.0	3.5
BSU Total	33.4	35.4	31.2	100.0

A match-making process between the seven South universities and interested Danish universities will take place in the first half of 2014.

Danida Research Portal:

Danida Research Portal (<http://drp.dfcentre.com/>) is still a feasible way to get an overview over which and how many research activities exist in the individual countries. There are many visitors, and they browse widely over the portal. DFC has the responsibility of maintaining the portal, and is depending on the information flow and up-dates from the projects, as this is of decisive importance for the site to remain reliable. Now also the Policy Briefs, forwarded by the projects at their completion, are assessable as a link at the portal.

International research:

DFC was in 2013 coordinating external audit of *Organization for Social Science Research in Eastern and Southern Africa (OSSREA)* in Ethiopia on behalf of Norad, Sida and Danida.

Travel grants:

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 20,000 per applicant. The application rounds are fully electronic with data being entered via the internet. The professional assessments of the applications are carried out by the research secretariat at DFC, which gives a high degree of cohesion, continuity and effective administration.

The list of awarded travel grants is available at DFC web site. Extract of the students' thesis together with information of the size of the grant, destination, duration, etc. are also assessable at the Danida Research Portal.

Summary of the research grants:

	Remaining grant per 31.12.2012	Closed projects /new commitments in 2013	Disbursements in 2013	Remaining grant per 31.12.2013	On-going projects
	DKK	DKK	DKK	DKK	01.01.2014
Projects granted prior to 2008	15,435,241	-4,812,208	-4,434,022	6,189,011	6
2008 commitments (North)	8,737,886	0	-5,770,013	2,967,873	16
2008 commitments and running expenses (South)	242,002	0	-189,192	52,810	3
2009 commitments (North)	36,501,821	0	-21,932,179	14,569,642	26
Travel grants 2009-12	9,771	0	20,704	30,475	n/a
2009 commitments and running expenses (South)	3,833,803	0	-1,456,041	2,377,762	2
2010 commitments (North)	44,322,420	0	-16,897,411	27,425,009	19
2010 commitments and running expenses (South)	10,115,644	0	-5,039,206	5,076,438	3
2011 commitments (North)	51,014,260	0	-13,345,357	37,668,903	14
2011 commitments and running expenses (South)	17,222,297	0	-5,517,939	11,704,358	4
2012 commitments (North)	86,627,999	0	-12,915,466	73,712,533	11
2012 commitments and running expenses (South)	21,000,000	0	-4,374,624	16,625,376	4
2013 commitments and running costs (North)		78,000,000		78,000,000	8
2013 commitments and running expenses (South)		20,000,000		20,000,000	4
Travel grants 2013-16	3,420,000	0	-706,563	2,713,438	n/a
Projects in Denmark	51,391,464	105,563,495	-43,465,900	113,489,059	30
Other international development research	35,000,000	12,500,000	-25,891,128	21,608,872	10
International agricultural research	20,000,000	105,000,000	-35,000,000	90,000,000	3
Total	404,874,608	316,251,288	-196,914,336	524,211,559	163
FFU running expenses 2012	0	594,271	-594,271	0	n/a

The total number of on-going projects have risen with 18 research projects/-activities, and this is primarily South driven (BSU I and II) activities, which are more time consuming. The research secretariat will, hence, be strengthened with one full-time person at the start of 2014.

4.3. Forecast

The research secretariat at DFC will continue to maintain the good governance practice in accordance with the principles in Danish Law for Good Governance (Forvaltningsloven), in addition to the Agency for Governmental Management (Økonomistyrrelsen)'s guidelines for grant management.

The new MFA strategy document builds up to a change towards more South driven projects, and the South driven research programme in general is taken up a larger portion of the time allocated to support to development research, and this is both in MFA, FFU and at DFC. Moreover the strategy sets the scene for continued large focus on how the projects are managed in the South. There will for all the forms of support be initiatives within good governance, in addition to project and financial management, and enhanced focus on result based management with focus on indicators. Finally the strategy document is pledging, that more importance will be put on research communication, documentation, and dissemination, and use of the results of the projects. DFC anticipates that MFA's follow-up on the above mentioned evaluation and the strategy paper will mean more tasks for DFC within the areas of quality assurance and monitoring, as it is stated that DFC will take care of '*Training in LFA and development of indicators in in-country training workshops on financial management offered by Danida Fellowship Centre in countries with South-driven research cooperation projects*'.

There is a huge interest from both UFT and FFU in participating in the activities in the South, among other activities with the national screening committees and their functionality, as well as information meetings for new applicants (the latter both in the North and the South).

A fair amount of resources will in the coming years be used on aligning the administrative procedures and guidelines for North and South driven projects inclusive of the BSU activities. Especially with regard to the BSU II activities DFC will focus on close monitoring of the progress of the activities of the seven South universities, which size and existing level of competences vary a great deal.

5. MANAGEMENT

The current co-operation agreement between MFA and DFC's board expired 2013, and in December 2013 an interim one-year cooperation agreement covering 2014 was signed.

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

DFC publishes an electronic Newsletter four times a year. The target group is DFC's cooperation partners, embassies, course providers, researchers, etc., and currently app. 1400 are subscribing to the Newsletter. This is an increase of 900 subscribers since the electronic publication started in 2011. In addition the Newsletter has a very high opening rate in comparison with other institutions, between 47 and 61 %. Normally an opening rate of 30 % of news mails is acceptable.

At the end of 2013 DFC commenced the preparation of a new and updated DFC brochure. In addition DFC has worked on improving the information flow to fellows in developing countries by a guide and amended information at the DFC web site. All these initiatives will also be available in French, and are envisaged to be completed by the beginning of 2014.

Commercial services, which include further education activities in varying extent and forms for persons from developing countries financed by other organisations than Danida, have been of an amount of DKK 2.4 mill. in 2013. Excluding the isolated task of handling the stays and return travels of Libyan war veterans this is corresponding to an increase of slightly less than 100 %. Approximately half of the tasks in 2013 were administration of guest researchers' stay in Denmark. In connection with the commercial service tasks DFC is charging for the administration of the task, in addition to 7 % OH for the DFC core administration.

DFC was given the extra fellowship task in 2013 by means of the BSU Master programme, and the increased work load fortunately coincided with the fewer 'ordered' activities in 2013. Of the same reason it was possible to absorb the larger work load caused by an increasing number of PhDs' and senior researchers' stay in Denmark financed by the research projects.

DFC is focusing on optimization of operations, and flow of work, and is continuously evaluating whether administrative procedures are optimal and suitable. In 2013 DFC invested in a flexible telephone set-up, and mid 2013 also received new printers including built-in fax and lower energy consumption, cheaper leasing costs, and with the possibilities of further optimization of the flow of work.

DFC's 'Report on adaptation of the fellowship personnel contribution in relation to the level of fellowship activities', which was discussed by the board in the beginning of 2013, concluded that a certain minimum of readiness of staff under the core administration is required, and that DFC cannot align the core administration staff with a possible brief period of fewer fellowship activities. In addition it was resolved, that the remuneration of DFC's communication officer in the future will be covered by the core administration.

The budget for 2014 was approved by the board August 29, 2013 and by HCP November 5, 2013. In line with 2013 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. In December 2013 the Building Stronger Universities, Phase II (2014-16) grant was approved by MFA, inclusive of DKK 1 mill. to the DFC administration per year in three years. The budget for 2014 was therefore revised accordingly, and the revised budget was approved by the board on March 17, 2014.

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 2013		Budget 2014 (revised March 2014)	
Course expenses in Denmark, all inclusive	DKK	-38,623,759	DKK	-43,283,000
Consultancy services	DKK	-1,033,981	DKK	-1,000,000
Project personnel	DKK	-1,991,265	DKK	-1,744,000
Fellowships in Denmark	DKK	-41,649,005	DKK	-46,027,000
Course expenses in developing countries, all inclusive	DKK	-14,573,492	DKK	-17,255,000
Project personnel	DKK	-1,059,245	DKK	-1,084,000
Project personnel - travel expenses	DKK	-327,886	DKK	-350,000
Fellowships in development countries	DKK	-15,960,623	DKK	-18,689,000
Commercial services, course expenses	DKK	-2,300,441	DKK	-2,394,000
Commercial services, project personnel	DKK	-295,225	DKK	-300,000
Commercial services in Denmark	DKK	-2,595,666	DKK	-2,694,000
Project personnel - administration of research projects	DKK	-1,921,387	DKK	-2,550,000
Project personnel - travel expenses	DKK	-68,563	DKK	-280,000
Total administration of research projects	DKK	-1,989,951	DKK	-2,830,000
Personnel	DKK	-3,058,477	DKK	-3,094,000
Rent and office expenses	DKK	-2,352,431	DKK	-2,578,750
Auditing	DKK	-269,000	DKK	-200,000
Governing body	DKK	-94,997	DKK	-95,000
VAT reimbursement	DKK	159,322	DKK	160,000
DFC core administration	DKK	-5,615,583	DKK	-5,807,750
TOTAL EXPENSES	DKK	-67,810,828	DKK	-76,047,750

GRANTS/RECEIPTS				
The Budget § 06.32.04.11.41: General fellowship activities incl. private sector	DKK	37,383,000	DKK	37,383,000
BSU Master programme	DKK	4,392,500	DKK	8,282,000
Danida programmes/projects	DKK	7,331,397	DKK	12,946,000
Income from administrative agreements	DKK	6,915,502	DKK	6,016,000
Commercial services	DKK	2,430,022	DKK	2,394,000
Commercial services, administration contribution	DKK	295,225	DKK	300,000
Fellowship activities in DK and developing countries	DKK	58,747,646	DKK	67,321,000
DFC core administration, The Budget § 06.32.04.11.46	DKK	2,917,000	DKK	2,617,000
DFC core administration & research administration, The Budget § 06.35.01.11	DKK	3,275,000	DKK	3,650,000
DFC core administration & BSU administration, The Budget § 06.35.01.10	DKK	0	DKK	1,000,000
DFC core administration, BSU Master programme	DKK	307,500		918,000
7 % OH on 'ordered' training activities	DKK	513,919	DKK	698,000
TOTAL GRANTS/RECEIPTS	DKK	65,761,064	DKK	76,204,000
Interest, net income	DKK	94,488	DKK	0
END RESULT (under-consumption)	DKK	-1,955,276	DKK	156,250

‘Ordered’ training activities include tailor-made courses, degree studies, and study tours purchased by Danida’s programmes and projects. In 2013 there were considerably fewer tailor-made courses in Denmark, study tours and degree-giving studies. All ‘ordered’ fellowship activities are demand driven, so a fluctuation in these activities is to a large extent beyond the control of DFC.

The end result is distributed as follows:

	over(-)/under consumption(+)	
Core administration (fellowship section’s share)	DKK	-35,524
Research administration + core administration (research section’s share)	DKK	-556,591
Core administration and research administration	DKK	-592,115
General fellowship grant	DKK	428,185
ELSP	DKK	-188,886
Central fellowship grant	DKK	239,299
BSU Master programme	DKK	-2,157,050
‘Ordered’ training activities	DKK	-28,071
Administrative agreements	DKK	358,592
Danida ‘customers’	DKK	330,521
Commercial services	DKK	129,581
Interest, income	DKK	94,488
Total	DKK	-1,955,276

Over consumption on the core administration has been granted by the DFC board for investments, such as the accounts programme Navision STAT, upgrading of database, and flexible telephone system. DFC’s net total capital is DKK 727,693.

Net Capital	Research section’s share	Fellowship section’s share	Total
Opening balance		DKK 37,647	DKK 37,647
Accounts 2010	-DKK 68,781	- DKK 68,781	- DKK 137,562
Accounts 2011	DKK 586,336	DKK 333,051	DKK 919,387
Accounts 2012	DKK 297,196	DKK 203,140	DKK 500,336
Accounts 2013	- DKK 556,591	- DKK 35,524	- DKK 592,115
Total	DKK 258,160	DKK 469,533	DKK 727,693

DFC has in line med the rest of the Danish public sector focus on efficient administration, and can show, after deduction of activity related increases, a fall in expenditure of 1.22 % from 2012 to 2013, and a further decrease of 2.45 % is budgeted for 2014.

The central grant has, as in previous years, been used with a very little deviation in relation to the grant commitment. In 2013 the deviation was 0.8 %.

The key figures for expenses for travel to Denmark and allowances in Denmark have decreased with 20 % and 11 % in relation to 2012, respectively. The decrease may be explained by the discontinuation of arrival and departure allowance, and that DFC in 2013 consistently has used cheaper air lines for journeys from Asia, in addition to fewer trips from the more expensive destinations.

	Travel	Allowances
Journeys/month	862 journeys	1076 fellowship months
Expenditure as per 2013 accounts	DKK 6,891,593	DKK 7,907,191
Key figure 2013	DKK 7,986	DKK 7,351
Key figure 2012	DKK 9,993	DKK 8,296
Decrease in percentage	-20.1 %	-11.4 %

DFC's 'list prices' for the fellowship programme are the prices DFC invoices the Danida programmes and projects (incl. the research projects), and for 2014 they are as follows:

DKK 1,650/week for allowances
DKK 1,100/week for accommodation.

DFC's administration of senior researchers/PostDocs is fixed at DKK 6,000 per arrival for 2013 and 2014.

APPENDICES

Fellowship Programme:

- Appendix 1 Fellowship Programme Activities
- Appendix 2 Activity Plan for 2014
- Appendix 3 Productivity
- Appendix 4 Accommodation in Greater Copenhagen

The Research Grants:

- Appendix 5 Research Projects Granted in 2013

Management:

- Appendix 6 Personnel

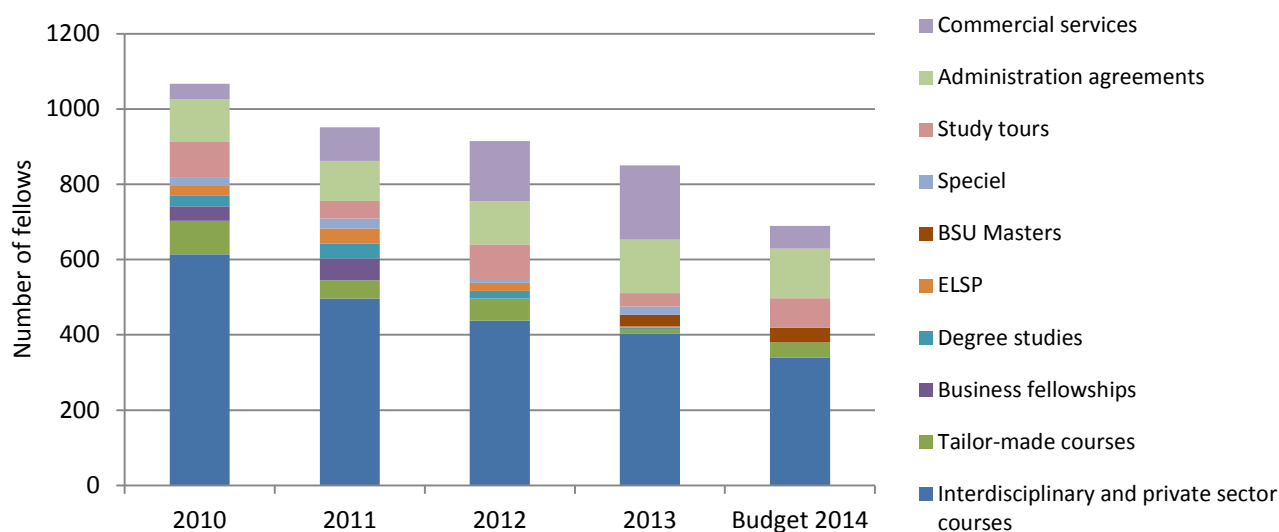
APPENDIX 1 FELLOWSHIP PROGRAMME ACTIVITIES

COURSE CATEGORY	2009			2010			2011			2012			2013		
	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)
Interdisciplinary courses	414	368	0.7	413	310	0.7	319	238	0.7	285	169	0.6	403	242	0.6
Private sector courses	132	86	0.9	201	133	0.7	177	106	0.6	153	92	0.6			
Tailor-made courses	96	62	0.7	89	72	0.8	49	89	1.8	58	37	0.6	13	12	0.9
Business fellowships	70	63	0.9	38	50	1.3	58	39	0.7						
Degree studies	51	285	5.6	45	274	6.1	41	230	5.6	29	185	6.3	19	83	4.4
ELSP	16	83	5.2	28	203	7.2	40	222	5.6	21	149	7.0	3	10	3.3
BSU Master studies													31	137	4.4
Special courses/studies	10	52	5.2	20	75	3.7	26	75	2.7	10	53	5.3	22	7	0.3
Study tours	176	41	0.2	95	20	0.2	47	9	0.2	92	14	0.2	36	9	0.3
Total	965	1040	1.1	929	1137	1.2	757	1008	1.3	648	699	1.1	527	500	0.9
Administrative agreements:															
FFU	88	355	4.0	97	366	3.8	80	230	2.9	98	316	3.2	105	318	3.0
BSU													34	115	3.4
Centres: DSHC + DBL	4	23	5.8	5	22	4.4	4	6	1.4	3	9	3.0	3	10	3.3
DIHR	7	27	3.9	3	6	2.0	4	15	3.8	4	13	3.3			
Others including study tours	3	6	2.0	9	19	2.1	18	9	0.5	10	9	0.9			
Total administered by DFC in Denmark	1067	1451	1.4	1043	1550	1.5	863	1268	1.5	763	1046	1.4	669	943	1.5
<i>of which transferred from previous year</i>	29			72			71			55			12		
Commercial services	71	21	0.3	41	15	0.4	89	22	0.2	160	213	1.3	198	176	0.9
+outside Denmark ¹ :															
Europe: UK, Holland, France				4	1	0	2	0	0						
Erasmus Mundus (UK)		10	5.0		5	5.0	1	6	6.0						
Int.disc. & ps courses in dev. countries		3	0.2	167	55	0.3	316	110	0.3	423	152	0.3	460	174	0.4
Tailor-made courses in dev. countries							59	10	9.8	125	25	9.5	58	22	0.4
ELSP in South Africa				5	29	5.6	12	117		2	19				
Total administered by DFC	1138	1485	1.3	1260	1655	1.3	1260	1533	1.1	1473	1455	1.0	1385	1315	0.9

¹ Exclusive field work in home country.

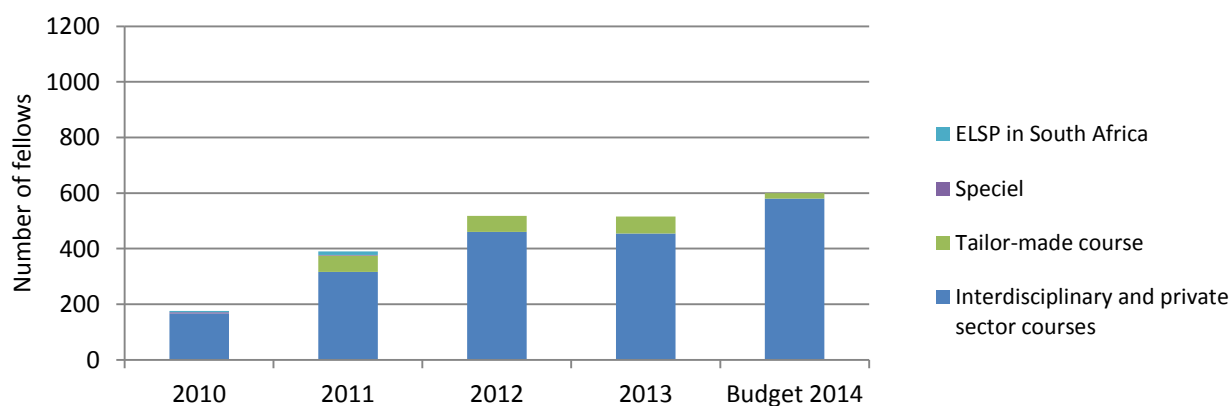
Activities in Denmark

The diagram shows the composition of the fellowship programme in Denmark per course/study types.



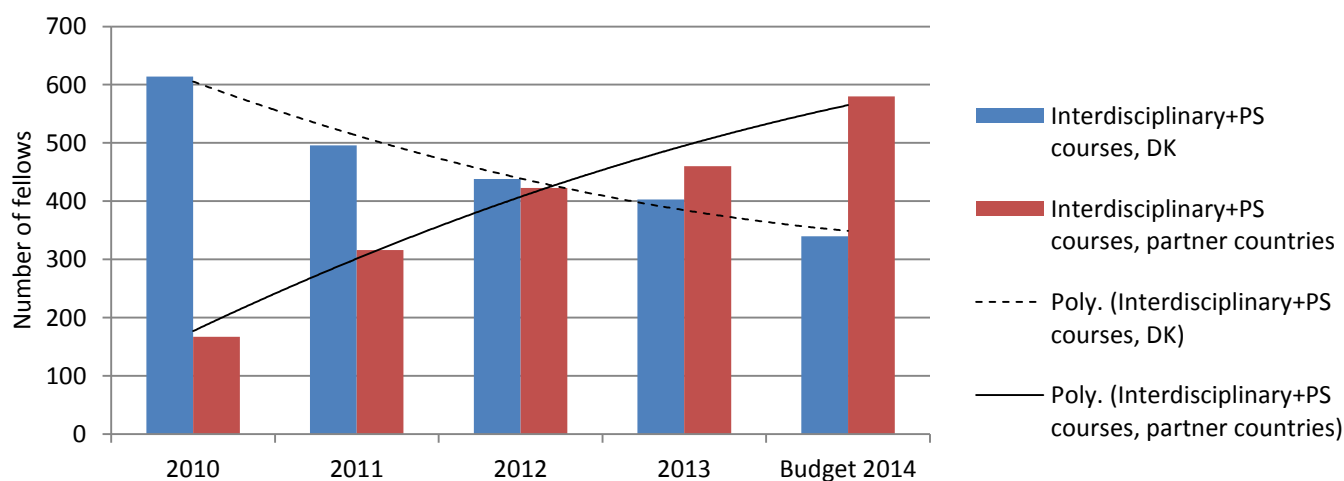
Activities outside Denmark

The diagram shows the composition of the fellowship programme outside Denmark per course/study types.



Interdisciplinary and private sector courses

The diagram shows the development over time of the number of participants on short courses (interdisciplinary and private sector (PS) courses) conducted in Denmark and outside Denmark.



APPENDIX 2 ACTIVITY PLAN 2014 (CENTRAL GRANT)

All amounts are in DKK

Short courses in Denmark	Total expenditure of activity	Central grant	External	Course data			
				No. fellows	Weeks in DK	No. phases	Course weeks
A Human Rights Based Approach to Development Programming	835,000	685,000	150,000	20	3	1	60
Addressing Climate Change in Development Assistance	1,005,000	855,000	150,000	20	3	1	60
Capacity Development, Adult Education and Training Delivery	1,445,000	1,245,000	200,000	20	4	2	80
Corporate Social Responsibility	905,000	905,000	0	20	3	1	60
Export, Production & Service Oriented Small and Medium Sized Entreprises	871,000	871,000	0	20	2	1	40
Financial Management/Good Governance	855,000	705,000	150,000	20	3	1	60
Food Safety and Traceability	1,052,000	1,052,000	0	20	3	1	60
Gender Equality Mainstreaming	905,000	755,000	150,000	20	3	1	60
Green Energy and Carbon Markets	939,000	939,000	0	20	4	1	80
Meeting the MDGs: Results-based Management for Sustainable Development	796,000	696,000	100,000	20	2	1	40
Natural Resources Management	895,000	745,000	150,000	20	3	1	60
Org. Change Mgt.: Effectively Addressing Transitional Processes	1,065,000	915,000	150,000	20	3	1	60
Public Private Cooperation: Roles, Responsibilities & How to Make It Work	1,480,000	1,380,000	100,000	20	4	2	80
Public Sector Leadership: Taking Charge of Public Sector Reforms	1,550,000	1,350,000	200,000	20	4	2	80
Role of Civil Society in Aid Effectiveness	925,000	775,000	150,000	20	3	1	60
Social Partnership for Business Development	775,000	775,000	0	20	3	1	60
Sustainable Agriculture and Products in Developing Countries	1,252,000	1,252,000	0	20	3	1	60
Total	17,550,000	15,900,000	1,650,000	340			1,060
in % of total number				37.0%			46.9%

Short courses in partner countries	Total expenditure of activity	Central grant	External	Course data				Proposed Dev. country
				No. fellows	Weeks in DK	No. phases	Course weeks	
Adaptation aux conséquences des changements climatiques dans le secteur agricole	500,000	440,000	60,000	20	2	1	40	Burkina Faso
Batir des Entreprises Agricoles Performantes en Afrique Aujourd'hui	550,000	550,000	0	20	2	1	40	Burkina Faso
Better Business using Strategic HRM	450,000	450,000	0	20	2	1	40	Ghana
Conflict Transformation (Staff working with conflict at all levels)	900,000	810,000	90,000	20	3	2	60	Nepal
Cours sur le Changement Organisationnel	385,000	325,000	60,000	20	2	1	40	Benin
Democracy, Human Rights and Rights-based Approach to Development	670,000	610,000	60,000	20	2	1	40	Uganda
Disaster Risk Reduction	480,000	420,000	60,000	20	2	1	40	Mozambique
Effectiveness of Development Cooperation	200,000	170,000	30,000	20	1	1	20	Unknown
Emerging Leaders in the Private Sector	635,000	635,000	0	20	2	1	40	Kenya
Environmental Mainstreaming	525,000	465,000	60,000	20	3	1	60	Nepal
General Tools and Concepts in Agribusiness SME Development	675,000	675,000	0	20	3	2	60	Uganda
Genre et Développement Agricole	450,000	390,000	60,000	20	2	1	40	Niger
Gestion intégrée des ressources en eau et de l'environnement (DHI+2iE)	600,000	540,000	60,000	20	2	1	40	Burkina Faso
Global Value Chains, Concepts and Tools	700,000	640,000	60,000	20	2	1	40	East Africa
Governance in Local Government	425,000	365,000	60,000	20	2	1	40	Ghana
Greening the Growth	650,000	650,000	0	20	2	1	40	Mozambique
La Croissance Verte	550,000	550,000	0	20	2	1	40	Burkina Faso
L'approche fondée sur les droits de l'homme	850,000	790,000	60,000	20	2	1	40	Benin
L'approche genre et droits de la femme dans l'aide au développement	750,000	690,000	60,000	20	2	1	40	Burkina Faso
Leadership, Financial Management, and Good Governance in the Public Sector	425,000	365,000	60,000	20	2	1	40	Tanzania
Modalités de Mise en Œuvre de l'Approche Sectorielle	800,000	740,000	60,000	20	2	1	40	Burkina Faso
Monitoring and Evaluation	500,000	440,000	60,000	20	2	1	40	Uganda
Procurement	460,000	400,000	60,000	20	2	1	40	Uganda
Promoting Government Integrity and Anti-Corruption	600,000	540,000	60,000	20	2	1	40	Uganda
Public Policy Analysis	375,000	315,000	60,000	20	2	1	40	Kenya
Strategic Communication for Development and Advocacy	800,000	740,000	60,000	20	2	1	40	Tanzania
The Role of Civil Society in Aid Effectiveness (in French)	700,000	640,000	60,000	20	2	1	40	Burkina Faso
Valuation of Natural Resources	660,000	660,000	0	20	2	1	40	Zambia
Women in Management	440,000	380,000	60,000	20	2	1	40	Ghana
Total	16,705,000	15,385,000	1,320,000	580			1,200	
in % of total number				63.0%			53.1%	

Buffer	1,920,000	1,920,000			
Course development and consultancies	1,000,000	1,000,000			
Project personnel (training advisers+ project coordinators)	3,178,000	3,178,000			
Total activity expenditure	40,353,000	37,383,000	2,970,000		
Administration 7 %	2,617,000	2,617,000			
Total	42,970,000	40,000,000	2,970,000	920	2,260
Central grant		40,000,000			
Over / Under consumption		0			

APPENDIX 3 PRODUCTIVITY, FELLOWSHIP ADMINISTRATION

SHORT COURSES (INTERDISCIPLINARY AND PRIVATE SECTOR) – ALL INCLUSIVE (study fees, allowances, travel expenses, accommodation etc., exclusive of participant payments)

IN DENMARK	2011	2012	2013	BUDGET 2014
Total expenditure	DKK 28,231,135	DKK 25,662,130	DKK 20,846,258	DKK 19,470,00
Fellowship-months	344	308	290	245
Expenditure/month	DKK 82,067	DKK 83,319	DKK 71,884	DKK 79,469

IN PARTNER COUNTRIES	2011	2012	2013	BUDGET 2014
Total expenditure	DKK 8,421,541	DKK 11,105,278	DKK 13,999,376	DKK 16,705,000
Fellowship-months	110	158	196	277
Expenditure/month	DKK 76,559	DKK 70,287	DKK 71,425	DKK 60,307

Number of fellowship-months equals selected participants, i.e. cancellations beyond DFC's control have not been deducted. In addition, courses run in 2014 which relate to 2013 courses and accounted for in 2013 are included. This adds up to 27 fellowship-months in Denmark.

The cutback exercise (reduction in OH on course management and teaching) introduced mid-2012 now shows its impact by a reduction in the average course fee per month in Denmark of 14 %.

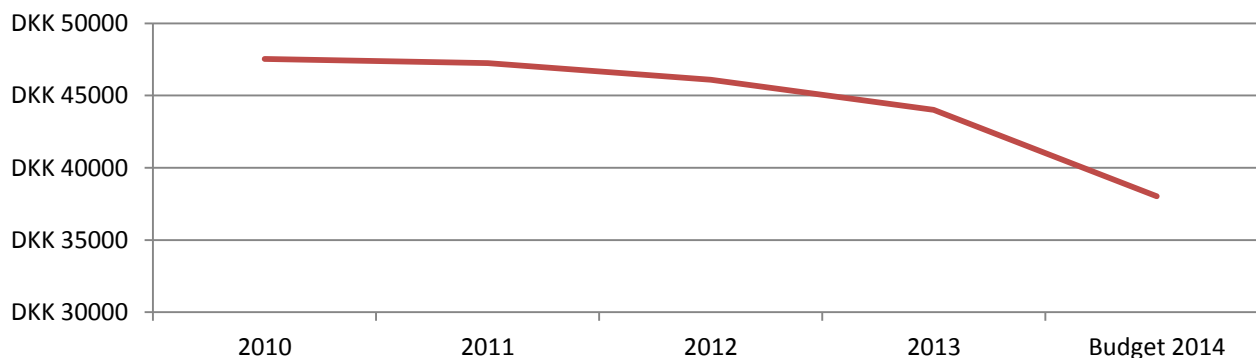
The amount set aside as buffer (DKK 1,920,000) in 2014 is included as utilized on short courses in Denmark.

TOTAL EXPENDITURE PER FELLOWSHIP-MONTH IN DENMARK AND PARTNER COUNTRIES (excl. DFC salaries)

	2011	2012	2013	BUDGET 2014
Total expenditure	DKK 71,395,204	DKK 59,254,171	DKK 53,197,251	DKK 60,538,000
Fellowship-months	1511	1286	1209	1592
Expenditure/month	DKK 47,250	DKK 46,090	DKK 44,001	DKK 38,026

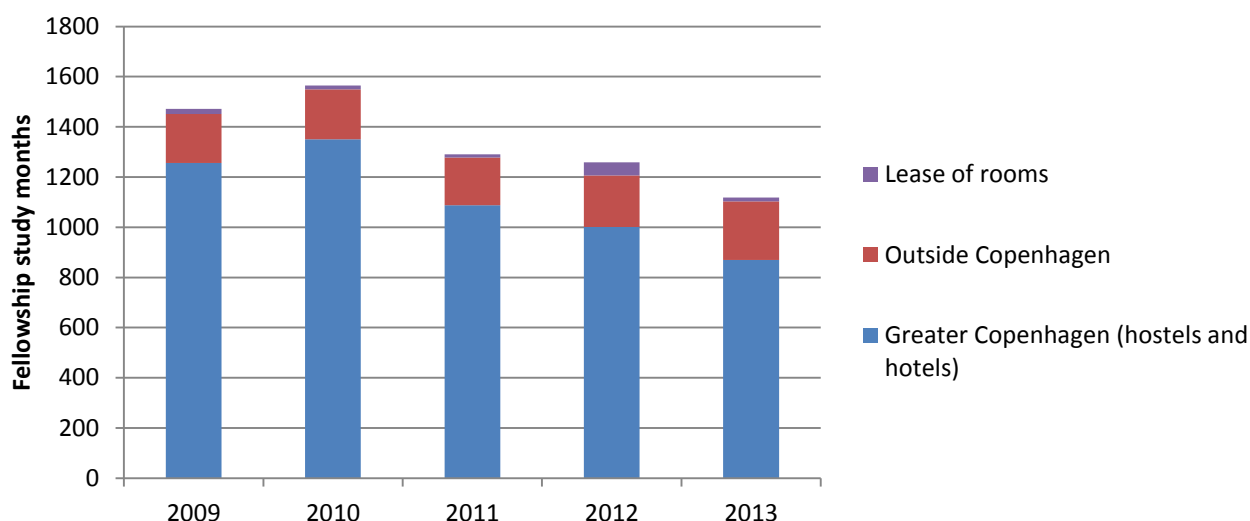
Fellowship-months are calculated as stated above.

Total expenditure / month

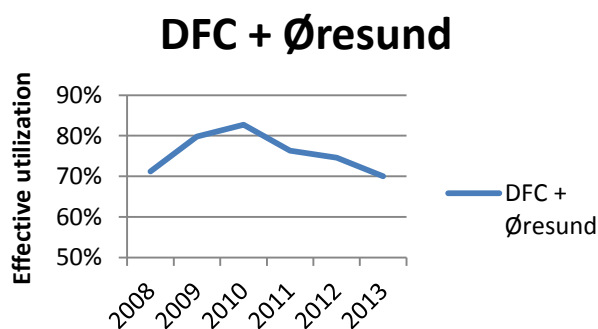


APPENDIX 4 ACCOMMODATION

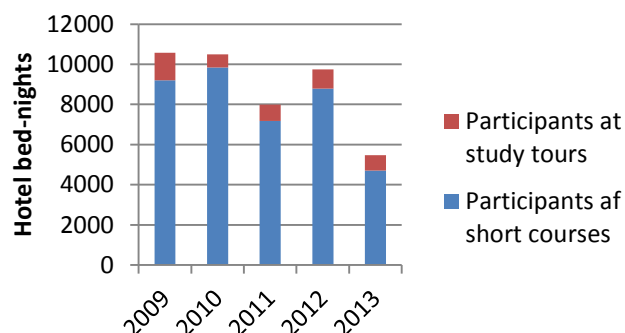
68 one-room apartments + 1 two-roomed flat at DFC's student hostel and 17 apartments at Øresund Student Hostel were at DFC's disposal in 2013.



Effective utilization of hostel rooms in Greater Copenhagen:



Accommodation at hotels
(worked out in number of bed-nights):



The effective utilization for 2013 has been somewhat lower than for 2012 at 70 % for DFC and the Øresund hostel. Despite the BSU Master Programme, which accommodates 21 students at the DFC hostel, it is hard to achieve a high effective utilization, when there in total are fewer fellows staying in Greater Copenhagen, and when the remaining number of vacant rooms is close to 20, but not quite 20, which means that a short course's participants cannot be accommodated at DFC. With reference to the accommodation policy of DFC participants are accommodated together when following the same course.

APPENDIX 5 RESEARCH PROJECTS GRANTED IN 2013

NORTH DRIVEN PROJECTS				
Main Applicant	Responsible Institution	Project Title	Grant	DFC journal no.
THEME 1: Governance in fragile and unstable environments				
Tobias Hagmann	Roskilde University	Governing Economic Hubs and Flows in Somali East Africa	DKK 9,963,719	13-03RUC
THEME 2: Green economy, inclusive growth and employment				
Lene Jespersen	University of Copenhagen	Preserving African Food Microorganisms for Green Growth	DKK 9,997,980	13-04KU
Henrik Egelyng	University of Copenhagen	Valorizing Green Growth in Africa (VALOR)	DKK 9,977,540	13-02KU
Nanna Roos	University of Copenhagen	GREEiNSECT - Insects for Green Economy	DKK 9,994,500	13-06KU
Carsten Smith-Hall	University of Copenhagen	Transiting to Green Growth: Natural Resources in Nepal	DKK 8,949,061	13-07KU
Mathias Neumann Andersen	University of Aarhus	Green Cohesive Agricultural Resource Management WEBSOC	DKK 9,999,996	13-01AU
THEME 3: Rights to natural resources				
Jens Friis Lund	University of Copenhagen	Science and Power in Participatory Forestry	DKK 8,987,940	13-05KU
Ida Theilade	University of Copenhagen	REDD+ - The Forest Grab of all Times?	DKK 8,994,436	13-08KU
Total			DKK 76,865,172	

SOUTH DRIVEN PROJECTS – GHANA AND TANZANIA					
Main Applicant	Responsible Institution	Project Title	Co-operation Partner	Grant	DFC journal no.
<u>Ghana:</u>					
Stephen Amisah	Kwame Nkrumah University of Science and Technology	Sustainable Fish Feed Development in Ghana	DTU, National Institute of Aquatic Resources	DKK 4,999,162	13-P01-GHA
Ruby Asmah	Council for Scientific and Industrial Research	Effects of Climate Change on Volta Lake Resources	AU, Institute of Bioscience	DKK 4,979,069	13-P04-GHA
Total				DKK 9,978,231	
<u>Tanzania:</u>					
Evelyne Albert Lazaro	Sokoine University of Agriculture	Rural-Urban Transformation (RUT): Governance, Mobility, and Economic Dynamics, in Emerging Urban Centres for Poverty Reduction	KU, Department of Geography and Geology	DKK 4,954,851	13-P02-TAN
Joseph Andrew Kuzilwa	Mzumbe University	Productivity, Market Access and Incomes for Small Farming Businesses in Tanzania: Potentials and Limitations in Contract Farming	KU, Department of Geography and Geology / KU-LIFE, Institute of Food and Resource Economics	DKK 4,951,910	13-P03-TAN
Total				DKK 9,906,761	
Total Ghana and Tanzania				DKK 19,884,992	

APPENDIX 6 PERSONNEL

NAME	EMPLOYED FROM	AREA OF RESPONSIBILITY
Anne Christensen	15.07.97	Director
Ilse Lil Halby	01.03.87	Financial and Personnel Officer: - substitute for the director - research project accounts - fellowship allowances.
Erling Axel (32 hours)	15.05.08	Accountant
Githa Bruun	20.02.06	Receptionist, Administrative Fellowship Officer/Fellowship Project Coordinator.
Lisbeth Juul Sørensen until 14.08.13	15.09.11	Office Clerk Trainee
Nina Døj (flex job = 20 hours)	15.08.13	Office Clerk
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.
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.
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.
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.
Anne Engkebølle (flex job = 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. From 15.11.12: Study tours and commercial services.
Lene Christina Mosegaard (35 hours)	01.10.07	Programme and Communication Coordinator: - the well-being of the fellows, the social and cultural activities programme in Copenhagen, orientation about DK - coordinator for the BSU Master programme - communication.
Bente Ilsøe	01.05.08	Research Project Administrator: - North-driven projects - projects in DK - international research.
Pernille Friis (25 hours)	15.01.10	Research Project Administrator: South-driven projects in Vietnam, Tanzania and Ghana.
Hanne Kongsgaard	15.01.13	Administrative research officer, travel grants and updating of the Danida Research Portal.
Anna Jeppesen (30 hours)	15.03.10	Receptionist and Fellowship Post.
Henrik Bech	15.07.98	Property Manager – responsible for day-to day care of the DFC student hostel.
Gunna Nissen until 31.08.13	01.09.92	Cleaning Lady.
Brita Lilia (35 hours) until 30.11.13	01.09.13	Cleaning Lady.
+ 8 junior staff		Meeting the fellows upon arrival at the airport, introduction, excursion guides, and café attendants.

APPENDIX 6 (continued)

Employee-years distributed per activity/task

	2010 Accounts	2011 Accounts	2012 Accounts	2013 Accounts	2014 Budget
Core administration	5.0	5.0	4.9	5.7	5.7
Fellows' personal welfare	2.4	1.9	1.9	0.9	0.9
Fellows' education/training in Denmark	2.5	2.1	1.5	1.5	1.5
Fellows' education/training in partner countries	0.7	1.0	1.5	1.5	1.5
Fellowship course administration	3.0	3.0	3.0	2.4	2.4
Accommodation	3.5	3.0	2.0	2.0	2.0
Administration of research projects	2.9	2.0	2.5	2.5	3.5
Total	20.0	18.0	17.3	16.5	17.5

¹ Programme and Communication Coordinator's employee-years will for 2013 be covered by the core administration

One extra person has been allocated for the research unit due to DFC's increased tasks in relation to the BSU phase II.

The annual two-day staff seminar was held in September 2013 over the theme of DFC's values (re-visited). Consultant Rolf Møller Nielsen, LOGIKK ApS was external facilitator.

Days lost through illness, average	2009	2010	2011	2012	2013
Result, DFC	9.7	8.5	7.8	15.4	13.7
Result, the Public Sector ¹	9.0	8.7	8.3	7.8	7.9

¹ The figures for the Public Sector are from the Agency for the Modernisation of Public Administration, source ISOLA, and include own illness (i.e. 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 5.8 days.