



DANIDA FELLOWSHIP CENTRE



ANNUAL REPORT 2015

ABBREVIATIONS

2iE	L'Institut International d'Ingénierie de l'Eau et de l'Environnement de Ouagadougou
aBi	Agribusiness Initiative Trust
BSU	Building Stronger Universities in Developing Countries
CD	Capacity development
CDA	Capacity Development Advisor
COSTECH	Tanzania Commission for Science and Technology
CSR	Corporate Social Responsibilities
DANIDA	Danish International Development Assistance
DCDSP	Danida Capacity Development Support Programme
DFC	Danida Fellowship Centre
DKK	Danish Kroner
eCourse	Electronic course
eLearning	Electronic learning
eModule	Electronic module
ENAM	École Nationale d'Administration et de Magistrature
EOI	Expression of Interest
ESAMI	Eastern and Southern African Management Institute
EVAL	Evaluation of Development Activities, MFA
FFU	Consultative Research Committee for Development Research
FL	The Danish Finance Bill
GAAS	Ghana Academy of Arts and Sciences
GBV	Gender Based Violence
GIMPA	Ghana Institute of Management and Public Administration
HCP	Humanitarian Action, Civil Society and Personnel Assistance, MFA
HRBA	Human rights based approach
HRD	Human resource development
ICI	Initiatives Conseil International
ICIMOD	International Center for Integrated Mountain Development
ILI-ACLE	International Law Institute - African Centre for Legal Excellence
KVA	Quality Assurance and Financial Management of Development Cooperation, MFA
M&E	Monitoring and evaluation
MESPT	Micro Enterprise Support Programme Trust
MFA	Ministry of Foreign Affairs
NCG	Nordic Consulting Group
NGO	Nongovernmental organization
OH	Overhead
PCESA	Programme de Croissance Economique dans le Secteur Agricole
PILDAT	Pakistan Institute of Legislative Development and Transparency
PPP	Public private partnerships
STI	Training Institution in South
TA	Technical Assistance
UDP	UNEP DTU Partnership
UEM	Universidade Eduardo Mondlane
UFT	Technical Advisory Service – Development Assistance, MFA
UMI	Uganda Management Institute
UNESCO	United Nations Educational, Scientific and Cultural Organization
WWF	World Wildlife fund

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APPENDICES

1. EXECUTIVE SUMMARY

2015 has been a year with good progress and results achieved by Danida Fellowship Centre (DFC) under both the capacity development support and research grant administration portfolios.

The second half of the year, however, was overshadowed by foretelling major changes for 2016 and onwards.

The Danish International Development Assistance (Danida's) budget has been cut back to 0.71 % of the BNP. The cut, corresponding to 2.6 billion DKK in 2016, is affecting almost all areas of development assistance including the activities of DFC.

- 1) The annual grant for the Danida Development Capacity Support Programme (DCDSP) has for the last ten years been between DKK 40 and 50 million. For 2016, the grant is now reduced by 33 % – the same is the case for many other organizations working with development activities, including the Danish NGOs. The annual grant in 2016 for capacity development administered by DFC is thus DKK 27 million. This will, of course, affect the activities and services provided by DFC.
- 2) Consultative Research Committee for Development Research (FFU) funds for the individual research projects in 2016 will be spent on selected applicants from the 2015 round. No Call will be advertised in 2016, and funds for future Calls have been put aside. The release of these funds is pending the findings of Ambassador Peter Taksøe-Jensen and his team. Their report is to be presented by May 1, 2016.

The present phase of the Building Stronger Universities Initiative (BSU) is running until ultimo 2016/primo 2017, and a possible future phase (including the continuation of the BSU Master programme) is also included in the funds put aside for the expert team's assessment.

In respect of DCDSP, DFC has throughout the year piloted a number of new learning approaches and opportunities to ensure that DFC becomes a *'driver of innovative learning modalities and methods'*. DFC has drawn positive learning from a number of new pilot initiatives that increase the focus on pre-course activities and flipped learning modalities. The aim has been to enhance participant learning by moving from more traditional course formats to learning programmes that engage the participants before, during and after the course. The completion of the first version of two out of five planned eModules has further expanded the scope of learning opportunities through DCDSP.

DFC has broadened the collaboration with a number of Embassies and expanded and built new partnerships to ensure DFC at the same time remains and enhances its role as a *'trusted and acknowledged partner in effective support to capacity development'*. In spite of an initially modest start in establishing closer collaboration with Embassies and partners on broader capacity development support initiatives, DFC has been successful in engaging with a growing number of Embassies to discuss and elaborate opportunities under DCDSP. The new DFC communication material 'A Tool for Change' completed in 2015 provides a good basis for the dialogue. DFC-supported initiatives are now ongoing or being discussed for eight countries.

DFC has likewise taken steps to strengthen its internal procedures, reporting and communication efforts to increase the *'efficiency, productivity and accountability'* in the delivery of services under DCDSP. Efforts to make DFC's procedures more efficient and accountable have included a new tender for framework agreements, the tendering of two existing courses and a revision of DFC's guidelines for course providers in Denmark and in the South.

DFC has met most of its annual targets for the year and has positioned itself well to deliver on the overall purpose and goal of DCDSP. At the same time, the cuts to the DCDSP budget have forced DFC to reduce the number and length of its courses, as well as to refocus and rethink initiatives to ensure that DFC still continues to provide high quality services. DFC will consequently consolidate its focus on initiatives in the DCDSP Action Plan, which are estimated to have the most significant impact in terms of support to Danida partners.

In respect of the BSU Master programme 37 out of 38 candidates from the 2013 intake have completed their master study, and the vast majority with very good results. Most have returned to their former jobs, including at the BSU partner universities. Four candidates have been granted a PhD, one at home, two in Denmark, and one in the EU. In addition, one candidate has been granted a master degree in the United States. Others are still awaiting results of PhD applications in Denmark.

The programme is now in its second phase, as DKK 20 million have been earmarked for another two-year programme. There were about 300 applicants and 38 scholarships were awarded. The gender balance of the awarded scholarships has been good, with awardees being 44 % female and 56 % male.

In 2015, DFC has taken steps to initiate a Danida alumni for all Danida fellows at Master and PhD level. A common thing for all fellows is their unique connection to DFC. Through the social and cultural activities arranged by DFC during their stay, the fellows have moreover gained close relations with fellows from other countries.

The Embassies in Ghana and Vietnam have expressed a strong interest in the alumni, and will be pilot countries for establishing a local Danida alumni.

The research unit continues to perform well. The DFC survey of Project Coordinators' satisfaction with DFC's services showed a positive result similar to 2014 with a number of positive comments from the survey participants. The external review of the DFC research administration, undertaken October-November 2015, likewise concluded that the unit is performing to a high standard. Based on this review it was decided by the MFA that DFC will take over most of the tasks in connection with the administration of research support, including the communication with FFU, from 2016 onwards.

In 2015, there were 63 on-going North driven research projects and 22 South driven projects. The very last of the projects granted prior to 2008 was completed mid-2015, and the final report and accounts will be received early 2016. DFC enhanced the monitoring of project progress by visiting a large number of South and North driven projects in 2015. These visits provided useful knowledge to DFC's management of research support. The new geographical division of responsibilities amongst the three DFC project administrators means that all types of projects can be covered during country visits, including the BSU II Universities in the South. A mid-term review of BSU II was initiated during the third quarter of 2015 and will provide important input for the BSU II mid-term seminar in April 2016.

In 2016, the research unit will, while waiting for the new strategy for Danish development assistance, and the Finance Bill 2017, implement move or move forward on activities to promote the collaboration with the Tanzanian and Ghanaian organizations hosting the National Screening Mechanism, strengthening research communication and outreach in the FFU projects, and explore and further the linkages between universities and industries, as well as between research and innovation.

DFC has had a consistent focus on optimising and streamlining its activities and is able to exhibit a fall in expenditure for core administration costs of 10.4 % from 2014 to 2015, in addition to the previous year's fall of 4.8 %.

One of the new initiatives of the current Government is to move governmental offices out of the Danish capital, Copenhagen, in order to spread the locations of these offices throughout Denmark. DFC is one of the offices to be relocated. According to the plan, DFC is to move to Holbæk, a town in West Zealand, app. 65 kilometres from DFC's present location.

The DFC hostel will remain in Frederiksberg and serve as hostel for Danida fellows administered by DFC. DFC will thus as an organization be split up, and between 10 and 14 staff members will move to Holbæk.

It is not an ideal situation in terms of DFC's mandate and work processes, or in terms of the continued delivery of high quality and efficient services. Neither the Danida fellows nor any of DFC's cooperation partners are placed in or around Holbæk. It will be a challenge for DFC to ensure that the move does not affect the efficiency and running costs. The challenges of the future in Holbæk are recognised by many of DFC's cooperation partners, and DFC's survey of Research Project Coordinators' satisfaction with DFC's services brought about the following comments (appendix 5 refers):

- *The setup at DFC with the administration located at the same place as where most of the foreign guests are staying is remarkably smart. Personal contact is important - both ways.*
- *I am not sure how to improve, but I am very worried by the plans about moving the administration out of Copenhagen.*

DFC plans to effectuate the move mid-2017.

2. ORGANISATION

DFC is a self-governing institution, which receives grants from MFA for:

- 1) implementation of the capacity development support programme
 - a. § 06.32.04.11 – Capacity development 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 capacity development support programme administers and implements within a framework defined by MFA, and for the research assistance performs secretariat functions only. For the latter, the mandate for the overall strategic development policy lies with the Technical Advisory Services (UFT) department of MFA.

DFC's management consists of a Director, as well as a Board appointed for a three-year period by the Director of Development Policy, MFA.

The present Board has been appointed for the period ending June 30, 2016 and consists of:

Chairman, lecturer **Mr Michael Wendelboe Hansen**, Copenhagen Business School,
Department of Intercultural Communication and Management
Associate Professor **Ms Anne Mette Kjær**, Aarhus University
Consultant **Mr Nils Boesen**
Head of Department **Ms Ulla Godtfredsen**, Metropolitan University College
Ms Susanne Lildal Amsinck, Senior Fundraiser, WWF Denmark

DFC's constitution can be found at DFC's website.

MFA and DFC's Board entered into three-year cooperation agreement for 2015-17 in December 2014, which includes performance targets for 2015.

DFC's vision: **Sustaining development through research and learning**

DFC's mission: **DFC contributes to improved results at organisational level, as well as long-term organisational capacity development for partners in the South, by facilitating and delivering innovative and 'best practice' capacity development support and high quality solutions tailored to the capacity development needs, wishes and readiness of the partners within the strategic priority areas of Danish development assistance.**

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.

DFC's goals: **Danida Capacity Development Support Programme:**

- **Driver of Innovative Learning Modalities and Methods**
- **Trusted and Acknowledged Partner in Effective Support to Capacity Development**
- **Efficiency, Productivity and Accountability.**

Administration of Research Grants:

- **DFC will ensure effective and reliable administration**
- **DFC will work towards being a trusted partner**

DFC's values: **Professionalism, Responsibility, Openness, Team-spirit, Respect, Humour**

3. DANIDA CAPACITY DEVELOPMENT SUPPORT PROGRAMME (DCDSP)

2015 was a year of change, not least in terms of the capacity development (CD) support services offered by DFC to Danida supported development programmes under Danida Capacity Development Support Programme (DCDSP). The DCDSP Action Plan was agreed in 2014, and the DCDSP policy was accordingly rolled out during 2015. Two new Capacity Development Advisors (CDAs) joined the team in January to support this process.

All interventions have been carried out in compliance with the purpose and goal of the DCDSP policy; to contribute to enhanced organizational performance and long-term organizational CD processes for development partners, and to facilitate and deliver high quality, innovative and best practice CD support and learning solutions.

In line with the purpose and goals of the DCDSP policy DFC has arrived at the following three objectives:

Objective A: Driver of Innovative Learning Modalities and Methods

Objective B: Trusted and Acknowledged Partner in Effective Support to Capacity Development

Objective C: Efficiency, Productivity and Accountability.

Throughout 2015, DFC has piloted a number of new learning approaches and opportunities in line with Objective A and as an integrated part of DFC's portfolio of learning programmes (*hereafter termed courses*). DFC has broadened the collaboration with a number of Embassies and expanded and built new partnerships, in line with Objective B, and has taken steps to strengthen its procedures and reporting and communication efforts in line with Objective C. During the first half of the year, DFC likewise focused on further defining and communicating the new opportunities and initiatives under DFC's new and expanded mandate.

An overview of the key results under the three objectives in the DCDSP Action Plan is included in the following sections. Results against the indicators in the Cooperation Agreement with the MFA are included in Annex 1.

DFC, however, also faced a number of challenges during 2015 in rolling out the DCDSP:

- Awareness among key staff at MFA and the Embassies about DCDSP and DFC's new mandate, as well as the opportunities entailed, is still rather limited. DFC is still widely perceived as a course provider only. The development of the new communication material 'A Tool for Change' (*see below*) and increased engagements with and by the Embassies during the second half of 2015 are, however, seen as steps in the right direction.
- The uncertainties surrounding the 2015/2016 budget cuts and the impact of the actual cuts in the aid budget, in terms of Embassies closing down, the decrease in programme funds, and restructuring at many Embassies, have also presented its challenges. Potential collaboration between DFC and Danida programmes has in several cases been delayed and in some cases did not go forward despite initial dialogue.
- The significant cuts to the DCDSP budget have likewise presented challenges. The cuts necessitated a rethinking of the focus under DCDSP as well as the 2016 course portfolio in terms of both the number, length (and costing) of courses. Much time and staff resources were consequently diverted in 2015 from rolling out planned initiatives to refocusing future efforts.
- The new scope and modality of services offered by DFC under the DCDSP has made it necessary to review existing procedures and update guidelines and regulations to ensure DFC remains accountable and responsive to CD needs and opportunities. This has required considerable time and efforts and remains a 'work in progress'.

- The structure for quarterly meetings with UFT/MFA has not yet been formalized. A focal point was appointed mid-year and replaced shortly after. This has made it somewhat difficult to identify and pursue new opportunities for further and deepened collaboration.

Despite the challenges and changed circumstances, DFC has through its initiatives still been able to position itself well to deliver on the overall purpose and goal of the Policy of DCDSP.

3.1. Objective A: Driver of Innovative Learning Modalities and Methods

Indicator for Objective A: *‘DCDSP is by its partners seen as a driver for development and monitoring of innovative learnings modalities and methods facilitating iterative learning processes and contextual learning promoting organizational capacity’.*

The focus of activities under the objective has, in line with the DCDSP Action Plan, been on establishing DFC as a hub for the promotion and use of innovative learning modalities and iterative learning processes. Likewise, DFC has focused on promoting more stringent monitoring and evaluation of CD activities and results.

DFC put further emphasis on pre-course activities and flipped learning modalities¹ in 2015 by piloting various initiatives for selected courses under the regular portfolio of courses. The initiatives have aimed to enhance the preparation of and learning by course participants ahead of the courses, as well as the applicability of learning post-course.

Six courses have piloted pre-course initiatives such as video-introductions and prompt questions, interviews with participants pre-course, debate fora, and engagement with participant supervisors on the action plans to be developed as part of the course. Initial evaluations of the results of pre-course activities in terms of increased learning have shown positive results and the most effective activities have been identified for replication in 2016. As an example, the emphasis on pre-course consultations between the participant and his/her supervisor on action planning appears to have made the action plans more focused and relevant, and thus more likely to help facilitating the use of individual learning towards wider organizational goals. The debate for a on the other hand did not succeed in generating active participation and will not be continued.

An additional five courses were selected to pilot flipped learning in 2016 and a flipped learning workshop for relevant course providers was held in December 2015 to initiate the redesign of these courses. Two additional workshops will be held in 2016 to present new course plans and experiences with implementing flipped learning initiatives and a number of success criteria for the pilot have been defined to enable evaluation.

A new approach to course development through self-organized learning was tested on the Green Growth course. Course participants from each of the selected organizations took part in a pre-course working group event, during which they discussed the content to be included in the course and developed the course structure themselves. The pilot process validated key pedagogical principles and learning methods and will be used in considering ways to facilitate more participant-owned courses with high relevance and potential for organizational CD.

¹ **Flipped learning** is a pedagogical approach, where part of the learning takes place outside of the regular “classroom”. This could involve theory and methods made available before the course through e.g. the internet, usually presented by the trainer, and could take the shape of video introductions, pre-readings or pre-course assignments. When joining the training with other participants the new theory and methods will be used, discussed and reflected upon leaving more time and space to reflect on and consolidate the learning. **Pre-course activities** are tasks or assignments given to participants *as preparation* before starting at a learning programme and could form part of a flipped learning approach. The term **innovative or iterative learning approaches** cover multiple learning approaches different from more traditional classroom teaching. This could include e.g. flipped learning modalities, pre-course activities, self-organized learning, etc.

DFC has likewise put emphasis on web-based learning solutions and has identified 5 areas for which eModules have been/will be developed: gender, green growth, sexual and reproductive rights, results-based management and HRBA. The eModule on sexual and reproductive rights, developed in 2014, was further tested and evaluated in 2015, the eModule on gender was developed in a first version in 2015 for testing primo 2016, and the development of the eModule on green growth was initiated in 2015. All 5 eModules will be ready by end 2016. The eModules will be included as part of DFC's services as e.g. a mandatory module under relevant existing courses, an add-on voluntary opportunity for course participants, or a stand-alone learning opportunity for Danida partners. The eLearning options will allow for added learning in connection with DFC's regular courses, and provide new learning opportunities for partner staff who may not have the time to participate in a full course, but could benefit from further knowledge in specific thematic areas.

A success story from Kenya - from individual learning to organizational results

In 2014, Ms Alberta Wambua from the Gender Violence Recovery Centre at the Nairobi Women's Hospital participated in DFC's Gender Equality Mainstreaming Course. Her organization provides free medical treatment and psychosocial support to survivors of Gender Based Violence (GBV) and engages the public through advocacy to prevent abuse. The action plan formulated by Ms Wambua during the course aimed to improve her organization's ability to advocate against GBV, enhance the capacity of hospital staff on gender mainstreaming, and strengthen hospital services to GBV victims.

In a mail to DFC a year after the course, Ms Wambua reported that the course had provided the tools and inspiration for her organization to review and upgrade their training module for service providers in order to include a module on Gender Mainstreaming and carry out policy analysis to feed into a new advocacy project to lobby for strengthened GBV policies.

Ms Wambua wrote that the training of hospital staff on GBV management and child protection had helped improve reporting on GBV and the collection of evidence for court cases by hospital staff and that the advocacy project helped push for improved GBV legislation together with other partners, resulting in the signing into law of the Protection Against Domestic Violence bill.

In line with the refocusing of DFC's activities under the DCDSAP Action Plan for 2016, the international CD seminar planned for end 2015 was cancelled and has been postponed to 2017. Likewise, plans to develop fully-fledged eCourses have been dropped. DFC will, however, undertake the planned mapping of eCourse options from second providers in order to develop a library of eCourse option of particular relevance to Danida partners. The mapping was initiated in 2015 and will be completed in 2016.

Following the workshop for South Training Institutions (STIs - DFC course providers in the South) held in 2014, a second workshop was held for French-speaking STIs in 2015 to further strengthen their capacity to provide innovative and participatory learning opportunities and enhance their focus on applicability, particularly through action planning. The workshop also served to strengthen south-south exchange of knowledge on learning modalities and methods. The feedback from participants has been very positive.

A number of other initiatives have been implemented to strengthen the capacity of STIs. Five programme advisors from two STIs participated in DFC's *Capacity Development and Adult Learning Course* to support them in course development. A tailored workshop on new and innovative learning techniques was subsequently held for the core team of facilitators of one of these STIs to upgrade the institution's capacities in creative learning modalities. Mentoring support has likewise been provided through one of DFC's Danish course providers to two new STIs, in Nepal and Mozambique, running a

new DFC course on Disaster Risk Reduction, to provide guidance on pedagogical approaches and training methodology.

Initial evaluations by DFC's CDAs during course monitoring visits indicate an increase in the quality of the courses run by targeted STIs. The results will be further evaluated during 2016.

As part of DFC's efforts to ensure a more results-focused approach in its work, a number of initiatives have been launched to improve monitoring and evaluation systems. M&E templates for monitoring and evaluating the utility and outcome of pre-course activities have been developed and are being applied across relevant courses.

Draft guidelines for evaluating the effect in terms of organizational learning and strengthening of particularly the action planning element of DFC courses have likewise been piloted. The action planning process is a key element of most DFC courses. The process is intended to facilitate reflection on course content and strengthen the learning process as such, as well as to help facilitate the transfer of individual learning to organizational learning and change. The guidelines will be revised based on the initial learnings and applied to four courses in 2016.

Moreover, the reporting template for reporting to the DFC Board and the annual reporting to MFA have been upgraded and streamlined.

3.2. Objective B: Trusted and Acknowledged Partner in Effective Support to Capacity Development

Indicator for Objective B: *'Partners involve DCDS as a dialogue partner for support to capacity development, for participating in formulation and review Danida development cooperation and for supporting partner organization applying learning and outcome evaluation'*.

The focus of activities under the objective has been on establishing and enhancing collaboration on CD with particularly MFA and Danish Embassies; including with a view to increase DFC's support to the formulation, roll-out and review of Danish supported CD.

Despite the modest start in establishing closer collaboration with Embassies and partners beyond the identification of participants in DFC's regular courses, DFC's team of CDAs have been successful in establishing and continuing dialogue with a number of Embassies and partners. As a result, several initiatives are ongoing or in the pipeline.

The team was contacted by the Embassy in Ghana with a view to support Ghana Revenue Authority to restructure their training department and establish a new training facility. Following the initial dialogue a mission was undertaken by one of DFC's CDAs in late November based on which DFC has provided comments to the plan for the new training facility and support to the international Institutional Advisor. In addition, DFC advised in identifying change agents and DFC courses that could contribute to build needed capacity for a more strategically oriented and streamlined organization. These preliminary steps are expected to lead to an assignment under 'A Tool for Change' in 2016 (see 3.3 for details).

DFC was likewise contacted by the Embassy of Bangladesh to support improved coordination between a number of Danida supported CSR initiatives targeting partners in the ready-made garment industry, through support to CD, action planning and learning initiatives. Following the initial dialogue with the Embassy and meetings with the Danish Fashion and Textile Association (managing one of the Danida supported initiatives) DFC submitted a proposal in December for a three-year collaboration with the Embassy together with a Danish CD provider. A final decision on whether to move ahead is expected from the Embassy early 2016.

DFC has been in dialogue with the Embassy in Tanzania on potential DFC support in designing and implementing tailored CD initiatives in the areas of public private partnerships (PPP) and results based planning in 2016. Due to cuts in the Embassy programme it is yet to be confirmed if the plans will go ahead.

The Programme de Croissance Economique dans le Secteur Agricole (PCESA), supported by the Embassy in Burkina Faso, is considering using DFC support to design and implement a tailored CD support initiative targeting five regions with a focus on the human rights based approach, PPP, green growth, and value chains. A proposal has been submitted to the Embassy and DFC awaits their response. In Benin, DFC supported a workshop with the purpose of strengthening the capacity of facilitators in human rights aspects from one of DFC's partner institutions, La Chaire UNESCO.

In Uganda, DFC is working with the Embassy and aBi Trust to strengthen capacity with a focus on creating a common understanding of the concept of green growth, and to develop guidelines for integrating and following up on green growth initiatives. DFC is also engaged in a dialogue with stakeholders in the Danida Governance Programme on possible CD support.

In Kenya, DFC is collaborating with the Embassy and Micro Enterprise Support Programme Trust (MESPT) in the area of green growth. In 2015, this involved a joint PPP and green growth learning programme and support to action planning to develop PPP proposals for selected counties.

The self-organized learning approach tested on the Green Growth course mentioned under 3.1 was likewise undertaken in close collaboration with the three Embassies in Tanzania, Kenya and Ethiopia, who each selected two key national partners to participate in the programme.

DFC has facilitated two study tours for national and youth parliamentarians in collaboration with the Embassy in Pakistan and PILDAT. The feedback from participants has been very positive, and participants made daily reports on learnings and potential replicability. Dialogue on future collaboration is ongoing.

The Embassy in Myanmar contacted DFC early 2015 with a view to seek DFC's advice on integrating CD support as part of the formulation of the new Country Programme. Following the initial dialogue, a planned DFC visit to Myanmar, agreed with the Embassy early 2015, is still awaiting a 'go ahead' from the Embassy.

The formal structure for meetings between DFC and UFT, intended to result in 4 meetings annually, has still not been established. A UFT focal point was appointed effective July 2015, but was replaced during the second half of the year. While no formal meetings were thus held, DFC was invited to make a presentation on the opportunities under the DCDSF at the monthly meeting of UFT in December, which provided an opportunity for dialogue. A follow up meeting is being planned to discuss further collaboration between MFA/Embassies and DFC under DCDSF and the opportunities entailed under the programme in line with the communication material 'A Tool for Change'.

DFC was invited to take part in the final Reference Group meeting on the "Evaluation of Capacity Development in Danish Development Assistance", arranged by EVAL on August 19, as well as follow up meetings with NCG to clarify elements related to DFC work and mandate. This did, however, not result in further DFC involvement.

3.3. Objective C: Efficiency, Productivity and Accountability

Indicator for Objective C: *‘DCDSP operations are managed with high productivity by competent staff based on enlargement of pool of providers and more efficient procurement regulations, as well as a high level of accountability based on improved reporting and dissemination of results’.*

The focus of activities under the objective has been on increasing the visibility of DFC through the development and launch of more comprehensive information on DFC’s services and more results-focused reporting and communication. Moreover, DFC has worked to further strengthen DFC procurement and service provision modalities and procedures.

To ensure that Danish Embassies and Danida partners are aware of the new mandate of DFC under DCDSF and the opportunities for support under the programme DFC has finalised its communication material – ‘A Tool for Change’. This document outlines various options for support and how the Embassies and partners might use DFC in formulating, designing, implementing and evaluating CD support initiatives. The communication material was developed with input/feedback from selected Embassies and was sent to all Embassies ultimo 2015. The document is available from the DFC website.

A tender document for framework agreements with selected CD support providers was completed in draft and will be posted early 2016. The framework agreements will cover support services under a number of thematic areas in line with the support DFC is mandated to provide under DCDSF and in line with ‘A Tool for Change’. This will help facilitate easy and efficient deployment through DFC of qualified consultants following requests for CD support by Embassies and partners. This will complement other DFC support modalities, including direct more time-limited support from DFC’s own CDAs.

To ensure that DFC courses remain relevant and of high quality, DFC intended to identify three courses for tendering in 2015. However, with the budget cuts one course selected for tendering was not included in the 2016 portfolio of courses. DFC consequently tendered only two courses in 2015, ‘Result Based Management – Achieving Results, Fostering Change’ and ‘A Human Rights Based Approach to Development’.

The guidelines for Danish course providers and STIs have both been revised in 2015 with a view to make these more up to date, and to include the changes applicable to DFC’s courses outlined under the ‘Forecast’ section below. The new guidelines are effective as of January 2016.

To strengthen the capacity of DFC’s own CDAs on particular issues three internal workshops were held in 2015: 1) communication related to DFC services, 2) theory of change methodology and

3) flipped learning and innovative learning modalities (together with course providers).

The workshops fed into the rethinking of communication on the DCDSF and the development of ‘A Tool for Change’, the rethinking of M&E methodologies and opportunities, and the identification of new approaches to learning as part of DFC’s portfolio of courses.



Flipped Learning workshop for Danish course providers and DFC CDAs.

3.4. Progress under DFC's Portfolio of Learning Programmes (Courses)

DFC offered 37 courses in 2015, 19 in the South and 18 in Denmark, out of which 8 were so-called 'sandwich courses' (one part of the course held in Denmark and one in a priority country or, as for the 'Capacity Development, Adult Education and Training Delivery' course, with two separate course parts in Denmark). Due to the high number of applicants, the 'Public Sector Leadership', 'Financial Management and Good Governance' and 'A Human Rights Based approach to Development Programming' courses were held twice.

Two of the planned courses were not held in 2015; the 'Environmental Sustainability' course in Nepal was cancelled due to the low number of applicants, potentially influenced by the recent earthquake, and the 'Disaster Risk Reduction' sandwich course, implemented by an STI in Nepal and an STI in Mozambique, was moved to early 2016 under the 2016 budget. In addition, the planned development of the eCourse on 'Emerging Leaders in the Private Sector' was cancelled due to the refocusing of DFC efforts under the DCDSAP Action Plan following the budget cuts (*see below under Forecast*).



Disaster Risk Reduction course in Nepal

The implementation of the regular portfolio of courses, and the new initiatives under the DCDSAP Action Plan have been closely aligned, and new and different approaches and initiatives have been piloted as part of many of the courses, as evident from the sections above.

DFC has continued to focus on ensuring participation by more than one representative from each participating organisation in its courses, to increase the probability that learning from the course is retained and utilized and supports organisational learning. The feedback from both course providers and participants has been very positive. The approach has proven very useful as course participants develop their action plans and work to implement or use these at their home organisations.

3.5. Forecast

Building on the results achieved in 2015, the focus of 2016 will be on strengthening and widening the collaboration with particularly the Embassies and Danida development programmes and partners; piloting new learning approaches and broadening the application of new learning modalities and methods tested in 2015; and further defining, streamlining and strengthening M&E, procurement and other tools and procedures.

As outlined under the introduction to chapter 3, however, the significant cut in the DCDSAP budget from DKK 40 million in 2015 to DKK 27 million in 2016 has made it necessary to refocus DCDSAP activities and make adjustments in terms of the portfolio of courses, especially with regard to the number and duration of courses. More details on these changes are provided below.

Following the budget cuts, and to retain a focus on activities expected to improve the scope and quality of DFC services, as well as to emphasize potential income generating activities, the DCDS Action Plan has been refocused as follows:

- DFC will increase the focus on 'organizational learning initiatives' in collaboration with Danish embassies and Danida partners, and on communication and engagement with Danish Embassies and Danida partners on opportunities for support through DCDS.
- DFC will likewise increase its focus on piloting and facilitating innovative learning methods, with a particular focus on flipped learning approaches.
- DFC will refocus its approach to eLearning to focus exclusively on the development of cross-cutting eModules that can be used across DFC courses or as stand-alone modules. DFC will no longer work towards developing full eCourses, but will retain focus on facilitating access to such through existing external platforms.
- The second round of STI workshops will be postponed from 2016 to 2017, and the international CD seminar will be held only once in 2017.
- Tracer studies will also no longer be a focus as such. Relevant evaluation methodology will instead be part of DFC's overall efforts to improve its M&E frameworks.
- DFC will decrease its focus on expanding its pool of CD support providers, but instead focus on the roll out of the new DFC Roster of CD support providers and the new modality of framework agreements. Collaboration with new STIs will be pursued where relevant, but focus will be on strengthening existing partnerships.
- DFC will also decrease its focus on outcome evaluations, which will instead be among the options for support under 'A Tool for Change' based on requests from Embassies and/or partners.

The proposed refocusing was presented at the MFA hearing in October, and presented to and approved by DFC's Board in December.

Furthermore, due to the budget cuts and in order to maintain a critical number of relevant courses offered through DFC under the 2016 portfolio, it was decided that the following changes will take effect as of 2016:

- All DFC courses of three or four weeks' duration have been shortened by a week. All but three of DFC's courses in 2016 will thus be of two weeks' duration. The remaining three courses are planned to be shortened to two weeks in 2017. The increased focus on flipped and innovative learning approaches should also be seen in this light and will provide opportunities for rethinking the courses so that shortening the courses will not necessarily result in a decrease in learning outcomes.
- The overhead for course providers has been decreased for certain budget lines.
- The participation fee will be increased from DKK 2,500 to DKK 3,500 for courses in Denmark and from DKK 1,500 to DKK 2,500 for courses in the South.

The portfolio of courses will in 2016 include 29 courses, out of which 14 will be in Denmark and 15 will be in the South. The 2016 portfolio includes three new courses based on requests from Embassies as part of the hearing process; a course on 'Alternative Development Financing' (*working title*), and two courses in French (Anti-corruption and Financial Management & Good Governance).

DFC has reviewed the DCDS Action Plan with the above considerations in mind. Revisions to the Action Plan have been made to 1) reflect the change in focus as a result of the budget cuts for 2016, 2) streamline DFC reporting by ensuring full alignment between the indicators in the Action Plan and those in the Cooperation Agreement and incorporating indicators related to the annual portfolio of courses, and 3) make the Action Plan more results-focused by including indicators that focus more on the results of the activities rather than the extent to which activities have been completed.

A number of other elements may impact on DFC's CD work going forward, including the planned closure of a number of Embassies and the budget cuts experienced by a number of Danida programmes and Danish NGOs. This could impact on the number of applicants for DFC courses, particularly under

some thematic areas. The budget cuts could also influence negatively on the interest of Embassies to approach DFC with a view to collaborate on CD initiatives. On the other hand, it could open up for a new way of thinking about the role of CD and the support available from DFC.

Moving forward, it remains a priority to fully establish the formal structure for meetings with MFA in 2016, once the restructuring within MFA has been completed. DFC's future institutional 'home' has been confirmed by MFA to be EVAL. A formal structure for regular meetings will go a long way in further facilitating DFC's collaboration with the various missions and in further integrating DFC's support within the overall Danish development efforts across priority countries.

It is DFC's hope that discussions on collaboration between MFA/Embassies and DFC under DCDSF, including the potential role DFC could/should play and the opportunities entailed under DCDSF in line with the communication material 'A Tool for Change', will take place early in 2016.

DFC's CDAs participated in a Danida evaluation seminar in May, which included presentations and discussions of the evaluation of Danida's CD efforts and the efforts of Danida supported Civil Society Organizations (CSO). While not yet completed, key conclusions from the evaluation of Danida's CD efforts thus far indicate that these, among other things, have in many cases not been well integrated in Danida programmes, have for the most part been very traditional in their approach (mainly TA), and have in general lacked proper results and monitoring frameworks. The evaluation of CSO efforts also indicated that CD interventions are often not well framed and lack proper results and monitoring frameworks. With DFC's mandate under the DCDSF policy, and based on DFC's current capacity and professional network, DFC would be well positioned to provide concrete support to Danish Embassies and partners to strengthen CD efforts. This could include support in terms of the integration of CD support into Danida country and partner programmes, the design and implementation of CD support initiatives, and the formulation of results and monitoring frameworks and evaluation and learning in line with these.

4. BSU MASTER PROGRAMME

In 2013, MFA initiated a two-year Master scholarship programme as a supplement to the existing fellowship programme. The aim is to provide talented students from South partner universities with the opportunity to obtain a master's degree from a Danish university in order to contribute to the development of their countries. The programme is part of Danida's overall BSU programme, which supports partnerships between research/higher education institutions in developing countries and universities in Denmark.

From the 2013 intake, 37 out of 38 candidates have completed their master programme, the vast majority with very good results. Most have returned to their former jobs, including at the BSU partner universities. Four candidates have been accepted for a PhD, one at home, two in Denmark, and one in another EU country. In addition, one candidate has been accepted for a master degree in the United States. Others are still awaiting results of PhD applications in Denmark. The exact figures will be re-examined in August 2016, where questionnaires will be sent out.

The programme is now in its second phase, as DKK 20 million have been earmarked for another two-year programme. The Call was posted at the seven BSU II universities², Danish universities and on the DFC website in September 2014. The results from the intake in September 2015 have shown that applicants far exceeded the number of BSU scholarships. Thus, there were about 300 applicants and only 38 scholarship awarded, which means that only 15% of applicants were accepted. Similarly to the intake in 2013, more than half of the applicants came from Ghana. There has been a good gender balance with 44 % of the scholarships awarded to female applicants.

DFC initiated a review of the first phase of the BSU Master Programme with the aim of assessing the overall relevance and administration of the programme. Reviews of future phases, when there has been a larger intake, will be able to include assessment of the overall effect of the programme.

The release of the review was under way for some time. The delay was due to a wish to obtain guidance for the future focus of the programme from the Danish Government through the Finance Act. However, the Finance Act was published relatively late in 2015, and meanwhile, the government has set up a committee (Peter Taksøe-Jensen Committee) that will provide recommendations in relation to the overall Danish foreign policy by May 2016. It was therefore decided to publish the review with the current preliminary recommendations pending clarification on the government's priorities expected in May 2016.

The review was designed as a preliminary evaluation focusing on the lessons learned and looking forward towards potential improvements in the programme. At this early stage of the programme it was not possible to properly assess actual effects, detailed cost-efficiency, and longer term sustainability. The output of the review is an intervention logic outlining the causal links of the programme, and the changes it aims to bring about, as well as indicators to guide the monitoring and evaluation of the programme moving forward.

² The BSU II universities:

- **Ghana:** University of Ghana
- **Ghana:** Kwame Nkrumah University of Science and Technology (KNUST)
- **Tanzania:** Sokoine University of Agriculture
- **Tanzania:** Kilimanjaro Christian Medical College
- **Tanzania:** State University of Zanzibar
- **Uganda:** Gulu University
- **Nepal:** Kathmandu University

One of the challenges is that the programme aims to achieve many objectives. Originally the focus was on the individual capacity building of the students and their potential contribution to the general development of their home countries. At the same time the programme is an integrated part of the BSU programme, which focuses on the institutional capacity building of the BSU partner universities.

The master candidates' affiliation with their home university varies. It can be discussed whether to focus primarily on selecting candidates from among university staff or from among the most talented students. The latter is currently the predominant criteria. Another question is whether the universities in the South have the capacity to offer research and teaching opportunities, and/or whether future employment at the home university should be included in continuation of a possible BSU III.

Danida could also aim for a scholarship programme, which contributes to capacity development in a broader sense with mutual benefits for both the global South and Denmark. The programme could be seen as a soft power tool to further public diplomacy focusing on fostering networks with Danes and Danish organizations and companies. The talented master students are likely to take up important positions in countries with large growth potential, and hence, may thus in many instances be able to institute change.

Having multiple goals and objectives for the programme is not considered to be a problem as such. It is, however, important to note that this makes the programme less focused. Furthermore, it will have implications for the management and effectiveness of the programme unless more emphasis and resources are set aside for creating internship in Denmark and job creation in the South, and/or increased focus on creating research opportunities in the South.

The possible BSU phase III including a third phase of the Master programme depends on the new strategy for Danish development assistance, and the conclusions of the Peter Taksøe-Jensen Committee.

5. DANIDA ALUMNI

The establishment of alumni networks has been a standing request by former and current Danida fellows. The member potential is enormous. Over the last 25 years around 20,000 fellows have participated in various parts of DFC's fellowship programme. Former and future scholars are likely to take up important positions in their home countries, and they may thus in many instances be up to date on current developments and be able to effectuate change. In addition to the access to a central alumni portal, fellows also find the affiliation with local alumni networks attractive, as such local alumni will enable them to arrange local activities.

A common thing for all fellows is their unique connection with DFC. Many of them have stayed at the DFC hostel, and also through the social and cultural activities arranged by DFC during their stay, the fellows have gained close relations with fellows from other countries.

In line with this, DFC has taken steps to start up a Danida Alumni with the official launch planned for April 2016. DFC is in a unique position to recruit members for future international alumni given the close network created over many years. The primary target group of this initial Danida Alumni is former and current Danida fellows at Master and PhD level.

The purposes of a Danida alumni may be multiply, e.g. to establish professional and social networks within and across countries, to generate the sharing of experience and ideas within and across countries, sectors and/or research areas etc., to provide a platform for assessing programme results through beneficiary feedback and improve programmes based on this, to ensure stronger visibility of Danida's results and achievements through alumni events, media coverage or the publication of programme assessments, to further public diplomacy, and to provide opportunities for networking with Danish companies around innovative and sustainable business solutions, potentially as part of Danida's private sector programmes.

Planned activities for the initial phase include designing and establishing the alumni portal and database, based on experiences from other countries, and establish groups on LinkedIn and Facebook. The plan would then be to recruit members and create networking opportunities and groups.

Funding for the initial phase has been secured by DFC via the BSU Master Programme 2015-17, but in the long run funds have to be secured from other sources as well (e.g. Danida Private Sector Programme, Danish companies, Danish Ministry of Higher Education and Science) – the list is boundless.

Ghana and Vietnam are the two Danida Alumni pilot-countries. The plan is to draw learnings from the pilot with a view to develop a sustainable network concept for potential replication by other interested partner countries.

The Danish Embassy in Ghana has set up a board for the Ghana alumni network in corporation with DFC and former Danida fellows. Board members have diverse backgrounds and representation of educations. The board will receive seed funding from DFC to start up the Ghana Alumni network, but will have to look for funding from other sources in the future.

The Vietnam alumni is planning a broader group of participants including all persons who have studied in Denmark (exchange bachelor students / Master students / PhDs), attended courses at DFC, attended Danish education in Vietnam, and been interns at Danish companies, including at the Danish Embassy.



The Inception Meeting of the Danida Alumni Network at the Danish Embassy in Accra on 27th January 2016

6. RESEARCH GRANTS

6.1. Research Projects

DFC takes care of the administration of the development research grants, including

- 1) the research projects granted through a process of competition and selected by MFA on the basis of prioritisation by the Consultative Research Committee for Development Research (FFU);
- 2) the Building Stronger University (BSU) initiative;
- 3) travel grants;
- 4) projects and contributions under international agricultural research and other international development research.

DFC's research unit consists of three Project Administrators and one Administrative Officer. The division of labour between the three Project Administrators is based on a geographical distribution, in which the administrators are responsible for all types of administration of research support activities in Asia, East Africa, and West Africa, respectively.

6.2. Overall Outcome

The following two overall objectives are included in the DFC Action Plan for the research administration:

Danida Fellowship Centre will ensure effective and reliable administration by:

- effective and reliable administration of FFU projects, BSU funds, and other Danida funded research activities, hereunder the contribution to international research institutions
- working with South partners to enhance their ability to manage projects in an efficient and accountable manner
- improving procedures to monitor implementation and quality of projects.

Danida Fellowship Centre will work towards being a trusted partner by:

- facilitating networking and learning exchanges between research partners
- promoting effective and balanced partnerships
- facilitating dissemination and communication of research results.

North and South driven development research projects (FFU projects)

Research projects granted through the competitive process (FFU projects) are either administered by Danish universities/research institutions, hereafter termed 'North driven projects', or by universities/research institutions in Vietnam, Nepal, Ghana, or Tanzania, hereafter termed 'South driven projects'.

The administration of the Calls and administrative quality assurance of the North and South driven 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 *'an efficient, responsible, transparent and timely administration of the research grants, and in addition ensure the administrative quality assurance of the utilisation of the research grants'*.

Application Call 2015 for FFU projects

The annual application rounds are merged in such a way that the North driven and the South driven applications follow the same process and timeframe. Normally, two application rounds run in parallel, as the Call for the next year is announced the year of the finalization of the second phase of the Call announced the previous year. The Call 2015 was announced in March 2014³, and the projects prequalified and invited for the second phase prepared fully fledged project proposals during the first quarter of 2015. A total of 29 of the 151 first-phase applicants were invited to enter the second phase of the 2015 application cycle. Of the 29 prequalified, 12 applicants from Denmark (North driven), 4 from Nepal, 7 from Ghana, and 6 from Tanzania (South driven) were invited to the second phase. To facilitate the preparation of project proposals, the applicants for South driven projects were offered financial travel support to work face to face with their Danish co-applicants on the second-phase applications.

At the deadline in March 2015, 26 applications were received. The applications were sent for international peer review, were subject to consultation with the parties involved, and were finally assessed by the FFU members at the final award meeting in June 2015.

Due to the general elections held in Denmark on June 18, 2015, the further processing of the applications was suspended before the grants were released for the selected projects. The formation of the new government and their decision to cut in the support to development assistance already in 2015 implied that the budget originally planned for development research projects in 2015 was no longer available. In addition, it was decided to phase out Danish supported development cooperation programmes in a number of priority countries, i.e. Bolivia, Indonesia, Mozambique, Nepal, Pakistan, and Zimbabwe. As no new development cooperation initiatives – including research projects – would be undertaken in these countries, the final processing of research applications from or including these countries was suspended.

In the Finance Bill 2016, a budget of DKK 100 million was reserved for development research projects in 2016, and the Ministry of Foreign Affairs decided to utilise this appropriation to fund applications from the 2015 application cycle. Therefore, the final granting of the selected projects was postponed to January 2016. Out of the 26 applications, four applications were not granted due to the fact that Indonesia and Nepal will no longer be among the Danida programme countries. A total of 11 projects were granted, of which 5 were from Denmark, 3 from Ghana, and 3 from Tanzania. The complete list of the projects granted in 2016 under the 2015 application cycle is included as appendix 6.

Call 2016 Phase I was announced in March 2015. After the announcement of the Call 2015, information meetings about the Call were conducted in Aarhus and Copenhagen, as well as in Kathmandu, Accra, and Dar es Salaam for the applicants for South driven projects. Due to the general elections in Denmark, the deadline for the first phase of the 2016 application cycle was postponed from September to November, and with the decision in November to utilize the 2016 budget to fund the 2015 applications, the Call 2016 was consequently suspended.

³ Themes for Call 2015:

- | | |
|---------------|--|
| North driven: | 1) Sustainable peace and state building – causes of conflict and new approaches for development effectiveness
2) New development actors and changing partnerships
3) ICT for development. |
| Nepal: | 1) Economic Development and Poverty Reduction/Green Growth
2) Fragility, Stability and Rights
3) Climate Change/Natural Resource Management/Livelihoods. |
| Ghana: | 1) Natural Resource Management/Climate-Smart Agriculture/Environmentally Sustainable Solutions
2) Economic Development and Poverty Reduction/Role of the Informal Sector
3) Health: Right to Health/Health Care/Determinants of Health |
| Tanzania: | 1) Good Governance
2) Economic Development and Poverty Reduction/Green Growth/Natural Resource Management
3) Health: Right to Health/Health Care/Determinants of Health |

Project Administration

In 2015 there were 63 on-going North driven projects and 22 South driven projects. The very last of the projects granted prior to 2008 was completed mid-2015, with the final report and accounts due early 2016.

Information about the projects can be found at <http://drp.dfcentre.com/>.

The research unit at DFC screens all the received annual and completion reports, and assesses whether the projects report against the pre-set goals, and whether they are progressing satisfactorily. For the North driven projects a summary was presented to MFA and FFU in December 2015 (normally this is done in September, but this year the meeting was postponed), including comments on needed follow-up with regard to technical quality assurance. For the South driven projects, the projects' annual fulfilment of the objectives and general progress were addressed at the annual meetings and the meetings with the individual projects. Annual and project meetings were held in Ghana organized by Ghana Academy of Arts and Sciences (GAAS), and in Tanzania organized by Tanzania Commission for Science and Technology (COSTECH) during April and May 2015 attended by DFC and MFA/FFU. In connection with these meetings in Ghana, DFC and FFU visited all partners of the North driven projects in Accra.

DFC visited all on-going North and South driven projects in Vietnam in June 2015 and in Nepal in November 2015 in connection with the BSU Midterm Review (refer below).

FFU was planned to visit Nepal on a study trip in November 2015 in combination with a thematic meeting, but due to the decision to phase out Nepal, the study trip was cancelled.

Crop test site, Plant Protection Research Institute, Vietnam



In order to sustain good governance and accounting practices in the South driven projects DFC is continuing to conduct workshops on the general conditions of administration and introduction to the accounts manual for the new projects. The workshops in Ghana and Tanzania were held in connection with the annual meetings in April and May 2015. For the new North driven projects, the meeting for all the project coordinators prior to project start, at which all administration issues are discussed, was postponed to 2016 due to the postponement of the grants to January 2016.

During the period July-August 2015 PwC conducted a random audit check on the 'practice of payment of salaries/emoluments' amongst four selected FFU research projects in Ghana and Tanzania. The random audit check was initiated by the MFA through DFC. The projects selected for the audit were randomly chosen and included two South driven projects and two South partners to North driven projects. The random audit check had as a primary purpose to determine how the guidelines of practice of payment of salaries paid by the projects were adhered to by the research partner universities in the South. The audit found that 1) staff employed by the respective universities were receiving allowances in addition to the salaries that they were receiving from their universities; 2) no written contracts or addendums were prepared between the staff and the project; and 3) rates used to pay for allowances were fixed on a regular basis (e.g. monthly) and did not have a specified basis for determining the rate used (e.g. timesheets or performance agreements), but were based on budgets.

As a follow-up on the findings of the audit, DFC contacted all FFU and BSU project coordinators and presented appropriate action points. The project coordinators were requested to immediately ensure that the practice for payment of salaries was documented as either payment of freedom for teaching, or payment for overtime based on time spent or performance. Specific rules were presented for over-time payment, requirements for contracts, and documentation in form of time-sheets.

Review of DFC research administration

MFA commissioned a review of DFC's research administration in 2015 to assess the handling of tasks, including an assessment of the possibility of making adjustments in the division of tasks between DFC and the MFA. The review was done by an external consultant team during the months of September-November 2015.

The review involved consultations with all relevant DFC and MFA personnel, as well as the FFU Chairperson. The draft report was submitted to the MFA in November 2015 presenting three scenarios for the future administrative set-up, including roles and responsibilities. Based on the review it was decided that from 2016 DFC will take over most of the tasks in connection with the administration of research support, including the communication with FFU, while the strategic and political responsibility still rests with the MFA.

Building Stronger Universities (BSU)

The 41 on-going PhDs from BSU I were originally expected to finalize their studies during 2015. However, only University of Ghana has managed to have 4 of their students finalize in 2015. All other students and universities have had their project period no-cost extended up to 2016 and for Maseno, Sokoine, and Tribhuvan Universities even up to 2017. Tribhuvan University's extension was mainly due to the devastating earthquake in April 2015, after which activities were halted for a long period of time. It is now the expectation that the remaining studies will be finalized within the new timeframes, respectively.

Regarding the grant of DKK 19 million to *Capacity Building within Research Communication, Dissemination and Networking*, the activities in the five projects have been linked up to ongoing BSU II activities when possible and feasible, as the actors in the two types of projects to some extent are the same researchers. Workshops have been planned to run alongside BSU II workshops and so forth, enabling the projects to capitalize on each other's progress and results where feasible. All five projects have been no-cost extended to 2016.

The BSU II projects started in 2014 in Nepal, Ghana, and Tanzania, while BSU II in Uganda started in early 2015. During the third quarter of 2015 the BSU II midterm review was initiated with an external consultant. The objective of the midterm review is to assess achievements, challenges and lessons learnt by, and across, the individual partnerships, and to provide recommendations for a possible phase III of the programme. The first midterm reviews were conducted by the consultant and DFC in Nepal and Tanzania in November 2015. Ghana and Uganda followed in January 2016.

In December 2015 the BSU II at Kathmandu University in Nepal was informed that due to the decision to phase out Danida support to Nepal the BSU programme in Nepal would be terminated after Phase II.

Danida Research Portal

The Danida Research Portal (<http://drp.dfcentre.com/>) is a feasible way to get an overview of which and how many research activities are on-going in each country. DFC continues to maintain and update the portal with information from the progress and final project reports.

Travel Grants

DFC administers two application rounds per year of travel grants for Master students at Danish institutions for higher education who are doing research field study in a developing country as part of their Master thesis. A grant is between DKK 15,000 and DKK 20,000 per applicant. The application rounds are fully electronic with on-line application forms. The professional assessments of the applications are carried out by the research unit at DFC, which gives a high degree of cohesion, continuity and effective administration.

The list of awarded travel grants is available at DFC's website. Extracts of the students' theses, together with information on the size of the grant, destination, duration, etc., are also assessable at the Danida Research Portal. In 2015, 46 Travel Grants were approved, which covers 55% of the students applying.

6.3. Forecast

As mentioned above, from 2016 DFC's research unit will take over most of the responsibilities for research support administration from the MFA. This would under normal circumstances mean an upscaling of the activities at DFC, but due to the suspension of the application cycle for 2016, no application round activities will be implemented during the first part of 2016.

The future scenario for support to development research will be decided during the first half of 2016 with the conclusions of the Peter Taksøe-Jensen Committee, and more specifically according to the new strategy for Danish development assistance. Currently, the funds for development research have been set aside as reserve funds to be decided upon in the Finance Bill for 2017.

The BSU phase III depends on approval in the Finance Bill 2017. However, as the process of formulating the third phase of the programme could not await this approval, the process was initiated following the midterm review of BSU II. A Midterm Seminar will be held with all seven BSU partnerships in early April 2016 in Denmark, and the formulation of the programme document for BSU III will be ongoing during the second quarter of 2016.

While awaiting the Finance Bill 2017 and the new strategy for Danish development assistance, which is assumed to provide indications for the future support to development research, various activities have been initiated to move forward on some strategic areas (in accordance with the Strategic Framework for Support to Development Research (2014-2018)). These activities include a consultancy on research communication and outreach to work with newly granted projects in Tanzania to strengthen the research outreach of the projects. A study will likewise be initiated in Tanzania to assess the economic and innovative impact of the FFU projects. A study tour to Denmark will be facilitated for GAAS and COSTECH personnel to introduce Danish research administration practices, research institutions and councils in Denmark. In addition, the DFC research unit is involved in the development of the Danida alumni network with the Danish embassies in Ghana and Vietnam as collaborating partners. It is also planned to organize a workshop in Vietnam on research and innovation in connection with a Danish business delegation to Vietnam (Can Tho).

The research unit at DFC will continue to maintain good governance practices in accordance with the principles in the Danish Law for Good Governance (*Forvaltningsloven*), in addition to the Agency for Governmental Management's (*Økonomistyrelsen's*) guidelines for grant management. DFC continues to work on aligning the administrative procedures and guidelines for North and South driven projects, including 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, for whom size and existing level of competences vary a great deal. The BSU II Midterm Review report will be finalized after the Midterm Seminar in April 2016.

7. MANAGEMENT

A three-year cooperation agreement for 2015-17 was signed in December 2014, and included performance goals and indicators for 2015.

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

Commercial services, which include varying extents and forms of further education activities for persons from developing countries financed by other organisations than Danida, have amounted to DKK 0.9 million in 2015. The majority of the commercial service tasks are related to the administration of guest researchers' stay in Denmark and the lease of rooms at the DFC hostel. In connection with the commercial services DFC is charging for the administration of the work, in addition to 7 % OH for DFC's core administration.

DFC is focusing on optimisation of operations and workflow and is continuously evaluating, whether administrative procedures are optimal and suitable. In 2015 DFC:

- purchased iPads for the DFC personnel who travel regularly;
- took steps to get the DFC website and the DFC-Assessment portal hosted on the same server;
- continued to work on fully utilising and expanding the use of the existing modules in Navision STAT, and where and when necessary order extra modules. This will increase the efficiency of the workflow and reduce the risk of errors (among other things using the credit facilities in Navision, so payments are only entered once, in contrast to the current entries in both the on-line banking and in Navision). The efficiency exercises unfortunately were severely hampered by a upgrade to Navision STAT, version 7.0, which includes changes affecting functionalities in use by DFC;
- implemented a fully digitised MFA course certificate;
- introduced on-line applications for the short courses in Denmark. Applications for courses in the South will follow during 2016

The rules for opening bank accounts have been further tightened, due to the Danish legislation on money laundering (*Hvidvaskloven*). DFC has therefore discontinued the service of opening a bank account prior to arrival for fellows, who stay in Denmark longer than 6 weeks. Hence, all fellows staying in Denmark for up to 3 months will be paid their allowance in cash, and fellows who stay longer than 3 months (and receive a civil registration number) must – as the Law states – open the bank account by appearing in person.

In figures DFC is able to exhibit a fall in expenditure for the core administration of 10.4 % from 2014 to 2015, in addition to the previous year's fall of 4.8 %.

Accounts

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

'Ordered' CD activities include tailor-made courses, degree studies, and study tours purchased by Danida's programmes and projects. In 2015 there were slightly less ordered CD activities than the previous year. All ordered CD activities are demand driven, so a fluctuation in these activities is to a large extent beyond the control of DFC and is likely to have been influenced by recent budget cuts at the Embassy level.

The central DCDSF grant has been used with a deviation of 6.5 % in relation to the grant commitment.

Distribution of the end result, and key unit figures for travel expenses and allowances, can be found in appendix 9.

The budget for 2016 was approved by the Board December 8, 2015, and HCP's approval was received January 2016. As was the case also for 2015, an estimate of 'ordered' CD activities (tailor-made courses, degree giving studies, and study tours) has been included based on the average over the last three years. In addition, DKK 3.55 million have been set aside for new initiatives and development activities to support the realisation of the new policy for DCDSP, in addition to funds being set aside to support alumni up start and activities from the BSU Master programme grant.

EXPENSES	Accounts 2015		Budget 2016	
CD activities, central grant in Denmark	DKK	-23,576,219	DKK	-11,748,000
Ordered CD activities in Denmark	DKK	-2,402,810	DKK	-6,858,000
Project personnel (ordered and central grant CD activities)	DKK	-2,508,576	DKK	-2,134,000
BSU Master programme, 2013-15	DKK	-1,664,540		
BSU Master programme, 2015-17	DKK	-4,647,058	DKK	-9,000,000
Project personnel (BSU Master programme)	DKK	-75,336	DKK	-150,000
Administration of researchers' stay in Denmark	DKK	-5,113,121	DKK	-6,125,000
Total in Denmark	DKK	-39,987,659	DKK	-36,015,000
Development activities / new initiatives	DKK	-3,482,957	DKK	-3,750,000
CD activities, central grant, in dev. countries	DKK	-13,110,043	DKK	-8,495,000
Ordered CD activities, in developing countries	DKK	0	DKK	-830,800
Project personnel	DKK	-1,528,141	DKK	-1,656,000
Project personnel – travel expenses	DKK	-217,430	DKK	-350,000
Total in developing countries	DKK	-14,855,614	DKK	-11,331,800
Commercial services, CD activities	DKK	-875,251	DKK	-1,721,000
Commercial services, project personnel	DKK	-142,152	DKK	-200,000
Total commercial services	DKK	-1,017,402	DKK	-1,921,000
Project personnel - administration of research projects	DKK	-2,569,775	DKK	-2,670,000
Project personnel - travel expenses	DKK	-244,613	DKK	-280,000
Total administration of research projects	DKK	-2,814,389	DKK	-2,950,000
Personnel	DKK	-2,840,640	DKK	-2,980,000
Rent and office expenses	DKK	-1,958,065	DKK	-2,175,000
Auditing	DKK	-175,000	DKK	-150,000
Governing Board	DKK	-97,450	DKK	-95,000
VAT reimbursement	DKK	282,663	DKK	250,000
DFC core administration	DKK	-4,788,492	DKK	-5,100,000
TOTAL EXPENSES	DKK	-66,946,513	DKK	-61,117,800

GRANTS/INCOME			
Central CD grant, FL § 06.32.04.11.41	DKK	37,383,000	DKK 24,383,000
BSU Master programme, 2013-15	DKK	4,700,000	DKK 0
BSU Master programme, 2015-17	DKK	4,600,000	DKK 9,200,000
BSU Master programme, 2015-17, project personnel	DKK	75,000	DKK 150,000
Danida programmes/projects – participants' fees	DKK	3,989,895	DKK 3,550,000
Danida programmes/projects – ordered CD activities	DKK	2,343,386	DKK 7,688,800
Income from administrative agreements	DKK	5,107,890	DKK 6,125,000
Commercial services	DKK	986,158	DKK 1,721,000
Commercial services, project personnel	DKK	142,152	DKK 200,000
CD activities in Denmark and dev. countries	DKK	59,327,481	DKK 53,017,800
7 % OH on ordered activities and commercial services	DKK	152,965	DKK 300,000
DFC core administration, BSU Master programme, 2013-15	DKK	300,000	DKK 0
DFC core administration, BSU Master programme, 2015-17	DKK	325,000	DKK 650,000
DFC core administration, FL § 06.32.04.11.46	DKK	2,617,000	DKK 2,617,000
DFC core administration & research administration, FL § 06.35.01.11	DKK	3,570,000	DKK 3,610,000
DFC core administration & BSU administration, FL § 06.35.01.10	DKK	1,000,000	DKK 1,000,000
TOTAL GRANTS/INCOME	DKK	67,292,446	DKK 61,194,800
Interest, net income	DKK	41,527	DKK 0
END RESULT (under-consumption)	DKK	387,460	DKK 77,000

APPENDICES

Capacity Development Programme:

Appendix 1	Objectives, Indicators, and Results
Appendix 2	Capacity Development Activities
	2.1 Overall Activities in Figures, 2011-2015
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Administration of Research Activities:

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DFC's Core Administration:

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APPENDIX 1 - Objectives, Indicators, and Results for the Capacity Development Activities

Objective A - Danida Fellowship Centre will drive innovative learning modalities and methods by:

- becoming a focal point for development and application of innovative learning modalities
- facilitating more comprehensive, sequenced or iterative learning processes
- enhancing organisational CD through design of innovative approaches focusing on pre-activity involvement
- promoting contextual learning; employing open learning and iterative learning processes; and by developing supplementary web-based solutions
- assessing, monitoring and evaluating the CD activities

Indicator	Results
One workshop held for South Training Institutions in English (2014) and one in French (2015) on new approaches to CD including action planning for strengthening of organizational learning. Experiences shared, elaborated and synthesized at DFC seminar (2015) on new learning modalities with participating organizations all involved in supporting capacity development internationally.	The programme for the workshop for South Training Institutions (STIs) from English speaking countries in 2014 consisted among other issues of a presentation of DFC's new strategy, knowledge sharing on new approaches to CD including common work on action planning as a tool for strengthening organizational learning, discussions about improving the ongoing cooperation between DFC and the STIs, and the presentation of the DFC Assessment Portal. A similar workshop with a similar programme was held in Ouagadougou, Burkina Faso in March 2015 for 8 STIs from French speaking countries The feedback from participants was very positive for both workshops.
Innovative learning approaches (such as Flipped Learning) promoted to capacity development support providers to be used during provision of DCDSP activities so that at least 4 providers annually apply them (from 2015, to be started in 2014).	Five courses undertaken by 5 different course providers have been selected to pilot flipped learning in 2016. An initial workshop was held in December for the course providers and four DFC CDAs. A new approach to course development through self-organized learning was tested on the Green Growth course.
Annually, at least 6 Embassies given the option for DCDSP support to partner organizations at national and/or organizational level (from 2015, to be started in 2014) via DFC visits or written communication.	Meetings held with Embassies/Embassy staff in Burkina Faso, Tanzania, Kenya, Uganda, Ghana, Bangladesh, and Myanmar to discuss possible support through DCDSP. Written communication with Pakistan on new opportunities.
Support to organizational development learning provided to a minimum of 4 partner organizations (from 2015, to be started in 2014).	Three programme advisors from GIMPA and two from UEM (STIs) participated in DFC's Capacity Development and Adult Learning course in relation with the development and implementation of courses they are running for DFC. A tailored workshop on new and innovative learning techniques was held at GIMPA facilitated by one of DFC's Danish course providers for GIMPA's core team of facilitators to upgrade the institutions capacities in creative learning modalities. Mentoring support has likewise been provided through another Danish course provider to ICIMOD and UEM, two new STIs running a new DFC course on Disaster Risk Reduction, to provide guidance on pedagogical approaches and training methodology.
Suitable course components identified for eModule development (2014) for inclusion in at least 5 courses (2015), collection of existing, suitable and relevant eLearning resources compiled (2015) and at least 2 annual eCourses implemented (2015).	DFC has identified 5 areas for which eModules have been/will be developed: Gender, Green growth, Sexual and reproductive rights, Results-based management, HRBA. The eModule on sexual and reproductive rights was developed in 2014 and further tested and evaluated in 2015. Learnings will be used in fine-tuning the module in 2016. The eModule on gender was developed in a first version for testing primo 2016. The development of the eModule on green growth has been initiated. Work on the two remaining modules will be initiated in 2016 and all 5 eModules will be ready by the end of 2016.

DFC's monitoring of DCDSP further described, developed and implemented, analyses on lessons learned prepared and recommendations followed (2015).	<p>Template developed for evaluating the utility and results of pre-course activities.</p> <p>Template developed for evaluating eModule on sexual and reproductive rights.</p> <p>Success criteria developed for flipped learning pilot and will be further detailed as part of the roll out of the pilot in 2016.</p> <p>Draft guidelines developed and piloted for evaluating the quality and results of the action planning element of DFC courses in collaboration with two Danish course providers. The guidelines will be further fine-tuned and launched for 4 courses in 2016 and evaluation results will be compiled by end of year.</p> <p>The key indicators for annual reporting to MFA and under the DCDSP Action Plan have been reviewed and improved, and are submitted along with this annual report.</p>
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Objective B - Danida Fellowship Centre will become a trusted and acknowledged partner in effective support to capacity development by:

- acting as a professional partner to DFC's main actors in relation to CD components
- increasing DFC's participation in formulation of new and ongoing Danish development cooperation engagements as well as contributing to reviews
- facilitating the bringing together of relevant stakeholders for CD initiatives
- providing enhanced support to further development partners' ownership with a view to applying learning and evaluating the outcome

Indicator	Results
Formalized structure for cooperation with MFA established, including designation of DCDSP entry point to MFA (2014) and quarterly meetings supplemented with meetings with, annually, at least 6 Embassies (from 2015, to be started in 2014).	A formalized structure for cooperation with MFA has not been set up yet. A UFT focal point was appointed mid-year and later replaced. No formal meetings have been held yet, but DFC participated in the monthly UFT meeting in December to present opportunities under the DCDSP and the new mandate of DFC. Establishing the structure is expected to be a priority in 2016 following the results of the restructuring at MFA. DFC met with seven Embassies in 2015.
DFC has been part of minimum one programme formulation/review annually (from 2015)	Initial dialogue was held with Myanmar and Kenya but, for various reasons at the Embassy end, did not move ahead.
Long-list of approaches to outcome monitoring and evaluation of CD interventions developed and at least 3 programmes/organizations supported in their outcome monitoring and evaluation (2015)	<i>n/a (in line with the refocusing of efforts under DCDSP following the budget cuts, this will no longer be a separate focus)</i>
Active dialogue with 10+ potential new providers in Denmark and the global South, including universities and colleges, with a view towards engaging them in the programme. Open calls for interested providers published (2014 and 2015)	In line with the refocusing of efforts under DCDSP following the budget cuts, DFC will not as such aim to expand its pool of course providers, but rather focus on consolidating, deepening and strengthening current partnerships. The open call for interested providers of support services under DCDSP was available in draft end 2015 and will be posted early 2016. Framework agreements with providers are planned to be completed during the first half of 2016. A course on Disaster Risk Reduction was held for the first time with two new course providers (STIs), ICIMOD in Nepal and UEM in Mozambique. Due to the planned closure of the Embassies in these two countries the partnership is currently being evaluated with a view to deciding whether to continue the partnerships beyond 2015.

Interchanging courses/course seats/fellows with other sister organizations – if and when possible (under the assumption that the political climate of the sister organization is ready for it).	Collaboration has been pursued with both the Swedish and the Dutch sister organizations, but did not prove possible and will not be further pursued.
Positive and reciprocal dialogue with MFA including Missions. Evaluation of quality of dialogue to be an agenda item on semi-annual meetings with MFA.	DFC was invited to present opportunities under DCDSF to at the monthly UFT meeting in December, which gave rise to a positive dialogue. A follow up meeting to further discuss the role of DFC and how DFC can support and be used by MFA and the missions is planned for early 2016. DFC was likewise invited to participate in one of the meetings of the Reference Group for the evaluation of Danida CD initiatives undertaken in 2015.

Objective C - Danida Fellowship Centre will continuously focus on the effective, productive and accountable management of the programme by:

- expanding the network of capacity development support providers
- applying new and more effective modalities for procurement of capacity development support providers
- providing comprehensive information on services available
- instituting a human resource policy in line with new DFC paradigm for support to capacity development
- reporting and communicating results and added value
- effective use of funds for the existing course portfolio

Indicator	Results
Procurement guidelines for framework tendering developed (2014) and one framework tendered biannually (2015)	The tender document for framework agreements was completed in draft and will be posted early 2016 (see above). Work on the guidelines for DFC procurement and services is ongoing and will cover issues related to DCDSF and services under ‘A Tool for Change’. The guidelines will be completed during the first half of 2016.
Presentation material on DCDSF prepared to increase awareness of DCDSF policy, changed role of DFC as well as new possibilities for capacity development support for partner organizations (2014 and 2015).	DFC has developed and launched the new communication material ‘A Tool for Change’, which outlines the opportunities for CD support under DCDSF. The document was shared with Embassies and is available from the DFC website, and is the reference document when dialoguing with the Embassies on potential collaboration. Likewise, a presentation on ‘A Tool for Change’ and the new role of DCDSF has been developed and has been used in presenting the DCDSF at the UFT monthly meeting in December, as well as in meetings with Embassies.
DFC capacity development advisors’ professional ability to spearhead the paradigm shift towards being a facilitator of learning is enhanced through competence development and adequate resource allocation based on concerted HRD activities (2014).	To increase the technical capacity of DFC’s own CDAs three workshops have been held by the team on 1) communication related to DFC services, 2) theory of change methodology and 3) on flipped learning and innovative learning modalities together with course providers. The workshops have been useful in rethinking communication on the DCDSF and the development of ‘A Tool for Change’, rethinking M&E methodologies and opportunities, and identifying new approaches to learning as part of particularly DFC’s portfolio of learning programmes (courses). The DFC human resource development plan for CDAs will be completed within the first half of 2016.
Results and added value reported to MFA on annual basis and to The Board on quarterly basis and effect measurement of CD interventions published on the website (from 2015, to be started in 2014)	The formal structure for new reporting formats have been developed and used throughout 2015 for reporting to the DFC Board. The new structure is likewise reflected in the 2015 Annual Report to MFA. Status for rolling out the DCDSF activities has been presented at each quarterly Board meeting. The DFC learning level evaluation report for 2014 was made available at DFCs website .
Lower unit costs (cost per fellowship-week) for existing courses in relation to 2013.	The unit cost of the short course in Denmark has fallen with 3.8 % in relation to 2013, and the unit cost of the short courses in Danida priority countries shown a small increase of 1.5 %.

<p>Where appropriate, further transferal of courses to partner countries.</p>	<p>In 2015, in addition to the 4 courses transferred in 2014, ICIMOD (Nepal) and UEM (Mozambique) was contracted to implement the new Disaster Risk Reduction course. The portfolio of learning programmes (courses) approved for 2016 has a near 50/50 division between courses held in Denmark and the South, with 14 in Denmark and 15 in the South.</p>
<p>The receiving partner organizations/institutions and MFA are satisfied with the existing course portfolio, verified by:</p> <ul style="list-style-type: none"> - Hearing in MFA of the memorandum on important CD themes and draft annual activity plan has been held at the latest mid-August - The final draft of the annual activity plan has been drawn up on the basis of the incoming comments, and the plan will be approved at the latest September 1 by HCP. - More than 90% effective course utilization of the short courses. - Results from DFC Assessment, which takes the participants' own assessment of pre- and post-course competences into account, shows an overall effect of minimum 4 out of 6. 	<p>The hearing with the Embassies took place during the summer months. The results and the hearing with MFA was delayed and took place only October 23, 2015, where the portfolio of learning programmes (courses), CD Action Plan for 2016, and the refocusing of the DCDSP was also informally approved by MFA, followed by a formal email approval and subsequently confirmation by the Board.</p> <p><i>See above</i></p> <p>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 101% for the short courses conducted in Denmark, and 92% for the short courses conducted in South.</p> <p>All programme results (2014) from DFC Assessment average above 4 – and most of them average between 4.5 and 5. The report for 2014 can be downloaded at DFC's website.</p>
<p>DFC is encouraging each partner organization to submit a substantial number of applications in order to strengthen the organization's capacity through learning, verified by fewer organizations represented by a higher number of selected candidates for the short courses.</p>	<p>This is communicated to all organizations, and it has always been standard procedure in the selection process to give preference to selecting – when possible - numerous candidates from each organization.</p>

APPENDIX 2.1 – CD ACTIVITIES

COURSE CATEGORY	2011			2012			2013			2014			2015		
	Fellowship holders	Fellowship weeks	Average period of study (week/fellow)	Fellowship holders	Fellowship weeks	Average period of study (week/fellow)	Fellowship holders	Fellowship weeks	Average period of study (week/fellow)	Fellowship holders	Fellowship weeks	Average period of study (week/fellow)	Fellowship holders	Fellowship weeks	Average period of study (week/fellow)
Interdisciplinary courses	319	1031	3.2	285	732	2.6	403	1049	2.6	387	1005	2.6	367	965	2.6
Private sector courses	177	459	2.6	153	399	2.6	153	399	2.6						
Tailor-made courses	49	386	7.9	58	160	2.8	13	52	4.0	13	48	3.7	18	53	3.0
Business fellowships	58	169	2.9										0	0	
Degree studies	41	997	24.3	29	802	27.6	19	360	18.9	8	173	21.7	7	131	16.4
ELSP	40	962	24.0	21	646	30.7	3	43	14.4				0	0	
BSU Master studies							31	594	19.2	40	1625	40.6	71	1918	26.6
Special courses/studies	26	325	12.5	10	230	23.0	22	30	1.4	8	17	2.2	7	16	2.2
Study tours	47	39	0.8	92	61	0.6	36	39	1.1	7	9	1.2	24	14	0.6
Subtotal	757	4368	5.8	648	3030	4.7	527	2167	4.1	463	2877	6.2	494	3097	6.3
Administrative agreements:															
FFU	80	997	12.5	98	1369	14.0	105	1378	13.1	113	1213	10.7	88	1169	13.3
BSU							34	498	14.7	28	381	13.6	29	400	13.8
Centres: DSHC + DBL	4	26	6.5	3	39	13	3	43	14.4						
DIHR	4	65	16.2	4	56	14.1									
Others	18	39	2.2	10	39	3.9				2	0	0	1	6	6
FFU members													4		
Total administered by DFC in DK	863	5495	6.4	763	4533	5.9	669	4086	6.1	606	4471	7.4	616	4672	7.6
<i>of which transferred from previous year</i>	71			55			12			46			58		
Commercial services	89	95	1.1	160	923	5.8	198	763	3.9	114	420	3.7	80	285	3.6
+ outside Denmark ⁴ :															
Europa: Holland, Frankrig, Italien, Portugal	2	0	0							1	26	26			
Erasmus Mundus	1	26	26												
Int.disc. & ps courses in dev. countries	316	477	1.5	423	659	1.6	460	754	1.6	388	680	1.8	402	665	1.7
Tailor-made courses in dev. countries	59	43	0.7	125	108		58	95	1.6	27	17	0.6	26	11	0.4
ELSP in South Africa	12	507	42.2	2	82										
Total administered by DFC	1342	6643	5.0	1473	6305	4.3	1385	5698	4.1	1136	5614	4.9	1124	5633	5.0

⁴ Exclusive field work in home country.

APPENDIX 2.2 – CATEGORIES OF CD ACTIVITIES– description and 2015 results

Category	Description	2015 results
<p>Interdisciplinary and private sector courses</p>	<p><u>Danida policy prioritized capacity development</u> (here termed interdisciplinary courses), subsidized by the central CD grant. The grant may be used for planning, implementing and monitoring of training activities within:</p> <ul style="list-style-type: none"> • Danida’s development policy priorities: <ol style="list-style-type: none"> 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 • Relief and prevention of disasters • Course activities of an innovative nature • Topics related to preparation of Human Resource Development (HRD) interventions in the programmes/projects (e.g. Training Need Analyses, HRD Plan). <p>In addition the grant may be used for courses, which aim is to enhance the technological innovation in continuation of the strategy for development of the private business sector.</p> <p>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.</p> <p>Participation in the interdisciplinary and private sector 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.</p> <p>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 CD grant on the grounds of the course being conducted anyway independent of whether a 20th and/or 21st participant is an embassy employee. The rates fixed for embassy employees’ participation are DKK 8,250 per week for a course in Denmark, and DKK 6,000 for a week in developing countries.</p>	<p>In Denmark: 22 short courses with a total of 399 participants. Of these 3 ½ courses were financed by the 2014 grant, and two courses are conducted early 2016.</p> <p>In Danida priority countries: 22 short courses with the total of 407 participants. Of these 3 courses were financed by the 2014 grant, and one course is conducted early 2016.</p> <p>In addition a STI workshop for 12 participants in West Africa in 2015.</p>

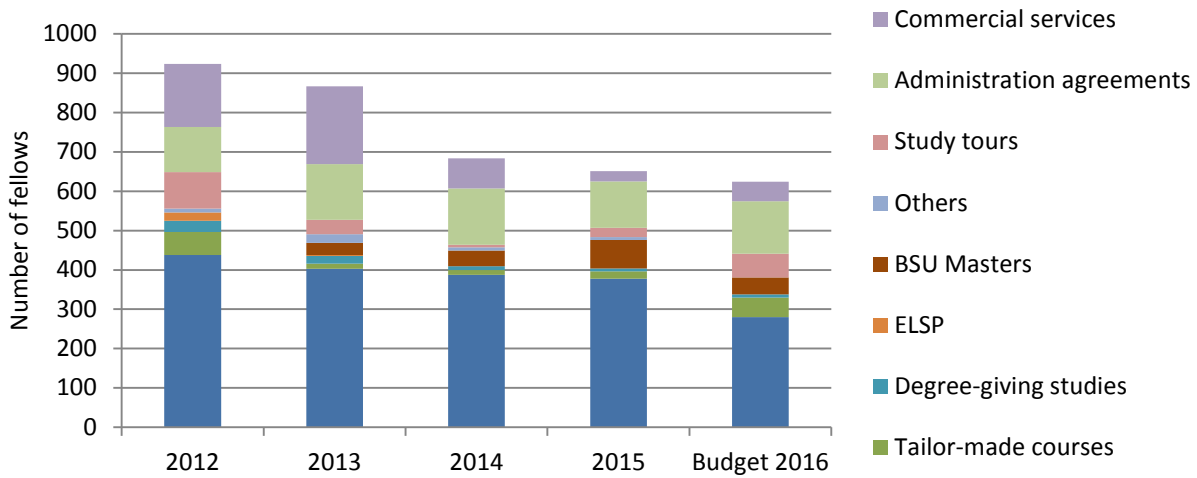
<p>Tailor-made courses</p>	<p><u>Danida programmes'/projects' capacity development</u> consisting of interdisciplinary courses and/or tailor-made courses developed especially to meet the programmes'/projects' needs and requirements. The courses are conducted either in the Danida priority countries or in Denmark. The latter only after the relevant embassy has affirmed that resources for conducting the needed training course are not available locally.</p> <p>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).</p> <p>The cost of participation in the interdisciplinary courses is fixed as stated above.</p>	<p>One four-week tailor-made course for 13 participants in Denmark (<i>Law and Justice as Tools of Democracy</i>) on request from Uganda. In addition an evaluation team of 5 members from Uganda joined the course for one week.</p> <p>DFC facilitated a workshop on Innovative Learning Techniques for GIMPA, STI from Ghana. The workshop was financed by the funds under the central grant set aside for development activities.</p>
<p>Degree studies</p>	<p><u>Master and PhD programmes</u> at Danish universities financed by the sector programme/ project grants and carried out on the recommendation of relevant units in MFA, including embassies.</p> <p>DFC enters into contract with the university.</p>	<p>Three PhD students from Zambia (GEUS project) completed their PhDs in 2015.</p> <p>In addition four PhD students from a Danida financed NGO project in Indonesia were studying for shorter periods in Denmark.</p>
<p>BSU Master studies</p>	<p><u>BSU Master Programme</u> 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 scholarship 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.</p> <p>A second phase of the programme funded by DKK 20 million commenced mid-2015.</p>	<p>25 Master students from the 2013 intake (phase 1), 8 students from the 2014 intake (phase 1), and 38 students from the 2015 intake (phase 2).</p>

Special courses/studies	n/a	<p>The stay at Danish Institute of Human Rights of two researchers from Uganda was financed over the central grant.</p> <p>In addition 5 visiting STI partners were in Denmark in 2015.</p>
Study tours	<p><u>Study tours</u> 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.</p> <p>DFC negotiates and enters into contract with the course provider/co-ordinator of the organizing of the tour.</p>	Two one-week study tours for PILDAT in Pakistan with each 12 participants.
Administrative agreements:	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.	<p>In total 117 PhD students financed by the research projects were in Denmark on stays of varying duration. Out of these 88 students were attached to the FFU projects, 28 students to BSU I, and one PhD student to BSU II.</p> <p>In addition DFC was administering the stay of one PhD student from Vietnam (funded by a Danida project).</p> <p>The travel of four FFU members' participation in meetings in Denmark and abroad was also administered by DFC.</p>
Commercial services	DFC carries out limited commercial services for the sake of capacity utilization.	<p>28 researchers, in addition to one group of 9 women under the DHI 'Womens Water Initiative'.</p> <p>Lease of rooms at the DFC hostel for 43 persons summing up to a total 820 nights.</p>

APPENDIX 2.2 – CATEGORIES OF CD ACTIVITIES (continued)

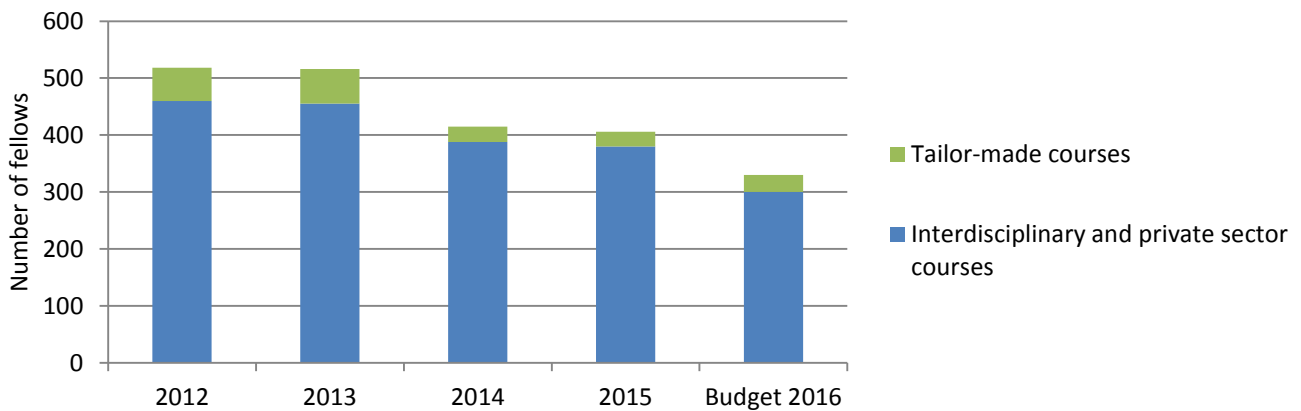
Activities in Denmark

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



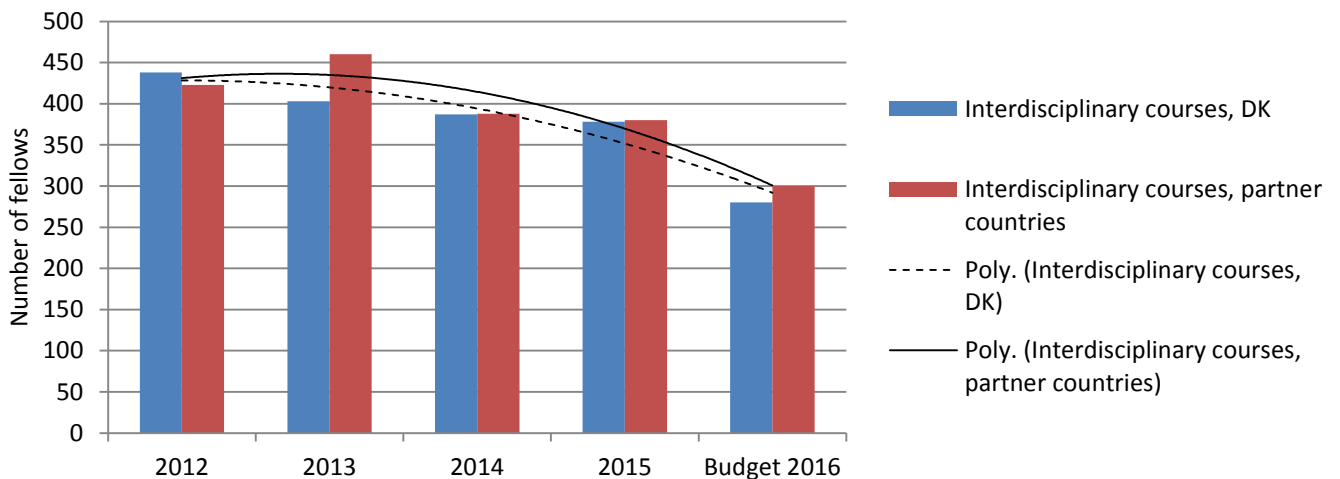
Activities outside Denmark

The diagram shows the composition of the CD 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 2.4 – LEARNING PROGRAMMES IMPLEMENTED IN 2015 (CENTRAL GRANT)

Title	Country	Course Provider	Weeks	Participants	Female
A Human Rights Based Approach to Development Programming	Denmark	Danish Institute for Human Rights	3	20	5
A Human Rights Based Approach to Development Programming	Denmark	Danish Institute for Human Rights	3	18	5
Addressing Climate Change in Development Context	Denmark	NIRAS	3	16	5
Capacity Development, Adult Education and Training Delivery	Denmark	Sweco Denmark A/S	2 + 2	20	11
Conflict Transformation and Human Rights (2 nd part of 2014 course)	Denmark	Danish Institute for Human Rights	1	20	9
Corporate Social Responsibility (conducted in 2016)	Denmark	Sweco Denmark A/S / Sociability	3	13	6
Equitable and Sustainable Use and Valuation of Natural Resources (2014 course)	Denmark	Sweco Denmark A/S	2	20	6
	Uganda	International Law Institute (ILI) - African Centre for Legal Excellence	1		
Equitable and Sustainable Use and Valuation of Natural Resources	Denmark	Sweco Denmark A/S	2	15	1
	Uganda	International Law Institute (ILI) - African Centre for Legal Excellence	1		
Financial Management/Good Governance (2014 course)	Denmark	Rambøll Management Consulting A/S	3	19	9
Financial Management/Good Governance	Denmark	Rambøll Management Consulting A/S	3	19	6
Food Safety and Traceability	Denmark	SEGES	3	16	6
Gender Equality, Rights and Diversity	Denmark	Sweco Denmark A/S	3	14	12
Green Energy and Low Carbon Development	Denmark	UNEP DTU Partnership (UDP)	3	16	4
Organizational Change Management	Denmark	Sweco Denmark A/S	3	18	7
Public Sector Leadership: Improving the Public Sector	Denmark	Rambøll Management Consulting A/S	3	19	6
	Uganda	International Law Institute (ILI) - African Centre for Legal Excellence	1		
Public Sector Leadership: Improving the Public Sector	Denmark	Rambøll Management Consulting A/S	3	14	7
	Uganda	International Law Institute (ILI) - African Centre for Legal Excellence	1		
Public-Private Partnership (2014 course)	Denmark	COWI A/S	3	21	4
Public-Private Partnership	Denmark	COWI A/S	3	21	6
	Uganda	Uganda Management Institute (UMI)	1		
Results-Based Management (conducted in 2016)	Denmark	COWI A/S	3	19	3
	Uganda	Uganda Management Institute (UMI)	1		
Role of Civil Society in Aid Effectiveness	Denmark	Inka Consult Aps	3	20	9
Social Partnership for Business Development	Denmark	AARHUS TECH International	3	21	7
Sustainable Agriculture	Denmark	NIRAS	3	20	5
Total 22 courses			69	399	139

Title	Country	Course Provider	Weeks	Participants	Female
Adaption aux Consequences des Changements Climatiques dans le Secteur Agricole	Burkina Faso	2iE	2	19	5
Chaîne de Valeur dans le secteur agricole	Burkina Faso	Initiatives Conseil International (ICI)	2	21	2
Conflict Transformation	Uganda Denmark	International Law Institute (ILI) - African Centre for Legal Excellence IdeThandling	2 1	15	7
Democracy, Human Rights and Rights-based Approach to Development (2014 course)	Uganda	International Law Institute (ILI) - African Centre for Legal Excellence	2	21	9
General Tools and Concepts in Agribusiness SME Development (2014 course)	Uganda Denmark	NIRAS / Uganda Management Institute (UMI)	2 1	18	4
Cours sur le Changement Organisationnel	Benin	École Nationale d'Administration et de Magistrature (ENAM)	2	20	4
Gestion Intégrée des Ressources en Eau et l'Environnement	Burkina Faso	2iE	2	18	0
Global Value Chains, Concepts and Tools	Tanzania	Eastern and Southern African Management Institute (ESAMI)	2	18	0
Governance in Local Government	Ghana	Ghana Institute of Management and Public Administration (GIMPA)	2	13	6
Greening the Growth	Kenya Denmark	NIRAS / KCIC	2 1	22	6
Impulser la Croissance Verte en Afrique	Burkina Faso	2iE	2	17	1
L'Approche Basée sur les Droits de l'Homme et al Programmation de Developpement	Benin	Danish Institute for Human Rights / La Chaire	2	20	7
L'Approche Fondée sur le Genre et Droits Humains	Burkina Faso	Tana Copenhagen / Initiatives Conseil International (ICI)	2	21	12
Procurement	Uganda	Uganda Management Institute	2	23	4
Promoting Government Integrity and Anti-Corruption	Uganda	International Law Institute (ILI) - African Centre for Legal Excellence	2	16	2
Public Policy Analysis (2014 course)	Kenya	Strathmore Business School	1	13	4
Public Policy Analysis	Kenya	Strathmore Business School	1	14	6
Results-Based Monitoring, Evaluation & Learning	Uganda	Uganda Management Institute (UMI)	2	22	5
Société Civile et Efficacité de l'Aide (conducted in 2016)	Burkina Faso	Initiatives Conseil International (ICI)	2	17	6
Strategic Communication for Development and Advocacy	Tanzania	Eastern and Southern African Management Institute (ESAMI)	2	18	9
Using Strategic Human Resource Management	Ghana	Ghana Institute of Management and Public Administration (GIMPA)	2	20	12
Women in Management	Ghana	Ghana Institute of Management and Public Administration (GIMPA)	2	21	19
Total 22 courses			45	407	130

APPENDIX 2.4 – LEARNING PROGRAMMES PLAN 2016 (CENTRAL GRANT)

Denmark	Weeks	Participants	Course-weeks
Organizational Change Management	2	20	40
Addressing Climate Change in Development Context	2	20	40
Strengthening the Capacity of Civil Society Organizations	2	20	40
Corporate Social Responsibility	2	20	40
Social Partnership for Business Development	2	20	40
Green Energy and Low Carbon Development	2	20	40
Financial Management/Good Governance	2	20	40
Gender Equality Mainstreaming	2	20	40
Public-Private Partnership	3	20	60
Public Sector Leadership: Improving the Public Sector	3	20	60
Environmental Sustainability	2	20	40
Results-Based Management	3	20	60
Sustainable Agriculture	2	20	40
Alternative Development Financing – (provisional course title)	2	20	40
Total 14 courses		280	620

Danida Priority Countries	Country	Weeks	Participants	Course-weeks
Public Policy Analysis	Kenya	1	20	20
Promoting Government Integrity and Anti-Corruption	Uganda	2	20	40
Democratization and Human Rights-based Approach to Development	Uganda	2	20	40
Disaster Risk Reduction	Nepal + Mozambique	2 + 1	20	60
Monitoring, Evaluating & Learning for Development Results	Uganda	2	20	40
Governance in Local Government	Ghana	2	20	40
Adaptation aux conséquences des ch climatiques dans le sect. agr	Burkina Faso	2	20	40
Women in Management	Ghana	2	20	40
Greening the Growth	Unknown	2	20	40
Batir des Entreprises Agri, Performantes en Afrique Aujourd'hui	Burkina Faso	2	20	40
Using Strategic Human Resource Management	Ghana	2	20	40
Impulser la Croissance Verte en Afrique	Burkina Faso	2	20	40
Chaînes de Valeur dans le Secteur Agricole	Burkina Faso	2	20	40
Gestion des finances publ. et reforme budget programme	Unknown	2	20	40
Lutte contre la Corruption	Unknown	2	20	40
Total 15 courses			300	600

APPENDIX 3 – PRODUCTIVITY, CAPACITY DEVELOPMENT ACTIVITIES

20 interdisciplinary and private sector courses (inclusive of 2014 courses) have been conducted in Denmark with 367 participants. Participation in the interdisciplinary courses is 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 101 %. The actual utilization (i.e. including deduction due to cancellations) was 91 %. 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.

There have been 390 participants at 21 interdisciplinary and private sector courses (inclusive of 2014 courses) in Benin, Burkina Faso, Ghana, Kenya, Tanzania and Uganda, respectively. Participation in the interdisciplinary courses is with the programme financing of DKK 1,500 per course week. The effective course utilizations with reference to above method of calculation were 92 % and 90 %, respectively.

The number of participants in courses in developing countries is corresponding to a share of 50 % of the total number of interdisciplinary and private sector course participants (in and outside Denmark).

The female share of fellows in Denmark, including the researchers, is at the same level as previous years at 34 %.

In 2015, 17 embassy employees participated in the DFC short courses, paying DKK 8,250 per week for a course in Denmark, and DKK 6,000 for a week in the South.

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

Some of the interdisciplinary courses have had special features included, such as course parts both in Denmark and in developing countries, two course parts in Denmark, e-learning modules etc. It therefore does not serve the purpose to compare the average unit prices for each and every course.

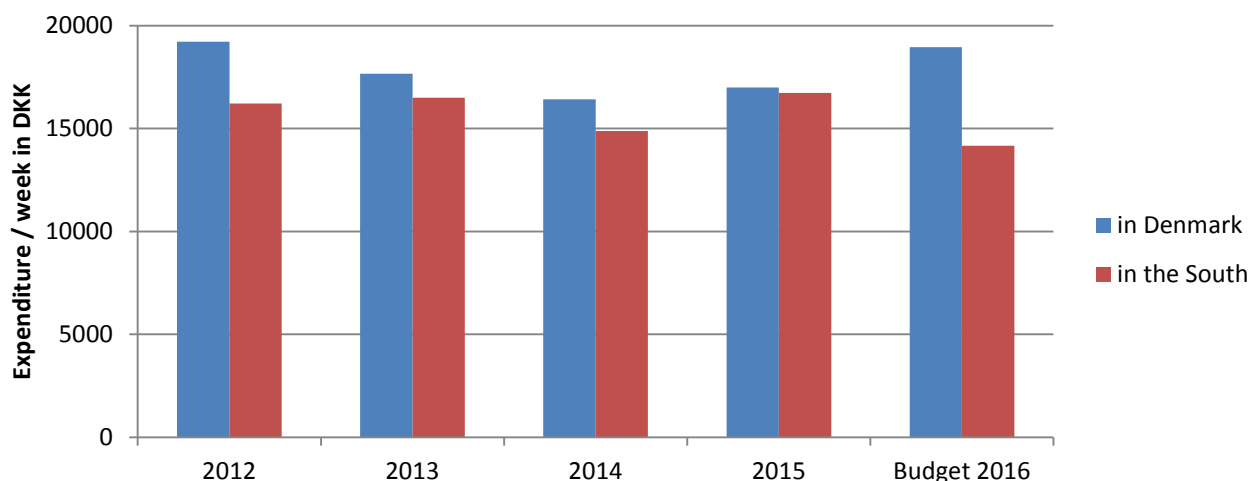
Hence, from 2014 and onwards the ‘irregular’ courses have been excluded. The number of participants is calculated on the same basis as for determining the effective utilization.

A slight increase – corresponding to increases in general costs - is seen for the courses in Denmark, and the somewhat larger increase for courses in the South is mainly due to the US\$ exchange rate for the period in question, in addition to costs of salaries and accommodation visibly rising in particularly West Africa.

The significant increase in costs for the courses in Denmark estimated for 2016 is due to the fact that a reduced duration of the courses planned for 2016 and onwards affects the unit cost upwards, as travel and similar costs remain the same despite the shorter duration.

IN DENMARK	2013	2014	2015	BUDGET 2016
Total expenditure	DKK 22,196,582	DKK 14,434,687	DKK 11,112,822	DKK 11,748,000
Fellowship-weeks	1257	879	654	620
Expenditure/week	DKK. 17,658	DKK 16,422	DKK 16,991	DKK 18,948

IN THE SOUTH	2013	2014	2015	BUDGET 2016
Total expenditure	DKK 13,999,376	DKK 10,416,278	DKK 8,917,617	DKK 8,495,000
Fellowship-weeks	849	700	533	600
Expenditure/week	DKK 16,489	DKK 14,880	DKK 16,731	DKK 14,158

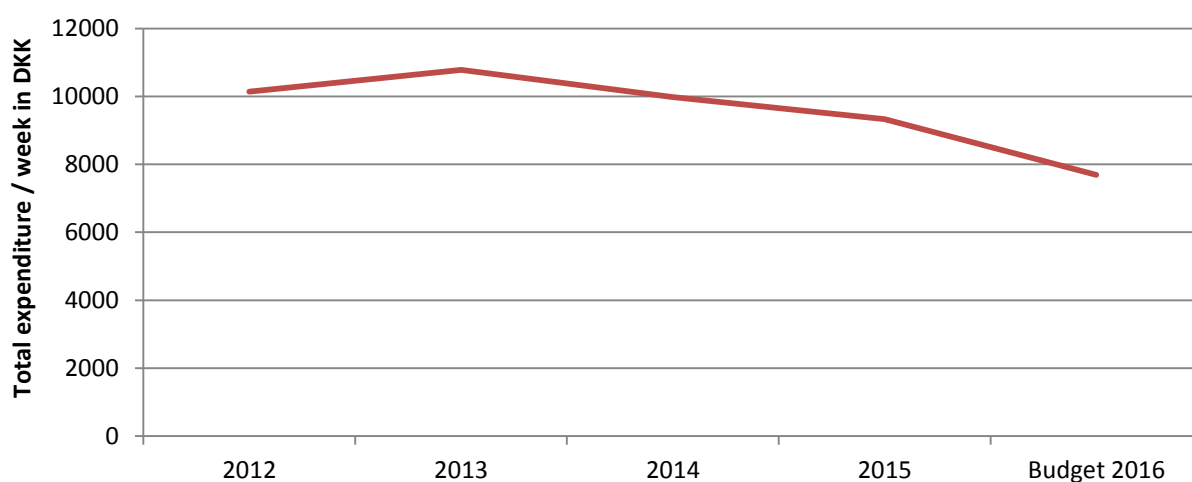


APPENDIX 3 – PRODUCTIVITY, CAPACITY DEVELOPMENT ACTIVITIES (continued)

TOTAL EXPENDITURE PER FELLOWSHIP-WEEK IN DENMARK AND DEVELOPING COUNTRIES (excl. DFC salaries)

	2013 (recalculated to expenditure/week)	2014	2015	BUDGET 2016
Total expenditure	DKK 53,197,251	DKK 53,363,602	DKK 49,870,860	DKK 43,056,800
Fellowship-weeks	4935	5194	5396	5597
Expenditure/week	DKK 10,780	DKK 10,274	DKK 9,242	DKK 7,693

All categories of fellowship-weeks, commercial services excluded, are included in above calculation and the chart below. The decrease is both due to DFC's focus on efficiency and productivity, as well as the change in the proportion between cost-intensive activities (short courses in Denmark and the South) and activities with low costs per week (e.g. BSU Master students). As the number of BSU Master students make up an increasingly larger proportion of the total number of fellowship weeks (due to the recent cut in the central grant resulting in fewer short courses) the average expenditure per week will subsequently fall.

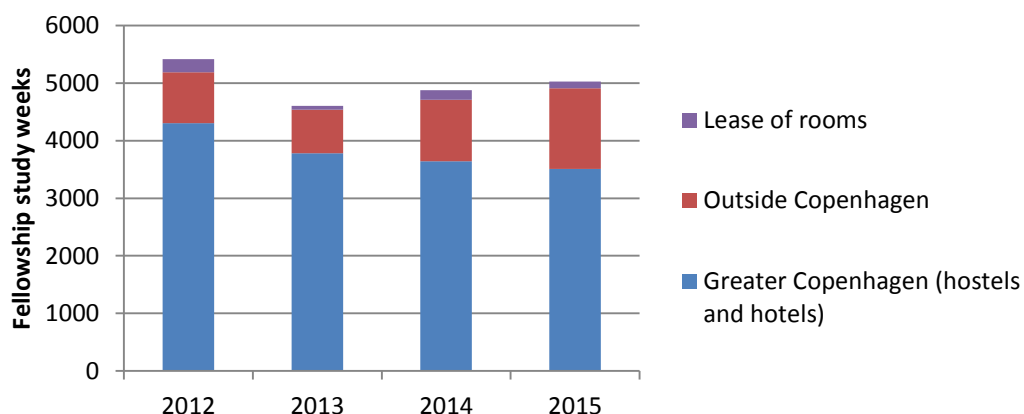


APPENDIX 4 - ACCOMMODATION

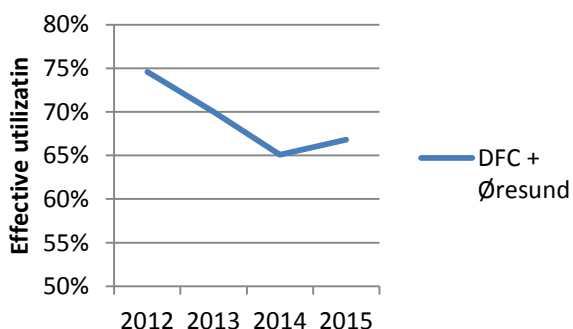
In Greater Copenhagen accommodation is primarily provided at DFC's student hostel on Hostrupsvej (68 one-room apartments + 1 two-roomed flat) and the Øresund Student Hostel (17 apartments, reduced to 13 in mid-2015) on Amager. Hotel accommodation in Copenhagen is only used when it is impossible to accommodate the whole group at the DFC hostel, 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 too high for stays of app. one week relative to longer stays. DFC is continuously investigating the market to find the best hotels at the best price, and to find hotel rooms with kitchen facilities.

The effective utilization shows a slight increase in 2015 due to the higher proportion of long stays, primarily students under the BSU Master Programme

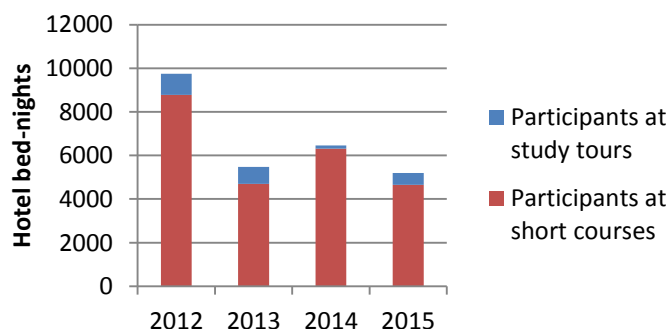
For courses conducted outside Greater Copenhagen the course provider is always responsible for providing accommodation, and as far as possible it is provided in student hostels adjacent to the premises of the course provider.



Effective utilization of hostel rooms in Greater Copenhagen:



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



APPENDIX 5 - Objectives, Indicators, and Results for Administration of Research Activities

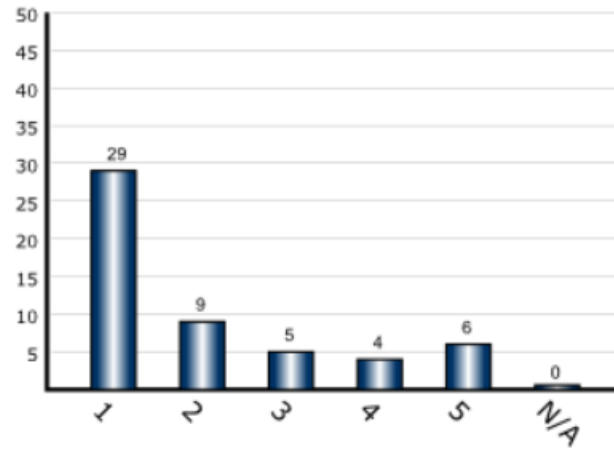
Objectives - Danida Fellowship Centre will ensure effective and reliable administration by:

- effective and reliable administration of FFU projects, BSU funds, and other Danida funded research activities, hereunder the contribution to international research institutions
- working with South partners to enhance their ability to manage projects in an efficient and accountable manner
- improving procedures to monitor implementation and quality of projects.

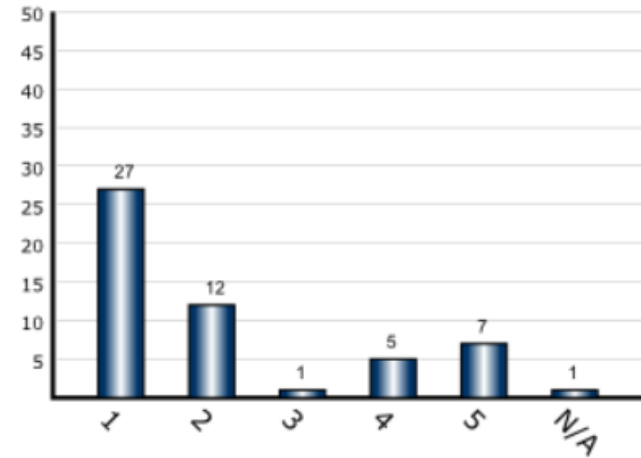
Indicators	Results
Minutes from FFU meetings, prepared in accordance with specifications approved by UFT, are forwarded to UFT within 3 working days of the meeting.	The draft minutes from the FFU meeting on January 19, 2015 were submitted to UFT within 3 working days. The draft minutes from the FFU meeting on 1-2 June 2015 were submitted to UFT within 3 working days. The draft minutes from the FFU meeting on December 1, 2015 were submitted to UFT within 5 working days, as priority was given to replying to the 2015 application cycle applicants during the days just after the meeting (as agreed with UFT).
Quality of dialogue between MFA and DFC discussed at quarterly coordination meetings with UFT and, in case of problems, mitigating action taken.	Coordination meeting was held with UFT on January 12, on May 26, on October 27, and on December 10, 2015.
No complaints received from applicants to DFC's handling of the applications round.	No complaints received in 2015.
Project Coordinators' satisfaction with DFC's services maintained or improved in relation to a 2014 baseline survey, verified through annual survey among PCs.	The 2015 survey was sent to 106 Project Coordinators and 53 responses, corresponding to 50 %, were received. The questions were: 1. OVERALL SATISFACTION The administration provided by DFC The communication with DFC 2. APPLICATION ROUND The application process The electronic e-fond application 3. DFC ADMINISTRATION OF ON-GOING RESEARCH PROJECTS Feedback regarding the annual/final reporting Feedback regarding the annual/final financial accounts Feedback on your questions regarding other issues The DFC assistance to study stays in Denmark The usefulness of the Danida Research Portal All questions were to be answered on a scale from 1 to 5, where 1 represents 'very satisfied' and 5 represents 'very dissatisfied'.

The two questions regarding the overall satisfaction came out as follows:

The administration provided by DFC



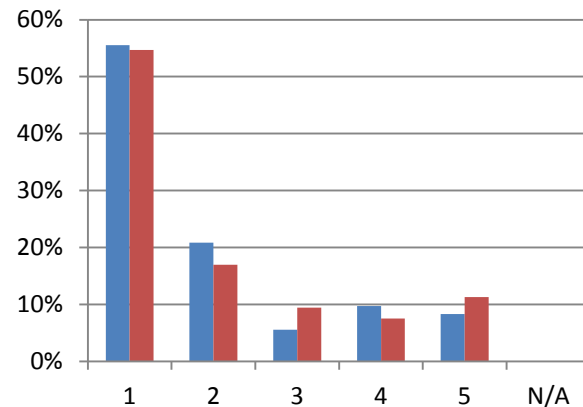
The communication with DFC



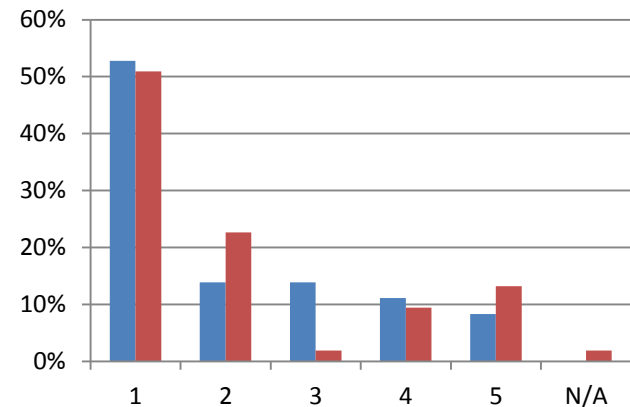
The results for 2015 correspond more or less to the 2014 baseline survey, although the comments are appreciably more positive. In the graphs below the answers are indicated in % of the received responses:

■ 2014 baseline survey ■ 2015 survey

The administration provided by DFC



The communication with DFC



24 comments and 23 recommendations for improvements were received. These will, where relevant and within DFC's abilities, be taken into account for future planning and – to the extent feasible - adjustments.

The major part of the comments were supporting the positive work of DFC, such as:

- I have been very happy about all aspects of my contact with DFC. The staff is always so very helpful!!
- My general impression is that the communication and administration with DFC has improved a lot over the years going from a 4 to a 2 on the scale you provided. In the last years I have been very happy with the collaboration and have the feeling that today it is a partnership between DFC and the researchers, whereas earlier my feeling was that we were opponents.
- Everything went on very well and professionally.
- DFC is doing a great job, with very prompt responses to most issues / requests.
- I'm overall very satisfied with the DFC services. Especially the preparations for PhD students' stays in Denmark are really excellent! Keep up the good work!
- DFC assistance on PhD travels and study stays is excellent. Thanks for all your support. It is appreciated.
- I'm very satisfied with the collaboration with DFC. Full control from DFC's side, which is a great help in running a project.
- The setup at DFC with the administration located at the same place as where most of the foreign guests are staying is remarkably smart. Personal contact is important - both ways.
- The DFC team has been prompt in their responses to our queries and we commend them for these efforts.
- On the day-to-day interaction the DFC staff does a (very) fine job with a constructive and accommodative approach

Suggestions for approvals DFC's research administration were among others:

- Mid 2015 and prior to a DFC mission to Vietnam DFC invited relevant Project Leaders to an informal meeting where a great portion of experiences, advices and recommendations were exchanged over the table. I suggest that such meetings can be more regular and for all regions where DFC is active. This will be a good way for exchanging experiences and for disseminating knowledge that can benefit the successful implementation of the project.
- It would be good if DFC could compile and share their experiences and tips on of how best to tackle administrative and financial issues that are encountered with partners in the South. e.g. how should the partners in the south calculate exchange rates; how should the partners choose an auditor.
- Continue the great progress over the last two years, continue to basically trust the researchers, we are all interested in the same goal of good research and capacity building. Call us if you have questions instead of suddenly "freezing" a project, like I have experienced some years ago.
- Projects with a longer duration than 4-5 years could be beneficial for collaboration with universities in the South. There are many good experiences with the former ENRECA programme which could be implemented again.
- I am not sure how to improve, but I am very worried by the plans about moving the administration out of Copenhagen.
- One piece of advice: do not change budget excel format every year and from Phase 1 till Phase II. Created a lot of frustrations. Every time DFC makes a small change we spend hours to format budgets to the newest fancy of some accountant/administrator and the new mistakes introduced. Our time can be used better. So - maintain forms over time.
- In general, email communication could be improved. I have had a number of emails unanswered because an officer was out of office. Perhaps, some arrangement could be made to deal with email communications in such cases.
- Instead of merely attaching "General Conditions"" to the formal agreements I recommend time and resources are allocated from the donor's side to facilitate an introduction/clarification/follow up if/as required to these jointly to the north and south partners as an integrated part of the institutional capacity building efforts.
- In general ensuring transparency in communication between Danida and the south and north partners.

	<ul style="list-style-type: none"> We find it essential that new reporting forms are introduced well in advance of implementation. It should be possible to use both the old and the new templates with an overlap of approx. 1 year. <p>The detailed answers from the survey are available on request.</p>
The DFC brief (forklæder) formulated as per current outline at set deadlines per application round.	The format and content of the DFC briefs (forklæder) were approved by UFT on April 16, 2015.
DFC's check of reports from the North driven projects completed by August 15, including categorizing in green/yellow/red and proposed follow-ups and screening for partnership and management issues; DFC follow-ups undertaken at the latest one week prior to the FFU September meeting, with a full list prepared for the meeting.	The FFU September meeting was postponed to December 2015. DFC's comments to the reports were presented to the FFU, and FFU reviewed the annual reports categorized as yellow and red (outstanding issues of less (yellow) or more (red) serious nature), all completion reports, and some randomly selected reports categorized as green (no problems). FFU/UFT was satisfied with DFC's assessment. Follow-up with projects as requested is on-going based on the assessment at the FFU meeting.
BSU semi-annual reports administratively checked and screened for partnership and management issues.	The deadline for submission of annual reporting and accounts from South driven projects and BSU was April 1. Reports and accounts have been received, registered, assessed, and approved. Bi-annual progress reports and accounts with the deadline of October 1 have been received and assessed.
Development - on the basis of draft/comments from UFT/FFU - and implementation of online reporting formats (first year, mid-term, final).	An update of the on-line format was implemented in late 2015 – early 2016 with input from FFU representatives.
Support for external review of the research administration in 2015.	The external review of DFC's research administration was conducted in October-November 2015, and DFC provided support to the review team as relevant/requested.
DFC's annual accounts and budget contain the relevant figures as per information from UFT dated November 2014.	KVA requested the total sum of funds received from MFA to be included in the audited accounts for 2015 at the supervision visit September 22, 2015. This has now been incorporated.
DFC's annual financial accounts are given an unqualified endorsement by DFC's external auditor.	The annual accounts for 2015 were audited without any qualifications.
Ongoing monitoring of potential 'C-cases' and immediate reporting to UFT regarding potential cases.	<p>One potential case from Uganda resolved by internal audit and approved by UFT on January 15, 2015.</p> <p>In 2015 PwC conducted a random audit check on the 'practice of payment of salaries/emoluments' amongst four selected FFU research projects in Ghana and Tanzania. The random audit check had as a primary purpose to determine how the guidelines of practice of payment of salaries paid by the projects were adhered to by the research partner universities in the South. The audit found that 1) staff employed by the respective universities were receiving allowances in addition to the salaries that they were receiving from their universities; 2) no written contracts or addendums were prepared between the staff and the project; and 3) rates used to pay for allowances were fixed on a regular basis (e.g. monthly) and did not have a specified basis for determining the rate used (e.g. timesheets or performance agreements), but were based on budgets.</p> <p>As a follow-up on the findings of the audit, DFC has requested all project coordinators immediately to ensure that the practice for payment of salaries was documented as either payment of freedom for teaching, or payment for overtime based on time spent or performance.</p>

DFC will disburse funds within 10% of the level of agreed aggregated expenditure, updated last time in November.	Expenditure 2015			
			Amount transferred from UFT to DFC	Amount disbursed by DFC
	FL § 06.35.01.11	FFU	DKK 125,843,169	DKK 147,549,233
	FL § 06.35.01.10	BSU	DKK 34,769,333	DKK 19,514,870
	FL § 06.35.02.10	International agricultural research	DKK 70,000,000	DKK 70,000,000
	FL § 06.35.02.11	Other international development research	DKK 10,400,000	DKK 10,429,655
	Total		DKK 241,012,502	DKK 247,493,758
	Deviation		2.7% < 10 %	
Administrative support to National Screening Mechanisms (NSM) and national institutions responsible for NSM in countries with South-driven projects according to specifications approved by UFT.	Due to the suspension of the application cycle 2016 no national screening was conducted.			
Two Peer Reviews gathered for each phase-2 application.	Two Peers were found for each of the 12 North driven applications, whereas two out of 14 South driven applications only had one Peer Reviewer.			
Introduction to Financial Management/Good Governance conducted for all new South-driven projects.	Workshops for new research projects were held in Nepal on March 23, in Tanzania on April 23, and in Ghana on May 21. In total five new projects were introduced to the General Conditions and sound project/financial management.			
Administrative support to implementation of Annual Review Meetings in the South according to specifications approved by UFT.	Support was provided to COSTECH and GAAS for the preparation of annual review meetings in April and May 2015. .			
Minimum one annual individual meeting held with each BSU university and South-driven project.	<p>Status meeting was held at DFC with BSU II Kathmandu University Project Coordinator and Danish Consortium Coordinator and UFT on February 27, 2015.</p> <p>BSU status meetings were held with Kathmandu University in Nepal on March 24, with KCMC, SUZA, and SUA in Tanzania April 16, 17, and 20, respectively, and with UG and KNUST in Ghana on May 19. UFT and FFU representatives participated (in Tanzania only UFT). All North and South driven projects were visited in Vietnam the first week of July 2015, and in Nepal in November 2015.</p> <p>The BSU II projects in Nepal and Tanzania were visited during the Midterm Review in November 2015.</p>			
Training organized in project management and Logical Framework Approach/Result Based Management and development of indicators at in-country training workshops for the BSU partnerships.	<p>The workshop on Logical Framework Approach/Result Based Management for Gulu University in Uganda was conducted in January 2015. The workshop was facilitated by an external consultant.</p> <p>Introduction to Financial Management/Good Governance was done in Gulu in August 2015.</p>			

APPENDIX 5 - Objectives, Indicators, and Results for Administration of Research Activities (continued)

Objective - Danida Fellowship Centre will work towards being a trusted partner by:

- facilitate networking and learning exchanges between research partners
- promoting effective and balanced partnerships
- facilitating dissemination and communication of research results.

Indicators	Results
Administrative support to technical workshop conducted annually (in 2014 in Tanzania) according to specifications approved by UFT.	A thematic meeting was planned in connection with the FFU study tour to Nepal in November 2015, but due to the cancellation of the study tour, no thematic meeting was held in 2015.
Administrative and logistical support to BSU mid-term review in 2015 according to specifications approved by UFT.	The BSU midterm review was conducted in Nepal and Tanzania during November 2015. Support to the preparation of the programme and the reviews was provided by DFC and DFC administrators participated in the reviews as resource persons.
Facility for a matchmaking 'market place' available at DFCs web-site for FFU applicants and promotion of this marketplace among potential FFU applicants.	In connection with the Call 2016 Phase 1 a Research Collaboration Marketplace was established on the DFC website for South driven projects to post project ideas and search for Danish research partners. Danish researchers can on the same site express interest in being contacted (EOI) for a partnership. The information concerning this match-making function was broadly announced to the Danish research environment on May 4, 2015. DFC has posted in total 37 project ideas from the south and EOIs received from Danish researchers on the DFC website. Due to the suspension of the 2016 application cycle, the effect of the marketplace cannot be measured.
Seminar on effective research partnerships planned in 2015 and satisfactorily conducted in 2015/2016 according to specifications approved by UFT.	n/a for 2015
Seminar/workshop/activities about research communication strategies planned in 2015 and satisfactorily conducted in 2015/2016 according to specifications approved by UFT.	Preparatory activities were initiated in 2015 for an outreach expert to work with selected newly granted South driven projects in Tanzania to strengthen their research communication and outreach strategies. The assignment will be implemented during second quarter of 2016 on a pilot basis.

APPENDIX 6 - RESEARCH PROJECTS GRANTED IN 2016 (from the 2015 application round)

Main Applicant	Responsible Institution	Project Title	Grant	DFC journal no.
NORTH DRIVEN PROJECTS				
Theme 1: Sustainable peace and state building – causes of conflict and new approaches for development effectiveness				
Andrew M. Jefferson	DIGNITY - Danish Institute Against Torture	Legacies of Detention in Myanmar	DKK 9,990,176	16-04-DIGN
Theme 2: New development actors and changing partnerships				
Stefano Ponte	Copenhagen Business School	New Partnerships for Sustainability (NEPSUS)	DKK 9,992,181	16-01-CBS
Helle Munk Ravnborg	Danish Institute for International Studies	Agricultural Investors as Development Actors? (AIDA)	DKK 9,999,777	16-02-DIIS
Anne Mette Kjær	Aarhus University	Political settlements and revenue bargains in Africa	DKK 7,284,756	16-03-AU
Lone Riisgaard	Roskilde University	Informal worker organisation and social protection	DKK 9,898,063	16-05-RUC
SOUTH DRIVEN PROJECTS – GHANA, AND TANZANIA				
Ghana, Theme 1: Natural Resource Management/Climate-Smart Agriculture/Environmentally Sustainable Solutions				
Kwadwo Owusu	University of Ghana	Climate smart cocoa systems for Ghana (CLIMCOCOA)	DKK 9,990,278	16-P02-GHA
Godfred Darko	Kwame Nkrumah University of Science and Technology (KNUST)	Xenobiotics and heavy metals in Ghana	DKK 6,987,548	16-P03-GHA
Ghana, Theme 3: Health: Right to Health/Health Care/Determinants of Health				
Mercy Newman:	University of Ghana	Healthcare-Associated Infections in Ghana	DKK 9,897,179	16-P01-GHA
Tanzania, Theme 2: Economic Development and Poverty Reduction/Green Growth/Natural Resource Management				
Dismas Mwaseba	Sokoine University of Agriculture	The Timber Rush: private forest in village land	DKK 6,999,919	16-P02-TAN
Tanzania, Theme 3: Health: Right to Health/Health Care/Determinants of Health				
George PrayGod	National Institute for Medical Research	Diabetes and Associated Complications in HIV Patients	DKK 9,862,824	16-P01-TAN
Elia John Mmbaga	Muhimbili University of Health and Allied Sciences	Access to Health Services for Key populations in Tanzania	DKK 6,995,910	16-P03-TAN
Total			DKK 97,898,611	

APPENDIX 7 - Objectives, Indicators, and Results for DFCs Core Administration

Objective - Danida Fellowship Centre will ensure effective administration by

- generally focusing on effectiveness/ productivity improvements

The core activities expenses (deducted any expenses relating to activity increases) will decrease in 2014 and 2015.	DFC has a fall in expenditure of the core administration of 10.4 % from 2014 to 2015.
Long term consistency between activity level and core administration.	As soon as the cut in the DFC grants was known, DFC took steps to reduce the core administration personnel, and the office clerk in the front office was laid off in October. In addition the accountant being on sick leave since autumn 2015 and, hence, terminating his employment by March 2016 will not be replaced by a DFC employee, but by an external bookkeeping assistant working ½-1 day per week.

APPENDIX 8 - PERSONNEL

NAME	EMPLOYED FROM	AREA OF RESPONSIBILITY
Anne Christensen	15.07.97	Director
Iselil 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
Anna Jeppesen (30 hours)	15.03.10	Receptionist
Nina Døj (flex job = 20 hours)	15.08.13	Office Clerk
Annette Kaalund-Jørgensen	01.12.93	Capacity Development Advisor
Lars Pedersen (20 hours per 01.09.14)	01.04.07	Capacity Development Advisor
Helle Jørgensen	01.06.08	Capacity Development Advisor
Kamilla Frimodt Madsen (fixed term appointment for 2 years)	01.01.15	Capacity Development Advisor
Maya Lindberg Brink (fixed term appointment for 2 years)	01.01.15	Capacity Development Advisor
Eva Thaulow Nielsen (32 hours)	01.02.96	Administrative Fellowship Officer / Fellowship Project Coordinator:
Anne Engkebølle (reduced-hours job = 20 hours)	01.03.90	Administrative Fellowship Officer / Fellowship Project Coordinator:
Githa Bruun	20.02.06	Administrative Fellowship Officer / Fellowship Project Coordinator
Lene Christina Mosegaard	01.10.07	Programme and Communication Coordinator, including coordinator for the BSU Master programme
Bente Ilsøe	01.05.08	Research Project Administrator: Research activities in West Africa
Pernille Friis (25 hours)	15.01.10	Research Project Administrator: Research activities in Asia
Lars Arne Jensen	01.03.14	Research Project Administrator: Research activities in East Africa
Hanne Kongsgaard	15.01.13	Administrative research officer, travel grants and updating of the Danida Research Portal
Henrik Bech	15.07.98	Property Manager – responsible for day-to day care of the DFC student hostel.
Gitte Bundgaard (35 hours) (employment terminated 30.11.15)	01.03.14	Cleaning lady
Vibeke Hougaard (35 hours)	01.10.15	Cleaning lady
+ 8 junior staff		Meeting the fellows upon arrival at the airport, introduction, excursion guides, and café attendants.

APPENDIX 8 (continued)

Employee-years distributed per activity/task

	2012 Accounts	2013 Accounts	2014 Accounts	2015 Accounts	2016 Budget
Core administration	4.9	5.7	5.3	5.3	4.9
Fellows' personal welfare	1.9	0.9	0.9	0.9	0.9
Capacity development activities in Denmark	1.5	1.5	2.9		
Capacity development activities in partner countries	1.5	1.5	1.5	4.5	4.5
Fellowship course administration	3.0	2.4	2.8	2.8	2.8
Accommodation	2.0	2.0	1.9	2.2	1.9
Administration of research projects	2.5	2.5	3.5	3.7	3.7
Total	17.3	16.5	17.3	19.4	18.7

The annual staff seminar was held September 24 -25 at Dragør Badehotel. The topics were further enhancement of the work environment, and further work with selected areas of DFC's employee satisfaction survey. The external facilitator was Ms Loa Gottlieb.

DFC has few employees and, therefore, has a weak spot when it comes to employees' long-lasting illnesses. The statistics, excluding long-lasting illnesses, have been included to give a fair comparison with the Public Sector in general.

Days lost through illness, average	2012	2013	2014	2015
Result, DFC total	15.4	13.7	9.2	14,4
Result, DFC less long-lasting illnesses	6.5	5.8	6.3	4,8
Result, the Public Sector ¹	7.1	7.3	7.3	

¹ The figures for the Public Sector are from Statistics Denmark (*Danmarks Statistik*)

APPENDIX 9 - ANNUAL ACCOUNTS BREAKDOWNS

The end result is distributed as follows:

	over(-)/under consumption(+)
Central CD grant	DKK -2,735,878
DFC core administration (from central CD grant)	DKK 186,675
BSU Master programme, 2013-15	DKK 2,720,867
BSU Master programme, 2015-17	DKK - 47,394
Other CD activities ('ordered', administration agreements, commercial services)	DKK 46,253
DFC core administration (from research grants)	DKK 175,409
Interest, income	DKK 41,527
Total	DKK 387,460

DFC's net total capital is DKK 1,519,959. This figure includes DFC's gain from implementing other CD activities.

Net Capital	Research section's share	CD section's share	Other CD activities	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
Accounts 2014	DKK 61,599	- DKK 430,097	DKK 752,426	DKK 383,928
Accounts 2015	DKK 175,409	DKK 186,675	DKK 46,253	DKK 408,338
Total	DKK 495,168	DKK 226,111	DKK 798,679	DKK 1,519,959

DFC has in line with the rest of the Danish public sector a strong focus on efficient administration, and can show a fall in expenditure of DFCs core administration of 10.4 % from 2014 to 2015.

The central grant has been used with a deviation in relation to the grant commitment of 6.5 %.

The key unit figure for expenses for travel to Denmark has decreased with 15 % in relation to 2014, and the key unit figure for allowances in Denmark for 2015 is equivalent to the 2014 figure.

	Travel (travel to Denmark less domestic travel in Denmark and travel expenses for courses in the South)	Allowances
Number	706 journeys	4872 fellowship weeks
Expenditure as per 2015 accounts	DKK 4,979,627	DKK 8,185,519
Key figure 2015	DKK 7,053	DKK 1,680
Key figure 2014	DKK 8,271	DKK 1,685
Decrease in percentage	15%	1%
<i>Key figure 2013</i>	<i>DKK 7,986</i>	<i>DKK 1,696</i>

DFC's 'list prices' for study stays in Denmark are the prices DFC invoices the Danida programmes/projects and the research projects. For 2016 they are as follows:

DKK 1,650/week for allowances

DKK 1,200/week for accommodation at the DFC hostel.

DFC's administration of senior researchers/PostDocs is fixed at DKK 6,000 per arrival for 2015 and 2016.