

Guidelines for Places of Study



DFC Scholarship Programme

supporting the Danish Strategic Sector Cooperation

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Guidelines

DFC Scholarship Programme

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

The DFC Scholarship Programme offers opportunities for continued education and learning developed and implemented through a highly organic process, where dialogue, collaboration, flexibility and creativity is at the centre, and where learning programmes offered have a strong focus on work-related relevance and applicability. Our aim is to offer opportunities not only focused at increasing the learners' professional knowledge and skills, but also to inspire new ways of thinking and new ways of approaching the challenges and opportunities facing their organizations and societies. We measure our success by the degree to which we are able to facilitate a leap from more knowledgeable individuals, to actual change agents and stronger organizations.

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

The Guidelines are intended for Danish institutions of higher education, which already contribute to opportunities under the Programme, or would like to explore the options for doing so.

I. Background

The DFC Scholarship Programme is funded through development funding under the Finance Act § 06.38.02.20.

DFC is a self-governing institution under the Danish Ministry of Foreign Affairs (MFA) with the responsibility for DFC institutionally placed within the MFA Department for Evaluation Learning and Quality. DFC is responsible for translating the strategic direction defined by the MFA into initiatives under the scholarship programme. DFC is also responsible for coordinating among, advising and supporting Sector Counsellors, Danish partner authorities and Danish institutions of higher education in the identification, formulation and implementation of education and learning opportunities geared to the needs of the SSC target group.

DFC implements the scholarship programme in a manner that ensures a high level of:

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

II. The DFC Scholarship Programme

a. Which opportunities do the DFC Scholarship Programme support?

While the scholarship programme allows for and encourages a high level of flexibility, the Programme can on the other hand **only** support opportunities that comply with the following:

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

b. How are needs and opportunities identified?

The following steps and elements constitute the 'project cycle' for tailored learning opportunities:

- a. **Mapping**: During the 2nd quarter of each year, DFC undertakes a mapping of work-related capacity development needs among partner organizations involved in the SSC projects. This mapping supplements the option that Sector Counsellors and Danish partner authorities have of contacting DFC throughout the year with proposals for learning opportunities for which they would like to make use of the scholarship programme. If Sector Counsellors and/or Danish partner authorities already have a good idea of the learning opportunity they would like to see developed, they are recommended to develop a first initial outline using the DFC template for requests for new opportunities, which can be obtained from DFC.
- b. **Prioritization**: Opportunities identified through the mapping process will be prioritized based on a balancing of resources with needs across SSC projects, partner countries and thematic areas.
- c. **Matching**: Based on the mapping, DFC will solicit inputs from Danish institutions of higher education, using DFC's formal bidding process of negotiation based bidding ("udbud med forhandling") following the Danish Procurement Law (Udbudsloven).
- d. **Decision**: The final decision on which opportunities will be supported will be made by DFC based on 1) the financial resources available, 2) an assessment by DFC of the relevance and urgency of each opportunity, given also the amount of applications in the preceding year, 3) dialogue with Sector Counsellors on their prioritization, 4) agreement between DFC and the place(s) of study on course description and budget following the formal DFC course description and budget templates. DFC will also place emphasis on the relevance of the learning methodology applied considering the target group. Learning elements, which must be applied in all tailored opportunities under the DFC scholarship programme are:

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

DFC is available for advice on how to consider the above elements in developing learning opportunities.

c. Who is eligible for a DFC Scholarship?

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

- a. Be a **national/local staff member of an SSC project partner** under the Danish SSC or a national/local staff of a national/local institution or entity relevant for the achievement of the SSC project targets.
- b. Be proficient in **written and spoken English** (at an advanced level allowing for active participation in discussions and group work and the completion of written assignments). In the case of master studies and some summer courses, the universities demand a TOEFL test or similar as part of their admission criteria.
- c. Fulfil the **requirements set by the Danish institution of higher education** for the particular course/study.
- d. In general, candidates are to have at least a **bachelor** degree, as courses and studies offered through the scholarship programme will be at or equivalent to Master's level. Candidates holding a Master's degree or PhD are also eligible for scholarships.

All candidates must be **endorsed by the Sector Counsellor** for the particular SSC project for which their participation in the course is deemed relevant. Applications for scholarships under the DFC Scholarship Programme can **ONLY** be submitted by the Sector Counsellors.

d. What are the selection criteria?

The selection criteria applied by DFC include the following:

- a. **Relevance of the candidate as a change agent** within his/her organization and in terms of the SSC project targets.
- b. **Qualifications of the candidate vis-à-vis course contents and requirements**. In the case of course developed and tailored exclusively for participants through the DFC scholarship programme this will be evaluated jointly by DFC and the study provider. In the case where the applicant is applying

directly to a university or university college for existing courses/studies, DFC will only evaluate based on criteria a-c when pre-approving a scholarship, whereas the university exclusively will carry out evaluation of the academic qualifications as part of the regular application and admission process. See section IV below for further information on the application process.

- c. **Prioritization expressed by the Sector Counsellor** in his/her nomination of candidates.

To the degree possible and relevant, DFC likewise aim to ensure equitability in the distribution of scholarships among SSC-projects over time and based on the interest shown by individual Sector Counsellors.

e. Considerations by Sector Counsellors in nominating candidates for DFC courses

Sector Counsellors are encouraged to consider the following in nominating candidates:

- a. **Change agents:** Which candidates would be able to act as a change agent within their organization if provided with the further knowledge, skills, networks and motivation obtained through a DFC course? Here it is also worth considering the age of the candidate. If they have recently joined the organization following their studies or if they are closing in on retirement, they may not be best positioned to become change agents.
- b. **Diversity:** Sector Counsellors are encouraged to consider ways to ensure a better gender balance in terms of nominated candidates.
- c. **Institutionalization:** Sector Counsellors are encouraged to nominate at least two candidates from the same organization, as this is likely to substantiate the chance that learning acquired is retained and results in organizational learning and change. Sector Counsellors are also encouraged to discuss with supervisors of nominated staff how they wish to use the new skills upon the staff members return.
- d. **Linkages with the SSC project:** Sector Counsellors are encouraged to consider ways that the SSC project can better prepare participants for the course or use their learnings upon return or link SSC project activities with e.g. the action plans made by participants during the course.
- e. **Candidate preparedness:** Sector Counsellors are **highly** advised to undertake interviews with the candidates prior to their endorsement, to assess, whether they have the required level of English to actively follow and engage in the course both orally and in writing. This could also be an opportunity to discuss expectations and have more strategic discussions on how the candidate plans to use course learnings.

a. Expectations to DFC scholarship holders in Denmark

Scholarships through the scholarship programme are much in demand and very costly, and the process for obtaining them is highly competitive. Each scholarship is an investment in improving individual learning, skills and competencies and in supporting organizational learning, strengthening and growth.

Therefore, DFC scholarship holders are expected to:

- a. Participate actively in all elements of the course/study for which they have been selected. Participation is mandatory. Should the participant be prevented from participating he/she is expected to show due cause to both DFC and the place of study. Absence without due cause will result in reduction in per diems and, should the absence be of a longer duration, it may result in the termination of the scholarship.
- b. Undertake any and all private travel during their stay in Denmark outside the course programme. Should the participant be late for or absent from course lectures, whether due to travel delays or otherwise, such absence will likewise result in reduction in per diems. All arrangements related to private travel will be the sole responsibility of the participant.

- c. Carry himself/herself in a professional manner and treat all fellow students, facilitators and others involved in their study activity in a respectful and courteous manner, without prejudice as to race, gender, colour or creed.

b. What does a DFC scholarship cover?

A DFC scholarship will cover the following:

- a. Study fee to the place of study, paid directly by DFC.
- b. Application fees required by the place of study, where applicable. The fee will be paid by the scholarship holder and refunded by DFC.
- c. Visa fees, where applicable. The fee will be paid by the scholarship holder and refunded by DFC.
- d. Residence permit, where applicable. The fee will be paid by DFC.
- e. Mandatory language tests, where applicable. The cost will be paid by the scholarship holder and refunded by DFC.
- f. International travel (economy class) to and from Denmark for the course/study. Tickets will be booked by DFC and sent directly to the scholarship holder.
- g. Per diems, paid to scholarship holders by DFC within the first few days of arrival.
- h. Accommodation in Denmark. Accommodation will be booked by DFC and will be either at DFC's own student hostel at Hostrupsvej 22, 1950 Frederiksberg, or at a hotel as close as possible to the place of study, depending on availability.
- i. Transportation to and from the place of study. Scholarship holders will receive a travel pass from DFC upon arrival.
- j. Other transportation related to the course. Transportation from the airport to the place of accommodation will be paid by the scholarship holder and refunded by DFC (flat rate). For courses outside of the capital area, scholarship holders may be provided with a prepaid train ticket. All costs of transportation related to the course, e.g. for visits at authorities and companies will be covered by DFC.
- k. Transportation in connection with obtaining visas will **not** be covered. **No** transportation in the scholarship holder's own country related to the travel will be covered, including transportation to and from the scholarship holder's residence/office and the airport. Such transportation costs are expected to be covered by the scholarship holder's organization.

III. Practical Information

a. Submission of draft course descriptions and budget

Requests for new tailored courses can be submitted only by Sector Counsellors and Danish partner authorities. Once a place of study has agreed to partner with DFC to offer a new tailored course, the places of study must submit to DFC a draft course description and budget following the DFC templates. Budgets should include course related costs only; all costs related to participants' stay in Denmark will be covered directly by DFC.

b. Approval of courses

b.1 Approval of new tailored courses

A tailored course will be approved only based on the following:

- a) A final course description and tentative programme agreed with DFC and reflecting comments and input from relevant Danish partner authorities and Sector Counsellors.

- b) A final budget agreed with DFC.

The final course description and budget must be submitted for approval no later than 4.5 months before course start. Invitations for Sector Counsellors to nominate candidates will be sent out only when the course is approved and no later than 4 months before course start.

b.2 Approval of existing courses for next year's portfolio

At the end of each year, DFC will put together a course portfolio for the coming year, based on the annual mapping. For existing courses planned to run again in the coming year, DFC will ask relevant places of study to provide the following:

- c) A confirmation on whether they are able to offer the course
- d) Proposed dates for the course
- e) A course budget following the DFC budget template

DFC will need to approve the budget before DFC can confirm the course as part of the course portfolio for the coming year.

c. Signing of contract

A contract will be signed upon the approval of course description and budget and no later than 2 weeks before the start of the course.

d. Course preparations

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

- a. The final course programme should be submitted to DFC by the place of study no later than **3 weeks** in advance of the course and should include all information outlined in the DFC template for course descriptions.
- b. Courses will be expected not to include holidays for the participants. Where courses or learning programmes are scheduled over a period that includes Danish holidays or vacation days, where course lecturers will not be available, DFC and the place of study will agree on a set programme for those days, which could include individual project work.
- c. Later changes to the programme must be discussed with and approved by DFC in writing.
- d. All excursions with extra-budgetary implications must be approved by DFC in advance and before the final programme is submitted. Any changes to such activities during the course must be communicated to and approved by DFC in writing, including in terms of their budgetary implications. Should the place of study need assistance from DFC in terms of e.g. travel passes, tickets or accommodation, DFC must be contacted well in advance and no less than **10 working days** before the excursion
- e. The programme should be sent to participants by the place of study following DFC approval and no later than **2 weeks** before the course.

e. During the course

The following will apply during the course:

- a. DFC will provide an introduction to participants on DFC's services and pertinent issues relevant to their stay in Denmark. The introduction should preferably take place in the morning on the first day of the course and should be coordinated between DFC and the place of study.
- b. The place of study is expected to provide participants with an introduction to the university facilities and services, as well as to student life and requirements at the university.

- c. The place of study **must** inform DFC, when participants are absent from course lectures.
- d. DFC may arrange events for participants, including professional debates and networking events. For participants of courses taking place within Greater Copenhagen, some of these will be mandatory and the place of study will be requested to reflect these in the course programme and ensure that participants are aware of the event and that the course programme ends on time to allow them to join it.

f. Payments

Existing courses, including summer courses and Master degree studies:

In relation to **existing courses**, DFC will handle the payment of study and other fees. e.g. application fees in line with the university's or university college's procedures and timeline. The place of study must forward an invoice to DFC for the fixed course rate per person for non-EU participants attending the course under the 'tompladsordningen', once it is clear how many of the applicants supported under the scholarship programme have been admitted to the course.

The same applies to summer courses and Master degree studies.

Tailored courses:

For tailored courses payments are made in two instalments. The first payment will be made upon signing the contract and no later than 2 weeks before the course. The first instalment will constitute 50% of the total contract amount as a down payment. The second payment will be made upon the conclusion of the course and the submission of an invoice and final accounts from the place of study. Please note that all substantial changes to the agreed budget must be approved by DFC prior to the actualization of the changes. When submitting the invoice for the final settlement, the place of study must prepare a breakdown of actual costs compared to agreed budget lines.

IV. Review of the Guidelines

DFC will review the Guidelines once a year to ensure they continue to support optimal quality and agility of the DFC scholarship programme. Comments and suggestions from Sector Counsellors, Danish partner authorities and places of study will be considered as part of the review, as will the results of the various surveys of its services undertaken by DFC each year, including the post course survey targeting course participants and the annual survey targeting Sector Counsellors.