

# DANIDA FELLOWSHIP CENTRE RESULTS 2019: FACTS & FIGURES



## Danida Fellowship Centre – a growing organisation

Danida Fellowship Centre (DFC) is a growing organisation. The grant for scholarships on the Finance Act has increased 100 pct. from 2017 to 2019 (from DKK 30 million in 2017 to DKK 60 million in 2019). As a result, the number of fellows has increased from 538 in 2017 to 926 in 2019.

In 2017, our research department administered 85 on-going research projects, in 2019 there were 103 on-going projects. The Alumne Network has increased from 2050 members in 2017 to more than 3000 members in 2019.

Consequently, the number of staff has also grown from 19 permanent staff and 8 student staff in 2017 to 23 permanent staff and 7 student staff by the end of 2019.

The success of the work of DFC must, however, not only be measured in the number of research projects we administer or in the number of fellows we welcome to participate in the learning programmes we develop and implement, but in whether our support to capacity development contributes to positive individual, organizational and institutional change. DFC, therefore, constantly focuses on how our learning programmes can facilitate or be integrated in organizational change processes, e.g. by strengthening our pre-course and post-course engagement and by linking capacity development at the individual level with capacity development at the organizational and institutional level. We likewise focus on how we can better support knowledge sharing between researchers and practitioners, and how we can strengthen communication efforts of the development research projects to support better outreach and subsequently uptake of research results.

## Strategic Priorities 2018-2020

During the course of 2019, DFC has focused on realising and strengthening the following strategic priorities, as outlined in our 2018-2020 strategy:

Improving synergies between DFC's operations, including:

- Developing and launching new approaches to support knowledge sharing, thereby allowing the users and providers of knowledge and capacity development support to be connected and provided with opportunities to communicate and cooperate
- Supporting the establishment and development of local alumni networks

Improving the capacity to create and apply new knowledge in partner countries, including:

- Building capacity for outreach and communication of research results
- Continuing and improving the use of action planning in learning programmes

Offering high-quality, relevant and well-managed education and learning opportunities attuned to the specific work-related needs of the participants, including;

- Strengthening and developing approaches which combine individual and organizational learning and applicability.

## Synergies – achievements in 2019

In 2019, DFC increased the emphasis on creating synergies between the different sections of DFC. We do so because we believe synergies contribute to enhancing the effect of the activities we undertake – and because the activities are closely linked.

To promote outreach and the up-take of research results, the communication section and research management section of DFC in 2019 developed a new initiative called “**Bridging the Gap**”. The objective of the initiative is to build bridges between researchers involved in Danida supported research projects and the media, including how to communicate research to the general public, get attention from the media and share research findings and results for the benefit of the public and policy makers. Three workshops were implemented in Ghana, Tanzania, and Denmark respectively. Read more from the seminar in Ghana via [this link](#).

“Bridging the Gap” was created to use communication as a tool for dissemination and outreach of research projects, but also as a strategic tool using the media and media networks to leverage policy change.

In 2019, DFC also organised, facilitated or co-financed three **knowledge sharing meetings** at DFC: Water Resources; Occupational Health and Safety; and Public-private partnership. Also, one Food Safety knowledge sharing workshop in Vietnam (second of four under the knowledge sharing forum) was supported as well as one knowledge sharing workshop in Colombia, also on Food Safety. The objective of the knowledge sharing activities is to bring together researchers, policy makers and practitioners to share knowledge from their respective areas of expertise in order to improve the results of the work undertaken by all parties.

**The Danida Alumni Network** now encompasses over 3000 registered members and partners from 90 countries, having seen a 24 pct. growth in membership since the start of 2019, with four new local networks joining the Danida alumni family in China, Colombia, Mexico and Myanmar, resulting in a total of 12 local alumni networks by the end of 2019.

During 2019, these local alumni communities organised more than 27 events for their members, often in partnership with the Danish embassy and/or local partner organisations. A number of these activities received financial support from Danida Fellowship Centre, including through 14 approved proposals for Danida Alumni Activity Grants (each with a ceiling of DKK 9000) in eight countries. The grants facilitated networking and knowledge exchange amongst alumni and Danish stakeholders, as well as support to alumni-lead community development initiatives. Examples of alumni events include a high-level diabetes symposium in Mexico and a workshop for Ugandan judicial officers on curbing violence against women.

As a result of a new partnership between DFC and the UNLEASH Secretariat, 10 Danida alumni were selected to participate in the UNLEASH Innovation Lab for the Sustainable Development Goals in Shenzhen, China in November 2019. Along with 1000 UNLEASH talents, the Danida alumni spent a week identifying challenges and generating workable solutions within selected Sustainable Development Goals. A number of interesting solutions were developed in areas such as waste management, clean energy and disaster risk reduction. But the true longer-term benefits of this experience relate to the insights and transferable learnings that the alumni gained from the innovation process itself.

The **Danida Alumni Prize 2019** was awarded to Assoc. Prof. Dr Phan Thi Van from Vietnam. Dr. Phan Thi Van earned her PhD in Epidemiology and Food Safety in Aquaculture from the University of Copenhagen in 2010 as a Danida Fellow. She was awarded the prize in recognition of her ambition, drive and tireless promotion of scientific research in the sustainable development of aquaculture, both within Vietnam and internationally. The award

ceremony took place on 27 June 2019 as part of the 5th Joint Nordic Conference on Development Research at Copenhagen Business School.

The DFC **communication** section supported all other sections in producing stories that explain and exemplify work done and supported by DFC. Throughout 2019, there has been a special focus on communication of research results, including an explanatory short video about research collaboration “Building a global knowledge network”, six video profiles on Danida supported researchers as well as many other smaller productions and stories covering all sections. Our emphasis on increasing the dissemination and uptake of research findings and results was further developed in 2019. In 2018, we offered co-production support to research partners. In 2019, we developed Bridging the Gap training seminars for researchers and journalists. We also began to see the results of these initiatives in the forms of increased media engagements, and the use of communication as a strategic tool to engage at policy level.

In 2019, DFC expanded its presence on social media (Facebook, LinkedIn, and Twitter) by included a twitter account for the DFC director. The quarterly disseminated newsletter serves as a main tool to direct the stakeholders’ attention to DFC’s social media platforms and the website, offering the opportunity to widen and deepen their knowledge of DFC’s areas of work. Social media and the newsletter also play key roles in promoting the Alumni Network and the Danida Research Portal.

## **Administration of Research Activities – achievements in 2019**

DFC manages research application rounds, administers the grants to projects once approved, and acts as the secretariat for the Consultative Research Committee (FFU), which is responsible for assessing funding proposals and has an advisory role vis-à-vis the Ministry of Foreign Affairs (MFA) regarding award of competitive development research funds and quality assurance of development research projects.

In the Finance Act 2019, a budget of DKK 200 million was reserved for development research projects in two windows: Window 1 (W1) for projects in development countries with Danida collaboration, and Window 2 (W2) for projects linked to the Danida financed Strategic Sector Cooperation (SSC) in growth and transition countries.

Most applications were led by researchers from Denmark, but there are also in W1 specific application opportunities for researchers from Ghana and Tanzania, and national screening procedures for applications from these two countries. Each application round consists of two phases: An assessment of project ideas in phase one, and an assessment of full-fledged applications from those research teams, who prequalify in phase one to submit proposals for phase two.

In 2019, a total of 147 W1 applications (55 from Denmark, 40 from Ghana, and 52 from Tanzania) and 41 W2 applications were received for Phase 1 assessment. 41 applicants were invited to submit a Phase 2 application, and out of these, 12 projects were granted under W1 for a total of app. 140 million DKK, while 10 projects were granted under W2 for a total of app. 49 million DKK. For W1, nine projects are led by researchers from Denmark, two from Ghana and one from Tanzania.

In 2019, there were 76 on-going development research projects from W1 and 21 from W2, as well as 6 in BSU3. DFC monitors and supports the implementation of all on-going research projects on behalf of the MFA. In 2019, nine research projects were finalised. Information about all the projects can be found at the [Danida Research Portal](#). With representatives from the MFA and FFU, DFC participated in project visits in Ghana and Tanzania, of which some included visits to the actual project field sites. Joint monitoring visits provide an excellent opportunity for common insight into research project partnerships, activities, outputs and challenges.

Seven new mobility grants were approved in 2019, and three were ongoing from previous years. The mobility grants are an opportunity for researchers from growth and transition countries to conduct research stays up to three months at a Danish research institution to establish network and collaboration within research themes linked to the SSC. The expected output includes, when possible, collaborative applications for Window 2 projects.

The Building Stronger Universities, Phase 3 (BSU3) programme from 2017 continued in 2019. The collaboration with the BSU3 universities continues to confirm the positive impact of the programme on the universities involved. In March 2019, a two-day workshop hosted by State University of Zanzibar (the BSU3-SUZA project) was held aiming at strengthening not only the outreach and communication plans/strategies from the six projects, but also and foremost to discuss future initiatives to strengthen the tri-angular South-South-North collaboration. The proceedings from the workshop is found [here](#). As usual, the annual meetings at the six universities took place during Oct-Nov, and the progress of all of the six projects follows to a high degree the respective implementation plans. In the fall of 2019, the unallocated funds of the programme (9 million DKK) were allocated to the projects based on applications for activities that add extra value to the ongoing project activities.

As in previous years, DFC conducted a survey among its research “customers” to obtain feedback on the application round and the administration of ongoing grants. In 2019, DFC also asked for reflections on the research communication efforts supported by DFC. Results of the survey showed a high satisfaction rate with the application round management and the administration of ongoing grants. The participants in “Bridging the Gap” seminars highly valued the opportunities to link with journalists and recommended more initiatives focusing on research dissemination and outreach.

In addition, a retrospective study (Opportunities, challenges – and bad weather. Experiences and reflections of African researchers involved in Danida funded research capacity building 1989-2019) to examine the results of the enhanced capabilities of 500 individual African researchers involved in research partnerships during 30 years of Danish support to development research was finalized in 2019. The study was carried out by two researchers from the University of Copenhagen. It documented the broad spectrum of benefits and capacities built from research collaborations, as well as the impact on future opportunities of the individual researchers. Read more via [this link](#).

In 2019, the MFA initiated an evaluation of the Danida research support since 2008 and DFC has provided input, support and access to relevant contacts and documents to the evaluation team during the year.

## **Danida Scholarship Programme – achievements in 2019**

Every year, DFC asks Danish embassies and Danish authorities (participating in SSC programmes) to identify training needs. When the needs are identified and prioritised, DFC reaches out to the Danish education institutions to match their competences and capacities with the training needs identified.

In a limited number of cases, scholarships for existing courses and studies at Danish universities are provided to partners in SSC programmes. But the majority of the 1-12 weeks training courses offered by DFC are tailor made and designed in dialogue with Danish embassies, Danish authorities in SSC programmes and Danish educational institutions (for SSC learning programmes) or selected Danish private sector consultancy firms (for interdisciplinary learning programmes on cross-cutting themes for participants from both SSC projects and other Danida funded programmes).

The aim of the consultative process is to create high-quality, relevant and well-managed education and learning opportunities attuned to the specific work-related needs of the participants. In the development of the learning programmes, attention is paid to the subject specific learning objectives, as well as to

participatory approaches for learning. Field visits for inspiration of course participants and meetings with peers in sister institutions in Denmark are other important elements in the learning programmes.

In 2019, seven new learning programmes were developed for SSC projects:

- Cooperative Governance
- Environmental Governance
- Food Industry Vocational Education
- Improving Health Care through more Efficient and Transparent Approval Processes for Pharmaceuticals
- Solid Waste Management and Technologies
- Transparency and Good Governance
- Wastewater Management

In 2019, three interdisciplinary learning programmes were also developed on *Risk Communication*, *Conflict Transformation*, and *Youth Involvement in Political and Economic Life*. These learning programmes are targeted at partners from SSC projects as well as from partner organisations in other Danida financed programmes. The three new courses will be conducted for the first time in 2020.

In 2019, a total of 40 learning programmes were conducted in Denmark and one in Burkina Faso for partners from francophone West Africa. 27 courses were tailor made courses for SSC partners, and 11 were interdisciplinary courses for a mixed group of participants, including courses on public financial management, on strategic leadership and management, green growth, and public private partnership.

DFC is constantly looking for new ways to improve our learning programmes. In particular, we are looking at methods to facilitate the best possible retention and use of new learning from our courses.

In all our learning programmes, an element of action planning plays a significant role. The purpose of the action planning component is to provide the participants with direct applicable tools relevant for their own working situation. In practice, this means that all participants are asked to identify a work-related challenge / issue of relevance for their organizations. The challenge identified must be discussed with and approved by the individual participant's superior prior to participation in the learning programme in Denmark. As part of the learning programme, the participant will have access to professional feed-back on the action plan elements from one or several facilitators; in some instances, the feed-back sessions will continue after the end of the training course as part of the post-course activities. Some facilitators are very experienced in the use of the action plan model, for others it is still a new approach. To allow for knowledge sharing on how to implement the action plan approach, DFC organised a dialogue seminar for facilitators in November 2019. At the seminar, there was a briefing about the approach but more importantly, the facilitators had the opportunity to exchange experience related to implementation of the approach.

Another example of how DFC tries to ensure that the learning from training courses leads to increased organisational performance is to invite senior managers from partner organizations to a condensed version of the learning programmes. This allows the senior managers to get a better understanding of the overall purpose and contents of the learning programmes, and it contributes to increased management support for proposed changes derived from the achieved learning. For now, condensed learning programmes have been developed for Occupational Health and Safety as well as for Green Circular Economy courses; and more are expected to follow. DFC believes that management ownership and support in any organizational change situation is an essential element, if the interventions are to be successful.

Research shows that the potential effect of any learning intervention will increase substantially, if the actual course is complemented by well-planned pre- and post-course activities. Before the course, such activities may include online learning modules on subject matters relevant for the course or tools-oriented modules, e.g. on action planning. Pre-course activities may also include online feed-back to participants' draft action plan. The spectre of

post-course activities may include online supervision of action plans, coaching, mentorships, and follow-up in the form of workshops.

For partners in the SSC programmes, DFC also offers the option of participating in university **summer courses** in Denmark or in master programmes. In 2019, DFC supported 65 participants attending summer school programmes at Copenhagen and Aarhus Universities. In 2019, DFC supported 8 master students attending **master programmes** at Aalborg University (AAU), Denmark's Technical University (DTU) and Syddansk University (SDU).

DFC also assists Danish embassies in developing **learning programmes, which are fully financed by Danida bilateral country programmes**. In 2019, DFC developed and conducted one programme, which was fully financed through programme funding: Formation en Gestion Axée sur les Résultats (GAR) in Burkina Faso.

## **Fellowship Accommodation**

In Greater Copenhagen, accommodation is primarily provided at DFC's student hostel on Hostrupsvej (68 one-room apartments + one two-room flat). Hotel accommodation in Copenhagen is used when it is impossible to accommodate an entire group at the DFC hostel. Due to the increased number of courses, hotel accommodation increased in 2019.

Effective utilization of the DFC hostel increased from 54 pct. in 2018 to app. 63 pct. in 2019. DFC will continue to try to increase that percentage, but due to turn-around time for cleaning between occupants, and due to a low number of courses during the summer holiday period, and no courses during Christmas and Easter time, there can never be a 100 pct. utilization rate of the rooms at the DFC hostel.

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 course provider's premises.

DFC administers study stays for students at 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.

In 2019, a total of **65** PhD students financed by research projects were in Denmark on stays of varying duration. Out of these, **56** students were attached to FFU projects, **5** PhD student to BSU2, and **4** PhD students to BSU3.

DFC also carries out limited **commercial services** (i.e. none-Danida financed) for the sake of capacity utilization. **21** researchers' stays in Denmark were administered by DFC, and 85 persons stayed at the DFC hostel.

## **Employee development**

In January, Nina Vlemings joined DCF as an Alumni Programme Officer. On May 1<sup>st</sup>, Director Anne Christensen retired after 22 years at DFC. She was replaced on August 1<sup>st</sup> by Ulla Næsby Tawiah. In August, Bente Ilsøe from the research team retired after more than 11 years at DFC. She was replaced by Mette Johansen, who started in the DFC research management team on June 1<sup>st</sup>. And on December 1<sup>st</sup>, Kristian Ibsen joined DFC as Head of Finances and Administration.

In 2019, DFC was informed by the Danish Building and Property Agency (Bygningsstyrelsen) that the move of the DFC office to Holbæk would be postponed to Quarter 2 of 2021. DFC continues to work with the Agency and the other institutions involved in the move on how to prepare the buildings in Holbæk for our needs. Monthly meetings are held in which subjects like design plans, facility management, joint purchase of furniture and art for common areas and much more are discussed.

**List of annexes:**

1. Goals, indicators, baseline, targets and results.
2. Administration of research activities in figures
3. Research Projects granted in 2019
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6. Personnel
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8. Abbreviations

## Annex 1: Goals, Indicators, Baseline, Targets and Results

### Synergies

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020
<p><i>Research collaboration and learning programmes are relevant for users and prepare them for applying new knowledge and learning in practice.</i></p> <p><i>Support to develop institutional capacity is relevant for the recipient partner institutions, and will help position the institutions to improve their performance.</i></p> <p><i>Users and providers of knowledge and capacity development support are connected and provided with opportunities to communicate and cooperate.</i></p>	<p>Number of programme initiatives undertaken as collaboration between two or all of the CD-, the research administration-, and the Alumni-teams.</p>	<p>2016: NIL</p>	<p>Four joint programme initiatives</p>	<p>Three joint activities:</p> <p>1) Facilitating knowledge sharing forum in Vietnam</p> <p>2) Meeting with and exchange of ideas on future opportunities with delegation from the Vietnamese health sector</p> <p>3) Donor Harmonisation Group meeting: <i>Business as Unusual: Entrepreneurship and Innovation in Research and Higher Education</i>’.</p>	<p>Two joint programmes will be repeated (knowledge fora in new countries).</p> <p>Two new joint programme initiatives.</p>	<p>Celebration of long-term research partnerships and global collaboration on 27 June as part of FAO’s 5<sup>th</sup> Nordic Conference on Development research.</p> <p>“Opportunities, challenges – and bad weather” a study based on 300 African researchers experiences and reflections, who have been involved in Danida funded research capacity building 1989-2014. Launched 27 June</p> <p>Three knowledge sharing meetings at DFC: Water Resources, Occupational Health and Safety, Public-private partnerships</p> <p>One knowledge sharing meeting in Vietnam (second of four under the knowledge sharing forum)</p> <p>One knowledge sharing meeting in Colombia on Food Safety</p>	<p>At least five joint programme initiatives to promote networks and knowledge sharing/knowledge creation</p>

## Administration of Research Activities

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020
<p><i>Research collaboration and learning programmes are relevant for users and prepare them for applying new knowledge and learning in practice.</i></p>	<p>Applicants and project coordinators are satisfied with DFC's administration of application rounds and support to ongoing projects, including communication with project holders.</p>	<p>2015<sup>1</sup>: The survey including a scale from 1 (very satisfied) to 5 (very dissatisfied): 71% of responders were "satisfied or above" with the administration provided by DFC, while 77% of responders were "satisfied or above" with the communication with DFC.</p>	<p>No complaints received from applicants to DFC's handling of the application round.  The satisfaction rate of the project coordinators generated from the annual survey is higher than the previous year.</p>	<p>Among ongoing projects, 87% were <i>satisfied or above</i> with the administration provided by DFC in 2018. 86% were <i>satisfied or above</i> with the communication with DFC.  Among applicants in phase 2 of the 2018 round, 73% were <i>satisfied or above</i> with the administration by DFC, and 70% were <i>satisfied or above</i> with the communication with DFC.  In total, between both ongoing projects and applicants, 82% are <i>satisfied or above</i> with DFC administration, and 81% are <i>satisfied or above</i> with the communication with DFC.  In comparison, the numbers in 2017 were 65% and 60% for administration and communication, respectively.  It is worth noting that while the number of respondents was 60 in 2017, the total number of respondents for 2018 was 93.</p>	<p>No complaints received from applicants to DFC's handling of the application round.  The satisfaction rate of the project coordinators generated from the annual survey is at the same level or higher than the previous year.</p>	<p>One complaint was received regarding the procedure at DFC for finding peer reviewers. The case was solved by the Ministry of Foreign Affairs, without reprimand to DFC.  Among ongoing projects, 93.4% were <i>satisfied or above</i> with the administration provided by DFC. 94.7% were <i>satisfied or above</i> with the communication with DFC.  Among applicants in Phase 2 of the 2019 round, 80% were <i>satisfied or above</i> with the administration provided by DFC, and 83,3% were <i>satisfied or above</i> with the communication with DFC.  The respondents' rate for applicants were: 73.7% completed, 5.3% partially completed, 21.1% did not complete the survey. In real numbers this means that 28 respondents out of a total of 38 completed the survey, while 2 completed part of the survey.  The respondents' rate for ongoing projects were: 73.1% completed, 26.9% did not complete the survey. No partial completion. In real numbers, this means that 76 respondents out of a total of 104 completed the survey.</p>	<p>No complaints received from applicants to DFC's handling of the application round.  The satisfaction rate of the project coordinators generated from the annual survey is at the same level or higher than the previous year.</p>
	<p>Introduction carried out to all newly granted</p>	<p>From 2013 all new projects have been introduced to</p>	<p>All new projects have been introduced to</p>	<p>Introduction meetings were conducted with the responsible institutions in Denmark (W1 and W2) of all</p>	<p>All new projects have been introduced to the general</p>	<p>Introduction meetings were held with the responsible institutions in Denmark, Ghana, and Tanzania of all new Window 1 and 2 projects.</p>	<p>All new projects have been introduced to the general conditions</p>

<sup>1</sup> Baseline is 2015, as there was no Call in 2016, hence no survey data on DFC's handling of the application round.

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020
	projects to promote the best possible start of the new projects.	the general conditions for grants and good administrative practices.	the general conditions for grants and good administrative practices.	new projects, in order to introduce project managers and financial managers to the general conditions and good administrative practice	conditions for grants and good administrative practices.	Project coordinator and accountant/admin staff attended.	for grants and good administrative practices.  Two initiatives to support new and ongoing projects in terms of improving research communication and outreach.
	Actual counts of total received reports from FFU and BSU projects, assessed by DFC and FFU members (for FFU projects), and responds provided to the projects with follow-up action where relevant.	2017: Deadline has been streamlined for all progress reports and annual accounts to July 1. Final reports and accounts are due six months after project end date.	90% of progress/final reports and annual accounts received within deadline, and response provided by DFC to project reporting within 3 months from date of receipt.	First year and mid-term reports: 89% of these reports (equal to 17 reports) were received within the deadline, and the remaining two reports were received approximately one month after the deadline. The reports were processed at a FFU meeting in September, little less than 3 months after the submission deadline, and DFC's responses to the projects were sent on average 2.4 months after the meeting. Project Completion Reports (PCR): 72% of PCRs (equal to 13 reports) were received within the deadline; two of the four remaining PCRs were submitted more than 5 months after the deadline. The time between receipt of the PCRs and DFC's approval, based on an FFU member's assessment, was on average 5.4 months, including any correspondence with the projects on outstanding issues. Annual financial accounts:	90% of progress/final reports and annual accounts received within deadline.  Response provided by DFC to project and financial reporting within 3 months from date of receipt.	First year and mid-term reports: The reports were received within the deadline and all the reports were processed by FFU, except from one report, which is still pending approval by an FFU member. DFC responded to the projects within three months of the submission deadline.  Project Completion Reports (PCR): Eight out of eleven PCRs were submitted before the deadline. The last three reports were received four months after deadline. Four reports are still pending approval by the FFU. Seven reports received a response from DFC within three months of the submission deadline. One of these seven required further follow-up on requirements/changes to the report and thus the approval was after the three months.  Annual financial accounts: 35 out of 54 accounts (equal to 65%) were received within the deadline (this includes extended deadlines granted by DFC). Another eight accounts (equal to	90% of progress/final reports and annual accounts received within deadline.  Response provided by DFC to project and financial reporting within 3 months from date of receipt.

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020
				<p>76% of the accounts (equal to 36 accounts) were received within the deadline, and the remaining accounts were received within the following four months. By the closure of 2018, approval of one financial report was pending. DFC has been providing first time responses and/or approval within 1-4 weeks of receipt.</p> <p>Final financial accounts:</p> <p>No projects have submitted in time.</p>		<p>15%) were submitted within eight days after the deadline. The remaining accounts were submitted within the following five months. By the closure of 2019, approval of two accounts are pending approval: one account has not been submitted yet and the other one are due to submit appendix 6.</p> <p>Final financial accounts: Two out of five final accounts submitted within the deadline. The remaining three accounts were received within the following six months. One account has been approved, two accounts are pending audit reports and two are pending assessment/approval.</p>	
	FFU projects visited including field visits to monitor implementation, progress, and to advice on management/administrative issues for improved performance.	Since 2011 projects have been visited mostly in countries having South driven projects, i.e. Vietnam, Ghana, Tanzania, and Nepal, in connection with other activities in the countries	6 project visits carried out together with FFU/EVAL representatives	<p>Project introduction meetings were held with the new research projects in <b>Tanzania</b> and <b>Ghana</b>:</p> <p><i>Innovations and Markets for Lake Victoria Fisheries (IMLAF)</i>, Tanzania (DFC and FFU/EVAL)</p> <p><i>Diabetes and associated complications in HIV patients</i>, Tanzania (DFC and FFU/EVAL)</p> <p><i>Building Resilience of Lake Bosumtwi to Climate Change</i>, Ghana (DFC)</p>	6 project visits carried out together with FFU/EVAL representatives.	In total DFC participated in six projects visits in Ghana and one in Tanzania. Of these three visits were field site visits: Research-based management of Gulf of Guinea (Ghana), Port Efficiency and Public-Private Capacity (Ghana), “Projections of climate change effects on Lake Tanganyika” (Tanzania)	6 projects visited together with FFU/EVAL representatives.

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020
		(annual thematic meetings, information meetings, etc.).		In addition, in <b>Vietnam</b> the following meetings (inclusive one project visit) were held with the following projects: <i>Health and Antibiotics in Vietnamese Pig Production (VIDA-PIG research project)</i> , Vietnam (DFC and Sector Counsellor), including field visit. <i>Diabetes Management research project</i> , Vietnam (DFC and Sector Counsellor)  Wrap-up meeting with all six project coordinators of the last to complete of the South-driven projects in Vietnam (DFC)			
<i>Support to develop institutional capacity is relevant for the recipient partner institutions, and will help position the institutions to improve their performance.</i>	BSU III projects visited to monitor implementation, progress, and to advice on management/administrative issues for improved performance.	BSU projects have since 2015 been visited annually.	5 project visits carried out together with EVAL representative.	6 project visits carried out in Ghana, Uganda and Tanzania, respectively, during October and November 2018.	6 project visits carried out together with EVAL representative.	6 BSU project visits carried out in Ghana, Uganda and Tanzania, respectively, during October and November 2019.	6 BSU projects visited together with EVAL representative.  Midterm seminar organized by DFC.
	Close cooperation with national institutions in handling part of the application rounds for	Since 2013, DFC has worked with national institutions in Ghana and Tanzania to build their	National Screening process and Committee meetings facilitated by DFC as well as support to	In close collaboration with DFC, GAAS in Ghana and COSTECH in Tanzania arranged the NSC meetings, including administrative preparations. In addition, a thematic meeting on <i>Women's Health</i> was arranged in	National Screening process and Committee meetings facilitated by DFC.	In close collaboration with DFC, GAAS in Ghana and COSTECH in Tanzania arranged the NSC meetings, including administrative preparations.	National Screening process and Committee meetings facilitated by DFC.

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020
	funding of research projects by MFA.	capacity in handling the part of the application rounds and organise relevant meetings and activities.	the organisation of, and participation in, thematic meetings in Ghana and Tanzania.	Tanzania, and a thematic meeting on <i>Climate Change Adaptation and Mitigation and Natural Resource Management in Ghana, and Dissemination of Results</i> was arranged in Ghana.			
<i>Users and providers of knowledge and capacity development support are connected and provided with opportunities to communicate and cooperate.</i>	Thematic meetings held in Danida priority countries as well as in Denmark to facilitate exchange between researchers and stakeholders/policy makers.	Since 2010 annual meetings have been held in countries having the South driven projects, i.e. Vietnam, Ghana, Tanzania, and Nepal. In 2017 it has been decided to replace annual review meetings with thematic meetings, and possibly expand to other countries.	Annual thematic meetings held in Tanzania, Ghana and Denmark (and possibly other countries) for research exchange amongst projects and outreach.	Thematic meetings held in Ghana and Tanzania (see above)  Knowledge sharing pilot forum in Vietnam (ref. Synergy Activities, page 2) Workshop on One Health in Vietnam (ref. Synergy Activities, page 2)  No meeting was held in Denmark	Support to/organisation of three thematic knowledge sharing events amongst FFU projects and relevant stakeholders.  Facilitation of publication of 10 good stories from FFU projects.	Results reported under <b>Synergy Activities</b> ,  Results reported under Communication	Referred to 'Synergies' page 1.  Facilitation of publication of 10 research stories from FFU projects.

## Danida Scholarship Programme

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020
<i>Research collaboration and learning programmes are relevant for users and prepare them for applying new knowledge and learning in practice.</i>	Number of countries granted scholarships under the DFC Scholarship Programme under SSCF.	2017: 7 countries granted scholarships	10 countries granted scholarships	11 countries granted scholarships	12 countries granted scholarships	13 countries granted scholarships	18 countries granted scholarships
	Number of projects granted scholarships under the DFC Scholarship Programme under SSCF.	2017: 14 projects granted scholarships	16 projects granted scholarships	23 projects granted scholarships	25 projects granted scholarships	24 projects granted scholarships	30 projects granted scholarships
<i>Support to develop institutional capacity is relevant for the recipient partner institutions, and will help position the institutions to improve their performance.</i>	Level of satisfaction by Sector Counsellors with of options and services under the DFC Scholarship Programme.	2018: 95% satisfaction <sup>2</sup>	At least 90% of Sector Counsellors answer that they are satisfied or highly satisfied with the guidance and support from DFC.	95% answered <i>satisfied</i> or <i>highly satisfied</i> with the guidance and support from DFC.	At least 90% of Sector Counsellors answer that they are satisfied or highly satisfied with the guidance and support from DFC.	90% answered <i>satisfied</i> or <i>highly satisfied</i> with the guidance and support from DFC.	At least <b>95%</b> of Sector Counsellors answer that they are satisfied or highly satisfied with the guidance and support from DFC.
	Level of satisfaction by participants of DFC's continued	2018: 89% satisfaction <sup>3</sup>	At least 80% of participants rate the professional content as	89% rated the professional content as <i>good</i> or <i>very good</i> .	At least 80% of participants rate the professional content as 'good'	93% rated the professional content as <i>good</i> or <i>very good</i> .	At least <b>95%</b> <sup>4</sup> of participants rate the professional content as 'good' or 'very

<sup>2</sup> Baseline set end 2018 based on 2018 data and after the setting of targets for 2018

<sup>3</sup> See note above

<sup>4</sup> Early drawn from the Post Course Survey for 2019 sets the satisfaction level at 92,4% as of 2 December 2019. The 2020 goal is set accordingly

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020
	education and learning opportunities.		‘good’ or ‘very good’.		or ‘very good’.		good’.
	Degree to which learning from initiatives with significant DFC involvement is applied towards improved institutional practice and performance.	<i>No baseline available, as the first Tracer Study will only be completed for the final Annual Report 2020 at the end of the strategy period.</i>	At least 80% answer that they have been able to apply their new skills towards improved professional performance.  At least 60% answer that their participation in the learning programme has contributed to positive changes in their organization or unit.	Due to constraints on human resources in the CD team no Annual Tracer Study was conducted in 2018.  The first Annual Tracer Study is planned to be undertaken in 2019.	At least 80% answer that they have been able to apply their new skills towards improved professional performance.  At least 60% answer that their participation in the learning programme has contributed to positive changes in their organization or unit.	<i>Due to constraints on human resources in the CD team, no Annual Tracer Study was conducted in 2019.  The first Annual Tracer Study is planned for early 2020.</i>	At least <b>80%</b> answer that they have been able to apply their new skills towards improved professional performance.  At least <b>60%</b> answer that their participation in the learning programme has contributed to positive changes in their organization or unit.
	Number of partners for whom DFC provides support to wider tailored competence and capacity development initiatives.	2017: One partner supported	4 partners supported.	7 partners supported	7 partners supported	1 partner supported	4 partners supported
	Number of participants from Danida priority	2017: 363 participants	90 participants	155 participants	150 participants	171 participants	<b>220</b> participants

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020
	countries						
	Level of partner satisfaction with DFC support to wider tailored competence and capacity development	<i>Baseline will be set based on results of the first Partner Questionnaire as part of the annual reporting 2019.</i>	At least 90% of focal points answer that they are satisfied or highly satisfied with the guidance and support from DFC.	Due to constraints on human resources in the CD team no Partner survey was conducted in 2018.  The first Partner survey is planned to be undertaken in 2019.	At least 90% of focal points answer that they are satisfied or highly satisfied with the guidance and support from DFC.	100 % of focal points answered that they are satisfied or highly satisfied with the guidance and support from DFC.	At least <b>90%</b> of focal points answer that they are satisfied or highly satisfied with the guidance and support from DFC
<i>Users and providers of knowledge and capacity development support are connected and provided with opportunities to communicate and cooperate.</i>	Number of pilot initiatives supported through the Learning Innovation Fund.	2017: NIL pilot initiatives supported through the Fund.	2 pilot initiatives supported through the Fund.	Results reported under <b>Synergy Activities,</b>	Referred to 'Synergies', page 1.	Results reported under <b>Synergy Activities,</b>	Referred to 'Synergies', page 1.

## Danida Alumni Network

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020
<i>Users and providers of knowledge and capacity development support are connected and provided with opportunities to communicate and cooperate.</i>	Number of Danida Alumni Network members	End of 2016: 1100 members	2500 Danida Alumni Network members by end of 2018.	2441 Danida Alumni Networks members	3000 Denmark Alumni Network members by end of 2019.	3022 Danida/Denmark Alumni members	3800 Danida/Denmark members by end of 2020
	Number of members on social media platforms	End of 2016: 400 members have joined the Alumni Facebook group. End of 2017: 180 members have joined the LinkedIn group.	A minimum of 1/3 of alumni have joined the alumni groups on social media.	940 members (~ 38.5 %) have joined the alumni Facebook group. 247 members have joined the alumni LinkedIn group	A minimum of 1/3 of alumni have joined the alumni groups on social media.	1100 members have (~ 36.4 %) joined the alumni Facebook group 303 members have joined the alumni LinkedIn group	A minimum of 1/3 of alumni have joined the alumni groups on social media.
	Number of local Alumni networks established with the assistance of DFC	2017: Three Alumni networks established in Uganda, Ghana and Vietnam.	Assistance to establishment of five new local Alumni networks.	Five new alumni networks were established in respectively Tanzania, Kenya, Burkina Faso, Indonesia and Nepal.	Assistance to establishment of four new local Alumni networks.	Four new alumni networks were established in respectively Mexico, Colombia, China and Myanmar	Assistance to establishment of four new local Alumni networks.
	Numbers of face to face alumni activities	2017: 11 alumni events and meeting was carried out (exclusive of “after-work meetings” at the Embassy in Ghana)	15 events and meetings by DFC and/or local Alumni Networks to be carried out in 2018.	17 known alumni events and meetings were carried out (exclusive of “after-work meetings” at the Embassy in Ghana)	15 events and meetings by DFC and/or local Alumni Networks to be carried out in 2019.	26 known event and activities were carried out in 2019 inclusive alumni participation in conferences etc.	30 events and meetings by DFC and/or local Alumni Networks to be carried out in 2020

## Core Administration and Communication

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020
<i>DFC will ensure an effective administration.</i>	Total funds disbursed to the research projects compared with amount of funds received from EVAL.	2016: - 17.6 % (over spent) 2017: - 0.9 % (over spent)	DFC will disburse funds to research activities within 10% of the level of agreed aggregated expenditure.	Amount received from EVAL: DKK 106.8 million.  Amount disbursed to research projects: DKK 104.8 million.  Equivalent to a deviation of <b>1.8 %</b> (less disbursed)	DFC will disburse funds to research activities within 10% of the level of agreed aggregated expenditure.	Amount received from MFA: DKK 147.9 million  Amount disbursed to research projects: DKK 141.7 million  Undisbursed DKK 6.2 million equivalent to a deviation of 4.2 pct. (less disbursed)	DFC will disburse funds to research activities within 10% of the level of agreed aggregated expenditure.
	Total expenses as per annual audited accounts in percentage of amount available (= the annual grant + C/F from the previous year).	2016: 0.1 % 2017: 0.2 %	DFC will use/commit the central fellowship grant within a 3% deviation.	The 2018 budget frame of DKK 45 million is committed in full.	DFC will commit the central fellowship grant within a 3% deviation.	The 2019 budget frame of DKK 60 million is committed in full	DFC will commit the central fellowship grant within a 3% deviation.
<i>DFC will ensure a safe and conducive learning environment for the fellows.</i>	Level of the fellows' satisfaction of their living conditions and stay in Denmark.	<u>2018:</u> 89 % are satisfied or highly satisfied <sup>5</sup>	At least 80% answer that they are satisfied with their living conditions and stay in Denmark.	89 % answered <i>satisfied</i> or <i>highly satisfied</i> with services and support from DFC in terms of: 1) airport pick-up and introduction 2) accommodation 3) social services (e.g. guidance in relation to personal issues or sickness) 4) social events and debate evenings 5) common facilities at DFC.	At least 80% answer that they are satisfied with their living conditions and stay in Denmark.	90 % answered <i>satisfied</i> or <i>highly satisfied</i> with services and support from DFC in terms of: 1) introduction 2) accommodation 3) social services (e.g. guidance in relation to personal issues or sickness) 4) social events and debate evenings 5) common facilities at DFC.	At least 90% answer that they are satisfied with their living conditions and stay in Denmark.
<i>DFC supplements its core operations with a portfolio of income-generating activities and aims to expand</i>	Scope of funding/revenue mobilized beyond the	2016: DKK 4.3 million mobilized	DKK 6 million mobilized beyond the	DKK 4.8 million has been received in revenue from Danida programmes and other sources.	DKK 5.7 million mobilized beyond the central fellowship grant.	DKK 1.8 million mobilized beyond the central fellowship grant	DKK 2.6 million mobilized beyond the central fellowship grant

<sup>5</sup> Baseline set end 2018 based on 2018 data and after the setting of targets for 2018

<i>these mainly within the field of capacity development.</i>	central fellowship grant (FL § 06.38.02.20) for the CD portfolio (annual figure).	beyond the central fellowship grant.	central fellowship grant.				
<i>DFC will effectively disseminate results, as well as highlight the role of DFC in achieving these, and to reach a broader spectrum of DFC's stakeholders.</i>	<b>1. Telling the story</b>					Videos: Six DFC produced high quality videos  Video-graphics: Five video-graphics about research or learning programmes results  Articles: 10 DFC produced articles  SOME Bi-weekly posts for 3 platforms  2019 version of the DFC brochure/annual report	Quality stories as per communications frame from partners and/or DFC created content for four annual newsletters, bi-weekly social media updates on three platforms and the website
	<b>2. Magnifying the story</b>					Reported under Research Synergies and Danida Alumni Network	
	<b>3. Spreading the story</b>	Newsletter: DFC quarterly Newsletter is reaching the stakeholders verified by 'Click rate' and 'Opening	2017: Click rate average: 11.5% Opening rate average: 36%	Click rate average: 12.5% Opening rate average: 38%	Click rate average: 14.3% Opening rate: 37.7%	Click rate average: 12.5 % Opening rate average: 38%	Click rate average: 10,95% Opening rate average: 47,1%

	rate**.						
	SOME: DFC's presence on SOME platforms* used by relevant stakeholders. Verified by numbers of 'followers'.	2017: Facebook 461 LinkedIn 1404 Twitter 53	Facebook 900 LinkedIn 2000 Twitter 250	Facebook 1347 LinkedIn 2050 Twitter 249	Facebook 1 500 LinkedIn 2 800 Twitter 500	Facebook 2015 LinkedIn 3005 Twitter 668	FB: 2700 LI:4200 TWI:100
	SOME: DFC's presence on SOME platforms* used by relevant stakeholders. Verified by numbers of 'key stakeholders' LIKES & SHARES'**.	<i>New</i>			LIKES: 100 SHARES without comments: 30 SHARES with comments: 20	Key stakeholder shares and likes: 67	LIKES: 100 SHARES without comments: 30 SHARES with comments: 20
	External media: Number of articles or broadcasts in Danish or International media***.	2017: 15 articles	20 articles	27 articles	25 articles	29 articles	25 articles
	Website: Number of	2017: 3458 monthly	3800 monthly users	3530 monthly users	3800 monthly users <sup>6</sup>	3277	3800

<sup>6</sup> The reason we see increased traffic on our social media platforms, while the number of users of the website is constant or decreasing, is that we deliberately use social media as our prime news platforms. The social media platforms allow us to interact with our partners and to “use” our extensive partner network as a shared communications network, while the website is more of a one-way communications stop. The website remains the heart of our communication in the sense that it is here we have a comprehensive online presence; it is the one place, where our partners - whether they are fellows or from universities, embassies or ministries - can find the information they need about research administration, learning programmes and alumni. However, the website is not a news site and its relevance or popularity should not be measured in clicks.

	monthly users of <a href="http://dfcentre.com">dfcentre.com</a> ***	users					
	<b>4. Debating the story</b>					Reported under Research Synergies	

\*Danida Alumni Network's closed Facebook and LinkedIn groups are excluded from this set of indicators

\*\* Definition of key stakeholders: MFA, Danida, Danish embassies, line ministries, universities and research institutions.

\*\*\*External media is defined as independent media.

\*\*\*\*Source Google Analytics. The number of users are covering new and returning users. When a user is accessing dfcentre.com from a new device or browser, Google Analytics will count a new user; hence one user can in some cases be counted more than once.

## Annex 2: Administration of research activities in figures

Applications and ongoing research partnerships												
Lead country \ Modality	2017				2018				2019			
	Ghana	Tanzania	Uganda***	Denmark	Ghana	Tanzania	Uganda***	Denmark	Ghana	Tanzania	Uganda***	Denmark
<b>Phase 1</b>												
<b>Window 1</b>	<b>39</b>	<b>82</b>		<b>84</b>	<b>27</b>	<b>51</b>		<b>72</b>	<b>40</b>	<b>52</b>		<b>55</b>
Male lead applicant	38	59		66	19	37		54	33	43		38
Female lead applicant	1	23		18	8	14		18	7	9		17
<b>Window 2</b>				<b>51</b>				<b>44</b>				<b>41</b>
Male lead applicant				43				34				32
Female lead applicant				8				10				9
<b>Phase 2</b>												
<b>Window 1</b>	<b>3</b>	<b>4</b>		<b>18</b>	<b>4</b>	<b>6</b>		<b>17</b>	<b>4</b>	<b>5</b>		<b>14</b>
Male lead applicant	3	3		12	4	3		11	2	3		8
Female lead applicant	0	1		6	0	3		6	2	2		6
<b>Window 2</b>				<b>19</b>				<b>17</b>				<b>17</b>
Male lead applicant				17				14				14
Female lead applicant				2				3				3
<b>Granted</b>												
<b>Window 1</b>	<b>1</b>	<b>1</b>		<b>9</b>	<b>3</b>	<b>1</b>		<b>9</b>	<b>2</b>	<b>1</b>		<b>9</b>
Male lead applicant	1	0		5	3	0		5	1	1		4
Female lead applicant	0	1		4	0	1		4	1	0		5
<b>Window 2</b>				<b>11</b>				<b>10</b>				<b>10</b>
Male lead applicant				9				7				9
Female lead applicant				2				3				1
<b>Total number of new projects</b>	<b>1</b>	<b>1</b>		<b>20</b>	<b>3</b>	<b>1</b>		<b>19</b>	<b>2</b>	<b>1</b>		<b>19</b>
Total ongoing Window 1	10	9		60	10	10		54*	12	11		53*
Total ongoing Window 2				0				11				21
Total ongoing BSU3	2	3	1		2	3	1		2	3	1	
<b>Total administered by DFC**</b>	<b>12</b>	<b>12</b>	<b>1</b>	<b>60</b>	<b>12</b>	<b>13</b>	<b>1</b>	<b>65</b>	<b>14</b>	<b>14</b>	<b>1</b>	<b>74</b>
	<b>85</b>				<b>91</b>				<b>103****</b>			

\*DK numbers include ongoing projects lead from Vietnam and Nepal, granted before 2015, where these two countries were excluded from the south-driven modality. New projects only appear in the subsequent year's number of ongoing projects.

\*\*Numbers do not include Mobility Grants – smaller grants of up to 200.000 DKK of which there are 10 active by January 2020.

\*\*\*Uganda is eligible lead country only for BSU3 projects.

\*\*\*\* Number does not include the total of 22 new projects granted in 2019, as they will only commence in 2020.

**Overview of countries involved in Window 1, Window 2 and BSU – Ongoing projects as per January 2020\***

32	Tanzania
31	Ghana
11	Kenya
10	Uganda
8	South Africa
6	Vietnam
6	Ethiopia
5	Bangladesh
5	Myanmar
5	India
4	Mexico
3	Nepal
3	Colombia
3	China
3	Mali
2	Somalia
2	Brazil
2	Turkey
2	Indonesia
1	Benin
1	Mozambique
<b>Total</b>	<b>22 countries</b>

\*Some projects cover several countries, so the total number does not correspond to total number of ongoing projects.

## Annex 3: Research Projects granted in 2019

### Commitments to research projects - 2019 Window 1 – Danida priority countries

Project Coordinator	Institution	Project Title	Country(ies)– Theme
Lindsay Whitfield	Roskilde University (RUC)	Decent Work and GVC-based Industrialization in Ethiopia	Ethiopia - Sustainable economic development
Michael Alifrangis	University of Copenhagen (UCPH)	Predicting the next epidemic: DHIS2-based risk modeling	Tanzania mainland and Zanzibar - Climate change resilience
Ole Pedersen	University of Copenhagen (UCPH)	Climate-smart flood and salinity tolerant African rice	Denmark, Tanzania and Kenya - Climate change resilience
Mathias Neumann Andersen	Aarhus University (AU)	Building vegetable farmers resilience to climate change	Ghana - Climate change resilience
Lars Buur	Roskilde University (RUC)	CASH-IN: privately managed cash transfers in Africa	Uganda, Tanzania - Sustainable economic development
Ulrika Enemark	Aarhus University (AU)	Developing Ghana's care economy: case and potential	Ghana - Sustainable economic development
Amanda Hammar	University of Copenhagen (UCPH)	Certifications of Citizenship in Africa	Ghana, Uganda - State building and governance
Nanna Roos	University of Copenhagen (UCPH)	HEALTHYNSECT Insect farming for health and livelihoods	Kenya, Uganda, Ghana - Sustainable economic development
Thorsten Treue	University of Copenhagen (UCPH)	Peacebuilding, Public Authority, and Forests in Myanmar	Myanmar - State building and governance
Victor Rex Barnes	Kwame Nkrumah University of Science and Technology (KNUST)	Climate-Smart Cocoa Agroforestry Research in Ghana	Ghana - Climate change resilience
Dzidzo Yirenya-Tawiah	University of Ghana (UG)	Coastal Community Resilience to Climate and Diarrhoea	Ghana - Climate change resilience
Jumane Abdallah	Sokoine University of Agriculture (SUA)	Livestock in the forests (LIVEFOR)	Tanzania - State building and governance

**Commitments to research projects - 2019**  
**Window 2 – Growth and transition countries**

<b>Project Coordinator</b>	<b>Institution</b>	<b>Project Title</b>	<b>Country - Theme</b>
Peter Hasle	Aalborg University (AAU)	Safety and health and audit practices in Bangladesh	Bangladesh – Occupational health and safety
Leon Mishnaevsky Jr.	Technical University of Denmark (DTU)	Maintenance and Repair Strategy for Wind Energy Development	India – Renewable energy
Josep Guerrero	Aalborg University (AAU)	Offshore Wind Farms Large-Scale Integration in Turkey	Turkey – Energy: renewables and district heating and cooling
Gloria Cordoba	University of Copenhagen (UCPH)	“One Health” - Strengthening Health Care Management	Brazil – Healthcare management and non-communicable diseases (NCDs)
Ari Kokko	Copenhagen Business School (CBS)	Innovating Vietnam’s TVET system (VIETSKILL)	Vietnam – Technical and Vocational Education and Training (TVET)
Dirk Lund Christensen	University of Copenhagen (UCPH)	Coexistence of obesity and anaemia during pregnancy	Mexico – Primary healthcare and non-communicable diseases
Christian Bueger	University of Copenhagen (UCPH)	Addressing Maritime Insecurity (AMARIS)	Ghana – Maritime safety and environment
Jan Vang Brambini-Pedersen	University of Southern Denmark (SDU)	Overcoming barriers to improving OHS among SMEs in Myanmar	Myanmar – Occupational health and safety and labour market reform
Finn Tarp	University of Copenhagen (UCPH)	Enhancing the Effectiveness of Vocational Education	Vietnam – Technical and Vocational Education and Training (TVET)
Karsten Høgh Jensen	University of Copenhagen (UCPH)	Integrated water resources assessment of Udaipur District	India – Smart city water management

## Annex 4: Learning programmes in figures

COURSE CATEGORY	2015			2016			2017			2018			2019		
	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	520	1364	2.6	277	663	2.4	170	293	1.7	100	175	1.8	127	295	2.3
SSC university studies/courses							139	960	6.9	382	1731	4.5	752	3026	4.0
Tailor-made courses	18	53	3.0	32	25	0.8	11	26	2.4						
Study tours	24	14	0.6	24	14	0.6	24	14	0.6	20	22	1.1			
Degree studies	7	131	16.4	4	89	22.3	2	30	14.9	1	1	1.3			
BSU Master studies	71	1918	26.6	44	2129	48.4	34	943	27.7						
Special courses/studies	7	16	2.2	4	4	1.0				11	9	0.8	3	3	0.9
<b>Subtotal</b>	<b>494</b>	<b>3097</b>	<b>6.3</b>	<b>361</b>	<b>2910</b>	<b>8.1</b>	<b>356</b>	<b>2253</b>	<b>6.3</b>	<b>514</b>	<b>1938</b>	<b>3.8</b>	<b>882</b>	<b>3324</b>	<b>3.8</b>
Administrative agreements:															
FFU	88	1169	13.3	122	1441	11.8	96	1144	12.0	62	724	11.7	56	689	12.3
BSU	29	400	13.8	10	112	11.2	10	130	11.8	5	77	15.4	9	87	9.7
Others	1	6	6	20	10	0.5									
FFU members	4			2			7	2	0.3	2	3	1.6	2	2	0.9
<b>Total administered by DFC in DK</b>	<b>616</b>	<b>4672</b>	<b>7.6</b>	<b>513</b>	<b>4473</b>	<b>8.7</b>	<b>469</b>	<b>3529</b>	<b>7.5</b>	<b>583</b>	<b>2742</b>	<b>4.7</b>	<b>949</b>	<b>4102</b>	<b>4.3</b>
<i>of which transferred from previous year</i>	58			47			54			7			13		
Commercial services	80	285	3.6	123	341	2.8	87	344	3.9	80	271	3.4	85	298	3.5
+ outside Denmark:															
Portugal															
Interdisciplinary courses in developing countries	402	665	1.7	293	593	2.0	182	346	1.9	43	74	1.7	21	36	1.7
Tailor-made courses in dev. countries	26	11	0.4	131	239	1.8				94	145	1.5	23	30	1.3
Special courses/studies				2	2	1.0									
<b>Total administered by DFC</b>	<b>1124</b>	<b>5633</b>	<b>5.0</b>	<b>1062</b>	<b>5648</b>	<b>5.3</b>	<b>738</b>	<b>4219</b>	<b>5.7</b>	<b>800</b>	<b>3232</b>	<b>4.0</b>	<b>1078</b>	<b>4466</b>	<b>4.1</b>

## Fellowship Holders by Country <sup>7</sup>

(excl. of administrative agreements and commercial services)

FELLOWSHIP HOLDERS IN DENMARK	2015 FELLOWSHIP HOLDERS	2016 FELLOWSHIP HOLDERS	2017 FELLOWSHIP HOLDERS	2018 FELLOWSHIP HOLDERS	2019 FELLOWSHIP HOLDERS
Afghanistan	11	18	3	3	
Bangladesh	3	9	4	3	
Benin	1			13	18
Bhutan	2				
Bolivia	5	1	1	1	
Botswana					
Brazil			7	21	65
Burkina Faso	10	3	2	3	2
Burundi	4		1		1
Cambodia	1	1	1		
China			26	39	53
Colombia	1		13	40	46
Egypt	1	2	1		1
Ethiopia	9	23	3	11	23
Ghana	125	82	57	28	17
Guatemala	1				5
India	1	1	1		17
Indonesia	25	14	2	29	92
Iraq					
Jordan		1		1	
Kenya	65	43	23	19	20
Kosovo			24	77	146
Kyrgyz Republic	1				
Laos		1		1	
Lebanon	1		2		
Liberia	5	1	1		
Malawi	1		1		1
Mali	3		1	8	3
Mexico			27	59	62
Mozambique	19	12	16	9	
Myanmar	1		12	9	2
Nepal	15	22	20	6	1
Nicaragua	1				
Niger	1				3
Nigeria	1				1
Pakistan	27	20	2	1	
Palestine	13	10	14	4	4
Philippines					
Rwanda	7	7	2		1
Senegal				2	
Sierra Leone	6	3	4	1	
Somalia	1	1			
Somaliland		3			

<sup>7</sup> Danida's priority countries are shaded grey, and countries with SSC projects are highlighted yellow

South Africa				12	91
South Sudan	2		2		1
Swaziland			1		
Tajikistan	1				
Tanzania	59	48	22	13	27
Thailand					
Tunisia				1	
Turkey			1	3	6
Uganda	56	27	17	13	16
Various industrial. countries	1				
Vietnam	1	2	1	4	2
Yemen					
Zambia	4	1			
Zimbabwe	5	5			1
<b>TOTAL IN DENMARK</b>	<b>495</b>	<b>361</b>	<b>356</b>	<b>514</b>	<b>882</b>

<b>FELLOWSHIP HOLDERS IN DEVELOPING COUNTRIES</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Afghanistan	11	4	4		
Bangladesh	1	2			
Benin	3				
Bhutan					
Bolivia	1				
Burkina Faso	99	81	42	70	29
Burundi		2			
Chad			2		
Egypt	2				
Ethiopia	15	6	3	28	
Ghana	99	119	23		
India	1				
Indonesia	1	6	1		
Kenya	27	11	11		
Lebanon		1			
Mali	36	94	40	32	8
Mozambique	13	6	5		
Myanmar	2				
Nepal	7	9	3		
Niger	23	30	14	7	7
Pakistan	3	1			
Palestine	5	2	3		
Rwanda	3	4			
Sierra Leone	2	3	2		
Somalia	6				
Somaliland		4	4		
South Sudan					
Tanzania	43	36	7		
Togo					
Uganda	21		14		
Zimbabwe	4	5			
<b>TOTAL IN DEV. COUNTRIES</b>	<b>428</b>	<b>426</b>	<b>178</b>	<b>137</b>	<b>44</b>

<b>Total Fellowship Holders</b>	<b>878</b>	<b>923</b>	<b>534</b>	<b>651</b>	<b>926</b>
<i>Total from Africa</i>	<i>716</i>	<i>779</i>	<i>345</i>	<i>345</i>	<i>410</i>
<i>Total from Asia</i>	<i>156</i>	<i>133</i>	<i>140</i>	<i>177</i>	<i>337</i>
<i>Total from Central &amp; South America</i>	<i>4</i>	<i>9</i>	<i>48</i>	<i>121</i>	<i>173</i>
<i>Total from Europe</i>	<i>2</i>	<i>2</i>	<i>1</i>	<i>8</i>	<i>6</i>
<i>Total countries</i>	<i>37</i>	<i>37</i>	<i>36</i>	<i>29</i>	<i>28</i>
<i>Total women</i>	<i>309</i> <i>35 %</i>	<i>313</i> <i>34 %</i>	<i>211</i> <i>40 %</i>	<i>262</i> <i>40 %</i>	<i>380</i> <i>41 %</i>

<b>FELLOWSHIP HOLDERS IN DENMARK UNDER ADMINISTRATIVE AGREEMENTS <sup>8</sup>:</b>	<b>2019 FELLOWSHIP HOLDERS</b>
<u>FFU<sup>9</sup>- FELLOWSHIP HOLDERS</u>	
Bangladesh	9
Benin	2
Burkina Faso	3
China	1
Ethiopia	1
Ghana	7
India	1
Indonesia	1
Kenya	5
Mozambique	2
South Africa	3
Tanzania	17
Uganda	3
Vietnam	1
<u>BSU<sup>10</sup>-FELLOWSHIP HOLDERS</u>	
Ghana	4
Tanzania	3
Uganda	2
<b>TOTAL UNDER ADMINISTRATIVE AGREEMENTS</b>	<b>65</b>
<b>TOTAL WOMEN</b>	<b>20</b>
<u>FFU ADMINISTRATION</u>	2

<sup>8</sup> DFC administers study stays in Denmark for students financed by Danida's development research grants.

<sup>9</sup> FFU- Consultative Research Committee for Development Research

<sup>10</sup> BSU – Building Stronger Universities

## Annex 5: Implemented Learning Programmes 2019

Title	Country	Course Provider	Participants' countries	Weeks	Participants			
					Priority countries	SSC countries	Total	Female
Advanced Water Cycle Management	Denmark	AU Summer University	South Africa	2	0	3	3	1
Cardio-Metabolic Diseases	Denmark	KU Copenhagen School of Global Health	Brazil, China, Mexico, Vietnam	3	0	20	20	7
Cardio-Metabolic Diseases - Leadership Course	Denmark	KU Copenhagen School of Global Health	Brazil, China, Mexico, Vietnam	1	0	18	18	9
Cooperative Governance	Denmark	KU Department of Food and Resource Economics	China, Colombia, Vietnam	2	0	25	25	7
Diagnosis of Plant Disease	Denmark	AU Summer University	Kenya	2	0	5	5	3
Energy Planning and Mapping	Denmark	DTU Management Engineering	India, Indonesia, South Africa, Turkey	4	0	26	26	9
Entrepreneurship, Innovation and Value Chains - 1	Denmark	SEGES	Ethiopia, Kenya, Nigeria, Palestine, Tanzania, Uganda, Brazil, Colombia, Indonesia, South Africa, Vietnam	2	14	9	23	9
Entrepreneurship, Innovation and Value Chains - 2	Denmark	SEGES	Burundi, Ethiopia, Tanzania, Uganda, Mexico, South Africa	2	11	10	21	8
Environmental Governance	Denmark	DTU Department of Environmental Engineering	Ghana	6	0	26	26	9
Environmental Justice	Denmark	KU Department of Food and Resource Economics	South Africa	3	0	3	3	2
Food and Ingredients	Denmark	AU Summer University	Kenya	2	0	5	5	0
Food Industry Vocational Education	Denmark	Dalum Education Centre	Vietnam	2	0	24	24	14
Food Safety in the Dairy Sector	Denmark	KU Department of Veterinary Disease Biology	China, Colombia, Kenya	3	0	16	16	7
Food Safety Specialization	Denmark	DTU National Food Institute	China, Colombia, Kenya, Mexico, Vietnam	12	0	18	18	6
Formation en Gestion Axée sur les Résultats (GAR) et l'Approche	Burkina Faso	COWI	Burkina Faso	2	23	0	23	7
Gestion des Finances Publiques et Reforme Budget Programme	Burkina Faso	Associés en Management Public et Développement	Burkina Faso, Mali, Niger	2	21	0	21	4
Global Entrepreneurship	Denmark	AU Summer University	Colombia	3	0	1	1	0
Global Health Challenges	Denmark	KU Copenhagen School of Global Health	Brazil, China, Vietnam	2	0	16	16	13
Green and Circular Economy	Denmark	DTU Management Engineering	China, Indonesia, Kenya, South Africa	5	0	27	27	15

Green Growth, Climate Change and Environmental Sustainability - 1	Denmark	NIRAS	Ethiopia, Indonesia, Myanmar, Nepal, Niger, Tanzania, Uganda, Colombia, Indonesia, Mexico	2	10	10	20	8
Green Growth, Climate Change and Environmental Sustainability - 2	Denmark	NIRAS	Ethiopia, Ghana, Indonesia, Kenya, Tanzania, Uganda, Zimbabwe, Colombia, Indonesia, Mexico	2	15	3	18	6
Improving Health Care through more Efficient and Transparent Approval Processes for Pharmaceuticals	Denmark	KU Department of Public Health	Brazil, Mexico, Vietnam	2	0	21	21	18
Increased Performance through Strategic Leadership & Change Management - 1	Denmark	Tana Copenhagen	Ethiopia, Ghana, South Sudan, Tanzania, Uganda, China, Colombia, Mexico, Vietnam	3	11	8	19	5
Increased Performance through Strategic Leadership & Change Management - 2	Denmark	Tana Copenhagen	Burkina Faso, Ghana, Kenya, Malawi, Tanzania, Uganda, Brazil, Mexico, South Africa, Vietnam	3	8	10	18	5
Interdisciplinary Aspects of Healthy Aging	Denmark	KU Copenhagen School of Global Health	Brazil, China	3	0	3	3	3
International Health	Denmark	KU Copenhagen School of Global Health	China, Kenya	3	0	3	3	1
Issues in Energy and Environmental Management	Denmark	AU Summer University	South Africa	2	0	1	1	0
Leading and Designing Organisations	Denmark	AU Summer University	Colombia	3	0	1	1	0
Management Information Systems	Denmark	AU Summer University	Vietnam	3	0	1	1	1
Masterclass in Nudging	Denmark	iNudgeyou	Brazil	1	0	8	8	2
Microbial Food Quality and Safety	Denmark	KU Department of Veterinary Disease Biology	China, Colombia, Kenya, Vietnam	4	0	14	14	9
MSc in Environmental and Resource Management	Denmark	SDU - University of Southern Denmark - Esbjerg	South Africa	2 years	0	2	2	2
MSc in Sustainable Energy Study - Line in Bio Energy	Denmark	DTU Department of Environmental Engineering	South Africa	2 years	0	1	1	1
MSc in Urban, Energy and Environmental Planning - Specialization	Denmark	Aalborg University	South Africa	2 years	0	1	1	1
Occupational Safety and Health	Denmark	AAU Department of Materials and Production	Bangladesh, Myanmar, Vietnam	5	0	23	23	10
Offshore Wind Energy	Denmark	DTU Wind Energy	China, India, Indonesia, Turkey	4	0	21	21	6
OHS Leadership	Denmark	AAU Department of Materials and Production	Bangladesh, Myanmar	2	0	18	18	11
One Health	Denmark	KU Department of Veterinary and Animal Sciences	Brazil, Colombia, Kenya, Vietnam	1	0	13	13	8
One Health - Short course	Denmark	KU Department of Veterinary Disease Biology	China, Colombia, Kenya, Mexico, Vietnam	5	0	17	17	7
One Health Specialization	Denmark	KU Department of Veterinary Disease Biology	China, Kenya, Vietnam	12	0	12	12	1

Public Financial Management and Good Governance - 1	Denmark	Tana Copenhagen	Ethiopia, Ghana, Kenya, Rwanda, Tanzania, Uganda, Mexico, Vietnam	3	13	6	19	14
Public Financial Management and Good Governance - 2	Denmark	Tana Copenhagen	Egypt, Kenya, Tanzania, Colombia, Indonesia, Mexico, South Africa, Vietnam	3	9	13	22	12
Public-Private Partnership - 1	Denmark	COWI	Ethiopia, Ghana, Kenya, Mali, Niger, Tanzania, Colombia, Indonesia, Mexico, South Africa, Vietnam	3	13	10	23	13
Public-Private Partnership - 2	Denmark	COWI	Burkina Faso, Kenya, Niger, Tanzania, Colombia, Indonesia, Mexico, South Africa, Vietnam	3	12	7	19	10
Renewable Energy Integration in Power Systems	Denmark	DTU Electrical Engineering	India, Indonesia, South Africa	4	0	21	21	6
Risk Communication in Food Safety	Denmark	KU Department of Food and Resource Economics	Colombia, Kenya, Mexico, Vietnam	3	0	15	15	7
Safe Pig Production	Denmark	KU Department of Veterinary Disease Biology	China, Colombia, Kenya, Mexico, Vietnam	12	0	24	24	8
Solid Waste Management and Technologies	Denmark	DTU Department of Environmental Engineering	China, Ghana, Indonesia, Kenya, South Africa	3	0	27	27	9
Strategic Management of Creativity and Innovation	Denmark	AU Summer University	Colombia	3	0	1	1	1
Strategic Management of Risk	Denmark	AU Summer University	Kenya	2	0	3	3	0
Strategizing for Green and Circular Economy	Denmark	DTU Management Engineering	Kenya, South Africa	1	0	27	27	7
Strengthening the Policy Dialogue and Advocacy between Governments, Interest Organizations and Civil Society Organizations	Denmark	INKA Consult	Ghana, Kenya, Palestine, Tanzania, Brazil, Indonesia, Mexico, Vietnam	3	11	10	21	11
The Balmorel Model	Denmark	DTU Management Engineering	India, Indonesia	4	0	27	27	3
Transparency and Good Governance	Denmark	Tana Copenhagen	Brazil	2	0	26	26	9
Urbanisation and Health	Denmark	KU Copenhagen School of Global Health	South Africa	2	0	5	5	0
Value Chains in Food Safety	Denmark	KU Department of Food and Resource Economics	Colombia, Kenya, Mexico, Vietnam	4	0	19	19	5
Vision, Decision and Leadership	Denmark	AU Summer University	Vietnam	2	0	1	1	1
Wastewater Management	Denmark	DTU Department of Environmental Engineering	China, Ghana, Indonesia, Kenya, South Africa	3	0	24	24	13
Water Sector Governance - the Danish Model - 1	Denmark	DTU/KU	Kenya, South Africa	7	0	17	17	7
Water Sector Governance - the Danish Model - 2	Denmark	DTU/KU	China, Kenya, South Africa	7	0	22	22	6
<b>41 courses, 16 summer courses and 4 Master studies</b>					<b>171</b>	<b>748</b>	<b>919</b>	<b>377</b>

## Annex 6: Personnel

NAME	EMPLOYED: FROM	AREA OF RESPONSIBILITY
Ulla Næsby Tawiah	01.08.19	Director
Kristian Ibsen	03.12.19	Head of Finance and Administration
Lene Due Kruse-Nielsen	01.07.16	Financial and Personnel Officer
Anna Jeppesen (30 hours)	16.03.10	Receptionist
Annette Kaalund-Jørgensen	01.12.93	Capacity Development Advisor / Substitute for the Director
Helle Jørgensen	01.06.08	Capacity Development Advisor
Maya Lindberg Brink	01.01.15	Capacity Development Advisor
Cecilie Holdt Rude	16.02.18	Capacity Development Advisor
Gry Bærenholdt Klein	16.10.18	Capacity Development Advisor
Eva Thaulow Nielsen	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
Anissa Bedoui	01.12.17	Administrative Fellowship Officer / Fellowship Project Coordinator
Lene Christina Mosegaard	01.10.07	Alumni Programme Manager
Nina Vlemmings (30 hours)	16.01.19	Alumni Programme Manager
Vibeke Quaade	16.01.17	Communication and Marketing Consultant
Jakob Brus (30 hours)	01.03.17	Digital Communication Officer
Pernille Friis (25 hours)	16.01.10	Research Project Manager: Research activities in Asia, focal person for FFU projects in growth and transition countries
Lars Arne Jensen	01.03.14	Research Project Manager: Research activities in East Africa, BSU focal person
Ida Arendal Jørgensen	16.11.18	Research Project Officer: Research activities in West Africa, Kenya and Ethiopia
Hanne Kongsgaard	16.01.13	Administrative research officer, mobility grants, Danida Research Portal
Mette Johansen	01.06.19	Administrative research officer
Henrik Bech	16.07.98	Property Manager – responsible for day-to day care of the DFC student hostel.
Connie Nielsen	01.12.18	Cleaning lady
+ 7 junior staff		Introduction to fellows, excursion guides, and café attendants.

## Annex 7: Annual Accounts

EXPENSES	Accounts 2019	Budget 2020
Ordered CD activities in Denmark and dev. countries	- DKK 964,885	- DKK 2,600,000
Administration of researchers' stay in Denmark	- DKK 2,836,613	- DKK 3,000,000
Commercial services, CD activities incl. personnel	-DKK 886,220	- DKK 800,000
<b>Total external financed CD activities</b>	<b>- DKK 4,687,718</b>	<b>- DKK 6,400,000</b>
CD project personnel	- DKK 6,413,484	- DKK 6,800,000
External assistance	0	0
Project personnel – travel expenses	- DKK 171,304	- DKK 250,000
<b>Total CD administration</b>	<b>- DKK 6,584,789</b>	<b>- DKK 7,050,000</b>
Project personnel - administration of research projects	- DKK 3,618,018	- DKK 3,400,000
External assistance	- DKK 60,625	- DKK 680,000
Communication		- DKK 150,000
Project personnel - travel expenses	- DKK 165,268	- DKK 200,000
<b>Total administration of research projects</b>	<b>- DKK 3,843,911</b>	<b>- DKK 4,430,000</b>
Personnel	- DKK 2,902,841	- DKK 3,900,000
Rent and office expenses	- DKK 2,956,100	- DKK 2,990,000
Auditing	- DKK 127,875	- DKK 125,000
Governing Board	- DKK 101,871	- DKK 102,000
VAT reimbursement	DKK 205,494	DKK 220,000
Interest rates	-DKK 132,988	
<b>Total DFC core administration</b>	<b>- DKK 6,016,181</b>	<b>- DKK 6,897,000</b>
<b>TOTAL EXPENSES</b>	<b>- DKK 21,132,599</b>	<b>- DKK 24,777,000</b>
<b>GRANTS/INCOME</b>		
DFC core administration & CD administration, FL § 06.38.02.20	DKK 10,510,789	DKK 11,957,000
DFC core administration & research administration, FL § 06.38.02.19	DKK 5,835,000	DKK 6,640,000
Danida programmes/projects – ordered CD activities	DKK 968,334	DKK 2,600,000
Income from administrative agreements	DKK 2,922,613	DKK 3,000,000
Commercial services	DKK 807,748	DKK 800,000
7 % OH on ordered activities and commercial services	DKK 67,765	DKK 190,000
<b>TOTAL GRANTS/INCOME</b>	<b>DKK 21,112,249</b>	<b>DKK 25,187,000</b>
Interest, net income		0
<b>END RESULT (under (+) / over (-) consumption)</b>	<b>- DKK 20,350</b>	<b>DKK 410,000</b>

### Annual Accounts Central CD grant

<b>Central CD GRANT DKK</b>	<b>Accounts 2019</b>	<b>Budget 2020</b>
Central CD grant	60.000.000	75.000.000
Prime balance Central CD grant	12.062.559	
Income from administrative agreements	2.862.664	3.410.000
<b>Total income</b>	<b>74.925.223</b>	<b>78.410.000</b>
Strategic Sector Cooperation expenses, central grant	-45.664.969	-53.528.000
CD activities (low income countries), central grant	-6.731.349	-9.100.000
Monitoring, communication, eLearning, consultancies	-1.236.716	-2.925.000
Alumne	-583.535	-900.000
CD project personnel & travel expenses	-6.584.789	-7.050.000
DFC core administration	-3.926.000	-4.907.000
<b>Total Expenses</b>	<b>-64.727.358</b>	<b>78.410.000</b>
<b>Closing Balance Central CD grant</b>	<b>10.197.865</b>	

## **ANNEX 8 : ABBREVIATIONS**

AAU	Aalborg University
AU	Aarhus University
BSU	Building Stronger Universities in Developing Countries
CD	Capacity development
C/F	carried forward
COSTECH	Tanzania Commission for Science and Technology
DANIDA	Danish International Development Assistance
DFC	Danida Fellowship Centre
DHG	Donor Harmonisation Group
DK	Denmark
DKK	Danish Kroner
DTU	Technical University of Denmark
eLearning	Electronic learning
EVAL	Evaluation and Research, MFA
FFU	Consultative Research Committee for Development Research
FL	The Danish Finance Bill
GAAS	Ghana Academy of Arts and Sciences
KNUST	Kwame Nkrumah University of Science and Technology
KU	University of Copenhagen
MFA	Ministry of Foreign Affairs
NSC	National Screening Committee
PCR	Project Completion Report
SOME	Social Media
SSC	Strategic Sector Cooperation
TVET	Technical and Vocational Education and Training
W1	Window 1 (research projects in Danida priority countries)
W2	Window 2 (research projects in growth and transition countries)