



KNOWLEDGE IN ACTION

STRATEGY FOR DANIDA FELLOWSHIP CENTRE

2021 > 2025

JANUARY 2021

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OUR MANDATE

Danida Fellowship Centre (DFC) is a self-governing institution based in Denmark. An agreement with the Ministry of Foreign Affairs of Denmark gives DFC the mandate to

- develop, manage and implement learning programmes and support organisational change in countries partnering with Denmark through Danish development cooperation;
- manage support to development research and research capacity development, and contribute to the monitoring of progress in research projects, the establishment of networks and the sharing of results;
- develop and manage the Danida Alumni Network.

The themes and geographical focus of DFC's activities are determined by **the development cooperation policy and priorities of the Danish government** and they are designed with a view to contributing to the achievement of the said policy and priorities.

THE CHANGE WE AIM FOR: KNOWLEDGE IN ACTION

CHAPTER 1

DFC's mission is to support the creation of new knowledge and skills and to prepare and inspire potential change agents to channel their knowledge and skills into actions that tackle global challenges using sustainable solutions.

At DFC, we believe that the value of new knowledge and capacity is best assessed by the degree to which it is applied by both individuals and organisations in the development of sustainable solutions to concrete challenges. We believe the best way to develop sustainable solutions is through collaboration across sectors, disciplines and borders. We believe the leap from new knowledge and capacity to sustainable solutions and changed societies requires support for individuals to feel empowered and motivated to instigate change, and support for organisations to be willing and able to change. Finally yet importantly, adequate platforms and processes must be in place to enable collaboration and the sharing of new ideas across organisations, sectors, disciplines and borders. These assumptions are at the heart of our theory of change.

Our **three overarching objectives** are as follows:

1. To prepare individuals to act as change agents who contribute to transforming their organisations and communities through new knowledge, skills, motivation, inspiration and networks;
2. To support organisations in developing the capacity of their staff and establishing new networks, and in institutionalizing and applying new knowledge, capacity and networks to create new sustainable solutions;
3. To foster collaboration and the identification and implementation of sustainable solutions across organisations, sectors, disciplines and borders.

In all of our activities, we will focus on 'knowledge in action', i.e. facilitating opportunities for knowledge to inspire action and for action to be informed by knowledge and evidence.

Our **overall goal** is to contribute to more sustainable solutions to global challenges as framed by the sustainable development goals (SDGs). Sustainability is therefore a crosscutting focus for DFC, and we will work from the perspective that key elements of sustainability are durability, green solutions and inclusiveness.

CHANGE STARTS WITH INDIVIDUALS

Change agents inspire and influence change, helping to bring about transformation within their organisation or community. They inspire the adoption of new approaches and ways of working, the testing of new solutions to challenges, or simply the promotion of new ideas.

Anyone can become a change agent, but it often requires a combination of relevant skills, a good network, a high degree of motivation and a proactive mindset, including the ability to push for change just when their organisation or community is receptive to it.

Through DFC's learning journey, individuals are supported to develop new understandings and perceptions, as well as the motivation to instigate and lead change.

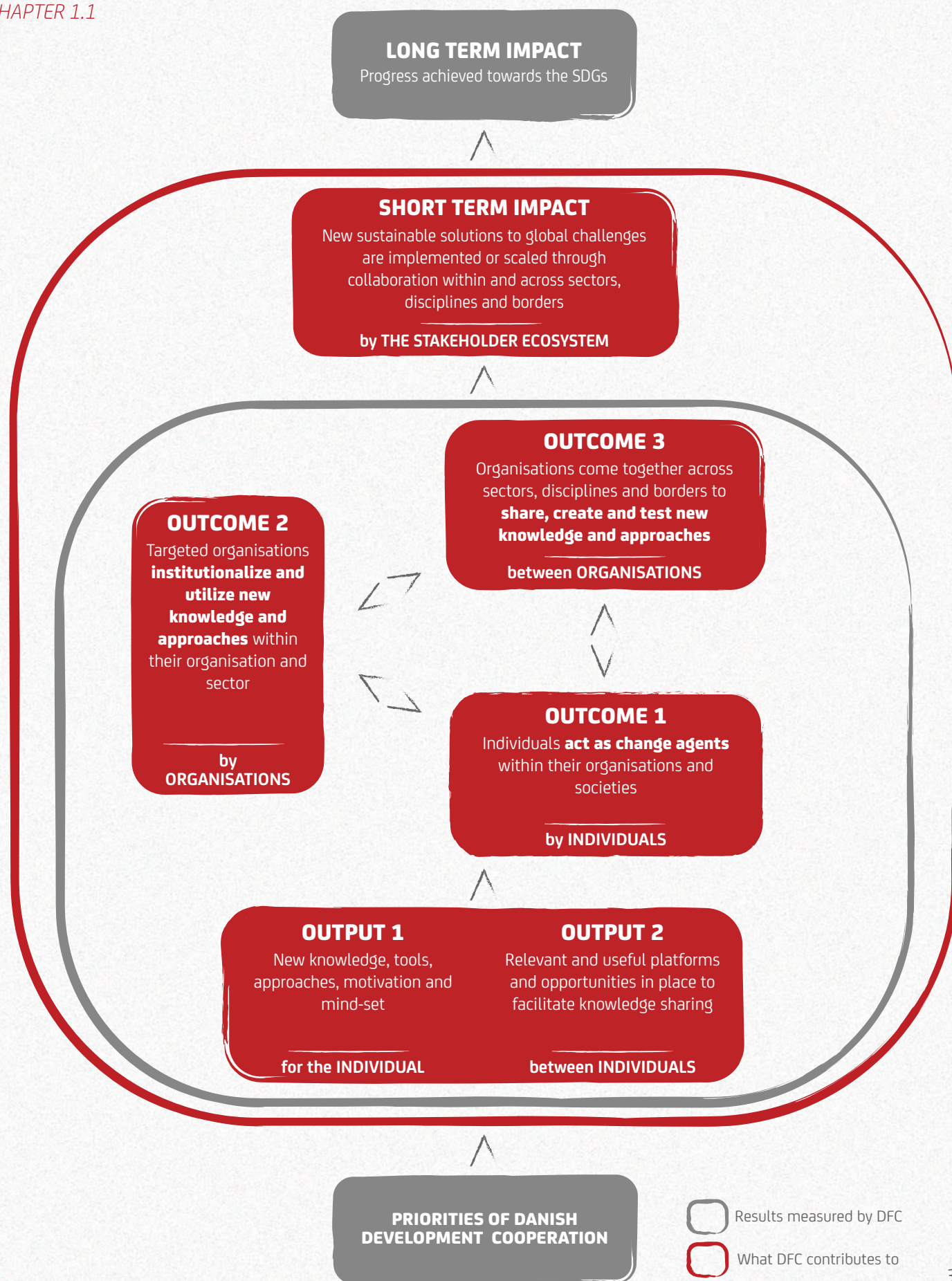
HOW WE CONTRIBUTE TO THE SDGS

Our work contributes directly to SDG 16 on stronger institutions and effective governance, SDG 17 on global partnerships and cooperation and SDG 4 on inclusive and quality education. Our learning programmes and the research collaboration projects we administer address themes across all 17 SDGs, contributing to the full range of SDGs prioritized in Danish development cooperation. We believe that nurturing change agents, strengthening organisations, knowledge sharing and collaboration are paramount to each of the SDGs.

We believe that no SDG can stand alone. The progress towards fulfilling one SDG supports and is underpinned by the achievement of other SDGs. We believe our support to knowledge sharing and collaboration across disciplines, sectors and borders will help break down silos and facilitate the holistic approach required for creating sustainable development solutions.

A DIAGRAMMATIC VISUALIZATION OF THE DFC THEORY OF CHANGE

CHAPTER 1.1



HOW WE WILL ACHIEVE THE CHANGE WE AIM FOR

CHAPTER 2

DFC supports knowledge in action and sustainable change in many different ways. Through our learning programmes, we support capacity development and learning at the individual level, thereby supporting a better skilled and able workforce that is inspired to apply new knowledge and skills in pursuit of organisational and local development goals. Through new evidence-based knowledge from research collaborations feeding into both policy and practice, we contribute to better informed and strategic decision-making. Through support to organisational change processes that incorporate new skills and knowledge, we help enhance the effectiveness of our partners' activities. Through our dedicated alumni services and our targeted Knowledge in Action Initiative, we support knowledge sharing, networks and collaboration across sectors, disciplines and borders.

By bringing all these efforts together, and by collaborating across the vast network of partners that contribute to and benefit from the work of DFC, we aim to unearth great potential for change.

OUR PARTNERS AND HOW WE WORK WITH THEM

Our **main target group** are organisations supported by Danish development cooperation. We support them in building the skills of their staff and the capacity of their organisations.

We collaborate with our target group, the Danish Ministry of Foreign Affairs and Danish authorities involved in development cooperation to identify needs and opportunities in the partner organisations.

Other **partners** include universities and other educational institutions. We work with them to design and offer targeted learning programmes and we support quality research.

Partners in the private sector also contribute to our learning programmes and are valuable collaborators in many research projects.

We work with and draw inspiration from like-minded organisations in the field of research and learning.

All of the above are important partners in making our services fit for purpose.

SUPPORTING DANISH DEVELOPMENT PRIORITIES

DFC's services cover a wide range of topics – from food security and One Health over renewable energy and climate change to good governance and other topics defined by the development cooperation priorities of the Danish government.

The outcome of DFC's services can provide considerable leverage, as new knowledge, skills and capacity are important elements in any change process. However, our services are only one element in the wider Danish support to partner organisations. Our services support change only if they are tailored to the needs and priorities identified at country level and if they are strategically linked with - and followed up on by - the development cooperation programmes.

What we offer is, therefore, always designed in close dialogue with the Danish Ministry of Foreign Affairs, Danish authorities and other institutions involved in Denmark's development cooperation – and, of course, the partner organisations in developing countries and in growth and transition countries.

LEARNING PROGRAMMES AND ORGANIZATIONAL CHANGE

CHAPTER 2.1

Many partner organisations in our target group face new challenges that require new solutions. Based on the particular needs identified, DFC's learning programmes provide participants with new knowledge, tools and skills.

We do this by exposing them to new methods, practical experience and potential solutions to help inspire change. We facilitate the personal and professional meeting between staff from partner organisations in our target group and Danish authorities, universities and other organisations. We facilitate the exchange of ideas and knowhow to the mutual benefit of everybody involved in the exchange.

To support the achievement of the DFC objective 1 of promoting change agents, we aim to

- ensure that participants in our learning programmes are enabled to apply their learning and improve their professional performance;
- ensure that participants in our learning programmes are enabled to use their new learning to communicate, promote and lead change processes within their organisations.

To support the achievement of the DFC objective 2 of promoting the institutionalization and the application of knowledge and skills by organisations, we aim to

- ensure that participants in our learning programmes, their colleagues and management are enabled to translate learning and inspiration into improved practices and performance of their organisation;
- ensure that organisations, where a significant number of staff have participated in our learning programmes, are enabled to institutionalize the new knowledge, methods and mind-set.

To support the achievement of the DFC objective 3 of promoting networks and collaboration across sectors, disciplines and borders, we aim to

- ensure that participants in our learning programmes benefit from knowledge sharing and networking by focusing firmly on increasing systematic peer-to-peer learning and exchange.

LEARNING – THE DFC WAY

It takes much more than new knowledge and skills to inspire a person to act. It often requires an eye-opening or thought-provoking experience. DFC's learning programmes are therefore based on participatory and action-oriented approaches with a focus on learning by seeing, doing and reflecting. Our approach to learning is extremely practical and actively encourages the immediate application of new competencies in support of developing concrete solutions to real life challenges.

Learning is a process and not an event. An inspirational visit to a waste management facility, the meeting with a peer with similar challenges but new solutions, the realization of how new ideas can be used to solve the problems we face in our own context – this is what inspires change.

A central part of most DFC learning programmes is, therefore, to bring participants to Denmark to interact with Danish stakeholders in areas where Denmark has longstanding experience and knowhow. This allows participants to gain direct inspiration from Danish solutions to challenges within their own fields and explore how these solutions might be tailored to their own context. Importantly, participants share their personal experiences and expertise with both colleagues from Denmark and fellow participants from other countries. This fosters mutual learning amongst all the participants in a learning programme, and contributes to learning in the Danish partner organisations.

We will invest in **integrated learning programmes** that support wider change. This will include a greater focus on tailored preparation and follow up than before, “learning packages” for potential key change agents and the strengthening of links between action planning and ongoing change processes. We will invest in more blended learning and online approaches as a part of strengthening our support to peer-to-peer learning, networking, and knowledge sharing. We will continue to test and, where relevant, scale up new learning methods and approaches.

Change agents must be able to innovate and foster buy-in within their organisations and sectors. We will step up our focus on building the skills to innovate, disseminate learning and advocate for change.

We recognize the **importance of both individual and organisational readiness to change.** We will strengthen our dialogue with relevant partners in the design and implementation of our learning programmes and packages, as well as in the selection of candidates for learning programmes to support ongoing change processes. We will increase our focus on contextualization and institutionalization of learning to support not only individuals, but also organisational change.

WHAT IS AN ‘INTEGRATED LEARNING PROGRAMME’?

A DFC ‘integrated learning programme’ is a package of learning elements designed to fit the unique challenges of specific learners and their organisations and the context in which they operate.

Some examples:

1. A learning package that combines various DFC in-person programmes and online and blended learning elements designed specifically for potential key change agents within partner organisations.
2. Early dialogue with Danish embassies, partner organisations and participants to identify areas where there are challenges so that the learning programme can provide the input needed for the generation of new actionable solutions as part of an ongoing change process.
3. Mentorship and other kinds of support to participants and partner organisations to enable them to formulate and implement a plan for transforming new learning into action - an action plan.
4. Tailored leadership training at management level to develop capacities and inspire the creation of a conducive environment for the implementation of new knowledge.
5. Targeted trainings, workshops and exposure visits in Denmark or the partner country, in partnership with Danish embassies and/or Danish authorities.
6. Continuous dialogue and follow-up with Danish embassies and partner organisations to promote the close monitoring of the implementation of action plans as part of an ongoing partnership.

RESEARCH PROGRAMME MANAGEMENT

CHAPTER 2.2

The overall objective of Danish support to research cooperation between universities and research institutions in Denmark and Denmark's partner countries is to contribute to the creation of new knowledge and solutions - and to increase the capacity to create and apply new knowledge in partner countries.

On behalf of the Danish Ministry of Foreign Affairs, **DFC manages calls for applications for research grants and provides support for ongoing research collaboration projects.** DFC ensures that the processes related to calls for applications are well functioning and managed in accordance with good public administration principles. We closely monitor the implementation of the projects and provide support to applicants and existing grant holders to ensure that projects draw on effective research partnerships and are implemented in accordance with the grant conditions.

DFC cannot take credit for the results and outcomes of individual research collaboration projects. However, we will **measure the results across research projects** and assess the extent to which these results contribute to our strategic objectives of promoting change agents, the institutionalisation of research capacity, and knowledge exchange.

We will measure and document the results of support to development research from the following perspectives:

- The generation of new knowledge and skills, and how these are applied
- The relevance of cross-border research collaborations for generating new knowledge
- The individual and institutional research capacity resulting from research collaborations
- The prospective for continued research collaboration at the end of a project

The societal impact of research collaboration projects is highly dependent on the ability of researchers and research institutions to establish **links with policymakers, practitioners, and other users** of the knowledge and results, and the ability of policy and decision makers to use research results.

We will improve **conditions for the uptake of research results** by supporting the provision of relevant and targeted information about the outcomes of research collaboration, while bearing in mind that research is a long-term process and that outcomes may not materialize until after a research project has ended.

COLLABORATIVE RESEARCH

Research collaboration projects are implemented through research partnerships between Danish researchers and researchers in partner countries, often together with public authorities, private enterprises and international research institutions.

The projects result in strengthened capacities to undertake research, broadened international collaborations and networks, and in bringing new insights and knowledge to bear as part of solving development challenges.

To support the achievement of the DFC objective 1 of promoting change agents, we aim to

- enable individual researchers to better communicate research findings and results to policymakers and other users beyond the scientific field.

We will strengthen the skills and ability of researchers to **communicate research-based knowledge** and results to policymakers, practitioners and other intended users. We will provide support to research projects at various stages of implementation to promote timely communication to, and engagement with, relevant stakeholders.

To support the achievement of the DFC objective 3 of promoting networks and collaboration across sectors, disciplines and borders, we aim to

- enable researchers to collaborate and learn across ongoing research projects;
- provide platforms for knowledge sharing and exchange across sectors, disciplines and borders.

We will promote **collaboration and learning across individual** research projects to facilitate knowledge exchange and synergies between projects, and maximize the impact of combined efforts. We will also pilot and develop online tools to support sharing and learning across projects.

We will **support platforms for knowledge sharing and exchange** in Denmark and in partner countries in order to break down the barriers between the scientific community and other sectors of society and thereby promote the cross-disciplinary and cross-sectoral collaboration needed to develop sustainable solutions.

DEVELOPING INSTITUTIONAL CAPACITY AT AFRICAN UNIVERSITIES

An example: The Building Stronger Universities programme

The collaboration between Danish and selected African universities under the Building Stronger Universities programme focuses on strengthening the capacity of selected universities to do high-quality research by supporting the research environment and research processes at the institutional level. With the African universities as project leads, and based on the gaps and needs identified by these universities, our institutional capacity strengthening activities include support to improving university-wide services, infrastructure and facilities such as improved internet bandwidth, laboratories and libraries. They also include the development of MSc and PhD curricula and online course solutions such as the Massive Open Online Courses.

DANIDA ALUMNI NETWORK

CHAPTER 2.3

The Danida Alumni Network is an important element in the implementation of the DFC strategy. It is a global network of highly skilled professionals with a special connection to Denmark by virtue of their participation in a DFC supported activity.

The Danida Alumni Network helps its members build and maintain professional and personal networks through which they can continue to exchange ideas and knowhow long after completing their learning programme or research project. Given the variety of disciplines, sectors and contexts in which members work, the Danida Alumni Network provides a **platform for cross-sector and cross-country connections and knowledge sharing** as well as for fostering multidisciplinary approaches to solving complex problems. Local alumni networks within the global network connect in-country members.

To support the achievement of DFC objective 3 of promoting networks and collaboration across sectors, disciplines and borders, we aim to

- enable alumni to share professional knowledge and experiences with network members;
- enable alumni to establish new connections/collaborations within and beyond the alumni networks;
- enable alumni to use, gain and create new knowledge across sectors, disciplines and borders.

We will strive to nurture connections amongst Danida alumni around the world to encourage shared initiatives, career development and knowledge exchange. We will facilitate connections virtually through the Danida Alumni Network web platform and member communities on social media, as well as through special initiatives that bring diverse groups of alumni together. This includes DFC partnerships with initiatives such as the UNLEASH Innovation Lab.

We will provide support to the upstart of the coordinating groups and boards of local country based Danida alumni networks. We will support activities that are rooted in the local context and we will connect alumni with Danish embassies around the world to mobilise support for local alumni initiatives and to create linkages between alumni and Danish stakeholders in their countries.

ACTIVITIES FOR ALUMNI MEMBERS

An example: Webinars

Life-long learning and knowledge sharing are important elements in the collaborative development of sustainable solutions to complex problems. DFC aims to offer two series of webinars for alumni as a way of providing members with opportunities to learn from recognised 'external' specialists in various fields, as well as to share knowledge and experiences with each other 'internally':

- DFC webinar series in which DFC invites partners, academia, policymakers or other relevant experts to share their knowledge with alumni network members
- Alumni webinar series in which alumni share knowledge and experience with each other through a DFC facilitated platform

THE KNOWLEDGE IN ACTION INITIATIVE

CHAPTER 2.4

In all our activities, we will focus on how the skills and capacities we support are transformed into action, as we believe that transforming knowledge into action requires a concerted effort. For this reason, we have established the Knowledge in Action Initiative through which we will support and pilot a number of new activities.

To support the achievement of the DFC objective 3 of promoting networks and collaboration across sectors, disciplines and borders, we aim to

- ensure that partners contributing to and benefitting from our work are enabled to connect, share and co-create knowledge across sectors, disciplines, borders, the policy-research divide and with the public;
- ensure that new, innovative and holistic solutions are developed, tested and documented with a view to scaling them up.

We will promote and help establish conducive spaces for policymakers, practitioners and academics to share knowledge and formulate sustainable solutions to global challenges. The Knowledge in Action Initiative will include three interlinked and complementary focus areas:

- Knowledge in Action training
- Knowledge in Action exchanges
- Knowledge in Action labs

Our investment in **Knowledge in Action** training aims to strengthen the ability of participants in DFC supported activities to disseminate and communicate their new knowledge from learning programmes, or the results of their research projects, and support the uptake of their knowledge and research results.

KNOWLEDGE IN ACTION TRAINING

Examples: “Bridging the Gap” and “Science for the Public” initiatives

The DFC “Bridging the Gap” and “Science for the Public” initiatives aim to bring the media and scientists closer and pave the way for increased research and science reporting in the media. Communication of fact-based knowledge is essential, if both the public and policymakers are to make informed decisions. The media play a crucial role in this.

DFC will offer seminars that bring together journalists and researchers involved in Danida funded development research projects. The seminars will include training for researchers on how to communicate research to the public and the media. And they will also include training for journalists on how to find news stories in the latest scientific results.

Our investment in **Knowledge in Action exchanges** aims to provide platforms for our partners to come together to discuss, share and create new knowledge.

KNOWLEDGE IN ACTION EXCHANGES

An example: Food Safety Knowledge Sharing Forum

Since 2018, the Vietnamese Ministry of Agriculture and Rural Development has hosted the “Food Safety Knowledge Sharing Forum” in Vietnam, with the support of DFC, the Danish Strategic Sector Cooperation on Food Safety and the University of Copenhagen.

The forum is a platform for wider dialogue on food safety issues and it brings together stakeholders from across the sector. It has facilitated a series of technical workshops focusing on how research can be used to drive policy development and change.

Our investment in **Knowledge in Action labs** aims to enable participants to bring their individual expertise and knowledge into play as part of a collaborative effort to formulate, test and refine concrete solutions to development challenges, creating new knowledge and partnerships in the process.

KNOWLEDGE IN ACTION LABS

An example: “The Green Transition Lab” – collaboration for greener solutions

Environmental challenges affect us all, but finding greener solutions requires significant and collective commitment. The first DFC supported Knowledge in Action lab will be a “Green Transition Lab”. It will draw together experts, (decision makers, practitioners and researchers), across sectors, disciplines and national borders to confront a specific environmental challenge, e.g. the management of human waste.

Participants in the lab will be invited to contribute their knowledge and expertise and to jointly formulate concrete solutions that can be tested across participating countries, e.g. specific methods for waste management and circular economy. Learnings and experience will then be brought back into the lab for further refinement and, eventually, scaling-up of viable solutions. Lab participants will meet in both national and global labs over a period of one to three years.

CROSS-CUTTING THEMES

– A STRONG FOCUS ON SUSTAINABILITY

CHAPTER 3

We work from the perspective that sustainability must include durability, green solutions and inclusiveness as key elements.

We aim to contribute to **durable** solutions. For a solution to be durable, it must have buy-in from many different stakeholders. We will therefore facilitate collaboration and networking, support diversity and encourage the engagement of all stakeholders. We will also support durable solutions by promoting an openness to new thoughts and ideas, innovation skills and the willingness to transform knowledge into action. Finally, we will promote durability through our work with key drivers of change: innovation, networking and communication.

We believe that **greener** solutions require us all - organisations and individuals alike – to think and act green.

We believe that **inclusive** solutions require communication and the sharing of ideas and knowledge as well as a strong focus on broad stakeholder engagement. This requires respect and support for diversity.

We aim to make the promotion of and respect for inclusiveness and diversity and the promotion of durable and greener solutions central elements of DFC's work over the coming years. We aim to increase our focus on these themes in all relevant activities and to inspire the partners contributing to and benefitting from our work to think and act in a sustainable manner.

We will also work to become a greener DFC with a focus on inclusiveness and diversity within our own organisation. We will aim to ensure that our daily operations, our prioritization of resources and our physical surroundings support green solutions and diversity – for the benefit of the environment, our fellows and staff.

CREATING AN INCLUSIVE AND DIVERSE ENVIRONMENT

DFC wants to be better at integrating a culture of inclusion and diversity in all parts of our work. Change starts at home, and we wish to build the knowledge and sensitivity of the DFC staff about these issues so that we can influence both our internal work environment and inspire our partners.

As a starting point, we will initiate mapping exercises to analyse where and how to better promote inclusion and diversity in our activities. Examples could be the integration of inclusion and diversity in our learning programmes; measures to better enable the participation of a diverse group in our learning programmes; better data and knowledge sharing among research projects; using inclusive language in our external communication, job postings, and more.

INSPIRING ENVIRONMENTALLY FRIENDLY SOLUTIONS

DFC aims to roll out a number of new initiatives to promote environmental sustainability. We will develop a new travel policy in order to limit the carbon footprint caused by our staff and fellows' many trips, and we will explore ways to 'green' DFC's daily operations. Greener solutions often start with a changed mind-set.

DFC will explore new ways to promote dialogue and inspire more environmentally conscious behaviour and solutions, including thematic debates, the launching of nudging initiatives and the integration of a sustainability focus in all our learning programmes.

KEY DRIVERS OF CHANGE

– INNOVATION, NETWORKING AND COMMUNICATION

CHAPTER 4

We believe that **innovation** can help deliver a positive impact. By focusing more intensely on innovative thinking and solutions across our services, and piloting new approaches and initiatives in our own work, we will help our partners unlock the potential for innovation within their organisations. A focus on innovation will enable us to become more flexible and agile in rethinking our services in the face of external shocks such as that caused by the COVID-19 pandemic. It led us to new ways of using online modalities, among other things.

We believe in the power of connecting people and ideas to foster the dissemination, exchange, creation and use of knowledge. DFC will use **networking** to support collaboration, the transfer of tried and tested solutions across sectors, disciplines and national borders, and the testing of new and innovative ideas. We will strengthen networking as an element in our learning programmes and the research projects that we support. We will also support networking, social as well as professional, in our alumni network and through our Knowledge in Action Initiative.

We will continue to expand our partnerships and networks because we believe that drawing on the diverse expertise of many different stakeholders results in solutions that are better able to respond to current needs, challenges and opportunities.

We believe that **communication** is a powerful driver of change. It can be used as a strategic tool in networking and knowledge sharing to secure stakeholder engagement and thereby mobilise change. We will embed communication and stakeholder engagement in all of our activities with a view to securing influence and impact. There will be renewed focus on support to developing skills for effective communication and outreach through relevant learning and research programmes, and we will emphasise communication and outreach in the Knowledge in Action Initiative.

As far as DFC's own communication is concerned, we will strengthen our focus on celebrating our partners' results and illustrating what we do and why. Our website is our key storytelling platform, supported by our presence on social media. We intend to expand this but we will continue to give prominence to our newsletter. We will also continue to award the annual Danida Alumni Prize to celebrate and publicise the contributions our alumni make to sustainable development.

DFC ONLINE

The many changes imposed by the COVID-19 outbreak have forced organisations to think differently and move much of their work online. DFC has been no different.

The many new online approaches and initiatives piloted by DFC during 2020 have illustrated both the weaknesses and the potential of online solutions for learning, engagement and collaboration. They have underlined the opportunities offered by blending online and in-person activities, and demonstrated how online approaches support broader organisational learning. DFC will continue to explore and adopt online modalities when these add value to our work.

A STRONG ORGANISATION – SYNERGIES, CREATIVITY AND HIGH QUALITY SERVICES

CHAPTER 5

In order to achieve our objectives, we will develop our organisation to mirror and complement the approaches of the services we offer.

We aim to explore and strengthen internal synergies by rethinking the way **we collaborate between teams**. We will increasingly work in project groups and find other means of structured collaboration. We will strive to be an organisation that inspires staff to think anew. We will encourage and support innovation and co-creation through joint initiatives with a focus on creativity, flexibility and a trial and error approach to new ideas. We will draw learnings from our experiences - successes as well as failures.

We will focus on the continued **competence development** of our staff to ensure that our competences match our strategic objectives, improve the effectiveness and employability of DFC staff, and support the continuous development of DFC.

We are responsible for making sure that **our fellows** have a productive time in Denmark. We will continue to improve our daily operations, including through increased digitalization. We will continue to focus on making all fellows feel at home through high quality support before and during their journey and throughout their stay in Denmark. We will continue to offer a variety of social activities, facilitated by our dedicated junior staff.

We will prioritize our human and financial resources and focus on activities where DFC **offers added value** in terms of our experience, our network and our competences. Our emphasis will be on activities where we are best able to deliver a lasting impact.

In this strategy period, the DFC office will **move to the city of Holbæk** as part of the Danish government's "Better Balance" initiative. The facilities for fellows – accommodation, study areas, meeting rooms and café – will remain in Frederiksberg close to their places of study. We will aim to maintain a good dialogue between fellows and DFC staff, and to ensure that the transition from a one location to a two locations operation is smooth. We will explore and utilize potential synergies with our new neighbours in Holbæk.

MEASURING, EVALUATING, DOCUMENTING AND LEARNING FROM RESULTS

CHAPTER 6

DFC aspires to be a learning organisation. We support learning and knowledge sharing through our work, and, as an organisation, we must also continue to learn and improve.

For the duration of this strategy, DFC will innovate and test new approaches and ideas. We will develop our monitoring and evaluation (M&E) system to ensure that it monitors and documents the results of all our initiatives. We will work with a number of assumptions for the change we expect to promote and we will test learning questions throughout the strategy period. Our strong focus on innovation, collaboration, flexibility and iterative processes makes it all the more important that we document our learnings, evaluating which approaches work best, when and why. In doing so we will aim to learn as much from our failures as from our successes.

DFC's services are an integrated, supportive and complementary part, but only a part, of Danish development cooperation. This must be kept in mind when determining what results can be attributed to DFC. At the output level, DFC will have a degree of control over the results. At the outcome level, DFC will be able to influence results, provided our support to a certain institution or sector is of significant scope. At the impact level, it is our hope that DFC will contribute to wider sectoral and societal change, albeit in a limited way. Therefore, we will measure results only at the output and outcome level and the indicators will be closely linked to the specific support provided by DFC.

The monitoring of results at the output and outcome level will be supported by the documentation of learning against our learning questions, by the monitoring of a number of performance and reach targets, and by the collection of additional qualitative and quantitative data from a number of surveys and studies.

We will continue to improve our M&E setup to capture learnings and inform future priorities. To guarantee that we monitor and document results with a high level of quality and coherence and in a manner that contributes to learning for the organisation as a whole, we will establish an M&E task force of staff from across the organisation. The task force will meet at regular intervals throughout the strategy period.

DFC and its Board will regularly re-visit the assumed change pathways upon which DFC's efforts and this strategy are based. DFC will incorporate lessons learned into our ongoing work and, when appropriate, course correct our activities and approaches. A mid-term review of the strategy will take place in 2023.