

RESULTS 2023



**DANIDA
FELLOWSHIP
CENTRE**

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Rais wa Jamhuri ya Tanzania

Group 4

- * Mutual learning throughout Process - Deliberate reflections (time+budget)
- * Researcher south driven "themes of call." or open call
- * Context + de-universalize concept and challenge hierarchies of knowledge
- * Mutual institutional learning → change
- * Equal ownership / copy right
- * Quality of Relationships - beyond outputs + data
- * Multidisciplinary (across N+S)
- * Co-production of knowledge local context
th - South learning -
- * → Global problems - Resource both in "North" + "South"



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ABBREVIATIONS

BSU: Building Stronger Universities

DFC: Danida Fellowship Centre

EPR: Extended Producer Responsibility

MFA: Ministry of Foreign Affairs

SSC: Strategic Sector Cooperation

TCDC: ActionAid Denmark's Training Center for Development Cooperation



PART 1.

STRATEGIC PRIORITIES 2021-2025





DFC's mission is to support the creation of new knowledge and skills and to prepare and inspire potential change agents to transform their knowledge and capacities into action to solve today's global challenges in a sustainable manner.

DFC's strategy has three outcomes: (1) individuals act as change agents; (2) organisations institutionalise new knowledge and approaches; and (3) organisations come together across borders, sectors and disciplines to share and create new knowledge.

We have three overarching objectives.

1. Prepare individuals to act as change agents who contribute to a transformation within their organisations and communities through new knowledge, skills, motivation, inspiration and networks.
2. Support organisations in developing the capacity of their staff, in establishing new networks, in institutionalising their new knowledge, capacity and networks and applying them to generate new sustainable solutions.
3. Foster collaboration and the identification and implementation of sustainable solutions across organisations, sectors, disciplines and borders.

At Danida Fellowship Centre, we aim to support the transformation of knowledge into action in all the activities we undertake.

We invite researchers in Danida-funded research projects to join the "Science Engagement Journey", where they receive training in carrying out a stakeholder analysis, in developing engagement strategies, and in communicating research findings to policy makers and to the broader public. These skills are important in the process of transforming knowledge into action. In our learning programmes, we tailor-make the training so that it is as closely linked to the challenges facing the participants as possible to ensure that every participant can use the learning output to introduce change in their respective workplaces.

Through our Danida Fellows Network, we bring researchers, practitioners and policy makers together to learn from each other within a specific sector, and also across sectors and across countries. By providing training in skills such as networking, innovation and communication, we contribute to enabling change agents to transform their knowledge into action.





OUTCOME 1

Support individuals to act as change agents within their organisations and societies

At DFC, we conduct learning activities for a diverse group of individuals who are partners in Danida-financed programmes and projects. These include partners in Strategic Sector Cooperation (SSC) programmes, bilateral programmes and NGO programmes, and partners in research projects.

DFC learning programmes

All DFC learning and research programmes train individuals who have the potential to become change agents in their home institutions and societies. In 2023, 844 partners from Danida-funded projects and programmes participated in 38 DFC learning programmes and summer courses. In addition, six fellows were accepted as master students at Danish universities. This made a total of 850 fellows.

There were 20 learning programmes within the thematic area “Green Transition”: 15 on water and the environment, four on energy, four on health, four on food safety and 11 were cross-thematic learning programmes on organisational change, the human rights based approach, public-private partnerships and intellectual property rights.

There were 735 participants from SSC programmes and 115 from other projects and programmes. Of the 735 participants from SSC programmes, 95 joined five different summer school courses: four in the area of health and the environment at the University of Copenhagen and one on water cycle management at Aarhus University.

Capacity development in research projects

The capacity development of students and researchers is an important and integral part of every research project. The capacities of participants from the Global South and the Global North are built by doing coursework, research work and writing publications in collaboration with researchers from the many different participating universities and research institutions involved in the projects. The DFC “Science Engagement Journey” initiative was started up in 2022 and further developed in 2023. It provides training for researchers and PhD students in making engagement plans and in communicating with the public, policy makers and practitioners. The trainings are offered at strategically important points in the life of their research projects, hence the “journey” concept. Training in making an engagement plan is offered at the beginning of a research project, communication training is offered later when the results of the research start coming in and, since 2023, training in how to write change stories has been offered towards the end of a project as an opportunity for the

researcher to reflect on and communicate the impact of the research conducted. The training in story telling was piloted just before the closing seminar for Building Stronger Universities phase 3 (BSU3) that took place in November 2023.

In 2023, 16 researchers and PhD students from research projects, and 23 BSU4 partners joined our online training on “Engagement for influence and impact”; 14 researchers participated in “Bridging the Gap, Communication for the Public” online and in-person seminars; and 31 participated in online seminars on change story telling for BSU3.

Monitoring and Evaluation

DFC uses various methodologies to assess the extent to which participants advance their knowledge, skills and mindset as a result of the learning programmes. In 2022 and in early 2023, we experimented with different methodologies and found that a written assignment was more accurate than multiple choice tests in measuring advancement in knowledge, skills and mindset, as there is a 33% chance of randomly choosing the correct answers in a multiple choice test.

Consequently, in 2023, we evaluated individual learning products to measure advancement in knowledge, skills and mindset. Participants were asked to produce individual seven page project reports where they were expected to apply the knowledge they had gained from the learning



programme “Fostering Innovation and Commercialisation of Intellectual Property Rights” to address a specific real-life problem in their organisations. All 28 participants submitted a project report. The reports could be evaluated as “not approved”, “approved” or “approved with distinction”. The assessment was based on an evaluation of the following areas: background, need/stakeholders, data collection and analysis, approach, use of the ISO innovation standard, structure, implementability and other areas. All of the projects were “approved” and 29% were “approved with distinction”.

All of the learning activities deserve special mention, but there are just too many to name. Below are a few examples of our learning activities on video.

- The hidden potential of water data from the learning programme “Groundwater Governance, Management and Climate Adaptation”: <https://www.youtube.com/watch?v=CHbGpKSvY-o> and <https://www.youtube.com/watch?v=4Xp2r-jVQyD8&t=2s>
- The learning programme “Women in management: Identifying your strength as a female leader”: [\(25\) Post | Feed | LinkedIn](#) and “Why gender auditing”: [\(25\) Post | Feed | LinkedIn](#)
- The learning programme “Reporting from the African climate summit 2023”: <https://www.youtube.com/watch?v=0k6Dd2seYX0&t=1s>





OUTCOME 2

Support organisations to institutionalise and utilise new knowledge and approaches within their organisations and sectors

There are two critical factors in the successful transformation of knowledge into action: the change agent's ability to translate and integrate learnings into practice and, not least, the ability and willingness of organisations and institutions to adopt new knowledge into their cultures, systems and processes. In 2023, DFC therefore boosted its work on refining recruitment and learning methodologies in order to select those methodologies that best support the transformation of knowledge held by individuals into action in organisations or sectors.

We have worked with our **methodology** at many different levels.

The recruitment process

Throughout 2023, DFC focused on improving the recruitment process for learning programmes to increase the likelihood of choosing participants with the skills, roles and support in their organisations that are essential for becoming change agents. We increased the involvement of the multiple stakeholders in the selection

process - Danish organisations, their partner organisations in developing and emerging countries, sector advisors, universities and other study places - by requiring them to describe their expected outcomes with greater precision. The applicants were asked to do the same.

Reflections on key learnings, implications for work and action points

Another focus area in 2023 was to ensure a more systematised reflection on key learnings, the implications of the learnings for the daily work of the participants, and specific action points. To support reflection, DFC developed a new "Reflection and Application" format and exercise to be facilitated by either DFC or learning providers. The initiative makes it easier to follow up on learning outcomes later on and share them with SSC stakeholders and partner organisations, thereby supporting the integration of learnings into the sector collaboration.

An example from 2023 is the learning programme on Extended Producer Responsibility (EPR) where the participants developed both individual action plans, that reflected their personal key learnings and action points, as well as country action plans. The learning programme was concluded in May 2023 with an online workshop where the participants presented the progress they had made on their country action





plans. The participants from Kenya had included activities in both the public and private sectors. These were presented to the Danish Embassy in Kenya and to the Danish Environmental Protection Agency and key elements of their action plan will be included in the next phase of the SSC. The participants from Egypt focused on increasing awareness on EPR through stakeholder meetings with relevant authorities, awareness sessions for the journalist association and training sessions for private companies.

Problem-based learning methodologies

In 2023, DFC established a research project in collaboration with Aalborg University that includes actors from the Building Stronger Universities (BSU) programme, ActionAid's Training Centre for Development Cooperation (TCDC) and other relevant stakeholders. The objective of the research collaboration is to explore and develop problem-based learning methodologies to support the translation and integration of learnings from DFC activities into the participants' practice and into organisations and related sector collaborations. The research collaboration includes the sub-themes technology enhanced learning, localisation and participation, and monitoring and evaluation. The result will be research-based guidance on didactical design for problem-based learning in the workplace or community context with focus on applied learning. The guidance information that comes out of this research collaboration will be made available to all DFC partners in

learning programmes and to other interested parties. The project will continue beyond 2023.

More strategic annual planning

Previously, the starting point for the annual planning of DFC's portfolio of learning programmes was an online survey sent out to sector counsellors that was followed up by online meetings. Unfortunately, the responses were rarely coordinated with the project managing institutions that 'owned' the SSC projects, and this presented a challenge from the strategic point of view.

When planning the 2024 learning programmes and activities, the DFC learning team applied a new approach. The learning team had a number of meetings with the Danish institutions more specifically with the respective focal points responsible for coordinating projects under SSC. Based on the overview of strategic needs and demands across all projects provided by the focal points, DFC had follow-up online meetings with sector counsellors and project managers. The dialogue with the various institutions gave DFC a much better overview of the objectives and priorities across projects and countries. This increased the ability of DFC to plan and implement learning programmes that are strategically vital to the programmes, at the times in the lives of the programmes when they are most needed.

Monitoring and evaluation

DFC conducts an annual tracer study where we assess the outcome from the learning

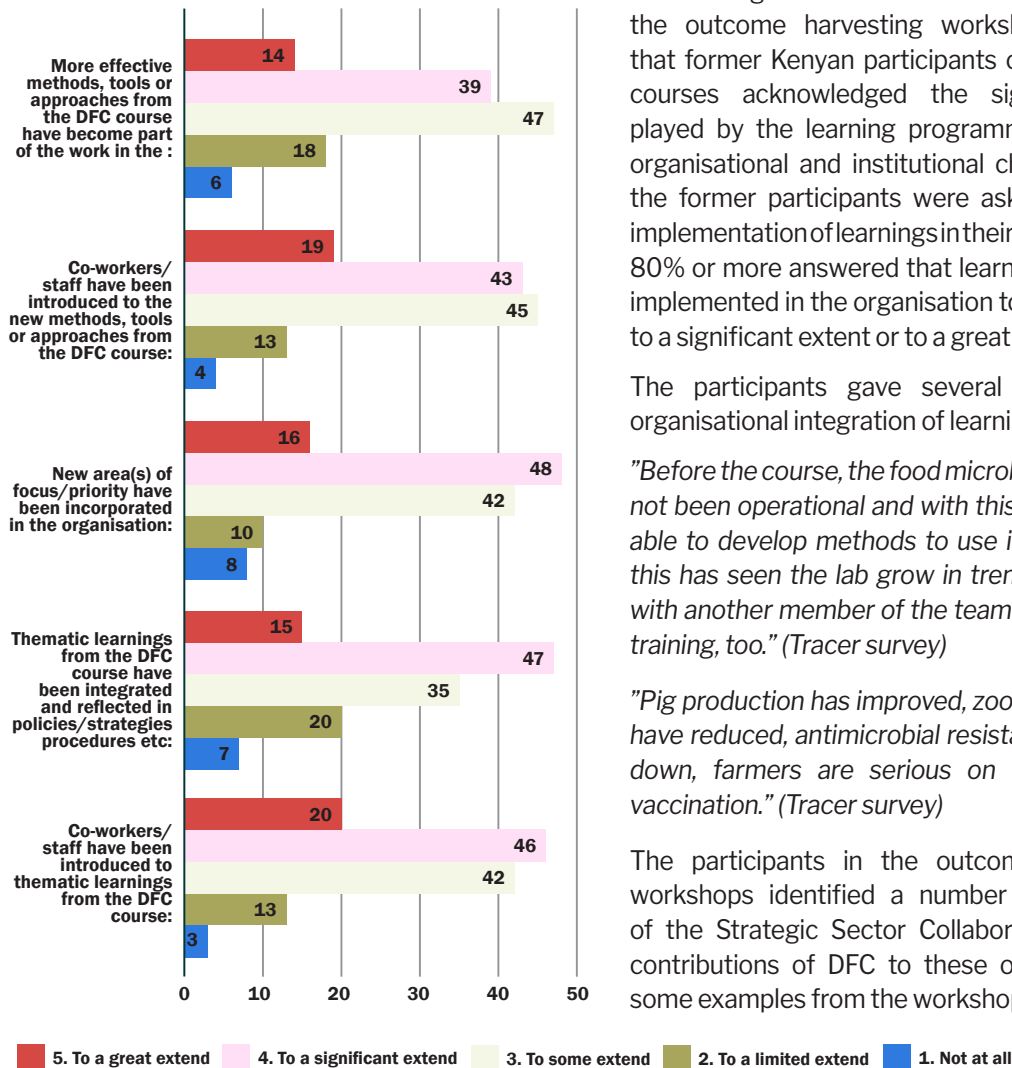
programme at a minimum of six months after the participants' stay in Denmark. Out of 313 respondents to the 2023 annual tracer study, 65% stated that they had partly or fully implemented their action plans. This was the same level as in the study carried out in 2022. Only 1% stated that they had implemented less than 20% of their action plans.

The "**Success-Case Method**" was piloted to assess the outcome level of the 3-week learning programme, "Fostering Innovation and Commercialisation of Intellectual Property Rights". The method is characterised by looking carefully at the responses of the participants who had the most and least successful applications of knowledge and skills from a learning programme. A survey among 21 of the participants looked at how they had acted in relation to nine potential behaviours. The survey showed that 72% had utilised 'design thinking' tools in a facilitation process and 24% of the processes had led to concrete and positive results. 76% stated that they had changed their way of working with IPR in a more innovative way and 57% of them had had concrete and positive results.

In late 2022, DFC conducted an **outcome evaluation** of the learning programmes on food safety developed for SSC in close collaboration with the sector counsellor on food safety in Kenya. The outcome evaluation utilised an online tracer study with 124 respondents and an outcome harvest workshop in Nairobi, Kenya, with 34 participants. The primary aim of this evaluation was to assess the impact of DFC



FIGURE 1: APPLICATION OF THEMATIC LEARNINGS AND FOCUS AREAS (TRACER STUDY FOR FORMER PARTICIPANTS IN SSC FOOD IN KENYA, 2017-2022)



learning programmes on the food sector in Kenya since 2017, within the framework of strategic sector cooperation between Denmark and Kenya on food safety. The final report was produced in 2023.

The findings from both the tracer study and the outcome harvesting workshop indicated that former Kenyan participants on food safety courses acknowledged the significant role played by the learning programmes in driving organisational and institutional changes. When the former participants were asked about the implementation of learnings in their organisations, 80% or more answered that learnings had been implemented in the organisation to some extent, to a significant extent or to a great extent.

The participants gave several examples of organisational integration of learnings:

"Before the course, the food microbiology lab had not been operational and with this training I was able to develop methods to use in analysis and this has seen the lab grow in tremendous ways with another member of the team attending this training, too." (Tracer survey)

"Pig production has improved, zoonotic diseases have reduced, antimicrobial resistance has gone down, farmers are serious on biosafety and vaccination." (Tracer survey)

The participants in the outcome harvesting workshops identified a number of outcomes of the Strategic Sector Collaboration and the contributions of DFC to these outcomes. See some examples from the workshop below.

Outcome: The Kenya Dairy Board is in the process of developing a new dairy inspection tool headed by the regulatory department. Training of the dairy inspectors on official inspection started in September 2022 at Nakuru and is ongoing. **DFC's contribution:** Those trained by DFC on food safety in the dairy sector are taking the lead in developing the tool. Other sector consultants have been brought on board courtesy of DFC. This is in line with the performance contract signed between the dairy regulator (KDB) and the Government of Kenya to enhance food security and safety.

Outcome: In March 2021, the Cabinet Secretary of Agriculture launched the Dairy Industry Regulations that put emphasis on food safety and product traceability along the dairy value chain. Before the Dairy Industry Regulations were launched, there was no framework to trace products back to their source. The Dairy Industry Regulations cover both food safety and product traceability regulations. That means that today it is possible to trace products and determine their quality. This has increased the opportunities for export. The programme has also introduced risk-based inspections and changed the approach to official controls by shifting the responsibility for food safety to the food business operators. **DFC's contribution:** The DFC scholarship programme opened up our eyes and inspired us to reconceptualise the regulations to allow for individual productions to live up to export requirements and thus enter the export market.



OUTCOME 3

Support organisations to come together across sectors, disciplines and borders to share, create and test new knowledge and approaches

At DFC we aim to provide platforms – physical and online – for the exchange of knowledge and for collaboration on solutions to sustainable development goal challenges. Some of the platforms we facilitated in 2023 are described below.

Next Generation – DTU Skylab

The additional Master's programme grant, that we received in 2023, financed the participation of partners from Strategic Sector Cooperation programmes in India, Ghana and South Africa in the innovation and acceleration programme on *Next Generation City Action* powered by DTU Skylab. The programme was a 3-week hybrid innovation journey that started in June 2023 and was followed by an 8-day programme in Copenhagen in July. It brought together nearly 100 international talents (50% of them supported by DFC) who together targeted solutions to diverse environmental challenges within the fields of water, health, materials and regenerative communities.

Watch the playlist “Danida fellows at Next Generation City Action”: <https://www.youtube.com/playlist?app=desktop&list=PLIBOXrsLArmUIETvX00paZH7B-v2ds7-B5&cbrd=1>

Science engagement days – networking and knowledge sharing on equitable partnerships in development research projects

As part of the **Danida science engagement** initiative, Science Engagement Days were implemented at TCDC in Tanzania on 28 and 29 March 2023. Fifty researchers from 20 universities across seven countries in Africa, six universities in Denmark, one in Myanmar, one in Australia and one in Spain, were represented at the Science Engagement Days 2023 under the overarching theme of “Equitable partnerships in development research projects”.

The two-day seminar brought together researchers from ongoing research projects administered by DFC to network and exchange experiences related to working in collaborative research projects between Denmark and countries with targeted or expanded development cooperation. The science engagement days were a first step in opening a dialogue on equal partnerships. For DFC, they provided insight into how best to continue the support for building and maintaining sustainable and equitable partnerships in the research projects we manage.

Read the article “How to deal with the power dimensions in North South research collaboration”: <https://dfcentre.com/how-to-deal-with-the-power-dimensions-in-north-south-research-partnerships/>

Watch the playlist “Science Engagment Days 2023. Equitable partnerships in development research projects”: https://www.youtube.com/playlist?list=PLIBOXrsLArmX1IPnCyD_55Vh-hWMPtRZnF

Engagement with water professionals across disciplines, organisations and countries

DFC organised three online webinars - two of them live-streamed - for the alumni working in the water sector across disciplines, organisations and countries. “Bringing Knowledge into Action – about Water” is part of Danida Fellowship Centre’s online series of *Knowledge in Action Talks* that convene brilliant minds, provide powerful inspiration, and facilitate meaningful connections across our knowledge ecosystem.

The series of three water webinars listed below are about the Danish Strategy for Development Cooperation, “The World We Share,” SDG 6 and the many water related SSC projects.

Decision Support Systems for Integrated Water Resource Management 13 Apr. 2023: <https://dfcentre.com/water-webinar-decision-support-systems-for-integrated-water-resource-managementbringing-knowledge-into-action-about-water/>



Waste and groundwater management
Inspirational webinar and debate 16 Oct.:
<https://dfcentre.com/vandseminar/2023>

Flood management: Early-warning systems
and the use of real time data 15 Nov. 2023:
<https://dfcentre.com/flood-management-early-warning-systems-and-the-use-of-real-time-data/>

Through this series, DFC was able to reach out to relevant alumni and other partners in the water resources community in both the Global North and Global South. The objective seen from the alumni perspective was threefold:

- Learn from, and engage in dialogue with, experts and gain knowledge to strengthen the sustainable management of water resources
- Be inspired by new and innovative methodologies and models in water management
- Link up with Danida fellows and other water professionals worldwide

The three webinars targeted DFC alumni and partners with specific expertise in selected technical areas related to the overall theme of water resources management. Speakers included DFC alumni, course participants, Danida-funded researchers and experts from the Danish Hydrological Institute (DHI). Two of the webinars were live-streamed and recorded and are now available on DFC's homepage, on our e-learning platform, Eureka, and on social media channels

(YouTube, Linked-in, X and Facebook). The total number of views for the webinar series on social media was 2,328 across DFC's YouTube, LinkedIn, Facebook and Twitter (now X) channels.

We have learned that technical webinars of this kind hold great potential in terms of stakeholder outreach, but we have also learned that these events require a significant number of resources in terms of preparation, announcements, broadcasting, technical production equipment and human resources.





National Alumni Networks for alumni across disciplines, sectors and organisations

In 2023, efforts to support national alumni networks were prioritised. DFC actively supported the establishment of six new networks (Argentina, Brazil, South Africa, Ethiopia, Nigeria and India). This increased the number of networks supported by DFC to a total of 15. DFC's support to the networks included the development of guidelines, tools, engagement surveys, meetings with embassies, financial support to network events and online presentations in network meetings. DFC additionally granted seven Networkers' Grants to support the delivery of knowledge sharing activities in six countries and national alumni networks.

In late January 2023, we conducted a **workshop for national network coordinators/coordinating groups**. Many networks were facing difficulties because of the Covid-19 pandemic, so we decided to host this workshop to help them get back on their feet. The 26 participants came from Mexico, Colombia, Argentina, Kenya, Ghana, Burkina Faso, Egypt, Tanzania, Uganda, India and Myanmar. There had been some preparatory online meetings in November 2022 to introduce the participants to one other and to set the scene for the physical workshop, which was held at TCDC in Tanzania. The workshop was a great success. The participants showed a great deal of motivation and desire to use

the networks nationally for inspiration, connection and action. Each network developed their own plan for the next steps, and DFC identified areas of future support. In the autumn of 2023, all of the network coordinators participated in a 2-day webinar session to follow up on the seminar in Tanzania. During the webinar, the network coordinators were introduced to, and trained in, the Collective Leadership Institute's Dialogic Change Model, which is designed to help the participants inspire membership engagement in their national networks.

Watch the playlist "Learning and inspiration workshop Danida Fellows Network": <https://www.youtube.com/playlist?list=PLI-BOXrsLArmVXmculTGN0t9yOa0PdQ2z1>

Closing seminar for Building Stronger Universities phase 3

To mark the closure of the Building Stronger Universities programme phase 3 (BSU3), DFC held a three day seminar in October-November 2023 at TCDC in Tanzania. There were 35 participants (both academic and administrative staff) from the South and the North, representing the six BSU3 projects. The first phase of the BSU programme was started up in 2011 and the third phase in 2017.

There were two main issues on the seminar programme. The first was to determine whether the BSU programmes had actually made the South universities stronger in terms of research capacity over the previous

12 years and the second was to discuss the sustainability of the achievements and how to take them into the future.

The participants' overall message was that BSU had made an immense contribution to the South universities' efforts to become stronger institutions, and that South leads had received the necessary coaching to take over the driver's seat in the collaboration. BSU3 had had an important impact in terms of strengthening research environments, networks and administration, cutting across the institutions with regard to developing and implementing a wide range of institutional policies that outlined responsibilities and expectations within various fields/topics. The latter was mentioned specifically as a successful result.

There was consensus among the six projects that strong networks and collaborations had been developed and had matured over time, leading to a more open and straight forward way of engaging in each other's activities, particularly with regard to South-South engagement and mutual learning. The "BSU way" of approaching things enabled the universities and participants to have a clear perception of one another, and three of the universities (Kwame Nkrumah University of Science and Technology in Ghana, Gulu University in Uganda and Sokoine University of Agriculture in Tanzania) had even started using BSU as a university wide brand. The outlook for sustained and continued collaboration between partners in the future looks bright!



Read the newsletter “The results of 12 years of Building Stronger Universities”: <https://us4.campaign-archive.com/?u=c25b890ed01d86390136f8405&id=0923f0bda7>

Watch the playlist “Concluding 12 years of Building Stronger Universities”: <https://www.youtube.com/playlist?list=PLIB0XrsLArmVw2bRmNuPtx6ZCZyt8twLp>

Monitoring and evaluation

Surveys are made at the end of all of our learning activities to gauge how participants perceived the specific activity, what they had learned and what should be changed to make a similar future activity more relevant and more suited to the participants. The following are examples of surveys in which participants share information about how DFC learning activities have influenced them to engage in partnerships and with networks.

An example of such a survey is one from the **Science Engagement Days**. In the survey, 89% of the participants said that the Science Engagement Days had made them think “to a significant extent” about new ways to approach equitable partnerships and 11% answered “to some extent”. 96% of the participants said that they intended to engage in new or different activities based on the Science Engagement Days. Participants elaborated with these words:

I have been using co-production methods and techniques, but the discussions have





shown how limited I have been applying these. I'm definitely going to broaden this and apply a lot of the lessons on co-production and mutual learning from the discussions.

I will have decolonising more at the forefront of my mind and shaping my behaviour and decision-making going forward.

I will explore ways of communicating the policy-relevance of research to political actors in the South to elicit greater support for research.

I will think even more closely about co-creation in future grant ideas, and be even more intentional about encouraging lead authorship by other team members.

I will network more and explore ways and methods of unravelling African knowledge systems.

A survey was also distributed among the network coordinators at the end of the **2023 network workshop** in Tanzania. All (26) participating coordinators replied that they felt better equipped to reach out to their network members. The coordinators elaborated on how they would do so:

Through effective communication reaching all members of our national alumni network with specific goals and common purposes and sharing knowledge with them.

Exploring and engaging as a way to renew our relationship with the network members, finding common goals that guide our

actions and stimulate the interest of our community. Using information effectively, defining clear messages and using the communication channels we have at our disposal constructively.

I have learned a lot about the practical steps to follow in order to strengthen the networks I belong to in different fields.

By listening more and suspending judgement.

The **outcome harvesting workshop for the food sector in Kenya**, also touched on the impact of learning programmes in fostering collaboration among organisations within the Kenyan food sector. A participant made the following contribution:

The DFC training shaped my thinking on breaking down silos and building partnerships to achieve set goals using a participatory approach to problem solving.

Another participant in the outcome harvest workshop made the following outcome statement:

Outcome: In July 2022, the County Government of Samburu started annual work planning workshops to address the challenge of the lack of funding for extension education. The deputy governor and county secretary initiated a joint planning workshop with non-governmental organisations which resulted in raising funds for extension education. A joint work

group was formed between the County Government of Samburu and relevant partners. **Contribution from DFC's learning programme:** There was a topic on farmer education where Denmark requires producers to take a model course to qualify as producers. It is in the law and there are checks for that. It related to Kenya's extension system.



CONCLUSIONS ON MONITORING AND EVALUATION ACTIVITIES

In 2023, as in previous years, we saw how difficult it is to assess outcome and impact of learning programmes. We tried different methodologies and found that a written assignment was more accurate than multiple choice tests in measuring advancement in knowledge, skills and mindset, as there is a 33% chance of randomly choosing the correct answers in a multiple choice test.

In 2023, we tested a methodology where participants produced a project report in which they showed that they were able to use the information from the learning programmes to suggest solutions to real life problems.

To measure impact, we have in 2023 conducted an outcome harvesting evaluation and a “Success-Case Method” evaluation. Both methodologies require many human resources and cannot be made for all learning programmes. We will continue to carry out these evaluations on selected learning programmes.

In 2023, DFC conducted a mid-term review of three main elements in the DFC Strategy, Knowledge in Action, 2021-25:

- 1) Change in our practices in order to support the transformation of knowledge into action;
- 2) our work with drivers of change, and;
- 3) our approach to partnerships.

The mid-term review concluded the following:

1. Change of practices
 - We must clarify how we understand the “outcome level” and conduct better outcome level evaluations
2. Drivers of change (innovation,

communi-cation, networking):

- We must identify the learning needs of change agents
- We must produce bite-sized learning elements and pilot these elements in larger learning programme activities

3. Partnerships

- We must make a partnership codex
- We must implement the codex in our own partnerships and in our support to other partnerships
- We should pilot a 3-year strategic partnership with the Danish Environmental Protection Agency
- We must produce bite-sized learning activities on equitable partnerships




Table 1: Goals, indicators, baseline, targets and results

GOALS		INDICATORS	OPERATIONAL DEFINITION	BASELINE	MEANS OF VERIFICATION	TARGETS 2023
OUTPUT #1 Individuals have acquired new knowledge, skills, and mindset for the INDIVIDUAL	LEARNING & ORGANISATIONAL CHANGE	LOC1: Level of advancement (or gain) in participants' knowledge, skills and mindset	The indicator is measured by documenting the leap in a) knowledge, b) skills and c) mind-set that occurs as a result of participation in a DFC learning programme. The level of advancement is determined by testing the participants' level of knowledge, skills and mind-set before and after the completion of a DFC learning programme in accordance with its learning goals. For example, if a participant has 25% correct answers before and 55% after the learning programme, the level of advancement is stated to be 30.	Place of Study Survey 2021	Result of Place of Study pre- and post course survey	Level of advancement of 35
	RESULTS 2023	Based on the conclusion from the 2022 pre- and post-test studies, the intention forward is to utilise different methodologies to access advancement in knowledge, skills and mindset. In 2023, we tested the evaluation of a learning product (project report) where the knowledge from the learning programme ("Fostering Innovation and Commercialisation of Intellectual Property Rights") was applied to a specific problem presented in a seven pages individual project report. All 28 participants submitted the project report, which could be evaluated as; Not approved, Approved or Approved with Distinction based on a written evaluation and feedback including the following seven areas: 1) Background, 2) Needs and stakeholders, 3) Data collection, analysis and approach, 4) Use of the ISO Innovation Standard, 5) Structure, 6) Implementable and 7) Other areas. No projects were 'Not Approved'. All projects were "Approved" and 29% "Approved with Distinction". The evaluation showed a clear progress in both the understanding of the key content of the learning programme and the ability to apply the content to a real-life work challenge from the participants' own context – thus advancement in both knowledge and skills.				
	RESEARCH	R1: Proportion of researchers with improved skills and mind-set to communicate research findings and results to policy makers and/or other users (beyond scientific field).	The indicator is measured by documenting 1) projects actively using their communication and engagement plan, and 2) the degree to which researchers participating in <i>DFC's science for the public seminar/ DFC's research to policy seminar</i> use new skills to reach out to the media and/or policy/stakeholders.	Survey result of 2021/ progress reports of 2021	Annual survey/project progress and final reporting	100% of projects granted in 2020-2022 55% use plan actively
	RESULTS 2022	Of the projects that started up in 2021 and 2022, 45 projects have handed in a first year and/or midterm report in 2022 and 2023. Based on these 45 reports, 27 projects have had representatives participating in the Engagement for impact training, 32 report to have an engagement plan and 29 that the plan is in active use. This means that 71% of those reporting in 2022 and 2023 have an engagement plan, and of those who have a plan, 91% report that the plan is in active use. We do not yet meet the target of 100% of projects granted in 2020-2022 having an engagement plan, but the training in Engagement for influence and impact is only conducted once a year and therefore some projects did not participate in the training during their first project year. We believe that the result is satisfactory.				



GOALS		INDICATORS	OPERATIONAL DEFINITION	BASELINE	MEANS OF VERIFICATION	TARGETS 2023
OUTPUT #2 Relevant and useful platforms and opportunities in place to facilitate knowledge sharing between INDIVIDUALS	KNOWLEDGE IN ACTION	KIA2: Extent to which platforms for knowledge sharing and networking are available to and used by participants	The indicator is measured by documenting 1) the number of events/activities implemented for knowledge sharing and network creation, and 2) the degree to which different sectors/disciplines and/or countries are represented at events.	Result of 2021 activities	Number of Knowledge in Action exchange activities supported, participant lists.	At least 5 events/activities implemented. At least 70% of events include participants from different disciplines and/or sectors and/or countries.
	RESULTS 2023	1) In March 2023, Science engagement days at TCDC gathered 50 Danida supported researchers across disciplines and countries to discuss equitable research partnerships; 2) In June 2023, DFC facilitated a debate between learning programme participants in Climate Change, Adaptation, Mitigation and Resilience (NIRAS) and the PI of the ongoing Danida funded research project "Governing Adaptation Finance for Transformation"; 3) In August 2023, DFC hosted a meeting for three (3) research projects in the area of maritime development in Kenya and Ghana and the new maritime sector counsellor to Ghana; 4) In August/September 2023, a combined seminar and learning programme for African climate researchers and journalists was held online and in-person at TCDC; 5) In October 2023, DFC hosted an inter-project meeting on climate change in East Africa with 10 Danida funded research projects focusing on climate change and livelihoods; 6) In November 2023, Britt Pinkowski Tersbøl, PI on the Danida funded research project 'Himili Pamoja – Gendered encounters in climate change adaptation in Tanzania' gave an online-presentation on her research project to current and former participants on the two DFC learning programmes on climate change; and 7) During 2023, DFC organised three (3) webinars/debates on selected watergovernance topics for a global audience including learning programme participants, DFC alumni, researchers, specialists and other relevant stakeholders. All these events gathered participants across disciplines and/or countries to promote knowledge exchange and networking.				
	LEARNING & ORG. CHANGE	LOC2: Extent to which learning programmes are supportive of knowledge and experience sharing.	The indicator is measured by documenting a) how participants perceive the relevance of the exchange of ideas and experience among course participants, b) how participants perceive the relevance of exposure visits.	Post Course Survey 2021	Post Course Survey	At least 70% find the experience sharing and exposure visits relevant and adequate
	RE-SULTS 2023	91% of the respondents expressed "to a great extent" or "to a significant extent" that they found the peer exchange taking place during and after the learning programmes as well as the exposure visits was of high relevance and contributed to a high level of applicability derived from the new knowledge and skills presented. This is a minor improvement with 2% from 2022.				
	NETWORK	A2: Extent to which the global Danida Alumni Network, local alumni networks and thematic communities are relevant for and supportive of knowledge and experience sharing among alumni and with external stakeholders	The indicator is measured by documenting annually the percentage of alumni who use the network for knowledge sharing purposes, i.e. local and international network meetings or webinars, online or in-person knowledge sharing activities.	First annual survey 2021	Annual survey Outcome statements	At least 40% of survey respondents indicate that they use the network for knowledge sharing purposes.
	RESULTS 2023	The annual Danida Fellows Network survey was distributed to network members with the help of the Coordinators of 15 National Danida Alumni Networks, as well as shared in the closed Danida Fellows Network group on Facebook and also sent to our global list of Danida Fellows and researchers engaged in water resources issues. We received a total of 233 survey responses, of which 84% stated that their engagement in activities for and with Danida Fellows is either to some, great or full extent for knowledge-sharing purposes. 11% of survey respondents said their engagement in the network was only for knowledge-sharing purposes, whilst 45% said their engagement was to a great extent for knowledge-sharing purposes. In the same survey, 89% of respondents stated that they had gained either some, moderate or significant benefit from knowledge shared by others in the network.				



OUTCOME #1: Individuals act as change agents within their organisations and societies by INDIVIDUALS	LEARNING & ORG. CHANGE	LOC1.1: Level of implementation of action plans	The indicator is measured by documenting the percentage of participants whose action plan has been partly or fully implemented (60% implementation and above).	Tracer Study 2020: 65%	Annual Tracer Study	At least 70% of action plans have been partly or fully implemented (at 60% or above)
	RESULTS 2023	Out of 313 respondents to the 2023 Annual Tracer Study, 65% stated that they had partly or fully implemented their action plans. This is at the same level as for 2022. We have, therefore, not reached the target of at least 70%. Only 1% stated that they had implemented less than 20% of their action plan.				
	RESEARCH	R1.1: Extent to which findings and results of research projects lead to change in a sector/ community/society	We will assess whether development solutions are a result of research projects. We will select an illustrative sample of research projects (country and/or theme) and use storytelling/survey/interviews to harvest outcomes. We will try to track DFCs contribution, e.g. the role of DFC in linking knowledge producers (individuals) with knowledge users as part of Knowledge in Action activities, and thereby improving the conditions for uptake of research.	Project reports (compiled by project coordinators) 2021	Based on submitted project reports in combination with interviews	
	RESULTS 2023	DFC is using storytelling to illustrate the outcomes and impact of development research. In 2023, the focus for story-telling has been the completion of the phase 3 of the Building Stronger Universities. In November, DFC held a closing seminar for all BSU3 partners at TCDC in Arusha, Tanzania. During the seminar, the programme’s achievements and results were discussed. Based on guidance provided during change stories training, the participants shared unique and personal stories regarding their experiences being a BSU participant. In total, 16 stories across the six BSU projects were told and can be found HERE . The stories from the BSU3 participants show how the programme has had an important impact not only on the institutional structures of the universities, infrastructure and policies but also how individual capacities have been strengthened and how the universities have actively sought to engage and serve their immediate communities in addressing challenges related to peace building and reconciliation, youth unemployment, health, and climate change. Another activity in 2023 which is still ongoing, is a meta-study across eight (8) Danida supported research collaboration projects to produce a systematic synthesis of research findings and recommendations and increase the understanding of the relationship between climate change and conflict, including how conflicts are managed and mitigated in specific contexts. The study is conducted as a desk study and includes researchers from projects implemented in Ghana, Tanzania, Kenya, Ethiopia, Mozambique, Somaliland and Myanmar, respectively. The study is conducted by an expert at the Danish Institute for International studies (DIIS) and the initial findings were presented in the MFA in December 2023.				



<p>OUTCOME #2: Targeted organisations institutionalize and utilize new knowledge and approaches within their organisation and sector by OrganisationS</p>	<p>LEARNING & ORG. CHANGE</p>	<p>LOC2.1: Extent to which learning and inspiration from DFC learning programmes is institutionalised</p>	<p>We will conduct a qualitative annual outcome assessment. Through surveys and interviews with sector counsellors and supervisors of learning programme alumni, we will assess changes in institutional practices (e.g. new strategic planning practices, new priority areas, new working methods, approaches or systems, integration of learning into policies, strategies or procedural descriptions) in SSC partner organisations and trace DFC's contribution.</p> <p>One illustrative country case will be selected per year.</p>	<p>Annual Outcome Assessment 2021</p>	<p>Annual Outcome Assessments</p>	
	<p>RESULTS 2023</p>	<p>In November 2022, DFC conducted an outcome evaluation of its learning programmes for SSC food in Kenya in close collaboration with the sector counselor on Food Safety in Kenya. The report of the evaluation was produced in 2023. This evaluation utilised an online tracer study with 124 respondents and an outcome harvest workshop in Nairobi, Kenya with 34 participants. The primary aim of this evaluation was to assess the impact of DFC learning programs on the food sector in Kenya since 2017, within the framework of strategic sector cooperation between Denmark and Kenya on Food Safety.</p> <p>The findings from both the tracer study and the outcome harvesting workshop indicate that former participants acknowledge the significant role played by the learning programmes in driving organisational and institutional changes. The evaluation also highlights the positive impact of learning programmes on fostering collaboration among organisations within the Kenyan food sector. This cross-organisational collaboration is praised for its effectiveness in enhancing both the quality of work and efficiency. The outcomes include tangible results such as increased funding, demonstrating the success of these collaborative efforts. We analysed the outcomes in terms of the level of decision-making power from the actors involved and the level of action of the outcome. We see that the majority of the identified outcomes are on a formal/systemic level, include a high degree of action or a will to push for action, and involves actors with a high degree of decision-making power. When we see a great weight towards action and will in the outcomes, it indicates not only that the DFC learning programmes contribute to organisational and systematic change. It also indicates that the learning programmes are relevant to the sector and work of the participants, and that the participants have a great deal of influence and decision-making power to use their learnings and new knowledge to create change.</p> <p>The “Success-Case Method” was piloted to assess the outcome level of the 3-week learning programme, “Fostering Innovation and Commercialisation of Intellectual Property Rights”. The method is characterised by learning from the participants who have had the most and least successful application of knowledge and skills from a learning programme. A survey among 21 of the participants about 9 potential behaviours showed that 72% had utilised ‘design thinking’ tools in a facilitation process of which 24% had concrete and positive results. 76% stated that they changed their way of working with Intellectual Property Rights in a more innovatively way and 57% with concrete and positive results. Based on the survey and conversations with the learning partner, 4 interviews were conducted to better understand the achieved results indicated in the survey.</p>				
	<p>RESEARCH</p>	<p>R2.1: Level of institutionalisation and use of new research results and capacity</p>	<p>We will assess how research knowledge and capacity is institutionalised as a result of long term support. We will select an illustrative sample of Building Stronger Universities (BSU) or other Danida funded research projects and use storytelling/survey/interviews to harvest outcomes.</p> <p>We will try to track DFC's contribution, e.g. the role of DFC in promoting learning and collaboration across projects (organisations) as part of Knowledge in Action activities, and how the new knowledge and practices are used/institutionalised.</p>	<p>Project reports incl. BSU (compiled by project coordinators) 2021</p>	<p>Sub-samples from projects based on submitted project reports</p>	
	<p>RESULTS 2023</p>	<p>The phase 3 of the Building Stronger Universities has had a major impact on the participating six universities in terms of institutional development. Since the beginning of the Building Stronger Universities programme, it has contributed to institutional capacity strengthening in a number of ways, from laboratories, libraries, IT infrastructure to pedagogical approaches, university wide policies, and financial management procedures. The universities have drafted and implemented new policies and guidelines, along with developing and rolling out graduate, postgraduate- and PhD courses, as well as online and blended learning programmes.</p> <p><i>An example is provided by Robert C. Abaidoo, Professor and Director of Office of Grants and Research, at Kwame Nkrumah University of Science and Technology. As part of BSU, the university decided to revisit its graduate education programme, given its key role in the fulfilment of the university's mandate. If graduate training programmes are to be effective, it is necessary to create the requisite environment and institutionalise global best practices. A preliminary analysis revealed the absence of support services for postgraduates despite the fact such services were in place for students engaged in undergraduate studies. Accordingly, the programme staff of the Building Stronger Universities (BSU) partnership, between a consortium of Danish universities and KNUST, identified specific areas that needed attention and supported the development of various new administrative structures and tools. The efforts included the preparation of a graduate student handbook, a guide for graduate student supervision, materials to improve the soft skills of students, and submission requirements for doctoral students. An example of the results of the latter, is that it has contributed to a rise in KNUST's publication numbers in Scopus journals from 245 in 2013 to 1,603 in 2022. See the full story HERE.</i></p>				



<p>OUTCOME #3:</p> <p>Organisations come together across borders, sectors and disciplines to share, create and test new knowledge and approaches between OrganisationS</p>	<p>KNOWLEDGE IN ACTION</p>	<p>KIA3.1: Extent to which Knowledge in Action exchanges and labs lead to new innovative ideas and new solutions</p>	<p>We will assess whether DFC support to exchange of knowledge across borders, sectors and disciplines led to new innovative ideas and new solutions.</p> <p>We will select two exchange and/or lab activities, assess outcomes and through storytelling, surveys and interviews attempt to identify DFC's contribution.</p>		
	<p>RESULTS 2023</p>	<p>As part of the Danida science engagement initiative, Science Engagement Days were implemented at TCDC Tanzania in March 2023. 50 researchers from 20 universities across seven countries in Africa, six universities in Denmark, one in Myanmar, one in Australia and one in Spain, were represented at the Science Engagement Days, under the overarching theme of "Equitable partnerships in development research projects". The seminar was a pilot for an annual or biannual meeting to bring together researchers from ongoing research projects administered by DFC, across disciplines and geography, to network and exchange experiences related to working in collaborative research projects between Denmark and countries with targeted or expanded development cooperation. The Science Engagement Days were a first step in opening a dialogue on equal partnerships, and for DFC to gain insights into how best to continue the support for building and maintaining sustainable and equitable partnerships in the projects we manage. See more information HERE.</p> <p>In August/September 2023, the second round of the combined "Knowledge in Action seminar Bridging the Gab. Science for the public. We focus on the climate crisis" was implemented for climate researchers and journalists. The initiative brought together 14 Danida supported researchers and 24 journalists from 14 different countries across Africa. The aim was to bring down barriers and bridge the gap between academia and the media, and provide tools and perspectives on how to constructively communicate evidence based climate knowledge to African audiences. See more information HERE.</p>			

PART 2. REACH AND PERFORMANCE INDICATORS





Table 2: Administration of research activities in figures

APPLICATIONS AND ONGOING RESEARCH PARTNERSHIPS															
Lead country Modality	2019			2020			2021			2022 (granted in 2023)			2023 (granted in 2024)		
	Ghana	Tanzania	Denmark	Ghana	Tanzania	Denmark	Ghana	Tanzania	Denmark	Ghana	Tanzania	Denmark	Ghana	Tanzania	Denmark
PHASE 1 OF THE APPLICATION PROCESS															
Expanded (earlier Window 1)	40	52	55	40	54	66**	-	-	94**			64			63
Male lead applicant	33	43	38	35	45	50			72			51			46
Female lead applicant	7	9	17	5	9	16			22			13			17
Targeted (earlier Window 2)			41			34			44**			50			65
Male lead applicant			32			31			32			42			47
Female lead applicant			9			3			12			8			18
PHASE 2 OF THE APPLICATION PROCESS															
Expanded (earlier Window 1)	4	5	14	9	15	22	-	-	26			23			20
Male lead applicant	2	3	8	6	14	16			17			15			9
Female lead applicant	2	2	6	3	1	6			9			8			11
Targeted (earlier Window 2)			17			18**			22			14			15
Male lead applicant			14			17			15			13			6
Female lead applicant			3			1			7			1			9
GRANTED															
Expanded (earlier Window 1)	2	1	9	1	1	11	-	-	11			15			12
Male lead applicant	1	1	4	1	1	9			5			10			5
Female lead applicant	1	0	5			2			6			5			7
Targeted (earlier Window 2)			10			11			13			6			8
Male lead applicant			9			10			9			4			3
Female lead applicant			1			1			4			2			5
Total number of new projects	2	1	19	1	1	24			24			21***			20****
Total ongoing Expanded/ Window 1	12	11	53	12	11	58	12	9	50	10	7	53	5	3	55
Total ongoing Targeted/ Window 2			21			31			42			43			39
Total ongoing BSU3	2	3	1*	2	3	1*	2	3	*	2	3	1*	2	3	1*
Total administered by DFC	14	14	74	14	14	90	14	12	93	12	10	97	7	6	95
	102			118			119			118****			108*****		

*Uganda

**Excluding applications that were administratively rejected.

*** Selected to be granted in 2023

****Number of active projects by July 2022. The number does not include the total of 21 new projects selected for granting from the 2022 application round (to be granted in 2023), as they will only commence in 2023.

***** Selected to be granted in 2024

*****Number of active projects by February 2024. The number does not include the total of 20 new projects selected for granting from the 2023 application round (to be granted in 2024), as they will only commence in April 2024



REACH INDICATORS – RESEARCH

Reach indicators for the development research are:

1. Number of research projects granted (see table 2 above)
2. Number of female applicants as lead for research applications / proportion of successful female applicant (see table 2 above)
3. Number of PhD students graduating - male and female
4. Number of articles published and international conference presentations
5. Number of countries involved in/utilising the research programme

3. Number of PhD students graduating - male and female

16 research collaboration projects handed in their project completion report during 2023¹ (Window 1 and 2). Window 1 projects are implemented in countries with extended development cooperation with Denmark (Danida countries) and Window 2 are projects in countries with targeted development cooperation with Denmark through strategic sector cooperation.

Across the nine projects with PhD students (Window 1), a total of 25 PhD students graduated, of which 9 were female and 16 male.

¹ Number of projects that handed in their Project Completion Report between 1.1.2023 and 31.12.2023. The project completion report is due 6 months after end of project activities.

4. Number of articles published

158 journal articles were published or accepted, most of them in international peer reviewed journals, 56 conference abstracts were produced, and 9 media appearances in both Denmark and partnering countries were reported.² All of these outputs were produced in collaboration between researchers in Denmark, and their partners in countries with development cooperation.

5. Number of countries involved

Overview of countries involved

ONGOING RESEARCH PROJECTS - AS PER DECEMBER 2023

Bangladesh	7	Myanmar	3
Brazil	1	Somalia (incl. Somaliland)	2
Burkina Faso	5	South Africa	7
China	1	Tanzania	25
Egypt	2	Uganda	11
Ethiopia	10	Vietnam	6
Ghana	18	Zambia	1
India	2		
Indonesia	6		
Kenya	12		
Mexico	1		
TOTAL NUMBER OF COUNTRIES			18

* Some projects cover several countries, so the total number of countries (18) does not correspond to total number of ongoing projects (102). BSU4 projects are not included.

² All numbers are self-reported by the projects, and therefore a margin of error must be expected.



PERFORMANCE INDICATORS – RESEARCH MANAGEMENT

DFC measures the following performance indicators for its research management:

1. Level of satisfaction with with DFC’s administration of application rounds. (Annual target 90% average 4 or above)
2. Level of satisfaction with DFCs management support to ongoing research projects, including communication with projects holders and administration of PhD stays in Denmark. (Annual target 90% average 4 or above)
3. Level of satisfaction with DFCs Knowledge in Action trainings/seminars on communication of research results (Annual survey and end-of-training survey, target 90% find it useful/ worthwhile).

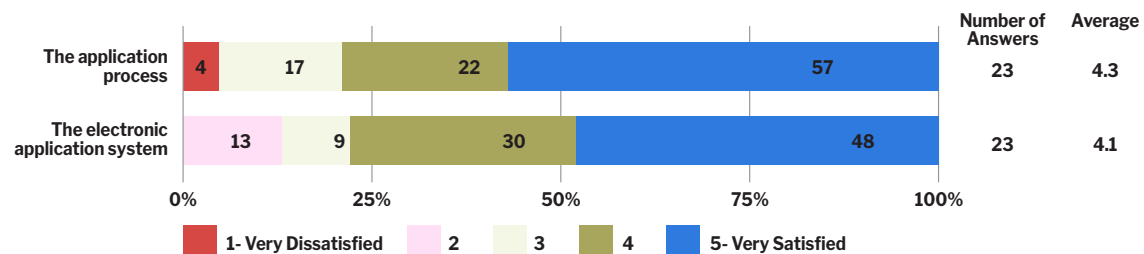
1. Level of satisfaction among applicants in Phase 2

23 out of 34 main applicants for phase 2 of the application round in 2023 filled out the annual survey.

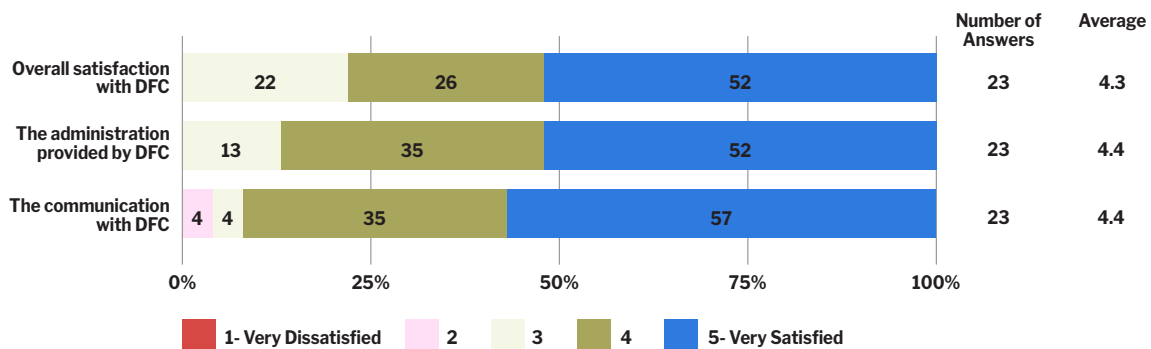
The survey measured the level of satisfaction among prospective project coordinators of research projects with DFC’s administration of application rounds.

Generally, applicants expressed satisfaction with the services and systems provided by DFC, and among those who took the time to provide additional comments, most of them were primarily positive. There was, however, a majority of respondents among those applicants who did receive a grant (15 out of 23), which could cause a bias in the responses.

APPLICATION ROUND, THE PROCESS AND SYSTEM



OVERALL SATISFACTION, DFC SERVICES AND COMMUNICATION WITH DFC





On a positive note, one respondent mentioned: *DFC staff always responds quickly and comprehensively. They are friendly and encouraging, making us feel less afraid of asking questions (even when the questions may be silly).*

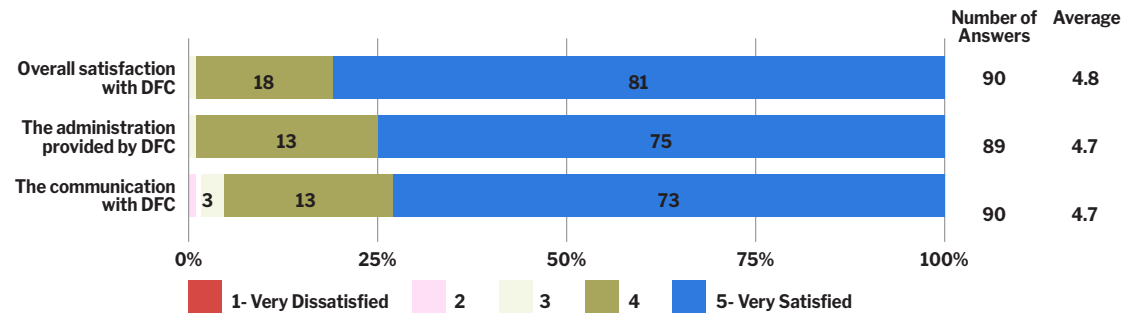
As a recommendation, a rejected applicant noted: *A bigger effort needs to be placed to offer a transparent and detailed feedback to rejected applicants after Phase 2. Researchers use a lot of time to prepare a good application for Phase 2, and therefore deserve a clear and substantive feedback. In case of re-application this is very important. Therefore, all the points raised before a decision to reject a proposal that has advanced to Phase 2 need to be clearly communicated back to the research teams. That is the least DFC can do to acknowledge the time and effort we researchers are devoting to this task.*

Several respondents were negative towards the gender assessment in the application process, which was considered based on a feminist approach and out of scope of the context.

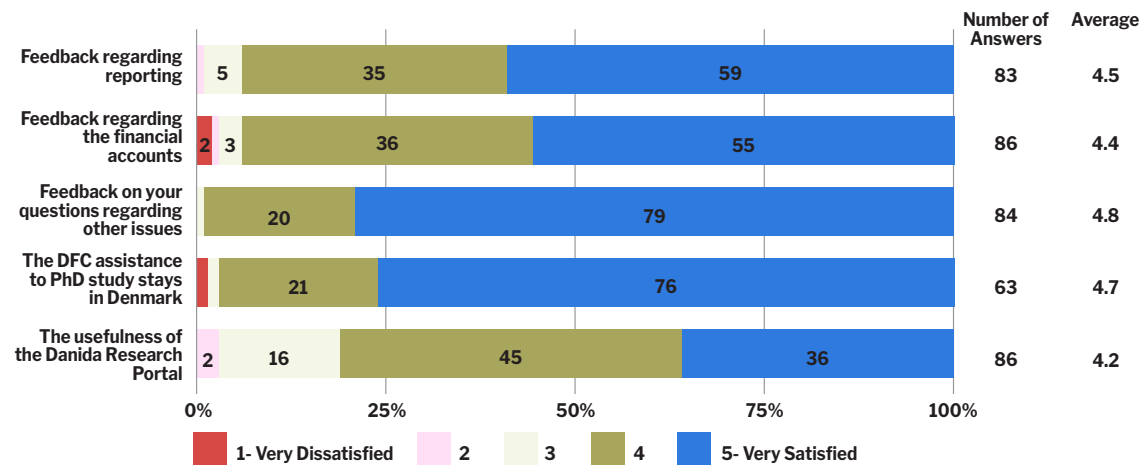
2. Level of satisfaction among project coordinators for ongoing research projects

90 out of 122 project coordinators filled out the survey, which was sent to all projects ongoing or finalising in 2023.

OVERALL SATISFACTION, DFC SERVICES AND COMMUNICATION WITH DFC



DFC ADMINISTRATION OF ONGOING RESEARCH PROJECTS





Overall, the respondents are satisfied with DFC’s administration. Some respondents criticise the delay in DFC’s response to the financial reporting, which indeed was much delayed in 2023.

Many respondents mention the good support provided by DFC, the flexibility and the good interaction. Not least the administration of PhD studies in Denmark was emphasised as excellent, except for the VISA processing time which is beyond the control of DFC.

One respondent mentioned: *I am very happy with the engagement and support from DFC. Getting to the end of my project, I have been particularly happy with the support we got for our PhDs visiting and with the support we received this summer during a conference we held from your communications department. I also very much appreciate the flexibility of DFC which is extremely important as projects run over such an extended period of time (in my case we are on the sixth year).*

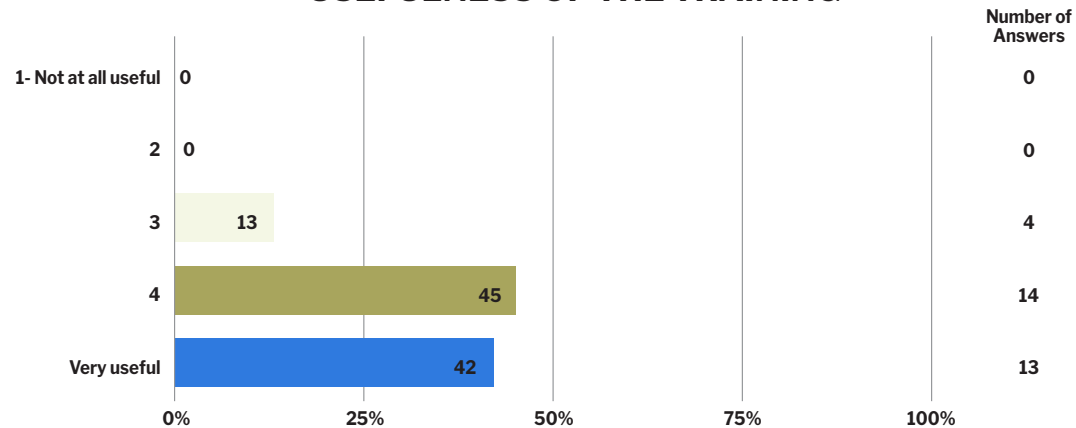
As a recommendation one respondent noted: *Make joint country meetings for project leaders to know each other and exchange experiences.*

3. DFC seminars on communication and science engagement in 2023

32 of 90 respondents (project coordinators of ongoing research projects) had project representatives participated in DFC science

engagement training, 23 in ‘Bridging the Gap. Science for the Public’ training, 16 in the ‘Engagement for influence and impact’ training, and 4 in the ‘Stories of Change’ training for the BSU3 participants. Note that some have participated in more than one type of training.

OVERALL ASSESSMENT OF THE USEFULNESS OF THE TRAINING



One respondent raised the following recommendations concerning Danida science engagement initiatives:

- Encourage that it is built into project proposals and outputs (LogFrame). Make it an explicit and mandatory part of the project proposal guidelines at the application phase.
- (Continue to) show examples at seminars, offer grants, and provide training.



- Support project communication/outreach/uptake activities more directly by attending - and perhaps contributing more directly to - such activities, e.g. say a few words at a webinar or stakeholder workshop if possible?

According to the post-training surveys of training for research project participants (18 respondents in total), 100% of the respondent found the training in Engagement for influence and impact 'definitely' worthwhile their time, and 93% found the online training and in-person seminar Bridging the Gap. Science for the Public at TCDC 'definitely' worthwhile their time (the remaining 7% answered 'mostly').

Most of those who participated in DFC science engagement training found the training useful, in an appropriate format and at a suitable time. Respondents mention that they have used the learning to improve communication between the project and stakeholders, among project partners and to a broader audience. In relation to the selection of the primary facilitators for both the 'Bridging the Gap. Science for the Public training' in 2023 and the 'Engagement for influence and impact training', the participants expressed their utmost satisfaction with how the training sessions were conducted by the main facilitators. Notably, 100% of participants from both seminars declared their intention to embark on new initiatives following the completion of the training, indicating a successful shift in

mindset facilitated by the seminars.

When questioned about their post-seminar plans, participants' responses closely aligned with the objectives and scope of both seminars. Comments received also indicated that satisfaction extended beyond the specific topics covered, encompassing interpersonal relations, connections, and networking opportunities.

For instance, feedback from the online training and in-person 'Bridging the Gap. Science for the Public' seminar highlighted that participants particularly appreciated not only the presentations and topics discussed, but especially the chances to engage with journalists from various parts of Africa. Additionally, commendation was given for the excellent interpersonal relations demonstrated by the DFC and MS-TCDC teams during the event.





Table 3: Research projects granted in 2023

114 applications were received in 2022, and 37 applications were selected for the phase two application process.

In January 2023, these 21 projects were selected to receive grants and started up in 2023.

PROJECT COORDINATOR	APPLICANT INSTITUTION	PROJECT TITLE	PARTNER COUNTRIES	CONFLICTS OF INTEREST AMONG THE FFU MEMBERS
Maya Pasgaard	Aarhus University	Collaboration on Nature-based Solutions for Sustainable Cities (CONSUS)	South Africa	Erik Skov Madsen
Daniel Faurholt-Jepsen	Rigshospitalet	The impact of a variable climate on long-term adverse health effects in Tanzania	Tanzania	
Peter Gammeltoft	Copenhagen Business School, CBS	Governing Green Transition: Barriers and Enablers of Power Sector Reform in Indonesia	Indonesia	
Arne Henningsen	University of Copenhagen	CLiFT -- Climate-smart Futures in Rural Tanzania	Tanzania	Christian Lund, Christine Noe
Ivan Nygaard	Technical University of Denmark	Overcoming acceleration challenges in the South African energy transition (ACCELERATE)	South Africa	
Ulrich Elmer Hansen	Technical University of Denmark	The industrial return on the green transition: Renewable energy in Vietnam (REturn)	Vietnam	
Arshnee Moodley	University of Copenhagen	Climate influence on zoonoses at human-livestock-wildlife interfaces in the transboundary region between Kenya and Tanzania (ENHANCE)	Kenya, Tanzania	
Aske Skovmand Bosselmann	University of Copenhagen	The Agroforestry Paradox - Climate Clever Coffee (APCCO)	Uganda	Christian Lund
Ole Wæver	University of Copenhagen	Charcoal Conflict in Climate Change's Decarbonisation Dilemmas: Knots of Livelihood, Nutrition, Communities, Gender, Migration & Energy in East Africa	Tanzania, Uganda	
Emmanuel Arthur	Aarhus University	Nature-based Solutions for Climate-Resilient Tea Production in Uganda (NbS4Tea)	Uganda	
Kasper Hoffmann	University of Copenhagen	VUCCA: Vulnerability and Climate Change Adaptation and in Conflict-Affected Regions: The Case of Northern Uganda	Uganda	Christian Lund
Christentze Schmiegelow	University of Copenhagen	Climate Change and its Adverse Effects on the double burden of Malnutrition and Infectious Diseases among women of reproductive age in Tanzania	Tanzania	
Peter Kjær Mackie Jensen	University of Copenhagen	Climate Change, Migration, Health and Hygiene - Adapting to a WATER-SCARCE future WatScarce	Bangladesh	
Dan Meyrowitsch	University of Copenhagen	Pregnancy in the context of climate change: Co-creating climate-responsive antenatal care for urban Tanzania (the CC-ANC Project)	Tanzania	Christine Noe
Emmanuel Raju	University of Copenhagen	Climate Change Attribution and Vulnerability in Kenya	Kenya	
Nanna Roos	University of Copenhagen	Climate-resilient aquatic food systems for healthy lives of young women and girls in Bangladesh (AQUAFOOD)	Bangladesh	Lotte Meinert
Mette Frahm Olsen	Rigshospitalet	Improving treatment of malnutrition to support child development in the context of climate change: the BrightSAM study	Tanzania	
Aart Kroon	University of Copenhagen	DV-WIND: De-risking Vietnamese offshore wind farm development by using onsite seabed conditions and optimizing locations using marine spatial planning	Vietnam	Erik Skov Madsen
Carsten Smith-Hall	University of Copenhagen	Rural households, Agriculture, and Climate change – why and how farmers (do not) adapt in Ethiopia (RACE)	Ethiopia	
Ninna Nyberg Sørensen	Danish Institute for International Studies, DIIS	Complex pathways of climate mobility for children and youth in Ethiopia	Ethiopia	
Yajuan Guan	Aalborg University	Large-Scale Integration of Wind Power Generation in Ethiopia – LastWind	Ethiopia	



PERFORMANCE INDICATORS LEARNING PROGRAMMES

Table 4: Learning programmes in facts and figures

The majority of our learning programmes are targeted Strategic Sector Cooperation (SSC) projects and programmes.

	2019	2020	2021	2022	2023
Learning activities in Denmark					
Fellows from SSC projects participating in thematic and cross-cutting learning programmes	749	477 ¹	551 ²	670	648 ³
Fellows from other (non-SSC) Danida funded projects participating in cross-cutting learning programmes	127	97 ⁴	108 ⁵	75	86 ⁶
Externally financed activities	0	0	0	34	0
Master students approved in current year	3	4	5	0	6 ⁷
Subtotal – activities in Denmark	882	578	664	779	740
Learning activities at TCDC					
Fellows from SSC projects	0	0	0	51	44
Fellows from other (non-SSC) Danida funded projects	0	0	0	53	46
Other learning activities abroad					
Fellows from SSC projects	0	0	0	107	20
Fellows from other (non-SSC) Danida funded projects	21	42	14	3	0
Externally financed activities	23	0	18	0	0
Subtotal – activities abroad	44	42	32	214	110
TOTAL number of Danida Fellows	926	620	696	993	850

¹ Of which 338 were online

² Of which 186 were online

³ Of which 21 were online

⁴ Of which 70 were online

⁵ Of which 30 were online

⁶ Of which 9 were online

⁷ These are not included in the reach indicators below



Reach indicators for DFC learning programmes 2023

Reach indicators for learning programmes are:

1. Number of participants in DFC learning programmes
2. Number of participants in DFC learning programmes divided by gender
3. Number of nominated and selected female participants in learning programmes
4. Number of SSC and Danida programmes that have utilised DFC learning programmes
5. Number of countries that have had participants in DFC learning programmes
6. Number of learning programmes offered

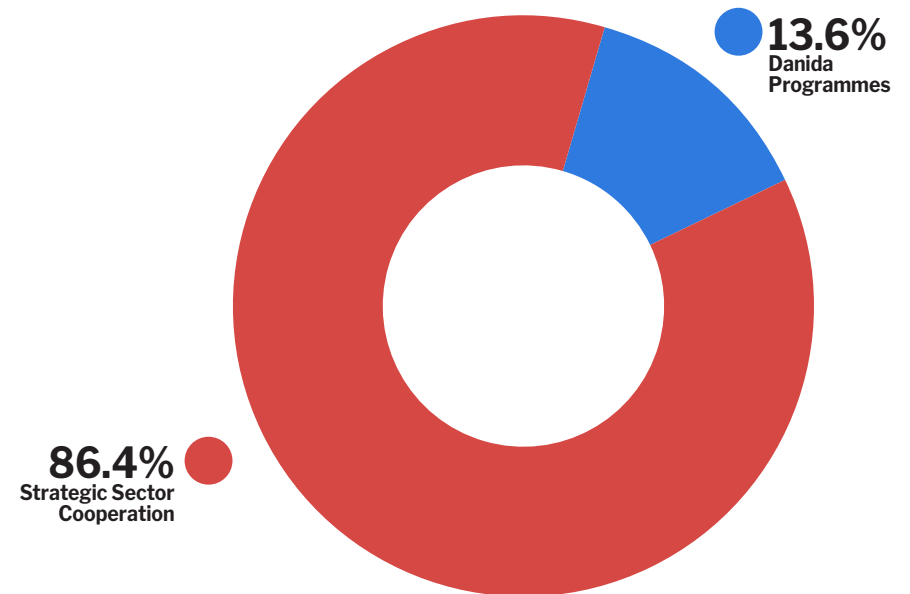
1. Number of participants in DFC learning programmes

A total of **844** people participated in DFC learning programmes in 2023 in both Denmark and abroad (see table 4).

This is 143 less than in 2022. The fall in participants is primarily due to a decline in the number of implemented learning activities from 47 in 2022 to 38 in 2023. The number of learning activities in 2022 was extraordinarily high because of externally financed activities and large national cross-cutting activities. Furthermore, some activities were postponed from 2021 to 2022 due to Covid-19.

In 2023, 82.5% of the applicants were from SSC projects, and **86.4%** of the participants were from SSC projects. There was thus a small tendency towards favoring candidates from SSC projects. The 86.4% is an increase of 2.9 percentage points compared with 2022.

TYPE OF PROJECTS / PROGRAMMES NOMINATING CANDIDATES



PROGRAMMES NOMINATING PARTICIPANTS TO DFC LEARNING PROGRAMMES	NUMBER OF PARTICIPANTS	NUMBER OF APPLICANTS	% OF TOTAL NUMBER OF PARTICIPANTS	% OF TOTAL NUMBER OF APPLICATIONS
SSC programme *	729	943	86.4%	82,5%
Danida Programmes **	115	200	13.6%	17,5%
Total	844	1143	100%	100,0%

*These include projects under the Danish Energy Partnership Programme (DEPP)

** These Include Danida-supported NGOs



2. Number of participants in DFC learning programmes divided by gender

397 women participated in a DFC learning programme in 2023. This continues the tendency of a small annual increase from 44% female participants in 2022 to **47%** in 2023.

PARTICIPANTS	NUMBER
Women	397
Men	447
Total	844

3. Number of nominated and selected female participants in learning programmes

	WOMEN	MEN	WOMEN %	MEN %
Total number of applications received	530	613	46,4%	53,6%
Applications approved	397	447	47,0%	53,0%
Applications declined	133	166	44,5%	55,5%

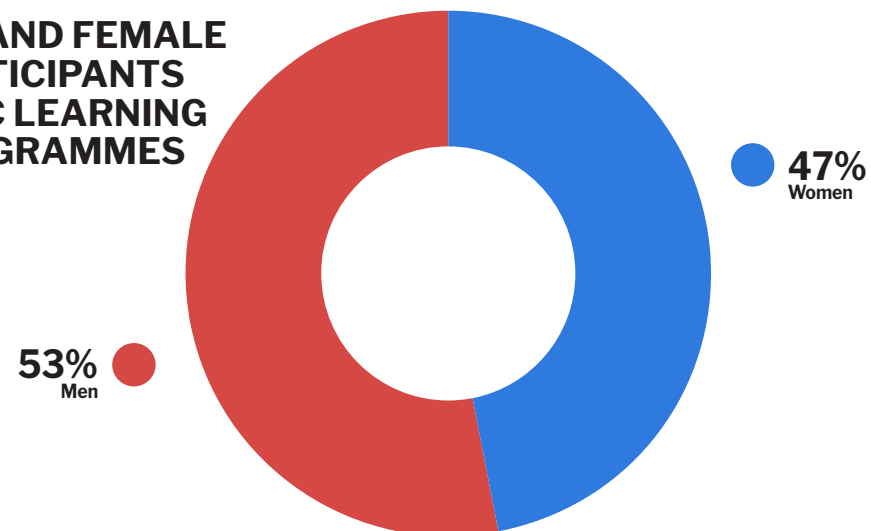
A total number of 1143 people were nominated for a DFC learning programme in 2023. Of the 1143 nominated candidates, 844 (73,8%) were granted a scholarship.⁸

530 women were nominated for a DFC learning programme in 2023, and thus accounted for 46.4% of the total number of applicants. This is a small increase from 2022 where women accounted for 43.6% - a tendency that was also found between 2021 and 2022.

WOMEN	NUMBER	%
Total number of applicants	530	
Application declined	133	25%
Applications approved	397	75%

Of the 530 women nominated for a DFC learning activity, **397** were granted a scholarship (**75%**). That is a small percentage decrease from 2022, where 77% of the female applicants received a scholarship. This was slightly higher than for men, where 73% of the applications were approved.

MALE AND FEMALE PARTICIPANTS IN DFC LEARNING PROGRAMMES

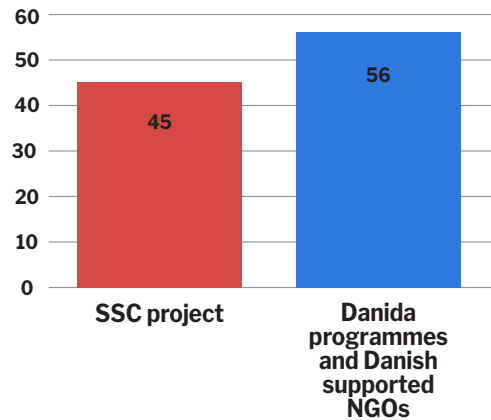


⁸ 844 is the number of people participating in learning activities. Cancellation and no-shows are not included in this figure. The real figure for people who was accepted for a DFC learning activity is thus somewhat higher.



4. Number of SSC programmes and number of Danida programmes that have nominated participants to DFC learning programmes

NUMBER OF PROGRAMMES / PROJECTS NOMINATING CANDIDATES



5. Number of countries that have had participants in DFC learning programmes

In 2023, the participants in DFC learning activities came from 29 different countries, of which 17 were from the African continent.

In 2022, the participants in DFC learning programmes came from 30 different countries, of which 14 were from the African continent.

In 2023, Most participants came from Kenya

(125), Ghana (86), India (70), Indonesia (65) and South Africa (64). These five countries accounted for 48.6% of the total number of participants. Comparing with data from 2022, it is worth noting that the number of participants have increased substantially from the following countries: China (from 0¹ to 55) India (from 28 to 55), Ethiopia (from 2² to 32). From a number of countries, the number of participants decreased substantially, including Egypt, Vietnam, South Africa, Brazil and Bangladesh³. See table below.

¹ Due to Covid-19, China did not nominate any candidates in 2022

² SSC projects in Ethiopia did not nominate candidates in 2022 due to the political situation in the country

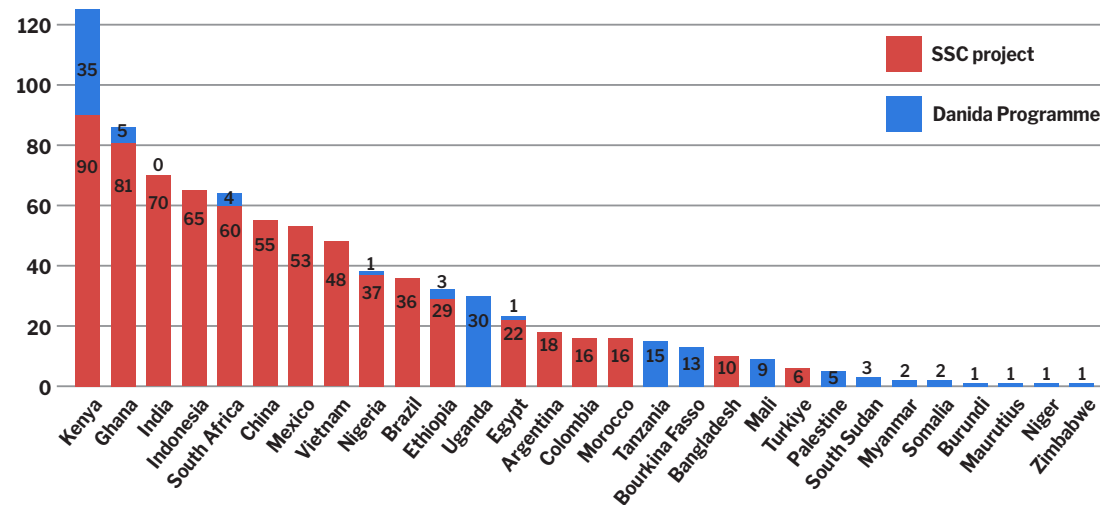
³ National activities were conducted in Brazil, Bangladesh and South Africa in 2022.

6. Number of learning programmes offered

38 learning activities were offered in 2023 (see table 5 below).

47 learning activities were offered in 2022.

PARTICIPANTS PER COUNTRY





Performance indicators for DFC learning programmes 2023

Performance indicators for learning programmes are:

1. The level of satisfaction by Sector Counsellors with options and services under the DFC Scholarship Programme (Annual Target: 90%)
2. The level of satisfaction by participants of the professional content in DFC's continued education and learning opportunities (Annual Target: 90%)
3. The level of the fellows' satisfaction with their living conditions and stay in Denmark (Annual Target: 90%)
4. Number of learning programmes piloting new innovative approaches before, during and after courses towards more integrated change at organisational level.
5. Number of learning programmes that have integrated sustainability as an element in course learning goals and programme (*Cross-cutting themes*)
6. Number of learning programmes that have integrated diversity and inclusion as an element in course learning goals and programme (*Cross-cutting themes*)

1. Level of satisfaction by Sector Counsellors with options and services under the DFC Scholarship Programme

Annual target 2023: 90% of the sector counsellors have answered either “highly satisfied” or “satisfied”

Result 2023: Based on answers from 18 sector counsellors 78,5% were highly satisfied or satisfied with the options and services of the DFC scholarship programme.

The result does not reach the target and is 7,2% lower than the result for 2022. In their comments, sector counsellors mention short application deadlines and the use of two different application systems for DFCs learning programmes as negative elements in DFC's services: *‘I am in general very satisfied with the guidance from DFC, but the overall application process is way too confusing and in general works poorly, when you are the sector counsellor caught in the middle’*. One respondent is also mentioning unmet expectations related to a tailored course and the challenge of too generic course content which is less relevant for specialists. However, in general the appreciation is high as illustrated in this comment from the survey: *‘DFC always respond quickly and has great understanding for the impact and importance of the courses for the partner institutions and SSC. DFC handles this with care which is highly appreciated’*.





2. Level of satisfaction by participants of the professional content in DFC's continued education and learning opportunities

Annual target 2023: 90% satisfaction - the participants have answered either "very good" or "good" when rating DFCs learning activities.

Result 2023: Based on answers from 451 DFC fellows, 93,7% expressed satisfaction with DFCs learning activities.

The result is good but a bit lower (0,5%) than the 2022 result.

3. Level of fellows' satisfaction with their living conditions and stay in Denmark

Annual target 2023: 90% of the participants have answered either "highly satisfied" or "satisfied" when rating their stay in Denmark or at TCDC

Result 2023: Based on answers from 446 DFC fellows, 91,3% expressed satisfaction with their living conditions and stay in Denmark or at TCDC.

The result is above the target and has improved the last two years with 3-4%.

4. Number of learning programmes piloting new innovative approaches before, during and after courses towards more integrated change at organisational level

Annual target 2023: an increase by 10% from last year.

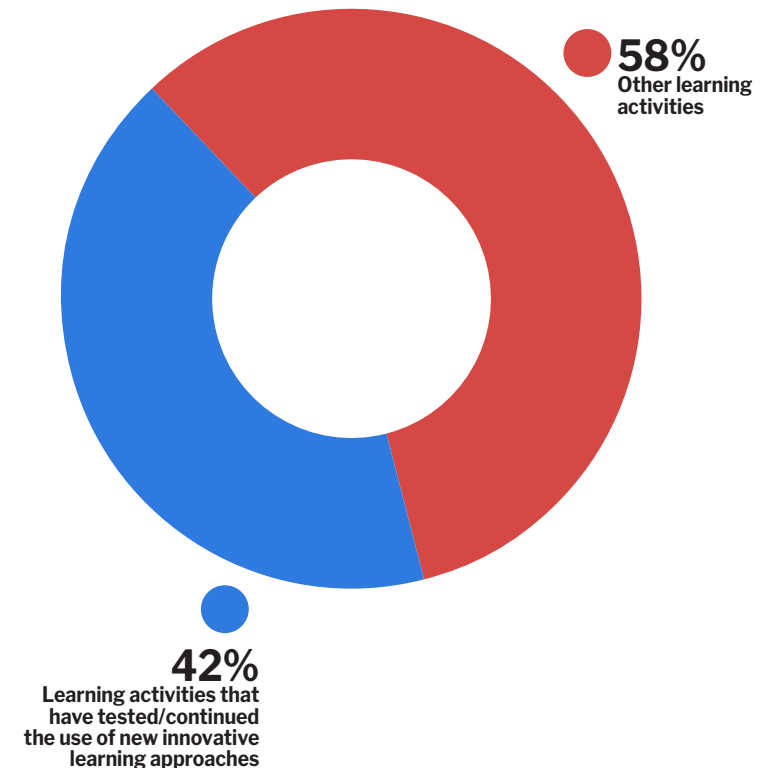
Increase in percentage: 6%.

In 2023, 16 out of 38 learning programmes (42%) piloted or included new innovative approaches. In 2022, 17 of 47 learning programmes (36%) piloted or included new innovative approaches

This is an increase of 6% between 2022 and 2023. However, the total number of learning programmes was less in 2023 than in 2022, including the total number of learning programmes piloting or including innovative approaches.

The new innovative approaches focus on improved contextualisation of the learning and the organisational uptake. This have included interactive self-paced e-learning modules relevant for both participants and colleagues; better use of DFC online learning platform to support the whole learning process; increased focus on identifying challenges in cooperation with managers in phase one of the learning programmes; more involvement of the SSC stakeholders linking learning to project outputs; game-based learning; and tailored mentoring.

INNOVATIVE LEARNING APPROACHES IN DFC LEARNING ACTIVITIES





5. Number of learning programmes that have integrated sustainability as an element in course learning goals and programme *(Cross-cutting themes)*

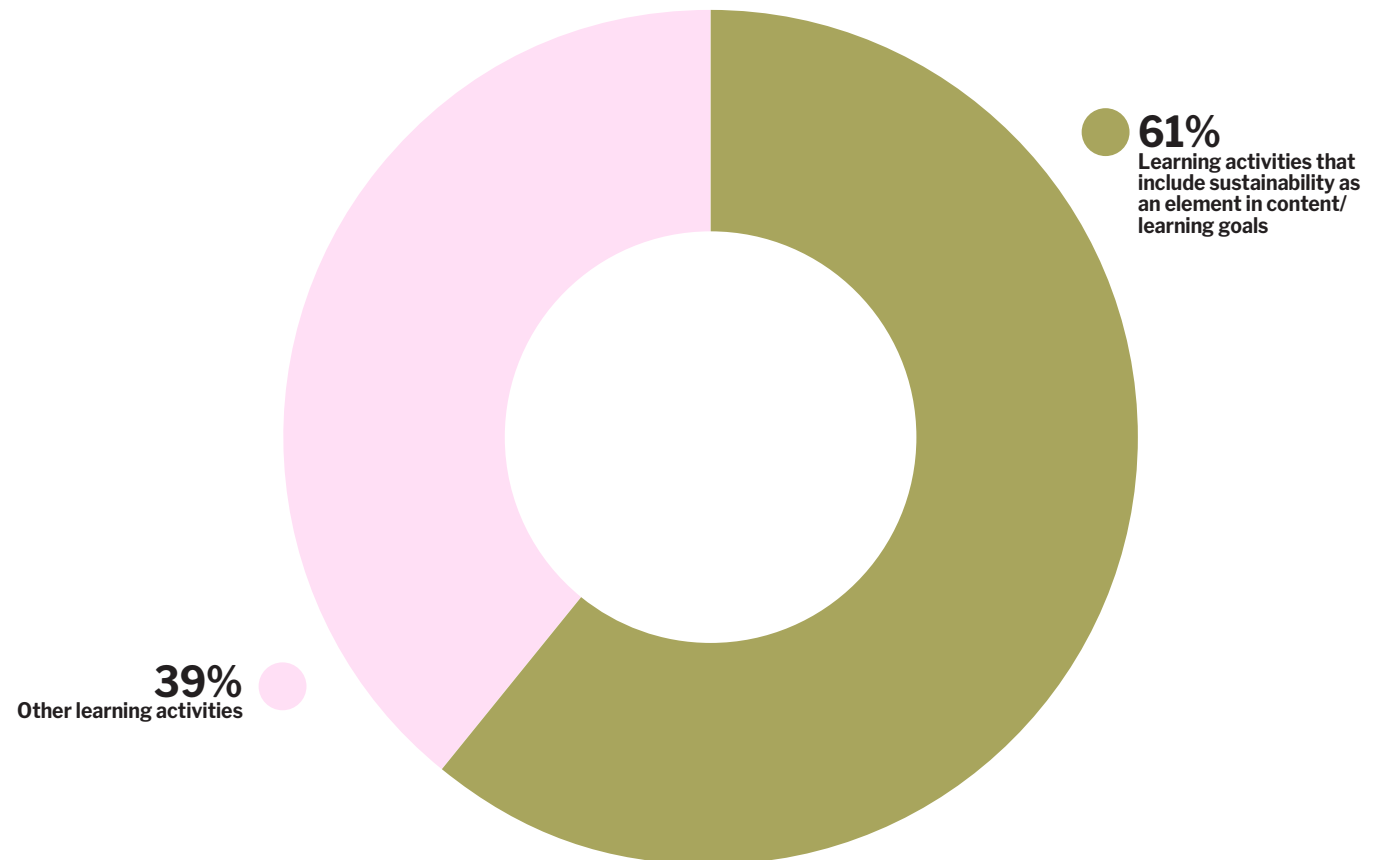
Annual target 2023: An increase by 10% from last year

Increase in percentage: 16%

In 2023, 23 learning activities out of 38 (61%) integrated sustainability as an element in learning goals and content. In 2022, 21 out of 47 learning activities integrated sustainability (45%). This is an increase of 16% from 2022.

DFCs learning activities within various aspects of water, circular economy, urban development, energy and cross-cutting issues on climate change and green transition all have sustainability as an overall learning goal and main focus in content. However, sustainability is also increasingly being integrated in other main subjects such as food safety, digitalisation and intellectual property rights. Finally, three (3) out of the six (6) master students who began their studies in 2023 chose a master education within sustainable energy and environmental planning and resource management.

SUSTAINABILITY IN DFC LEARNING ACTIVITIES





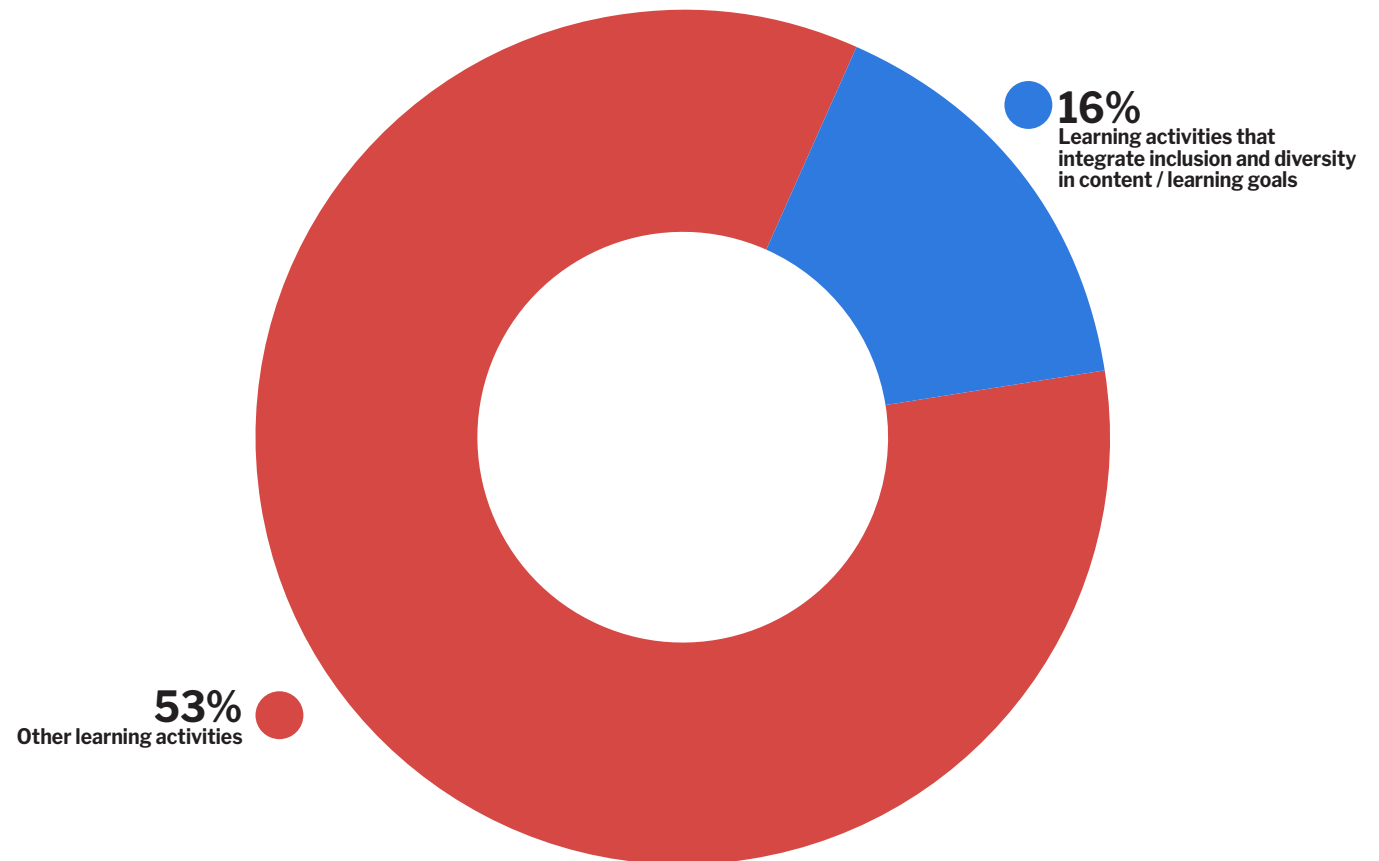
6. Number of learning programmes that have integrated diversity and inclusion as an element in course learning goals and programme (Cross-cutting themes)

Annual target 2023: An increase by 20% from last year

Increase in percentage: 5%

Diversity and inclusion was integrated as an element in 7 of the 38 learning activities implemented in 2023 (16%). In 2022, diversity and inclusion were integrated in 5 out of 47 learning activities (11%). That is an increase of 5%. In some learning activities it was a main focus, in others it was included as a minor element. Learning activities included women in management and youth influence on SDG implementation, but also gender perspectives in climate change action and inclusive design processes.

INCLUSION AND DIVERSITY IN DFC LEARNING ACTIVITIES



**Table 5: Implemented learning programmes in 2023**

PARTICIPANTS								
TITLE	COUNTRY	COURSE PROVIDER	PARTICIPANTS' COUNTRIES	DANIDA COUNTRIES	SSC COUNTRIES	TOTAL	MALE	FEMALE
Advanced Water Cycle Management	Denmark	AU Science and Technology	Argentina, China, Colombia, Ghana, India, Kenya, Morocco	0	26	26	15	11
Assessing Health, Environmental, and Life Cycle Impacts	Denmark	DTU Department of Environmental Engineering	Kenya, Mexico, Nigeria, Vietnam	0	8	8	6	2
Climate Change: Adaptation, Mitigation and Resilience	Denmark	NIRAS	Argentina, Brazil, Ethiopia, Ghana, Kenya, Morocco, Palestine, South Africa, Tanzania, Türkiye, Uganda, Vietnam	7	15	22	11	11
Conflict Management - Environmental Focus	Denmark	Ideas2Action	Burkina Faso, China, Ghana, India, Indonesia, Kenya, Morocco, Nigeria, Uganda	5	16	21	12	9
Creating Healthy Cities	Denmark	Faculty of Health and Medical Sciences in Copenhagen	Ghana, Kenya, Mexico, Nigeria, Vietnam	0	11	11	5	6
Data and digital technology as enablers for environmentally sustainable societies	Denmark	DTU Compute	Brazil, Ghana, Kenya, South Africa	0	28	28	18	10
Empowerment of Women in Management	Tanzania	Tana Copenhagen	Burkina Faso, Ethiopia, Ghana, Nigeria, South Africa, Tanzania, Uganda	6	13	19	0	19
Energy Efficiency & Energy Management in Buildings & Industry	Denmark	DTU Department of Civil Engineering	Brazil, Egypt, Ethiopia, Indonesia, Mexico, South Africa, Türkiye, Vietnam	0	18	18	10	8
Energy Planning	Denmark	DTU Management Engineering	Brazil, Ethiopia, India, Indonesia, South Africa, Türkiye, Vietnam	0	21	21	17	4
Environmental Governance at Local Level	Denmark	Department of Environmental Science	Argentina, China, Colombia, Egypt, Ghana, Indonesia, Kenya, South Africa	0	21	21	9	12
Extended Producer Responsibility Schemes	Denmark	KU Department of Geosciences and Natural Resource Management	Egypt, Ghana, Indonesia, Kenya, Nigeria	1	24	25	14	11
Food Safety in the Dairy Sector	Denmark	KU-LIFE Department of Veterinary and Animal Sciences	Bangladesh, China, Indonesia, Kenya, Mexico, Nigeria, Vietnam	0	24	24	12	12
Fostering Innovation and Commercialisation of Intellectual Property Rights	Denmark	CBS Department of Strategy and Innovation	Brazil, India	0	28	28	11	17
Global Health Challenges	Denmark	Faculty of Health and Medical Sciences in Copenhagen	China, Ghana, Kenya, Mexico, Vietnam	0	24	24	7	17
Green and Circular Economy	Denmark	KU Department of Geosciences and Natural Resource Management	China, Colombia, Ghana, India, Indonesia, Kenya,	0	21	21	15	6



PARTICIPANTS								
TITLE	COUNTRY	COURSE PROVIDER	PARTICIPANTS' COUNTRIES	DANIDA COUNTRIES	SSC COUNTRIES	TOTAL	MALE	FEMALE
Green Transition: Circular Economy and Environmental Sustainability	Denmark	NIRAS	Egypt, Ethiopia, Ghana, Indonesia, Kenya, Mexico, Nigeria, Uganda, Vietnam	8	15	23	12	11
Groundwater Governance, Management and Climate Adaptation	Denmark	NIRAS	China, Colombia, Ethiopia, Ghana, India, Indonesia, Kenya, Morocco, South Africa	1	16	17	8	9
Health Economics and Digital Health	Denmark	Aalborg University	Brazil, China, Mexico, Vietnam	0	18	18	7	11
HRBA	Tanzania	MS TCDC	Ethiopia, Ghana, Kenya, Mali, Nigeria, South Sudan, Tanzania, Uganda	14	6	20	7	13
IPR Top-up Class India (regional follow up workshop)	India	Vove	India	0	20	20	12	8
Learning and inspiration Retreat	Tanzania	MS TCDC	Argentina, Burkina Faso, Colombia, Egypt, Ghana, India, Kenya, Mexico, Myanmar, Tanzania, Uganda	13	14	27	17	10
Network Building and Management Webinar	Denmark	Collective Leadership Institute	Argentina, Brazil, Burkina Faso, Colombia, Ghana, India, Kenya, Mexico, Myanmar, Nigeria, South Africa, Tanzania, Uganda	9	21	30	14	16
Next Generation City Action	Denmark	DTU Skylab	Ghana, India, Kenya, South Africa	18	46	64	40	24
One Health I	Denmark	KU-LIFE Department of Veterinary Disease Biology	China, Indonesia, Kenya, Mexico, Nigeria, Vietnam	0	20	20	10	10
One Health II (summer course)	Denmark	Faculty of Health and Medical Sciences in Copenhagen	Ghana, Kenya, Mexico, Nigeria, Vietnam	0	21	21	13	8
Organisational Change Management I	Denmark	Tana Copenhagen	Argentina, Brazil, Egypt, Ghana, Indonesia, Kenya, South Africa	1	11	12	8	4
Organisational Change Management II	Denmark	Tana Copenhagen	Argentina, Brazil, Burkina Faso, Egypt, Ethiopia, Ghana, Indonesia, Kenya, South Africa, Uganda, Vietnam	4	19	23	11	12
Policy development and implementation of interventions to control antimicrobial resistance	Denmark	KU-LIFE Department of Veterinary and Animal Sciences	Bangladesh, China, Kenya, Mexico, Nigeria, Vietnam	0	22	22	13	9
Public-Private Partnership	Denmark	COWI A/S	Brazil, Egypt, Ghana, Kenya, Mexico, Niger, South Africa, Vietnam	1	19	20	10	10
Renewable Energy Integration in Power Systems	Denmark	DTU Electrical Engineering	Brazil, Egypt, Ethiopia, Indonesia, Kenya, South Africa, Vietnam	0	21	21	16	5



PARTICIPANTS								
TITLE	COUNTRY	COURSE PROVIDER	PARTICIPANTS' COUNTRIES	DANIDA COUNTRIES	SSC COUNTRIES	TOTAL	MALE	FEMALE
Reporting from the African frontline of the global climate crisis	Tanzania	Danida Fellowship Centre	Burkina Faso, Egypt, Ethiopia, Ghana, Kenya, Mali, Mauritius, Nigeria, Somalia, South Africa, Tanzania, Uganda, Zimbabwe	13	11	24	13	11
Responsive Project Management	Denmark	COWI A/S	Argentina, Brazil, Ghana, Indonesia, Kenya, Tanzania, Uganda, Vietnam	9	13	22	11	11
Solid Waste Management and Technologies	Denmark	DTU Department of Environmental Engineering	Argentina, China, Colombia, Egypt, Ghana, Indonesia, Kenya, South Africa	0	21	21	11	10
Strengthening Policy Dialogue to Accelerate SDG Implementation	Denmark	INKA Consult Aps	Burundi, Kenya, Mali, Palestine, South Africa, Tanzania, Uganda	22	0	22	11	11
Sustainable and Safe Livestock Production from Farm to Fork	Denmark	KU-LIFE Department of Veterinary and Animal Sciences	China, Indonesia, Kenya, Nigeria, Vietnam	0	19	19	13	6
Sustainable Food Systems: Ressource Efficiency, Food Loss, and Food Waste	Denmark	KU-LIFE Department of Food and Resource Economics	Bangladesh, China, Indonesia, Kenya, Nigeria, Vietnam	0	23	23	10	13
The Balmorel Model	Denmark	DTU Management Engineering	Egypt, Ethiopia, Indonesia, Kenya, South Africa, Türkiye, Vietnam	0	20	20	10	10
Wastewater Management	Denmark	DTU Department of Environmental Engineering	China, Colombia, Egypt, Ghana, India, Indonesia, Kenya, Morocco, South Africa	0	18	18	8	10
				132	712	844	447	397



REACH AND PERFORMANCE INDICATORS NETWORK AND COMMUNICATION

Performance indicators for Danida Fellows Network 2023

1. Level of satisfaction with DFC's performance: % of alumni network coordinators who are satisfied (with a score of 4 or above) with support from DFC:

On a scale of 1-5 (with 1 being the lowest) the 15 network coordinating groups had an average score of 4.4

Reach indicators for Danida Fellows Network 2023

The research indicators for the Network activities are:

1. Number of active national alumni networks
2. Number of members in national alumni networks (total across all networks globally)
3. Number of events implemented by national alumni networks
4. Average number of participants in events

1. Number of active national alumni networks

The annual reports from the national alumni networks' coordinating groups showed that 15 networks were active/or planning to be active, with 13 of these having organised at least 1 event for their members during 2023 and the remaining two having maintained engagement with members on virtual platforms and now being committed to planning for more in-person engagement during 2024.

The 15 networks are:

Africa (8): Burkina Faso, Ethiopia, Ghana, Kenya, Nigeria, South Africa, Tanzania, Uganda

Asia (3): India, Myanmar, Nepal

Latin America (4): Argentina, Brazil, Colombia, Mexico

2. Number of members in national alumni networks (total across all networks globally)

The network coordinators do not automatically have access to the latest lists of Danida Fellows. They instead rely on support from DFC, the local Danish embassy and/or pro-active member registrations to maintain and develop the membership and registries of their national alumni networks.





Based on DFC's records, the potential total number of members spread across the national networks could be up to 14,218 alumni. This number is the total amount of alumni from DFC's learning programmes and Danida-financed research projects since 1994 in the countries with active alumni networks. This number is growing every year.

Based on the self-reported data received from the coordinating groups of each of the national alumni networks, the total number of active network members (Danida Fellows) across the 15 National Danida Alumni Networks was 584 and the number of registered members was reported as 1,613.

**The recently launched Danida Alumni Network Argentina has not been able to estimate the number of active members. Instead the number of members of the network's coordinating group has been noted here.*

3. Number of events implemented by national alumni networks

In 2023, numerous events were implemented by the national alumni networks. Three types of event were organised by the networks: event organised by the networks themselves, events supported by DFC through either funding or participation and events or activities funded by the Networkers Grant 2023.

Events organised by national networks (11):

- Brazil: Launch of DFC Brazil Alumni Network, 30 participants (in-person)
- Burkina Faso: Training workshop on "Nonviolent Communication. What are the challenges for peace and social cohesion", 31 participants (in-person)
- India: Launch of the national Danida Network, 20 participants (virtually)
- Mexico: Presentation of the book "Good Animal Husbandry Practices" to small farmers, students and professors of veterinary medicine, 50 participants (in-person)
- Nepal: "Community Level Flood based Simulation (Mock Drills)" conducted in 3 different communities in Sudurpaschim Province of Nepal in Mahakali, Jogbuda and Doda Watershed, 30 participants (in-person)
- Nepal: NDAN Collaboration with Nepal Engineer's Association Sudurpaschim province for the "5 days Geographical Information System (GIS) training" for engineers, 28 participants (in-person)
- Nigeria: Meeting to share knowledge/ lessons learned and discuss how to transform knowledge into action, 28 participants (virtually)
- Nigeria: Presentation on "Preventing Antimicrobial Resistance Together" and formulation of a National Action Plan concerning Communication Strategies for policymakers on Antimicrobial

Table 6: Network members

	REGISTERED MEMBERS	ACTIVE MEMBERS (ESTIMATION)	DFC RECORDS OF ALUMNI
Argentina*	30	5	77
Brazil	61	61	290
Burkina Faso	96	40	978
Colombia	151	29	205
Ethiopia	24	24	465
Ghana	162	60	2572
India	107	20	930
Kenya	320	138	2220
Mexico	280	30	352
Myanmar	45	13	137
Nepal	29	13	1062
Nigeria	71	30	155
South Africa	52	52	488
Tanzania	135	20	2025
Uganda	50	50	2262
TOTALS	1613	585	14218



- Resistance (AMR), 25 participants (virtually)
- Nigeria: Launch of the Nigeria Danida Alumni Network (NDAN), 63 participants (virtually)
- South Africa: Presentation on “Importance of monitoring water resources and how monitoring is done”, 20 participants (virtually)
- South Africa: Webinar on “The national status of water resources in South Africa”, 30 participants (virtually)

Events organised by national networks with support from DFC (through funding and/or through participation) (3):

- Burkina Faso: Annual General Meeting, 29 participants (in-person)
- Ghana: Annual General Meeting, 45 participants (in-person)
- Kenya: Kenya network event for exploring interest in contributing to Denmark’s SSC activities in Kenya and agree on potential ways forward for future knowledge sharing and collaboration within (and across) the different thematic areas, 68 participants (in-person)

Activities organised by the national networks and funded by the Networkers Grant 2023 (4):

- Kenya: Roundtable discussion on “Mombasa Climate Change Dialogue: Focus on Islands and Coastal Communities”, 83 participants (in-person/virtually)

- Argentina: Launch event of the Danida Network in Argentina / Buenos Aires Water Lab, 95 participants, (in-person and virtually)
- Mexico: Publication of guidebook “Good Animal Husbandry Practices” (DAN-M Recommendations on Good Animal Husbandry Practices Minimum Measures) / Annual meeting and book presentation to the DAN-M network, 40 participants
- Tanzania: Alumni event on “Towards Impactful DANTAN / DANIDA Alumni impact in Tanzania”, 14 participants (in-person/virtually)

Apart from the events, there have been initial meetings with a new upcoming network in Vietnam as well as consultations with stakeholders about the direction of the network programme.

4. Average number of participants in events

Across all 18 events organised by the national alumni networks in 2023, the average number of participants was 40.

In 2022, there were 6 events with an average number of participants of 54.





Performance indicators for communication

The performance indicators for our communication activities are:

1. Number of news or feature stories/videos published in partner countries and Denmark based on stories identified, supported or developed jointly between DFC and DFC partners (DFC fellows, Danida supported researchers, course coordinators and other stakeholders) (3 annually).*
2. Number of of KIA activities or training focusing on enhancing communication and engagement skills to bring knowledge into action.
3. Number of participants in KIA activities or training focusing on enhancing communication and engagement skills to bring knowledge into action.

1. Number of news or feature stories/videos published in partner countries and Denmark based on stories identified, supported or developed jointly between DFC and partners (DFC fellows, Danida supported researchers, course coordinators and other stakeholders). (3 annually)

In 2023, we had 183 news and feature stories/videos, including 113 outputs produced by the journalists participating in our learning programme “Reporting from the African

frontline of the global climate crisis”; 19 stories published in partner countries and Denmark based on stories identified, supported or developed jointly between DFC and DFC partners, and 51 stories produced by DFC.

In 2022, we had 200 news and feature stories/videos, including 132 outputs produced by the 24 journalists participating in our learning programme “Reporting from the African frontline of the global climate crisis”; 19 stories published in partner countries and Denmark based on stories identified, supported or developed jointly between DFC and DFC partners, and 49 stories produced by DFC.

2. Number of KIA activities or training focusing on enhancing communication and engagement skills to bring knowledge into action

In 2023 we had:

One (1) Bridging the Gap training: “Bridging the Gap. We focus on Climate”.

One (1) Engagement, Influencing and Impact Seminar

One (1) BSU Comms and Outreach Seminar

One (1) “Reporting from the African frontline of the global climate crisis” learning programme

One (1) Science Engagement Day “Equitable Research Partnerships”.

One (1) BSU writeshop/storytelling seminar.

Four (4) Knowledge in Action (KiA) Talks: Water Webinar I, Water Webinar & Debate II,

Water Webinar III, Information Meeting

3. Number of participants in KIA activities or training focusing on enhancing communication and engagement skills to bring knowledge into action

- Bridging the Gap. We focus on Climate: 13 participants from Denmark, Tanzania, Uganda, Kenya, Ghana
- Engagement, Influencing and Impact seminar: 16 participants from Denmark, Somaliland, Egypt, Tanzania, Kenya
- BSU Communication & Outreach Seminar: 24 participants from Somaliland and Zanzibar
- Reporting from the African frontline of the global climate crisis: 25 participants from Burkina Faso, Egypt, Ghana, Ethiopia, Kenya, Mali, Mauritius, Nigeria, South Africa, Tanzania, Uganda, Zimbabwe
- BSU writeshop/storytelling seminar: 31 participants from 6 BSU universities and DK partners.

Views of KiA Talks:

- Water Webinar I: 123 on YouTube.
- Water Webinar & Debate II: 271 on YouTube, 747 on LinkedIn, and approximately 22 peak live viewers in each platform.
- Water Webinar III: 155 on YouTube, 598 on LinkedIn, and approximately 33 peak live viewers in each platform
- Information Meeting: 323 on YouTube, 1,261 on LinkedIn

* DFC does not subscribe to a media monitoring service. The figures stem purely from media content shared with us.



Reach indicators for communication

The reach indicators for our communication activities are:

1. Number of Likes/ followers on DFC social media platforms (Facebook, LinkedIn, Twitter)
2. Number of social media posts that reach over 1000 people or 1000 views

1. Number of followers on DFC social media platforms (Facebook, LinkedIn, Twitter)

	2022	2023
Facebook	3,429	4,200
LinkedIn	6,850	9,540
Twitter (X)	1,560	2,009
Instagram	1,681	2,243

2. Number of social media posts that reach over 1000 people or 1000 views

In 2022, 42 posts in total all over the year on LinkedIn, Twitter and Facebook reached over 1000 people or views.

In 2023, 102 posts in total all over the year on LinkedIn, Twitter and Facebook reached over 1000 people or views. They are listed below:



Facebook:

[“Day1 ‘Bringing knowledge into action: Learning, sharing and inspiration retreat for Danida Fellowship Centre National Alumni Network Coordinators” - 23 January 2023.](#)”, with 1.181 post impressions

[“Day 4 ‘Bringing knowledge into action: Learning, sharing and inspiration retreat for Danida Fellowship Centre National Alumni Network Coordinators” - 26 January 2023.](#)”, with 1.886 post impressions

[“Danida Fellowship Centre is looking for a Development Research Programme Manager with research experience to manage Danida’s funds for research collaboration.”](#) with 1.815 post impressions

[“Meet our facilitators! Associate Professor Charles Hunt,](#) with 1.019 post impressions

[“28 March - Our first Engagement Days have officially kicked-off bringing together 50 Danida funded researchers from the global South and North, to deliberate on #decolonization of research and #equitable research partnerships at MS TCDC.”](#) with 1.023 post impressions

[“29 March – We have started the 2nd and last day of this year’s Science Engagement Days to further discuss #Equitable research partnerships.”](#) with 1.249 post impressions

[“Do you want to work in an organisation that builds capacity in institutions in the global South?”](#) with 1.203 post impressions

[“Last Tuesday 27 participants from Brazil and India, selected from the Danish Patent](#)

[and Trademark Offices sector cooperation, finalized Danida Fellowship Centre’s extensive learning programme on innovation management standards and intellectual property rights IPR](#)”, with 1.348 post impressions

[“This week we will post from State University of Zanzibar”](#), with 1.056 post impressions

[“Today we celebrate the culmination of the third phase of the Building Stronger Universities \(BSU\) programme at The State University of Zanzibar”](#), with 1.092 post impressions

[“5-6 June 2023: a two-day symposium to celebrate the fruitful collaboration within the Building Stronger Universities programme \(BSU\) between Danish Universities and The State University of Zanzibar.”](#) with 3.778 post impressions

[“While we are wrapping up the 10 years of Building Stronger Universities”](#), with 1.086 post impressions

[“Did you know how the Bachelor of Science in Environmental Health was initiated in Zanzibar?”](#), with 1.398 post impressions

[“Exciting news! The Brazilian Alumni network was just launched in collaboration between the Danish Embassy in Brazil and Danida Fellowship Centre”](#), with 1.469 post impressions

[“A big shoutout to DTU Skylab for the Next Generation City Action Tech Bazar & Reception held yesterday evening as part of the UIA2023 - World Congress of Architects.”](#), with 1.087 post impressions



[“One device, based on an advanced cloud based technology, to improve water efficiency for residential, commercial and industrial purposes?”](#), 21.795 post impressions

[“Cheers to 25 years with Danida Fellowship Centre!”](#), with 2,116 post impressions

[“Exciting news: We have launched the second edition of our groundbreaking learning programmes: ‘Reporting from the African Frontline of the Global Climate Crisis’ and ‘Bridging the Gap. We focus on Climate from an African perspective’](#)”, with 1.066 post impressions

[“Africa is the solution to the global climate crisis. The world needs Africa to reach the net zero target”](#)”, with 1.687 post impressions



LinkedIn:

[“Welcome to Ida Hrönn Nielsen”](#), with 1.625 post impressions

[“In a few hours, we are launching the new partnership between Danida Fellowship Centre and MS TCDC”](#) with 2.306 post impressions

[“Danida Fellowship Centre is back to MS TCDC ready to launch our new partnership.”](#), with 1.035 post impressions

[“A golden opportunity to learn from each other’s competences and create true impact”](#)”, with 1.035 post impressions

[“With 2.3m refugees, South Sudan’s refugee crisis remains the largest in Africa.”](#), with 1.142 post impressions

[“Call for application for #DanidaFellows Networkers Grant 2023”](#)”, with 1.685 post impressions

[“Here, just a few days before the turn of the year, we wish our #DanidaFellows”](#)”, with 1.000 post impressions

[“Make the most of your holiday readings with us](#)”, and discover the 100+ outputs that our African journalists wrote from the learning programme “Reporting from the African frontline of the global climate crisis”., with 1.062 post impressions

[“Day1 ‘Bringing knowledge into action: Learning, sharing and inspiration retreat for Danida Fellowship Centre National Alumni Network Coordinators” - 23 January 2023.”](#)”,

with 1.291 post impressio

[“Have you checked out the new call for Danida Fellows Networkers Grant? Deadline Monday 13 February 2023 at 12:00 PM \(noon\) CEST.”](#)”, with 1.358 post impressions:

[“Dr Sarah Ssali, Associate Professor and Dean School of Makerere University School of Women and Gender Studies, gives her take on Equitable Partnerships in hierarchical systems of knowledge production”](#)”, with 2.305 post impressions

[“George Acheampong, PHD, Senior enterprise lectures and researcher, University of Ghana Business School | UGBS, shares his key take aways on the topic ‘Setting the research agenda for Equitable Research Partnerships’ during The Science Engagement Days 1o1 Bench conversation with Associate Prof Human Geography Christine Noe at MS TCDC”](#) with 1.680 post impressions

[“Decolonizing humanitarianism is to give power and agency to local givers as humanitarian actors as opposed to a state-centric, formal, Northern-driven helping.”](#)”, with 1.019 post impressions

Poll [“How do Universities remain locally relevant in the pursuit for global competitiveness?”](#)”, with 1.261 post impressions

“News from this month’s Newsletter <https://bit.ly/3mO48b0> How to deal with the power dimensions in North-South research partnerships”, with 1.206 post impressions



[“24th April – 5th May 2023 The learning programme is happening now at MS TCDC, facilitated by Tana Copenhagen”](#), with 1.101 post impressions

[“As a female leader, it is crucial to know your strengths because it can help you leverage them to achieve success in your career”](#), with 3.666 post impressions

[“An organisation may think that gender biases and gender inequality don’t exist under its roof and think it is fit and ready for having women in management roles. But is it really?”](#) with 1.745 post impressions

[“My advice to all female leaders and managers is to treat gender auditing as a necessity not an option, says Evita Emma Dunee”](#) with 1.470 post impressions

[“Personal Branding as a Female Leader”](#), with 2.178 post impressions

[“Do you want to work in an organisation that builds capacity in institutions in the global South?”](#), with 1.094 post impressions

[“Last Tuesday 27 participants from Brazil and India, selected from the Danish Patent and Trademark Offices sector cooperation, finalized Danida Fellowship Centre’s extensive learning programme”](#), with 1.934 post impressions

[“This week we will post from State University of Zanzibar”](#), with 1.013 post impressions

[“Today we celebrate the culmination of the third phase of the Building Stronger Universities programme”](#), with 1.028 post impressions

[“Join the Youth Summit”](#), with 1.685 post impressions

[“Wrapping up the incredible days at the People’s Meeting Folkemødet with some picture highlights”](#), with 1.589 post impressions

[“What is the link between natural resource management and conflict?”](#), with 3.551 post impressions

[“One device, based on an advanced cloud based technology, to improve water efficiency for residential, commercial and industrial purposes?”](#), with 1.821 post impressions

[“Most of the displacement in India is due to the construction of large dams”](#), with 1.321 post impressions

[“The fourth phase of Building Stronger Universities kicks off”](#), with 1.530 post impressions

[“Intermittent water supply, scarce water quality and sanitation issues constitute a pressing matter in Accra, Ghana.”](#), with 1.384 post impressions

[“An App to manage water usage of high-income households?”](#), with 1.459 post impressions

[“Check out this eye-opening podcast”](#), with 1.433 post impressions

[“Cheers to 25 years with Danida Fellowship Centre!”](#), with 2.461 post impressions

[“Exciting news: We have launched the second edition of our groundbreaking learning programmes: “Reporting from the African Frontline of the Global Climate Crisis” and “Bridging the Gap”](#), with 1.343 post impressions

[“Over 90% of research findings often remain unheard by those who need them most”](#), with 1.029 post impressions

[“Africa is the solution to the global climate crisis. The world needs Africa to reach the net zero target”](#), with 1.151 post impressions

[“Community-based forest management in Tanzania”](#), with 1.333 post impressions

[“Danida Fellows Network”](#), with 1.079 post impressions

[“Climate change has serious consequences for populations in #Tanzania”](#), with 1.040 post impressions

[“Help us welcoming Julie and Line to the Family”](#), with 5.477 post impressions

[“Water is not just a basic necessity, it’s our home, a precious local and global resource, a transport corridor, and a climate regulator”](#), with 1.537 post impressions

[“Waste and Groundwater Management Inspirational Webinar and Debate, part 3.”](#), with 1.045 post impressions



Twitter:

["Societies everywhere on the planet are facing environmental challenges"](#), with 1.579 post impressions

["When introducing new #sustainable solutions, the global challenge is to transfer these emerging technologies into practical use."](#), with 1.718 post impressions

["Are you our next new colleague?"](#), with 3.208 post impressions

["Supporting Sustainable Water Management"](#), with 1.106 post impressions

["Today, we're celebrating the successful conclusion of a three-week intensive learning programme in Groundwater Governance, Management, and Climate Adaptation."](#), with 1.339 post impressions

["Meet Chaymae El Hali"](#), with 2.085 post impressions

["Building Stronger Universities, a Danida-funded programme, has been a remarkable collaboration aimed at fortifying institutional development and research support structures in six African universities"](#), with 2.304 post impressions

["Another electrifying day at the Building Stronger Universities Concluding seminar, hosted at MS TCDC. Today's theme: What made change happen & next steps"](#), with 1.784 post impressions

["On Day 3, marking the culmination of our Building Stronger Universities concluding seminar"](#), with 1.900 post impressions

["Development research grants – Call 2024. Deadline 07/02/2024, 13:00 CET."](#), with 1.135 post impressions

["Today, we're excited to launch a new Master's programme that's designed to support Africa's green transition"](#), with 3.600 post impressions

["The Ministry of Foreign Affairs and Danida Fellowship Centre are launching a pilot programme"](#), with 1.172 post impressions

["New Master's programme designed to support Africa's green transition"](#), with 1.797 post impressions

["The hidden potential of water data"](#), with 1.016 post impressions

["Development research grants – Call 2023. Deadline 08/02/23, 13:00 CET"](#), with 1,479 impressions

["Danida Fellowship Centre and @denmarkkenya successfully finalized a 2-day Outcome Harvesting workshop in Kenya"](#), with 1,425 post impressions

["In a few hours, we are launching the new partnership between Danida Fellowship Centre and @MSTCDC."](#), with 1,707 post impressions

["Danida Fellowship Centre is back to @MSTCDC ready to launch our new partnership."](#), with 1.503 post impressions

["Kicking off the launch of our new partnership with @MSTCDC with an incredible energy!"](#), with 1.310 post impressions

["Do you want to know why #youlead is trending on Twitter right now in EastAfrica?"](#), with 1.887 post impressions

["We wish our #DanidaFellows, partners & friends a happy holiday season."](#), with 1.396 post impressions

["Our January newsletter is out: <https://bit.ly/3XmpubY>"](#), with 3,064 post impressions

["Day1 'Bringing knowledge into action: Learning, sharing and inspiration retreat' for @DFC_Fellowship National Alumni Network Coordinators"](#), with 1.057 post impressions:



[“The Science Engagement Days are here!”](#)
with 1,387 impressions

[“22-24 March 2023 marks the end of 10 years of collaboration between @SokoineU in Morogoro Tanzania and Danish Universities under the Building Stronger Universities programme.”](#), with 4,605 post impressions

[“Christine Noe is an Associate Prof. of Human Geography at the University of Dar es Salaam.”](#), with 1,635 post impressions:

[“Meet our facilitators! Dr. Sarah Ssali”](#), with 1,781 post impressions

[“28 March - Our first Engagement Days have officially kicked-off”](#), with 1,010 post impressions

[“Hear from our facilitators!”](#), with 1,119 post impressions

[“28 March - The first day of this year’s Science Engagement Days focusing on #Equitable research partnerships comes to an end”](#), with 1,423 post impressions

[“Meet our facilitators! Associate Prof Charles Hunt”](#), with 1,073 post impressions

[“Only a couple of hours left to register for @BrandAid_World final conference”](#), with 1,510 post impressions

[“Were you at Folkmoedet? Did you meet our young representatives from Kenya?”](#), with 1,173 post impressions

[“I had the pleasure of sitting on a panel titled ‘Peace Please’”](#), with 1,179 post impressions

[“26-28 June, Copenhagen. Calling all researchers and practitioners from Africa, Europe, and beyond to a three-day conference Natural Resource Management and Conflict in Africa”](#), with 1,379 post impressions

[“What is the link between natural resource management and conflict?”](#), with 1,255 post impressions

[“How did land use conflicts become part of Africa’s DNA?”](#), with 1,425 post impressions

[“We launched the second edition of our groundbreaking learning programmes”](#), with 2,536 post impressions

[“We’re nearing the end of the first leg of our journey”](#), with 1,308 post impressions

[“Our partner for impact MSTCDC is issuing a call for the Master of Leadership and Governance program”](#), with 1,125 post impressions



PART 3. PERSONNEL AND FINANCE



**Table 7: Personnel end of 2023**

NAME	EMPLOYED: FROM	AREA OF RESPONSIBILITY
Ulla Næsby Tawiah	01.08.19	Director
Kristian Ibsen	03.12.19	Head of Finance and Administration (retired at the end of 2023)
Lone Parsberg	01.12.23	Head of Finance and Administration
Anne Gunthel Jespersen	01.12.20	Financial and Personnel Officer
Naja Spanner	16.05.22	Administrative Project Coordinator and coordinator of junior staff
Helle Jørgensen	01.06.08	Capacity Development Advisor
Cecilie Holdt Rude	16.02.18	Capacity Development Advisor
Arvid Sloth	01.01.21	Capacity Development Advisor
Simon Skårhøj	01.02.22	Capacity Development Advisor
Lea Rype Stavre Bohr	01.02.22	Capacity Development Advisor
Ida Hrönn Nielsen	01.11.22	Capacity Development Advisor
Eva Thaulow Nielsen	01.02.96	Administrative Fellowship Officer / Fellowship Project Coordinator
Anne Engkebølle – part time	01.03.90	Administrative Fellowship Officer / Fellowship Project Coordinator – (retired at the end of 2023)
Anissa Bedoui – part time	01.12.17	Administrative Fellowship Officer / Fellowship Project Coordinator
Heidi Adler Berggren	01.04.20	Administrative Fellowship Officer / Fellowship Project Coordinator
Ea Elsbøl	01.08.21	Network Programme Manager
Nina Vlemming	01.08.23	Network Programme Advisor
Sophie Amalie Eiholm Kjær	15.03.23	Capacity Development Advisor
Vibeke Quaade	16.01.17	Senior Communications Consultant
Elena Adamo	01.01.22	Communication Officer
Pernille Friis	16.01.10	Research Programme Manager
Lars Arne Jensen	01.03.14	Research Programme Manager
Ida Arendal Jørgensen	16.11.18	Research Programme Manager
Line Richter	01.10.23	Research Programme Manager
Julie Bune	01.10.23	Research Programme Manager
Mette Johansen	01.06.19	Administrative research officer
Eva Torp Åkesson	01.08.21	Administrative research officer
Maria Sørup-Høj	01.09.22	Administrative research officer
Samieh Abu-Shumar	15.04.23	Controller
At DFC Frederiksberg		
Lise Le Andersen	01.09.21	Receptionist
Henrik Bech	16.07.98	Property Manager – responsible for day-to day care of the DFC student hostel.
Binyam Anley Delale	01.01.22	Service manager and cleaner
+ 8 junior staff		Introduction to fellows, excursion guides, café attendants, reception back-up, data registration in database etc.

**Table 8: Annual Accounts****Capacity Development (CD) activities**

	Accounts 2023	Budget 2023	Accounts 2022
Income			
Grants			
DFC CD activities, FL § 06.38.02.20	55.748.000	55.748.000	56.074.000
DFC CD activities, FL § 06.38.02.20 22 balance	9.644.103	9.644.103	23.516.990
Grants total	65.392.103	65.392.103	79.590.990
Other income	1.099.512	3.000.000	1.874.395
Total income	66.491.615	68.392.103	81.465.385
Expenses			
Course expenses	-30.707.911	-32.969.000	-47.383.988
Accommodation costs	-2.480.762	-4.616.000	-7.909.288
Direct cost CD activities	33.188.673	47.229.103	55.293.277
Consultants	-1.467.234	-2.739.000	-1.994.077
Operations costs DFC hostel	-2.167.424	-3.516.000	-1.964.056
Operations costs DFC café	-244.411	-194.000	-126.492
Expenses related to Holbæk	-1.536.437	-2.100.000	-1.996.034
Renovation DFC hostel	-1.339.395	-3.200.000	-1.090.372
VAT reimbursement	62.211	108.000	57.661
Budget Adjustment 2022 balance		-9.644.103	
Total	-39.881.362	-58.870.103	-62.406.648
Personnel	-10.215.367	-9.272.000	-9.255.003
Travel expenses	-166.097	-250.000	-159.632
Total expenses	-50.262.826	-68.392.103	-71.821.283
Closing Balance Central CD grant	16.228.789	0	9.644.102



Capacity Development (TCDC) activities	Accounts 2023	Budget 2023	Accounts 2022
Income			
Grants			
DFC CD activities, FL § 06.38.02.20	4.673.000	5.000.000	3.500.000
DFC CD activities, FL § 06.38.02.20, 2022 balance	833.471		
Grants total	5.506.471	5.000.000	3.500.000
Expenses			
Expenses at TCDC	-4.351.942	-4.068.000	-2.000.000
Administration, travel & postings expenses	-299.248	0	-222.096
Development & Training	-366.403	0	-164.433
Total	-5.017.594	-4.068.000	-2.386.529
Personnel	-382.843	-605.000	-280.000
Total expenses	-5.400.437	-4.673.000	-2.666.529
Closing Balance Central TCDC grant	106.034	327.000	833.471



Capacity Development (MASTERS) activities	Accounts 2023	Budget 2023	Accounts 2022
Income			
Income	9.345.000	9.345.000	0
Total income	9.345.000	9.345.000	0
Expenses			
Course expenses	-2.508.856	-6.327.000	0
Accommodation costs	-664.837	-1.103.000	0
Administration, travel & postings expenses	-1.987.319	-1.519.000	0
Development & Training	0		0
Total	-5.161.013	-8.949.000	0
Personnel	-179.000	-396.000	0
Total expenses	-5.340.013	-9.345.000	0
Closing Balance Central MASTERS grant	4.004.987	0	0

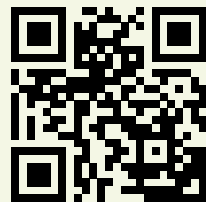
Externally financed CD activities	Accounts 2023	Budget 2023	Accounts 2022
Income			
Income	1.628.399	3.347.000	4.622.627
Total income	1.628.399	3.347.000	4.622.627
Expenses			
Course expenses	-127.475	-1.460.000	-2.376.204
Accommodation costs	-286.960	-75.000	-639.708
Operations costs DFC hostel	-966.450	-1.401.000	-775.529
Operations costs DFC café	-104.748	-75.000	-47.661
Renovation DFC hostel	0		-410.839
VAT reimbursement	26.662	42.000	21.726
Total	-1.458.971	-2.969.000	-4.228.215
Personnel	-280.060	-378.000	-210.530
Total expenses	-1.739.031	-3.347.000	-4.438.745
End Result (under (+) / over (-) consumption)	-110.632	0	183.882



DFC core administration	Accounts 2023	Budget 2023	Accounts 2022
Income			
Grants	14.504.000	13.477.000	11.336.500
Grants total	14.504.000	13.477.000	11.336.500
Expenses			
Rent and office expenses	-3.785.914	-4.488.000	-2.638.180
Expenses related to Holbæk	-1.878.873	-900.000	-1.062.984
Governing Board	-149.733	-110.000	-77.213
Auditing	-166.000	-150.000	-190.000
VAT reimbursement	50.688	-50.000	34.047
Interest rates bank	3.082.114	1.500.000	286.034
Total DFC core administration	-2.847.717	-4.198.000	-3.648.296
Personnel	-7.985.644	-9.271.000	-6.628.910
Total expenses	-10.833.362	-13.469.000	-10.277.206
End Result (under (+) / over (-) consumption)	3.670.638	8.000	1.059.294



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