DANIDA FELLOWSHIP CENTRE

ANNUAL REPORT 2012

ABBREVIATIONS

2iE	l'Institut International d'Ingénierie de l'Eau et de l'Environnement de Ouagadougou
BSU	Building Stronger Universities in Developing Countries
CBS	Copenhagen Business School
CD	Capacity development
DANIDA	Danish International Development Assistance
DFC	Danida Fellowship Centre
DFP	Danida Fellowship Programme
DTI	Development Training Institution
ELSP	Emerging Leaders Scholarship Programme
ENAM	École Nationale d'Adminstration et de Magisstrature
ERH	Business and Contract Department, Ministry of Foreign Affairs
ESAMI	Eastern and Southern African Management Institute
EVAL	Evaluation of Development Activities, Ministry of Foreign Affairs
FFU	Consultative Research Committee for Development Research
FL	The Budget
GIMPA	Ghana Institute of Management and Public Administration
HCP	Humanitarian Action, Civil Society and Personnel Assistance, Ministry of Foreign Affairs
HRD	Human Resources Development
HUC	Humanitarian Action, Development Policy and Civil Society, Ministry of Foreign Affairs
ICI	Initiatives Conseil International
ICIMOD	International Center for Integrated Mountain Development
ILI-ACLE	International Law Institute - African Centre for Legal Excellence
ITP	International Training Programme
KVA	Quality Assurance and Financial Management of Development Cooperation, Ministry of Foreign Affairs
LIFE	Faculty of Life Sciences, University of Copenhagen
MBA	Master in Business Administration
MFA	Ministry of Foreign Affairs
MoU	Memorandum of Understanding
MSc	Master of Science
M&E	Monitoring and Evaluating
NUFFIC	Netherlands Organisation for International Cooperation in Higher Education
PATC	Project Advice Training Centre
PPP	Public-Private Partnerships
STI	Training Institution in South
SHRM	Strategic Human Resources Management
UEM	Universidade Eduardo Mondlane
UFT	Technical Advisory Service – Development Assistance, Ministry of Foreign Affairs
UMI	Uganda Management Institute
UNDP	United Nations Development Programme

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1. EXECUTIVE SUMMARY

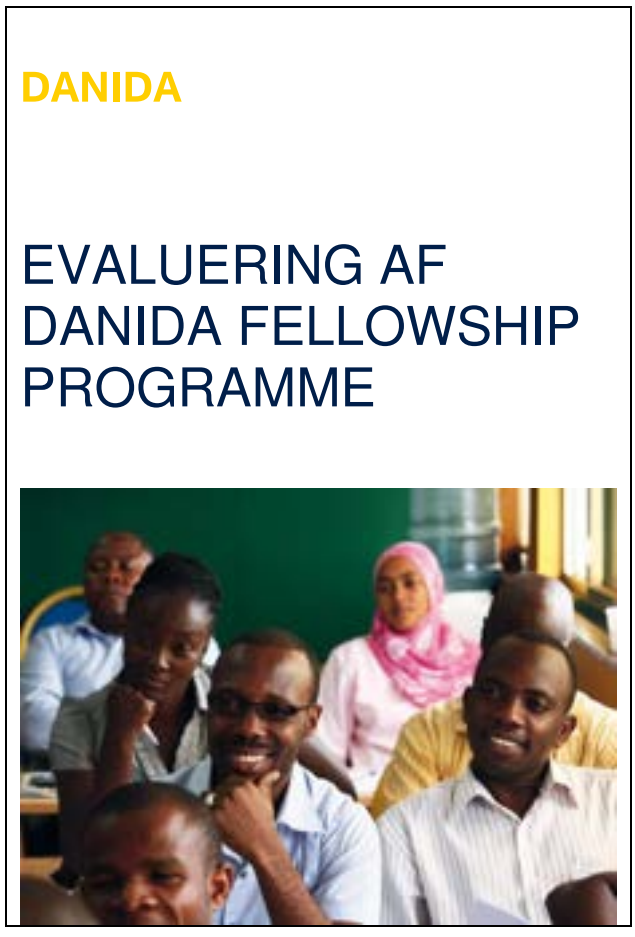
It has been a good year for Danida Fellowship Centre (DFC) due to

- a good external evaluation of the fellowship programme;
- the positive assessment of DFC's administration of the research grants by the National Audit Office of Denmark;
- transferral of short courses to be conducted in developing countries is steadily increasing;
- substantial turnover of commercial services in 2012 at DKK 5 mill.

Danida Fellowship Centre (DFC) provides training of a high quality fulfilling the needs of Danida's partners and partner organisations, which has been confirmed by the recently completed external evaluation of the fellowship programme.

DFC closely follows new development policy trends and changes, including the new strategy for Danish development assistance, and DFC ensures that the priorities of the strategy are reflected in the course portfolio.

The overall success criteria are to use the fellowship grant according to the objective and to spend all of it. The course portfolio has been adapted to the needs and wishes of Danida, ensured by a hearing process with MFA and embassies during the month of June. The high effective course utilization of more than 90 % indicates that the chosen course topics to a large degree are meeting these needs. This was also confirmed by the recently completed external evaluation of the fellowship programme, i.e. that the programme generally is making an important positive contribution to the objectives of Danish aid.



The overall conclusions of the external evaluation are:
Danida Fellowship Programme (DFP) which since 1990 has been administered by Danida Fellowship Centre (DFC) is according to the evaluation providing training which is assessed by course participants as highly relevant to their needs and which they are able to apply in their work. DFP is highly valued by course participants and is seen by most Danish embassies as making an important positive contribution to the objectives of Danish aid. Course materials are well-prepared and appropriate training methodologies are used. The DFP is generally well-managed, particularly through course selection, design and implementation, and the quality of management is reported by course providers and embassies as generally having risen over the evaluation period.

The executive summary can be seen as appendix 1, including Danida's comments (in Danish). The full report can been found at the web site of the Evaluation of Development Activities (EVAL).

All interdisciplinary courses are continuously adjusted in relation to current areas of priorities, and in 2012 – and similarly in 2013 – a buffer was set aside in order to be able to respond to rapid up-coming needs, as for instance themes within the area of *Stability and Fragility*. In 2012 90 % of the buffer funds of DKK 3.3 mill were used for Disaster Risk Reduction activities and strengthening of the democratic process in Burma/Myanmar.

Transferral of interdisciplinary courses still has a high priority. The number of fellows on interdisciplinary courses conducted in partner countries is corresponding to a share of 60 % of the total number of fellows on interdisciplinary courses.

The ratio between interdisciplinary and private sector courses (PS) course-weeks in developing countries and in Denmark has risen to 58 % comparable with the ratio in 2011 of 46 %. The planned ratio for 2013 is 81 % ~ a further increase of 40 %.

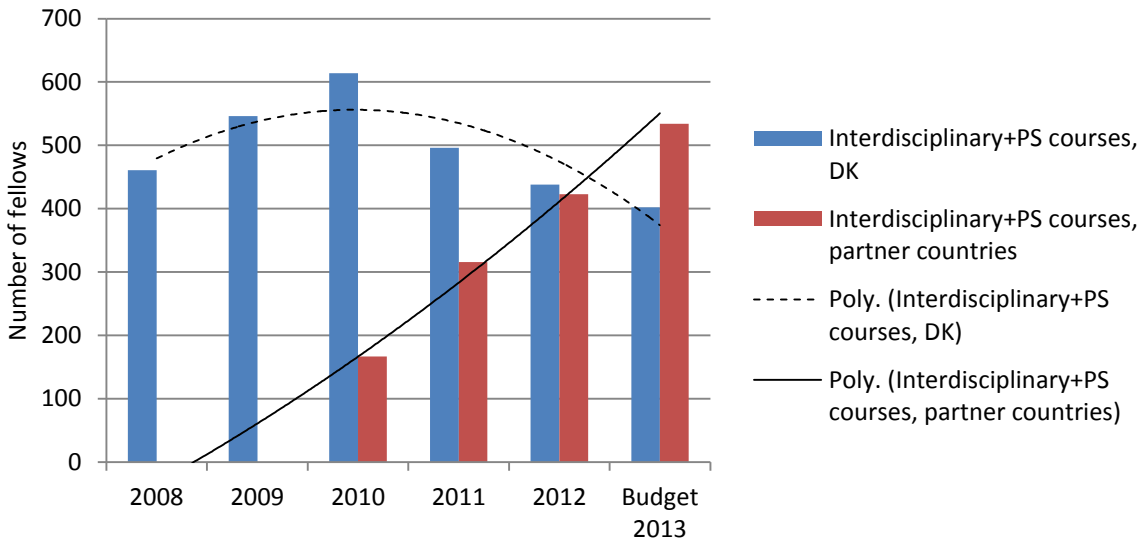


Figure. Interdisciplinary and private sector courses

With the current set-up and resources available it is not possible for DFC in general to measure *impact* at the *organisational* level, but to measure the effect at the *individual* response, learning and behavior level. It is one of the recommendations of the evaluation, that DFC must ensure the resources to engage in a more direct follow-up of the fellowship activities.

For the short courses conducted in 2012 the DFC assessment gives average values for competence-level and course gain of 4.4 and 4.6, respectively, out of 6.

The overall productivity (measured by falling costs per fellowship month cf. appendix 5) is rising, which means the funds have been used cost-consciously with attention to "value for money", but without giving in to DFC's quality standards. In addition the grant has, as previous years, been used with very little deviation in relation to the grant commitment. In 2012 the deviation was 0.7 %.

The share of female fellows inclusive of the researchers under the administration agreements has been ±30 % for many years, and has risen to 33 % in 2012.

The amount of ordered training activities has been more or less constant through the last couple of years at app. DKK 10 mill, and is closely related to the fact that DFC is providing a good product. Re-ordering of training activities is indicating that DFC has supplied a quality product. In 2012 two activities were repetitions or continuations of previous training activities.

The turnover of commercial services has been very high in 2012, primarily due to a single task of administering the stays and return travel of the Libyan war veterans. The commercial service tasks span widely from accommodation at DFC's hostel, partly or full administration of courses/ study tours/seminars/conferences or the like.

DFC has administered the Danida research projects and grants since 2008 on behalf of the Ministry of Foreign Affairs (MFA), and DFC has now finalised and financial closed 92 % of the 119 projects, which were handed over by MFA in 2008.

The administration is well consolidated, and a flexible and efficient administration of the application rounds and on-going project has been established. In the end of 2012 DFC introduced electronic application round for the Danish FFU applications, and the prequalification round (phase 1) went very satisfactorily.

The south driven development research programme includes Vietnam, Tanzania and Ghana. Unannounced audits in Vietnam in the spring of 2012 of the 2008- and 2009- pilot research projects triggered off some annotations, and as a consequence three projects were closed. As a further consequence it was decided to introduce annual audits of the project accounts, and that all projects must prepare an accounting manual. In addition, workshops/introduction will be conducted in all the countries under the south driven development research programme in order to introduce guidelines, good governance and good accounting practices. DFC has therefore as an addendum to the general guidelines for the south driven development research programme prepared guidelines for project administration and a template for an accounting manual.

The requirement of annual external audit has similarly been introduced for all Danish FFU projects and their partners, who are not audited by the National Audit Office of Denmark. In 2012 additional funds were set aside to all projects (south and north driven research projects) for this audit.

The budget line *§ 06.35 Research and information activities* in the Budget inclusive of DFC's administration of the support to research activities was in 2012 assessed by the National Audit Office of Denmark, who with reference to DFC's administration concluded, " *that overall the area is functioning satisfactorily*", and that "*DFC in general is showing good discipline with regard to document the actions which are needed both administratively and technically in order to administrate the various types of research funds*".

In 2012 DFC introduced many initiatives of optimizing and streamlining the DFC activities, such as reduction in the personnel administrating fellowship activities, discontinuation of the fellows' travel allowance of US$ 50, electronic application round for the research projects, in addition to discontinuation of arrival and departure allowance per January 1, 2013.

2. ORGANISATION

DFC is a self-governing institution which receives grants via MFA for

1) implementation of the fellowship programme
    a. § 06.32.04.11 – Fellowship grant
2) administration of the research grants
    a. § 06.35.01.10 – Projects in Denmark
    b. § 06.35.01.11 – Research activities
    c. § 06.35.02.10 – International agricultural research
    d. § 06.35.02.11 – Other international development research.

DFC's level of responsibility varies for the two tasks, as DFC for the fellowship programme administers and implements within a framework defined by MFA, and for the research assistance performs secretariat functions only. The tasks concerning strategic overall development policy in relation to the research grants are retained in Technical Advisory Services (UFT), MFA.

DFC's management consists of a director and a governing body appointed for a three-year period by the Director of Development Policy, MFA.

The governing body for the period July 1, 2009 – June 30, 2012 consisted of:

Chairman, Professor **Henrik Hansen**, University of Copenhagen,
(KU-LIFE Institute of Food and Resource Economics)
Director **Mette Vestergaard**, Mannaz
Lecturer **Michael Wendelboe Hansen**, Copenhagen Business School,
(Department of Intercultural Communication and Management)
Senior researcher **Ninna Nyberg Sørensen**, Danish Institute for International Studies
Consultant **Svend Erik Ladefoged,** HAP Consultants

The appointment of the following members has been extended until June 30, 2013:

Chairman, lecturer **Michael Wendelboe Hansen**, Copenhagen Business School, (Department of Intercultural Communication and Management)
Director **Mette Vestergaard**, Mannaz
Senior researcher **Ninna Nyberg Sørensen**, Danish Institute for International Studies
Consultant **Svend Erik Ladefoged,** HAP Consultants

DFC's constitution can be found on DFC's web site.

The meetings of the governing body in 2012 took place on March 16, June 25, August 17, and December 7.

The current three-year cooperation agreement between MFA (ERH) and DFC's governing body for the period 2010-12 has been administratively extended until the end of 2013. From mid-2012 responsibility of the cooperation agreement was transferred to Humanitarian Action, Civil Society and Personnel Assistance (HCP) in MFA.

The results in relation to the performance targets are included in the present report. Supplementary statistics are to be found at DFC's web site.

Values, Vision, Mission, and Goals

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

DFC's values are: ***Making a difference, Professionalism, Cohesion, Commitment, Respect, Humour.***

DFC's mission and goals for the fellowship programme are as follows:

Mission: ***DFC ensures the quality of the training of fellows coming from developing countries and who are affiliated with Danish development assistance***.

Goals: ***DFC gives fellows qualifications to work in their home country. DFC ensures relevant studies at the right price. DFC creates the best framework for the study period.***

3. THE FELLOWSHIP PROGRAMME

3.1. Training Activities

The tasks of the fellowship administration are carried out in cooperation with MFA and Danida programmes/projects and in compliance with the guidelines laid down by MFA for implementing centrally and programme/project funded fellowships. These guidelines include that all fellows on a Danida funded fellowship in Denmark must be administered by DFC in order to ensure the homogeneity of the quality of the training and living conditions in Denmark.

The tasks are:

1. Danida policy prioritized capacity building (here termed interdisciplinary courses), subsidized by the central fellowship grant. The grant may be used for planning, implementing and monitoring of training activities within:
   - Danida's development policy priorities:
     1) human rights and democracy
     2) green growth
     3) social progress
     4) stability and protection
   - General management topics and/or topics within special sectors
   - Other cross-cutting themes
   - Relieve and prevention of disasters
   - Course activities of innovative nature
   - Topics related to preparation of Human Resource Development (HRD) interventions in the programmes/projects (e.g. Training Need Analyses, HRD Plan).

   DFC negotiates and enters into contract with the place of study. Relevant embassies and units in MFA are invited to forward candidates. The courses are conducted in the Danida priority countries or in Denmark.

   Participation in the interdisciplinary courses is paid for by the Danida programme/project by DKK 2,500 per course week per participant for courses conducted in Denmark, and DKK 1,500 per course week for courses conducted in developing countries.

2. Private sector courses: Fellowships aimed towards the private sector in the Danida priority countries including courses and studies at Danish training institutions or training institution in the South. The aim is to enhance the technological innovation in continuation of the strategy for development of the private business sector. DKK 10 million is earmarked annually for this activity in 5 years (2008-2012).

   The topics are determined in cooperation with the embassies and HCP. Relevant embassies and units in MFA are invited to forward candidates. DFC negotiates and enters into contract with the place of study.

3. Danida programmes'/projects' capacity building consisting of interdisciplinary courses and/or tailor-made courses developed especially to meet the programme's/project's needs and requirements. The courses are conducted either in the Danida priority countries or in Denmark. The latter only after the relevant embassy has affirmed that the resources for conducting the needed training course are not available locally.

DFC negotiates and enters into contract with the place of study for the tailor-made courses, are fully financed by the sector programme /project /NGO grant (study fee as per factual expenses, and accommodation and allowances as per fixed list prices; air tickets according to agreement either the factual expenses or list prices).

The cost of participation in the interdisciplinary courses is fixed as stated above.

4. Master and PhD programmes at Danish universities financed by the sector programme/ project grants and carried out on the recommendation of relevant units in MFA, including embassies.

   DFC enters into contract with the university.

5. Emerging Leaders Scholarship Programme (ELSP) under which programme young professionals from developing countries may be granted a one-year full-time MBA at Copenhagen Business School or Aarhus School of Business, a two-year MSc at KU-LIFE or a one-year MBA in South Africa. The programme was primarily aimed at female African candidates. The agreement comprised fellowships financed 90 % by the grant and 10 % from other sources. DKK 10 million was earmarked annually for five years (2007-2011), and the activities in 2012 were consequently limited to completion of on-going Master studies.

6. BSU Master Programme for well qualified young students from development countries, who in this way get the opportunity to take part of their education at master programmes, taught in English, in Denmark. DKK 20 million is earmarked for a two-year pilot fellowship programme, which annually includes app. 30 students from Ghana, Kenya, Nepal, Tanzania, and Uganda. The studies will be either one- or two-year master studies. The first students on this programme commence their studies in 2013. The programme is part of Danida's support to the partnership between research and higher education institutions in developing countries and Danish universities *Building Stronger Universities in Developing Countries* (BSU).

7. Sino-Danish Scientific and Technological Cooperation, under which agreement Chinese researchers (maximum 10 researchers per year) are offered a fellowship in Denmark for the duration of ten months. A committee under the Ministry of Science, Technology and Innovation is selecting the projects, and DFC administers the fellowships financed by the central fellowship grant. The scheme will be phased out in such a way that no new project commitments were given in 2012 and onwards.

8. Study tours for different groups of participants (members of Parliament, municipalities and/or members of county councils, civil servants etc.) financed by and carried out on the recommendation of relevant units in MFA, including embassies.

   DFC negotiates and enters into contract with the place of study/co-ordinator of the organizing of the tour.

9. PPP (Public-Private Partnerships) include formation of a fellowship fund for studies at KU-LIFE. The studies were financed half by Danish firms and a matching other half by Danida. The last fellowship grant was awarded in 2010, and the programme was concluded in 2012.

In addition, DFC administers study stays for students at the research institutions in Denmark and other students in Denmark financed by Danida's development research grants.

The research programmes/ institutions are invoiced/debited fixed list prices for accommodation and allowances, and the factual cost of the air tickets.

Furthermore, DFC carries out limited, though increasing, commercial services for the sake of capacity utilization.

3.2. Overall Outcome

Cooperation Agreement, appendix 1: Strategy

Performance target: A long-term strategy for DFC's fellowship activities is available.

Indicator: Strategy for fellowship activities 2013-2015 is drawn up after the draft recommendations of the evaluation have been issued, and the strategy is available at the latest September 1, 2012.

Reporting: The strategy of the fellowship programme 2013-15 has not been drawn up, as DFC's governing body decided to wait for the final recommendations of the evaluation. These were still not available as per December 31, 2012. Due to the far advanced time for drawing up the strategy it was decided to "skip" 2013-15, which means the next strategy will cover the period 2014-16.

The current version of the strategy is available at DFC's web site.

Cooperation Agreement, appendix 1: A demand driven and development politically relevant fellowship programme *(Key Strategic Area 1)*

Performance target 1: The receiving institutions and Ministry of Foreign Affairs are satisfied with the fellowship programme.

Indicator 1:

1a. Hearing in MFA of the memorandum on important CD themes and draft activity plan for 2013 has been held at the latest June 30, 2012. The final draft of the activity plan has been drawn up on the basis of the incoming comments, and the plan will be approved at the latest September 1, 2012 by ERH.

1b. More than 90% effective course utilization of the short courses.

1c. Total expenditure per fellowship week in Denmark will commence decreasing in 2012 and decrease with 2% in 2013 in relation to 2012.

Reporting:
After a hearing process in the end of June the activity plan for 2013 was discussed and approved at the board meeting August 17, 2012 and subsequently approved by MFA September 2, 2012.

There have been 285 participants at interdisciplinary courses in Denmark with the programme financing of DKK 2,500 per course week. The effective course utilization indicating the need and relevance of the course is calculated by the ratio between the available places and the actual selected number of participants; cancellations outside the control of DFC have not been deducted. The effective utilization calculated as described above corresponds to 98 %. The actual utilization (i.e. including deduction due to cancellations) was 91 %.

Eight short courses aimed at the private sector were conducted with 147 participants in total, and in addition six fellows participated in an interdisciplinary course. The effective course utilizations with reference to above method of calculation were 99 % and 96 %, respectively.

Mr Patrick Chabeda, Environment and Climate Change Specialist, Kenya – participant at course in Denmark:

"It has been extremely relevant. A key component of the course involves the design of a climate change action plan relevant to each participant's work.

So I will actually be able to go home with an action plan that I can incorporate into the work I do".

There have been 422 participants at 21 interdisciplinary courses in developing countries, which correspond to an increase of 40 % in relation to 2011. The effective course utilization was 96 %.

Three planned private sector courses to be conducted outside Denmark in 2012 (*Greening the Growth* (Mozambique), *New Managers Leadership Programme* (Kenya) and *Strategic HRM for Business Development* (Ghana)) unfortunately have been cancelled/postponed due to lack of applicants or resources to develop the course. A small number of applicants are often found for new courses, confirmed by one of these courses receiving sufficient number of applicants after the deadline for applications. Similarly four interdisciplinary course outside Denmark (*Conflict Transformation: Conflict at all Levels* (Bangladesh/Nepal), *Environmental Mainstreaming* (Zambia), *Public Policy Analysis* (Kenya), *Mapping of Natural Assets* (Zambia)) have not been conducted due to moderate number of applicants. The courses are included in the plan for 2013, and it is expected that there will be more applicants, when the courses are offered the second time with reference to above.

As a consequence of above it was achievable to duplicate four interdisciplinary courses with a large number of applicants, in addition to fund the last expenditure of the ELSP. The four courses are:

- *Gender Equality Mainstreaming* (Denmark) – 39 applicants
- *Financial Management/Good Governance* (Denmark) – 50 applicants
- *Monitoring and Evaluation* (Uganda) – 51 applicants
- *Modalites de Mise en Æuvre de l'Approche Sectorielle* (Niger) – 41 applicants.

In addition, five tailor-made courses were conducted in Denmark. In all the cases DFC has proposed the course to be conducted locally or regionally, but the programmes/embassies opted for the course to be conducted in Denmark.

All tailor-made course activities are fully financed by programme funds. Repeated "ordering" of both tailor-made courses and study tours by units in MFA and embassies indicate full satisfaction with DFC's services. In 2012 two activities were repetitions or continuation of previous activities.

Master of International Health at the University of Copenhagen had an intake in 2012 of three participants, all fully financed by programme funds. In addition, three persons started on the one year Master of Disaster Management at the University of Copenhagen financed by the central fellowship grant.

The overall activities are shown in appendix 2, and supplementary statistics including the distribution of fellows per developing country, courses, etc. are available at DFC's web site.

The female share of fellows in Denmark, including the researchers, has been ±30 % for many years in the past, and has risen to 33.0 % in 2012. DFC is constantly putting efforts into improving the share.

There is a slight increase of 1.5 % in expenditure per fellowship month in Denmark, cf. appendix 5. Savings (reduction of OH on courses management and teaching) were introduce mid2012 and will only show an impact on contracts entered thereafter, i.e. at the beginning of 2013.

The overall productivity of activities in and outside Denmark (measured by falling costs per fellowship month cf. appendix 5) is rising, which means the funds have been used cost-consciously with attention to "value for money".

Cooperation Agreement, appendix 1: A demand driven and development politically relevant fellowship programme *(Key Strategic Area 1)*

Performance target 2: Quick reaction to new political priorities.

Indicator 2: Use of the buffer of DKK 3.531 million in 2012 on relevant activities as per announcements by ERH prior to June 30, 2012.

Reporting: By agreement with HUC and ERH it was decided to use the buffer of DKK 3.5 million on activities within the topic of Disaster Risk Reduction:

i. three students from Ethiopia, Mozambique and Zambia, respectively, commenced Master of Disaster Management at University of Copenhagen
ii. two-week course in disaster reduction in Denmark for participants at policy-level from Bhutan, Mozambique, Pakistan, Tanzania, and Uganda;

and in addition, activities aimed at one of the new priority countries:

iii. two-week course in Denmark with the title *The Role of Media in the Democratic Process* for journalists from Burma/Myanmar.

Above activities add to DKK 3.193 million corresponding to 90 % of the buffer amount.

Cooperation Agreement, appendix 1: Alignment with national capacity development *(Key Strategic Area 2)*

Performance target: Increased contact and communication with embassies and national partners.

Indicator 1: DFC-visit in 12-14 priority countries to the extent found necessary. When found appropriate video conferences are used. The expenses on trips abroad are registered.

Indicator 2: Approved course schedule and implementation plan for 2013 are presented in DFC's September Newsletter and at DFC's web site.

Reporting: DFC's training advisers have visited the following priority countries in 2012:

- Lars Pedersen: Uganda, Kenya, Mozambique, Tanzania, Bhutan, and Nepal
- Helle Jørgensen: Ghana and Tanzania
- Annette Kaalund-Jørgensen: Burkina Faso, Benin, and Niger.

The visits to the ten priority countries have enhanced the cooperation with the embassies and liaison offices, and not least the Training Institutions in the South (STI). The visits have given DFC the opportunity to monitor the fellowship courses conducted by the STIs with the view to the

on-going development of the courses; in addition, the visits also give the opportunity to discuss suggestions to new thematical course topics with the embassies and advisers.

DFC has used DKK 167,302 on trips abroad in connection with the fellowship activities. The amount includes 7 trips for the training advisers, the director's trip to Madrid to the Donor Harmonisation seminar, and one administrative officer's trip to Brussels related to a study tour for MFA.

The approved course schedule for 2013 was presented at DFC's web site at the beginning of October 2012, and in DFC's November Newsletter.

Cooperation Agreement, appendix 1: Increased utilization of training institutions in developing countries *(Key Strategic Area 3)*

Performance target 1: Interdisciplinary courses are continuously conducted in Africa, and transferral of courses to priority countries in Asia is under preparation.

Indicator 1: The relation between planned course-weeks of short courses (interdisciplinary and private sector) in developing countries and course-weeks in Denmark for 2013 increases with 10 % compared with 2012.

Indicator 2: Mapping of potential STIs in Asia.

Indicator 3: MoU with 1-2 STIs per priority country.

Indicator 4: All STIs have had a minimum of one lecturer/course coordinator on DFC's exchange programme.

Indicator 5: Seminar is conducted in those regions where DFC has established cooperation with STIs.

Reporting: 21 interdisciplinary courses were conducted with a total of 422 participants in Benin, Burkina Faso, Ghana, Kenya, Mozambique, Niger, Tanzania, Uganda and Zambia. The number of participants is corresponding to a share of 60 % of the total number of interdisciplinary course participants.

The relation between interdisciplinary and private sector course-weeks outside Denmark and in Denmark has increased with 58 %, and the planned relation for 2013 is 81% ≃ an increase of 40 %.

Participation is financed by DKK 1,500 per course week by the Danida programme.

Mr Joseph Tamukedde, Branch Accountant, Ministry of Water and Environment, Uganda – participant at a two-week anti-corruption course in Uganda:

"This beautiful course is an eye opener for me. It gives me the knowledge on how to establish if there are any corrupt tendencies in any payment transaction. It was revealed both the causes and effects of corruption and provided me with the mitigation measures.

It is great to be with Africans from different countries. The case stories prove that we share the same challenges".

In connection with an official visit to Nepal a meeting was held with International Center for Integrated Mountain Development (ICIMOD) in Kathmandu with the aim of exploring possibilties for cooperation. ICIMOD has (apart from India and China) activities in Pakistan, Afghanistan, Nepal, Bhutan, Bangladesh and Burma/Myanmar. Both DFC and ICIMOD see a great potential in a cooperation in the region, and the embassy also supports the set-up. It is expected that a MoU will be signed at the beginning of 2013, and that the first course may be conducted at the end of the year.

In total DFC now has cooperation agreements with 10 training institutions in priority countries in Africa (by mutual understanding the official cooperation agreement with Kenya Institute of Administration has been terminated):

Country	**Institution**
Benin	École Nationale d'Adminstration et de Magistrature (ENAM)
Burkina Faso	l'Institut International d'Ingénierie de l'Eau et de l'Environnement de Ouagadougou (2iE)
	Initiatives Conseil International (ICI)
Ghana	Ghana Institute of Management and Public Administration (GIMPA)
Kenya	Strathmore University
Mozambique	Universidade Eduardo Mondlane (UEM)
Niger	Agrhymet
Regional (Kenya, Mozambique, Tanzania, Uganda, Zambia)	Eastern and Southern African Management Institute (ESAMI)
Uganda	Uganda Management Institute (UMI)
	International Law Institute – African Centre for Legal Excellence (ILI-ACLE)

Ms Neha Pandya, Director of Programmes and Special Projects, ILI, Uganda:

"The Danida programmes are some of my favorites that we run here at the International Law Institute. Danida requires course developers and managers. All is thought through comprehensively.

There is time for developing the course and time for follow-up. What is exciting about Danida is that they really treat us as partners. They give us the space to develop according to our experiences from the region".

An employee from ESAMI participated in the first part of the course *Public Sector Leadership*, as part of DFC's exchange programme for lecturers and course coordinators from the DFC partner STIs. It was likewise planned that another lecturer from ESAMI should have been teaching at the second part of the course. Both persons had, though, to cancel, as they due to other engagements abroad didn't get their passports back in time for issuance of visa to Denmark.

One lecturer from ESAMI was teaching at the course *Organisational Change Management: Effectively Addressing Transitional Processes* conducted in Denmark.

Two lecturers from UEM participated in the course *Disaster Risk Reduction: Planning, budgeting and Action* conducted in Denmark.

One of the conclusions of the external 2012-evaluation of the fellowship progamme is that the quality of the South courses stands up to the quality of the courses conducted in Denmark. Except for one course in *Disaster Risk Reduction,* which was taught in Portuguese in Mozambique, all courses in East and South-east Africa were conducted with regional participation. In general there has been great satisfaction with the content of the courses, and their anchorage in the African context. Unfortunately, three courses were cancelled due to too few applicants at the time of deadline. Though, for two of the courses DFC received sufficient number of applicants after the courses had been cancelled. The last course was short of two applicant, only. All three courses will be re-offered in 2013.

In East Africa, more specifically ESAMI in Arusha, DFC conducted a new course: *Strategic Communication for Development and Advocacy*. Danicom was the course provider and several local lecturers had an input. The reports show that there was great satisfaction with the actual course, despite some logistical problems as late arrival of baggage and late payment of allowances. The participants emphasized the relevance of the modules in relation to their daily working situation. The course will be repeated in 2013 – and for this course participants from Asia will be invited too.

In French speaking West Africa DFC conducted six regional courses in Niger, Benin, and Burkina Faso, respectively, and the courses had participants from the four Danida priority countries in the region; Mali in addition to the three mentioned. The courses have been developed as per discussions about need and relevance with the embassies. The number of applicants clearly indicates a large interest by the Danida programmes, and that the topics hit the mark. Professionally the courses in West Africa seem to be at the same level as corresponding Danish courses, but at future courses DFC will focus more on the pedagogic, in addition to focusing on improvement of course logistics for some of the courses. One of the six courses was new, namely *Genre et Développement Agricole,* conducted at Agrhymet in Niger.

In Ghana, three courses from 2011 were successfully repeated, and in 2012 applicants from all priority countries in Africa could apply. Especially the course *Women in Management* had a large number of applicants, both from the public and private sector. The participants were a good blend of very experienced and younger potentiel managers, who enjoyed sharing each others' experiences with regard to being a women in a managerial position.

In cooperation with and financed by UN Habitat, DFC has conducted an introductory five-day workshop at ESAMI on strengthening training institutions in Africa. The workshop was conducted with participation from Mozambique, Kenya, Uganda, Ethiopia, and Tanzania.

Cooperation Agreement, appendix 1: Cooperation with other donors for the purpose of harmonizing *(Key Strategic Area 4)*

Performance target: Increased cooperation with other donors on coordination of initiatives within capacity development.

Indicator 1: 2-4 courses conducted in cooperation with and/or co-financed with like-minded donors; primarily conducted in priority countries.

Indicator 2: Mapping of possibilities (courses/countries) for cooperation with other donors.

Reporting: Two of DFC's training advisers met with the Netherlands Organisation for International Cooperation in Higher Education (NUFFIC) and Sweden's International Training Programme (ITP) in February 2012 in Stockholm. The objective of the meeting was to identify potential closer cooperation, e.g. by way of exchange of course-weeks between the organisations. It was agreed at the meeting that DFC will wait for the outcome of the external evaluation of the fellowship programme, and thereafter draw up a note describing possible models for a future cooperation.

DFC is cooperating with UN-Habitat about the project *Strengthening Training Institutions*. UN-Habitat has entered into contract with DFC about planning and conducting of two series of workshops for a number of training institutions in Africa (split into French speaking and English speaking Africa). This will be carried out in cooperation with DFC's partner-STIs, who are also included in the target group. Included in the contract is compensation for necessary consultancies in respect of relieving the DFC training advisers. The first workshop was conducted at ESAMI in Tanzania in 2012, cf. above.

DFC's Director participated in October in the third Donor Harmonisation seminar in Madrid with representation of 27 different organisations and ministries and with a total of 37 participants. This year's seminar had focus on: *Scholarships programmes as part of capacity building activities, evaluations, partnerships and international cooperation, in addition to harmonisation, alignment and information exchange.* DFC is prioritizing participation in these seminars, and next year's seminar will be conducted in Germany.

No joint programmes were conducted with other donors in 2012. DFC has still contact with Commonwealth concerning joint course programs. The same applies for UNDP in Mozambique. In addition, a meeting was in 2012 held with the country representative for UNDP in Bhutan – who similarly showed a common interest which in time may be basis for joint activities.

Cooperation Agreement, appendix 1: Evaluation of the effect of the fellowship programme *(Key Strategic Area 5)*

Performance target: Substantiation of the positive influence of the fellowship programme on the participants' competences.

Indicator 1: The result of the outcome evaluation of 2010 and 2011 courses, which measures the own assessment of the participants' post-course competences, is of minimum 4.0 out of 6.

Indicator 2: The result of the newly developed monitoring and evaluation system implemented in 2012, which takes the own assessment of the participants' pre- and post-course competences into account, shows an overall effect of minimum 4.0 out of 6.

Indicator 3: The recommendations in EVAL's evaluation of the fellowship programme are implemented provided they are approved by MFA.

Indicator 4: E-learning facility for tools for project planning has been developed.

Indicator 5: Criteria for monitoring of STIs is in place.

Reporting:
In line with 2011, DFC has in 2012 completed a "post-course outcome evaluation with limitations" (cohort analysis) of all courses conducted in 2011; the analysis for 2011 showed certain similarities with the analysis of the previous year, as both the competence-levels and the course gains are with high scores. All courses score above average for both parameters. The average values for competence-level and course gain are 4.4 and 4.6, respectively, out of 6.

DFC-Assessment (portal for evaluation and e-learning plus web-based learning tool) was tested and taken into use in 2012. Provisional experiences from the pilot period have been in cooperated and the system has been adjusted accordingly. The places of studies in Denmark were informed about the new *Learning Management System* at a feature afternoon in September 2012, and subsequently two of DFCs much used places of studies have tested the system and contributed with recommendations for adjustments of/improvements to the system. As the assessment system was only taken into use during the last half of 2012 there will be no post course values for the courses conducted in 2012.

It is the plan to use the same criteria for monitoring of the STIs as for the courses in Denmark, and that they over time will be included in the DFC Assessment. This is planned to take off as a pilot phase in 2013.

The external evaluation of the Fellowship Programme was carried out during the period April to July 2012, and the draft report was received in September. The final report was published February 6, 2013 and can be seen at EVAL's web site.

The overall conclusions are: *Danida Fellowship Programme (DFP), which since 1990 has been administered by Danida Fellowship Centre (DFC), provides according to the evaluation training which is assessed by course participants as highly relevant to their needs, and which they are able to apply in their work. DFP is highly valued by course participants and is seen by most Danish embassies as making an important positive contribution to the objectives of Danish aid. Course materials are well-prepared and courses use appropriate training methodologies. The DFP is generally well-managed, particularly through course selection, design and implementation, and the quality of management is reported by course providers and embassies as generally having risen over the evaluation period.*

The executive summary in addition to Danida's comments (in Danish) can be seen in appendix 1.

Cooperation Agreement, appendix 1: Most appropriate and economic DFC assistance to the fellows

Performance target: DFC's core administration and remuneration of personnel providing assistance to the fellows are covered by the set aside frame of 7 % of the expenditure of the fellowship activities, in addition to 80% OH of the remuneration of the project personnel – all with reference to the NGO frame work agreement in force and subsequent ERH dispensation dated July 4, 2010.

Indicator 1: The governing body shall continuously discuss and decide efficiency improvements/savings within training activities, associated services and core administration.

Indicator 2: The expenditure for remuneration, which relates to the fellowship activities, will be reduced with 5 % from 2011 to 2012.

Reporting: DFC has continuous focus on optimization and has in 2012 introduced the following savings and efficiency improvements:

- One administrative officer's employment was terminated by June 30, 2012;
- Travel allowance of 50 US$ to the fellows were discontinued by October 1, 2012, and apart from a saving of app. DKK 2-300,000 per year, it is also a substantial efficiency gain for the embassies;
- Introduction of electronical application rounds for the research projects;

- Simplification of the procedures for fellowship applications: Copies of certificates are no more asked for, and similarly the application in original hard copies with the dip bag. A scanned e-mailed copy of the application is acceptable.
- Repayment of unspent travel grant funds is now by issuance of invoices, and reminders are following the normal reminder-procedures of the accounts department;
- Arrival and departure allowance to the fellows are discontinued per January 1, 2013. Calculated for 2012 it would have been corresponding to a saving of app. DKK 1.4 million.

The total expenditure on wages and salaries relating to the fellowship activities has decreased from 3,930,755 DKK in 2011 to 3,509,063 DKK in 2012 ~ a reduction of 10.7 %.

Michael Aastrup Jensen, Member of Parliament for the Liberal Party:

"We should look at ways of removing the need for foreign aid to developing countries. And the answer to that is education. This is where I see Danida Fellowship Centre playing a huge role. At DFC civil servants and other professionals achieve knowledge and tools that they can bring home and use to the benefit of their countries".

Information about Denmark is happening at debate evenings within the themes: "Danish Family Life", and "Democracy". The objective is to improve the fellows' knowledge and understanding of the surrounding society and Danish culture in order for them to get as much out of the study stay in Denmark as possible. The debates in 2012 were held about every second Tuesday, in total 17 debate evenings. In addition to these, monthly half or full days excursions to landmarks around Denmark are arranged if and when needed. By disseminating knowledge about Danish values and competences to other countries and cultures DFC takes part in fulfilling the Public Diplomacy Strategy which is one of the focus areas of MFA's globalisation strategy.

In order to ensure that the fellows are prepared to get on in the Danish society they are getting a joint introduction at the place of study on the first weekday after their arrival. At this introduce-tion meeting they are, among others means, informed via DFC's information videos about social conventions in Denmark, the Danish health system, the roles of DFC and the place of study, respectively, and DFC's social and cultural activity programme. Individual fellows' need for introduction is assessed case-by-case.

The fellows have the possibility of socializing and exchanging experiences in the DFC café, which is open five evenings a week (except periods with very few fellows) with varying activities. DFC is preparing a monthly activity programme which is advertised in the electronic Fellowship Post. The activity programme is continuously revised in relation to the change of the composition of the target group, e.g. length of study, age groups, needs etc. "DFC socializer " is an internet based informal network enabling the fellows to communicate with each other via the internet, and which functions also as information channel between DFC and the fellows.

The fellows have the possibility of getting advice and guidance by the DFC counsellor in cases of illnesses, and study related or personal problems. This guidance means, among others issues, that more than half of the fellows who express a wish to see a doctor for less severe cases of illnesses are assisted by DFC guidance and in this way are not a burden on the Danish health system or insurance. The fellows' insurance covers health and home transport (for stays less than 3 months), accidents, legal aid, household effects, and baggage with TRYG during their whole stay in Denmark.

In Greater Copenhagen accommodation is primarily provided in DFC's student hostel on Hostrupsvej and the Øresund Student Hostel on Amager. Hotel accommodation in Copenhagen is only used when it is impossible to accommodate the whole group at one of the hostels, or the duration of the stay in Denmark is of app. one week or less. It is not feasible for the participants on short stays to do their own cooking, and in addition the resources involved (cleaning and readying time) are relatively too high for stays of app. one week. DFC is investigating the market continuously to find the best hotels at the best price, and to find hotel rooms with kitchen facilities.

The effective utilization has been slightly lower in 2012 than 2011, but still satisfactory at 74.6 % for DFC and the Øresund Student Hostel. The development with fewer master students in Denmark has continued in 2012, and DFC, therefore, has many participants on short courses staying at the DFC hostel. The new BSU Master programme which commences mid-2013 will reverse this development and most likely result in an increase in the effective utilization of the DFC hostel.

For courses conducted outside Greater Copenhagen the place of study is always responsible for providing accommodation, and as far as possible it is provided in student hostels attached to the places of study.

3.3. Forecast

DFC's strategy for the fellowship programme has previous years been drawn up after approval of the corresponding activity plan, and hence in 2011 it was decided administratively to extend the strategy 2011-13 in order for the preparation of the two documents to be timed correctly. In addition in 2012 it was decided that the drawing up of the next 3-year strategy logically had to await the final recommendations of the external evaluation.

The five strategic focus areas are as follows:

- ***Key Strategic Area 1*** *Danida Fellowship Programme (DFP) course portfolio reflects current aid modalities through enhanced linkages and communication with the Ministry of Foreign Affairs (MFA), Development Training Institutions (DTI) and donors as well as DFC participation in international fora.*
    - *Area of Intervention:*
        - *Consolidate and expand cooperation with other DTIs.*
        - *Hearing process with regard to future course themes and priorities*
- ***Key Strategic Area 2*** *Strategic alignment to national capacity development needs through enhanced linkages and communication with national partners and Danish embassies.*
    - *Area of Intervention:*
        - *Further intensification of stakeholder communication.*
        - *Apply a planning framework allowing partner institutions a better planning horizon.*
- ***Key Strategic Area 3*** *Transferral of DFP courses to be conducted nationally or regionally through continued identification of courses suitable for transferral and selection of STIs.*
    - *Area of Intervention:*
        - *Consolidate STI partnerships and course delivery in Africa and expand beyond.*
        - *Support competence development of STIs*

- ***Key Strategic Area 4*** *Increased DFC involvement in harmonized joint-donor funded programmes to support capacity development. The focus will be on seeking partners in concrete activities in specific countries/regions and consolidation a closer association with Nuffic (Netherlands) and ITP (Sweden).*
    - *Area of Intervention:*
        - *DFC increases involvement in joint donor programmes in support of capacity development.*
        - *DFC consolidates association with Nuffic and ITP.*
- ***Key Strategic Area 5*** *Enhanced assessment of DFP effectiveness through establishment of up-dated monitoring and evaluation system for comparing different programmes and to enable better follow-up on impact at reaction level. Procedures to capture information on impact at individual and organizational level will be improved and new approaches will be piloted by utilizing the STIs for assessment of impact.*

    - *Area of Intervention:*
        - *Updated monitoring and evaluation (M&E) system.*
        - *E-learning facility on planning tools and action planning.*
        - *Use STIs to M&E impact at organizational and/or sector level*

The 2013 activity plan was approved by HCP September 2, 2012 (appendix 4), and the budget for 2013 was approved by the governing body at August 17, 2012, and by MFA November 6, 2012. In line with 2012 an estimate of "ordered" activities (tailor-made courses, degree giving studies, and study tours) has been included based on the average of the last three years.

The budget has been revised in March 2013 to include the new BSU Master programme. The budget figures in paragraph 5 are inclusive of the BSU Master programme.

The total forecast for 2013 grants/commitments is thus 808 fellows in Denmark (of which 402 fellows are participating in interdisciplinary and private sector courses), in addition to 554 fellows in developing countries primarily at short interdisciplinary courses. This is a continuation of the development towards a larger amount of the interdisciplinary courses to be conducted in Africa.

DFC will further consolidate and expand the cooperation with the selected STIs, and align DFC's support to capacity development to the strategies, goals and need of the countries. It is expected during 2013 to enter into agreement with an institution in West Africa about conducting a human rights course in French. In addition DFC is working on development of a course with preliminary title *Better Business Using SHRM* (*Strategic Human Resources Management*) aimed at small and medium-sized businesses involved in Danida Business Partnerships. The course is envisaged to be conducted in Africa in 2013.

A course in *Environmental Mainstreaming* is planned to be conducted in Asia, most likely in Nepal, by a potential partner. It may also be relevant to include a regional component at the same STI in relation to one or more courses in natural resource management, climate change and disaster preparedness.

The previous planned course *Assessing Natural Assets* will be redesigned with the purpose of getting better match between the course and the needs of the target group.

The general approach to donor cooperation is based on further initiative happening only when and if concrete possibilities for this arise. Though, some initiatives towards a closer cooperation between NUFFIC, ITP/SIDA and DFC will be taken; more specifically DFC will prepare a note

describing various models in connection with exchange of course weeks between the three organisations.

DFC is closely following the development policy trends and changes, including the new strategy for Danish development assistance. The Strategy for Denmark's Development Cooperation is aiming at a right-based approach within the areas of democracy, human rights, green growth, social progress, stability and protection. Among other themes, this includes good governance, gender equality, fight against corruption, sustainability, climate, food production, civil society, protection of minorities, transparency and accountability, development of democratic institutions, and conflict and disaster prevention. DFC will continue to ensure that this is reflected in the course portfolio.

The buffer for 2013 is proposed to be used as follows:
(this has to be finally confirmed by MFA and other stakeholders, and there may be exchanges/ changes in view of discussions and new approaches/trends within development cooperation)

- Course in right based approach to be developed for French West Africa – *L'approche basée sur les droits de l'homme en développement*
- *Public Sector Leadership* for Burma/Myanmar
- *Disaster Risk Reduction* course
- A course linked to the Danish Municipality election about decentralisation, local democracy, planning and implementation of election procedures.

With reference to the recently approved and published evaluation of the fellowship programme DFC/DFC's governing body will look at the recommendations of the evaluation and discuss the detailing with the MFA, and thereby work towards a continuous development of the fellowship programme.

In order continuously to offer up-to-date courses and in order to extend the number of professional places of study to enhance the competition, DFC is planning in the future every year to tender minimum three courses, either within thematic topics or in response to new themes/needs within the development order of business. It will be considered to tender the courses in 3 year agreements in order to gain a saving on course expenditure compared with the current model of tendering within 1-year frames.

DFC is considering to change the modalities with regard to follow-up of the courses; specific considerations are to revise the so-called 'sandwich courses' (i.e. 2 weeks x 2 weeks with a follow-up period in the home country in between) to an unbroken course of 3-4 weeks with systematic follow-up activities by the places of study or letting one of the two course components take place at an STI. The modality is decided upon by judging which model gives the highest comparative advantages.

DFC will participate in relevant meetings, seminars, conferences, and courses and will follow the general trends of development policy through various media. DFC will in 2013 also work towards close dialog with MFA, partners, interested parties, and embassies in order to ensure relevance and applicability of the fellowship programme. DFC will focus on continued information and communication about and coordination of further education in Denmark and the regions.

DFC is expecting a continued involvement in study tours arranged by embassies or various units in MFA, and in addition DFC will continue to market and take care of commercial service (= 'non'-Danida) tasks.

4. RESEARCH GRANTS

4.1. Research Projects

DFC takes care of the administration of the research grants, including the research projects granted through a process of competition and assessed and selected by the Consultative Research Committee for Development Research (FFU), projects in Denmark, travel grants, and projects and contributions under international agricultural research and other international development research.

The research grants are of a total of DKK 200-250 million per year. The majority of the tasks are related to the projects granted through the process of competition.

4.2. Overall Outcome

Cooperation Agreement, appendix 1: Effective administration of the research grants

Performance target: Sustainment of an effective administration of the research projects, and of the administrative qualitative assurance of these.

Indicator: No complaints received from researchers, and no reprimand by the Ministry of Foreign Affairs. Possible complaints will be clarified punctually with a narrative feed-back.

Reporting: No complaints or reprimands were received in 2012.

The research secretariat consists of three employees. The administration of the application rounds and administration of the on-going projects are carried out effectively and almost exclusively electronically.

All larger strategic applications went through a prequalification round in 2012 similar to the two preceding years. 24 applications out of 82 received were prequalified, and 8 prequalification applications were administratively rejected. At the FFU award meeting in June 2012 thus 24 larger strategic applications were assessed. FFU approved 10 larger strategic projects. See the complete list of the 10 granted projects in 2012 in appendix 7.

The application round for the Danish administrated FFU-projects was in 2012 made fully electronic, via e-fond. In this way all applications are received via this system, which the applicants have expressed great satisfaction with.

Of the 119 on-going projects which were handed over in August 2008, 109 projects are now finalized out of which 15 projects were finalized in 2012.

Anders Dalsgaard, Professor, University of Copenhagen:

"Our model, the 'sandwich programmes', where the PhD students spend most of their time in their home countries and some time in Denmark for specific training, is well known and highly appreciated outside Denmark.
Field work and ground work are carried out in the researcher's home countries meaning results and outcomes will be used to solve or prevent real problems there".

The research secretariat has been involved in quality assurance of the Danish grants, and DFC is screening all the projects' fulfilment of objectives, and assessing whether the projects are developing satisfactorily. DFC has, furthermore, been involved in the planning and

implementation of a larger meeting to enhance the knowledge of the results of the supported projects (”One Health”, conducted in Eigtveds Pakhus), has participated in meetings with MFA, FFU and potential applicants to new projects, and has participated in visits to the project partners in Tanzania, where FFU-members and UFT gained valuable experience in challenges and results of the projects and the partnerships.

Three countries are included in the south driven research programme (preciously ‘pilot’ research programme): Vietnam, Tanzania, and Ghana. While Vietnam and Tanzania have been part of the programme since 2008, Ghana was included as a new partner country in 2011. As a follow up of the reviews of the first phase of the pilot programme in Vietnam and Tanzania, it was in 2011 decided to enhance focus on the administration and financial management of the projects. A workshop for the newly commenced projects was, therefore, conducted in Ghana in project management and financial management. This was conducted in cooperation with the BSU program at KNUST in Ghana.

The increased focus on good administrative practice of the projects was further tightened up after unannounced audits in Vietnam 2012 of 2008- and 2009- research projects, which triggered off some annotations. As a consequence it was decided to introduce annual audits of the project accounts, and that all projects must prepare an accounting manual. Workshops/introduction will be conducted in all the countries under the south driven research programme in order to introduce guidelines, good governance and good accounting practices. DFC has therefore as an addendum to the general guidelines for the south driven research programme, prepared guidelines for project administration and a template for an accounting manual.

The requirement of annual external audit has similarly been introduced for all Danish FFU projects and their partners, who are not audited by the National Audit Office of Denmark. In 2012 additional funds were set aside to all projects (south and north driven FFU projects) for this audit.

As a consequence of the above mentioned unannounced audit in Vietnam three projects were closed, while one project was given the opportunity to apply for a second phase. This extension was granted with start in 2013. In Tanzania the 2008 and 2009 projects were given the possibility of applying for a second phase. Of the total of five projects two projects were granted a second phase with start 2013, two projects were rejected, and one project chose not to apply for a second phase.

Two applicants from Vietnam and two from Ghana were prequalified on the basis of their concept notes. After preparation of the project proposal in cooperation with their chosen Danish research partners, one project only, was selected. This has prepared the ground for reconsideration of the south driven programme in the view of giving the applicant possibilities to prepare better applications – maybe with an extended period for preparing the project proposal in cooperation with the Danish research partners.

Danida Research Portal (http://drp.dfcentre.com/) which has now existed for two years is still a success. The portal has many visitors who browse all over the site. It has shown to be ideal in order to get an overview over which and how many research activities in the individual countries. DFC has the responsibility of maintaining the portal, and is depending on the information flow and up-dates from the projects, as this is of decisive importance for the site to remain reliable.

DFC administers two application rounds per year for students who are studying for a Master degree at Danish universities, and as part of their thesis are applying for a travel grant. The grant is between DKK 10,000 and DKK 20,000 per applicant. The application rounds are fully electronic with data being entered via the internet. Since 2011 the professional assessments of the

applications have been carried out by the research secretariat at DFC. This gives a high degree of cohesion and continuity.

In 2012 the travel grants got its own site at the Danida Research Portal. The students send an extract of their thesis which is uploaded together with information of the size of the grant, destination, duration, etc. This makes their thesis visible, which is highly valued by the Master students.

Furthermore, MFA has involved DFC in the administration of support to new initiatives as to the university platforms (BSU), and DFC has been instructed to screen their fulfilment of objectives, and to assess whether the projects are developing as planned.

The budget line *§ 06.35 Research and information activities* in the Budget inclusive of DFC's administration of the support to research activities was in 2012 assessed by the National Audit Office of Denmark, who with reference to DFC's administration concluded, " *that overall the area is functioning satisfactorily*", and that "*DFC in general is showing good discipline with regard to document the actions which are needed both administratively and technically in order to administrate the various types of research funds*".

RESEARCH GRANTS - DISBURSEMENTS 2012 / REMAINING GRANT 31.12.2012

	Remaining grant per 31.12.2011 **DKK**	**Closed projects /new commitments in 2012** **DKK**	**Disbursements in 2012** **DKK**	**Remaining grant per 31.12.2012** **DKK**	**On-going projects** **31.12.2012**
Projects granted prior to 2008	16,770,768	-2,287,586	952,059	15,435,241	10
2008 commitments (North)	21,235,778	750,000	-13,247,892	8,737,886	23
2008 commitments and running expenses (South)	1,019,283	180,000	-957,281	242,002	3
2009 commitments (North)	66,021,208	1,333,800	-30,853,188	36,501,821	31
Travel grants 2009-12	711,868	0	-702,097	9,771	n/a
2009 commitments and running expenses (South)	6,512,285	210,000	-2,888,482	3,833,803	3
2010 commitments (North)	73,262,024	1,021,600	-29,961,204	44,322,420	20
2010 commitments and running expenses (South)	13,298,158	300,000	-3,482,514	10,115,644	3
2011 commitments (North)	67,173,279	1,343,026	-17,502,045	51,014,260	14
2011 commitments and running expenses (South)	19,981,186	500,000	-3,258,889	17,222,297	4
2012 commitments (North)		93,716,630	-7,088,631	86,627,999	12
2012 commitments and running expenses (South)		21,000,000	0	21,000,000	4
Travel grants 2013-16		3,420,000	0	3,420,000	
Projects in Denmark	51,885,686	25,617,690	-26,111,912	51,391,464	11
Other international development research	17,000,000	35,000,000	-35,000,000	35,000,000	5
International agricultural research	35,000,000	32,500,000	-29,500,000	20,000,000	2
Total	**389,871,523**	**214,605,160**	**-199,602,076**	**404,874,607**	**145**
FFU running expenses 2012	0	554,547	-554,547	0	n/a

4.3. Forecast

DFC will continue to ensure an effective, transparent, and timely administration of the research grants by consolidation of the administrative procedures where the administration is made as simple and transparent as possible both for the applicants, FFU project coordinator at the institutions, and the DFC administrators. This entails that the responsibility of the administration of the research projects primarily rests with the institutions and follows the rules and guidelines for the institution.

Each year the total number of south driven research projects is increasing, and this type of projects will continuously require more ”*nursing*” than the larger strategic north driven FFU projects. DFC will continue to work on developing the capacity of the project in relation to project administration and financial management. New research administrative challenges will arise in connection with the statement by MFA to include new partner countries in the south driven research programme in addition to possible changes to the model.

DFC will work on further developing the electronic application rounds, where application and assessments are happening online, and members of FFU, MFA and external peer reviewers are receiving the applications for assessment electronically. The electronic application rounds will be developed to include the south driven applications where possible.

Overall, the time gained by improving the effectiveness of the administration of the research projects has to a certain extent been absorbed by new tasks, such as “nursing” of the south driven research projects, assistance to a new evaluation, updating of calls and new methods for quality assurance etc. In addition, to the extent that time is available, it is planned to make an effort with regard to facilitate the dissemination of the results of the projects, in the form chosen by MFA and FFU: for instance by being able to conduct meetings with technical content in Denmark or the partner countries, make use of further possibilities of the portal (drp.dk) (subscription on Newsfeeds, links to project web sites etc.). To the extent that the coming MFA policy paper on research is set for it, it may be possible to utilise the synergy with the activities of the new university platforms.

The practice of two annual electronic application rounds for travel grants will continue.

The goal is still to keep a high level of service where enquiries will as far as possible be answered within 1-2 days.

Ms Luz Adilia Luna Olivares, PhD student:

“Doing research here in Denmark also helps the local people in Nicaragua where I come from.

After analysing results here I will return to Nicaragua and give feedback in order to improve livestock production and avoid diseases”.

5. MANAGEMENT

DFC's buildings at Hostrupsvej 22 house the secretariat, study centre, the caretaker's apartment, and the student hostel with 68 one-room apartments. The buildings are positioned on the land of KU-LIFE, but owned by MFA and administered by DFC.

DFC's profile has got a much needed boost by a new web site launched in November 2012. The intention has been to get a more visually appetizing, simple and clear web site, which is easy to use by the visitors. The new web site is compatible with IPad and Smartphone.

As part of the process of designing a new web site the design of a new and more up-to-date version of DFC's logo was included. When DFC was established in 1990 all courses and further education activities were in Denmark, and as a minimum the recent years' increasing international orientation ought to be reflected in the logo. The Danish element has, therefore, been toned down in the logo, which, apart from red, includes many grey shades to signal life and the global diversity.

DFC publishes an electronic Newsletter four times a year. The target group is DFC's cooperation partners, embassies, places of study, researchers, etc., and currently app. 900 are subscribing to the Newsletter. This is an increase of 400 subscribers since the electronic publication started in 2011. In addition the Newsletter has a very high opening rate in comparison with other institutions, between 58 and 61 %. Normally an opening rate of 30 % of News mails is acceptable.

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

Commercial services, which include further education activities in varying extent and forms for persons from developing countries financed by other organisations than Danida, have been of a high amount in 2012. This is primarily due to the task of handling the stays and return travels of Libyan war veterans, who have received treatment at Danish hospitals. This task alone has been of the size of app. DKK 3,4 mill. In connection with the commercial service tasks DFC is charging for the administration of the task, in addition to 7 % OH for the DFC core administration.

Quality Assurance and Financial Management of Development Cooperation (KVA) in MFA is carrying out continuous supervision of the organisations, which receive grants for implementing activities under the Danish development assistance. As part of this administration KVA will visit the organisations every second year. Hence, KVA paid DFC its first supervision visit on October 25, 2012, and subsequently prepared a report with recommendations and agreements.

The overall conclusion was: *It is MFA's impression that the financial management of the two grants* (red.: fellowship and research grants) *generally takes place in a sound and satisfactory way.*

The budget for 2013 was approved by the governing body August 17, 2012 and by MFA November 6, 2012. In line with 2012 an estimate of "ordered" activities (tailor-made courses, degree giving studies, and study tours) has been included based on the average of the last three years.

The budget has been revised in March 2013 to include the grant to the new BSU Master programme. The budget figures below are inclusive of the BSU Master programme.

EXPENSES		Accounts 2012		Budget 2013 (revised March 2013)
Course expenses in Denmark, all inclusive	DKK	-46,916,087	DKK	-43,718,000
Consultancy services	DKK	-1,042,880	DKK	-1,000,000
Project personnel	DKK	-2,477,654	DKK	-2,038,000
Fellowships in Denmark	DKK	**-50,436,621**	DKK	**-46,756,000**
Course expenses in developing countries, all inclusive	DKK	-12,339,084	DKK	-14,974,000
Project personnel	DKK	-1,050,413	DKK	-1,084,000
Project personnel - travel expenses	DKK	-167,302	DKK	-350,000
Fellowships in development countries	**DKK**	**-13,555,798**	**DKK**	**-16,408,000**
Commercial services, course expenses	DKK	-4,688,764	DKK	-1,300,000
Commercial services, project personnel	DKK	-374,357	DKK	-200,000
Commercial services in Denmark	**DKK**	**-5,063,121**	**DKK**	**-1,500,000**
Project personnel - administration of research projects	DKK	-1,675,336	DKK	-1,890,000
Project personnel - travel expenses	DKK	-18,668		-30,000
Total administration of research projects	**DKK**	**-1,694,004**	**DKK**	**-1,920,000**
Personnel	DKK	-2,725,087	DKK	-3,043,000
Rent and office expenses	DKK	-1,887,356	DKK	-1,805,000
Auditing	DKK	-197,750	DKK	-140,000
Governing body	DKK	-75,000	DKK	-95,000
VAT reimbursement	DKK	258,589	DKK	260,000
DFC core administration	DKK	**-4,626,604**	**DKK**	**-4,823,000**
TOTAL EXPENSES	**DKK**	**-75,376,149**	**DKK**	**-71,407,000**

GRANTS/RECEIPTS				
The Budget § 06.32.04.11.41: General fellowship activities incl. private sector	DKK	42,056,000	DKK	37,383,000
The Budget § 06.32.04.11.41: ELSP	DKK	586,337		
BSU Master programme				9,718,000
Danida programmes/projects	DKK	16,087,713	DKK	16,415,000
Income from administrative agreements	DKK	5,330,621	DKK	4,943,000
Commercial services	DKK	4,786,137	DKK	1,300,000
Commercial services, administration contribution	DKK	374,357	DKK	200,000
Fellowship activities in DK and developing countries	**DKK**	**69,221,165**	**DKK**	**69,959,000**
DFC core administration, The Budget § 06.32.04.11.46	DKK	3,495,000	DKK	2,617,000
DFC core administration, The Budget § 06.35.01.11	DKK	3,120,000	DKK	3,275,000
DFC core administration, BSU Master programme	DKK			282,000
7 % OH on "ordered" training activities	DKK	692,145	DKK	800,000
TOTAL GRANTS/RECEIPTS	**DKK**	**76,042,110**	**DKK**	**76,933,000**
Interest, net income	DKK	63,797	DKK	0
END RESULT (under-consumption)	**DKK**	**729,759**	**DKK**	**5,526,000**[1]

[1] Of which DKK 5,295,000 are BSU Master programme unspent funds

The end result is distributed as follows:

		over(-)/under consumption(+)
Core administration (fellowship section's share)	DKK	203,140
Research administration + core administration (research section's share)	DKK	297,196
Core administration and research administration	**DKK**	**500,336**
General fellowship grant	DKK	915,335
ELSP	DKK	-1,222,346
Central fellowship grant	**DKK**	**-307,011**
PPP	DKK	-7,828
"Ordered" training activities	DKK	322,470
Administrative agreements	DKK	60,621
Danida "customers"	**DKK**	**375,263**
Commercial services	**DKK**	**97,373**
Interest, income	**DKK**	**63,797**
Total	**DKK**	**729,758**

The central grant has, as in previous years, been used with a very little deviation in relation to the grant commitment. In 2012 the deviation was 0.7 %.

"Ordered" training activities include tailor-made courses, degree studies, and study tours purchased by Danida's programmes and projects. As MFA in 2012 limited the grant to DFCs core administration to be calculated on basis of the central grant only, DFC from the beginning of 2012 has charged 7 % OH on all ordered activities.

DFC's 'list prices' for the fellowship programme are the prices DFC invoices the Danida programmes and projects (incl. the research projects), and for 2013 they are as follows:

DKK 1,700/week for allowances
DKK 1,100/week for accommodation.

DFC's administration of senior researchers/PostDocs is fixed at DKK 6,000 per arrival for 2013.

Flow of work, both for the fellowship activities and research administration, are evaluated continuously with respect to being the most optimal and suitable.

APPENDICES

Fellowship Programme:

Appendix 1 Executive Summary of the Evaluation of Danida's Fellowship Programme
Appendix 2 Fellowship Programme Activities
Appendix 3 Interdisciplinary and Private Sector Courses in Denmark and Danida Partner Countries
Appendix 4 Activity Plan for 2013
Appendix 5 Productivity
Appendix 6 Accommodation in Greater Copenhagen

The Research Grants:

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Appendix 8 Research Grants, Reconciliation with Ministry of Foreign Affairs' Accounts

Management:

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APPENDIX 1

Evaluation of Danida's Fellowship Programme (Executive Summary)

Overview of the evaluation

The purpose of this evaluation has been to document and assess the activities and results of the Danida Fellowship Programme (DFP) with the aim of contributing to both accountability and learning. The DFP has since 1990 been administered by the Danida Fellowship Centre (DFC) with the objective of supporting capacity development (CD) in developing countries through organising a wide variety of different types of training activities, including both short courses and longer-term postgraduate study. In 2011, the DFP provided 1,533 fellowship months of training to 1,260 fellows, with a budget of DKK 60 million.

The evaluation has sought both to assess the contribution that the DFP has made to achieving results in terms of learning, behaviour change and CD, and to assess the fitness for purpose of DFP's management and governance arrangements for delivering high quality training.

The evaluation has covered the period since the last strategic review of DFP in 2008, which includes the development and implementation of the 2011-13 Strategy for the DFP, and the 2010-12 Cooperation agreement between DFC and the Ministry of Foreign Affairs (MFA). An important feature of this period has been the implementation of a move to transfer some of the DFP training from Denmark to Southern Training Institutes (STIs).

Over this period the DFP has consisted of several quite distinct forms of training several of which (particularly those focused on the private sector) have now been phased out. The main continuing activities of the DFP are short courses of various types commissioned and managed by DFC, and postgraduate training scholarships (where DFC is not involved in course design or management) and the evaluation has focused principally on short course training.

Evaluation methodology

The evaluation has developed a model of the implicit intervention logic of the DFP, and has involved the use of information from the following data collection and analysis: (i) Analysis of DFP governance arrangements; (ii) analysis of DFP management arrangements; (iii) analysis of the DFP portfolio; (iv) comparative study of similar bilateral training programmes; (v) Country case studies of Ghana and Uganda, the two countries that have provided the most DFP course participants over the evaluation period; (vi) online surveys of course participants; (vii) online surveys of Danish embassies; (viii) online surveys of course providers; (ix) assessment of the quality of course materials and training approaches; and (x) a review of existing monitoring and evaluation information.

The evidence base collected for the assessment of the quality and results achieved by the DFP therefore consists of the following main elements:

- Self-assessments by DFP course participants of both the learning experience and the extent to which they have been able to make use of the training provided.
- Observations from embassies through their interactions with participants, organisations supplying participants, and Danida programmes that make use of DFP training.
- In the case study countries (which together account for around 20% of DFP course participants over the evaluation period), interviews with a selection of organisations supplying course participants, as well as Danida programme staff and other stakeholders.
- The review of DFP procurement and management procedures, both in general and in relation to a small number of specific courses, with a view to identifying whether there appeared to be features of these processes that might prima facie be seen as militating against high quality course provision, the selection of appropriate course participants, or effective follow-up to achieve results. This involved the review of documentation and interviews with DFC and MFA staff, as well as a selection of course providers.

A key feature of the evaluation methodology (as implied by the intervention logic or DFP) was an attempt to move beyond an exclusive focus on the management and delivery of training courses to obtain more information about the results in terms of behaviour change and organisational impact (within the Kirkpatrick model of training evaluation). As anticipated, this proved very difficult to do except in the case study countries, where it was possible to carry out interviews with managers in several organisations that had each supplied a significant number of DFP course participants.

Conclusions

The evaluation concluded that the DFP is providing training which is assessed by course participants as highly relevant to their needs and the lessons from which they report they are generally able to apply in their work. DFP is highly valued by course participants and is seen by most Danish embassies as making an important positive contribution to the objectives of Danish aid. Course materials are well-prepared and courses use appropriate training methodologies. The DFP is generally well-managed, particularly through course selection, design and implementation, and the quality of management is reported by course providers and embassies as generally having risen over the evaluation period.

Following the 2008 review of DFC and DFP, the independence of DFC from MFA was strengthened through ending direct representation of MFA on DFC's Board. The review also recommended the development by DFC of a strategy for DFP. DFC has made progress in implementing this strategy, which focused in particular on shifting training from Denmark to STIs. The consequences of this shift have been judged to be positive by embassies, and appear to be associated with some savings in the overall cost of training. Progress has also been made in developing (though not yet fully implementing) an enhanced monitoring and evaluation system for DFP. There has also been a strengthened process of consultation to ensure that the training provided is relevant to Danish aid policies and needs as understood by embassies.

However, MFA has not articulated the policy objectives or expected results from the DFP, or the specific role that DFP plays in relation to Danida's capacity building approach and Danish development policy. As noted above, there are some potential tensions between the support to nationally-led CD strategies as the basis for Danida's approach, and the DFP's emphasis on individual training as a modality. In addition, the relative significance of other possible objectives for the DFP (such as in providing support for strengthening STIs, or its public diplomacy role) has not been determined by MFA. As a result, the DFP strategy cannot be seen as a response to a set of policy objectives defined by MFA.

While it is in principle consistent with DFC's autonomous status for it to take full responsibility for determining the results to be achieved with the resources with which it is provided, in practice its ability to achieve results beyond the level of learning outcomes depends on effective collaboration with embassies and Danida programmes. More fundamentally DFC has neither the mandate nor the capacity to determine the policy objectives for DFP or how it relates to wider Danish development policy. The Business and Contracts Department (ERH) of MFA, with which DFP has negotiated its Cooperation Agreement, likewise has not had the authority or capacity to engage on policy issues. The governance arrangements for DFP are premised on DFC being able to take responsibility for achieving results. However, MFA has not articulated a policy or results framework within which this responsibility can be exercised. In addition, achieving results beyond learning outcomes requires that the responsibility for results rests not solely with DFC, but also with Danish embassies and Danida programmes.

So while the process of developing the DFP strategy has helped to clarify responsibilities and has provided a clearer direction for DFP, several weaknesses remain with the governance arrangements for DFP:

- The problems of lack of ownership of the DFP identified in earlier evaluations and reviews (since 2001), related to the fact that embassies and Danida programmes do not have responsibility for the bulk of the DFP budget, has not been resolved.
- There is no results framework which articulates what the DFP should be achieving and how this should be measured. MFA's Cooperation Agreement with DFC does not provide a framework for results at the level of behaviour change and organizational CD, nor does it require that DFC reports on the achievement of results. In the absence of such a framework,

there is no basis for linking the level of budgetary expenditure on the DFP to results and it is unclear on what basis any specific level of expenditure on DFP is justified.

- One consequence of the lack of a focus on accountability for results has been the paucity of monitoring and evaluation information that goes beyond self-assessment of learning outcomes to collect information on behaviour change and organizational development. This cannot be satisfactorily addressed by periodic evaluations such as this one, since collecting this information requires systematic engagement with the organisations supplying course participants over the whole training cycle.
- DFC does not regard itself as practically able to take responsibility for achieving results beyond the learning outcomes of training activities. Behavioural and organizational impact depends on follow-up and close engagement with the organisations supplying course participants, and DFC does not have the resources to provide this. This also depends on close engagement in the process of selecting course participants and ensuring that so far as possible organisational and institutional conditions are in place for training to be used effectively.
- Embassies do not generally consider that they have the information or resources to engage in a more proactive process of engagement with the organisations supplying course participants to seek to ensure or measure behavioural change and organisational CD.
- There has been a problem of lack of clarity in the role and responsibilities of the DFC Board over the evaluation period, although it is understood that this is being resolved.

The expiry of the current DFP strategy provides an opportunity for addressing these problems. While in principle it could be left to the DFC Board to articulate a vision and objectives around which the strategy could be developed, it would be strongly preferable for MFA to develop a policy framework for DFP to which the DFC could then respond through developing a revised strategy. This would provide much better prospects for achieving broad ownership within MFA of the DFP, and for clarifying the complementary resources that will be required for deeper organisational impact to be achieved, and for ensuring clear responsibility for defined results.

DFC's direct engagement is focused on the course design and delivery process, and information systems (including monitoring and evaluation approaches) have to date focused almost exclusively on self-assessment of the training experience. There has been very little engagement of DFC in course follow-up, or with the organisations supplying DFP participants. However, the implicit intervention logic (derived from Danida's approaches and guidance on CD) suggests attention needs to be focused on ensuring the appropriate participants are selected for training, and on the follow-up process, in order to achieve CD impact.

A specific feature of the training approach provided by DFP is an emphasis on specially commissioned short courses with relatively limited structured preparation or follow-up that is directly engaging participants' employing organisations. This differs from NFP which depends on courses already provided by Dutch training institutes and from Sida's ITP where the courses involve much more preparation and follow-up. The shift to the use of STIs has been associated with a further shortening of the length of DFP courses. Some courses explicitly seek to bring together participants from a wide range of countries to share experience and perspectives. However, the case studies provided some evidence to suggest that organisational impact is likely to be enhanced and easiest to identify when there is sustained engagement with a large number of participants from the same organization over time.

The point is though that, in the continuing absence of systematic information on the behavioural changes and organisational CD results of the DFP, there is no satisfactory evidence base on which to assess how, for example, the move to training through STIs or the progressive shortening of courses is influencing the effectiveness of the training provided, or to measure how much improvement in effectiveness would result from devoting more resources to course follow-up. However, the general conclusion of the evaluation is that the effectiveness of the DFP is likely to be enhanced the more that training activities are explicitly linked to Danida programmes and national and sectoral CD processes, and the more resources are put into selection and engagement with employing organisations, and the more resources are put into follow-up activities.

Recommendations

Following on from these conclusions, the recommendations of the evaluation are the following:

1. MFA should formulate a policy to guide the preparation of the next DFP strategy.This should clarify the DFP's relationship with Danida's CD policies and objectives, and the relative roles and responsibilities for DFP implementation between DFC, Danish embassies and programmes and MFA departments, including the resources required. This policy should also clarify the relative importance of the different possible objectives for DFP (including STI capacity building and public diplomacy) and provide guidance on the choice of activities that should comprise the DFP. This process could also review the appropriateness of the arrangements for implementation of the DFP including the location of budget responsibility.

2. As part of this process of policy development, MFA should in collaboration with DFC develop a results framework for the DFP, based around an articulation of the intervention logic of the programme. This should identify the levels at which results are anticipated to be achieved and clarify the assumptions and responsibilities of different stakeholders in ensuring that results are achieved and adequately measured, as well as that key assumptions in the intervention logic can be tested. This process should recognise that the DFP contains several distinct types of training activity with differing objectives, for which different conditions and levels of results should be expected.

3. The DFP policy and results framework should provide guidance for the development of the future strategy for the DFP, and be embodied in future Cooperation Agreements. DFC should retain autonomous responsibility for achieving the agreed results and for implementing the policy within this agreed framework.

4. Implementation of the enhanced DFP monitoring and evaluation system should form the basis for the future reporting of results, focusing in particular on behavior change measurement and evidence of organisational capacity building.

5. The issue of the definition of functions and resourcing of the DFP Focal Point function in Danish embassies should be resolved as part of the policy on DFP which should clarify responsibilities both for implementation and management and for the achievement of results and reporting on them.

6. DFC should consider practical options to engage more directly in the follow-up process to training activities, including ensuring that resources are budgeted for this purpose, as well as strengthening engagement with Danish embassy and Danida programme staff on the follow-up process. This may include the introduction of a requirement for reporting on Action Plan implementation as part of the monitoring system.

7. DFC should also consider developing more tools to help managers prepare and assess DFP applications systematically in relation to their organisations' CD needs, and to account for the results achieved.

8. DFC should consider providing more information to bidders about its tender evaluation criteria and the results of tender processes. DFC should explore ways of broadening the pool of potential course providers in order to intensify competition on cost and quality and possibly in some contexts encourage innovation in modes of delivery, particularly as the move to working through STIs is taken forward.

DANIDAS KOMMENTARER (IN DANISH)

Danida finder, at evalueringen er kommet med en række gode observationer og anbefalinger.

Det er meget positivt, at evalueringen konkluderer, at administrationen af DFP er god, og at kurserne er godt tilrettelagt og udført.

Evalueringen konkluderer også, at udbyttet af kurserne er vigtigt og nyttigt for kursisterne i deres daglige arbejde og for deres karrierer, men desværre har evalueringen ikke været i stand til at vurdere udviklingsudbyttet af kurserne for de organisationer kursisterne kommer fra, eller for udviklingsresultaterne i kursisternes hjemlande. DFP har ikke løbende sikret systematisk information, der muliggør sådanne vurderinger. Evalueringen konkluderer heller ikke på hvorvidt DFPs uddannelsestilgang, der primært retter sig mod individer/kursister, er den mest effektive i forhold til at opnå de ønskede udviklingsresultater i Danidas prioritetslande, eller om en tilgang rettet mod organisationer fremfor mod individer ville være mere hensigtsmæssig.

Danida er enig med evalueringen i at der er behov for, at Danida udarbejder en politik for sammenhængen mellem Danidas politikker og målsætninger for kapacitetsopbygning på den ene side og det fremtidige fellowship program på den anden side. Politikken skal fungere som en rettesnor for den fremtidige fellowship program strategi, for dens overordnede målsætninger og typer af aktiviteter. Overvejelser om hvilket niveau (organisation eller individ) indsatsen skal rettes imod vil danne baggrund for politikken. Definitionen af roller, ansvar og ressourcetildeling i forhold til Danida Fellowship programmer skal afklares i forbindelse med udviklingen af den nye kapacitetsopbygningspolitik.

Danida er enig i, at der skal udvikles en resultatramme for fellowship programmet. Den skal identificere de forventede kapacitetsudviklingsresultater på forskellige niveauer samt tydeliggøre forudsætninger og ansvar for forskellige interessenter i forhold til at sikre, at de ønskede resultater opnås og er veldokumenterede, og at det kan undersøges om programmet fungerer som forventet. Implementeringen af monitorerings-og evalueringssystemet skal skabe grundlag for den fremtidige resultatrapportering med særligt fokus på dokumentation af adfærdsændring og organisationsudvikling.

Danida vil indgå i en dialog med DFC om de anbefalinger, der er rettet mod DFC, nemlig om:

i) de praktiske muligheder for at engagere sig mere direkte i opfølgningen af uddannelsesaktiviteterne og sikre, at der afsættes de nødvendige ressourcer hertil;
ii) samarbejdet med ambassaderne og Danida-programmerne omkring opfølgningsaktiviteter;
iii) udvikling af redskaber som hjælp til en systematisk forberedelse og vurdering af DFP-ansøgninger i relation til organisationernes behov for organisations-udvikling og for at kunne redegøre for de opnåede resultater;
iv) en udvidelse af puljen af potentielle kursusudbydere for at styrke konkurrencesituationen omkring udgifter og kvalitet og i nogle tilfælde tilskynde til innovation i gennemførslen, særligt i lyset af det forsat øgede samarbejde med sydbaserede træningsinstitutioner.

APPENDIX 2 **FELLOWSHIP PROGRAMME ACTIVITIES**

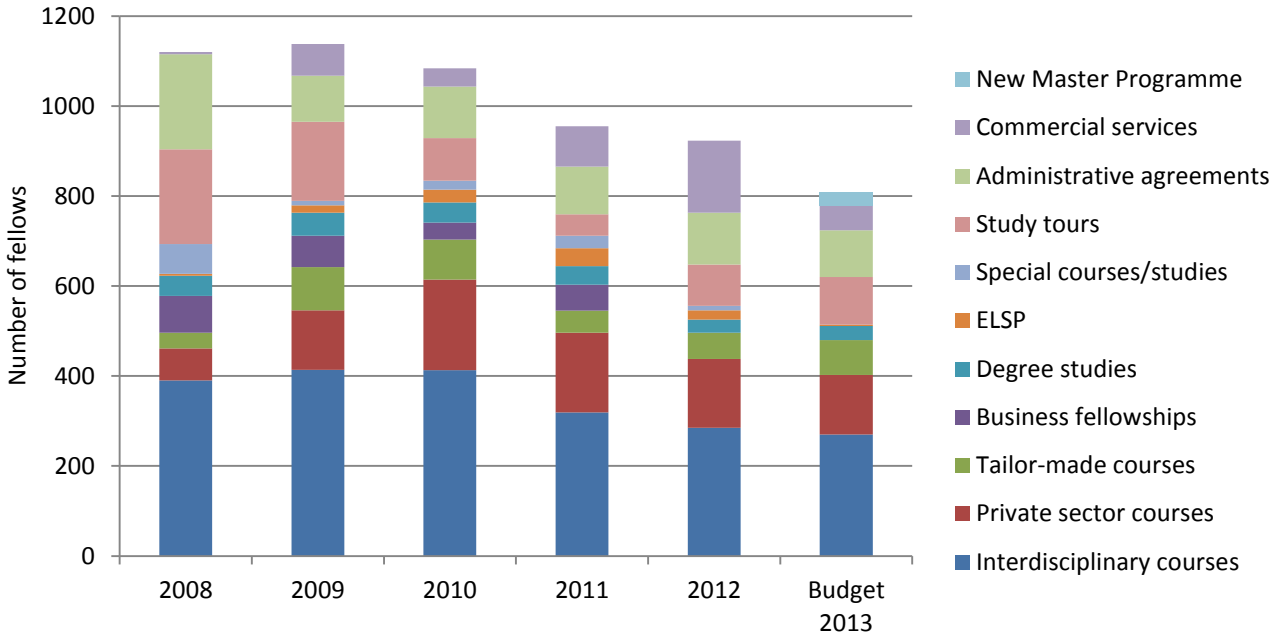
COURSE CATEGORY	2008			2009			2010			2011			2012		
	Fellowship holders	Fellowship months	Average period of study (month / fellow)	Fellowship holders	Fellowship months	Average period of study (month / fellow)	Fellowship holders	Fellowship months	Average period of study (month / fellow)	Fellowship holders	Fellowship months	Average period of study (month / fellow)	Fellowship holders	Fellowship months	Average period of study (month / fellow)
Interdisciplinary courses	390	410	0.5	414	368	0.7	413	310	0.7	319	238	0.7	285	169	0.6
Private sector courses	71	35	1.0	132	86	0.9	201	133	0.7	177	106	0.6	153	92	0.6
Tailor-made courses	35	22	0.6	96	62	0.7	89	72	0.8	49	89	1.8	58	37	0.6
Business fellowships	82	74	0.9	70	63	0.9	38	50	1.3	58	39	0.7			
Degree studies	45	256	5.7	51	285	5.6	45	274	6.1	41	230	5.6	29	185	6.3
ELSP	4	20	5	16	83	5.2	28	203	7.2	40	222	5.6	21	149	7.0
Special courses/studies	66	134	2.0	10	52	5.2	20	75	3.7	26	75	2.7	10	53	5.3
Study tours	211	37	0.2	176	41	0.2	95	20	0.2	47	9	0.2	92	14	0.2
Total	**904**	**988**	**1.1**	**965**	**1040**	**1.1**	**929**	**1137**	**1.2**	**757**	**1008**	**1.3**	**648**	**699**	**1.1**
Administrative agreements:															
FFU	66	257	3.9	88	355	4.0	97	366	3.8	80	230	2.9	98	316	3.2
Centres: DSHC + DBL	23	90	3.4	4	23	5.8	5	22	4.4	4	6	1.4	3	9	3.0
DIHR	6	27	4.6	7	27	3.9	3	6	2.0	4	15	3.8	4	13	3.3
Others including study tours	116	22	0.2	3	6	2.0	9	19	2.1	18	9	0.5	10	9	0.9
Total administered by DFC in Denmark	**1115**	**1384**	**1.2**	**1067**	**1451**	**1.4**	**1043**	**1550**	**1.5**	**863**	**1268**	**1.5**	**763**	**1046**	**1.4**
of which transferred from previous year	*28*			*29*			*72*			*71*			*55*		
Commercial services	5	4	0.9	71	21	0.3	41	15	0.4	89	22	0.2	160	213	1.3
+outside Denmark:															
Europe[1]: UK, Holland, France	1	11	10.7				4	1	0	2	0	0			
Erasmus Mundus (UK)		7	7.0		10	5.0		5	5.0	1	6	6.0			
Short courses in developing countries	87	36	0.4		3	0.2	167	55	0.3	375	120	0.3	548	177	0.3
ELSP in South Africa							5	29	5.6	12	117	9.8	2	19	9.5
Total administered by DFC	**1208**	**1442**	**1.2**	**1138**	**1485**	**1.3**	**1260**	**1655**	**1.3**	**1260**	**1533**	**1.1**	**1473**	**1455**	**1.0**

[1] In UK administered by British Council and in France administered by CNOUS (Centre National des Ouvres Universitaires et Scolaires) via administrative agreements with DFC.

APPENDIX 2 (continued)

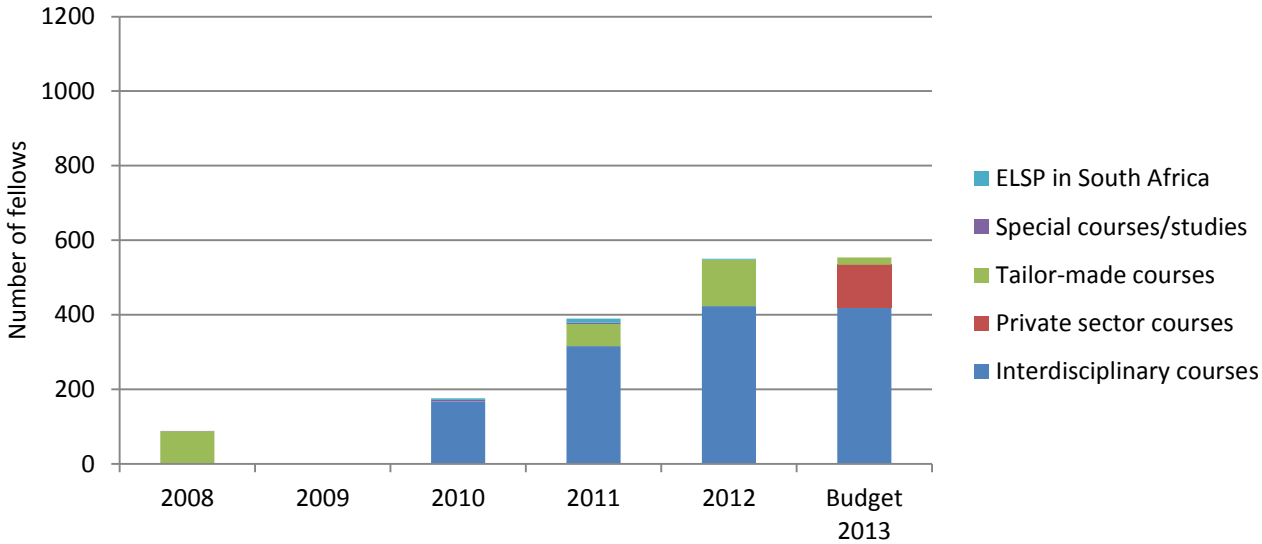
ACTIVITIES IN DENMARK

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



ACTIVITIES OUTSIDE DENMARK

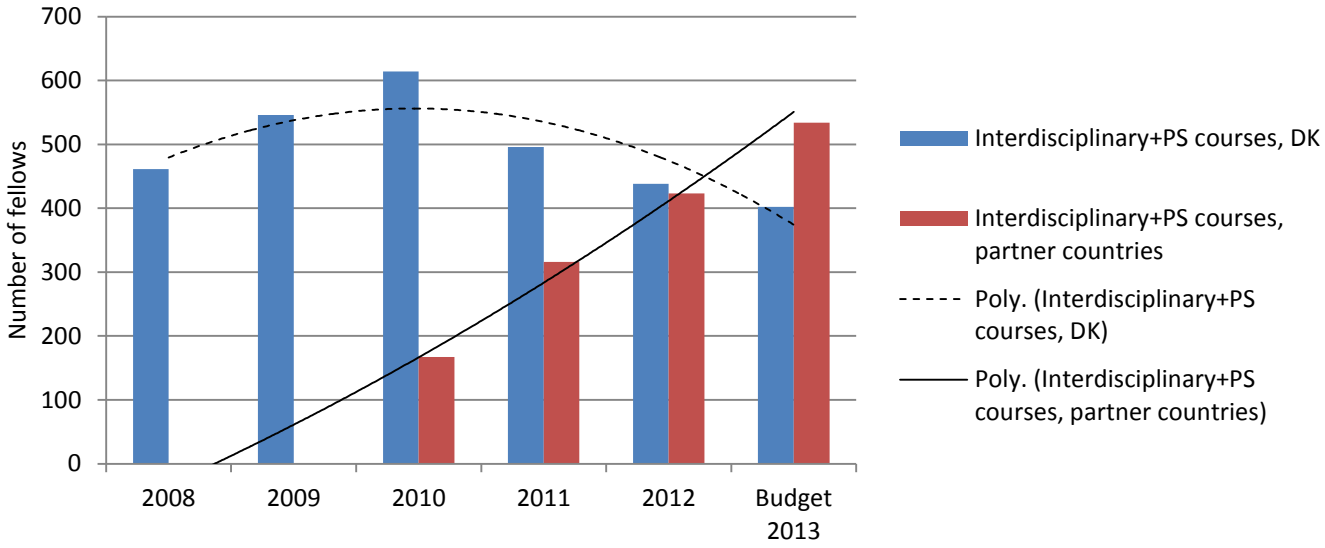
The diagram shows the composition of the fellowship programme outside Denmark per course/study types.



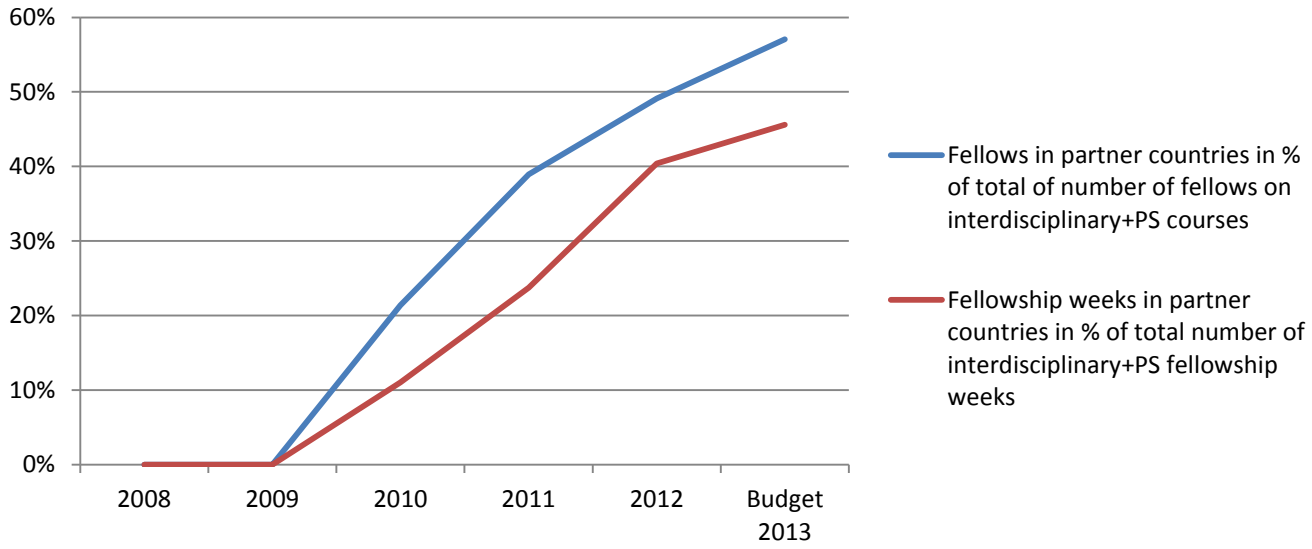
APPENDIX 3

INTERDISCIPLINARY AND PRIVATE SECTOR COURSES

The diagram shows the development over time of the number of participants on short courses (interdisciplinary and private sector (PS) courses) conducted in Denmark and outside Denmark.



As above, where the number of participants and number of study weeks in Denmark and outside Denmark, respectively, are stated as percentages of the total number.



APPENDIX 4 ACTIVITY PLAN 2013 (CENTRAL GRANT)

Interdisciplinary and Private Sector Courses	Total expenditure of activity	Central grant	External	Conducted in	Proposed place of study	Course data: No. fellows	Weeks in DK	Start quarter	No. phases	Course weeks
Addressing Climate Change in Development Assistance	989,000	839,000	150,000	Denmark	NIRAS	20	3	2nd qua.	1	60
Capacity Development, Adult Education and Training Delivery	1,395,000	1.195,000	200,000	Denmark	Grontmij m. fl.	20	4	2nd qua.	2	80
Corporate Social Responsibility (PS)	879,000	879,000	0	Denmark	Grontmij	20	3	3rd qua.	1	60
Course for Export-oriented Small and Medium sized Enterprises (PS)	781,000	781,000	0	Denmark	COWI	18	2	2nd qua.	1	36
Course for SMEs within Productive Industries and Services (PS)	775,000	775,000	0	Denmark	COWI	18	2	1st qua.	1	36
Financial Management/Good Governance (Public Sector)	989,000	839,000	150,000	Denmark	Unknown	20	3	2nd qua.	1	60
Gender Mainstreaming	1,014,000	864,000	150,000	Denmark	Unknown	20	3	3rd qua.	1	60
Green Energy and Carbon Markets (PS)	900,000	900,000	0	Denmark	UNEP Risø Centre	18	3	3rd qua.	1	54
Meeting the MDGs: Results-based Management for Sustainable Dev.	1,140,000	940,000	200,000	Denmark	Rambøll	20	4	3rd qua.	2	80
Natural Resources Management	959,000	809,000	150,000	Denmark	NIRAS	20	3	2nd qua.	1	60
Occupational Health and Safety Training Course (PS)	815,000	815,000	0	Denmark	COWI	20	2	1st qua.	1	40
Org. Change Mgt.: Effectively Addressing Transitional Processes	1,384,000	1,184,000	200,000	Denmark	Grontmij	20	5	1st qua.	2	100
Organic Agriculture and Products in Developing Countries (PS)	1,161,000	1,161,000	0	Denmark	Danish Agricultural Advisory Service	18	3	3rd qua.	1	54
Publ. Priv. Coop.: Roles, Responsibilities & How to Make It Work	1,270,000	1,140,000	130,000	Denmark	Sociability	20	4	1st qua.	2	80
Public Sector Leadership: Taking Charge of Public Sector Reforms	1,503,000	1,303,000	200,000	Denmark	Capacity Trust	20	4	1st qua.	2	80
Right-based Approach to Development	889,000	739,000	150,000	Denmark	IMR	20	3	1st qua.	1	60
Role of Civil Society in Aid Effectiveness	889,000	739,000	150,000	Denmark	Inka Consult	20	3	4th qua.	1	60
Strategic HRM for Business Development (PS)	785,000	785,000	0	Denmark	Unknown	20	2	3rd qua.	1	40
Buffer	2,726,000	2,726,000	0	Denmark	Unknown	50	3			150
	21,243,000	**19.413.000**	**1.830.000**			**402**				**1250**

Courses in Partner Countries	Total expenditure of activity	Central grant	External	Conducted in	Proposed place of study	Course data: No. fellows	Weeks in DK	Start Quarter	No. phases	Course weeks
Adaptation aux Consequences des ch climatiques dans le sect. agr	450,000	390,000	60,000	Burkina Faso	2iE	20	2	1st qua.	1	36
Aid Effectiveness	200,000	185,000	15,000	Danida priority country	Unknown	20	1	1st qua.	1	20
Aid Effectiveness	200,000	185,000	15,000	Danida priority country	Unknown	20	1	2nd qua.	1	20
Assessing the Value of Natural Assets	655,000	607,000	48,000	Zambia	Unknown + GEUS	18	2	1st qua.	1	32
Conflict Transformation (staff working with conflict at all levels)	600,000	510,000	90,000	Nepal	Unknown + IMR	20	3	3rd qua.	1	60
Cours sur le Changement Organisationnel	400,000	340,000	60,000	Benin	ENAM	20	2	2nd qua.	1	40
Democracy, Human Rights and Rights-based Approach to Development	660,000	600,000	60,000	Uganda	ILI-ACLE	20	2	3rd qua.	1	40
Disaster Risk Reduction	480,000	420,000	60,000	Mozambique	UDM	20	2	2nd qua.	1	40
Emerging Leaders in the Private Sector (PS)	627,000	627,000	0	Kenya	Strathmore	20	2	4th qua.	1	32
Entrepreneurship and Innovation in the Agricultural Industry (PS)	650,000	650,000	0	Bangladesh	Unknown + VCL	18	2	1st qua.	1	36
Environmental Mainstreaming	525,000	465,000	60,000	Nepal	Unknown + IMR	20	2	4th qua.	1	40
General Tools and Concepts in Agribusiness SME Development (PS)	660,000	660,000	0	Uganda	Unknown + NIRAS	20	2	4th qua.	1	36
Genre et Développement Agricole	700,000	640,000	60,000	Niger	AGRHYMET	20	2	3rd qua.	1	40
Gestion intégrée des ressources en eau et de l'environ. (DHI+2iE)	750,000	690,000	60,000	Burkina Faso	2iE	20	2	4th qua.	1	40
Governance in Local Government	520,000	460,000	60,000	Ghana	GIMPA	20	2	2nd qua.	1	40
Greening the Growth (PS)	650,000	650,000	0	Mozambique	Unknown	20	2	4th qua.	1	40
Gender Equality	500,000	440,000	60,000	Burkina Faso	ICI	20	2	2nd qua.	1	40
Leadership, Financial Mgt, and Good Governance in the Publ. Sect	420,000	360,000	60,000	Tanzania	ESAMI	20	3	1st qua.	1	60
L'entreprenariat et Innovation dans l'industrie agricole (PS)	500,000	500,000	0	West Africa	Unknown + NIRAS	18	2	2nd qua.	1	36
Modalites de Mise en Æuvre de l'Approche Sectorielle	725,000	665,000	60,000	Burkina Faso	ICI	20	2	1st qua.	1	40
Monitoring and Evaluation	500,000	440,000	60,000	Uganda	UMI	20	2	2nd qua.	1	40
Procurement	460,000	400,000	60,000	Uganda	UMI	20	2	2nd qua.	1	40
Promoting Government Integrity and Anti-Corruption	600,000	540,000	60,000	Uganda	ILI-ACLE	20	2	3rd qua.	1	40
Public Policy Analysis	375,000	315,000	60,000	Kenya	Unknown	20	2	3rd qua.	1	40
Strategic Communication	600,000	540,000	60,000	Tanzania	ESAMI + Danicom	20	2	2nd qua.	1	40
Women in Management	440,000	380,000	60,000	Ghana	GIMPA	20	2	2nd qua.	1	40
	13,847,000	**12,659,000**	**1,188,000**			**514**				**1008**

		Central grant	External
Course development and consultancies	1,000,000	1,000,000	
Project personnel (training advisers+ project coordinators) + OH	4,311,000	4,311,000	
Administration 7 %	2,617,000	2,617,000	
Total	**43,018,000**	**40,000,000**	**3,018,000**
Central grant		40,000,000	
Over / Under consumption		0	

916	Total	**2258**
514	In partner countries	**1008**

Relation between fellows/fellowship weeks in the South in relation to total number of fellows/fellowship weeks:

	fellows	Fellowship weeks
2012	46.8%	41.4%
2013	56.1%	44.6%

APPENDIX 5 PRODUCTIVITY

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

IN DENMARK	2010	2011	2012	BUDGET 2013
Total expenditure	DKK 34,705,818	DKK 28,231,135	DKK 25,662,130	DKK 21,243,000
Fellowship-months	443	344	308	288
Expenditure/month	DKK 78,343	DKK 82,067	DKK 83,319	DKK 73,642

IN PARTNER COUNTRIES	2010	2011	2012	BUDGET 2013
Total expenditure	DKK 3,231,926	DKK 8,421,541	DKK 11,105,278	DKK 14,424,000
Fellowship-months	55	110	158	242
Expenditure/month	DKK 58,762	DKK 76,559	DKK 70,287	DKK 59,603

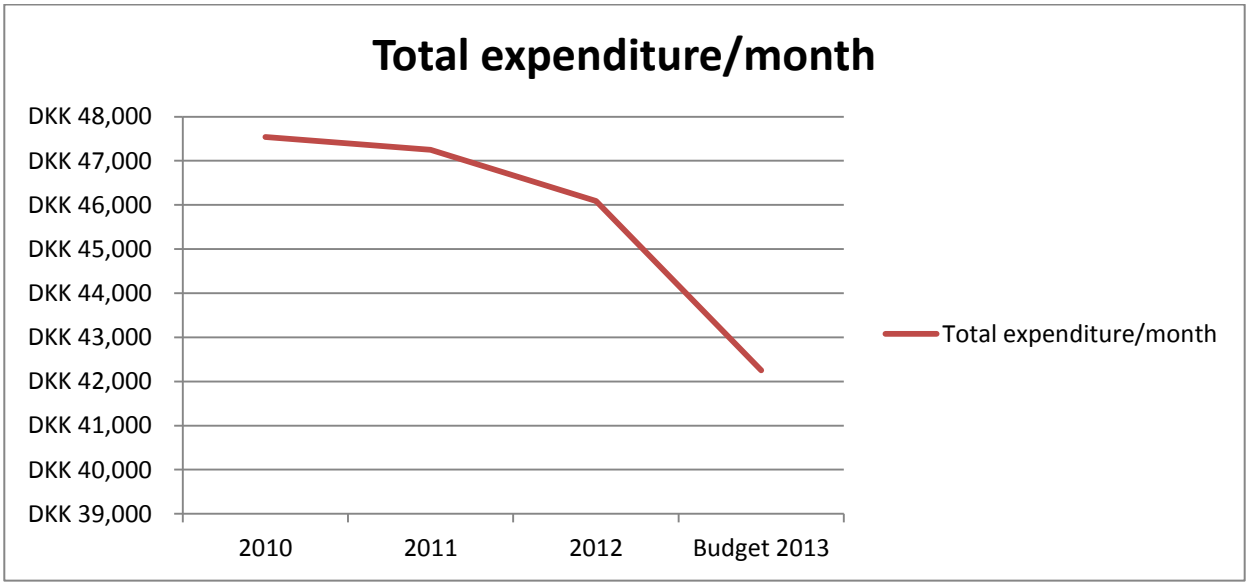
Number of fellowship-months equals selected participants, i.e. cancellations beyond DFC's control have not been deducted. In addition, courses run in 2013 which relate to 2012 courses and accounted for in 2012 are included. This sum up to 38 and 6 fellowship-months in Denmark and in developing countries, respectively.

There is a small increase of 1.5 % in expenditure/month in Denmark. The cutback exercise (reduction in OH on course management and teaching) was introduced mid-2012, and the effect will only show on contracts entered thereafter, i.e. from the beginning of 2013.

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

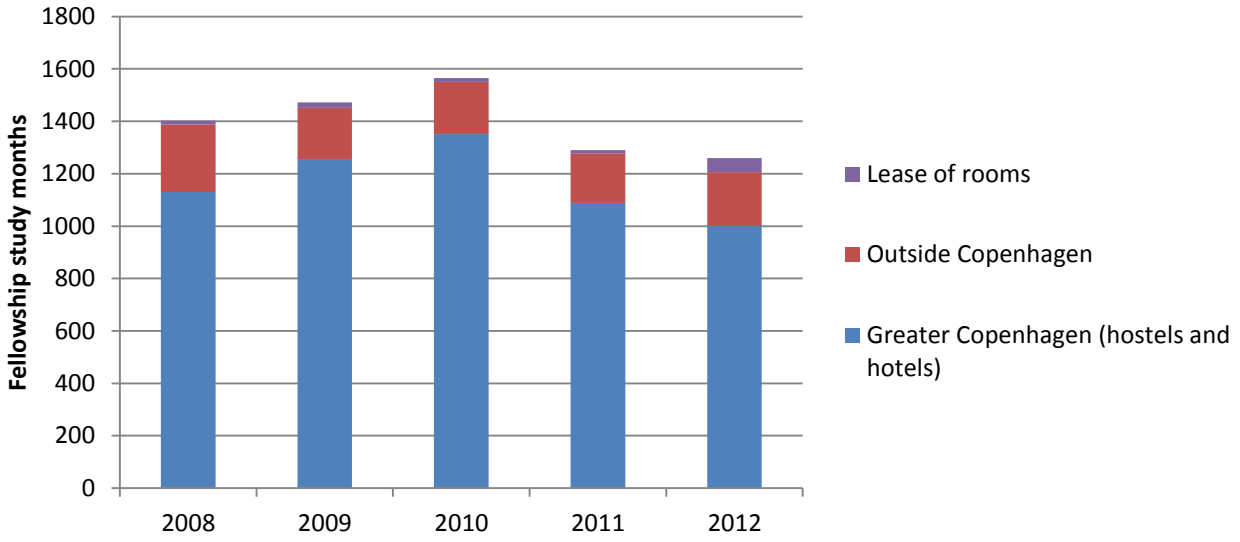
	2010	2011	2012	BUDGET 2013
Total expenditure	DKK 77,961,667	DKK 71,395,204	DKK 59,254,171	DKK 58,692,000
Fellowship-months	1640	1511	1286	1389
Expenditure/month	DKK 47,538	DKK 47,250	DKK 46,090	DKK 42,255

Fellowship-months are calculated as stated above.

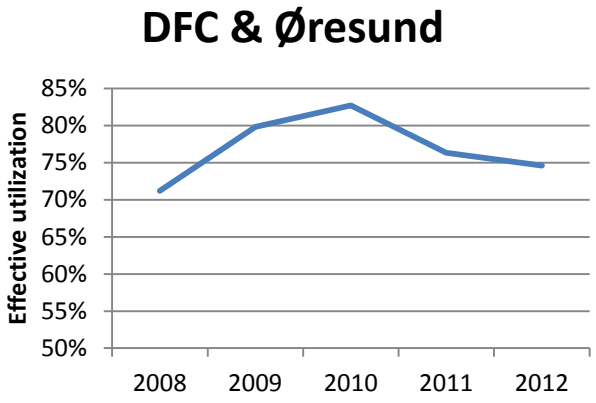


APPENDIX 6 ACCOMMODATION

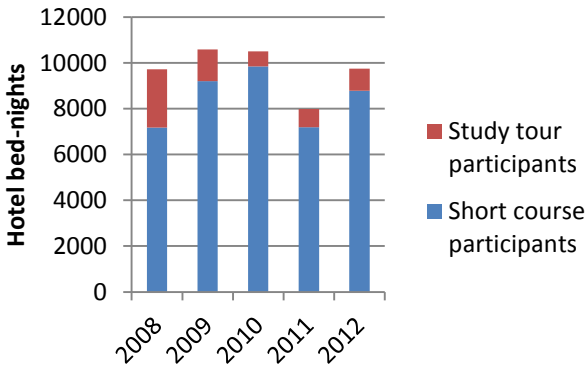
68 one-room apartments at DFC's student hostel and 17 apartments at Øresund Student Hostel were at DFC's disposal in 2012.



Effective utilization of hostel rooms in Greater Copenhagen:



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



The effective utilization is decreasing (though less in 2012 in relation to 2011, than 2011 in relation to 2010) in keeping with the current development of fewer long-term students in Denmark. The DFC hostel is thus utilized by a larger number of participants at short courses. With reference to the accommodation policy of DFC they are accommodated together when following the same course. Accommodation at DFC of more participants at short courses will cost in both readying time and cleaning expenses in relation to long-term accommodation.

APPENDIX 7 RESEARCH PROJECTS GRANTED IN 2012

Main Applicant	Responsible Institution	Project Title	Grant	DFC journal no.
VACCINE APPLICATIONS				
Thor Grundtvig Theander	University of Copenhagen	Development of Malaria Vaccines	DKK 10,119,987	12-055KU
Lars Hviid	University Hospital of Copenhagen	Malaria Vaccine Research and Capacity Building in Ghana	DKK 10,093,881	12-081RH
THEME 1: Health issues relevant to primary health				
Tine Gammeltoft	University of Copenhagen	The Impact of Violence on Reproductive Health in Tanzania and Vietnam	DKK 8,183,291	12-006KU
Frank Møller Aarestrup	Technical University of Denmark	Whole Genome Sequence based Diagnostics and Investigations	DKK 8,759,400	12-007DTU
Morten Sodemann	University of Southern Denmark	Post-conflict Mobility: Challenges and Potentials for Primary Health Care in Northern Uganda	DKK 9,672,563	12-057SDU
THEME 2: Inclusive economic growth, employment, and youth				
Egon Bech Hansen	Technical University of Denmark	Haramaya Camel Dairy	DKK 9,027,324	12-017DTU
THEME 3: Good governance, human rights, conflict and fragility				
Lotte Meinert	Aarhus University	Governing Transition in Northern Uganda: Trust and Land	DKK 10,115,188	12-056AU
THEME 4: Climate change, energy and sustainable management of natural resources and urban areas				
Mark Bayley	University of Aarhus	Interdisciplinary Project on Climate Change in Tropical Aquaculture (iAQUA)	DKK 9,098,666	12-014AU
Marina Bergen Jensen	University of Copenhagen	Water Resilient Green Cities for Africa	DKK 9,054,244	12-035KU
Peter Kjær Mackie Jensen	University of Copenhagen	Combatting Cholera Caused by Climate Changes in Bangladesh	DKK 9,044,586	12-040KU
		Total	**DKK 93,169,130**	

APPENDIX 7 (continued)

PILOT PROJECTS - GHANA, TANZANIA, AND VIETNAM

Main Applicant	Responsible Institution	Project Title	Co-operation Partner	Grant	DFC journal no.
Tanzania:					
Anna Andrew Temu	Sokoine University of Agriculture, Department of Agricultural Economics and Agribusiness	Second phase: Growing Innovative Entrepreneurs through Action Research in the Agribusiness Value Chains in Tanzania	AAU Department of Business and Management KU Department of Food Science	DKK 4,965,799	12-P01-TAN
Mkumbukwa M.A. Mtambo	Sokoine University of Agriculture, Department of Veterinary Medicine and Public Health	Second phase: Urban and peri-urban livestock farming and environmental and public health challenges in Tanzania	KU Copenhagen School of Global Health	DKK 4,969,526	12-P02-TAN
			Total	**DKK 9,935,325**	
Vietnam:					
Le Huy Ham	Agricultural Genetics Institute (AGI)	Second phase: Improving rice tolerance of submergence and salinity to cope with climate change in coastal areas of Vietnamese Deltas	No Danish partner International Rice Research Institute (IRRI), Philippines	DKK 4,950,000	12-P04-VIE
			Total	**DKK 4,950,000**	
Ghana:					
Robert Aidoo	Kwame Nkrumah University of Science & Technology	Strengthening root and tuber value chain in Ghana	DTU, DTU Management AAU Department of Development and Planning, University College North of Jutland, Department of Marketing, Export and Technology	DKK 5,019,527	12-P08-GHA
			Total	**DKK 5,019,527**	
			Total Ghana, Tanzania, and Vietnam	**DKK 19,904,852**	

APPENDIX 8 RESEARCH GRANTS – RECONCILIATION WITH MFA FINANS [3]

	MFA Finans account	Remaining grant 31.12.12 DFC DKK	Remaining grant 31.12.12 MFA DKK	Deviation DKK	Comments
Projects granted prior to 2008		-15,435,241	-13,364,945	-702,478 859,868 -6,329 -568,987 2,488,213 8 2,070,295	1101-life2: DFC payment not registered by UM 2201-GEUS1 Adjustment of interest income in 2011 934-KU: DFC payment not registered by UM 1207-LIFE: Return of unspent funds, not registered by UM Rounding off
2008 commitments (north driven)		-8,737,886	-10,049,450	-1,311,564	Difference in registered payments
2008 commitments (south driven)		-242,001	-242,001	-	
2009 commitments (north driven)		-36,501,821	-36,511,821	-10,000	DFC post entry
Travel grants 2009-2012		-9,771	-9,771	-	
2009 commitments (south driven)		-3,833,802	-3,833,802	-	
2010 commitments (north driven)		-44,322,420	-44,322,420	-	
2010 commitments (south driven)		-10,115,644	-10,135,644	-20,000	DFC post entry
2011 commitments (north driven)		-51,014,260	-51,514,260	-500,000	Audit south driven projects 2011 registered under '2011 commitments (north driven)'
2011 commitments (south driven)		-17,222,297	-16,652,128	500,000 70,170 570,170	Audit south driven projects 2011 registered under '2011 commitments (north driven)'- Payment registered by UM
2012 commitments (north driven)		-86,627,999	-93,716,630	-7,088,631	Payment registered under '2012 commitments (south driven)'
2012 commitments (south driven)		-21,000,000	-13,911,369	7,088,631	Payment relates to '2012 commitments (north driven)'
Travel grants 2013-2015		-3,420,000	-3,420,000	-	
FFU running expenses 2012 [4]		-1,945,453	-2,555,304	-14,571 -240,068 199,335 -554,547 -609,851	2010 remaining grant 2011 remaining grant UM expenses, not registered by DFC DFC expenses, not registered by UM
DFC running expenses 2013-15 [4]		-4,950,000	-4,950,000	-	
FFU projects in total	811	**-305,378,595**	**-305,189,545**	**189,050**	
Projects in Denmark	820	-51,391,464	-54,377,908	1,226,007 1,535,337 500,000 - 274,900 2,986,444	Recom Communication 2011 & 2012 return of unspent funds by SEED HEALTH unallocated 2012 payment to ReCom UNU-WIDER 2011
Other international research	921	-20,000,000	-27,500,000	7,500,000	DFC payment to IPM
International agricultural research	920	-35,000,000	-35,000,000	-	

[3] DW Tilsagnsstyring, dated 31.01.2013
[4] Remaining grant not stated in DFC accounts

APPENDIX 9 PERSONNEL

NAME	EMPLOYED FROM	AREA OF RESPONSIBILITY
Anne Christensen	15.07.97	Director
Ilselil Halby	01.03.87	Financial and Personnel Officer, substitute for the director research project accounts, fellowship allowances.
Erling Axel (32 hours)	15.05.08	Accountant
Githa Bruun	20.02.06	Receptionist, Administrative Fellowship Officer/Fellowship Project Coordinator.
Lisbeth Juul Sørensen	15.09.11	Office Clerk Trainee
Annette Kaalund-Jørgensen	01.12.93	Training Adviser – study planning, evaluation, budget/contract negotiations with the places of study, entering into contracts. Fellowship activities in Francophile West Africa.
Lars Pedersen	01.04.07	Training Adviser – study planning, evaluation, budget/contract negotiations with the places of study, entering into contracts. Fellowship activities in East Africa and Mozambique.
Helle Jørgensen	01.06.08	Training Adviser – – study planning, evaluation, budget/contract negotiations with the places of study, entering into contracts. Fellowship activities in Ghana and Zambia.
Eva Thaulow Nielsen (32 hours)	01.02.96	Administrative Fellowship Officer / Fellowship Project Coordinator – course administration, residence permits, air tickets, etc., administration agreements for research fellows.
Anne Engkebølle (flex job from 01.10.07=20 hours)	01.03.90	Administrative Fellowship Officer / Fellowship Project Coordinator – course administration, residence permits, and air tickets, etc., administration of the Sino-Danish Scientific and Technological Co-operation. From 15.11.12: Study tours and commercial services.
Sara Maria Etlersø Gøtterup (30 hours) until 30.06.12	15.04.07	Administrative Fellowship Officer / Fellowship Project Coordinator – course administration, residence permits, air tickets, etc., administration agreements for research fellows.
Morten Warming (30 hours) until 30.11.12	15.05.07	Accommodation Officer – responsible for accommodation in Greater Copenhagen, contract negotiations with hotels, reception at the airport. Study tours and commercial services.
Lene Christina Mosegaard (35 hours)	01.10.07	Social and Healthcare Counsellor – the well-being of the fellows, the social and cultural activities programme in Copenhagen, orientation about DK. Communication
Bente Ilsøe	01.05.08	Research Project Administrator: FFU-projects, projects in DK, international research.
Pernille Friis (25 hours)	15.01.10	Research Project Administrator: pilot projects in Vietnam, Tanzania and Ghana, travel grants.
Anna Jeppesen (30 hours)	15.03.10	Administrative Research Project Officer: updating of the Danida Research Portal, travel grants. From 15.11 12: Receptionist.
Henrik Bech	15.07.98	Property Manager – responsible for day-to day care of the DFC student hostel.
Gunna Nissen	01.09.92	Cleaning Lady.
+ 8 junior staff		Meeting the fellows upon arrival at the airport, introduction, excursion guides, and café attendants.

APPENDIX 9 (continued)

Employee-years distributed per activity/task

	2009 Accounts	2010 Accounts	2011 Accounts	2012 Accounts	2013 Budget
Core administration	5.0	5.0	5.0	4.9	5.7[1]
Fellows' personal welfare	2.6	2.4	1.9	1.9	0.9
Fellows' education/training in Denmark	3.0	2.5	2.1	1.5	1.5
Fellows' education/training in partner countries	0.5	0.7	1.0	1.5	1.5
Fellowship course administration	3.0	3.0	3.0	3.0	2.4
Accommodation	3.5	3.5	3.0	2.0	1.5
Administration of research projects	2.3	2.9	2.0	2.5	2.7
Total	19.9	20.0	18.0	17.3	16.2

[1] Programme and Communication Coordinator's employee-years will for 2013 be covered by the core administration

Accommodation officer who also had the responsibility of study tour and commercial services, Morten Warming, left DFC November 30, 2012. Morten will on a consultancy basis continue with the coordination of accommodation in Greater Copenhagen. The notice of resignation resulted in redeployments, in such a way that Anna Jeppesen returned to the reception, Githa Bruun is again full time on the fellowship tasks, and a vacancy in the research unit was advertised.

The annual two-day staff seminar was held in September 2012 over the theme of strengthening cooperation.
Finn Kistrup, Supplement A/S and Samarbejdssekretariatet were external facilitators on their separate parts.

Days lost through illness, average	**2008**	**2009**	**2010**	**2011**	**2012**
Result, DFC	8.9	9.7	8.5	7.8	15.4
Result, the Public Sector [1]	8.5	9.0	8.7	8.3	

[1] The figures for the Public Sector are from The Agency for the Modernisation of Public Administration, source ISOLA, and include own illness (i.e. excl. child's first day of illness, but incl. long-lasting illnesses).

DFC has few employees and ,therefore, has a weak spot towards some employees' long-lasting illnesses. Average number of days lost through illness less long-lasting illnesses is 6.5 days.