ANNUAL REPORT 2014

ABBREVIATIONS

2iE	L'Institut International d'Ingénierie de l'Eau et de l'Environnement de Ouagadougou
BSU	Building Stronger Universities in Developing Countries
CD	Capacity development
CURAD	Consortium for Enhancing University Response to Agribusiness Development Ltd
DANIDA	Danish International Development Assistance
DCDSP	Danida Capacity Development Support Programme
DFC	Danida Fellowship Centre
ENAM	École Nationale d'Adminstration et de Magistrature
ESAMI	Eastern and Southern African Management Institute
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
ICI	Initiatives Conseil International
ICIMOD	International Center for Integrated Mountain Development
ILI-ACLE	International Law Institute - African Centre for Legal Excellence
MFA	Ministry of Foreign Affairs
MoU	Memorandum of Understanding
OH	Overhead
STI	Training Institution in South
UEM	Universidade Eduardo Mondlane
UFT	Technical Advisory Service – Development Assistance, Ministry of Foreign Affairs
UMI	Uganda Management Institute
WWF	World Wildlife fund

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY 2
2. ORGANISATION 4
3. THE CAPACITY DEVELOPMENT PROGRAMME 5
3.1. Activities 5
3.2. Overall Outcome 5
3.3. Forecast 12
4. RESEARCH GRANTS 15
4.1. Research Projects 15
4.2. Overall Outcome 15
4.3. Forecast 19
5. MANAGEMENT 20

APPENDICES

1. EXECUTIVE SUMMARY

2014 has been a year of changes. The capacity development unit concentrated on the new policy for Danida Capacity Development Support Programme (DCDSP) and the research unit on the expansion of Building Stronger Universities (BSU) activities.

The implementation of the recommendations in the external evaluation of the fellowship programme from 2011/2012 gathered speed in 2014. The office of Humanitarian Action, Civil Society and Personnel Assistance (HCP) in the Ministry of Foreign Affairs (MFA) prepared a policy for the new programme, DCDSP, which reflected these recommendations. The policy was finalised in June 2014. Understandably, the policy resulted in further work at the Danida Fellowship Centre (DFC), and DFC's strategy for the capacity development programme, including a plan of action for the implementation of the programme, was approved by DFC's board and HCP during the autumn of 2014.

DFC has recruited two new Capacity Development Advisors for a two-year period in order to ensure an enhanced focus on, and capacity injection into, the implementation of the new initiatives under the policy in line with the action plan. This includes as a primary focus the introduction of innovative learning modalities and methods, as well as DFC's strategic involvement in and assistance to the Danida programmes' efforts within organisational learning and capacity development. Overall there will be a more significant focus on organisational learning and capacity development in lieu of individual learning and competence development, in addition to closer and more strategic cooperation between DFC, the Danish embassies, and the Danida programmes.

The success criteria for the capacity development programme will be, whether DFC is able to reach the overall targets for DCDSP – to facilitate and deliver innovative and 'best practice' support to capacity development and high quality solutions aligned to the capacity development needs, wishes, and readiness of the partners within the strategic priority areas of Danish development assistance – in addition to the specific result targets for DFC. Moreover, success criteria will be, whether DFC is able to use in full the grant for the DCDSP. With its clear goals and indicators the plan of action constitutes a strong framework to support an enhanced focus on results based management, as well as quality reporting on the results under DCDSP.

DFC has also ensured that Danida's strategic priorities are reflected in DFC's course portfolio, which again in 2014 was aligned with Danida's needs and wishes through a process of hearings with MFA and the embassies. The effective utilisation rate of participants for courses in 2014 again surpassed the set quota of required participants per course, resulting in high rates of above 100 %. This indicates that the selected course topics remain highly relevant to the needs of the partners. In contrast to previous years, however, DFC has an under-consumption of DKK 1.9 million in 2014, or 4.7 % of the total budget for the programme. This is primarily the result of the extra DFC personnel resources, which in 2014 have been used for tasks relating to the new policy, such as ensuring the preparation of DFC's own strategy and plan of action. And this has not surprisingly reduced the available man power for the implementation of the regular course portfolio and meant that some of the courses have been postponed to the first quarter of 2015.

The share of female fellows, inclusive of the researchers under the administration agreements, has remained at 35 %.

The overall productivity (measured by lowered costs per fellowship week cf. appendix 3) is increasing. The funds have been used cost-consciously with the clear aim of ensuring 'value for money', without lowering DFC's quality standards.

In 2014, DFC's evaluation portal (DFC-Assessment) included all courses in Denmark, as well as partner countries. Data on participant learning as a result of the individual courses is gathered by asking each

participant to assess own skills and competences before and after the course on 10 key and course specific learning targets. The data indicates a positive effect of the courses in 2013, with 12 out of 17 courses bringing about an increase of between 50 % and 75 % in participant knowledge and competency. Furthermore, the participants express an appreciation of the participatory approach utilised in the courses, and find the content of their course highly relevant. In addition, the substantial knowledge and relevant experience from developing countries of the course lecturers are valued. The practical and tool-based approach applied is also highlighted, as it is seen by the participants as a considerable support in transforming individual learning into organisational change.

With reference to the BSU Master programme starting in September 2014, it proved possible to grant acceptance to an additional nine students over and above the 31 granted acceptance in 2013. DFC has initiated the planned review of the programme, which will be carried out in 2015, and is looking forward to receive the findings. A new two-year grant of DKK 20 million will be provided in the spring of 2015.

The research unit is performing well, and was as of March 2014 expanded with one person recruited primarily to take care of the finalisation of Danida's BSU I commitments (finalisation of 41 PhDs, in addition to the DKK 19 million grant earmarked for communication activities), and BSU II activities. BSU II includes research capacity development projects for seven South universities in Tanzania (three universities), Ghana (two universities), Nepal (one university), and Uganda (one university), respectively. Six of the universities, Uganda excluded, have successfully gone through the initial phase of drawing up cooperation agreements with the Danish university consortia, and have started activities as of November 2014. Establishment of the partnership for Gulu University (Uganda) has, for political reason, seen a slight delay. The Gulu partnership is now expecting to kick off at the end of the first quarter of 2015.

DFC's effective administration of the application rounds and administrative procedures for the on-going projects were confirmed by DFC's survey of the Project Coordinators' satisfaction with DFC's services. The survey showed a positive result with a response rate of 62 %, of which above 50 % showed a rating of generally ***very satisfactory*** and further a little less than 20 % a rating of ***satisfactory***.

By the end of 2014, only two of the 119 projects, which were handed over to DFC in August 2008, are still on-going. These are expected to be concluded in 2015. At the end of 2014 there were in total 86 on-going North driven and 23 South driven research projects.

The larger focus on South driven project in MFA's strategy has had an effect on DFC's work resulting in a clear change in the proportion between on-going North driven and South driven projects. MFA's strategy for development research builds up to an enhanced focus on research communication, documentation, and dissemination, as well as on the use of the results of the projects. DFC welcomes this and looks forward to take on a further role in the implementation of this part of the strategy, among other things at the annual thematic meetings, as well as the partnership and communications workshops.

DFC has a consistent focus on optimising and streamlining DFC's activities, such as more flexible and effective IT solutions, including a better utilisation of the existing facilities of the Navision STAT accounts programme.

2. ORGANISATION

DFC is a self-governing institution, which receives grants from MFA for:

1) implementation of the capacity development programme
    a. § 06.32.04.11 – Capacity development 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 capacity development programme administers and implements within a framework defined by MFA, and for the research assistance performs secretariat functions only. For the latter, the mandate for the overall strategic development policy lies with the Technical Advisory Services (UFT) department of MFA.

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

The present board has been appointed for the period ending June 30, 2016 and consists of:
Chairman, lecturer **Mr Michael Wendelboe Hansen**, Copenhagen Business School, Department of Intercultural Communication and Management
Director **Ms Mette Vestergaard**, Mannaz (until June 30, 2014)
Associate Professor **Ms Anne Mette Kjær**, Aarhus University (from July 1, 2014)
Consultant **Mr Nils Boesen**
Head of Department **Ms Ulla Godtfredsen,** Metropolitan University College
Ms Susanne Lildal Amsinck, Senior Fundraiser, WWF Denmark

DFC's constitution can be found at DFC's website.

MFA and DFC's board entered into an interim cooperation agreement for the year of 2014, primarily due to lack of clarification about the policy for the capacity development programme. A new three-year cooperation agreement for 2015-17 was signed in December 2014.

No performance targets were agreed upon with MFA for 2014, as the above mentioned policy was not concluded until June 2014, and consequently DFC's strategy was prepared in the last half of 2014. The results of the year, which are included in this report, are therefore instead compared against activities included in the later formulated plan of action for 2015-17 and agreed targets approved November 2014.

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

DFC's values: **Professionalism, Responsibility, Openness, Team-spirit, Respect, Humour**

DFC's mission: **DFC contributes to improved results at organisational level, as well as long-term organisational capacity development for partners in the South, by facilitating and delivering innovative and 'best practice' capacity development support and high quality solutions tailored to the capacity development needs, wishes and readiness of the partners within the strategic priority areas of Danish development assistance.**

DFC ensures that the administration of Danida's research grants is in accordance with practices of good governance. DFC ensures the administrative quality assurance, and DFC contributes to dissemination of the results of the research grants.

3. THE CAPACITY DEVELOPMENT PROGRAMME

3.1. Activities

All interventions 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 capacity development activities. Among other things, these guidelines stipulates that all fellows on a Danida funded fellowship in Denmark must be administered by DFC in order to ensure the homogeneity in the quality of training and the fellows' stay in Denmark.

Further information on the interventions is included in appendix 2, and detailed statistics for the capacity development programme can be found on the DFC website.

The section below includes reporting in relation to the implementation of activities and courses under the framework of the Danida Fellowship Programme and its successor, the Danida Capacity Development Support Programme (DCDSP), introduced in 2014, as well as the new policy formulated by MFA. Given the late approval towards the end of 2014, DFC has had only a very short time to initiate the DCDSP policy related activities. The report may therefore be found not to focus fully on the targets in DFC's current plan of action (inserted in the boxes below) for implementation of DFC's strategy approved in October 2014. DCDSP policy related activities will, however, be described below and summed up at indicator-level in appendix 1.

3.2. Overall Outcome

Danida Fellowship Centre will drive innovative learning modalities and methods by:

- becoming a focal point for development and application of innovative learning modalities
- facilitating more comprehensive, sequenced or iterative learning processes
- enhancing organisational CD through design of innovative approaches focusing on pre-activity involvement
- promoting contextual learning; employing open learning and iterative learning processes; and by developing supplementary web-based solutions
- assessing, monitoring and evaluating the CD activities

Instead of focusing on the period after the course (follow-up) DFC will for selected courses put more emphasis on the period before course start. For this purpose, DFC has selected four courses among the courses in the 2015 portfolio, to act as pilots for this changed focus. DFC has been in dialog with the course providers to discuss how best to change the modality and the weighing between pre- and post-course activities. This initiative is introduced to enhance the relevance and participant ownership of the course, as well as to ensure that the fellows have a clear mandate from their organisation in relation to their Action Plan. It is the expectation that these initiatives will contribute to achieve improved learning results for both the fellow and his/her organisation.

An e-learning module on the topic 'Sexual and Reproductive Rights' has been developed by the Danish Family Planning Association (*Sex og Samfund*) for the course *Democratization and Human Rights Based Approaches to Development.* The e-learning platform is utilised and tested with a view to being used for the development of a full e-learning course facilitated by Strathmore Business School in Kenya.

The course *Emerging Leaders in the Private Sector* was planned to be re-designed as an e-learning course in 2014 based on the experience gained from implementing an e-learning module for the course *Democratization and Human Rights Based Approaches to Development.* The latter was, however, not

conducted in 2014 after all, as too few applications were received for the course during the first round. The course will now be conducted in early 2015. The e-learning module was therefore not tested in 2014, but will be tested when the course is conducted in 2015, based on which the course *Emerging Leaders in the Private Sector* will be re-designed as a full e-learning course to be conducted in 2015 instead of 2014.

In 2014, DFC's evaluation portal (DFC-Assessment) included all courses held in Denmark as well as in partner countries. Data on participant learning as a result of the individual courses is gathered by asking each participant to assess own skills and competences before and after the course on 10 key and course specific learning targets. As in previous years, the participants received a *pre-course questionnaire* prior to course start, an *end-of-study questionnaire* at the end of the course, and a *post-course questionnaire* approximately 6 months after the end of the course. The e-learning part of DFC-Assessment concerning planning tools and Action Plans, which is fully rolled out for courses conducted in Denmark, was in 2014 also rolled out for courses conducted in the partner countries. This has not given rise to any significant issues, and has given the participants a better understanding of the process of working with planning and Action Plans within the framework of the individual course.

For 2013 the average response rate was 70 % for the *pre-course questionnaires,* while it was somewhat lower for the *post-course questionnaires* at only 30 %. The response rate for especially *post-course questionnaires* is inadequate as a means to evaluate course and learning results, and DFC currently considers which steps are needed to ensure a response rate high enough to give a representative overview of the individual learning effect of DFC's courses. Reminders have been sent to all participants per e-mail, but without any significant effect. Further steps could include changing the timing for sending out the *post-course questionnaires*, improvements towards a more user friendly DFC-Assessment platform, or new monitoring methodologies. Such changes will be considered for implementation in 2015 based on a more detailed analysis.

The results of DFC's evaluations indicate that 12 out of 17 courses have brought about an increase of between 50 and 75 % in participant knowledge and competency related to the particular area of focus of the course. Common to the four courses, which were under the median in relation to competency gains, was that the starting point, documented via the *pre-course questionnaire,* was relative high. This meant that there was less room for improvements. In each case the result is discussed further with the respective course provider for the purpose of identifying areas, where it is possible and necessary to improve.

The participants express an appreciation of the participatory approach utilised in the courses. Furthermore, the substantial knowledge and relevant experience from developing countries of the course lecturers are valued. The practical and tool-based approach in the training is also highlighted, as it seen by the participants as contributing considerably in transforming individual learning into organisational change.

The report, which describes the effect of DFC's short courses in Denmark in 2013 measured via the DFC-Assessment, can be found at the DFC website.

Danida Fellowship Centre will become a trusted and acknowledged partner in effective support to capacity development by:

- acting as a professional partner to DFC's main actors in relation to CD components
- increasing DFC's participation in formulation of new and ongoing Danish development cooperation engagements as well as contributing to reviews
- facilitating the bringing together of relevant stakeholders for CD initiatives
- providing enhanced support to further development partners' ownership with a view to applying learning and evaluating the outcome

The Embassies have been informed of DFC's new mandate and the possibilities entailed in the DCDSP through mails from both HCP and DFC. Further, following consultation with HCP, in October 2014 DFC sent mails to countries, which are in the midst of or about to commence their country programming (Bangladesh, Burkina Faso, Kenya, Myanmar, Somalia, and Zimbabwe). These mails have been followed up by meetings at the embassies to the extent DFC has visited the countries. At the time of writing there are on-going dialog with Kenya (see below), and Myanmar. In addition there has been talks with the Embassy and a Danida programme in Nepal about new activities under DCDSP and the possibilities of guidance and support from DFC under DCDSP.

In 2014, DFC supported organisational development initiatives for Kenya Climate Innovation Centre (KCIC), which is one of the major players in relation to Danida's work on promoting green growth. The support included assistance to a process in which KCIC is preparing a new vision, an organisational change strategy, new organisational set-up, and a redesign of its services. The next move is now up to KCIC, but it is expected that KCIC, the Embassy, and DFC will continue the cooperation building on the work thus far. Likewise, there are discussions with the Embassy and Micro Enterprises Support Programme Trust (MESPT) in Kenya on the possibility of developing a tailor-made course with the aim to establish public-private partnerships on green growth issues at regional level.

During 2014, DFC's Capacity Development Advisors undertook missions to Kenya, Nepal, Tanzania, Uganda, Benin, Burkina Faso, and Mali. The visits to the seven priority countries have enhanced the cooperation with the embassies and liaison offices, and not least the Training Institutions in the South (STIs). The visits have given DFC the opportunity to monitor the fellowship courses conducted by the STIs with a view to support on-going development and improvements of the courses. The visits also allowed for discussions with the embassies and advisors on the need for new thematic course topics. Moreover, they provided the platform for presenting and discussing the potential for enhanced DFC support to capacity development processes and the possibilities for increased involvement by DFC in defining and planning for these, with reference to the new policy for DCDSP. Based on experiences it is considered essential, that DFC's Capacity Development Advisors continuously and on a regular basis visit the partners in the South, especially when STIs and embassies replace contact persons, and – not least – in relation to the implementation of the DCDSP and the preparation of agreements for DFC's support to these partners.

The approved course schedule for 2015 was made available at the DFC website in September 2014 and included in the DFC Newsletter.

DFC's Director and DFC's Communication Coordinator/ BSU Master Programme Coordinator participated in the annual Donor Harmonisation seminar, held in Helsinki in June 2014 with representation from 23 different organisations and ministries, and with a total of 52 participants. The seminar is a forum for experience and knowledge sharing.

Further in October, a DFC Capacity Development Advisor participated in a Danida supported conference on green growth in Nairobi entitled '*Unlocking Green Growth - The Role of Smart Investments and Private-Public Partnerships in Fostering Green Growth Initiatives*'.

No common training programmes with other donors than Danida were conducted in 2014. The Icelandic International Development Agency did finance the participation of one of their local employees from Uganda in a DFC course in Uganda.

Danida Fellowship Centre will continuously focus on the effective, productive and accountable management of the programme by:

- expanding the network of capacity development support providers
- applying new and more effective modalities for procurement of capacity development support providers
- providing comprehensive information on services available
- instituting a human resource policy in line with new DFC paradigm for support to capacity development
- reporting and communicating results and added value
- effective use of funds for the existing course portfolio

The activity plan for 2015 went through a hearing process during the summer period, which was completed in mid-August. The plan was discussed and approved at the board meeting August 18, 2014 and subsequently approved by MFA September 18, 2014. Due to unforeseen events, and in order to ensure efficient use of the DFC's course portfolio, some changes have later been made to the course schedule. These are listed below.

The course *Better Business Using Strategic HRM* was cancelled in 2014 due to the low number of applicants. The course may therefore be reformulated and restructured in order to improve the alignment of the course to target group needs. The intention is to announce and implement the course in 2015.

Democratization and Human Rights Based Approaches to Development, planned to be conducted in 2014, was postponed to the start of 2015 due to the low number of applicants in 2014. The course will still be conducted with 2014 funds. Similarly, the courses *General Tools and Concepts in Agribusiness SME Development* and *Equitable and Sustainable Use and Valuation of Natural Resources* were postponed to the first quarter of 2015, as the number of qualified applicants before the original deadline was insufficient. The two latter courses are now expected to be conducted in 2015 with a sufficient number of applicants.

Success story - learning put into practice

Dear DFC,

Greetings from Nairobi, Kenya,

We, Job Achera and Jim Agwata, were in Aarhus from June 2nd - June 20th for the fellowship course on Social Partnerships for Business Development.

At the end of our course we presented our action plan which was on creating a student entrepreneurial development program (benchmarking on Danish best practices) in one of our local universities and then scaling accordingly.

On our arrival we started working on our action plan and our first approach was Danida Business Partnerships and we were able to go through the screening process successfully and now we are at the Partner identification stage of which we shall be coming back to Aarhus Denmark from the 16th - 23rd November 2014 for a potential partner identification and a fact finding mission towards this regard.

We just wanted to brief you on our developments since we took part in the course.

A one-off pilot course was conducted for a group of participants from Bhutan at the International Centre for Integrated Mountain Development (ICIMOD) in Nepal as a means to commence cooperation with this new STI. The first course was moderate in size, both with regard to content and number of participants, and is expected to be used as point of departure for a broader future cooperation with ICIMOD. In 2015, two of the planned courses will be conducted by and in cooperation with ICIMOD.

The course *Disaster Risk Reduction* was not undertaken due to difficulties in relation to the joined planning carried out by two STIs in Nepal and Mozambique. The difficulties were, among other things, due to the change of course coordinator and contact person from the organisations. The two STIs and DFC met in connection with the STI workshop in October, at which the way ahead for the partnership was agreed. The course is expected to be conducted in 2015.

As a consequence of the above-mentioned postponements/cancellations of courses it proved possible to duplicate two interdisciplinary and very popular courses with a high number of applicants:

- *Financial Management/Good Governance* (in Denmark)
- *Public Private Partnership* (in Denmark and Uganda).

In Burkina Faso three new courses in French were conducted in cooperation between two STIs and a Danish course provider: *Impulser la Croissance Verte en Afrique* (2iE), *Société civile et efficacité de l'aide* (ICI) and *Chaînes de Valeur dans le Secteur Agricole* (COWI).

In 2014 DFC put three interdisciplinary courses out for tender to ensure that topics remain on the vanguard of the current development assistance agenda and to expand DFC's pool of course providers:

- *Equitable and Sustainable Use and Valuation of Natural Resources* – new course, awarded to Grontmij in cooperation with IBIS
- *Corporate Social Responsibility* – existing course put out for new tender, awarded to Grontmij in cooperation with Sociability
- *Sustainable Agriculture* – partly new/reformulated course, awarded to Niras in cooperation with the National Association of Ecology (*Økologisk Landsforening*).

The courses were tendered for a three year period under the condition that the annual Danish Budget is approved, MFA approves the annual activity plan, and a sufficient number of qualified applicants apply.

DFC has a formalised cooperation with eleven STIs through signed Memorandum of Understanding (MoU), in addition to lesser formalised cooperation with a further three organisations. These cooperations are located in nine of Danida's priority countries, and including a further five countries through the two MoUs with regional institutions in Nepal and Tanzania, respectively.

Land	Institution	MoU
Benin	École Nationale d'Administration et de Magistrature (ENAM)	√
	La Chaire Unesco	
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/Strathmore Business School	√
	Kenya Climate Innovation Centre	
Mozambique	Universidade Eduardo Mondlane (UEM)	√
Nepal/regional (Afghanistan, Pakistan, Nepal, Bhutan, Bangladesh, Myanmar, etc.)	International Centre for Integrated Mountain Development (ICIMOD)	√
Niger	Agrhymet	√
Tanzania/regional (Kenya, Mozambique, Tanzania, Uganda, Zimbabwe, etc.)	Eastern and Southern African Management Institute (ESAMI)	√
Uganda	Uganda Management Institute (UMI)	√
	International Law Institute – African Centre for Legal Excellence (ILI-ACLE)	√
	Consortium for Enhancing University Response to Agribusiness Development Ltd (CURAD)	

The three DFC Capacity Development Advisors conducted a 3-day workshop for all the English speaking (primarily African) STIs in Tanzania in the end of October 2014, with 15 participants from Kenya, Tanzania, Uganda, Mozambique, Ghana, and Nepal. The purpose was exchange of experiences, sharing of information about the new policy for DCDSP and its possibilities and implications, in addition to strengthening the Action Plan component of the STI-courses. The workshop gave DFC a significant amount of beneficiary information about the possibilities and challenges of the cooperation with the STIs. It likewise made room for exchange of experiences and South-South learning. DFC assesses that it would be useful with similar arrangements around every second year.

All tailor-made course activities were fully financed by programme funds. One tailor-made course was conducted in Denmark (*Law and Justice as Tools of Democracy)* on request from Uganda, and it is expected that a similar course will take place in 2015. The course has, except for one year, been conducted every year since 2003. Another tailor-made programme, discussed in 2014, was a course at decentralised level in Kenya on green growth and public-private partnerships. These discussions are still in progress, and a course is expected to be conducted in 2015.

The remaining funds on the BSU Master grant have been utilised for another nine studies with start September 2014, of which six are two-year Master studies and two one-year Master studies. One student discontinued the study after the first month for personal reasons.

The complete list of the capacity development activities may be seen from appendix 2, and comprehensive statistics with the distribution of fellows per developing country, courses and studies, etc., may be found at the DFC website.

As part of the fellows' stay in Denmark and in order to facilitate knowledge sharing and dialogue about the Danish political and cultural context debate evenings on the themes 'Danish Family Life' and 'Democracy' are arranged. 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 as possible out of the study stay in Denmark. The debates in 2014 were held about every second Tuesday. In addition to these, monthly half or full day excursions to landmarks around Denmark have been arranged, if and when needed.

By disseminating knowledge about Danish values and competences to other countries and cultures DFC contributes to 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 receive a joint introduction at the premises of the course provider on the first weekday after their arrival. At this introduction meeting they are, among other things, informed via DFC's information videos about social conventions in Denmark, the Danish health system, and the roles of DFC and the course provider. Individual fellows' need for introduction is assessed case-by-case.

With reference to the initial cooperation agreement between MFA, Universities Denmark and DFC in terms of the BSU Master Programme, a separate orientation about Denmark was conducted for the nine newly started students, in addition to a follow-up seminar for the first 31 BSU Master students approximately ½ years after the introduction course in 2013.

All fellows in Denmark have the possibility of getting advice and guidance from the DFC Counsellor in the case of illness, as well as study related or personal problems. This has, among other things, meant that fellows, who initially express a wish to see a doctor for less severe cases of illness, can instead be helped through DFC's guidance, and in this way are not deprived of course days and/or are not an unnecessary burden on the Danish health system or insurance. With reference to courses conducted in partner countries, 'Best Practice' procedures for handling of illness and insurance cases etc. have been compiled for STIs and DFC.

The overall productivity of capacity development activities in and outside Denmark (measured by lowered costs per fellowship week cf. appendix 3) is rising markedly, and the funds have been used cost-consciously with attention to the principle of 'value for money'.

The total expenditure on wages and salaries relating to the capacity development programme has decreased from DKK 3.05 million in 2013 to DKK 2.94 million in 2014 corresponding to a reduction of 6.9 % on top of last years' reductions of 13.9 % and 10.7 %, respectively.

The development of a new HR policy for the Capacity Development Advisors has been initiated. Two new employees have been recruited for the team. They are employed for a two-year period starting January 1, 2015. They bring valuable experiences and competences within monitoring and evaluation, organisational development and learning, and learning modules to DFC.

3.3. Forecast

Making the DCDSP operational is expected to be the focus of 2015 – without resulting in a decrease in the current high quality and relevance of the course portfolio. On the contrary, it is expected to contribute to an increase in quality and relevance of both the course portfolio and DFC's overall contribution to the Danish development assistance with regard to capacity development.

In connection with the initiation of DCDSP a range of activities with matching goals and indicators are planned. These include:

- International seminar about new learning modalities within capacity development
- Implementation of organisational development activities for a minimum of four of Danida's partner organisations
- Procurement, development and implementation of two e-learning courses
- Development of complimentary e-learning modules for a minimum of five existing courses
- Updating of the DFC-Assessment portal
- Implementation of comparative studies of the effect of different learning modalities
- Facilitating of dialog about 'best practice' and innovation in learning among DFC's players
- Support to a minimum of three organisations in evaluating their capacity development
- Expansion of the resource base in relation to existing and new course providers
- Production of DCDSP communication materials.

DFC will further consolidate the cooperation with existing STIs, and further explore the possibilities for new cooperation partners in the priority countries. Concurrently, DFC will reconsider all existing cooperation in order to evaluate whether the cooperation lives up to DFC's quality requirements, and whether the cooperation is found to be beneficiary for the STIs, DFC, and the DCDSP target group.

The general approach to donor cooperation is based on the assumption that further initiatives will happen only when and if concrete possibilities for this arise.

In order to ensure that the contents of the DFC courses are continuously up-dated in relation to new trends within the development assistance agenda, as well as to ensure a possible expansion of contracted course providers, DFC will again in 2015 put courses out for tender. One of these courses will be a new course on *Results-Based Management*, which was called for by MFA at the hearing in June 2014.

In order to streamline and reduce the administration costs DFC will carry out a tender round for thematic framework contracts in 2015. Activities under such a framework contract may include activities both in Denmark and partner countries, and may not be limited to course activities, only.

DFC plans to hold a workshop for DFC's partner STIs in French speaking Africa similar to the workshop, which was conducted for primarily English speaking STIs in 2014. Specifically, it is planned to focus on facilitating Action Plans, in addition to more course management related topics, such as DFC's guidelines, including monitoring, evaluation, and reporting of course results.

In 2015, DFC will continue the work commenced in 2014 on developing e-learning, innovations within learning in general, and new course modalities under the DFC course portfolio. For this purpose resources have been put aside for the Capacity Development Advisors to work with development and use of new learning modalities on selected topics/courses. This work entails enhanced use of e-learning, use of video tools, challenge based learning, self-organised learning, etc.

DFC will participate in relevant meetings, seminars, conferences, and courses, and will follow the general trends of development policy through various media. Furthermore, DFC will continue to seek an even closer dialog with MFA, partners, interested parties, and embassies in order to ensure the continued relevance and applicability of the capacity development programme. DFC will focus on

continued information and communication about and coordination of further opportunities in Denmark and the regions.

DFC will in 2015 aim at communicating more clearly to the embassies and other central players that DFC may be contacted early and in changed roles in connection with country strategies/programming and capacity development of the Danida programmes. This will be carried out by a strengthened communication effort on the website, in the Newsletter, and in the development of various presentation materials. Concurrently, DFC will be more proactive in its approach. DFC will also strengthen its monitoring tools and efforts in order to, to a larger degree, measure and communicate its results.

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

The second phase of the BSU Master programme of DKK 20 million covering another two-year programme is expected to be granted in the spring of 2015. The Call has been posted at the seven BSU universities, Danish universities and at the DFC website since September 2014. In 2015, DFC will initiate a review of the first phase of the BSU Master Programme (for a success story in this regard please refer to the article below) with the aim of assessing the overall relevance and administration of the programme, and in the long term, when there has been a larger intake, the effect of the programme. Focus will be on both the actual content and the quality of the individual Master programmes, in addition to management of the programme, hereunder both DFC's and the universities' administration.

Microplastics in the oceans - the ghostlike contamination

Today it is common knowledge that plastics pollute our oceans. Plastic bags and food wrapping float in the surface waters along our coastlines and are washed ashore, fouling our beaches. But the contamination of the oceans is worse than the eye can observe. Much worse.

We produce almost 300 million tons of plastic every year (1), an enormous amount of which it is estimated that about 10% ends up in the oceans – about 30 million tons per year (2). An amount so large that plastic seemingly ought to be everywhere in the oceans, however, when scientists measure the extent of plastic in the oceans, they find no more than 1% of the expected amount (3). Where is the last 99%? As the creators of plastic, we are aware that the synthetic polymers that constitute plastic are only very slowly, if at all, biodegradable (4). Ergo the plastic cannot have disappeared…

What scientists are now emphasizing, is that even though plastic is only very slowly biodegraded, it is still *degraded* and still *bioactive*. Two properties of the marine plastic pollution that cause worries in the scientific world.

That the marine plastic pollution is degradable and bioactive means that the plastic, though it is not biologically degraded into other molecules such as CO_2, is still degraded by the oxidative properties of the atmosphere, the UV radiation of the sunlight and the hydrolytic properties of seawater (4). Hence, the plastic becomes embrittled and breaks into smaller and smaller pieces, eventually becoming individual polymer molecules - fragments so microscopic that they are barely observable for the human eye. These tiny pieces of plastic are what scientists term as *microplastics.*

In June 2014 scientists revealed that microplastic have been detected in 88% of all samples of surface waters (3). In other words: Microscopic plastic pieces are everywhere in the oceans. They constitute a ghostlike pollution of such a magnitude that we cannot ignore them and their potential ecological consequences.

The two students Bahati Mayoma Sosthenes and Fares John Biginagwa from RUCs M.Sc. program Environmental Risk have determined to help fill in some of the black holes of knowledge about microplastics. Through their research they aim to detect the types of microplastic present in the Mediterranean Sea, and determine how these plastic types might constitute a risk for the marine fauna.

To gather microplastic for their research, Bahati and Fares joined the ship Christianshavn (a sister ship to the well-known ship Nordkaperen) as scientific crew, as it sailed across the Mediterranean from Palermo, Italy to Almerimar, Spain on ten days in September 2014.

On the trip Bahati and Fares collected microplastic pieces with an instrument called a manta trawl (mini high speed trawl), which was dragged outside the boat's wake in a towline. The plastics collected have now been brought to Roskilde University, where they will be analyzed in the university's laboratories. Bahati and Fares' laboratory examination of the plastic is focused on determining the physical (e.g. size, shape, color) and chemical (e.g. constituent monomers) characteristics of the plastic, as this knowledge enables them to use the plastic for dose-response experiments, where they will investigate whether microplastic uptake by marine organisms leads to toxicological effects.

This research is highly relevant, as recent studies have shown that marine fauna indeed do ingest marine plastic, and furthermore, as the size of the plastic fragments declines, the intake becomes larger (5,6,7).

The uptake of microplastic poses different risks to the ecosystems than macroplastic. The microplastic don't strangle the animals or clog their digestive system when eaten, but given the large surface to volume ratio, it is much more bioactive than macroplastic.

What the two master students have not yet determined is whether the dose-response experiments should look for possible toxicological effects of both inherent compounds of plastic and contaminants adsorbed to the plastics.

Inherent compounds are compounds, added to the plastic during production. Plastic do not only consist of a polymer matrix, but also includes about 50% fillers, reinforcements and additives by weight (8). These are for example: Softeners, UV stabilizers, flame-retardants, colorants and non-stick compounds. These fillers can migrate from the polymer matrix into compounds, which the microplastic comes in contact with – in worst case into the gut of a marine organism, such as a fish. This migration might cause trouble, as some of the fillers are known to have adverse health effects at high concentrations. Good examples are phthalates, bisphenol A and styrene monomers. They are all very common fillers, and are all known for impacting the endocrine system (9).
The other group of compounds, which might constitute an ecological risk, is the alien compounds, which adsorb to the plastic. Again it is the large surface to volume ratio of microplastics that entails the risk. Because of the high ratio a large amount of contaminants such as PBTs can sorb to the plastic. This means that the microplastic might act as an additional vector for marine organisms' contaminant uptake, if they are eaten.

Together the two groups of compounds – inherent and adsorbed – constitute a contamination source for the marine fauna that we have not earlier been aware of, wherefore it is not included in the current legislation.
This is why scientific research as Bahati's and Fares's is so important: In order to regulate the environmental risks, we need to understand them - we need to unveil the ghosts.

Bahati and Fares will hand in their thesis in June 2015.

4. RESEARCH GRANTS

4.1. Research Projects

DFC takes care of the administration of the research grants, including

1) the research projects granted through a process of competition and selected by MFA on the basis of prioritisation by the Consultative Research Committee for Development Research (FFU);
2) projects in Denmark (including the Building Stronger University (BSU) initiative);
3) travel grants;
4) projects and contributions under international agricultural research and other international development research.

The research grants were of a total of DKK 193 million in 2014, of which DKK 47 million were allocated to international research.

DFC's research unit consists of three Project Administrators and one Administrative Officer. At the end of 2014 it was decided to change the division of labour between the three Project Administrators to be based on a geographical distribution (Asia, East Africa, and West Africa).

4.2. Overall Outcome

Danida Fellowship Centre will ensure effective and reliable administration by:

- effective and reliable administration of FFU projects, BSU funds, and other Danida funded research activities, hereunder the contribution to international research institutions
- working with South partners to enhance their ability to manage projects in an efficient and accountable manner
- improving procedures to monitor implementation and quality of projects.

Danida Fellowship Centre will work towards being a trusted partner by:

- facilitating networking and learning exchanges between research partners
- promoting effective and balanced partnerships
- facilitating dissemination and communication of research results.

Research projects granted through the competitive process (FFU projects) are either administered by Danish universities/research institutions, hereafter termed North driven projects, or by universities/research institutions in Vietnam/Nepal/Ghana/Tanzania, hereafter termed South driven projects.

The administration of the Calls and administrative quality assurance of the North and South driven projects are carried out in accordance with the principles in DFC's corporate strategy 2013-2016, which for the administration of research projects and activities are '*an efficient, responsible, transparent and timely administration of the research grants, and in addition ensure the administrative quality assurance of the utilisation of the research grants'.*

Application Calls 2014 and 2015 for FFU projects

The annual application rounds are now merged in such a way that the North driven and the South driven (from Nepal, Ghana, and Tanzania, respectively) applications follow the same process and timeframe. Two application rounds will always run in parallel, as Call 2015 was out in April 2014, concurrent with the deadline for pre-qualified applications for Call 2014 in March 2014, and with final selection in June 2014.

The pre-qualified applications from the 2014 round were assessed by international peer reviewers and forwarded for consultation with the parties involved in the spring of 2014. At the FFU award meeting in June, 17 North driven and 11 South driven applications were assessed. Of the South driven applications, four were from Nepal, three from Ghana, and four from Tanzania. Earlier in 2014 one South driven project from Vietnam was granted. The complete list of the granted projects in 2014 has been included as appendix 6.

Themes were introduced both for North and South driven applications in the Call 2015[1]. Prior to the selection of themes a consultation was carried out in the respective countries of Nepal, Ghana, and Tanzania. After the announcement of the Call 2015, information meetings about the Call were conducted in Aarhus, Copenhagen, and Odense, as well as in Katmandu, Accra, and Dar es Salaam for the South driven applicants.

At the deadline for Call 2014 phase 1 in September, DFC had received 151 applications via the electronic application system. The first screening of the South applications was carried out by the National Screening Committees with participation of two FFU members in each country in addition to a representative from DFC, who assisted with the administrative procedures. The FFU pre-qualification meeting was held at the end of November and 57 applications were assessed. 12 North driven applications were pre-qualified, as well as four from Nepal, seven from Ghana, and six from Tanzania. In total, 29 applicants were pre-qualified for phase 2 of the Call 2015.

Project Administration

At the end of 2014 there were 86 on-going North driven projects and 23 South driven projects.

Of the 119 on-going projects, which were handed over from MFA in August 2008, only two projects are still on-going by the end of 2014.

DFC is screening all the received annual and completion reports, and assesses, whether the projects report against the pre-set goals, and whether they are progressing satisfactorily. For the North driven projects a summary is presented to MFA and FFU in September, including comments on needed follow-up with regard to technical quality assurance. In the South the projects' annual fulfilment of the objectives and general progress are addressed at the annual meetings and the meetings with the individual projects. The individual project meetings are held both with DFC and with MFA/FFU, respectively.

In 2014, an annual meeting and project meetings were held in Ghana, while the annual meeting in Tanzania was postponed to spring 2015. In Vietnam DFC by itself conducted meetings on administrative issues with all on-going South driven projects, as MFA has decided no longer to conduct annual meetings in Vietnam.

A well-attended thematic meeting on value chains was conducted in Dar es Salaam in October in connection with FFU's participation in the national screening process. It was then decided to conduct

1

North driven:	1)Sustainable peace and state building – causes of conflict and new approaches for development effectiveness 2) New development actors and changing partnerships 3) ICT for development.
Nepal:	1) Economic Development and Poverty Reduction/Green Growth 2) Fragility, Stability and Rights 3) Climate Change/Natural Resource Management/Livelihoods.
Ghana:	1) Natural Resource Management/Climate-Smart Agriculture/Environmentally Sustainable Solutions 2) Economic Development and Poverty Reduction/Role of the Informal Sector 3) Health: Right to Health/Health Care/Determinants of Health.
Tanzania:	1) Good Governance 2) Economic Development and Poverty Reduction/Green Growth/Natural Resource Management 3) Health: Right to Health/Health Care/Determinants of Health.

thematic meetings annually, alternating between Nepal, Ghana, and Tanzania, and in this way work on thematic dialog and dissemination of results to relevant stakeholders.

In order to sustain good governance and accounting practices in the South driven projects DFC is continuing to conduct workshops on the general conditions of administration and introduction to the accounts manual for the new projects. For the new North driven projects a meeting is held for all the project coordinators prior to project start, at which all administration issues are discussed.

Building Stronger Universities (BSU)

Based on the decision for DFC to take over the administration of the BSU activities DFC increased its research staffing per March 2014 by one employee, who will primarily be responsible for work related to the BSU grants.

The 41 on-going PhDs from BSU I are expected to be finalised during 2015. DFC has received progress reports from the responsible South universities, and they all show good progress.

The grant of DKK 19 million to *Capacity Building within Research Communication, Dissemination and Networking* is split into 5 separate projects, all of which are likewise progressing. To a large degree it has been the attempt to link up to the activities agreed on during the second half of 2014 for the BSU II universities.

Though they have experienced a slight delay the BSU II projects for the six universities in Nepal, Ghana, and Tanzania are well advanced. Due to political circumstances the roll-out of the partnership with Gulu University in Uganda has been approximately six months delayed in comparison with the other six partnerships. The planned 'match making' process proceeded relatively flawless. The process was facilitated by a Danida consultant. Subsequent monitoring workshops were conducted in Nepal, Ghana, and Tanzania with the aim of giving the cooperating partners a possibility to develop log frames and monitoring frameworks for the final 'inception report'. The original schedule for BSU II proved to be too optimistic, as it became clear during the process that the partners needed extra time to jointly work on aligning activities and log frames described in the inception reports in order to get the most out of the project phase. The six partnerships have commenced activities as of November 2014, while kick-off for Gulu is expected by the end of the first quarter of 2015.

Danida Research Portal

The Danida Research Portal (http://drp.dfcentre.com/) is still a feasible way to get an overview of which and how many research activities are on-going in each country. The site has many visitors, who make broad use of all portal functionality and information. DFC has the responsibility of maintaining the portal and depends on the information flow and updates from the projects, as this is essential for the site to remain reliable. Now also the Policy Briefs, forwarded by the projects at completion, are assessable as a link at the portal.

Travel Grants

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 travelling to developing countries and need 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. The professional assessments of the applications are carried out by the research unit at DFC, which gives a high degree of cohesion, continuity and effective administration.

The list of awarded travel grants is available at DFC's website. Extracts of the students' thesis, together with information on the size of the grant, destination, duration, etc., are also assessable at the Danida Research Portal.

Success story – an example of dissemination of research results to the users:

An information and advocacy tool 'The vicious worm' has been developed and is downloadable

Research Project: Securing rural livelihoods through improved smallholder pig production in Mozambique and Tanzania (SLIPP)

The SLIPP project aims to improve community food security in Mozambique and Tanzania by fostering optimal smallholder pig production model systems. Smallholder pig production is mainly a women's occupation or a way for the elderly to maintain a pension. It is characterised by extreme low productivity mainly due to poor husbandry practices, African Swine Fever (ASF) and cysticercosis, which lead to low birth and growth rates, high mortality, and no or low market prices. Simple farmer-based solutions to increase productivity and avoid economic ruin due to ASF and health and economic consequences of cysticercosis will contribute to secure protein foods, improve farmers' livelihoods and contribute to poverty alleviation. The project therefore proposes to develop and assess, through applied research, evidence-based, safe, humane and profitable smallholder pig production model systems using locally available resources, involving private entrepreneurs to supply tools, and providing training and education from farm to university level. Research findings will be disseminated to key local stakeholders and internationally via publications, presentations, **educational materials** (see below) and policy briefs.

The Vicious Worm is an information and advocacy tool on *T. solium* cysticercosis/taeniosis.

December 2014: The Vicious Worm has been updated. Please visit the Downloads page
(we have corrected a few mistakes in the November version!)

Available on the Android App Store

The Vicious Worm can also soon be downloaded as an **Android app**. Search for The Vicious Worm in your app store and download it to your Android tablet or smart phone.

Download on the Mac App Store

An iOS app is also soon being launched through iTunes/app store

About

The **target audience** for the tool is first and foremost the people at risk. However, the end users are also the health care medics, veterinary extension officers and other professionals involved in either diagnosing, treating and preventing *T. solium* cysticercosis/taeniosis. Lastly, the major stakeholders and decision makers setting research and intervention priorities in countries at risk will be provided with fact sheets and an updated policy brief.

The tool is divided into three levels, village town and city:

Village

Town

City

4.3. Forecast

The research unit at DFC will continue to maintain good governance practices in accordance with the principles in the Danish Law for Good Governance (*Forvaltningsloven*), in addition to the Agency for Governmental Management's (*Økonomistyrelsen's*) guidelines for grant management.

The new MFA strategy paper on support to development research, which went through the official hearing process during 2013, was finalised in the beginning of 2014. It builds up to a shift towards more South driven projects. This shift is clearly felt at DFC, where the South driven research programme in general, compared with previous years, is taking up a larger portion of the time allocated to support development research. Moreover, the strategy sets the stage for continuously increased focus on how the projects are managed in the South. There will for all the forms of support be initiatives towards the projects' good governance, in addition to project and financial management, and enhanced focus on result based project management, with a focus on results based indicators. Finally, the strategy document stresses the intent to focus more on research communication and documentation, the dissemination, and use of project results.

DFC anticipates that MFA's follow-up on the above mentioned strategy paper will mean additional tasks for DFC within the areas of quality assurance and monitoring, as it is stated that DFC will take care of '*Training in LFA and development of indicators in in-country training workshops on financial management offered by Danida Fellowship Centre in countries with South-driven research cooperation projects'*. Concurrent with the shift towards more South driven projects, MFA expects that DFC will enhance the administration of the North driven projects by including meetings in Denmark, visits to South partners, and 'strict supervision' of projects, when deemed necessary.

There is a expressed interest from both UFT and FFU in participating in the activities in the South, among other activities the national screening committees' functionality and work, as well as information meetings for new applicants (the latter both in the North and the South).

A fair amount of resources will in the coming years be used on aligning the administrative procedures and guidelines for North and South driven projects, including the BSU activities. Especially with regard to the BSU II activities DFC will focus on close monitoring of the progress of the activities of the seven South universities, for whom size and existing level of competences vary a great deal.

5. MANAGEMENT

The interim co-operation agreement between MFA and DFC's board expired in 2014, and in December 2014 a three-year cooperation agreement for 2015-17 was signed, including performance goals and indicators for 2015.

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

DFC publishes an electronic Newsletter four times a year. The target group is DFC's cooperation partners, embassies, MFA, course providers, researchers, etc. Currently the Newsletter has app. 1800 subscribers. The Newsletter still has a high opening rate in comparison with other similar institutions. In the beginning of 2014 a new and updated brochure on all DFC's activities was composed in English and French.

Commercial services, which include varying extents and forms of further education activities for persons from developing countries financed by other organisations than Danida, have amounted to DKK 1.3 million in 2014. Approximately 2/3 of the tasks were related to administration of guest researchers' stay in Denmark. In connection with the commercial services DFC is charging for the administration of the work, in addition to 7 % OH for the DFC core administration.

In addition, DFC assisted MFA in conducting a high profile international meeting about Somalia in Copenhagen. The activity is not reflected in the activity summary (appendix 2.2), as it did not result in expenses for flight tickets, hotel or allowances.

Danida Fellowship Centre will ensure effective administration by

- generally focusing on effectiveness/ productivity improvements

DFC is focusing on optimisation of operations and workflow and is continuously evaluating, whether administrative procedures are optimal and suitable. In 2014 DFC:

- entered into a new lease agreement on laptop computers with docking stations for the office, which will increase flexibility and efficiency;
- signed an annual travel insurance with TRYG for DFC personnel, which is expected to save resources both in actual costs and time;
- took steps to get the DFC website and the DFC-Assessment hosted on the same server;
- worked on, and continues to work on, fully utilising and expanding the use of the existing modules in Navision STAT, and where and when necessary order extra modules. This will increase the efficiency of the workflow and reduce the risk of errors (among other things through the forwarding of none-IndFak invoices by e-mail directly from Navision STAT);
- designed a fully digitised MFA course certificate for implementation in the beginning of 2015.

In 2015, DFC will introduce on-line applications for the short courses in Denmark and partner countries.

Digitisation and efficiency improvements in the surrounding Danish society are unfortunately aimed at Danish speaking citizens only, in many cases counterproductive and in some cases counterbalance the time gained on DFC's internal efficiency improvements. Examples include:

- DR license fee to be paid by all, even none-Danish speaking persons, and the fee to be paid individually per hostel room;
- payment of rent of hostel rooms (none DFC) must be via NemID;
- on-line applications for visas must be effected via the Danish Immigration Authorities' (*Udlændingestyrelsen's*) website with links, which do not always function optimally;

- establishment of shared VFS centres in developing countries (centres used by several Schengen countries for visa applications and issuances) is an efficiency improvement for the diplomatic missions, but not for the fellows or DFC;
- resident permits must be paid for up front prior to the Danish Immigration Authorities' (*Udlændingestyrelsen*) accepting the application;
- the Danish Immigration Authorities' (*Udlændingestyrelsen's*) fee for issuance of resident permits is introduced each year in January, but the rate is not informed prior to January 1. The cut-off date is therefore critical, as applications are flatly rejected in cases where the payment was made as per the old rate;
- several countries are now asking for payment for visa at pick-up (previously the payment was deducted from DFC's account at MFA). The fellows are subsequently refunded by DFC at arrival in Denmark;
- monthly on-line reporting to the Danish Tax Authorities (*SKAT*) of tax free benefits (per diem, free accommodation, etc.) must be done for all fellows in Denmark, inclusive of persons participating in 2-3 days study tours;
- the Danish Tax Authorities' (*SKAT's*) list of development countries excludes one of Danida's priority countries. This means that fellows from Indonesia are not tax free, which again means that the administration of these few fellows are relatively resource intensive;
- rules for opening bank accounts have been tightened (again), due to the Danish legislation on money laundering (*Hvidvaskloven*).

In December, DFC held a one-day internal seminar on administrative law for all employees, in order to keep updated on legislation and policy for maintaining good governance of the grant administration. The course was organised by two employees from the Office of the Ombudsmand, and the programme included:

- case work in 'verdict cases' (basic rules in the Danish Law for Good Governance (*Forvaltningsloven*))
- when it all happens digitally? (basic rules in the law on use of person-related data *(Persondataloven*))
- access to information (the Open Files Act (*Offentlighedsloven*) and the rules of the Danish Law for Good Governance (*Forvaltningsloven*))
- issues related to the archival legislation (*Arkivlovgivningen*).

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

'Ordered' CD activities include tailor-made courses, degree studies, and study tours purchased by Danida's programmes and projects. In 2014 there were (once more) fewer ordered CD activities than the previous year. All ordered CD activities are demand driven, so a fluctuation in these activities is to a large extent beyond the control of DFC.

The central grant has been used with a deviation in relation to the grant commitment of 4.7 %.

In line with the rest of the Danish public sector, DFC focuses on efficient administration and is able to exhibit a fall in expenditure of the core administration of 4.8 % from 2013 to 2014. For 2015 a further decrease of 2.7 % is budgeted for as compared to the actual expenses in 2014.

Distribution of the end result, and key unit figures for travel expenses and allowances can be found in appendix 10.

The budget for 2015 was approved by the board August 18, 2014 and by HCP September 4, 2014. As was the case also for 2014, an estimate of 'ordered' CD activities (tailor-made courses, degree giving studies, and study tours) has been included based on the average of the last three years. In addition,

DKK 5 million have been set aside for new initiatives and development activities to support the realisation of the new policy for DCDSP, and DKK 800,000 has been set aside to review of BSU Master programme as per MFA grant.

EXPENSES		**Accounts 2014**		**Budget 2015**
CD activities, central grant in Denmark	DKK	-22,179,117	DKK	-16,473,000
BSU Master programme	DKK	-9,440,652	DKK	-8,600,000
Ordered CD activities in Denmark	DKK	-2,789,886	DKK	-5,901,000
Administration of researchers' stay in Denmark	DKK	-5,312,473	DKK	-5,000,000
Project personnel	DKK	-1,905,835	DKK	-2,320,000
Total in Denmark	**DKK**	**-41,627,963**	**DKK**	**-38,294,000**
Development activities / new initiatives	**DKK**	**-534,507**	**DKK**	**-5,800,000**
CD activities, central grant, in dev. countries	DKK	-13,210,780	DKK	-14,240,000
Ordered CD activities, in developing countries	DKK	-430,693	DKK	-830,000
Project personnel	DKK	-933,198	DKK	-1,620,000
Project personnel – travel expenses	DKK	-226,075	DKK	-550,000
Total in developing countries	**DKK**	**-14,800,746**	**DKK**	**-17,240,800**
Commercial services, CD activities	DKK	-1,170,309	DKK	-2,800,000
Commercial services, project personnel	DKK	-129,400	DKK	-300,000
Total commercial services	**DKK**	**-1,299,709**	**DKK**	**-3,100,000**
Project personnel - administration of research projects	DKK	-2,621,245	DKK	-2,570,000
Project personnel - travel expenses	DKK	-256,632	DKK	-280,000
Total administration of research projects	**DKK**	**-2,877,877**	**DKK**	**-2,850,000**
Personnel	DKK	-3,011,271	DKK	-2,980,000
Rent and office expenses	DKK	-2,338,260	DKK	-2,175,500
Auditing	DKK	-150,000	DKK	-200,000
Governing board	DKK	-96,648	DKK	-95,000
VAT reimbursement	DKK	250,792	DKK	250,000
DFC core administration	**DKK**	**-5,345,387**	**DKK**	**-5,200,500**
TOTAL EXPENSES	**DKK**	**-66,486,189**	**DKK**	**-72,485,300**

GRANTS/INCOME				
The Budget § 06.32.04.11.41: Central CD grant	DKK	37,383,000	DKK	37,383,000
BSU Master programme	DKK	9,400,000	DKK	9,400,000
Danida programmes/projects – participants' fees	DKK	3,497,326	DKK	2,820,000
Danida programmes/projects – ordered CD activities	DKK	3,045,500	DKK	6,731,800
Income from administrative agreements	DKK	5,295,933	DKK	5,000,000
Commercial services	DKK	1,362,639	DKK	2,800,000
Commercial services, administration contribution	DKK	129,400	DKK	300,000
CD activities in Denmark and dev. countries	**DKK**	**60,113,798**	**DKK**	**64,434,800**
7 % OH on ordered activities and commercial serv.	DKK	295,266	DKK	471,000
DFC core administration, BSU Master programme	DKK	600,000	DKK	600,000
DFC core adm., the Budget § 06.32.04.11.46	DKK	2,617,000	DKK	2,617,000
DFC core administration & research administration, the Budget § 06.35.01.11	DKK	3,650,000	DKK	3,570,000
DFC core administration & BSU administration, the Budget § 06.35.01.10	DKK	1,000,000	DKK	1,000,000
TOTAL GRANTS/INCOME	**DKK**	**68,276,064**	**DKK**	**72,692,800**
Interest, net income	DKK	145,308	DKK	0
END RESULT (under-consumption)	**DKK**	**1,935,183**	**DKK**	**207,500**

APPENDICES

Capacity Development Programme:

Appendix 1 Objectives, Indicators, and Results
Appendix 2 Capacity Development Activities
- 2.1 Tasks
- 2.2 Activities in Numbers
- 2.3 Activities per Category
- 2.4 Activity Plan 2015 (Central Grant)

Appendix 3 Productivity
Appendix 4 Accommodation in Greater Copenhagen

Administration of Research Activities:

Appendix 5 Objectives, Indicators, and Results
Appendix 6 Research Projects Granted in 2014
Appendix 7 Commitments / On-going Projects

DFC's Core Administration:

Appendix 8 Objectives, Indicators, and Results
Appendix 9 Personnel
Appendix 10 Annual Accounts Breakdowns

APPENDIX 1 - Objectives, Indicators, and Results for the Capacity Development Activities

Objective - Danida Fellowship Centre will drive innovative learning modalities and methods by:

- becoming a focal point for development and application of innovative learning modalities
- facilitating more comprehensive, sequenced or iterative learning processes
- enhancing organisational CD through design of innovative approaches focusing on pre-activity involvement
- promoting contextual learning; employing open learning and iterative learning processes; and by developing supplementary web-based solutions
- assessing, monitoring and evaluating the CD activities

Indicator	Results
Innovative learning approaches (such as Flipped Learning) promoted to capacity development support providers to be used during provision of DCDSP activities so that at least 4 providers annually apply them (from 2015, to be started in 2014).	Desk study and internal discussion of how to apply elements of Flipped Learning have taken place during the last quarter of 2014. Three Danish course providers were involved.
One workshop held for South Training Institutions in English (2014) and one in French (2015) on new approaches to CD including action planning for strengthening of organizational learning. Experiences shared, elaborated and synthesized at DFC seminar (2015) on new learning modalities with participating organizations all involved in supporting capacity development internationally.	Workshop held in Arusha for nine South Training Institutions (STIs) from English speaking countries. The workshop had 14 participants (+ three capacity development advisors from DFC), and the programme consisted among other issues of presentation of DFC's new strategy, and knowledge sharing on new approaches to capacity development including common work on action planning as a tool for strengthening organizational learning. Part of the programme was allocated to a discussion about improving the ongoing cooperation between DFC and the STIs, just as the DFC Assessment Portal was presented and discussed. The plan is to conduct a similar workshop every second year.
Annually, at least 6 Embassies given the option for DCDSP support to partner organizations at national and/or organizational level (from 2015, to be started in 2014) via DFC visits or written communication.	Meetings have been held with embassies/embassy staff in Burkina Faso, Mali, Kenya, Nepal, and Uganda to discuss possible support through DCDSP. General e-mail sent out to all Danida priority countries to present the new policy. E-mail sent to priority countries currently involved in or about to start country programming (Bangladesh, Burkina Faso, Kenya, Myanmar, Somalia, and Zimbabwe) to outline possible ways of involving DFC.
Support to organizational development learning provided to a minimum of 4 partner organizations (from 2015, to be started in 2014).	Kenya Climate Innovation Centre has been/is supported in organizational development.
Suitable course components identified for eModule development (2014) for inclusion in at least 5 courses (2015), collection of existing, suitable and relevant eLearning resources compiled (2015) and at least 2 annual eCourses implemented (2015).	eModule developed on sexual and reproductive rights for the course *Democratization and Human Rights Based Approach to Development.* The course is conducted by ILI-ACLE in Uganda and the eModule has been developed by Danish Family Planning Association with input from ILI-ACLE.
DFC's monitoring of DCDSP further described, developed and implemented, analyses on lessons learned prepared and recommendations followed (2015).	n/a

APPENDIX 1 - Objectives, Indicators, and Results for the Capacity Development Activities (continued)

Objective - Danida Fellowship Centre will become a trusted and acknowledged partner in effective support to capacity development by:

- acting as a professional partner to DFC's main actors in relation to CD components
- increasing DFC's participation in formulation of new and ongoing Danish development cooperation engagements as well as contributing to reviews
- facilitating the bringing together of relevant stakeholders for CD initiatives
- providing enhanced support to further development partners' ownership with a view to applying learning and evaluating the outcome

Indicator	Results
Formalized structure for cooperation with MFA established, including designation of DCDSP entry point to MFA (2014) and quarterly meetings supplemented with meetings with, annually, at least 6 Embassies (from 2015, to be started in 2014).	Formalized structure for cooperation with MFA has not been set up as yet. It is on the agenda for early 2015. DFC met with five embassies in 2014.
DFC has been part of minimum one programme formulation/review annually (from 2015)	n/a
Long-list of approaches to outcome monitoring and evaluation of CD interventions developed and at least 3 programmes/organizations supported in their outcome monitoring and evaluation (2015)	n/a
Active dialogue with 10+ potential new providers in Denmark and the global South, including universities and colleges, with a view towards engaging them in the programme. Open calls for interested providers published (2014 and 2015)	Dialogue is ongoing with potential new course providers; the actual number, though, has not been registered by DFC. Open call for interested course providers will be published in 2015.
Interchanging courses/course seats/fellows with other sister organizations – if and when possible (under the assumption that the political climate of the sister organization is ready for it).	One participant funded by Icelandic International Development Agency has participated in a DFC course.
Positive and reciprocal dialogue with MFA including Missions. Evaluation of quality of dialogue to be an agenda item on semi-annual meetings with MFA.	Meetings in 2014 with HCP and UFT held on September 3, October 1, October 3 (UFT only), and November 5, resulting in the conclusion of the Cooperation Agreement 2015-17 including goals and indicators.

APPENDIX 1 - Objectives, Indicators, and Results for the Capacity Development Activities (continued)

Objective - Danida Fellowship Centre will continuously focus on the effective, productive and accountable management of the programme by:

- expanding the network of capacity development support providers
- applying new and more effective modalities for procurement of capacity development support providers
- providing comprehensive information on services available
- instituting a human resource policy in line with new DFC paradigm for support to capacity development
- reporting and communicating results and added value
- effective use of funds for the existing course portfolio

Indicator	Results
Procurement guidelines for framework tendering developed (2014) and one framework tendered biannually (2015)	The guidelines will be developed and tendered in 2015.
Presentation material on DCDSP prepared to increase awareness of DCDSP policy, changed role of DFC as well as new possibilities for capacity development support for partner organizations (2014 and 2015).	DFC has developed a DCDSP presentation in which the paradigm shift from training to learning is outlined. This presentation has been used on the STI workshop and subsequent meetings – and will be supplemented by other presentation materials.
DFC capacity development advisors' professional ability to spearhead the paradigm shift towards being a facilitator of learning is enhanced through competence development and adequate resource allocation based on concerted HRD activities (2014).	Two new staff members with experience and skills in organizational development and pedagogy/learning modalities were recruited per January 2015. The DFC human resource development plan for capacity development advisors is under development. Workshop for capacity development advisors on innovation and innovative learning modalities was conducted in June. A similar workshop/follow-up will be held in the beginning of 2015 when the two new staff members have been recruited.
Results and added value reported to MFA on annual basis and to The Board on quarterly basis and effect measurement of CD interventions published on the website (from 2015, to be started in 2014)	Status for rolling out the DCDSP activities was presented at the board meeting in December. The DFC learning level evaluation report for 2013 was available at DFCs website as from December 2014.
Lower unit costs (cost per fellowship-week) for existing courses in relation to 2013.	The average unit costs per week shows a decrease of 12 % in Denmark and 9 % in the South.
Where appropriate, further transferal of courses to partner countries.	In 2014 the following new courses were transferred to partner countries: Environmental Education (in cooperation with ICIMOD, Nepal), Chaînes de Valeur dans le Secteur Agricole (in cooperation with COWI and ICI, Burkina Faso), Société civile et efficacité de l'aide (in cooperation with ICI, Burkina Faso) and Impulser la Croissance Verte en Afrique (in cooperation with 2iE, Burkina Faso).

The receiving partner organizations/institutions and MFA are satisfied with the existing course portfolio, verified by:	
- Hearing in MFA of the memorandum on important CD themes and draft annual activity plan has been held at the latest mid-August	Hearing in MFA Copenhagen and the embassies took place during the summer months. The hearing results were discussed with MFA at meeting at August 14, 2014.
- The final draft of the annual activity plan has been drawn up on the basis of the incoming comments, and the plan will be approved at the latest September 1 by HCP.	The CD activity plan for 2015 was approved by HCP on September 4, 2014.
- More than 90% effective course utilization of the short courses.	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 107 % for the short courses conducted in Denmark, and 102 % for the short courses conducted in South.
- Results from DFC Assessment, which takes the participants' own assessment of pre- and post-course competences into account, shows an overall effect of minimum 4 out of 6.	All programme results (2013) from DFC Assessment average above 4 – and most of them average between 4.5 and 5. The report for 2013 can be downloaded at DFC's website.
DFC is encouraging each partner organization to submit a substantial number of applications in order to strengthen the organization's capacity through learning, verified by fewer organizations represented by a higher number of selected candidates for the short courses.	This is communicated to all organizations, and it has always been standard procedure in the selection process to give preference to selecting – when possible - numerous candidates from each organization.

APPENDIX 2 - ACTIVITIES OF THE CAPACITY DEVELOPMENT PROGRAMME

APPENDIX 2.1 - TASKS

The capacity development tasks are:

1. Danida policy prioritized capacity development (here termed interdisciplinary courses), subsidized by the central CD 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
   - Relief and prevention of disasters
   - Course activities of an 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 course provider. 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 institutions in South. The aim is to enhance the technological innovation in continuation of the strategy for development of the private business sector.

   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 course provider.

   Per January 1, 2015 payment of participation is similar to the interdisciplinary courses.

3. Danida programmes'/projects' capacity development consisting of interdisciplinary courses and/or tailor-made courses developed especially to meet the programmes'/projects' 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 resources for conducting the needed training course are not available locally.

   DFC negotiates and enters into contract with the course provider for the tailor-made courses. The 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. 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 mill. is earmarked for a two-year pilot scholarship programme, which 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 commenced their studies in 2013. The programme is part of Danida's support to the partnership, BSU, between research and higher education institutions in developing countries and Universities Denmark.

APPENDIX 2.1 – TASKS (continued)

6. 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 course provider/co-ordinator of the organizing of the tour.

In 2013 it was decided by HCP that Danish embassy employees may participate in DFC's short courses on payment of travel expenses and cost of stay (accommodation and allowances). The study fee will be covered by the central CD grant on the grounds of the course being conducted anyway independent of whether a 20th and/or 21st participant is an embassy employee. The rates fixed for embassy employees' participation are DKK 8,250 per week for a course in Denmark, and DKK 6,000 for a week in developing countries.

In addition to above mentioned CD tasks, 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 commercial services for the sake of capacity utilization.

APPENDIX 2.2 – ACTIVITIES IN NUMBERS

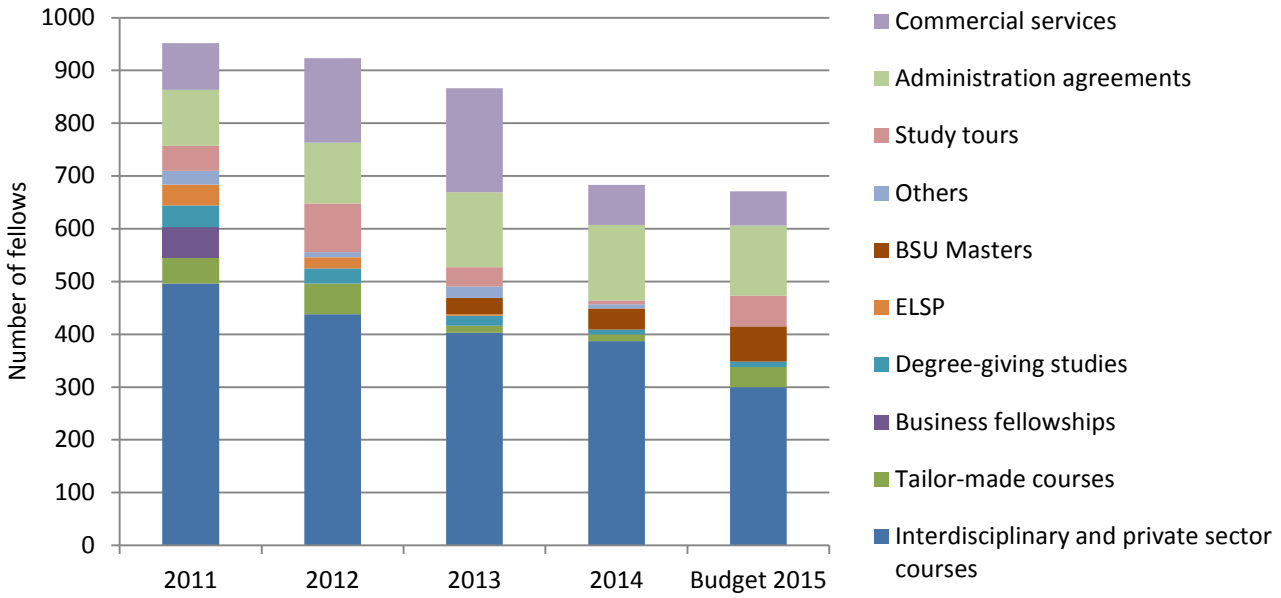
COURSE CATEGORY	2010			2011			2012			2013			2014		
	Fellowship holders	Fellowship weeks	Average period of study (week/fellow)	Fellowship holders	Fellowship weeks	Average period of study (week/fellow)	Fellowship holders	Fellowship weeks	Average period of study (week/fellow)	Fellowship holders	Fellowship weeks	Average period of study (week/fellow)	Fellowship holders	Fellowship weeks	Average period of study (week/fellow)
Interdisciplinary courses	413	1343	3.2	319	1031	3.2	285	732	2.6	403	1049	2.6	387	1005	2.6
Private sector courses	201	576	2.9	177	459	2.6	153	399	2.6						
Tailor-made courses	89	312	3.5	49	386	7.9	58	160	2.8	13	52	4.0	13	48	3.7
Business fellowships	38	217	5.7	58	169	2.9									
Degree studies	45	1187	26.4	41	997	24.3	29	802	27.6	19	360	18.9	8	173	21.7
ELSP	28	880	31.4	40	962	24.0	21	646	30.7	3	43	14.4			
BSU Master studies										31	594	19.2	40	1625	40.6
Special courses/studies	20	325	16.25	26	325	12.5	10	230	23.0	22	30	1.4	8	17	2.2
Study tours	95	87	0.9	47	39	0.8	92	61	0.6	36	39	1.1	7	9	1.2
Subtotal	**929**	**4927**	**5.3**	**757**	**4368**	**5.8**	**648**	**3030**	**4.7**	**527**	**2167**	**4.1**	**463**	**2877**	**6.2**
Administrative agreements:															
FFU	97	1586	16.4	80	997	12.5	98	1369	14.0	105	1378	13.1	113	1213	10.7
BSU										34	498	14.7	28	381	13.6
Centres: DSHC + DBL	5	95	19.1	4	26	6.5	3	39	13	3	43	14.4			
DIHR	3	26	8.7	4	65	16.2	4	56	14.1						
Others including study tours	9	82	9.1	18	39	2.2	10	39	3.9				2	0	0
Total administered by DFC in Denmark	**1043**	**6716**	**6.4**	**863**	**5495**	**6.4**	**763**	**4533**	**5.9**	**669**	**4086**	**6.1**	**606**	**4471**	**7.4**
of which transferred from previous year	*72*			*71*			*55*			*12*			*46*		
Commercial services	41	65	1.6	89	95	1.1	160	923	5.8	198	763	3.9	114	420	3.7
+ outside Denmark [2]:															
Europa: Holland, Frankrig, Italien, Portugal	4	4	1.1	2	0	0							1	26	26
Erasmus Mundus		22	22	1	26	26									
Int.disc. & ps courses in dev. countries	167	238	1.4	316	477	1.5	423	659	1.6	460	754	1.6	388	680	1.8
Tailor-made courses in dev. countries				59	43	0.7	125	108		58	95	1.6	27	17	0.6
ELSP in South Africa	5	126	25.1	12	507	42.2	2	82							
Total administered by DFC	**1260**	**7171**	**5.7**	**1342**	**6643**	**5.0**	**1473**	**6305**	**4.3**	**1385**	**5698**	**4.1**	**1136**	**5614**	**4.9**

[2] Exclusive field work in home country.

APPENDIX 2.3 – ACTIVITIES PER CATEGOTY

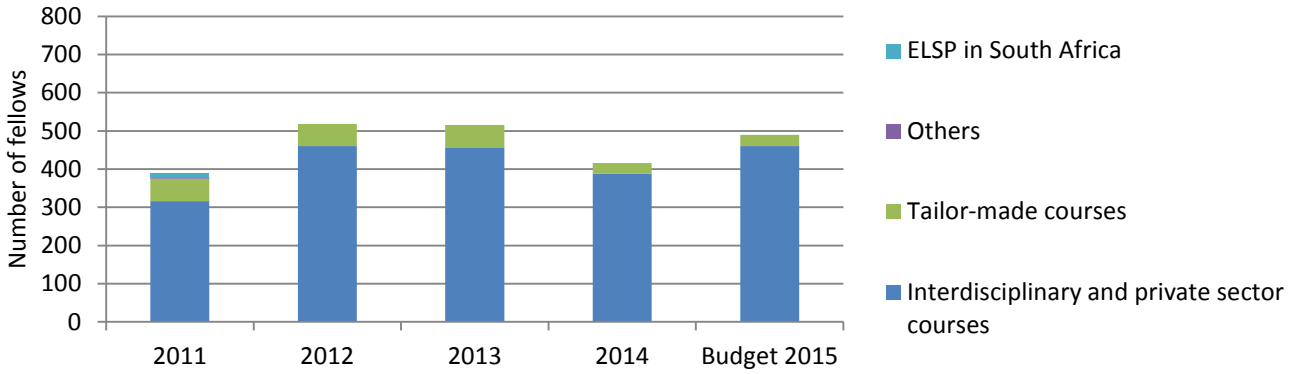
Activities in Denmark

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



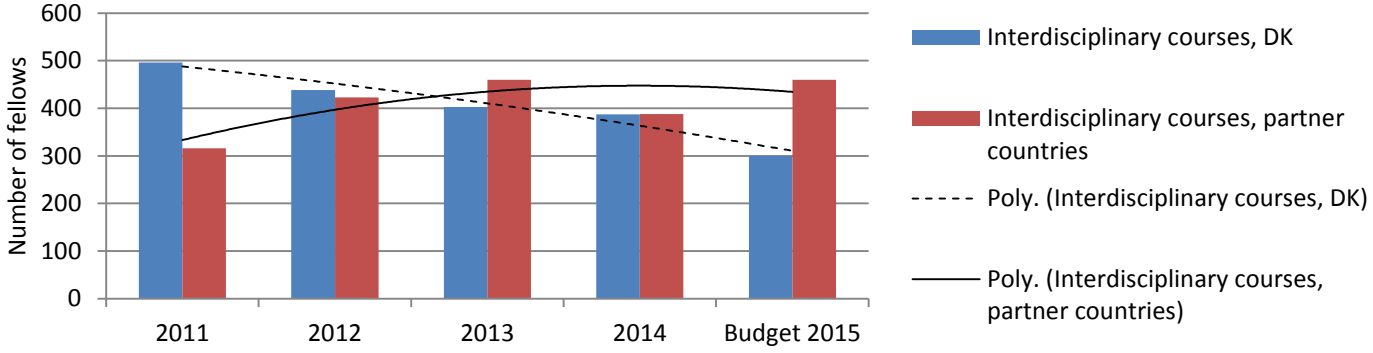
Activities outside Denmark

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



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.



APPENDIX 2.4 - ACTIVITY PLAN 2015 (CENTRAL GRANT)

All amounts are in DKK 25.08.14/DFC

Short courses in Denmark	Total expenditure of activity	Central grant	External	Course data: No. fellows	Weeks in DK	No. phases	Course weeks	Proposed dev. country	Proposed course provider
A Human Rights-Based Approach to Development Programming	800,000	650,000	150,000	20	3	1	60		IMR
Addressing Climate Change in Development Assistance	1,000,000	850,000	150,000	20	3	1	60		NIRAS
Capacity Development, Adult Education and Training Delivery	1,510,000	1,310,000	200,000	20	4	2	80		Grontmij + COWI
Corporate Social Responsibility	950,000	950,000	0	20	3	1	60		*Being tendered*
Equitable and Sustainable Use and Valuation of Natural Resources	1,260,000	1,110,000	150,000	20	2	1 *	40		*Being tendered*
Financial Management/Good Governance	825,000	675,000	150,000	20	3	1	60		Rambøll Mgt.
Gender Equality Mainstreaming	950,000	800,000	150,000	20	3	1	60		Grontmij
Green Energy and Carbon Markets	1,260,000	1,260,000	0	20	4	1	80		UNEP Risø Centre
Org. Change Mgt.: Effectively Addressing Transitional Processes	960,000	810,000	150,000	20	3	1	60		Grontmij
Public Sector Leadership: Taking Charge of Public Sector Reforms	1,520,000	1,320,000	200,000	20	3	1 *	60	2nd phase in Uganda	Rambøll Mgt.
Public-Private Partnership	1,460,000	1,260,000	200,000	20	3	1 *	60	2nd phase in Uganda	COWI
Results Based Monitoring and Evaluation	950,000	800,000	150,000	20	3	1	60		
Social Partnership for Business Development	820,000	820,000	0	20	3	1	60		Aarhus Tech. Int.
Sustainable Agriculture	1,208,000	1,208,000	0	20	3	1	60		*Being tendered*
The Role of Civil Society in Aid Effectiveness	1,000,000	850,000	150,000	20	3	1	60		INKA
** Courses in dev. country with last phase in Denmark					1		20		
Total	**16,473,000**	**14,673,000**	**1,800,000**	**300**			**940**		
in % of total number				**39.47%**			**48.96%**		

Short courses in partner countries									
Adaptation aux conséquences des changements climatiques dans le sect. agr	500,000	440,000	60,000	20	2	1	40	Burkina Faso	2iE
Better Business using Strategic HRM	520,000	520,000	0	20	2	1	40	Ghana	BIMPA
Chaînes de Valeur dans le Secteur Agricole	550,000	550,000	0	20	2	1	40	Burkina Faso	COWI
Conflict Transformation and Human Rigths	900,000	810,000	90,000	20	2	1 **	40		IMR/??
Cours sur le Changement Organisationnel	385,000	325,000	60,000	20	2	1	40	Benin	ENAM
Democracy, Human Rights, and the Human Rights Based Approach to Development	670,000	610,000	60,000	20	2	1	40	Uganda	ILI
Emerging Leaders in the Private Sector	635,000	635,000	0	20	2	1	40	Kenya	Strathmore
Environmental Mainstreaming	525,000	465,000	60,000	20	2	1	40	Nepal	NIRAS
General Tools and Concepts in Agribusiness SME Development	675,000	675,000	0	20	3	2	60	Uganda	NIRAS/CURAD
Gestion intégrée des ressources en eau et de l'environment	600,000	540,000	60,000	20	2	1	40	Burkina Faso	2iE
Global Value Chains, Concepts and Tools	700,000	640,000	60,000	20	2	1	40	East Africa	ESAMI/Strathmore
Governance in Local Government	425,000	365,000	60,000	20	2	1	40	Ghana	GIMPA
Greening the Growth	800,000	800,000	0	20	2	1	40	Kenya	NIRAS/KCIC
Impulser la Croissance Verte en Afrique	550,000	550,000	0	20	2	1	40	Burkina Faso	2iE
L'Approche Basée sur les Droits l'Homme et al Programmation de Developpement	850,000	790,000	60,000	20	2	1	40	Benin	IMR/La Chaire Unesco
L'Approche Fondée sur le Genre et Droits Humains	750,000	690,000	60,000	20	2	1	40	Burkina Faso	TANA/ICI
Procurement	510,000	450,000	60,000	20	2	1	40	Uganda	UMI
Promoting Government Integrity and Anti-Corruption	600,000	540,000	60,000	20	2	1	40	Uganda	ILI
Public Policy Formulation, Implementation and Analysis	375,000	345,000	30,000	20	1	1	20	Kenya	Strathmore
Results Based Monitoring and Evaluation	630,000	570,000	60,000	20	2	1	40	Uganda	UMI
Société civile et efficacité del'aide	700,000	640,000	60,000	20	2	1	40	Burkina Faso	ICI
Strategic Communication for Development and Advocacy	880,000	820,000	60,000	20	2	1	40	Tanzania	Danicom/ESAMI
Women in Management	510,000	450,000	60,000	20	2	1	40	Ghana	GIMPA
* Course in DK with last phase in dev. country					3		60		
total	**14,240,000**	**13,220,000**	**1,020,000**	**460**			**980**		
in % of total number				**60.53%**			**51.04%**		

Development activities ***	5,000,000	5,000,000				
Project personnel (capacity development advisors + project coordinators)	4,490,000	4,490,000				
Total activity expenditure	40,203,000	37,383,000	2,820,000			
Administration 7 %	2,617,000	2,617,000				
Total	**42,820,000**	**40,000,000**	**2,820,000**	**760**		**1,920**
Central grant		40,000,000				
Over / Under consumption		0				

***To the extent the funds budgeted for development activities are not used in 2015, the funds will be reallocated to conduct additional courses

APPENDIX 3 – PRODUCTIVITY, CAPACITY DEVELOPMENT ACTIVITIES

18 interdisciplinary and private sector courses have been conducted in Denmark with 387 participants. Participation in the interdisciplinary courses is 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 107 %. The actual utilization (i.e. including deduction due to cancellations) was 99 %. An effective utilization above 100 % is possible when some of the courses – to respond to a large number of applicants – exceed the planned number of participants with 2-3 participants.

There have been 388 participants at 20 interdisciplinary and private sector courses in Benin, Burkina Faso, Ghana, Kenya, Tanzania and Uganda, respectively. Participation in the interdisciplinary courses is with the programme financing of DKK 1,500 per course week. The effective course utilizations with reference to above method of calculation were 102 % and 93 %, respectively.

The high effective utilizations have been achieved despite the fact, that five Sierra Leonean fellows' participation in a course in Denmark was called off due to the escalated Ebola situation in West Africa, and six participants from East Africa declined to participate in a course in Ghana of the same reason.

The number of participants in courses in developing countries is corresponding to a share of 50 % of the total number of interdisciplinary and private sector course participants (in and outside Denmark). The ratio between interdisciplinary and private sector course-weeks outside Denmark and total number of course-weeks is at a level of 40 % – equivalent to the ratio in 2013. In the plan for 2015 the ratio is 51 %.

The female share of fellows in Denmark, including the researchers, is similarly to 2013 at 35 %.

In 2014, 23 embassy employees participated in the DFC short courses, paying DKK 8,250 per week for a course in Denmark, and DKK 6,000 for a week in the South.

By agreement with HCP it was decided to use the buffer of DKK 1.92 million on following activities:
i. two-week course for 8 women in Denmark under the Danish Initiative for Women Water Managers programme
ii. duplication of *Public-Private Partnerships* conducted in Denmark
iii. duplication of *Financial Management/Good Governance* conducted in Denmark

The buffer was fully expended on the above activities.

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

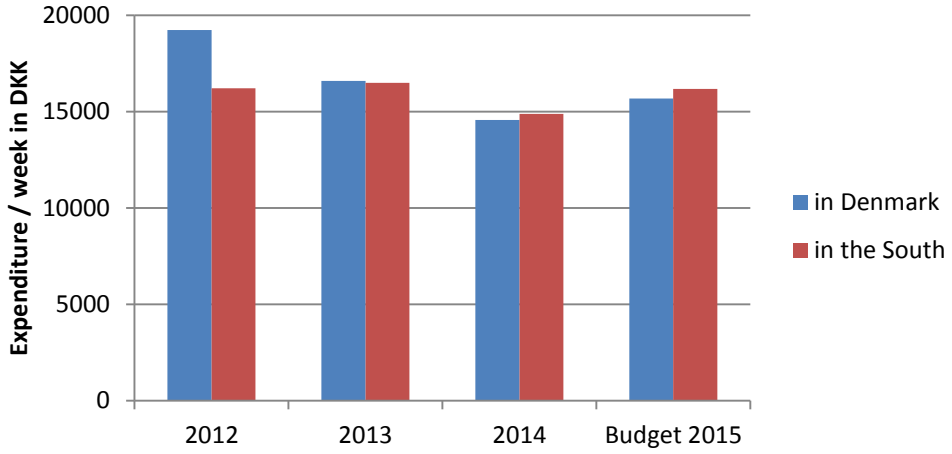
More and more of the interdisciplinary courses have and will have special features included, such as course parts both in Denmark and in developing countries, two course parts in Denmark, e-learning modules etc. It therefore no longer serves the purpose to compare the average unit prices for each and every course. Hence, from 2014 the 'irregular' courses have been excluded.

I addition onwards, the unit cost will be calculated per week to match the activity plan.

IN DENMARK	2012 (recalculated to expenditure/week)	2013 (recalculated to expenditure/week)	2014	BUDGET 2015
Total expenditure	DKK 25,662,130	DKK 20,846,258	DKK 12,807,717	DKK 12,233,000
Fellowship-weeks	1335	1257	879	780
Expenditure/week	DKK 19,223	DKK 16,584	DKK 14,571	DKK 15,683

IN THE SOUTH	2012	2013	2014	BUDGET 2015
Total expenditure	DKK 11,105,278	DKK 13,999,376	DKK 10,416,278	DKK 14,240,000
Fellowship-weeks	685	849	700	880
Expenditure/week	DKK 16,212	DKK 16,489	DKK 14,880	DKK 16,182

APPENDIX 3 – PRODUCTIVITY, CAPACITY DEVELOPMENT ACTIVITIES (continued)

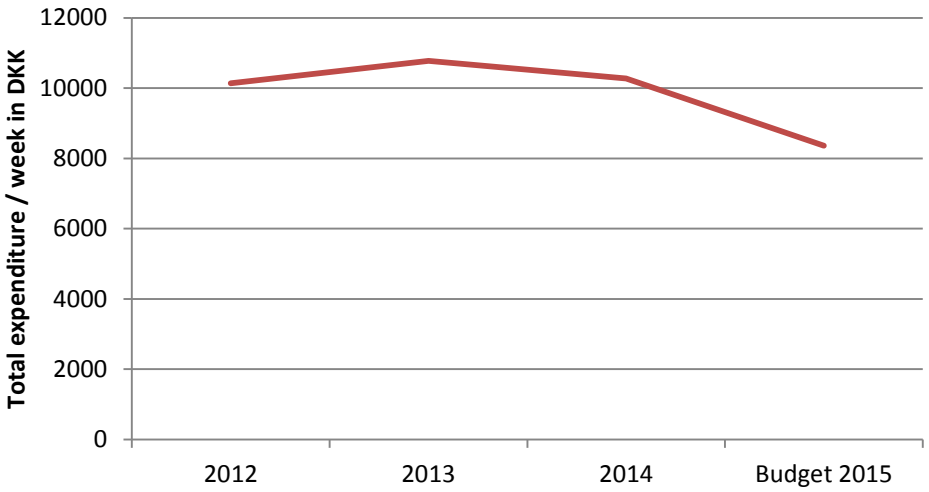


The budget figures are calculated based on the participation rate of 20 participants per course, whereas the actual participation is often higher with reference to the effective utilization calculated above. Hence, a slight increase of the expenditure per week occurs in the budget figures for 2015.

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

	2012 (recalculated to expenditure/week)	**2013 (recalculated to expenditure/week)**	**2014**	**BUDGET 2015**
Total expenditure	DKK 54,565,407	DKK 53,197,251	DKK 53,363,602	DKK 51,044,800
Fellowship-weeks	5382	4935	5194	6106
Expenditure/week	DKK 10,139	DKK 10,780	DKK 10,274	DKK 8,360

All categories of fellowship-weeks, commercial services excluded, are included in above calculation and the chart below. The decrease is both due to DFC's focus on efficiency and productivity, as well as the change in the proportion between cost-intensive activities (short courses in Denmark and the South) and activities with low costs per week (e.g. BSU Master students).

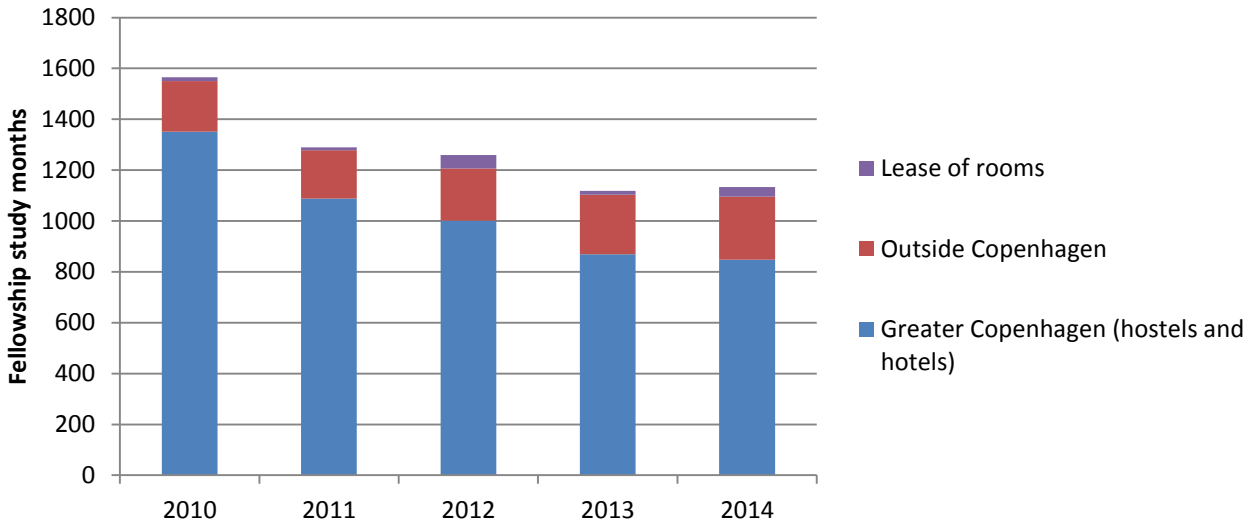


APPENDIX 4 - ACCOMMODATION

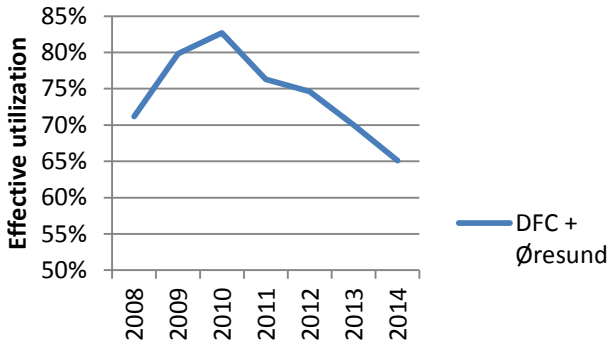
In Greater Copenhagen *accommodation* is primarily provided in DFC's student hostel on Hostrupsvej (68 one-room apartments + 1 two-roomed flat) and the Øresund Student Hostel (17 apartments) on Amager. Hotel accommodation in Copenhagen is only used when it is impossible to accommodate the whole group 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 in 2014 has been a little lower than in 2013 at 67 % for DFC and the Øresund Student Hostel. Despite the BSU Master Programme, under which 23-28 students were accommodated at DFC & Øresund Student Hostel, it is hard to achieve a high effective utilization, when there in total are fewer fellows staying in Greater Copenhagen, and when the remaining number of vacant rooms is close to 20, but not quite 20, which means that a short course's participants cannot be accommodated at DFC. With reference to the accommodation policy of DFC it is an overriding rule that participants are accommodated together when following the same course.

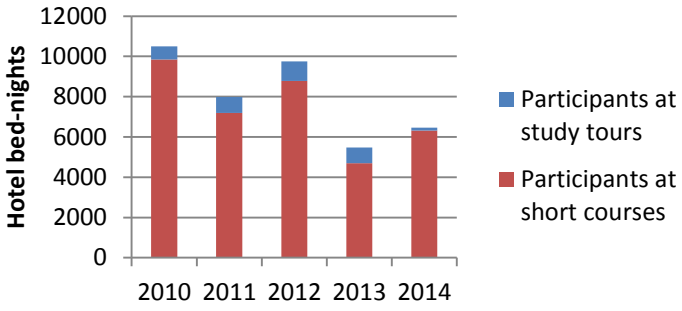
For courses conducted outside Greater Copenhagen the course provider is always responsible for providing accommodation, and as far as possible it is provided in student hostels adjacent to the premises of the course provider.



Effective utilization of hostel rooms in Greater Copenhagen:



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



APPENDIX 5 - Objectives, Indicators, and Results for Administration of Research Activities

Objectives - Danida Fellowship Centre will ensure effective and reliable administration by:

- effective and reliable administration of FFU projects, BSU funds, and other Danida funded research activities, hereunder the contribution to international research institutions
- working with South partners to enhance their ability to manage projects in an efficient and accountable manner
- improving procedures to monitor implementation and quality of projects.

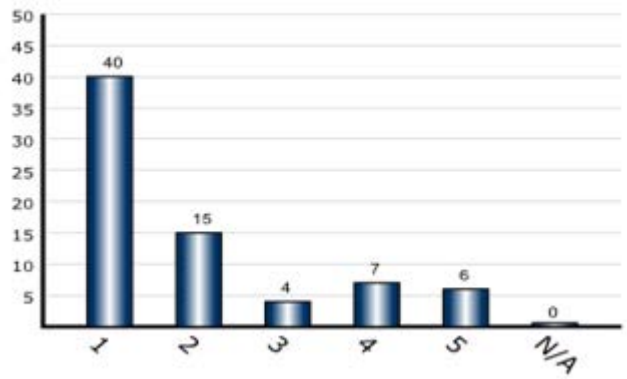
<table>
<tr><th>Indicators</th><th>Results</th></tr>
<tr><td>Minutes from FFU meetings, prepared in accordance with specifications approved by UFT, are forwarded to UFT within 3 working days of the meeting.</td><td>
<table>
<tr><th>FFU meeting, date</th><th>DFC draft, date</th><th>Working days after meting</th><th>Number of pages</th><th>Corrections, total</th><th>Hereof substantive incorrectness</th></tr>
<tr><td>21.01.2014</td><td>24.01.2014</td><td>3</td><td>5</td><td>23</td><td>3</td></tr>
<tr><td>02.-03.06.2014</td><td>10.06.2014</td><td>4</td><td>4</td><td>20</td><td></td></tr>
<tr><td>17.09.2014</td><td>22.09.2014</td><td>3</td><td>9</td><td>35</td><td>2</td></tr>
<tr><td>24.-25.11.2014</td><td>28.11.2014</td><td>3</td><td>3</td><td>12</td><td>1</td></tr>
</table>
Overall, the subjectively determined corrections (i.e. change of wordings/sentences which does not disrupt the meaning) are accounting for more than 75% of the corrections.
</td></tr>
<tr><td>Quality of dialogue between MFA and DFC discussed at quarterly coordination meetings with UFT and, in case of problems, mitigating action taken.</td><td>Meetings in 2014 with HCP and UFT held on September 3, October 1, October 3 (UFT only), and November 5, resulting in the conclusion of the Cooperation Agreement 2015-17 including goals and indicators.</td></tr>
<tr><td>No complaints received from applicants to DFC's handling of the applications round.</td><td>Some South applicants (10 applicants) faced problems with their internet connections, and thereby failed to save and upload all appendices before deadline. DFC has checked the e-fond log, and at the peak time (app. one hour before deadline) app. ¼ of the capacity was still not in use.</td></tr>
<tr><td>Project Coordinators' satisfaction with DFC's services maintained or improved in relation to a 2014 baseline survey, verified through annual survey among PCs.</td><td>The 2014 baseline survey was sent to 116 Project Coordinators and 72 responses, corresponding to 62 %, were received.

The questions were:
1. OVERALL SATISFACTION
The administration provided by DFC
The communication with DFC
2. APPLICATION ROUND
The application process
The electronic e-fond application
3. DFC ADMINISTRATION OF ON-GOING RESEARCH PROJECTS
Feedback regarding the annual/final reporting
Feedback regarding the annual/final financial accounts
Feedback on your questions regarding other issues
The DFC assistance to study stays in Denmark
The usefulness of the Danida Research Portal

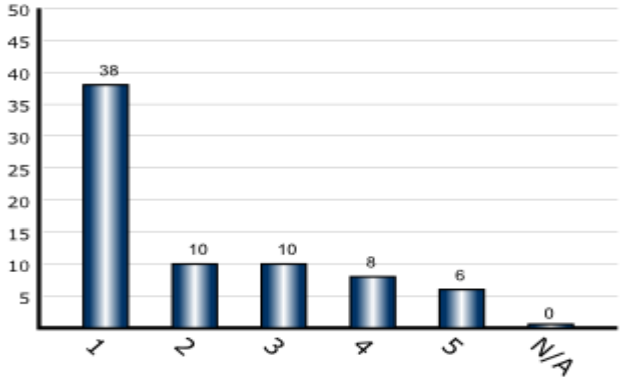
All questions were to be answered on a scale from 1 to 5, where 1 represents 'very satisfied' and 5 represents 'very dissatisfied'.</td></tr>
</table>

The two questions regarding the overall satisfaction came out as follows:

The administration provided by DFC



The communication with DFC



38 comments and 28 recommendations for improvements were received. These will, where relevant and within DFC's possibilities, be taken into account for future planning and – to the extent feasible - adjustments.

The major part of the comments were supporting the positive work of DFC, such as:

- I think the cooperation with DFC has been very satisfactory.
- Administration has also been smooth and effective.
- I experience that the service from DFC is supportive, and that questions or clarifications regarding administration of projects and grants are responded to efficiently.
- Fantastic service to the foreign PhD-students.
- Personally, I think Staff at DFC is doing an impressive job, sincerely I have no complaint in any of DFC services.
- No complaints, and over the years the service has been increasingly better and more professional.

Many of the complaints/suggestions were/are out of the hands of DFC, such as:

- We find that the response time to the annual reporting has been too slow.
- The 60 - 40 % share between South and North are admirable but means that responsibilities for the smooth implementation of projects are not always rested with the coordinator but at the whims of administrators in the South. Responsibility without a budget is not efficient. Be careful not to starve North partners any further. Same for the South PhDs. Local enrolment cannot attract talent. We enroll South PhD students that could not qualify for MSc studies in Denmark. This is not DFC service but Danida policy, I know.
  The application process including the correspondence between different forms during 1st and 2nd application round may need some streamlining.
  It is bureaucratic and costly to make audits every year, and the amount given by Danida does not cover the costs. We would propose to make an audit after one year, to be sure that the administrative procedures are correct, and then the final year.
- The Danish evaluation committee has to make final decision on selection of the research applications. And not to leave the responsibility of the Tanzanian evaluation committee to make final decision on the applications for the next stage.

	The expertise of Tanzania evaluation is low, and this may end up excluding some research projects which are very important to the country. There are some useful research applications for solving the problems of the country. However they were disqualified by the Tanzanian evaluation committee. - Local financial audits are very difficult to cope with - in order to manage it we have to place a lot of resources on this issue which could have been better spend on other issues. The detailed answers from the survey are available on request.
The DFC brief (forklæder) formulated as per current outline at set deadlines per application round.	The format and content of the DFC briefs (forklæder) were approved at the FFU September meeting 2014 as follows: *Der var ingen kommentarer til DFC's uddelte forklædedisposition for henholdsvis fase 1 og 2*. Later, though, the 'forklæde' template was revised by the FFU team participating in the NSM in Tanzania. The briefs as per the revised template were submitted in time – 10 days prior to the FFU meeting.
DFC's check of reports from the North-driven projects completed by August 15, including categorizing in green/yellow/red and proposed follow-ups and screening for partnership and management issues; DFC follow-ups undertaken at the latest one week prior to the FFU September meeting, with a full list prepared for the meeting.	DFC's full list of 60 annual reports and 20 final reports from the North driven projects was presented at the FFU meeting at September 17, 2014. The reports were by DFC categorized as green (no problems), yellow or red (outstanding issues of less (yellow) or more (red) serious nature). The DFC follow-ups were finally agreed upon with UFT at the beginning of December.
BSU semi-annual reports administratively checked and screened for partnership and management issues.	No bi-annual reports were received in 2014.
Development - on the basis of draft/comments from UFT/FFU - and implementation of online reporting formats (first year, mid-term, final).	DFC have been in continuous dialog with UFT on the issue, and a small task group of DFC, UFT and selected FFU members will design the three different formats in question.
Support for external review of the research administration in 2015.	n/a for 2014
DFC's annual accounts and budget contain the relevant figures as per information from UFT dated November 2014.	It is assumed that the annual accounts contain all the information needed, as no additional information was given by UFT prior to preparation of the annual accounts in January 2015.
DFC's annual financial accounts are given an unqualified endorsement by DFC's external auditor.	Extract (in Danish) from Deloitte's **Revisionsprotokollat til årsregnskab 2014** dated March 20, 2015: **"*Revision af årsregnskabet*** *Hvis bestyrelsen godkender årsrapporten i den foreliggende form, vil vi forsyne årsregnskabet med en revisionspåtegning uden forbehold eller supplerende oplysninger."*
Ongoing monitoring of potential 'C-cases' and immediate reporting to UFT regarding potential cases.	One North driven project reported mid 2014 of possible mismanagement by a Ugandan partner project coordinator. The Danish responsible institution initiated an independent investigation/audit of the matters (delayed payments to PhDs, and use of project vehicle). The case is now closed, as the responsible Danish institution has concluded following: '*Our internal audit identified ineligible expenditures of UGX 900,000 (approximately DKK 1,950) made by the former project manager that have been refunded to the project account, and we consider the matter closed.'* DFC and MFA have confirmed the conclusion.

<table>
<tr><td>DFC will disburse funds within 10% of the level of agreed aggregated expenditure, updated last time in November.</td><td>
<table>
<tr><td colspan="2">Expenditure 2014</td><td></td><td></td></tr>
<tr><td></td><td></td><td>Amount transferred from UFT to DFC</td><td>Amount disbursed by DFC</td></tr>
<tr><td>FL § 06.35.01.11</td><td>FFU</td><td>DKK 109,152,746</td><td>DKK 105.634.158</td></tr>
<tr><td>FL § 06.35.01.10</td><td>Projects in Denmark (including BSU)</td><td>DKK 33,660,000</td><td rowspan="2">DKK 46.426.489</td></tr>
<tr><td>FL § 06.35.01.10 - adjusted 19.12.2014</td><td>BSU</td><td>DKK 5,000,000</td></tr>
<tr><td>FL § 06.35.01.10</td><td>DFC transfer to MFA of unspent funds</td><td>DKK – 30,051</td><td></td></tr>
<tr><td>FL § 06.35.02.10</td><td>International agricultural research</td><td>DKK 35,000,000</td><td>DKK 35.000.000</td></tr>
<tr><td>FL § 06.35.02.11</td><td>Other international development research</td><td>DKK 12,000,000</td><td>DKK 12.000.000</td></tr>
<tr><td>Total</td><td></td><td>DKK 194,782,695</td><td>DKK 199.060.647</td></tr>
<tr><td colspan="3">Deviation</td><td>2.2% < 10 %</td></tr>
</table>
</td></tr>
<tr><td>Administrative support to National Screening Mechanisms (NSM) and national institutions responsible for NSM in countries with South-driven projects according to specifications approved by UFT.</td><td>The NSM institutions/bodies were provided with the necessary lists prefilled with all relevant application data, and the actual meetings were in Tanzania facilitated by Ms Pernille Friis, in Nepal by Ms Bente Ilsøe, and in Ghana by Ms Anne Christensen.</td></tr>
<tr><td>Two Peer Reviews gathered for each phase-2 application</td><td>Two Peers were found for each of the 17 North driven applications, whereas two out of 11 South driven application only had one Peer Reviews.
Extract from minute of selection meeting in June 2014: ‘Der var generel tilfredshed i FFU med de Peer Reviewers, som DFC havde identificeret.’</td></tr>
<tr><td>Introduction to Financial Management/Good Governance conducted for all new South-driven projects.</td><td>One new Vietnam project and two new Ghana projects were introduced to General Conditions, Accounts Manual and to good management practices in general in the respective countries.</td></tr>
<tr><td>Administrative support to implementation of Annual Review Meetings in the South according to specifications approved by UFT.</td><td>DFC was carrying out all the preparation and arrangements for the Annual Meeting in Ghana in May 2014.</td></tr>
<tr><td>Minimum one annual individual meeting held with each BSU university and South-driven project.</td><td>Introduction to Financial Management/Good Governance has been conducted for six of the seven BSU universities during 2014. Apart from this introduction, individual meetings were not scheduled for 2014.
DFC held individual meetings with the on-going Vietnamese projects in April about administrative/financial matters and with the on-going Ghanaian projects in connection with the Annual Meeting in Ghana in May.</td></tr>
<tr><td>Training organized in project management and Logical Framework Approach/Result Based Management and development of indicators at in-country training workshops for the BSU partnerships.</td><td>Three M & E training workshops were conducted in 2014. One in Tanzania for the three Tanzanian universities, one in Ghana for the two Ghanaian universities, and one in Nepal for the Nepalese university. The workshop for Gulu University in Gulu was conducted in January 2015.
The workshops were facilitated by an external consultant.</td></tr>
</table>

APPENDIX 5 - Objectives, Indicators, and Results for Administration of Research Activities (continued)

Objective - Danida Fellowship Centre will work towards being a trusted partner by:

- facilitate networking and learning exchanges between research partners
- promoting effective and balanced partnerships
- facilitating dissemination and communication of research results.

Indicators	Results
Administrative support to technical workshop conducted annually (in 2014 in Tanzania) according to specifications approved by UFT.	A thematic meeting, held in Tanzania in October, was arranged in close cooperation between UFT, COSTECH, FFU, and DFC.
Administrative and logistical support to BSU mid-term review in 2015 according to specifications approved by UFT.	n/a for 2014
Facility for a matchmaking 'market place' available at DFCs web-site for FFU applicants and promotion of this marketplace among potential FFU applicants.	The market place was introduced at the information meetings in South (Nepal Tanzania, and Ghana). Four potential South applicants had their project data posted at the market place. The market place was announced to relevant Danish research environments.
Seminar on effective research partnerships planned in 2015 and satisfactorily conducted in 2015/2016 according to specifications approved by UFT.	n/a for 2014
Seminar/workshop/activities about research communication strategies planned in 2015 and satisfactorily conducted in 2015/2016 according to specifications approved by UFT.	n/a for 2014

APPENDIX 6 - RESEARCH PROJECTS GRANTED IN 2014

NORTH DRIVEN PROJECTS				
Main Applicant	**Responsible Institution**	**Project Title**	**Grant**	**DFC journal no.**
THEME 1: Governance in fragile and unstable environments				
Helene Maria Kyed	Danish Institute for International Studies	Everyday Justice and Security in the Myanmar Transition	DKK 8,956,885	14-04DIIS
Lars Buur	Danish Institute for International Studies	Hierarchies of Rights: Land and Investments in Africa	DKK 9,969,902	14-05DIIS
THEME 2: Green economy, inclusive growth and employment				
Anne S. Meyer	Technical University of Denmark	Seaweed Biorefinery in Ghana - SeaBioGha	DKK 9,986,201	14-01DTU
Arne Henningsen	University of Copenhagen	Organic Cotton for Employment, Growth and Environment?	DKK 9,998,822	14-02KU
Max Nielsen	University of Copenhagen	Upgrading Pangas and Tilapia Value Chains in Bangladesh	DKK 9,999,648	14-06KU
Peter Hasle	Aalborg University	Health, Safety and Productivity in Garment in Bangladesh	DKK 9,656,146	14-07AAU
Peter Stæhr	Aarhus University	Projections of Climate Change Effects on Lake Tanganyika	DKK 9,985,685	14-08AU
Rasmus Lema	Aalborg University	Innovation and Renewable Electrification in Kenya	DKK 9,966,333	14-09AAU
THEME 3: Rights to natural resources				
Christian Pilegaard Hansen	University of Copenhagen	Property, Access and eXclusion (AX)	DKK 8,876,494	14-03KU
		I alt	**DKK 87,396,116**	

APPENDIX 6 - RESEARCH PROJECTS GRANTED IN 2014 (continued)

SOUTH DRIVEN PROJECTS – VIETNAM, GHANA, TANZANIA, AND NEPAL					
Main Applicant	**Responsible Institution**	**Project Title**	**Co-operation Partner**	**Grant**	**DFC journal no.**
Vietnam:					
Dao Bach Khoa	Plant Protection Research Institute (PPRI)	Climate Change Impacts on Outbreak of Brown Plant Hopper in Vietnam and Options for Prevention	AU, Department of Agroecology	DKK 4,995,440	14-P01-VIE
Ghana:					
Daniel Dodoo	University of Ghana	Functional Immuno-genetic Correlates of Immunity to Malaria	KU, Department of Biostatistics Statens Serum Institut	DKK 9,793,564	14-P01-GHA
Sandow Mark Yidana	University of Ghana	Ground Water Development and Sustainable Agriculture	KU, Department of Geoscience and Natural Resource Management AU, Institute of Geoscience Geological Survey of Denmark and Greenland	DKK 9,752,250	14-P02-GHA
Tanzania:					
Robinson Hammerthon Mdegela	Sokoine University of Agriculture	Innovations and Markets for Lake Victoria Fisheries	Danish Institute for Fisheries Research KU, Department of Veterinary Disease Biology KU, Department of Plant and Environmental Sciences KU, Institute of Food and Resource Economics	DKK 9,829,998	14-P01-TAN
Julius Mwaiselage	Ocean Road Cancer Institute (ORCI)	Comprehensive Cervical Cancer Prevention in Tanzania	Copenhagen University Hospital Odense University Hospital	DKK 8,999,964	14-P02-TAN
Nepal:					
Pramod Bhatta	Martin Chautari	Locating Public Finance Dynamics in Education in Nepal	AU, Department of Education	DKK 9,551,017	14-P01-NEP
			Total Vietnam, Ghana, Tanzania, and Nepal	**DKK 52,922,233**	

APPENDIX 7 – ACCOUNTING, COMMITMENTS

	Remaining grant per 31.12.2013 DKK	Closed projects /new commitments in 2014 DKK	Disbursements in 2014 DKK	Remaining grant per 31.12.2014 DKK	On-going projects 01.01.2015
Projects granted prior to 2008	6,189,011	-3,009,702	-302,746	2,876,563	2
2008 commitments (North)	2,967,873		2,015,117	4,982,990	7
2008 commitments and running expenses (South)	52,810		398,923	451,733	1
2009 commitments (North)	14,569,642		-7,750,885	6,818,757	20
2009 commitments and running expenses (South)	2,377,762		444,588	2,822,350	1
2010 commitments (North)	27,425,009		-11,370,626	16,054,383	16
2010 commitments and running expenses (South)	5,076,438		-2,739,575	2,336,863	3
2011 commitments (North)	37,668,903		-18,120,264	19,548,639	13
2011 commitments and running expenses (South)	11,704,358		-4,658,654	7,045,704	4
2012 commitments (North)	73,712,533	-23,328	-19,821,762	53,867,443	11
2012 commitments and running expenses (South)	16,625,376		-6,937,773	9,687,603	4
2013 commitments and running costs (North)	78,000,000		-21,829,102	56,170,898	8
2013 commitments and running expenses (South)	20,000,000	5,000,000	-4,128,947	20,871,053	4
2014 commitments and running costs (North)		87,458,805	-3,593,557	83,865,248	9
2014 commitments and running expenses (South)		48,725,177	-2,164,912	46,560,265	6
Travel grants 2009-12	30,.475	-30,475	0	0	n/a
Travel grants 2013-16	2,713,438		-730,504	1,982,934	n/a
FFU running expenses 2014		693,479	-693,479	0	n/a
Subtotal FFU projects	**299,113,628**	**138,813,956**	**-101,984,158**	**335,936,214**	**109**
Projects in Denmark	113,489,059		-45,426,489	68,062,570	23
Other international development research	6,608,872	12,000,000	-12,000,000	6,608,872	6
International agricultural research	105,000,000		-35,000,000	70,000,000	1
Total	**524,211,559**	**150,813,956**	**-193,717,169**	**480,607,655**	**139**
DFC running expenses, January 2013 – June 2014	1,675,000		-1,675,000	0	n/a
DFC running expenses, July 2014 – December 2016		9,155,000	-1,975,000	7,180,000	n/a
DFC running expenses, BSU	3,000,000		-1,000,000	2,000,000	n/a

APPENDIX 8 - Objectives, Indicators, and Results for DFCs Core Administration

Objective - Danida Fellowship Centre will ensure effective administration by

- generally focusing on effectiveness/ productivity improvements

The core activities expenses (deducted any expenses relating to activity increases) will decrease in 2014 and 2015.	DFC has a fall in expenditure of the core administration of 4.8 % from 2013 to 2014, and a further decrease of 2.7 % is budgeted for 2015.
Long term consistency between activity level and core administration.	As the forecast for 2015 for the capacity development activities in Denmark is at the same (lower) level as for 2014, DFC will take steps in 2015 to reduce the manpower involved in these activities.

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.
Nina Døj (flex job = 20 hours)	15.08.13	Office Clerk Trainee
Annette Kaalund-Jørgensen	01.12.93	Capacity Development Advisor: - study planning, evaluation, budget/contract negotiations with the places of study, entering into contracts - capacity development activities in Francophile West Africa.
Lars Pedersen (20 hours per 01.09.14)	01.04.07	Capacity Development Advisor: - study planning, evaluation, budget/contract negotiations with the places of study, entering into contracts - capacity development activities in East Africa and Mozambique.
Helle Jørgensen	01.06.08	Capacity Development Advisor: - study planning, evaluation, budget/contract negotiations with the places of study, entering into contracts - capacity development 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 (reduced-hours job = 20 hours)	01.03.90	Administrative Fellowship Officer / Fellowship Project Coordinator: - course administration, residence permits, air tickets, etc. - study tours and commercial services.
Lene Christina Mosegaard	01.10.07	Programme and Communication Coordinator: - the well-being of the fellows, the social and cultural activities programme in Copenhagen, orientation about DK - coordinator for the BSU Master programme - communication.
Bente Ilsøe	01.05.08	Research Project Administrator: North-driven projects
Pernille Friis (25 hours)	15.01.10	Research Project Administrator: South-driven projects in Vietnam, Tanzania, Ghana, and Nepal.
Hanne Kongsgaard	15.01.13	Administrative research officer, travel grants and updating of the Danida Research Portal
Lars Arne Jensen	01.03.14	Research Project Administrator: BSU activities
Anna Jeppesen (30 hours)	15.03.10	Receptionist and Fellowship Post
Henrik Bech	15.07.98	Property Manager – responsible for day-to day care of the DFC student hostel.
Gitte Bundgaard (35 hours)	01.03.14	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

	2011 Accounts	2012 Accounts	2013 Accounts	2014 Accounts	2015 Budget
Core administration	5.0	4.9	5.7	5.3	5.3
Fellows' personal welfare	1.9	1.9	0.9	0.9	0.9
Capacity development activities in Denmark	2.1	1.5	1.5	2.9	4.5
Capacity development activities in partner countries	1.0	1.5	1.5		
Fellowship course administration	3.0	3.0	2.4	2.8	2.8
Accommodation	3.0	2.0	2.0	1.9	1.9
Administration of research projects	2.0	2.5	2.5	3.5	3.7
Total	18.0	17.3	16.5	17.3	19.1

The annual staff seminar was held October 7 over the theme of employee satisfaction, in additional to 'story-telling' from a life with Danida by Klaus Winkel. In the future the aim is at least every second year to conduct the seminar over two days.

DFC has few employees and, therefore, has a weak spot towards some employees' long-lasting illnesses. The statistics excluding long-lasting illnesses have been included to give a fair comparison with the Public Sector in general.

Days lost through illness, average	**2011**	**2012**	**2013**	**2014**
Result, DFC total	7.8	15.4	13.7	9.2
Result, DFC less long-lasting illnesses	6.7	6.5	5.8	6.3
Result, the Public Sector [1]	7.6	7.1	7.3	

[1] The figures for the Public Sector are from Statistics Denmark (*Danmarks Statistik)*

APPENDIX 10 - ANNUAL ACCOUNTS BREAKDOWNS

The end result is distributed as follows:

	over(-)/under consumption(+)	
Central CD grant	DKK	1,890,814
DFC core administration (from central CD grant)	DKK	-430,097
BSU Master programme	DKK	266,848
Other CD activities ('ordered', administration agreements, commercial services)	DKK	711
DFC core administration (from research grants)	DKK	61,599
Interest, income	DKK	145,308
Total	**DKK**	**1,935,183**

DFC's net total capital is DKK 1,117,727. This figure includes DFC's gain on implementing other CD activities.

Net Capital	Research section's share	CD section's share	Other CD activities	Total
Opening balance		DKK 37,647		DKK 37,647
Accounts 2010	-DKK 68,781	- DKK 68,781		- DKK 137,562
Accounts 2011	DKK 586,336	DKK 333,051		DKK 919,387
Accounts 2012	DKK 297,196	DKK 203,140		DKK 500,336
Accounts 2013	- DKK 556,591	- DKK 35,524		- DKK 592,115
Accounts 2014	DKK 61,599	- DKK 430,097	DKK 752,426	DKK 383,928
Total	**DKK 319,759**	**DKK 39,436**	**DKK 752,426**	**DKK 1,111,621**

DFC has in line med the rest of the Danish public sector focus on efficient administration, and can show a fall in expenditure of DFCs core administration of 4.8 % from 2013 to 2014, and a further decrease of 2.7 % is budgeted for 2015.

The central grant has been used with a deviation in relation to the grant commitment of 4.7 %.

The key unit figure for expenses for travel to Denmark has increased with 4 % in relation to 2013, though still a decrease of 17 % in relation to 2012. The key unit figure for allowances in Denmark has a decrease of 1 %.

	Travel (travel to Denmark less domestic travel in Denmark and travel expenses for courses in the South)	**Allowances**
Number	687 journeys	4789 fellowship weeks
Expenditure 2014	DKK 5,682,067	DKK 8,067,280
Key unit figure 2014	DKK 8,271	DKK 1,685
Key unit figure 2013	DKK 7,986	DKK 1,696
Increase/decrease in percentage	**4%**	**-1%**
Key unit figure 2012	*DKK 9,993*	*DKK 1,914*

DFC's 'list prices' for study stays in Denmark are the prices DFC invoices the Danida programmes/projects and the research projects. For 2015 they are as follows:

DKK 1,650/week for allowances
DKK 1,100/week for accommodation at the DFC hostel.

DFC's administration of senior researchers/PostDocs is fixed at DKK 6,000 per arrival for 2014 and 2015.