DANIDA FELLOWSHIP CENTRE

ANNUAL REPORT 2016

Cover photo: Trip to Bornholm as part of the DFC social activity programme

ABBREVIATIONS

2iE	L'Institut International d'Ingénierie de l'Eau et de l'Environnement de Ouagadougou
aBi	Agribusiness Initiative Trust, Uganda
AMD	Associés en Management Public et Développement
BSU	Building Stronger Universities in Developing Countries
DBL	DBL - Centre for Health Research and Development
C-case	MFA's terminology for a case investigated for corruption
CD	Capacity development
CDA	Capacity Development Advisor
C/N	Cover Note
COSTECH	Tanzania Commission for Science and Technology
CSR	Corporate Social Responsibilities
DAN	Danida Alumni Network
DANIDA	Danish International Development Assistance
DCDSP	Danida Capacity Development Support Programme
DFC	Danida Fellowship Centre
DIGNITY	Danish Institute against Torture
DIHR	Danish Institute for Human Rights
DK	Denmark
DKK	Danish Kroner
DSHC	Danish Seed Health Centre for Developing Countries
eLearning	Electronic learning
ELSP	Emerging Leaders Scholarship Programme
eModule	Electronic module
EVAL	Evaluation and Research, MFA
FAU	The Association of Development Researchers in Denmark
FFU	Consultative Research Committee for Development Research
FL	The Danish Finance Bill
FU	Executive Committee of FFU
GAAS	Ghana Academy of Arts and Sciences
GEUS	Geological Survey of Denmark and Greenland
GIMPA	Ghana Institute of Management and Public Administration
GRA	Ghana Revenue Authority
HCP	Humanitarian Action, Civil Society and Personnel Assistance, MFA
HRD	Human resource development
ICI	Initiatives Conseil International
ICIMOD	International Center for Integrated Mountain Development
ILI-ACLE	International Law Institute - African Centre for Legal Excellence
ILO	International Labour Organization
KFU	Quality Assurance and Technical Services, Development Cooperation, MFA
KNUST	Kwame Nkrumah University of Science and Technology
KVA	Quality Assurance and Financial Management of Development Cooperation, MFA
M&E	Monitoring and evaluation
MESPT	Micro Enterprise Support Programme Trust, Kenya
MFA	Ministry of Foreign Affairs
NGO	Nongovernmental organization
NSM	National Screening Mechanisms
OH	Overhead
PCR	Project Completion Report
PILDAT	Pakistan Institute of Legislative Development and Transparency
PR	Public relations
PSDS	Private Sector Development Support Programme
PwD	Partnering with Denmark
RBM	Results Based Management

RDE	Royal Danish Embassy
SSC	Strategic Sector Cooperation
STI	Training Institution in South
SUA	Sokoine University of Agriculture
TBC	to be confirmed
TIRDO	Tanzania Industrial Research and Development Organization
T&DD	Training and Development Department
UDP	UNEP DTU Partnership
UEM	Universidade Eduardo Mondlane
UFT	Technical Advisory Service – Development Assistance, MFA
UMI	Uganda Management Institute
VAT	Value Added Tax
WWF	World Wildlife Fund

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1. EXECUTIVE SUMMARY

Danida Fellowship Centre (DFC) has achieved good progress and results across its activity areas during 2016, even though it was a year of major changes for DFC, mainly related to the revised orientation of the Danish development cooperation as defined in Denmark's strategy for development cooperation and humanitarian action, '*The World 2030*' (January 2017).

The Danida Capacity Development Support Programme (DCDSP) adopted in 2014 was still largely in its roll-out stage with many new initiatives being launched and piloted, and with learning approaches, communication material, and M&E tools introduced to support programme activities. At the same time, the new strategy 'The World 2030' indicated a new direction for DFC's scholarship programme. This changed the conditions for DFC to plan ahead and provide timely information on the plans for and future scope of the programme to partners in priority countries (Embassies and projects/sector programmes), and to study providers in Denmark and the South.

The new Danish strategy entails a realignment of a substantial part of DFC's budget for capacity development support from priority countries to the Strategic Sector Cooperation projects under the '*Partnering with Denmark*' facility. This planned change is expected to be fully rolled-out in 2018 with 2017 as a transition year. The change likewise entails a shift in countries supported through DFC, as the 'Partnering with Denmark' facility is focusing primarily on growth and transition countries, as opposed to DFC's previous focus on priority countries. While this transition involves challenges in terms of planning and reorientation, it also involves a number of opportunities for DFC, including DFC's involvement in one of the main strategic focus areas of Danida, namely the '*Partnering with Denmark*' facility, and hereby greater awareness and exposure of DFC.

In 2016, DFC's competency and capacity development services to Danida supported development activities included DFC's portfolio of 'standard' learning programmes in the South and in Denmark, as well as tailor-made learning programmes, study tours etc. including advice on and support to organizational development interventions. To strengthen DFC's ability to react promptly to requests from Embassies and sector programmes for CD support a new Roster of relevant consultants with expertise in the area of competency and capacity development was established following a tender process. Six consortia were selected, and the Roster now contains close to 130 qualified and experienced experts.

The number of programme-financed tailor-made CD activities have had a rising trend since 2014, and in 2016 amounted to DKK 4.2 million which constitutes an increase of 75 %. All these CD activities are demand driven, so while the number of requests for support is dependent on DFC's successful implementation of the DCDSP, fluctuations in these activities are to a large extent beyond the control of DFC and are likely to have been influenced by external factors.

The main tasks for DFC's CD unit in 2017 will be to roll-out, consolidate and expand the Scholarship Programme under the new modality of the '*Partnering with Denmark*' facility.

The BSU Master programme is in its second and last phase, and no further funds are envisaged to cover these masters. Out of the intake of 38 students in 2015 all are expected to graduate with good results, and all the students' theses are focusing on development issues of their respective home countries.

An ex-post performance survey among the 2015 graduates under the BSU Master programme had a response rate of 61% (i.e. 21 students out of a total of 37 students), and showed that the majority of the BSU Master students have improved their chances for employment, that they all to a large extent make use of the knowledge they acquired from the Master programme in their daily job, and that their income has increased since graduation. A little more than half of the respondents live in their home countries, whereas the remaining respondents live in other countries, either (un)employed or studying for a PhD.

The initiation of Danida Alumni Network is well on-track, and 38 % of the invitees (app. 1000 PhD/Master Danida fellows and 3150 Danida fellows participating in the DFC short courses) have signed up. The communication/alumni unit at DFC has been reinforced by two part-time employees in 2017 in order to consolidate the initial work of establishing the Danida Alumni Network, as well as to support communication across DFC's other departments.

The research unit continues to perform well. The DFC survey of Project Coordinators' satisfaction with DFC's services once more showed a positive result compared with previous years. Based on the 2015 external review of the DFC research administration, DFC has taken over most of the administrative tasks connected with the management of development research projects, including the communication with the Consultative Research Committee for Development Research (FFU), while the strategic and political responsibility remains with the Ministry of Foreign Affairs (MFA).

The new Danish strategy and the Finance Bill for 2017 also outlined a new orientation for Danish support to development research. In addition to the support for research projects in Danida priority countries, new modalities of support will be introduced from 2017 and onwards, namely support to research projects in the growth and transition countries supported via the '*Partnering with Denmark*' facility, and mobility grants to researchers from the these same countries.

The Midterm Review of Building Stronger Universities (BSU) II concluded that even though BSU II has experienced a slow start-up, the BSU partners are gradually finding momentum and ways forward, and the Southern partners have taken ownership. A Midterm Seminar of BSU II in April 2016 was attended by all BSU II partnerships, including representatives from the BSU universities in Nepal, Ghana, Tanzania, and Uganda, as well as representatives from all Danish partner consortia, MFA, and DFC. It was a good platform for sharing experiences, challenges and ideas, and for consolidating partnerships. The seminar concluded that BSU II will not achieve the envisioned longer term outcomes and impacts should there be no further support from Denmark or elsewhere, and the formulation of a phase III of the BSU initiative is now under way.

Out of the 41 PhD students from BSU I, 15 students submitted their thesis and/or graduated in 2016. All remaining students but two are in the final stages of the writing process, and are expected to graduate within 2017.

With regard to the future office re-location to Holbæk, Holbæk Municipality wishes to establish an Education and Learning Centre Nordvestsjælland, located at the premises of an old school in the centre of Holbæk. The reconstruction of the school is scheduled to be completed October 2018. The new learning centre is expected to host DFC as well as the Danish Evaluation Institute and the Danish Accreditation Institution. This may provide new opportunities for interaction with organisations that are linked to the Danish education system including higher education.

The MFA effectuated a restructuring during the first quarter of 2016, and DFC is now referring to the Department for Evaluation and Research; both with regard to the capacity development activities, and development research.

2. ORGANISATION

DFC is a self-governing institution, which receives grants from the Ministry of Foreign Affairs (MFA) for:

1) implementation of the capacity development support 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 management consists of a Director, as well as a Board appointed for a three-year period by MFA.

Due to the restructuring in MFA during the first quarter of 2016, DFC is now referring to the office of Evaluation and Research (EVAL), both with regard to the capacity development activities and development research. This development is very much appreciated by the DFC secretariat and the Board.

DFC's level of responsibility varies for the two tasks, as DFC for the capacity development support 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 EVAL.

The present Board has been appointed for the period ending December 31, 2016 and consists of:
Chairman, lecturer **Mr Michael Wendelboe Hansen**, Copenhagen Business School, Department of Intercultural Communication and Management
Associate Professor **Ms Anne Mette Kjær**, Aarhus University
Consultant **Mr Nils Boesen**
Head of Department **Ms Ulla Godtfredsen,** Metropolitan University College
Ms Susanne Lildal Amsinck, Senior Fundraiser, WWF Denmark.

A new Board appointed for the period January 1, 2017 – December 31, 2019 consists of:
Chairperson **Ms Margrethe Holm Andersen,** Senior Advisor, Aalborg University
Mr Stefano Ponte, Professor, PhD, Copenhagen Business School
Mr Verner Kristiansen, Consultant
Ms Helle Jørgensen, DFC employee representative.

DFC's statutes was revised in December 2016 to cater for the deduction in numbers of external board members from five to three, and the inclusion of a DFC employee representative. The statutes can be found at DFC's website.

MFA and DFC's Board entered into a three-year cooperation agreement for 2015-17 in December 2014, which includes performance targets for 2016.

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

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.

DFC's goals: **Danida Capacity Development Support Programme:**

- **Driver of Innovative Learning Modalities and Methods**
- **Trusted and Acknowledged Partner in Effective Support to Capacity Development**
- **Efficiency, Productivity and Accountability.**

Administration of Research Grants:

- **DFC will ensure effective and reliable administration**
- **DFC will work towards being a trusted partner**

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

3. CAPACITY DEVELOPMENT ACTIVITIES

3.1. Description of Activities

In 2016, DFC's services to Danida supported development activities were continued under the auspices of the Danida Capacity Development Support Programme (DCDSP) hereunder DFC's portfolio of 'standard' learning programmes in the South and in Denmark, as well as tailor-made learning programmes, study tours etc., and all with good progress and results.

However, 2016 was also a challenging year, which entailed changes to DFC's capacity development activities. The DCDSP, adopted in 2014, was still in its roll-out stage with many new initiatives being launched and piloted, and with new learning approaches, communication material, and M&E tools developed to support this, as well as DFC and partner competencies being upgraded accordingly. At the same time, the new Strategy for development cooperation and humanitarian action '*The World 2030*' indicated a new direction for DFC's scholarship programme, which affected DFC's planning and implementation process.

The new Danish Strategy for Development Cooperation entails a realignment of a substantial part of DFC's budget for capacity development support from priority countries to the *Strategic Sector Cooperation* (SSC) projects under the '*Partnering with Denmark*' (PwD) facility. This planned change is expected to be fully rolled-out in 2018 with 2017 as a transition year and will entail a shift in countries supported, as support under the PwD is focused on a number of growth and transition countries[1]. Some of these countries are already well-known to DFC as they have formerly been or still are categorized as priority countries, whereas others are new in a DFC context, including such countries as Brazil, Colombia, Mexico, and Turkey. The number of countries and SSC projects under the PwD are expected to be expanded in 2017. The shift will likewise entail changes in the partners with whom DFC will be engaged both in Denmark and abroad to support competency and capacity development solutions.

The following criteria were by MFA defined as overall guiding principles for the DFC Scholarship Programme under the PwD facility: (a) studies must be for a period of 3 months to 2 years at master level based on existing courses / modules, (b) studies are to take place at Danish universities / university colleges, and (c) scholarships are intended for direct or indirect partners of the SSC projects.

The above constitute a major change to the learning opportunities provided by DFC so far as these until now mainly have consisted of short 2-3 weeks targeted learning programmes at various training institutions, organizations and private companies with specific expertise in development assistance aspects as well as relevant experience from developing countries. It likewise constitutes a significant departure from the integrated approach to individual *and* organizational capacity development, and focus on organizational learning outlined in the DCDSP launched in 2014.

3.2. Overall Outcome

Partnering with Denmark

During the third quarter of 2016 a working group related to DFC's involvement in the PwD was established including two members from DFC and two from MFA; the main purpose of the working group was to roll-out the new aspects of the DFC Scholarship Programme, including defining the scope of the programme, application criteria and procedures, needs assessment, roles and responsibilities, etc., during and beyond the initial phase of the programme. Moreover, a reference group of Growth Counsellors from Vietnam, South Africa, Turkey, and Kenya was set up. The reference group met with the DFC/MFA working group via video conference on November 21 in order to provide initial input on how the programme might be best geared to the needs of the various SSC projects and partners. Further it was agreed for DFC to initiate a needs mapping across the SSC projects through dialogue with each of

[1] Bangladesh, Brazil, China, Colombia, Ghana, Indonesia, Kenya, Mexico, Myanmar, South Africa, Turkey, Vietnam

the Growth Counsellors. The series of meetings were initiated in mid-December and are expected early 2017 to yield a paper including recommendations guiding the further roll-out of the programme. In early December DFC sent out the new guidelines on applications for scholarships under the 2017 window of the Scholarship Programme to the Growth Counsellors, based on discussions with MFA and the reference group.

Furthermore, in December DFC opened up for applications for a three-month specialization on *One Health* of relevance to partners of the five SSCs dealing with food safety issues[2]. The programme is a result of dialogue with Copenhagen University on the possibility of offering scholarships to its existing One Health specialization course under the Master on Veterinary Science. It resulted in 22 seats being allocated to DFC scholarship holders and a further tailoring of the course to fit the needs of relevant SSC partner institutions. The specialization course will commence March 6, 2017 as a first pilot initiative under the DFC Scholarship Programme, as the approach and model are likely to be relevant for other thematic areas under the PwD facility.

A Promising Pilot for the Scholarship Programme*

The *One Health* specialization was the first opportunity for continued learning offered under the DFC Scholarship Programme and the response from the partners under the PwD and the Growth Counsellors has been very positive.

'The Columbian partners are very happy about the course options offered by DFC'
Sune Jin Christensen, Growth Counsellor in Columbia

'...the offers for scholarships [from DFC] this fall [are] highly appreciated by Kenyan stakeholders' Henning Høy Nygaard, Growth Counsellor in Kenya

'... the Scholarship Programme has given us a lot of goodwill with the partners, and Denmark has been praised for including such a structured and targeted offer of continued education in the 'package'. Katja Majbom Goodhew, Growth Counsellor in Vietnam

'... programmes such as this "Scholarship Programme" are an enormously strong tool in furthering the relationship-building with local partners, and strengthens the role of the Growth Counsellors as capable bridge builders between the partner country and Denmark.'
Tilde Hellsten, Growth Counsellor in China

The quotes are translated from Danish by DFC

Danida Capacity Development Support Programme (DCDSP)

In 2016, DFC offered a total of 25 learning programmes, 14 in the South and 11 in Denmark, out of which only one was a so-called 'sandwich' course (one part of the learning programme held in Denmark and one in a priority country). See appendix 2.4 for the full list of learning programmes.

The learning programmes *Corporate Social Responsibility* and *Social Partnership for Business Development* were cancelled due to too few qualified applications received by the deadline. The newly tendered learning programme on *A Human Rights Based Approach to Development Programming* was postponed to 2017 of the same reason.

[2] China, Columbia, Kenya, Mexico, and Vietnam, with the SSC in Mexico dealing with food safety issues as a sub-component of its primary health focus.

DFC has focused on ensuring participation by more than one representative from each organization in DFC's learning programmes with the purpose to enhance the likelihood that the learning achieved as a result of the learning programme is retained and applied in relation to organizational learning and strengthening. The feedback is that the approach has been welcomed by participants as well as their organizations.

DFC has had a long trustworthy relationship with partners in the South, i.e. training institutions, who have been planning and implementing learning programmes on behalf of DFC. DFC has supported them in building up their own institutional capacity as key learning institutions within their countries, and DFC regrets the premature phasing out of these co-operations.

DCDSP, Innovative Learning Modalities

Most DFC learning programmes in 2016 incorporated new innovative learning elements, and evaluation results so far indicate these to be very useful in fostering increased learning results and to be worth replication. While learnings will be applied in 2017, it is unclear how much they can be used in 2018 onwards as the MFA has indicated that there may not be a regular portfolio of short-term learning programmes in the future. A number of planned activities were delayed to 2017 given changing priorities, and will likely not be executed given the new focus on the PwD. This includes the seminar on new learning modalities and the second round of South Training Institutions (STI) workshops.

eLearning modules were developed for the purposes of providing pre-course knowledge and/or complementary information to support the effect in participating in one of DFC's learning programmes; or as a stand-alone eModule. The development of these eModules was planned ahead of the new orientation of DFC's capacity development activities. It is deemed relevant, however, to finalize the development of the eModules, as they remain relevant stand-alone online competency development options across Danida partner organizations, as well as beyond these. To support this, a registration and payment facility on DFC's eLearning platform will be developed and finalised in 2017.

As a pilot initiative, DFC, together with study providers for DFC learning programmes in Denmark, applied a 'flipped learning' methodology to six learning programmes with the purpose of strengthening learning results. This involved a substantially increased engagement with participants before the programme in Denmark to increase subject matter knowledge through e.g. pocket videos and pre-readings as well as to engage supervisors and colleagues through e.g. prior problem and organizational analysis pertaining to the subject area. This engagement allowed the learning programme in Denmark to focus more on peer learning, dialogue, and problem-solving, enabling a better and more useful take-away from the learning programme and a stronger focus on finding solutions to departmental/ organization problems in the participants' home organizations.

DCDSP, Support to Organizational Development Interventions

The DCDSP services include advice on and support to organizational development interventions as outlined in the DFC document 'A Tool for Change' from 2015. The support given by DFC in 2016 was in all cases implemented based on expressed needs and requests of Embassies and programmes, and complementary to and aligned with existing programme activities. To strengthen DFC's ability to react promptly to requests from Embassies and sector programmes for CD support a new Roster of relevant consultants with expertise in the area of competency and capacity development was established following a tender process; six consortia were selected and awarded a Framework Contract with DFC. The Roster now contains close to 130 qualified and experienced consultants well versed in all aspects of competency and capacity development.

The detailed description of DFC support to organizational development interventions, eight in total and amounting to DKK 4.2 million, can be seen in appendix 2.2 (Tailor-made courses and study tours).

Workshop on formulation of a new country programme in Mali

Furthermore DFC received various requests, some of which are likely to be implemented in 2017:

- a course on how to tackle gender violence for the Judicial Service of **Ghana** under the Rights to Services and Good Governance Programme.
- a tailor-made study tour in Denmark from **Nepal** and two courses in **Kenya** on rural infrastructure and value chain development.
- dialogue with **Bangladesh** on support to a number of complementary CD initiatives linked to ongoing CSR projects in the Ready Made Garment industry. The Embassy was in the end unable to secure the required funds beyond the co-financing offered by DFC.
- proposal for CD support developed for **Nepal** for complementary CD support for on-going mentorship for current partner as part of the Embassy exit strategy. The initiative did not go ahead due to lack of funds and human resources at the Embassy.

The Results Based Management (RBM) learning programme piloted a new mentoring and CD support element, where participants were offered the opportunity, where relevant, to send in applications for additional support of a more limited nature related to the implementation of the action plan for improvements at their home organization, which they had developed as part of the learning programme. Applications were received from four organisations out of which one organization in Ghana was selected for support to upgrade the organisations' RBM skills and setup during the first half of 2017.

DCDSP, Monitoring and Evaluating

DFC carried out a comprehensive evaluation of the outcome of participation in DFC learning programmes focusing primarily on the degree to which participants had applied learnings towards changes in their home organizations. The evaluation covered four learning programmes and focused primarily on the use of and/or implementation of the action plans formulated by participants as part of the learning programmes, a particular feature of almost all DFC learning programmes. The overall evaluation included an evaluation by participants of the action planning element of the learning programme, an evaluation by the study provider of own methodology in applying action planning and, 6 months after the conclusion of the learning programme, interviews with a minimum of 60% of the participants on the use and/or implementation of the action plans. The full evaluation report will be released in 2017.

Additional M&E tools have been considered, but have not been further rolled-out given the significant change in DFC's area of focus. New tools and indicators will need to be rolled-out to capture results under the new Scholarship Programme related to the PwD.

3.3. Forecast

As the 2017 budget has to cater for some activities related to PwD, DFC was bound to increase the participation fee for learning programmes for participants from priority countries in order to continue offering a critical mass of short learning programmes in 2017. These programmes have over the years had a high level of participation from across partners in priority countries, and in spite of the increased participation fees, it is hoped that DFC still will be able to attract qualified candidates in 2017.

The coming year will, as previously mentioned, be a transition year for the activities of DFC and the focus of 2017 will be to:

(a) develop a new DFC Strategy for the period October 2017-December 2019 taking into account the changed focus of DFC's mandate and services related to capacity development;
(b) roll-out, consolidate and expand the Scholarship Programme for PwD including incorporation of new SSC projects and countries;
(c) maintain and consolidate DFC's role as capacity development 'hub' for capacity development for Danida's partners in priority countries.

More specifically, DFC will:

- review the results generated under DCDSP during the period January 2015-June 2017;
- develop a new strategy to take effect as from July 2017;
- maintain and enhance the momentum with the PwD Growth Counsellors and other actors, including Danish partner authorities, in order to design durable, targeted and relevant opportunities for continued education and learning under the DFC Scholarship Programme and be able to continue to react promptly and professionally to needs identified in relation to the SSC projects;
- expand DFC's network of contacts at institutions of higher education in Denmark with regards to the Scholarship Programme, generating interest and ownership among these institutions to offer high-quality, well-targeted and innovative opportunities under the DFC Scholarship Programme in partnership with DFC and based on close dialogue with the PwD Growth Counsellors and Danish partner authorities;
- review the portfolio of learning programmes with a view to explore the option of continuing to offer a more reduced DFC portfolio of learning programmes related to central Danish focus areas and with a potential enhanced modular approach, based also on the needs expressed for such by the PwD Growth Counsellors;
- prepare targeted communication material that adequately reflects the services offered by DFC, in light also of the changed mandate;
- continue the innovation of learning programmes with the purpose of being able to continue to offer state-of-the-art competency development solutions to Danida's partners;
- maintain and further develop an approach that combines individual learning opportunities with a view to enhance organisational learning and application of new skills and knowledge in an institutional context.

4. BSU MASTER PROGRAMME

4.1. Description of Activities

The second phase of the BSU Master Scholarship programme will come to an end in August 2017, and no further phases are planned.

Out of the intake of 38 students in 2015 all are expected to graduate with good results, except one student currently on maternity leave (it is not fully decided whether she will resume her studies). All the students' theses are focusing on development issues in their respective home countries.

4.2. Overall Outcome

According to the recent ex-post performance survey among the 2015 graduates, which had a response rate of 61%, corresponding to 21 students out of a total of 37 students, the following can be concluded:

- 19 respondents report that the BSU Master has improved their chances for employment
- all respondents report that they to a large extent make use of the knowledge they acquired from the BSU study programme in their daily job
- 18 respondents report that their income has increased since graduation
- 11 respondents were employed in home country, hereof 7 respondents at a university
- 2 respondents were self employed
- 4 respondents were unemployed
- 8 live abroad either (un)employed or studying for a PhD (PhDs: two in Denmark, one in Australia, and one in Turkey).

4.3. Forecast

Ex-post performance evaluations of each batch (intake of the 2013-15 and the 2015-17 programmes, respectively) are planned one and five years after graduation.

5. DANIDA ALUMNI NETWORK

5.1. Description of Activities

Danida Alumni Network (DAN) was officially started April 2016, and is a unique network for current and former Danida fellows on the one side, and Danish private enterprises, higher education institutions/universities, governmental authorities, organizations, and foundations on the other side.

The overall aim of DAN is to create a vivid, inventive, and functional international network. A network which actively contributes to the strengthening of growth, production, and competences in both Denmark and in those development and growth countries Denmark cooperates with.

The initiative is in line with similar initiatives taken by other countries such as e.g. Sweden and Germany. All international country-alumni networks are essential parts of the countries' public diplomacy efforts, and a general resource to these countries' private and public enterprises, civil society, and the education sector.

DFC has chosen to split DAN into three parts, which address three specific target groups:

- *Danida alumni* –20,000 current and former Danida fellows since 1960
- *Trained in Denmark* – Danish private and public enterprises, NGOs and foundations
- *Danish Education and Research Exchange* – Danish education and research institutions.

The three parts are constructed around the same principles and activities, which in the actual implementation are adjusted to the special needs of the target groups in order to get the best effect.

The 'gold' of the networks is the Danida alumni. They are the resource base for the other target groups whereas in the same time they themselves of course benefit from the cooperation.

DAN is being administered by DFC by the following employees in 2017: Programme Manager, Communication and Marketing Consultant (employed per January 15, 2017), and a Digital Communication Officer (employed per March 1, 2017). None of the mentioned employees are, though, working full time on DAN.

The recurrent expenditure of the DAN is financed by the fellowship grant under the Finance Bill 2017, in which the DAN is specifically mentioned.

5.2. Overall Outcome

With about 1700 registered participants (one year after the initiative was launched), the initiation of DAN is well on-track. Activities during 2016 included:

- Development and launching of the digital platform of DAN
- Contact to interested parties; researchers, enterprises, professional and industrial bodies, public enterprises among others in order to identify needs and establish cooperation.
- Recruiting of members among Master and PhD fellows, and education and research institutions.
- Launching of two local Danida Alumni Networks in Ghana and Vietnam (*see photo below*), respectively
- Publicizing of monthly Alumni profiles on the portal initiated.
- Testimonials and news initiated.
- Special issue of DFC's Newsletter published focusing specifically on the launch of DAN.
- PR work initiated.
- PR materials, brochures, roll ups and power points prepared.
- Launching of DAN Facebook and LinkedIn groups with continuous updating.
- Preparation of digital portal for registration of alumni from DFC's short courses, and for membership recruitment.
- Workshop for specific target group of researchers.
- Application submitted for funds from *Industriens Fond*.

The DFC Research and Capacity Development Units have been involved in many of the above tasks. Representatives from the two units also participated in the 7th Annual Forum of the Donor Harmonization Group: “Transformative Partnerships in Higher Education Cooperation” in Vienna.

Denmark-Vietnam Alumni Network - Christmas gathering hosted by the Danish Embassy in Hanoi.

5.3. Forecast

The time frame of the DAN project is currently set to an initial phase of three years. Before the end of 2018 the network is expected to comprise of 4,000 alumni, 40 enterprises, and 20 educational institutions. It is also expected than around eight local alumni networks will be established in the Danida partner countries among developing and growth countries before the end of 2018. The local alumni networks will act as natural platform to further develop Denmark’s relations within the target groups.

A tracer study carried out by the DFC research unit is planned to be implemented during the initial phase, and will among other things map the effect of the study stays in Denmark of the Danida alumni.

Communication is an essential element. An annual prize award of the Alumnus of the Year, regular profiles of Danida alumni, and series of video biographies targeted towards the business sector will contribute towards the PR goal for DAN: that DAN annually is mentioned in at least 15 publications/ broadcasts in Danish and/or international media in 2017 and 2018.

The total estimated expenditure for the project period 2017-18 is app. DKK 2.3 mill. under the precondition of co-financing by various foundations.

Furthermore it is planned in 2017 to set up an advisory board consisting of professional representatives from Danish enterprises (industry and trade), universities and research institutions, relevant ministries, and other interested parties.

DFC being the unique connection for the Danida alumni

A common thing for all Danida fellows is their unique connection with DFC, and many of them have stayed in the DFC hostel. Through the social and cultural activities arranged by DFC during their stay the fellows have moreover obtained close contact with fellows from other countries. Experience from alumni in other countries underscores the importance of including social elements as part of fellowships in order to create a common platform and reference point. It is not sufficient to simply be part of a broader network as it does not engender the same feeling of ownership among the fellows. What engages alumni members is primarily the intimate and social connection, and secondly the professional linkages.

The below examples show some of the social and cultural activities arranged by DFC in 2016. In addition, and for the second year running, DFC joined the Copenhagen Culture Night's events in 2016.

*Knitting evening at DFC – resulting in all the beautiful **knitted caps**!*

A short introduction to cultural exchange at Krogerup Højskole

Moussa Diallo and band played West African rhythms mixed with jazz and funk at the Culture Night at DFC.

6. RESEARCH GRANTS

6.1. Description of Activities

DFC takes care of the administration of the development research projects supported by the MFA in Danida priority, and growth and transition countries 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) the Building Stronger Universities (BSU) initiative;
3) travel grants;
4) projects and contributions under international agricultural research and other international development research with minor DFC involvement.

DFC's research unit consists of three Project Administrators and one Administrative Officer. The division of labour between the three Project Administrators is largely based on a geographical distribution: Asia, East Africa, and West Africa. In addition, an anchor person has been appointed for each of the program areas: i) BSU, ii) FFU projects in priority countries, iii) FFU projects in growth and transition countries[3] under PwD, and iv) mobility grants/travel grants, respectively.

6.2. Overall Outcome

The following two overall objectives are included in the DFC Action Plan for the research administration:

DFC 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.

DFC 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.

Collaboration with the MFA

Based on the 2015 review of the DFC research administration, DFC took over most of the administrative tasks connected with the management of development research projects, including the communication with FFU, while the strategic and political responsibility remains in the MFA.

Denmark's recently approved new strategy for development cooperation and humanitarian action '*The World 2030*', and the draft Finance Bill for 2017 outlined new orientation for Danish support to development research. In addition to the support for research projects in Danida priority countries, new modalities of support were introduced for 2017 and onwards, namely support to research projects in growth and transition countries supported under PwD, and mobility grants to researchers from the these same countries.
As a result of the new orientation, parts of the Strategic Framework for Support to Development Research 2014-2018 is no longer applicable.

DFC Research Unit collaborated closely with EVAL and the Executive Committee (FU) of the FFU in the preparation of the new calls for 2017. A good working relationship has been established with EVAL.

[3] Bangladesh, Brazil, China, Colombia, Ghana, Indonesia, Kenya, Mexico, Myanmar, South Africa, Turkey, Vietnam

FFU projects and application round

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

In the Finance Bill 2016, a budget of DKK 100 million was reserved for development research projects, and MFA decided to utilise this appropriation to fund applications from the 2015 application round. Therefore, the final granting of the selected projects was postponed to January 2016. Out of the 26 applications, four applications were not considered due to the fact that Indonesia and Nepal will no longer be among the Danida priority countries. A total of 11 projects were granted, of which 5 were from Denmark, 3 from Ghana, and 3 from Tanzania. The complete list of the projects granted in 2016 under the 2015 application round is included as appendix 6.

Due to the utilization of the 2016 appropriation to fund the 2015 projects, there was no application round in 2016. The preparation for the application round 2017 was initiated during the third quarter of 2016 adding two new modalities to the existing modality of support to research projects in Danida priority countries (applied for by institutions in Denmark, Ghana, and Tanzania): research projects in growth and transition countries included in PwD, and mobility grants to researchers from these countries. Calls for all three modalities were announced in November 2016 followed by information meetings for potential applicants in Copenhagen, Aarhus, Dar es Salaam, and Accra.

Due to the late announcement of Calls in 2016 the application round is compressed to a one-year period, though still consisting of two phases; a concept note (prequalification) phase and a full project proposal phase.

Project Administration

In 2016 there were around 80 ongoing FFU projects. Information about the projects can be found at the Danida Research Portal, link http://drp.dfcentre.com/.

The DFC Research Unit screens all annual and all completion reports, and assesses whether the projects report against the pre-set goals, and whether they are progressing satisfactorily. In September 2016 FFU assessed 26 first/midterm reports and 11 completion reports, and the approval/comments from the committee were hereafter conveyed to the projects.

Annual review meetings were held in Vietnam, Ghana, and Tanzania during May 2016, and successively projects were visited and progress assessed. EVAL and FFU representatives participated in the visits. The annual meetings were in Ghana organized by Ghana Academy of Arts and Sciences (GAAS), and in Tanzania by Tanzania Commission for Science and Technology (COSTECH), while the annual meeting in Vietnam was hosted by the Danish Embassy.

In order to sustain good governance and accounting practices DFC continued to conduct workshops on the general conditions of administration and introduction to the accounts manual for the new projects with responsible institution in Ghana and Tanzania. The workshops in Ghana and Tanzania were held in connection with the annual meetings. For the new projects with responsible institution in Denmark meetings were held with the Danish project coordinators and administrators prior to project start.

Building Stronger Universities (BSU)

The Midterm Review of BSU II was completed in early 2016 with the objective of assessing achievements, challenges, and lessons learnt by and across the individual partnerships, and to provide recommendations for a possible phase III of the programme. The review report concluded that even though BSU II has experienced a slow start-up, the BSU partnerships are gradually finding momentum and ways forward, and the Southern partners have taken ownership. The report was submitted to the MFA and shared with all BSU II partnerships.

Following the midterm review a Midterm Seminar of BSU II was held at Hornbækhus in Denmark in April 2016. The seminar was attended by all BSU II partnerships by representatives from the BSU universities in Nepal, Ghana, Tanzania, and Uganda, as well as representatives from all Danish partner consortia, MFA, and DFC, and it was a good platform for sharing experiences, challenges and ideas, and consolidating partnership. The seminar concluded that without further support from Denmark or elsewhere BSU II will not achieve the envisioned longer term outcomes and impacts. Based on the discussions and conclusions from the seminar, activities were initiated for rescheduling the remaining BSU II period, including guidance to the BSU II partnerships on the preparation of revised activity/output plans and budgets. Successively to the seminar a website portal "Group Care" for BSU II information sharing was launched.

The 41 PhD students from BSU I were originally expected to finalize their studies during 2015 and 2016. However, there has been a need to extend all of the projects, some even into 2017. This being said, progress is evident for all the PhD students, and by the end of 2016, 15 students had submitted their thesis and/or graduated. One student from University of Ghana and one from Kilimanjaro Christian Medical College have terminated their PhD-studies, and all the remaining students are in the final stages of the writing process and are expected to finalize within 2017.

Regarding the grant of DKK 19 million to *Capacity Building within Research Communication, Dissemination and Networking*, the activities of four of the five projects have been finalized during 2016, and these projects will submit their Project Completion Reports late 2016/early 2017. The remaining project administered by Aarhus University has been extended until the end of 2017.

Formulation of BSU III was initiated in late 2016 by the MFA and an external consultant. While Nepal has been phased out, the six remaining BSU II partnerships in Ghana, Tanzania, and Uganda[4] were invited to present proposals for BSU III, and these were submitted by 21 December, 2016 to MFA/DFC for assessment.

Danida Research Portal

The Danida Research Portal (http://drp.dfcentre.com/) is a feasible way to get an overview of which and how many research activities are on-going in each country. DFC continues to update the portal with information from the progress and final project reports. In 2016 DFC has taken over the full responsibility of maintaining the portal.

Travel Grants

DFC administers two application rounds per year of travel grants for Master students at Danish institutions for higher education who are doing research field study in a developing country as part of their Master thesis. The assessments of the applications are carried out by the DFC Research Unit, which gives a high degree of cohesion, continuity and effective administration.

[4] The BSU III universities:

- **Ghana:** University of Ghana
- **Ghana:** Kwame Nkrumah University of Science and Technology
- **Tanzania:** Sokoine University of Agriculture
- **Tanzania:** Kilimanjaro Christian Medical College
- **Tanzania:** State University of Zanzibar
- **Uganda**: Gulu University

The list of awarded travel grants is available at DFC's website. Extracts of the students' theses, together with information on the size of the grant, destination, duration, etc., are also assessable at the Danida Research Portal. In 2016, 38 Travel Grants were approved, which covers 62% of the students applying.

Other Research Unit activities

Different activities were implemented in 2016 in support of strategic areas in accordance with the Strategic Framework for Support to Development Research 2014-2018.

In March 2016 a study tour to Denmark for GAAS and COSTECH contact persons were arranged by DFC comprising of an introduction to Danish research administration practices, research institutions, and councils in Denmark. The visit was very fruitful and highly appreciated.

During April and May 2016 a consultant worked with five newly granted (2014 and 2016) projects in Tanzania to strengthen research communication and outreach strategies of the projects. The consultant worked with the projects individually to analyse and discuss communication ideas, including options for alternative steps, and specific practical measures to track and document communication outcomes. Based on the assignment, a guide to planning a communication strategy was prepared, and is available on the DFC website, link http://dfcentre.com/research/south-driven-development-research-projects/documents-and-presentations/.

DFC initiated a study in Tanzania during the first half of 2016 to assess the economic and innovation impact of FFU projects. Tanzania Industrial Research and Development Organization (TIRDO) conducted a survey on the Danida funded research projects' contribution to technology and innovation development, and produced a roadmap for the development of strategies for the commercialization of research results and outputs in Tanzania. The findings and recommendations of the study, including the roadmap, are available on the DFC website (same link as above).

GAAS and DFC arranged a thematic meeting in Ghana consecutively with the annual meeting on how to promote the synergy between research and private sector. 40 researchers participated. Examples from ongoing or past projects including suggestions were presented as how to improve the synergies.

MFA with support from DFC held a meeting with Danish researchers in Denmark to discuss research-private sector collaboration, and provide input to the new trends with more emphasis on research-private sector partnerships.

6.3. Forecast

In 2017 much efforts and resources will be used on the application rounds of the three calls:

- Window 1 for research projects in Danida priority countries
- Window 2 for research projects in growth and transition countries
- Mobility grants for stays in Denmark for researchers from growth and transition countries.

In addition, the very last round of travel grants applications is scheduled for 2017.

With the suspended 2016 application round and the introduction of new modalities, applicants are raising numerous questions to DFC. A large number of research project applications can be expected by the deadline of March 3, 2017. The application rounds will be conducted more or less as per previous procedures with national screening in Ghana and Tanzania of applications from institutions in these two countries, embassy reviews, pre-qualification meeting with FFU - and later in 2017 peer review of final project proposals, and a selection meeting with FFU in December 2017.

Annual meetings will be held in Ghana and Tanzania with thematic focus. These meetings will no longer be used for quality assurance of projects with responsible institution in these two countries, as it has been decided that all progress and final reports should be assessed by FFU at the September meeting.

BSU II will be concluding during the third quarter of 2017 (except for finalization of a few PhD students), and BSU III will commence late 2017.

The research unit at DFC will continue to maintain good governance practices in accordance with the principles in the Danish Public Administration Act (*Forvaltningsloven*), in addition to the Agency for Modernisation's guidelines for grant management (*Moderniseringsstyrelsen's Vejledning i Effektiv Tilskudsforvaltning*). DFC continues to work on aligning the administrative procedures and guidelines for research projects with responsible institutions in Denmark and South, respectively, including the BSU activities.

It is, furthermore, DFC's intention to work towards more effective communication of the results of the research projects to the general public, and to assist MFA in their efforts to make use of research results in the Danish development assistance, as described in Denmark's new strategy for development cooperation and humanitarian action. The telling of 'good stories' will be further strengthened, as well as more efficient communication of results reported in completion reports and policy briefs.

7. MANAGEMENT

A three-year cooperation agreement for 2015-17 was signed in December 2014, and included the overall performance goals for the period. Specific performance targets and indicators for 2016 were approved by EVAL in May 2016.

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 the University of Copenhagen, but is owned by MFA and administered by DFC.

'Ordered' CD activities include tailor-made courses, degree studies, and study tours purchased by Danida's programmes and projects. In 2016, these activities amounted to DKK 4.2 million which constitutes an increase of 75 %. All ordered CD activities are demand driven, so even the level is dependent on a successful DFC marketing fluctuations in the activities are also to a large extent beyond the control of DFC, and likely to be influenced by external factors, such as recent budget cuts at the Embassy level.

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 2016. The majority of the commercial service tasks are related to the administration of guest researchers' stay in Denmark, and the let out of rooms at the DFC hostel. In connection with the commercial services DFC is charging for the administration of the work, in addition to 7 % OH covering DFC's core administration.

DFC is focusing on optimisation of operations and workflow and is continuously evaluating, whether administrative procedures are optimal and suitable. In 2016 DFC:

- continued to work on fully utilising and expanding the use of the existing modules in Navision STAT, and where and when necessary order extra modules. In 2016 the credit-facility in Navision was taken into use;
- introduced on-line applications for the short courses in Denmark. Due to the planned reduction in short courses in 2017 the implementation of on-line application for the short courses in the South has been put on hold;
- payment of allowances for the short courses in Denmark has been delegated to the course providers;
- payment of allowances to researchers staying outside Copenhagen has been effectuated by using the services of MoneyGram, and in this way eliminating the previous sub-optimal solution of transferring the allowance to the Danish supervisor.

7.1. Communication

Four Newsletters were issued in 2016, and DFC now has 2350 subscribers. New information brochure(s) will be developed in 2017 as the existing ones are outdated following the significant re-orientation of DFC's activities.

It is planned during the first half of 2017 to prepare a digital communication strategy for DFC, focusing on the need for a larger exposure of DFC's activities on the social media platforms. In general it is the aim that the DFC's website including the Research Portal is used as information channels, whereas the Alumni portal constitutes a channel for reporting results focusing on alumni profiles and supporting new networking possibilities. The DFC website will during 2017 be updated to reflect new services and opportunities and strengthen DFC marketing of and communication on these.

7.2. Holbæk

Many resources, both in terms of hours and actual expenses, have been spent in 2016 on implementation of the decision to re-locate DFC to Holbæk.

Half days' seminars have been conducted with the external consultant Ms Loa Gottlieb facilitating the process of debating challenges and opportunities involved, discussing practical issues surrounding the move, and facilitating stronger staff ownership over the process.

Holbæk Municipality is planning for an Education and Learning Centre Nordvestsjælland where DFC will be located along with the two other institutions moving to Holbæk, the Danish Accreditation Institution and the Danish Evaluation Institute. Although the mandates of the three institutions differ, the institutions will jointly explore potential synergies.

The Education and Learning Centre will be located at the premises of an old school in the centre of Holbæk, and the school will need to be reconstructed to meet the needs of the new tenants. Reconstruction of the premises is expected to be completed by October 2018.

7.3. Accounts

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.

The central DCDSP grant, reduced with DKK 13 million from DKK 40 million in 2015 to DKK 27 million in 2016, has been used with a deviation of 2.7 % in relation to the grant commitment.

Distribution of the end result, and key unit figures for travel expenses and allowances, can be found in appendix 9.

The budget for 2017 was approved by the Board on September 5, 2016, and EVAL's approval was received November 1, 2016. As per the Finance Bill 2017 DFC has budgeted for further consolidating the DAN set-up and activities, and in addition, a lump sum of DKK 10 million has been set aside for support to scholarships for continued education and learning for partners under the PwD facility as part of the new DFC Scholarship Programme. The expected higher expenditure in 2017 in relation to the 2016 accounts is generated from: 1) DKK 3 million increase in the central CD grant, 2) increase in participation fee of DKK 1.5 million, and 3) estimated increase in programme ordered CD activities of DKK 3.5 million.

EXPENSES		Accounts 2016		Budget 2017
CD activities, central grant in Denmark	DKK	-11,956,165	DKK	-10,030,800
Ordered CD activities in Denmark	DKK	-881,907	DKK	- 1,700,000
BSU Master programme, 2013-15	DKK	-883,842	DKK	0
BSU Master programme, 2015-17	DKK	-7,895,633	DKK	-6,719,000
Administration of researchers' stay in Denmark	DKK	-5,481,585	DKK	-5,118,000
Total in Denmark	**DKK**	**-27,099,132**	**DKK**	**-23,567,800**
Development activities / new initiatives	**DKK**	**-2,331,716**	**DKK**	**-1,500,000**
Partnering with Denmark			**DKK**	**-10,000,000**
Danida Alumni Network			**DKK**	**-340,000**
CD activities, central grant, in dev. countries	DKK	-9,163,197	DKK	-5,400,000
Ordered CD activities, in developing countries	DKK	-3,328,283	DKK	-6,000,000
Total in developing countries	**DKK**	**-12,491,479**	**DKK**	**-11,400,000**
Commercial services, CD activities	DKK	-1,185,579	DKK	-1,500,000
Commercial services, project personnel	DKK	-72,940	DKK	-200,000
Total commercial services	**DKK**	**-1,258,519**	**DKK**	**-1,700,000**
Project personnel, CD activities in DK	DKK	-2,174,470	DKK	-4,543,000
Project personnel, CD activities in developing countries	DKK	-1,406,904		
Project personnel (BSU Master programme)	DKK	-152,379	DKK	0
Project personnel – travel expenses	DKK	-226,382	DKK	-250,000
Total CD administration	**DKK**	**-3,960,136**	**DKK**	**-4,793,000**
Project personnel - administration of research projects	DKK	-2,688,719	DKK	-2,908,750
Project personnel - travel expenses	DKK	-172,878	DKK	-280,000
Total administration of research projects	**DKK**	**-2,861,505**	**DKK**	**-3,188,750**
Re-location to Holbæk			**DKK**	**-1,051,500**
Personnel	DKK	-2,818,801	DKK	-2,357,500
Rent and office expenses	DKK	-2,130,805	DKK	-1,995,000
Auditing	DKK	-154,375	DKK	-150,000
Governing Board	DKK	-127,432	DKK	-95,000
VAT reimbursement	DKK	267,449	DKK	250,000
DFC core administration	**DKK**	**-4,963,963**	**DKK**	**-4,347,500**
TOTAL EXPENSES	**DKK**	**-54,966,451**	**DKK**	**-61,888,550**

GRANTS/INCOME				
Central CD grant [5]	DKK	27,000,000	DKK	30,000,000
BSU Master programme, 2015-17	DKK	8,500,000	DKK	6,500,000
Danida programmes/projects – participants' fees	DKK	3,272,651	DKK	4,768,000
Danida programmes/projects – ordered CD activities	DKK	4,008,930	DKK	7,700,000
Income from administrative agreements	DKK	5,494,871	DKK	5,118,000
Commercial services	DKK	1,462,173	DKK	1,700,000
Fundraising – Danida Alumni activities			DKK	100,000
Re-location to Holbæk			DKK	1,051,500
7 % OH on ordered activities and commercial services	DKK	404,534	DKK	658,000
DFC core administration & research administration [6]	DKK	3,610,000	DKK	3,915,250
DFC core adm. & BSU adm., FL § 06.35.01.10	DKK	1,000,000	DKK	1,000,000
TOTAL GRANTS/INCOME	**DKK**	**54,753,159**	**DKK**	**62,510,750**
Interest, net income	DKK	**-507**	DKK	0
END RESULT (under (+) / over (-) consumption)	**DKK**	**-213,799**	**DKK**	**622,200**

[5] FL § 06.32.04.11.41 (2016) / FL § 06.38.02.20 (2017)

[6] FL § 06.35.01.11 (2016) / FL § 06.38.02.19 (2017)

APPENDICES

Capacity Development Programme:
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APPENDIX 1 - Targets, Indicators, and Results for the Capacity Development Activities

DCDSP Target	Indicators	Results
Strategic Area A: Driver of Innovative Learning Modalities and Methods **Target 2016:** DCDSP is by its partners seen as driver for development of and support to innovative learning modalities and methods facilitating iterative learning processes and contextual learning promoting organizational capacity.	Flipped Learning approaches have been applied to a minimum of five courses under the DFC regular course portfolio	DFC provided training on the methodology for study providers of the six learning programmes involved in the pilot, and facilitated a process of peer learning among these through a series of workshops with support from an external expert. The first workshops were kicked-off in 2015 and the last two took place in the spring of 2016. Given the shift in focus towards the PwD the planned follow-up STI workshop on the flipped learning methodology will not be executed. Learnings from the pilot will however where at all possible be considered in terms of options to be offered under the new Scholarship Programme as part of the PwD.
	Courses under the DFC regular course portfolio, which have been recalibrated for more iterative learning, show positive results in terms of increased quality and application of learning, as evidenced through a comparative study of the learning impact of courses before and after recalibration (baseline year: 2014).	*TBC awaiting the completion of the 2016 Assessment report*
	At least five courses under the DFC regular course portfolio include one or more cross-cutting eModule(s) in the course programme, with a participant completion rate of at least 80%.	Three courses included one or more cross-cutting eModule. Completion was not mandatory in all cases due to which the overall completion rate has not been assessed. 1) Development, testing and provision of eModule in **Green Growth**; this eModule was offered to participants on the learning programme Environmental Sustainability. The eModule was procured by the Danish Embassy in Kenya for Embassy staff as well as staff from programme partners (in total app. 150 users). 2) Development, testing and provision of eModule in **Gender Equality**, which is relevant as a complement to all the learning programmes offered; the eModule was tested on a learning programme in Strategic Human Resources Management in Ghana and later applied as a pre-course activity for the learning programme in Gender Equality. 3) Development initiated for eModules on **Results Based Management** and **Action Planning**; this work will be finalised in July 2017.

Strategic Area B: Trusted and Acknowledged Partner in Effective Support to Capacity Development **Target 2016:** Partners involve DCDSP as a dialogue partner for support to capacity development, for participating in the formulation and review of Danish development cooperation and for supporting partner organizations in applying learning and evaluations.	Evaluation of the quality of the dialogue with MFA, including the Missions, is part of each semi-annual meeting with MFA and shows the dialogue to be positive, reciprocal and able to identify new opportunities for collaboration aligned with Danida's strategy.	No evaluation was undertaken, given also the change in MFA in terms of focal department from UFT to EVAL and the change in the DFC scope of work, both of which happened during 2016. Four meetings were held with EVAL in 2016, three out of which related to the new DFC Scholarship Programme under the PwD.
	DFC takes part in a minimum of one programme formulation/review annually.	DFC was not as such part of any programme formulation/annual review but contributed to initiatives that supported the formulation of programmes in Mali, Ethiopia and Ghana.
	DFC supports a minimum of four partner organizations in organizational development through learning annually, engaging in at least one new such intervention at national and/or organizational level annually.	DFC supported four partner organizations in organizational development: GRA (Ghana), MESPT (Kenya), aBi Trust (Uganda), and PILDAT (Pakistan)
	DFC capacity development support to its partner training institutions in the South results in an annual increase in participant learning outcome, as evidenced by comparative studies of the annual DFC Assessment reports (Baseline year: 2014).	*TBC awaiting the completion of the 2016 Assessment report*

Strategic Area C: Efficiency, Productivity and Accountability **Target 2016:** DCDSP operations are managed with high productivity and more efficient procurement guidelines, as well as with high level of accountability based on improved reporting and dissemination of results.	Monitoring and reporting of DFC results improve substantially, as witnessed by more results-based reporting and increased use of results in external communication.	A number of new M&E tools have been developed to monitor the results of DFC's courses in terms of learning outcomes and the utility of approaches, including M&E guidelines for flipped learning initiatives and the impact of the action planning element of DFC courses. Evaluation requirements by support providers when providing services under the new Roster have also been defined. The substantial shift in focus in the mandate of the CD Team has delayed the completion of a number of evaluation reports (including as the evaluation of the use and results of the flipped learning pilot and the action planning element) and thus the use of the results from these in communication efforts. These evaluations will be concluded in the first half of 2017.
	Courses under the DFC regular course portfolio remain relevant and of high quality, as evidenced by the course utilization, measured by average participant numbers, being more than 90%.	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 103 %. The actual utilization (i.e. including deduction due to cancellations) was 98 %. 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.
	Participant learning outcomes from DFC courses remain at the same high level as evidenced by comparative studies of the annual DFC Assessment reports (Baseline year: 2014).	*TBC awaiting the completion of the 2016 Assessment report*
	Individual course learnings are utilized towards organizational improvements as indicated by the annual sample evaluation of the results of participant action planning carried out for four courses.	The substantial shift in focus in the mandate of the CD Team has delayed the completion of the 2016 evaluation of the results of participant action planning. The evaluation will be concluded in the first half of 2017.
	14 short courses with a planned numbers of participants of 280 will be conducted in Denmark. 15 short courses with a planned number of participants of 300 will be conducted in Danida priority countries.	Due to an over-expenditure carried over from 2015 the portfolio was reduced during the year. As a consequence, 11 courses were held in DK and 14 courses in priority countries. The number of participants in courses in developing countries corresponds to a share of 51 % of the total number of interdisciplinary sector course participants (in and outside Denmark).

	DFC's Roster of Capacity Support Providers is established and utilized.	Framework contracts were awarded to six consortia providing access to approximately 130 consultants. Three projects were tendered under the roster in 2016: - 2-months *technical assistance* assignment related to a planned re-structuring of T&DD in GRA. - *Mentorship/coaching* for national coordinator of the Tax and Development Programme in Ghana; this interesting project was unfortunately never executed due to a C-case in the Programme. - *Planning and implementation/facilitation of a kick-off workshop* for major partners and stakeholders in relation to the start-up of the third phase of PSDS in Ghana.

BSU Master Programme Target	**Indicators**	**Results**
Effective implementation and administration of the BSU Master programme.	The BSU Master students' satisfaction with DFC's administration maintained or improved in relation to the 2015 baseline survey, verified through survey among the BSU Master students.	DFC's administration was not included in the ex-post performance survey carried out among the 2015 graduates. No substantial complaints have been received.
	No complains of DFC's administration by the Danish universities.	No complaints received.

Danida Alumni Network Target	**Indicators**	**Results**
Strengthening the networks among Danida fellows (current and previous), and enhance the network between Danida fellows and Danish companies/ organizations.	Danida alumni established and a minimum of 33.3% of the invited Danida fellows (year 2000 and later) have signed up.	App. 1000 PhD and Master Danida fellows have been invited to sign up, and additional 3150 Danida fellows participating in the DFC short courses were invited in 2016. By the end of 2016 the DAN Network had app. 1600 members, equivalent to 38 % of the invited fellows.

APPENDIX 2.1 – CD ACTIVITIES

COURSE CATEGORY	2012			2013			2014			2015			2016		
	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	285	732	2.6	403	1049	2.6	387	1005	2.6	367	965	2.6	277	663	2.4
Private sector courses	153	399	2.6	153	399	2.6	153	399	2.6						
Tailor-made courses	58	160	2.8	13	52	4.0	13	48	3.7	18	53	3.0	32	25	0.8
Study tours	92	61	0.6	36	39	1.1	7	9	1.2	24	14	0.6			
Degree studies	29	802	27.6	19	360	18.9	8	173	21.7	7	131	16.4	4	89	22.3
ELSP	21	646	30.7	3	43	14.4									
BSU Master studies				31	594	19.2	40	1625	40.6	71	1918	26.6	44	2129	48.4
Special courses/studies	10	230	23.0	22	30	1.4	8	17	2.2	7	16	2.2	4	4	1.0
Subtotal	**648**	**3030**	**4.7**	**527**	**2167**	**4.1**	**463**	**2877**	**6.2**	**494**	**3097**	**6.3**	**361**	**2910**	**8.1**
Administrative agreements:															
FFU	98	1369	14.0	105	1378	13.1	113	1213	10.7	88	1169	13.3	122	1441	11.8
BSU				34	498	14.7	28	381	13.6	29	400	13.8	10	112	11.2
Centres: DSHC + DBL	3	39	13	3	43	14.4									
DIHR	4	56	14.1												
Others	10	39	3.9				2	0	0	1	6	6	20	10	0.5
FFU members										4			2		
Total administered by DFC in DK	**763**	**4533**	**5.9**	**669**	**4086**	**6.1**	**606**	**4471**	**7.4**	**616**	**4672**	**7.6**	**513**	**4473**	**8.7**
of which transferred from previous year	*55*			*12*			*46*			*58*			*47*		
Commercial services	160	923	5.8	198	763	3.9	114	420	3.7	80	285	3.6	123	341	2.8
+ outside Denmark:															
Portugal							1	26	26						
Interdiscipl. courses in dev. countries	423	659	1.6	460	754	1.6	388	680	1.8	402	665	1.7	293	593	2.0
Tailor-made courses in dev. countries	125	108		58	95	1.6	27	17	0.6	26	11	0.4	131	239	1.8
Special courses/studies													2	2	1.0
ELSP in South Africa	2	82													
Total administered by DFC	**1473**	**6305**	**4.3**	**1385**	**5698**	**4.1**	**1136**	**5614**	**4.9**	**1124**	**5633**	**5.0**	**1062**	**5648**	**5.3**

The female share of fellows in Denmark, including the researchers, is at a slightly lower level than the previous years at 30 %, compared with 34-35 %.

APPENDIX 2.2 – CATEGORIES OF CD ACTIVITIES– description and 2016 results

Category	Description	2016 results
Interdisciplinary and private sector courses	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). In addition, the grant may be used for courses, which aim to enhance the technological innovation in continuation of the strategy for development of the private business sector. 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 and private sector courses is paid for by the Danida programme/project by DKK 3,500 per course week per participant for courses conducted in Denmark, and DKK 2,500 per course week for courses conducted in developing countries. The cost per course week per participant will be doubled in 2017. 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 Denmark: 14 short courses with a total of 277 participants. Of these, 3 courses were financed by the 2015 grant. In Danida priority countries: 16 short courses with a total of 300 participants of which one course will be conducted early 2017. Hereof one course was financed by the 2015 grant. In addition two one-week components of DK-conducted courses were financed by the 2015 grant. 21 Embassy staff attended DFC courses in 2016.

Tailor-made courses and study tours	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. 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 for the tailor-made courses/study tours. 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.	DFC conducted tailor-made courses and study tours, and/or supported other organizational development interventions in 2016: Support to **Ghana** Revenue Authority (GRA) under the Tax and Development Programme Support. The support rendered to the Training and Development Department (T&DD) in GRA consisted of a two months' *technical assistance* assignment and resulted in a proposal with five distinct benefits, namely: - a 'horizontal alignment' of the Department with the vision of a fully integrated GRA; - a professionalization of the T&DD with enhanced capability of providing essential technical as well as 'soft' skills envisioned in the concept of the Total Tax Payer; - standardization of training modules and materials; - standardization of training at the point of delivery; - flexibility in the use of the Department's staff, through adopting a 'project approach' to the training efforts. *Kick-off workshop* for support to the Private Sector Development Support Programme (PSDS III) in **Ghana** with key representatives from three funds under the Programme for a total of 23 participants. Following the workshop, one of the fund managers expressed that 'our team came back to the office with a lot of motivation, inspiration and good relations with their peers from the other two funds. Further, he expressed that 'I can already see their focus and dedication thanks to the tools and experience they have acquired'. Following the workshop the responsible desk officer at RDE, Mr Emmanuel Kodwo Sackey said: 'We learnt a lot, shared and bonded a lot. I believe this great start will enable us to implement the PSDS III in high spirit and with good synergy'. One tailor-made course held on *Public Financial Management* in **Ghana** for 22 health facility managers from Ghana Health Service, Ministry of Health, under the Health Sector Programme Support. '*Capacity Building for Renewable Energy Technologies and Policy in **Ethiopia***' was the main focus for a tailor-made course/study tour for 18 officials from Ethiopia. The week in Denmark touched upon wind power, green growth, waste to energy, energy sector planning and management – all subjects were handled in both a theoretical and a practical way.

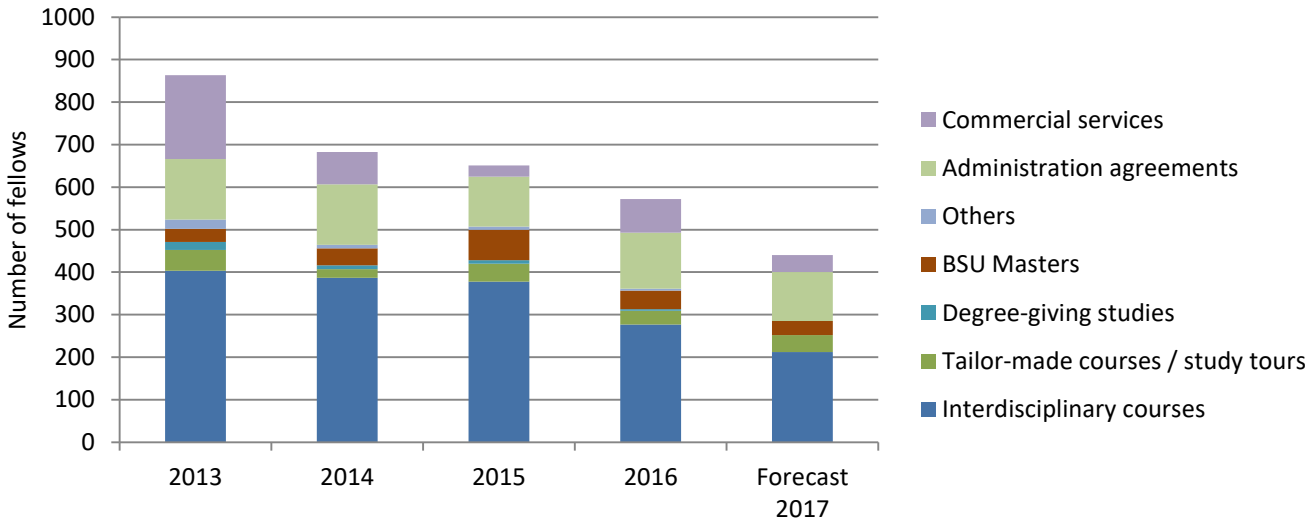
		A two-week tailor-made course/workshop on *formulation of a new country programme* in **Mali** was conducted for 45 participants coming from Danida programmes, ministries, organizations affiliated to RDE, local NGOs and Embassy staff. A first 2-week tailor-made course on *Value Chains* was completed in **Burkina Faso** for 19participants. As the Embassy may discontinue collaboration with the partner the otherwise planned follow up workshops/courses will likely not go ahead. A tailor-made course on *Public Private Partnership* within the Health Sector in **Tanzania** for 22 participants went ahead as planned in late October and was well received by the Embassy. A third study tour was completed in collaboration with PILDAT and the Danish Embassy in **Pakistan** for a group of 14 youth parliamentarians from the Youth Parliament in Pakistan. The study tour featured live tweets from participants, as well as regular news updates on the PILDAT website.
Degree studies	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.	The last of three PhD students from Zambia (GEUS project) successfully defended her PhD project mid 2016. In addition three PhD students from a Danida financed NGO project in Indonesia were studying in Denmark for limited periods.

BSU Master studies	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. A second phase of the programme funded by DKK 20 million commenced mid-2015. No further phases of the programme are planned.	6 students from the 2014 intake (phase 1), and 38 students from the 2015 intake (phase 2). The 44 students are distributed with 24 from Ghana, 4 from Nepal, 9 from Tanzania, and 7 from Uganda. 21 female and 23 male students.
Special courses/studies	n/a	Three visiting STI partners were in Denmark, and two in Nepal and Mozambique, respectively, in 2016.
Administrative agreements	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.	In total 132 PhD students financed by the research projects were in Denmark on stays of varying duration. Out of these 122 students were attached to the FFU projects, 7 students to BSU I, and three PhD student to BSU II. In addition DFC administered the stay of one PhD student from Vietnam (funded by a Danida project). Travel by the BSU Coordinators to the Mid-term Seminar in April 2016 was administered by DFC. The one-week stay of four officers from COSTECH and GAAS, respectively, were arranged in March 2016. In addition two FFU members' participation in meetings in Denmark and abroad was also administered by DFC.
Commercial services	DFC carries out limited commercial services for the sake of capacity utilization.	40 researchers, in addition to two groups from Equip African Institute, Kenya (14 + 16 participants), and one group arranged by the Danish House in Palestine (9 participants). Lease of rooms at the DFC hostel for 44 persons adding up to a total 805 nights.

APPENDIX 2.2 – CATEGORIES OF CD ACTIVITIES (continued)

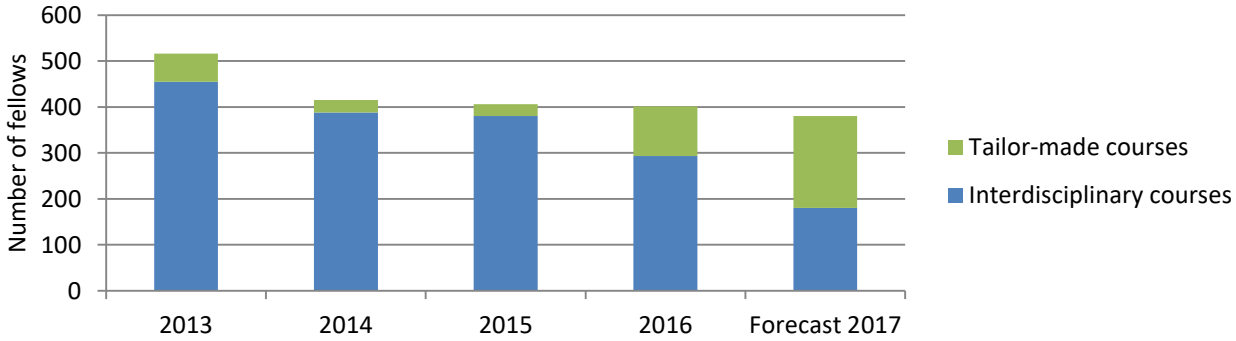
Activities in Denmark

The diagram shows the composition of the CD programme in Denmark per course/study types. The forecast for 2017 excludes the new activities supporting the PwD.



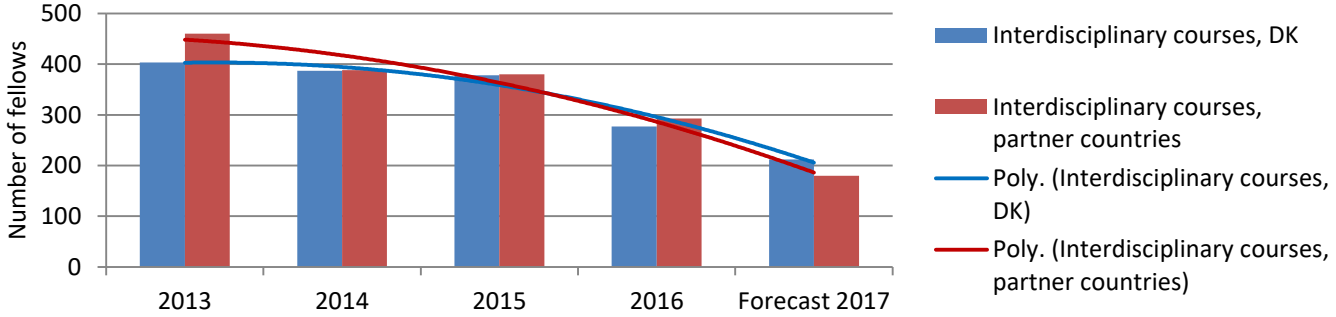
Activities outside Denmark

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



Interdisciplinary courses

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



APPENDIX 2.4 – LEARNING PROGRAMMES IMPLEMENTED IN 2016 (CENTRAL GRANT)

Title	Country	Course Provider	Weeks	Participants	Female
Adaptation au Conséquences des Changements Climatiques	Burkina Faso	2iE	2	20	4
Addressing Climate Change in Development Context	Denmark	NIRAS	2	22	8
Bâtir des entreprises agri. performantes en Afrique aujourd'hui	Burkina Faso	Initiatives Conseil International (ICI)	2	21	4
Chaînes de Valeur dans le Secteur Agricole	Burkina Faso	COWI A/S & Initiatives Conseil International (ICI)	2	23	6
Corporate Social Responsibility (2015 course)	Denmark	NIRAS	3	13	6
Democratisation and Human Rights Based Approach to Development	Uganda	International Law Institute - African Centre for Legal Excellence (ILI-ACLE)	2	13	4
Disaster Risk Reduction	Mozambique Nepal	Universidade Eduardo Mondlane (UEM) ICIMOD	1 + 2	16	4
Environmental Sustainability - Sustainable Cities	Denmark	NIRAS	2	21	3
Financial Management / Good Governance (2015 course)	Denmark	Rambøll Management Consulting A/S	3	18	4
Gender Equality, Rights and Diversity	Denmark	Sweco Denmark A/S	2	21	12
Gestion des finances publ. et reforme budget programme	Burkina Faso	Associés en Management Public et Développement (AMD)	2	18	7
Governance in Local Government	Ghana	Ghana Institute of Management and Public Administration (GIMPA)	2	15	5
Green Energy and Low Carbon Development	Denmark	UNEP DTU Partnership (UDP)	2	20	3
Greening the Growth (to be conducted in 2017)	Kenya	NIRAS	2	18	4
Impulser la Croissance Verte en Afrique	Burkina Faso	2iE	2	23	4
Monitoring, Evaluation & Learning for Development Results	Uganda	Uganda Management Institute (UMI)	2	20	5
Organisational Change Management	Denmark	Sweco Danmark A/S	2	22	7
Promoting Government Integrity and Anti-Corruption	Uganda	International Law Institute - African Centre for Legal Excellence (ILI-ACLE)	2	19	4
Promouvoir l'intégrité et l'anti-corruption	Burkina Faso	Associés en Management Public et Développement (AMD)	2	19	3
Public Financial Management/Good Governance	Denmark	Rambøll Management Consulting A/S	2	22	9
Public Policy Analysis	Kenya	Strathmore Business School	1	19	8
Public Sector Leadership: Improving the Public Sector	Denmark	Rambøll Management Consulting A/S	2	20	6
Public Sector Leadership: Improving the Public Sector (2^{nd} part of 2015 course)	Uganda	International Law Institute - African Centre for Legal Excellence (ILI-ACLE)	1	12	7
Public-Private Partnership	Denmark	COWI A/S	2	17	6
Results-Based Management	Denmark	COWI A/S	3	22	10
Results-Based Management (2015 course)	Denmark Uganda	COWI A/S Uganda Management Institute (UMI)	3 1	19	3
Société Civile et Efficacité de l'Aide (2015 course)	Burkina Faso	Initiatives Conseil International (ICI)	2	17	6
Strengthening the Capacity of Civil Society Organizations	Denmark	Inka Consult Aps	2	21	7
Sustainable Agriculture	Denmark	NIRAS	2	19	2
Using Strategic Human Resource Management	Ghana	Ghana Institute of Management and Public Administration (GIMPA)	2	20	5
Women in Management	Ghana	Ghana Institute of Management and Public Administration (GIMPA)	2	18	18
Total 31 courses (hereof 5 courses financed over the 2015 grant)				**588**	**184**

APPENDIX 2.4 – LEARNING PROGRAMMES PLAN 2017 (CENTRAL GRANT)

Denmark		Weeks	Participants	Course-weeks
A Human Rights Based Approach to Development Planning	Denmark	2	20	60
Alternative Development Financing	to be announced	2	20	40
Conflict Transformation and Conflict Sensitive Programming	Denmark	2	20	60
Disaster Risk Reduction	Nepal	2	20	40
Entrepreneurship, Innovation and Value Chains	to be announced	2	20	40
Financial Management & Good Governance	Denmark	2	20	40
Food Safety	to be announced	2	20	40
Gestion axée sur les résultats	Burkina Faso	2	20	40
Gestion des Finances Publiques et la Bonne Gouvernance	Burkina Faso	2	20	40
Getting Government Right: Integrity, Anti-Corruption and Rights-Based Approaches	Uganda	2	20	40
Green Growth, Climate Change, and Environmental Sustainability	Denmark	2	20	40
Impulser la Croissance Verte en Afrique	Burkina Faso	2	20	60
L'Approche Basée sur les Droits de l'Homme et la Programmation de Developpement	Benin	2	20	40
Leadership and Change in Public Sector Organizations	Denmark	2	20	40
Promouvoir l'intégrité et l'anti-corruption	Burkina Faso	2	20	40
Public-Private Partnership	Denmark	2	20	60
Results-Based Management – Achieving Results, Fostering Change	Denmark	2	20	40
Strengthening the Capacity of Civil Society Organizations	Denmark	2	20	40
Women in Management	Ghana	2	20	20
Total 19 courses			**360**	**720**

APPENDIX 3 – PRODUCTIVITY OF CD ACTIVITIES

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

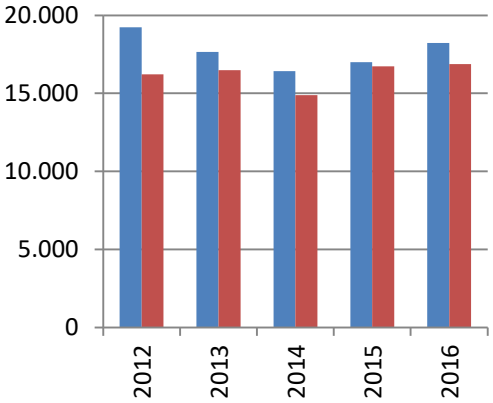
Some of the interdisciplinary courses have had special features included, such as course parts both in Denmark and in developing countries, two course parts in Denmark, eLearning modules, etc. It therefore does not serve the purpose to compare the average unit prices for each and every course.

Hence, from 2014 and onwards the 'irregular' courses have been excluded. The number of participants is calculated on the same basis as for determining the effective utilization.

The increase in costs for the courses in Denmark for 2016 is due to the fact that all courses were reduced to two weeks' duration which will affect the unit cost upwards, as travel and similar costs remain the same despite the shorter duration. The course providers' cost of developing/adjusting the course plan to fewer weeks' duration is also included, and affects the unit price upwards.

IN DENMARK	2014	2015	2016
Total expenditure	DKK 14,434,687	DKK 11,112,822	DKK 10,495,596
Fellowship-weeks	879	654	576
Expenditure/ week	DKK 16,422	DKK 16,991	DKK 18,222

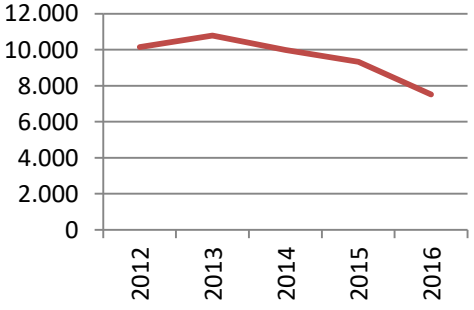
IN THE SOUTH	2014	2015	2016
Total expenditure	DKK 10,416,278	DKK 8,917,617	DKK 9,163,197
Fellowship-weeks	700	533	543
Expenditure/ week	DKK 14,880	DKK 16,731	DKK 16,875



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

All categories of fellowships, commercial services excluded, are included in above calculation and the chart below. The continued decrease is mainly due to 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). As the number of BSU Master students make up an increasingly larger proportion of the total number of fellowship weeks (due to the recent cut in the central grant resulting in fewer short courses) the average expenditure per week will subsequently fall.

	2014	**2015**	**2016**
Total expenditure	DKK 53,363,602	DKK 49,870,860	DKK 39,588,007
Fellowship-weeks	5194	5396	5271
Expenditure/ week	DKK 10,274	DKK 9,242	DKK 7,511

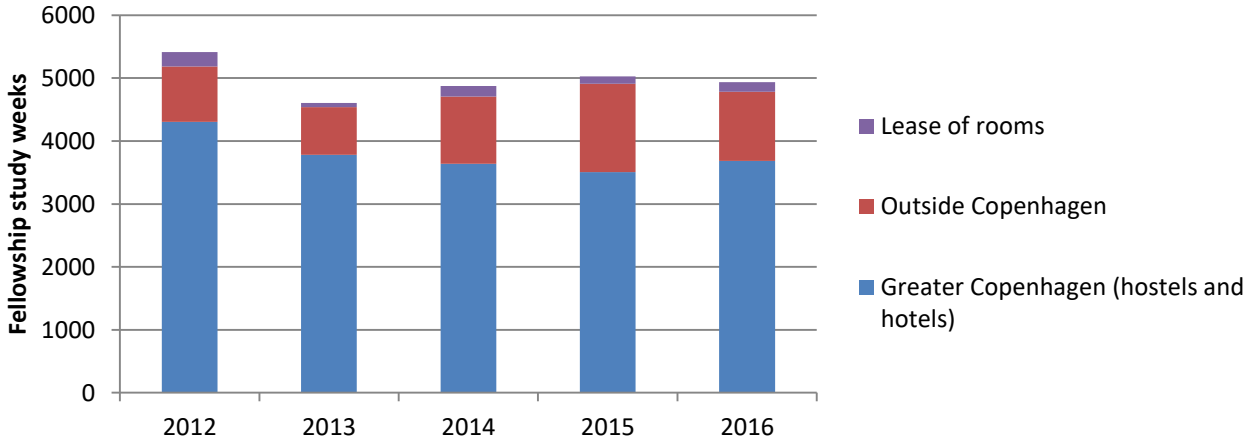


APPENDIX 4 - ACCOMMODATION

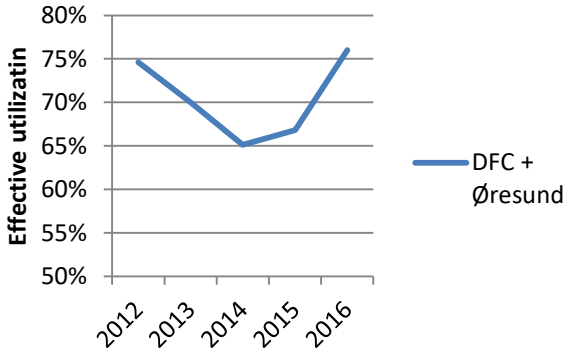
In Greater Copenhagen accommodation is primarily provided at DFC's student hostel on Hostrupsvej (68 one-room apartments + 1 two-roomed flat) and the Øresund Student Hostel (13 apartments, further reduced in 2016 to 11) on Amager. Hotel accommodation in Copenhagen is only used when it is impossible to accommodate the whole group at the DFC hostel, 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 too high for stays of app. one week relative to longer stays. DFC is continuously investigating the market to find the best hotels at the best price, and to find hotel rooms with kitchen facilities.

Effective utilization shows a significant increase in 2016 to 76 % utilization due to the higher proportion of long stays, primarily by students under the BSU Master Programme The lease of rooms at DFC, though constituting only app. 4 % of the total number of rooms, did increase with 25 % in 2016 compared with the previous year.

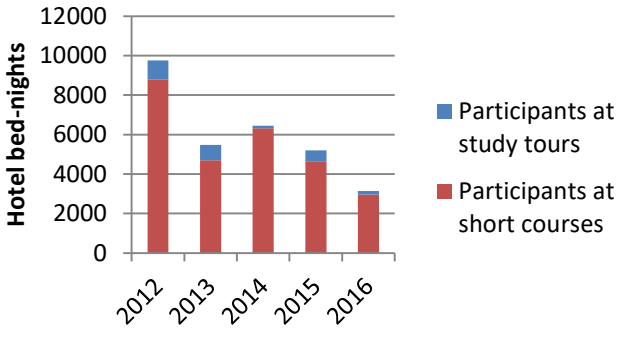
For courses conducted outside Greater Copenhagen the course provider is always responsible for providing accommodation, and as far as possible it is provided in student hostels adjacent to the premises of the course provider.



Effective utilization of hostel rooms (DFC and Øresund) in Greater Copenhagen:



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



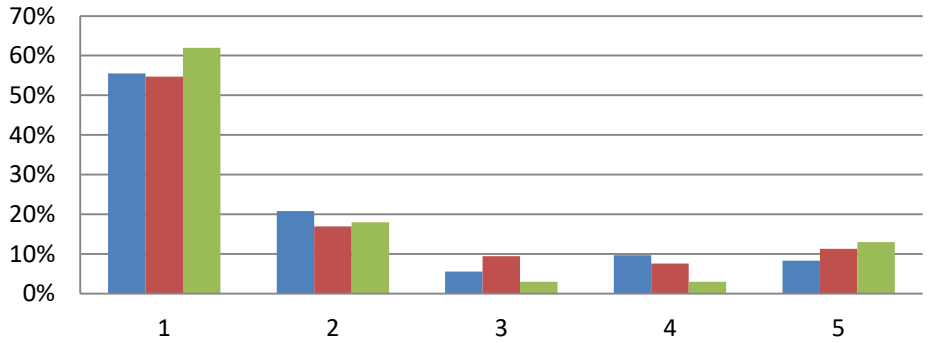
APPENDIX 5 - Targets, Indicators, and Results for Administration of Research Activities

Research Activities Targets	Indicators	Results
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.	Minutes from FFU meetings are completed and approved by FU within 14 working days of the meeting.	The draft minutes from the FFU meeting on September 28, 2016 were submitted to FU (cc MFA) on October 3, 2016. The minute was approved on October 13, 2016.
	Quarterly coordination meetings are held between MFA and DFC.	Coordination meetings were held with UFT on January 20, 2016, and with EVAL March 17, May 31, August 18, and November 21, 2016. These meetings concerned issues such as coordination, planning, roles and responsibilities, FFU, BSU, Calls, etc.
	No complaints received from applicants to DFC's handling of the applications round.	No applicant round was implemented in 2016, and thus no complaints received, but many applicants were unsatisfied with the suspension of the 2016 applicant round.
	Project Coordinators' satisfaction with DFC's services maintained or improved in relation to a 2014 baseline survey, verified through annual survey among Project Coordinators.	The 2016 survey was sent to 102 Project Coordinators, and 60 responses, corresponding to 59 %, were received. The questions were (excluding questions on an application round): 1. OVERALL SATISFACTION The administration provided by DFC The communication with DFC 2. DFC ADMINISTRATION OF ON-GOING RESEARCH PROJECTS Feedback regarding reporting Feedback regarding 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'.

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

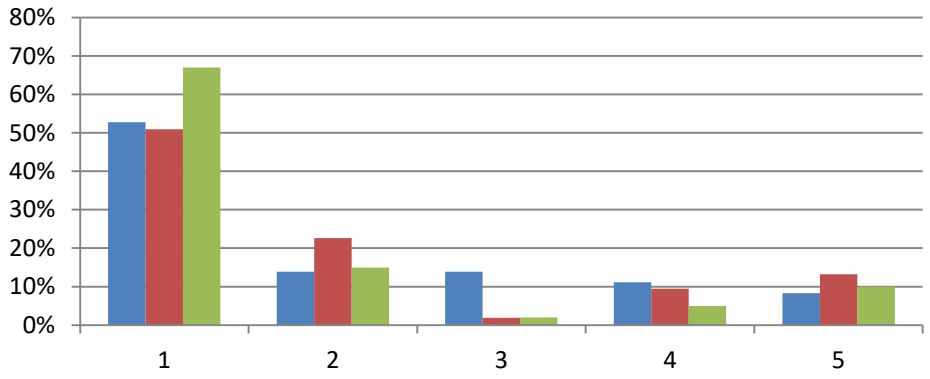
The administration provided by DFC

	1	2	3	4
2014 baseline survey	56%	21%	6%	10%
2015 survey	55%	17%	9%	8%
2016 survey	62%	18%	3%	3%



The communication with DFC

	1	2	3	4
2014 baseline survey	53%	14%	14%	11%
2015 survey	51%	23%	2%	9%
2016 survey	67%	15%	2%	5%



		25 comments and 10 recommendations for improvements were received. These will, where relevant and within DFC's abilities, be taken into account for future planning and – to the extent feasible - adjustments. The major part of the comments were supportive and positive of the work of DFC, such as: • Excellent support and communication in this new project. Much appreciated. • I am very satisfied with the professional and friendly assistance from the DFC office. • I am very satisfied the way DFC is administering the project. • The level of cooperation has been excellent. I am very appreciative. • Always very helpful and responsive. • I think DFC services are excellent. • I enjoyed the transparency, open communication and flexibility of DFC in accommodating unforeseen changes during the implementation. • When we visit Denmark, as Project Leaders in the South, we are very well welcome at DFC. Face to face meetings are very useful. • Just to keep up the good work - I had six PhD students staying at DFC and I am very satisfied with how DFC facilitated both the students stay and our project in general. • We experience a very professional service from DFC, both regarding project management, PhD-arrangements and info on future calls. • Excellent service to visiting PhD student. Thanks. • I have personally enjoyed working with DFC to administer a small project for financing the six PhD students at SUA. Very special is how DFC helped students while in Denmark. Suggestions for improvements of DFC's research administration were among others: • Unclear when mid-project reports are due; make exact date/deadline clear. • All satisfied, but there could be some more feedback on the yearly report, along with the approval as such. Like what elements were important to DFC, etc. • Improvement is needed on time taken to give feedback on the adequacy of technical reports. • DFC should have a joint meeting with project coordinators to exchange experiences and to build networks across countries. • It is important to be coherent in terms of feedback. We experienced one year where the guidelines changed and we suddenly had new and additional requirements to respond to. When a project is approved and the contract signed with the requirements stated, this should be the basis for the reporting. • Compiling experiences regarding administration of financial accounts, audits, etc. and sharing them among the project would make life easier for the project coordinators and avoid mistakes or bad decisions - for example in relation to handling of audits of the annual account and choice of auditors.

		• The only time we really felt that we had a problem was when Danida decided to have audits of the accounts annually and did not take the number of partners into account when funds were allocated to the project to cover the audit costs. Thus the funds allocated to ProGrOv with partners in three countries were far too less to cover the real expenses. And some comments on DFCs replacement to Holbæk: • Do not move to Holbæk -- stay where you are. • The location of the office in the same building as the DFC hostel is absolutely optimal. • I have still to experience what it has meant that DFC moves to Holbæk - The small 'just now' visits are no longer possible. The detailed answers from the survey are available on request.
Danida Fellowship Centre will ensure effective and reliable administration (continued)	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 comments to the reports were presented to the FFU in due time before the September meeting, and FFU reviewed all first/midterm and completion reports. Follow-up with projects as requested was done after the meeting. The quality assurance by FFU and MFA was better organized and more systematic than in the previous years and there were less delays in finalizing the quality assurance of the reports.
	DFC's annual financial accounts are given an unqualified endorsement by DFC's external auditor.	The annual accounts for 2016 were audited without any qualifications.
	Ongoing monitoring of potential 'C-cases' and immediate reporting to MFA regarding potential cases.	Follow-up with all on-going projects on the practice for payment of salaries documented as either payment of freedom for teaching, or payment for overtime based on time spent or performance, was done in early 2016 as a result of the findings of the 2015 PwC conducted random audit check. A C-case was reported from Nepal in mid-2016 concerning double payment of a PhD student under one of the on-going projects. The case was concluded in December 2016 with return of the funds received during the period of double payment.

	DFC will disburse funds within 10% of the level of agreed aggregated expenditure, updated last time in November.	**Expenditure 2016** Amount transferred from MFA to DFC / Amount disbursed by DFC FL § 06.35.01.11 FFU: DKK 43,367,237 / DKK 53.539.622 FL § 06.35.01.10 BSU: DKK 18,831,054 / DKK 22,209,801 FL § 06.35.02.10 International agricultural research: DKK 0 / DKK 0 FL § 06.35.02.11 Other international development research: DKK 7,940,079 / DKK 7,910,424 **Total: DKK 72,138,369 / DKK 83,659,848** **Deviation: - 16 % < 10 %**
	Administrative support to National Screening Mechanisms (NSM) and national institutions responsible for NSM in countries with South-driven projects, including arranging seminar in first half of 2016 in Denmark concerning research administration for COSTECH and GAAS staff.	Due to the suspension of the application cycle 2016 no national screening was conducted. COSTECH/GAAS study visit was hosted by DFC in early March 2016.
	Annual C/N for all clusters of projects forwarded to KVA at the latest December 31. PCR for a cluster of projects to be forwarded no later than 9 months after the latest project completion of the cluster.	As agreed with KFU, DFC is no longer requested to forward annual C/N to MFA. PCR for clusters of projects will be forwarded together with DFC's annual financial accounts, in the case the cluster of projects are being fully accounted for. This is applicable for *Pilot Projects 2009* in 2016 and included in the 2016 financial accounts. In addition all grants to FFU projects awarded prior to 2008 have been fully accounted for and PCRs submitted to MFA in 2016, as well as the grant to the Association of Development Researchers in Denmark (FAU) and *Pilot Projects 2008*. Two final accounts of the completed *North-driven 2008 projects* are still outstanding. Both projects have engaged a chartered auditor in Tanzania to deal with the final audit of one of their Tanzanian partners. The last activities of the 2008 projects were completed in March 2015.
	Two Peer Reviews gathered for each phase-2 application.	No peer reviewing took place due to the suspension of the 2016 application round.
	Introduction to Financial Management/Good Governance conducted for all new South-driven projects.	Workshops for new research projects were held in Tanzania and in Ghana during May 2016 in connection with the annual review meetings. In total six new projects were introduced to the General Conditions and sound project/financial management (three projects in each country).

	Implementation of Annual Review Meetings in the South in cooperation with COSTECH and GAAS.	Support was provided to COSTECH and GAAS for the preparation of annual review meetings in April and May 2016.
	Minimum one annual individual meeting held with each BSU university and South-driven project.	Status meetings were held with BSU II partners in connection with the Midterm Seminar in Denmark in April 2016. Meetings with South-driven projects were held in connection with annual meetings in Ghana and Tanzania in May 2016. As there is only one South-driven project in Nepal, and this project was visited in November 2015, there was no individual meeting with this project in 2016 and the quality assurance was done at the FFU September meeting.
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.	Administrative and logistical support to BSU mid-term review and midterm seminar in first half of 2016.	The mid-term review was finalised in early 2016 with support from DFC. All administration and logistics for the BSU II midterm seminar were carried out by DFC. It was firstly planned to be held in Zanzibar, but due to the re-elections in Zanzibar it was decided to hold the seminar in Denmark at Hornbækhus. The mid-term seminar was successfully conducted in early April 2016 with participants from all BSU II partnerships and Danish consortia.
	Support to development of research communication/outreach strategy for selected South driven FFU projects by engaging consultant on outreach to work with up to five projects.	During April and May 2016 a consultant worked with five newly granted (2014 and 2016) projects in Tanzania to strengthen research communication and outreach strategies of the projects. The consultant worked with the projects individually to analyse and discuss communication ideas, including options for alternative steps and specific practical measures to track and document communication outcomes.
	Arrangement of innovation workshop in Vietnam.	The workshop was planned in connection with a Danish Business Delegation visit to Vietnam, but finally it was decided to cancel the workshop. A research project (South driven) review meeting was held at the Danish Embassy with representatives from Ministry of Planning and Investment, Ministry of Agriculture and Rural Development, and Ministry of Science and Technology. A meeting on research and innovation/private sector collaboration was held in Copenhagen in March and in Ghana in May 2016.

APPENDIX 6 - RESEARCH PROJECTS GRANTED IN 2016 (from the 2015 application round)

Main Applicant	Responsible Institution	Project Title	Grant	DFC journal no.
NORTH-DRIVEN PROJECTS				
Theme 1: Sustainable peace and state building – causes of conflict and new approaches for development effectiveness				
Andrew M. Jefferson	Danish Institute against Torture - DIGNITY	Legacies of Detention in Myanmar	DKK 9,990,176	16-04-DIGN
Theme 2: New development actors and changing partnerships				
Stefano Ponte	Copenhagen Business School	New Partnerships for Sustainability)	DKK 9,992,181	16-01-CBS
Helle Munk Ravnborg	Danish Institute for International Studies	Agricultural Investors as Development Actors?	DKK 9,999,777	16-02-DIIS
Anne Mette Kjær	Aarhus University	Political settlements and revenue bargains in Africa	DKK 7,284,756	16-03-AU
Lone Riisgaard	Roskilde University	Informal worker organization and social protection	DKK 9,898,063	16-05-RUC
SOUTH-DRIVEN PROJECTS – GHANA, AND TANZANIA				
Ghana, Theme 1: Natural Resource Management/Climate-Smart Agriculture/Environmentally Sustainable Solutions				
Kwadwo Owusu	University of Ghana	Climate smart cocoa systems for Ghana	DKK 9,990,278	16-P02-GHA
Godfred Darko	Kwame Nkrumah University of Science and Technology (KNUST)	Xenobiotics and heavy metals in Ghana	DKK 6,987,548	16-P03-GHA
Ghana, Theme 3: Health: Right to Health/Health Care/Determinants of Health				
Mercy Newman:	University of Ghana	Healthcare-Associated Infections in Ghana	DKK 9,897,179	16-P01-GHA
Tanzania, Theme 2: Economic Development and Poverty Reduction/Green Growth/Natural Resource Management				
Dismas Mwaseba	Sokoine University of Agriculture	The Timber Rush: private forest in village land	DKK 6,999,919	16-P02-TAN
Tanzania, Theme 3: Health: Right to Health/Health Care/Determinants of Health				
George PrayGod	National Institute for Medical Research	Diabetes and Associated Complications in HIV Patients	DKK 9,862,824	16-P01-TAN
Elia John Mmbaga	Muhimbili University of Health and Allied Sciences	Access to Health Services for Key populations in Tanzania	DKK 6,995,910	16-P03-TAN
		Total	**DKK 97,898,611**	

APPENDIX 7 - Targets, Indicators, and Results for DFCs Core Administration

DFC Core Administration Targets	Indicators	Results
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 2016 in relating to previous years.	The expenditure of DFC's core administration was 3.7% higher than the core administration expenditure for 2015, but 7.1 % lower than the expenditure for 2014.
	Long term consistency between activity level and core administration.	DFC has engaged an external bookkeeper one day per week, which for a small organisation like DFC is more cost effective than a part-time DFC employee. The two Capacity Development Advisors on a fixed term appointment for the years of 2015 and 2016 were reduced to one advisor in September 2016.

APPENDIX 8 - PERSONNEL

NAME	EMPLOYED FROM	AREA OF RESPONSIBILITY
Anne Christensen	15.07.97	Director
Ilselil Halby (retired 31.08.2016)	01.03.87	Financial and Personnel Officer (substitute for the director, research project accounts, fellowship allowances).
Lene Due Kruse-Nielsen	01.07.16	Financial and Personnel Officer
Erling Axel (32 hours) (retired 31.03.2016)	15.05.08	Accountant
Anna Jeppesen (32 hours)	15.03.10	Receptionist
Nina Døj (flex job = 20 hours) (employment terminated 31.01.16)	15.08.13	Office Clerk
Annette Kaalund-Jørgensen	01.12.93	Capacity Development Advisor
Lars Pedersen (20 hours per 01.09.14)	01.04.07	Capacity Development Advisor
Helle Jørgensen	01.06.08	Capacity Development Advisor
Kamilla Frimodt Madsen (employment terminated 31.08.16))	01.01.15	Capacity Development Advisor
Maya Lindberg Brink	01.01.15	Capacity Development Advisor
Eva Thaulow Nielsen (32 hours)	01.02.96	Administrative Fellowship Officer / Fellowship Project Coordinator:
Anne Engkebølle (reduced-hours job = 20 hours)	01.03.90	Administrative Fellowship Officer / Fellowship Project Coordinator:
Githa Bruun	20.02.06	Administrative Fellowship Officer / Fellowship Project Coordinator
Lene Christina Mosegaard	01.10.07	Programme and Communication Coordinator, including coordinator for the BSU Master programme
Bente Ilsøe	01.05.08	Research Project Administrator: Research activities in West Africa, focal person for FFU projects in priority countries
Pernille Friis (25 hours)	15.01.10	Research Project Administrator: Research activities in Asia, focal person for FFU projects in growth and transition countries
Lars Arne Jensen	01.03.14	Research Project Administrator: Research activities in East Africa, BSU focal person
Hanne Kongsgaard	15.01.13	Administrative research officer, mobility grants/travel grants, Danida Research Portal
Henrik Bech	15.07.98	Property Manager – responsible for day-to day care of the DFC student hostel.
Vibeke Hougaard (35 hours) (employment terminated 30.10.16)	01.10.15	Cleaning lady
+ 8 junior staff		Meeting the fellows upon arrival at the airport, introduction, excursion guides, and café attendants.

APPENDIX 8 (continued)

Employee-years distributed per activity/task

	2013 Accounts	2014 Accounts	2015 Accounts	2016 Accounts	2017 Budget
Core administration	5.7	5.3	5.3	4.9	3.5
Fellows' personal welfare	0.9	0.9	0.9	0.9	0.9
Capacity development activities in Denmark	1.5	2.9	4.5	4.5	3.5
Capacity development activities in partner countries	1.5	1.5	1.5		
Fellowship course administration	2.4	2.8	2.8	2.8	2.4
Alumni/communication					1.5
Accommodation	2.0	1.9	2.2	1.9	1.0
Administration of research projects	2.5	3.5	3.7	3.7	4.2
Total	**16.5**	**17.3**	**19.4**	**18.7**	**17.0**

Three of DFC's Capacity Development Advisors (CDAs) participated in a very inspirational course on Sustainable Learning Solutions at the ILO International Training Centre in Turin, Italy during the period 7-11 November; the course focused on future learning trends and opportunities, in particular IT-based approaches.

DFC has few employees and is therefore vulnerable in terms of employees' long-lasting illnesses. The statistics, excluding long-lasting illnesses, have been included to give a fair comparison with the Public Sector in general. While days lost of staff illness has risen from 2015 to 2016, DFC is still not showing figures above the average of the Public Sector.

Days of staff illness, average	**2013**	**2014**	**2015**	**2016**
Result, DFC total	13.7	9.2	14.4	18.2
Result, DFC less long-lasting illnesses	5.8	6.3	4.8	7.8
Result, the Public Sector [1]	7.4	7.4	7.8	

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

APPENDIX 9 - ANNUAL ACCOUNTS BREAKDOWNS

The end result is distributed as follows:

	over(-)/under consumption(+)	
Central CD grant	DKK	693,111
DFC core administration (from central CD grant)	DKK	444,957
BSU Master programme, 2013-15	DKK	-883,842
BSU Master programme, 2015-17	DKK	-494,306
Other CD activities ('ordered', administration agreements, commercial services)	DKK	15,680
DFC core administration (from research grants)	DKK	11,107
Interest, income	DKK	-507
Total	**DKK**	**-213,799**

DFC's net total capital is DKK 1,991,702. This figure includes DFC's gain from 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
Accounts 2015	DKK 175,409	DKK 186,675	DKK 46,253	DKK 408,337
Accounts 2016	DKK 11,107	DKK 444,957	DKK 15,680	DKK 471,744
Total	**DKK 506,275**	**DKK 671,068**	**DKK 814,359**	**DKK 1,991,702**

DFC has in line with the rest of the Danish public sector a strong focus on efficient administration, and the expenditure of DFC's core administration is 3.6 % below the approved budget.

The central grant has been used with a deviation in relation to the grant commitment of 2.7 %.

The key unit figure for expenses for travel to Denmark has increased with 6 % in relation to 2014, but still decreased in relation to 2014 costs. The key unit figure for allowances in Denmark for 2015 is slightly less that the 2015 figure, due to a higher proportion of BSU Masters (their allowance is equivalent to the Danish SU) and fewer fellows in total staying at a hotel thus receiving a higher allowance.

	Travel to Denmark (excluding domestic travel in Denmark and travel expenses for courses in the South)	**Allowances**
Journeys/week	545 journeys	4699 fellowship weeks
Expenditure as per 2016 accounts	DKK 3,983,792	DKK 7,163,521
Key figure 2016	DKK 7,310	DKK 1,524
Key figure 2015	DK 7,053	DKK 1,680
De-(-)/in-(+)crease in percentage	4%	-9%
Key figure 2014	*DKK 8,271*	*DKK 1,685*

DFC's 'list prices' for study stays in Denmark are the prices DFC invoices the Danida programmes/projects and the research projects. For 2017 they are as follows:

DKK 1,650/week for allowances
DKK 1,300/week for accommodation at the DFC hostel.

DFC's administration of senior researchers/PostDocs is fixed at DKK 6,000 per arrival for 2016 and 2017.