FACTS & FIGURES
DANIDA FELLOWSHIP CENTRE 2018

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Strategic Priorities 2018-2020

During the course of 2018, Danida Fellowship Centre (DFC) has focused on realising and strengthening the following strategic priorities, as outlined in our 2018-2020 strategy:

- Improving the synergies across DFC's operations and enhancing synergies in general, which support the various Danida modalities
- Clarifying the role of DFC in facilitating knowledge exchange across the research projects
- Improving outreach to Danida priority countries with support from the office of Evaluation and Research (EVAL) in the Ministry of Foreign Affairs (MFA)
- Consolidating the Scholarship Programme for the Strategic Sector Cooperation (SSC) Projects
- Supporting establishment of local alumni networks and developing further materials for local alumni networks (e.g. toolbox).

DFC will continue to focus on these areas throughout 2019 and beyond.

Synergies

The possible synergy activities across DFC's focus areas may be categorised as below:

1. Debate forums/evening events for fellows, researchers, and possibly other stakeholders on a theme arranged at a time, when a critical mass of fellows working within this thematic area is present in Denmark.
2. Debate forums/evening events for fellows, researchers, and possibly other stakeholders on themes relating to a specific geographic area arranged at a time, when a critical mass of fellows coming from this geography is present in Denmark.
3. Knowledge exchange among various stakeholders and policy makers associated with SSC and research collaboration projects, in which DFC's unique position and contacts may be of use.
4. The annual Danida Alumni Award ceremony and accompanying debate under a specific theme, if possible related to the prize winner's background or area of expertise.

Achievements in 2018

The CD and research management teams undertook a joint mission to Vietnam. The mission's purpose was to conduct a pilot initiative with the relevant Sector Counsellor, supporting the **Ministry of Agriculture and Rural Development (MARD)** to establish a knowledge sharing forum. Such a forum would have two work streams: 1) facilitate broader dialogue between public and research institutions on issues related to food safety through a series of seminars and conferences, as part of establishing better linkages between research and policy making, and 2) facilitate workshops for MARD employees to disseminate learning from DFC supported courses under the Scholarship Programme and translate this into improvements for MARD. The knowledge sharing workshop sparked some very important and difficult discussions that were centred on how the identification of research needs, how research is carried out and the lack of coordination within the sector. The overall feedback was that the workshop and its approach 'was just what was needed' to bring these discussions to the fore. The initiative has been incorporated into Phase II of the SSC project and will thus be more integrated in the projects. A brief concept note was developed on Knowledge Sharing Fora – why to establish them, what shape they could take and what support DFC can offer – to be shared with sector counsellors.

DFC received a **delegation from the Vietnamese Ministry of Health and Thai Binh University**. The meeting was requested by the Danish Sector Counsellor for Health in Vietnam and the Danish Ministry of Health as an opportunity for partners to meet the faces behind the DFC Scholarship Programme and research grants and exchange ideas on future opportunities for continued education related to the SSC.

DFC planned and conducted, in close cooperation with Dutch and Norwegian counterparts (in Nuffic and Diku, respectively) the **Donor Harmonisation Group (DHG) meeting,** which took place in Denmark in November 2018. Under the title "*Business as Unusual: Entrepreneurship and Innovation in Research and Higher Education*" the forum explored how to optimize the support of higher and further education within the global paradigm shift from "aid to trade". Sixty colleagues and partners from primarily European development partners in support of higher education, research and adult learning, alongside private sector partners from Denmark, Kenya and the Ministry of Foreign Affairs (MFA) of Denmark participated in the event. Despite being a closed forum, it satisfactorily amplified on social media alongside the Danida Alumni Prize 2018 Award ceremony. A tweet from the founder of the DHG Forum, Beer Schröder from Nuffic: "*Excellent performance by #DanidaFellowshipCentre, #Diku and #Nuffic who organised the #DHG2018 / Donor Harmonisation Group Forum in Copenhagen. Participants and agencies were thrilled and got plenty of food for thought and actions to implement in their policies and programs*."

Forecast 2019

DFC will in 2019 focus on achieving a higher degree of synergies between the different modalities and between DFC's three core focus areas; i.e. support to research cooperation, provision of competence and capacity development support to public and private institutions, and management of the Danida Alumni Network.

Targets, Indicators, and Results for DFC's Synergy Activities

Goals	Indicators	Baseline	Targets 2018	Result 2018
Research collaboration and learning programmes are relevant for users and prepare them for applying new knowledge and learning in practice. *Support to develop institutional capacity is relevant for the recipient partner institutions, and will help position the institutions to improve their performance.* *Users and providers of knowledge and capacity development support are connected and provided with opportunities to communicate and cooperate.*	Number of programme initiatives undertaken as collaboration between two or all of the CD-, the research administration-, and the Alumni-teams.	2016: NIL	Four joint programme initiatives	Three joint activities: 1) Facilitating knowledge sharing forum in Vietnam 2) Meeting with and exchange of ideas on future opportunities with delegation from the Vietnamese health sector 3) Donor Harmonisation Group meeting: *Business as Unusual: Entrepreneurship and Innovation in Research and Higher Education'.*

Research Programme Management

Progress in 2018

The same compressed application round, introduced in 2017, was replicated in 2018, resulting in another intensive year for the Research Management Team, as it ensured smooth processing of applications from receipt to approval. DFC acts as secretariat for the Consultative Research Committee (FFU), which is responsible for assessing funding proposals and has an advisory role vis-à-vis the Minister for Development Cooperation regarding award of competitive funds for development research projects, as well as quality assurance.

In the Finance Bill 2018, a budget of DKK 230 million was reserved for development research projects. The DKK 230 million was distributed between

- Window 1 (DKK 80 million for FFU projects in Danida priority countries)
- Window 2 (DKK 60 million for FFU projects in growth and transition countries)
- Building Stronger Universities (BSU) Phase 3 (DKK 90 million for the six BSU3 projects)

In total, 150 Window 1 (W1) applications (72 from Denmark, 27 from Ghana, and 51 from Tanzania) and 44 Window 2 (W2) applications were received for Phase 1 assessment. A total of 44 projects were invited to submit a Phase 2 application, and out of these, 13 projects were granted under W1, while 10 were granted under W2. This does not include the three projects granted from the 2017 round in early 2018. For W1, nine applicants were from Denmark, three from Ghana and one from Tanzania. This corresponds to a success rate for W1 of approximately 12% for applications from Denmark and Ghana, respectively, while the success rate was only 2% for applications from Tanzania. For W2, the success rate was 23%.

In 2018 the national screening process in Ghana and Tanzania was streamlined. The national screening committees (NSCs) in Ghana and Tanzania performed the consultative role (i.e. like the function of FFU in Denmark) vis-a-vis the MFA in the selection of Phase 1 applications from these two countries. Two members of the NSCs, one from Ghana and one from Tanzania, respectively, became full members of the FFU.

Three mobility grants were granted during 2018. However, one had to be revoked following significant changes within the partner institution and the visiting researcher. One mobility grant project approved in 2017 was carried out in 2018 and extended until June 2019, in order to allow for planned publications as part of the project.

In 2018 there were 89 ongoing FFU projects, including 19 new projects granted in 2017, in addition to three projects being granted early 2018. Six new BSU3 projects plus 10 various BSU related projects were on-going in 2018. Information about the projects can be found at the Danida Research Portal, link http://drp.dfcentre.com/.

In 2018, the first batch of 11 Window 2 research collaboration projects started up their research activities in SSC partner countries. These new projects of up to three years' duration are linked to the themes of the SSC projects and thereby have a direct relevance to the individual SSC projects. To ensure the link and knowledge sharing the sector counsellors are for the majority of the projects included in the project advisory committees. Two new Window 2 projects were visited in Vietnam in connection with initiation of the knowledge sharing platform (ref. Synergy Activities, page 2).

It has been a challenge to meet the targets for response time for comments on the progress reports, mainly due to human resource constraints. The date of submission is 1 July, so there is a built-in processing time of 2.6 months inasmuch as the first year and mid-term reports are assessed by FFU at the FFU meeting in September. However, following the FFU meeting, DFC has not been able to follow-up as quickly as anticipated. Similarly, for the Project Completion Reports, which – after DFC's correspondence with projects to obtain possible omitted reporting/documents - are forwarded to a FFU member for assessment. It is only after this that DFC is able to send final approval/comments to the projects.

The assessment procedures will be slightly altered in 2019, and DFC will forward all reports to the FFU members as received on a rolling basis. DFC will continuously focus on reducing the response times.

A retrospective study was initiated in 2018 to examine the results of the enhanced capabilities of 500 individual African researchers involved in research partnerships during 30 years of Danish support to development research. The study is carried out by two researchers from University of Copenhagen and will be finalized in May 2019 and be presented at an international development research conference in Copenhagen in June 2019.

The second phase of the BSU was concluded and the third phase activities initiated at the six African BSU universities. Maintaining the same priorities and focus areas for all six projects into BSU3 ensures a notable consolidation of the BSU thinking across the individual universities. MSc/PhD curricula, research policies, handbooks and strategies developed during phase 2 are being approved/passed and implemented.

DFC has taken steps to play a more active role in knowledge exchange and in promoting the dissemination and use of research results. Thematic meetings were held in both Ghana and Tanzania back to back with the NSC meetings. In Ghana the theme was 'Climate Change Adaptation and Mitigation and Natural Resource Management in Ghana and Dissemination of Results'. In Tanzania the theme was 'Women's Health'.

In collaboration with the CD advisors, the upstart of the knowledge sharing forum in Vietnam was piloted to facilitate research-policy links within the SSC theme of Food Safety (ref. Synergy Activities, page 2).

The Danida Research Portal was redesigned to be more user-friendly and to encourage more active use.

A paper "Oplæg til nyorientering af forskningsstøtten" was presented to EVAL in August 2018. DFC's Research Management Team was encouraged by EVAL to produce such a paper as a contribution to the process of rethinking support to research. The paper referred to both the rationale and form of the support provided to development research, and it was a fruitful process for the team to think beyond current structures.

The process of reorienting support to development research was initiated by the Council for Development Policy, who had requested that the future rationale and shape of development research should evolve to reflect the global trends in development cooperation. This will be taken further in 2019 with an evaluation of support to development research. The objectives of the evaluation are to 1) document the achievements of development research funding since 2008, 2) examine the results of funding development research with particular focus on the relevance, outcomes and impact, and 3) to indicate how to maximize quality, capacity development partnerships and policy impact.

Targets, Indicators, and Results for the Research Management Programme

Goals	Indicators	Baseline	Targets 2018	Results 2018
Research collaboration and learning programmes are relevant for users and prepare them for applying new knowledge and learning in practice.	Applicants and project coordinators are satisfied with DFC's administration of application rounds and support to ongoing projects, including communication with projects holders.	2015[1]: The survey including a scale from 1 (very satisfied) to 5(very dissatisfied): 71% of responders were "satisfied or above" with the administration provided by DFC, while 77% of responders were "satisfied or above" with the communication with DFC.	No complaints received from applicants to DFC's handling of the application round. The satisfaction rate of the project coordinators generated from the annual survey is higher than the previous year.	Among ongoing projects, 87% were *satisfied or above* with the administration provided by DFC in 2018. 86% were *satisfied or above* with the communication with DFC. Among applicants in phase 2 of the 2018 round, 73% were *satisfied or above* with the administration by DFC, and 70% were *satisfied or above* with the communication with DFC. In total, between both ongoing projects and applicants, 82% are *satisfied or above* with DFC administration, and 81% are *satisfied or above* with the communication with DFC. In comparison, the numbers in 2017 were 65% and 60% for administration and communication, respectively. It is worth noting that while the number of respondents was 60 in 2017, the total number of respondents for 2018 was 93.
	Introduction carried out to all newly granted projects to promote the best possible start of the new projects.	From 2013 all new projects have been introduced to the general conditions for grants and good administrative practices.	All new projects have been introduced to the general conditions for grants and good administrative practices.	Introduction meetings were conducted with the responsible institutions in Denmark (W1 and W2) of all new projects, in order to introduce project managers and financial managers to the general conditions and good administrative practice.

[1] Baseline is 2015, as there was no Call in 2016, hence no survey data on DFC's handling of the application round.

	Actual counts of total received reports from FFU and BSU projects, assessed by DFC and FFU members (for FFU projects), and responds provided to the projects with follow-up action where relevant.	2017: Deadline has been streamlined for all progress reports and annual accounts to July 1. Final reports and accounts are due six months after project end date.	90% of progress/final reports and annual accounts received within deadline, and response provided by DFC to project reporting within 3 months from date of receipt.	<u>First year and mid-term reports:</u> 89% of these reports (equal to 17 reports) were received within the deadline, and the remaining two reports were received approximately one month after the deadline. The reports were processed at a FFU meeting in September, little less than 3 months after the submission deadline, and DFC's responses to the projects were sent on average 2.4 months after the meeting. <u>Project Completion Reports (PCR):</u> 72% of PCRs (equal to 13 reports) were received within the deadline; two of the four remaining PCRs were submitted more than 5 months after the deadline. The time between receipt of the PCRs and DFC's approval, based on an FFU member's assessment, was on average 5.4 months, including any corre-spondence with the projects on outstanding issues. <u>Annual financial accounts:</u> 76% of the accounts (equal to 36 accounts) were received within the deadline, and the remaining accounts were received within the following four months. By the closure of 2018, approval of one financial report was pending. DFC has been providing first time responses and/or approval within 1-4 weeks of receipt. <u>Final financial accounts:</u> No projects have submitted in time.

				Out of 13 projects with submission deadlines in 2018, six accounts have been finalized, four projects have submitted incomplete accounts, and submissions of accounts for the remaining three projects are still pending. Two projects with submission deadline in 2017 are still to submit the final accounts. DFC has been providing first time responses and/or approval within 1-4 weeks after receipt.
	FFU projects visited including field visits to monitor implementation, progress, and to advice on management/administrative issues for improved performance.	Since 2011 projects have been visited mostly in countries with South driven projects, i.e. Vietnam, Ghana, Tanzania, and Nepal, in connection with other activities in the countries (annual thematic meetings, information meetings, etc.).	6 project visits carried out together with FFU/EVAL representatives.	Project introduction meetings were held with the new research projects in **Tanzania** and **Ghana**: *Innovations and Markets for Lake Victoria Fisheries (IMLAF)*, Tanzania (DFC and FFU/EVAL) *Diabetes and associated complications in HIV patients*, Tanzania (DFC and FFU/EVAL) *Building Resilience of Lake Bosumtwi to Climate Change*, Ghana (DFC) In addition, in **Vietnam** the following meetings (inclusive one project visit) were held with the following projects: *Health and Antibiotics in Vietnamese Pig Production (VIDA-PIG research project)*, Vietnam (DFC and Sector Counsellor), including field visit. *Diabetes Management research project*, Vietnam (DFC and Sector Counsellor) Wrap-up meeting with all six project coordinators of the last to complete of the South-driven projects in Vietnam (DFC)

Support to develop institutional capacity is relevant for the recipient partner institutions, and will help position the institutions to improve their performance.	BSU3 projects visited to monitor implementation, progress, and to advice on management/administrative issues for improved performance.	BSU projects have since 2015 been visited annually.	5 project visits carried out together with EVAL representative.	6 project visits carried out in Ghana, Uganda and Tanzania, respectively, during October and November 2018.
	Close cooperation with national institutions in handling part of the application rounds for funding of research projects by MFA.	Since 2013 DFC has worked with national institutions in Ghana and Tanzania to build their capacity in handling the part of the application rounds and organise relevant meetings and activities.	National Screening process and Committee meetings facilitated by DFC as well as support to the organisation of, and participation in, thematic meetings in Ghana and Tanzania.	In close collaboration with DFC, GAAS in Ghana and COSTECH in Tanzania arranged the NSC meetings, including administrative preparations. In addition, a thematic meeting on *Women's Health* was arranged in Tanzania, and a thematic meeting on *Climate Change Adaptation and Mitigation and Natural Resource Management in Ghana, and Dissemination of Results* was arranged in Ghana.
Users and providers of knowledge and capacity development support are connected and provided with opportunities to communicate and cooperate.	Thematic meetings held in Danida priority countries as well as in Denmark to facilitate exchange between researchers and stakeholders/policy makers.	Since 2010 annual meetings have been held in countries having the South driven projects, i.e. Vietnam, Ghana, Tanzania, and Nepal. In 2017 it has been decided to replace annual review meetings with thematic meetings, and possibly expand to other countries.	Annual thematic meetings held in Tanzania, Ghana and Denmark (and possibly other countries) for research exchange amongst projects and outreach.	Thematic meetings held in Ghana and Tanzania (see above) Knowledge sharing pilot forum in Vietnam (ref. Synergy Activities, page 2) Workshop on One Health in Vietnam (ref. Synergy Activities, page 2) No meeting was held in Denmark

Additional (none-edited) comments / recommendations regarding the DFC Research Management from the survey on the Project Coordinators' satisfaction.
Not all comments are included, as many had the same themes. All themes should be represented below.

Application round:	
1	Easy to contact DFC and good constructive comments
2	I find the justification for acceptance/rejection of phase 2 proposals useless. After having allocated considerable resources in writing up a full application, it is an offense to receive what can only be perceived as a standard answer. *)
3	The word/character count in Word and in the electronic system do not fit, and I had to spend a couple of hours extra with reducing the application until it reached the character limit in the electronic system
4	I am strongly against the general tendency of using very small boxes for answering very specific questions in application frameworks. Particularly if the question has words with special definitions that are not universal and particularly if there is very limited space to explain the answer. The purpose is of cause to make evaluation and comparison of applications easier in a KPI kind of way. It may work well for business projects, but innovative research projects do not fit that well into boxes. I think DFC should skip the Logframe and leave it up to the applicant to explain. A fit into box application framework will support fit into box projects. Good innovators do not fit into boxes. Anyway, DFC has a less business in box oriented application framework compared to other foundations. Therefore, I give it good evaluations.
5	More clear specification that the log-frame will be a separate part of the application process- better description in the detailed call would be helpful.
6	Like many other research councils DFC should set up a scoring system. To improve the transparency in the process DFC should furthermore inform the applicants about the average scores and standard deviations obtained for each of the evaluation criteria.
7	The budget could be easier to fill in.
On-going administration:	
1	The overall service of DFC is superb! But I do have a comment on the design and strategy of the call. We noticed change of research themes for the call in 2019 in comparison to call in 2018. e.g. for South Africa, there was three themes in 2018, but only one in 2019. 2018: South Africa – Water management South Africa – Renewable energy South Africa – Sustainable smart city development 2019: South Africa - Sustainable SMART urban development Specifically, we are currently hosting a DFC mobility grant visitor – Dr. Jessica Chamier from University of Cape Town. It took both of us time and effort to establish the communication, understanding and discussion in relevant research topics. We are very grateful for identifying each other. There are a lot of synergy of our work and complementary skills from both knowledge and infrastructure point of view. However, we noticed that the theme- Renewable energy in 2018 is apparently removed in 2019. We thought the primary purpose of the mobility grant is to learn each other better and prepare joint research application. Reduction of the research theme will significantly reduce the likelihood for partner future collaboration and application preparation. Please do consider this factor. I personally greatly appreciate the help so far and the opportunity for establishing international collaboration.
2	DFC acts quickly and staff are always easy to contact and get replies from. Great support and helpful!
3	The personal contact to DFC staff is important and easy. Possible movement of the DFC office/staff outside Copenhagen will make such contact much more difficult/impossible.

4	I do not find the Logframe matrix very logic - which is a bit frustrating as the matrix is pretty important for our reporting. I also find it confusing when the Danida guidelines are changed during the project period. The system for budgeting our partners' working time was changed during the project period.
5	I think the DFC assistance to organise study stays is outstanding. Thank you!
6	There is need for DFC to bring together the partners for experience sharing workshop and sharing challenges and lessons learnt.
7	DFC should improve on time taken to give feedback on technical reports.
8	Faster responses regarding approval of reporting. Clearer instructions and help with auditing/identifying auditors locally in the priority countries.
9	Encourage short stay visits (5-7days) from both country supervisors to other's country at the inception and for mid term presentations by PhD candidates so any needed amendments can be made early enough by students.
10	The application web portal is not very flexible, especially when up-loading proposals - this means that unnecessary time is spend. As an example the researcher information can only be fill in at one time since the order of the researchers cannot be changed. Also you can only "create" a researcher when you can fill in all parts. The counting of characters is not comparable to word.
11	I am particularly impressed by the DFC hostel. It is a fantastic place, and it is a genial idea to have the administrative center co-located with the hostel. The personal knowledge between Danida staff and every foreign visitor is a large asset.
12	I've always been very happy with the responsiveness, understanding and flexibility of DFC in handling the many questions and issues that inevitably arise during the implementation of capacity development and research projects in international collaborations.
13	The continued application of very narrowly scoped Calls for Applications is not conducive to secure that the allocated money is spent in the best possible way. Broader scopes would ensure a more level playing field, and remove the bias towards particular research areas where only few applicants can realistically compete.
14	The research portal has been improved a lot but could probably still be made easier to overlook

*) the rejection text is formulated by FFU/EVAL

Research Projects Granted in 2018

Main Applicant	Responsible Institution	Project Title	Grant	DFC project no.
NORTH-DRIVEN FFU PROJECTS (Window 1)				
Iben Nathan	University of Copenhagen	Rights and Resilience in Kenya (RARE)	DKK 9,999,088	18-01-KU
Peter Sanful	University of Energy and Natural Resources, Ghana	Building resilience of Lake Bosumtwi to Climate Change	DKK 9,959,973	18-02-GHA
Faith Philemon Mabiki	Sokoine University of Agriculture, Tanzania	Green Resource Innovations for Livelihood Improvement	DKK 9,989,850	18-03-TAN
Ole Wæver	University of Copenhagen	Militarization, sustainable growth and peace in Uganda	DKK 11,995,339	18-04-KU
Thilde Langevang	Copenhagen Business School	Advancing Creative Industries for Development in Ghana	DKK 11,994,917	18-05-CBS
Nauja Kleist	Danish Institute for International Studies	Diaspora Humanitarianism in Complex Crises (D-Hum)	DKK 11,999,970	18-06-DIIS
Finn Tarp	University of Copenhagen	Building Resilience to Climate Change in Ethiopia	DKK 11,077,028	18-07-KU
Dan Meyrowitsch	University of Copenhagen	Enabling best possible childbirth care in Tanzania	DKK 11,999,203	18-08-KU
Neil Webster	Danish Institute for International Studies	Governing Climate Mobility (GCM)	DKK 10,218,791	18-09-DIIS
Lars Engberg-Pedersen	Danish Institute for International Studies	Global Norms and Violence Against Women in Ethiopia	DKK 8,383,912	18-10-DIIS
Ester Barinaga	Copenhagen Business School	Grassroots Innovations for Inclusive Economic Growth	DKK 8,856,626	18-11-CBS
Lisa Ann Richey	Copenhagen Business School	Everyday Humanitarianism in Tanzania (EveryHumanTZ)	DKK 12,000,000	18-12-CBS
Emmanuel Obuobie	CSIR-Water Research Institute	Building climate-resilience into basin water management	DKK 11,998,167	18-13-GHA
Boateng Kyereh	Faculty of Renewable Natural Resources, KNUST	Access-Authority Nexus in Farmer-Herder Conflicts	DKK 11,689,232	18-14-GHA

Nsubili Isaga	Mzumbe University	Crowdfunding for Youth Entrepreneurship in Tanzania	DKK 11,812,788	18-15-TAN
Daniel Adjei-Boateng	Kwame Nkrumah University of Science & Technology (KNUST)	Increasing the Productivity of Ghanaian Aquaculture	DKK 6,000,000	18-16-GHA
NORTH-DRIVEN FFU PROJECTS (Window 2)				
Peter Bauer-Gottwein	Technical University of Denmark	Satellite EO for flood and drought forecasting in China	DKK 4,999,973	18-M01-DTU
Annette Skovsted Hansen	Aarhus University	Port Efficiency and Public-Private Capacity (PEPP)	DKK 4,997,029	18-M02-AU
Helena Dominguez	University of Copenhagen	BRAHIT Optimizing Brazil Health Care with telemedicine	DKK 4,848,030	18-M03-KU
Jeremy Moon	Copenhagen Business School	The Regulation of International Supply Chains (RISC)	DKK 4,996,945	18-M04-CBS
Lise Herslund	University of Copenhagen	Pathways to water resilient South African cities	DKK 4,979,683	18-M05-KU
Amjad Anvari-Moghaddam	Aalborg University	Green and Flexible District Heating/Cooling in Turkey	DKK 4,880,981	18-M06-AAU
Anders Dalsgaard	University of Copenhagen	Salmonella Control in the Colombian Pig Industry	DKK 4,995,400	18-M07-KU
John Rand	University of Copenhagen	Reintegration Through Active Labour Market Reforms	DKK 4,978,650	18-M08-KU
Krist Gernaey	Technical University of Denmark	Evaluation of Resource recovery Alternatives in South African water (ERASE)	DKK 4,960,508	18-M09-DTU
Anders Ivarsson	Technical University of Denmark	Clean Shipping on Green Fuel	DKK 4,999,616	18-M10-DTU
MOBILITY GRANT				
Shuang Ma Andersen	University of Southern Denmark	Mobility grant of Ms Jessica Chamier	DKK 155,640	18-MG02SDU
Nick Shepherd	Aarhus University	Mobility grant of Ms Amber Abrams	DKK 130,995	18-MG03AU

Competence and Capacity Development

Categories of CD Activities – Description and 2018 Results

Tailored Courses (central grant)

DFC offers 1-12 week courses on various themes. All courses address particular needs and are designed in dialogue with Danish embassies, educational institutions, and authorities. Most courses target partners of the SSC.

Results

As part of the **Annual Matching Exercise** universities are asked to provide input on courses and expertise matching the suggestions for new course themes proposed by sector counsellors in the Annual Survey. A total of 10 different departments/faculties at 5 different universities made submissions this year, identifying nearly 150 different courses and studies that may be offered or tailored to match the needs outlined in the Annual Survey. This was followed by individual meetings on each of the SSC thematic areas, where input had been received, convening relevant universities, sector counsellors, Danish partner authorities and DFC to discuss the prioritisation of new course themes as well as the content, format and length of the new courses. In a limited number of cases, scholarships for existing courses and studies were provided, but the majority of offers were tailored. DFC's Annual Matching Exercise has thus led to 9 new concrete course ideas. Particularly in the SSC areas of Energy, Environment and Health the Danish partner authorities were closely engaged in the dialogue. The development of course content and the matching exercise played a key role in strengthening this collaboration.

Some of the tailored courses were used to pilot new approaches. An example of this was the course *Strategizing for Green and Circular Economy*, which targeted mid- and senior-leadership levels, and was a short version of the 7-week *Green and Circular Economy* course, which in turn targeted the more technical level. This format of a short management level and long technical level course was also applied on the *One Health* course. This appears to be a useful approach and seems to be a viable option for future courses. Another pilot was the course *Financial Management & Good Governance,* which had participants from both SSC and Danida priority countries. The evaluation from this course showed that participants benefitted from this mixed group, as they saw the value in learning from each other's experience. This resulted in DFC running eight mixed target group courses for a total of 157 participants, of which 76 represented SSC projects.

In the SSC area of Energy, the Danish Energy Agency has invested substantial time and resources in co-developing four thematic courses. The Agency has – as a pilot and for a fee – been allowed to nominate up to 25% of candidates for one of the courses. These nominees will be selected among the Agency's other authority-to-authority collaborations in partner countries in the South. The Agency was granted this opportunity due to its large-scale involvement in the development of the course, as well as the fact that, even though the course is highly relevant to partners under the SSC projects, the projects themselves are not expected to be able to nominate the full 20-30 required course participants. DFC assessed that this opportunity facilitates increased synergy between the Danish Energy Agency projects and partners, whilst also benefiting SSC projects and their partners. The one course in question is planned for 2019.

Existing studies (central grant)

DFC offers scholarships for existing degree studies or summer courses at Danish universities or university colleges for partners under the SSC.

Results

The option of participating in **summer courses** in Denmark, facilitated and supported by DFC, has proven very popular. By the deadline, DFC had received applications from 111 candidates from nine SSC projects. For some courses, DFC received applications over and above the ceiling negotiated with the universities; however, it proved possible to re-negotiate a higher ceiling. DFC pre-approved 100 candidates for scholarships; 85 applied through the regular application process and in total 70 participants were admitted. Out of those admitted, 54 participated in a total of 14 summer courses at either Aarhus University or University of Copenhagen.

Additionally, four scholars from Bangladesh embarked in January 2018 on their 2-year Master studies in *Risk and Safety Management* at Aalborg University (Esbjerg Campus).

Embassy/Programme Financed CD Activities (Danida programme grants)

DFC supports Danish embassies and programmes in assessing capacity needs, formulating relevant initiatives and procuring skilled practitioners. The initiatives, financed by the programmes, may be a course, a study tour or mentorships.

Results

In 2018, DFC conducted six programmes which were fully financed through Embassy or programme funding.

- **Gender Based Violence Courts, Ghana** – a series of training courses for Judges, Magistrates and court staff and support to the Judicial Training Institute. This was funded by the Embassy in Ghana. The Embassy was very pleased with the training, which was well received and will be rolled out nationally. As the Embassy funded programme ended in 2018, a project hand-over to UNICEF/ UNFPA took place.
- **Green Growth training in Kenya** for partner staff from Ethiopia, funded by the Embassy in Ethiopia
- The Embassy in Ethiopia also commissioned DFC to assist a group of female-driven businesses organized in *Centre for Accelerated Women's Economic Empowerment* with the ambition to access the Danish market. **A workshop** was conducted in Addis Ababa and two subsequent **trade missions** in Denmark were arranged focusing on coffee and leather bags/jewellery respectively.
- At the request of the Embassy in Burkina Faso, DFC conducted a course in **Planification Stratégique et Gestion Axée sur les Résultats** (Results Based Management) for partners under the Ministry of Justice and Human Rights and the Ministry of Security and CSOs in Burkina Faso.
- Also in Burkina Faso, a tailor-made course titled **Innovation, Croissance et Gestion de l'entreprise à l'ère du Développement Durable** (Entrepreneurship and Innovation) was conducted in Ouagadougou for participants from the PCESA-programme (Programme de Croissance Economique dans le Secteur Agricole).
- The Embassy in Mali requested DFC assistance to organize a course in ISO certification. The course **La Démarche Qualité dans le Secteur Agro-Alimentaire** had participants from both Mali and Burkina Faso – and hence co-financing was agreed between the two Embassies.

The course **Planification Stratégique et Gestion Axée sur les Résultats** (Results Based Management), which took place in 2018 in Burkina Faso (please see above), was a success, and subsequently the Water and Sanitation Programme requested a similar course to be conducted in January 2019.

Outreach and Other Initiatives

The CD advisors participated in the annual seminar for sector counsellors and focal points in Danish authorities. At a separate session, DFC introduced approaches for assessing and tackling challenges in capacity development. The sector counsellors were advised on how to identify relevant capacity needs among their partner organisations and how to transform identified needs into training needs. The session sparked a lot of discussions and demonstrated that capacity development is often not dealt with in a strategic or systematic manner, and that sector counsellors often feel ill-prepared for facilitating and supporting capacity development initiatives. Several sector counsellors and focal points from Danish authorities expressed a wish for training in this area to better prepare them for the task and to provide them with concrete tools. Discussions are ongoing between the CD advisors, EVAL and the SSC Secretariat on whether/how this wish can be met. A number of Danish partner authorities approached the DFC advisors afterwards to ask about opportunities for support by DFC, which DFC will be happy to provide.

The CD advisors made a presentation on the DFC Scholarship Programme as part of an event at IDA - Global Development, which focused on the SSC and had speakers from the SSC Secretariat at the MFA and SSC focal points from the Danish Department of Food and Agriculture and the Danish Ministry of Health. As part of group discussions, DFC scholars from Colombia, Indonesia, Kenya and Mexico shared their experiences and benefits related to SSC.

The CD pages of the DFC website were fully reconstructed and updated during the summer. The new site provides information relating to our new role and tasks and is more targeted towards our audience, particularly to sector counsellors and Danish partner authorities, Danish Embassies and Danida programmes, and Danish universities.

A new survey tool for capturing feedback from participants on their satisfaction with and learning from their studies and stay in Denmark was launched and is now used for all DFC courses. The survey tool for capturing feedback from sector counsellors was also launched.

Administrative agreements

DFC administers study stays for students at 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.

Results

In total 67 PhD students financed by research projects were in Denmark on stays of varying duration. Out of these, 62 students were attached to FFU projects, one PhD student to BSU1, and five PhD students to BSU2.

In addition, DFC administered the stay of one Vietnamese student's PhD defence.

Commercial services

DFC carries out limited commercial services (i.e. none-Danida financed) for the sake of capacity utilization.

Results

14 researchers' stays in Denmark were administered by DFC.

Lease of rooms at the DFC hostel for 57 persons adding up to a total 1028 nights.

Targets, Indicators, and Results for Competence and Capacity Development Activities

Goals	Indicators	Baseline	Targets 2018	Results 2018
Research collaboration and learning programmes are relevant for users and prepare them for applying new knowledge and learning in practice. *Support to develop institutional capacity is relevant for the recipient partner institutions, and will help position the institutions to improve their performance.*	Number of countries granted scholarships under the DFC Scholarship Programme under SSCF.	2017: 7 countries granted scholarships	10 countries granted scholarships	11 countries granted scholarships
	Number of projects granted scholarships under the DFC Scholarship Programme under SSCF.	2017: 14 projects granted scholarships	16 projects granted scholarships	23 projects granted scholarships
	Level of satisfaction by Sector Counsellors with of options and services under the DFC Scholarship Programme.	*New goal. Baseline will be set by end 2018 based on results of the first Survey of Sector Counsellors*	At least 90% of Sector Counsellors answer that they are satisfied or highly satisfied with the guidance and support from DFC.	95% answer *satisfied* or *highly satisfied* with the guidance and support from DFC.
	Level of satisfaction by participants of DFC's continued education and learning opportunities.	*New goal. Baseline will be set by end 2018 based on results of the first After Study Questionnaire*	At least 80% of participants rate the professional content as 'good' or 'very good'.	89% rate the professional content as *good* or *very good*.

	Degree to which learning from initiatives with significant DFC involvement is applied towards improved institutional practice and performance.	*New goal. Baseline will be set by end 2018 based on results of the first Annual Tracer Study.*	At least 80% answer that they have been able to apply their new skills towards improved professional performance. At least 60% answer that their participation in the learning programme has contributed to positive changes in their organisation or unit.	Due to constraints on human resources in the CD team no Annual Tracer Study was conducted in 2018. The first Annual Tracer Study is planned to be undertaken in 2019.
	Number of partners for whom DFC provides support to wider tailored competence and capacity development initiatives.	2017: One partner supported	4 partners supported.	7 partners supported
	Number of participants from Danida priority countries	2017: 363 participants	90 participants	155 participants
	Level of partner satisfaction with DFC support to wider tailored competence and capacity development	*New goal. Baseline will be set by end 2018 based on results of the first Partner Questionnaire*	At least 90% of focal points answer that they are satisfied or highly satisfied with the guidance and support from DFC.	Due to constraints on human resources in the CD team no Partner survey was conducted in 2018. The first Partner survey is planned to be undertaken in 2019.
Users and providers of knowledge and capacity development support are connected and provided with opportunities to communicate and cooperate.	Number of pilot initiatives supported through the Learning Innovation Fund.	2017: NIL pilot initiatives supported through the Fund.	2 pilot initiatives supported through the Fund.	Results reported under **Synergy Activities,** page 3.

CD Activities in Figures

COURSE CATEGORY	2014			2015			2016			2017			2018		
	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	540	1404	2.6	520	1364	2.6	277	663	2.4	170	293	1.7	100	175	1.8
SSC university studies/courses										139	960	6.9	382	1731	4.5
Tailor-made courses	13	48	3.7	18	53	3.0	32	25	0.8	11	26	2.4	20	22	1.1
Study tours	7	9	1.2	24	14	0.6	24	14	0.6	24	14	0.6			
Degree studies	8	173	21.7	7	131	16.4	4	89	22.3	2	30	14.9	1	1	1.3
BSU Master studies	40	1625	40.6	71	1918	26.6	44	2129	48.4	34	943	27.7			
Special courses/studies	8	17	2.2	7	16	2.2	4	4	1.0				11	9	0.8
Subtotal	**463**	**2877**	**6.2**	**494**	**3097**	**6.3**	**361**	**2910**	**8.1**	**356**	**2253**	**6.3**	**514**	**1938**	**3.8**
Administrative agreements:															
FFU	113	1213	10.7	88	1169	13.3	122	1441	11.8	96	1144	12.0	62	724	11.7
BSU	28	381	13.6	29	400	13.8	10	112	11.2	10	130	11.8	5	77	15.4
Others	2	0	0	1	6	6	20	10	0.5						
FFU members				4			2			7	2	0.3	2	3	1.6
Total administered by DFC in DK	**606**	**4471**	**7.4**	**616**	**4672**	**7.6**	**513**	**4473**	**8.7**	**469**	**3529**	**7.5**	**583**	**2742**	**4.7**
of which transferred from previous year	*46*			*58*			*47*			*54*			*7*		
Commercial services	114	420	3.7	80	285	3.6	123	341	2.8	87	344	3.9	80	271	3.4
+ outside Denmark:															
Portugal	1	26	26												
Interdisciplinary courses in developing countries	388	680	1.8	402	665	1.7	293	593	2.0	182	346	1.9	43	74	1.7
Tailor-made courses in dev. countries	27	17	0.6	26	11	0.4	131	239	1.8				94	145	1.5
Special courses/studies							2	2	1.0						
Total administered by DFC	**1136**	**5614**	**4.9**	**1124**	**5633**	**5.0**	**1062**	**5648**	**5.3**	**738**	**4219**	**5.7**	**800**	**3232**	**4.0**

Fellowship Holders by Country [2]

(excl. of administrative agreements and commercial services)

FELLOWSHIP HOLDERS IN DENMARK	2014 FELLOWSHIP HOLDERS	2015 FELLOWSHIP HOLDERS	2016 FELLOWSHIP HOLDERS	2017 FELLOWSHIP HOLDERS	2018 FELLOWSHIP HOLDERS
Afghanistan	2	11	18	3	3
Bangladesh	12	3	9	4	3 13
Benin	3	1			
Bhutan	38	2			
Bolivia	4	5	1	1	1
Botswana	1				
Brazil				7	21
Burkina Faso	11	10	3	2	3
Burundi	1	4		1	
Cambodia	1	1	1	1	
China				26	39
Colombia		1		13	40
Egypt	7	1	2	1	
Ethiopia	8	9	23	3	11
Ghana	108	125	82	57	28
Guatemala		1			
India	2	1	1	1	
Indonesia	32	25	14	2	29
Iraq					
Jordan			1		1
Kenya	50	65	43	23 24	19 77
Kosovo					
Kyrgyz Republic	2	1			
Laos			1		1
Lebanon		1		2	
Liberia		5	1	1	
Malawi		1		1	
Mali	2	3		1	8
Mexico				27	59
Mozambique	15	19	12	16	9
Myanmar	4	1		12	9
Nepal	13	15	22	20	6
Nicaragua		1			
Niger	1	1			
Nigeria		1			
Pakistan	5	27	20	2	1
Palestine	4	13	10	14	4
Philippines	1				
Rwanda	3	7	7	2	
Senegal					2
Sierra Leone		6	3	4	1
Somalia	3	1	1		
Somaliland			3		

[2] Danida's priority countries are shaded grey, and countries with SSC projects are highlighted yellow

South Africa					12
South Sudan	6	2		2	
Swaziland				1	
Tajikistan		1			
Tanzania	35	59	48	22	13
Thailand	1				
Tunisia					1
Turkey				1	3
Uganda	63	56	27	17	13
Various industrial. countries	2	1			
Vietnam	11	1	2	1 41	4 80
Yemen	1				
Zambia	4	4	1		
Zimbabwe	6	5	5		
TOTAL IN DENMARK	**463**	**495**	**361**	**356**	**514**

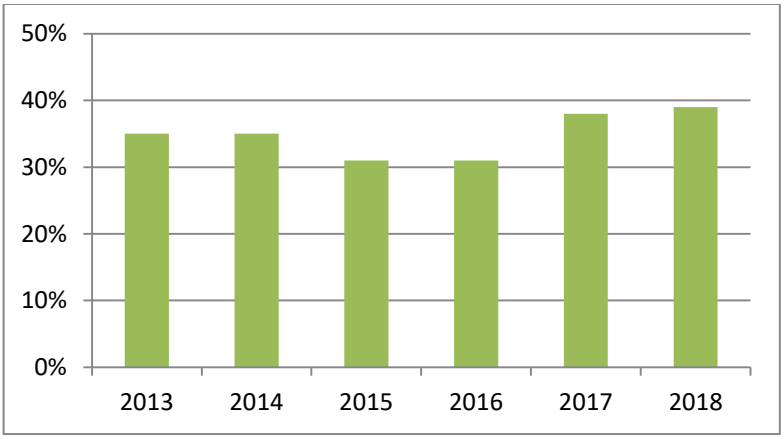
FELLOWSHIP HOLDERS IN DEVELOPING COUNTRIES	**2014**	**2015**	**2016**	**2017**	**2018**
Afghanistan	8	11	4	4	
Bangladesh	2	1	2		
Benin	4	3			
Bhutan	8				
Bolivia		1			
Burkina Faso	144	99	81	42	70
Burundi			2		
Chad				2	
Egypt	1	2			
Ethiopia	1	15	6	3	28
Ghana	106	99	119	23	
India		1			
Indonesia	5	1	6	1	
Kenya	17	27	11	11	
Lebanon			1		
Mali	43	36	94	40	32
Mozambique	9	13	6	5	
Myanmar	1	2			
Nepal	3	7	9	3	
Niger	27	23	30	14	7
Pakistan		3	1		
Palestine		5	2	3	
Rwanda		3	4		
Sierra Leone		2	3	2	
Somalia		6			
Somaliland			4	4	
South Sudan	3				
Tanzania	8	43	36	7	
Togo	1				
Uganda	23	21		14	
Zimbabwe	1	4	5		
TOTAL IN DEV. COUNTRIES	**415**	**428**	**426**	**178**	**137**

TOTAL FELLOWSHIP HOLDERS	**1045**	**878**	**923**	**534**	**651**
TOTAL FROM AFRICA	***807***	***716***	***779***	***345***	***345***
TOTAL FROM ASIA	***209***	***156***	***133***	***140***	***177***
TOTAL FROM CENTRAL & SOUTH AMERICA	***3***	***4***	***9***	***48***	***121***
TOTAL FROM EUROPE	***26***	***2***	***2***	***1***	***8***
TOTAL COUNTRIES	***40***	***37***	***37***	***36***	***29***
TOTAL WOMEN	***356 34 %***	***309 35 %***	***313 34 %***	***211 40 %***	***262 40 %***

FELLOWSHIP HOLDERS IN DENMARK UNDER ADMINISTRATIVE AGREEMENTS [3]:	**2018 FELLOWSHIP HOLDERS**
FFU[4]- FELLOWSHIP HOLDERS	
Bangladesh	7
Benin	4
Ethiopia	1
Ghana	15
Kenya	3
Nepal	6
Tanzania	22
Vietnam	4
BSU[5]-FELLOWSHIP HOLDERS	
Ghana	1
Uganda	4
TOTAL UNDER ADMINISTRATIVE AGREEMENTS	**67**
TOTAL WOMEN	***19***
FFU ADMINISTRATION	2

Gender

The female share of fellows in Denmark, including researchers, is still increasing and was **39 %** in 2018.



[3] DFC administers study stays in Denmark for students financed by Danida's development research grants.
[4] FFU- Consultative Research Committee for Development Research
[5] BSU – Building Stronger Universities

Learning Programmes Implemented in 2018

Title	Country	Course Provider	Participants' countries	Weeks	Participants priority countries	Participants SCC countries	Total	Female
Animal Law	Denmark	AU Summer University	China, Kenya, Vietnam	3	0	5	5	2
Cardio-Metabolic Diseases - Leadership Course (fully tailored)	Denmark	KU Copenhagen School of Global Health	Brazil, China Mexico, Vietnam	1	0	20	20	11
Cardio-Metabolic Diseases (fully tailored)	Denmark	KU Copenhagen School of Global Health	China, Mexico, Vietnam	3	0	18	18	5
Climate Law	Denmark	AU Summer University	Colombia	3	0	2	2	1
Diagnosis of Plant Diseases	Denmark	AU Department of Agroecology and Environment	China, Kenya	2	0	3	3	2
Disaster Risk Reduction (2017 funds)	Denmark	NIRAS	Burkina Faso, Ghana, Kenya, Mali, Pakistan, Sierra Leone	2	13	0	13	5
Entrepreneurship, Innovation and Value Chains (2017 funds)	Denmark	SEGES	Brazil, China, Colombia, Kenya, Mali, Mexico, Nepal, South Africa	2	6	15	21	7
Entrepreneurship, Innovation and Value Chains	Denmark	SEGES	Bangladesh, Brazil, Burkina Faso, Colombia, Ghana, Indonesia, Kenya, Nepal, Senegal, Tanzania, Uganda	2	12	11	23	5
Food and Ingredients	Denmark	AU Summer University	China, Kenya, Vietnam	2	0	5	5	2
Food Safety Specialization	Denmark	DTU National Food Institute	China, Colombia, Kenya, Mexico, Vietnam	12	0	19	19	8
Gestion axée sur les résultats	Burkina Faso	Associés en Management Public et Développement (AMD)	Burkina Faso, Mali, Niger	2	21	0	21	5
Gestion des finances publiques et reforme budget programme	Burkina Faso	Associés en Management Public et Développement (AMD)	Burkina Faso, Mali, Niger	2	22	0	22	5
Global Health Challenges	Denmark	KU Copenhagen School of Global Health	Brazil, China, Mexico, Vietnam	2	0	14	14	9
Green and Circular Economy (fully tailored)	Denmark	DTU Management Engineering	Indonesia, Kenya	5	0	24	24	11
Green Growth, Climate Change & Environmental Sustainability (programme funding)	Kenya	NIRAS	Ethiopia	1	17	0	17	1
Green Growth, Climate Change & Environmental Sustainability (2017 funding)	Denmark	NIRAS	Colombia, Indonesia, Kenya, Mali, Mexico, Tanzania, Uganda	2	7	11	18	9
Healthy Entrepreneurship and Innovation	Denmark	AU Summer University	Mexico	2	0	1	1	1
Innovation, Croissance et gestion de l'entreprise a l'ère du développement durable	Burkina Faso	Initiatives Conseil International (ICI)	Burkina Faso	2	20	0	20	5
International Health	Denmark	KU Copenhagen School of Global Health	Vietnam	3	0	2	2	1
Internship (partly programme funding)	Denmark	National Museum of Denmark	Ghana	11	1	0	1	0
La Démarche Qualité dans le Secteur Agro-Alimentaire	Burkina Faso	Initiatives Conseil International (ICI)	Burkina Faso, Mali	2	24	0	24	14
Management Information Systems	Denmark	AU Summer University	Brazil, Vietnam	3	0	2	2	1

Master Degree in Risk and Safety Management	Denmark	AAU Aalborg University (Esbjerg)	Bangladesh	2 years	0	4	4	1
Microbial Food Quality and Safety (fully tailored)	Denmark	KU Department of Veterinary Disease Biology	Colombia, Kenya, Mexico, Vietnam	4	0	23	23	15
Nordic Health Systems	Denmark	KU Copenhagen School of Global Health	China	2	0	1	1	1
Nutrient Absorption and Metabolism	Denmark	AU Department of Animal Nutrition and Physiology	Mexico, Vietnam	3	0	6	6	5
Occupational Safety and Health (fully tailored)	Denmark	AAU Department of Materials and Production	Bangladesh, Myanmar, Vietnam	6	0	24	24	10
One Health	Denmark	KU Department of Veterinary and Animal Sciences	Vietnam	1	0	4	4	3
One Health Specialization (partly tailored)	Denmark	KU Department of Veterinary Disease Biology	China, Colombia, Kenya, Vietnam	13	0	12	12	2
PhD Defence: Fisheries Indicators and Adaptive Fisheries Management	Denmark	AAU Department of Development and Planning	Vietnam	1	1	0	1	0
Planification Stratégique et Gestion Axée sur les Résultats	Burkina Faso	COWI A/S	Burkina Faso	2	22	0	22	7
Public Financial Management / Good Governance (2017 funding)	Denmark	MANNAZ	Brazil, Colombia, Ghana, Indonesia, Jordan, Mexico, South Africa, Tanzania, Uganda, Vietnam	2	9	8	17	4
Public Financial Management / Good Governance	Denmark	Tana Copenhagen	Afghanistan, Brazil, Colombia, Ghana, Kenya, Mexico, South Africa, Tunisia, Uganda	2	13	6	19	5
Public Financial Management / Good Governance	Denmark	Tana Copenhagen	Afghanistan, Bangladesh, Brazil, Ghana, Indonesia, Kenya, Mexico, Palestine, Uganda	2	16	5	21	6
Risk Communication in Food Safety	Denmark	KU Department of Food and Resource Economics	China, Colombia, Kenya, Mexico, Vietnam	3	0	27	27	13
Safe pig production (fully tailored)	Denmark	KU Department of Veterinary Disease Biology	Colombia, Mexico, Vietnam	12	0	17	17	10
Social Marketing	Denmark	AU Summer University	Brazil	2	0	2	2	1
Strategizing for Green and Circular Economy	Denmark	DTU Management Engineering	Indonesia, Kenya	1	0	13	13	5
Strategizing for Green and Circular Economy (fully tailored)	Denmark	DTU Management Engineering	Kenya, Turkey, Vietnam	1	0	12	12	5
Strengthening Policy Dialogue - the Role of Government, IOs and CSOs	Denmark	INKA Consult Aps	Bolivia, Ghana, Indonesia, Laos, Mozambique, Nepal, Tanzania, Uganda	2	14	7	21	10
Strengthening Policy Dialogue - the Role of Government, IOs and CSOs	Denmark	INKA Consult Aps	Colombia, Ghana, Indonesia, Kenya, Mali, Mexico, Palestine, Tanzania, Uganda, Vietnam	2	10	7	17	9
Support to CAWEE Members on How to Engage with the Danish Market (programme funding)	Ethiopia / Denmark	Networking Consultants	Ethiopia	2+1+1	22	0	22	18

Urbanisation and Health	Denmark	KU Copenhagen School of Global Health	Mexico, Vietnam	2	0	3	3	2
Value Chains in Food Safety (fully tailored)	Denmark	KU Department of Food and Resource Economics	China, Colombia, Kenya, Mexico, Vietnam	3	0	22	22	6
VIP Health Delegation (programme funding)	Denmark	Ministry of Foreign Affairs of Denmark	Mozambique	1	8	0	8	2
Vision, Decision and Leadership	Denmark	AU Summer University	Brazil	2	0	4	4	3
Water Sector Governance - the Danish Model (fully tailored)	Denmark	KU Department of Plant and Environmental Sciences	China, Kenya, South Africa, Turkey	7	0	23	23	9
Total 46 courses/CD activities (hereof 4 courses financed by 2017 grant and 4 CD activities by Danida programme funds) + 4 MSc.					**258**	**382**	**640**	**262**

Learning Programmes Plan 2019 (not comprehensive)

Title	Country	Course Provider/University	Weeks	Planned participants priority countries	SCC countries	Total
Advanced Water Cycle Management	Denmark	AU Summer University	2	0	3	3
Cardio-Metabolic Diseases - Leadership Course – 1	Denmark	KU Copenhagen School of Global Health	1	0	20	20
Cardio-Metabolic Diseases - Leadership Course – 2	Denmark	KU Copenhagen School of Global Health	1	0	20	20
Cardio-Metabolic Diseases	Denmark	KU Copenhagen School of Global Health	3	0	20	20
Conflict Transformation	Denmark	Unknown	3	10	10	20
Consumer Awareness and Communication	Denmark	Unknown	2	0	20	20
Cooperative Governance	Denmark	Unknown	3	0	20	20
Diagnosis of Diseases of Agricultural and Horticultural Plants	Denmark	KU	2	0	1	1
Diagnosis of Plant Disease	Denmark	AU Department of Agroecology and Environment	2	0	5	5
Efficient approval processes for pharmaceuticals	Denmark	KU Department of Public Health	2	0	25	25
Energy Planning and Mapping	Denmark	DTU Management Engineering	4	0	27	27
Entrepreneurship, Innovation and Value Chains	Denmark	SEGES	2	10	10	20
Environmental Governance	Denmark	DTU	6	0	25	25
Environmental Justice	Denmark	KU	3	0	4	4
Financial Decision Making: A Simulation Approach	Denmark	AU Summer University	3	0	1	1
Food and Ingredients	Denmark	AU Summer University	3	0	5	5
Food Industry Vocational Education (for Vietnam)	Denmark	Unknown	2	0	20	20
Food Safety in the Dairy Sector	Denmark	KU Department of Veterinary Disease Biology	3	0	20	20
Food Safety Specialization	Denmark	DTU National Food Institute	12	0	19	19
Formation en Gestion Axée sur les Résultats et l'Approche Fondée sur les Droits Humains	Burkina Faso	COWI	2	23	0	23
Gestion des finances publiques et reforme budget programme	Burkina Faso	Associés en Management Public et Développement	2	22	0	22
Global Entrepreneurship	Denmark	AU Summer University	3	0	1	1
Global Health Challenges	Denmark	KU Copenhagen School of Global Health	2	0	21	21
Green and Circular Economy	Denmark	DTU Management Engineering	5	0	30	30
Green Growth, Climate Change and Environmental Sustainability – 1	Denmark	NIRAS	2	11	11	22
Green Growth, Climate Change and Environmental Sustainability – 2	Denmark	NIRAS	2	11	11	22
Increased Performance through Strategic Leadership & Change Management – 1	Denmark	Tana Copenhagen	2	11	8	19
Increased Performance through Strategic Leadership & Change Management – 2	Denmark	Tana Copenhagen	2	10	10	20
Innovation, Croissance et Gestion de l'entreprise à l'ère du Développement Durable	Burkina Faso	ICI	2	20	0	20

Interdisciplinary Aspects of Healthy Aging	Denmark	KU	3	0	3	3
International Health	Denmark	KU Copenhagen School of Global Health	3	0	6	6
International Nature Conservation	Denmark	KU	2	0	1	1
Introduction to FS Regulations & Implementation	Denmark	Unknown	4	0	20	20
Issues in Energy and Environmental Management	Denmark	AU Summer University	2	0	1	1
Leading and Designing Organisations	Denmark	AU Summer University	3	0	2	2
Management Information Systems	Denmark	AU Summer University	3	0	2	2
Manure Management	Denmark	Unknown	4	0	20	20
Masterclass in Nudging	Denmark	iNudgeyou	1	0	8	8
Microbial Food Quality and Safety	Denmark	KU- Department of Veterinary Disease Biology	4	0	19	19
MSc in Environmental and Resource Management	Denmark	SDU Institute of Biology	2 years	0	2	2
MSc in Sustainable Energy	Denmark	DTU	2 years	0	2	2
MSc in Urban Design	Denmark	Aalborg University	2 years	0	1	1
MSc in Urban, Energy and Environmental Planning - Specialization	Denmark	Aalborg University	2 years	0	1	1
MSc in Water and Environmental Engineering	Denmark	Aalborg University	2 years	0	1	1
MSc in Wind Energy	Denmark	DTU	2 years	0	1	1
Occupational Safety and Health	Denmark	AAU Dept. of Materials and Production	5	0	25	25
Off-shore Wind Energy	Denmark	DTU Wind Energy	4	0	30	30
OHS Leadership	Denmark	AAU Dept. of Materials and Production	2	0	25	25
One Health	Denmark	KU Department of Veterinary and Animal Sciences	1	0	15	15
One Health – Short course	Denmark	KU Department of Veterinary Disease Biology	4	0	17	17
One Health Specialization	Denmark	KU Department of Veterinary Disease Biology	12	0	12	12
Public Financial Management and Good Governance – 1	Denmark	Tana Copenhagen	3	14	6	20
Public Financial Management and Good Governance – 2	Denmark	Tana Copenhagen	3	10	10	20
Public-Private Partnership	Denmark	COWI	3	10	10	20
Renewable Energy Integration in Power Systems	Denmark	DTU Electrical Engineering	4	0	25	25
Rethinking Healthcare	Denmark	KU	3	0	1	1
Risk Communication	Denmark	Unknown	2	0	20	20
Risk Communication in Food Safety	Denmark	KU- Department of Food and Resource Economics	3	0	27	27
Safe Pig Production	Denmark	KU- Department of Veterinary Disease Biology	12	0	23	23
Social Marketing	Denmark	AU Summer University	2	0	1	1
Strategic Management of Creativity and Innovation	Denmark	AU Summer University	3	0	1	1
Strategic Management of Risk	Denmark	AU Summer University	2	0	5	5
Strategizing for Green and Circular Economy	Denmark	DTU Management Engineering	1	0	30	30
Strengthening Policy Dialogue - the role of Govt., IOs and CSOs	Denmark	INKA Consult	3	10	10	20
The Balmorel Model	Denmark	DTU Management Engineering	4	0	27	27
Transparency and Good Governance	Denmark	Unknown	4	0	20	20
Urbanisation and Health	Denmark	KU Copenhagen School of Global Health	2	0	7	7

Value Chains in Food Safety	Denmark	KU- Department of Food and Resource Economics	3	0	20	20
Vision, Decision and Leadership	Denmark	AU Summer University	2	0	1	1
Waste Management, Recycling and Danish Return System	Denmark	DTU	2	0	25	25
Waste Water Management	Denmark	DTU	2	0	25	25
Water Sector Governance - the Danish model – 1	Denmark	DTU/KU	7	0	17	17
Water Sector Governance - the Danish model – 2	Denmark	DTU/KU	7	0	25	25
Youth Democratic Participation & Youth Job Creation and Entrepreneurship	Denmark	Unknown	2	20	20	40
47 courses, 21 summer courses and 8 Master studies financed by the central fellowship grant + one course financed by Danida programme funds (not comprehensive)				**192**	**937**	**1129**

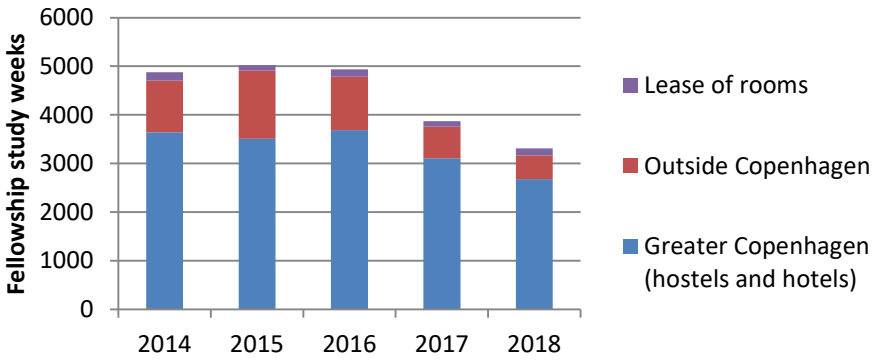
Fellowship Accommodation

In Greater Copenhagen accommodation is primarily provided at DFC's student hostel on Hostrupsvej (68 one-room apartments + one two-roomed flat). The lease of the last 11 apartments at Øresund Student was terminated in May 2018. Hotel accommodation in Copenhagen is only used when it is impossible to accommodate an entire group at the DFC hostel, or when the duration of a stay in Denmark is of approximately 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 preparation time) are too high for these shorter stays.

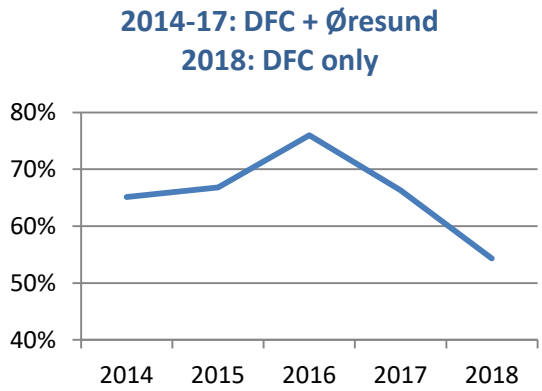
DFC is using the public procurement centre (SKI)'s prices, but as these are rather high and do not allow for accommodating groups and/or hotel rooms with kitchen facilities , DFC is supplementing these agreements, when possible, with DFC's own negotiated prices.

Effective utilization in 2018 shows a rather big decrease to 54%, compared with 66% utilization in 2017. This is due to the fact there overall has been fewer fellows in Denmark, mainly as a result of the late start-up of SCC course activities (they reached full scale only around mid-year). In addition, DFC has little control over the timing of university courses, and these seem to overlap significantly. The effective utilization is expected to increase again to more acceptable levels in the coming years.

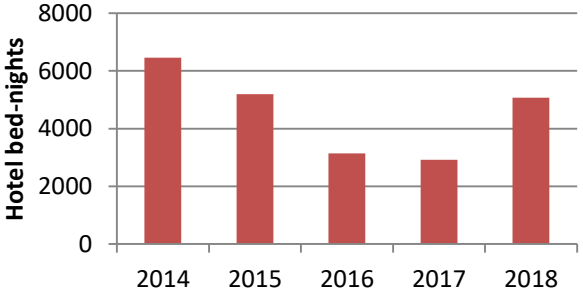
For courses conducted outside Greater Copenhagen the course provider is always responsible for providing accommodation, and as far as possible it is provided in student hostels adjacent to the course provider's premises.



Effective utilization of hostel rooms in Greater Copenhagen



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



Danida Alumni Network

At the end of 2018, the Danida Alumni Network (DAN) counted over 2,500 professional profiles from low-income and growth countries. Below is an overview of the DAN team's key achievements in 2018:

Local Danida alumni networks & activities

The DAN team has maintained a focus on growing the number of local alumni networks in collaboration with Danish embassies and committed Danida alumni. As a result, five new local alumni networks were set up in Kenya, Tanzania, Burkina Faso, Indonesia and Mexico. As part of its support to this process, DFC attended the launch events in Kenya, Burkina Faso and Tanzania. By the end of the year, there were eight established local networks in total, and steps are being taken to establish networks in Bangladesh, Colombia, India, Nepal and South Africa, following expressions of interest from embassies and Danida alumni.

Danida Alumni Activity Grants provide a mechanism for alumni to seek support for activities that allow them to stay in touch with each other and with Denmark, whilst leaving a positive impact in their local communities. A total of 15 grants were awarded in 2018, across two calls for proposals, resulting in 11 activities being delivered in Benin, Ghana, Kenya, Nepal, Tanzania and Uganda. These activities were diverse, touching on issues such as women empowerment, health, waste management and climate change. The grant ceiling under the first call was 10,000 DKK and under the second it was 9,000 DKK. The remaining four grants will be completed in 2019.

Denmark Alumni Network

In line with DFC's long-term goal to include all international students in the alumni network, further steps have been taken to expand and rename the Danida Alumni Network to Denmark Alumni Network and open it up to all international students from Danida's former and current partner countries. For this ambition to be realized, it requires collaboration with - and buy-in from - a range of actors, and especially across the Danish higher education landscape. The DAN team has been scoping interest and identifying potential partners for a Denmark Alumni Network through a series of meetings and discussions with key Danish stakeholders across private companies, government departments, universities and institutions of higher education.

Special events for Danida alumni

To consolidate and boost local alumni activities, DFC held the first Alumni Network workshop in Denmark, convening two alumni board members from each of the six represented local networks and with a focus on 'sharing ideas and learning lessons'. It ran over three days (10-14 December) and included a visit to the MFA. The workshop's programme covered a range of topics, but group discussions centred around: 1) Developing a Denmark Alumni Network, 2) Consolidating and expanding the network and 3) Networking with Danish stakeholders. The countries represented were Burkina Faso, Ghana, Kenya, Vietnam, Uganda and Tanzania.

The 18th International Anti-Corruption Conference (IACC) "Together for Development, Peace and Security: Now is the time to act" took place in Copenhagen on 22-24 October 2018 and convened 1800 delegates. Danida alumni, Ms Harriet Asomani from Ghana and Ms Angela Byangwa from Uganda, were selected to participate via a call published to the network earlier this year.

The Danida Alumni Prize 2018 was the second of its kind and awarded to Dr Cheikh Mbow from Senegal, Executive Director of the Washington based organisation, START International. Dr Cheikh Mbow was a Danida fellow 1997 - 2000 at the University of Copenhagen where he did a PhD in remote sensing in forestry management.

Administration, systems and services

The DAN portal was developed to enhance its technical functionalities, including to allow publication of films and automatic newsletter subscriptions. In line with this, and as part of informing the development of alumni services and overall network management, we also conducted an online member survey. Key feedback included demand for more events and activities and in particular high interest in establishing local alumni networks. Part of the response to the survey results was the development of an Activity Guide and Toolbox for local alumni networks, which has been published on the portal for easy sharing with embassies and alumni.

Targets, Indicators, and Results for the Danida Alumni Network

Goals	Indicators	Baseline	Targets 2018	Results 2018
Users and providers of knowledge and capacity development support are connected and provided with opportunities to communicate and cooperate.	Number of Danida Alumni Network members	End of 2016: 1100 members	2500 Danida Alumni Network members by end of 2018.	2441 Danida Alumni Networks members
	Number of members on social media platforms	End of 2016: 400 members have joined the Alumni Facebook group. End of 2017: 180 members have joined the LinkedIn group.	A minimum of 1/3 of alumni have joined the alumni groups on social media.	940 members (~ 38.5 %) have joined the alumni Facebook group. 247 members have joined the alumni LinkedIn group.
	Number of local Alumni networks established with the assistance of DFC	2017: Three Alumni networks established in Uganda, Ghana and Vietnam.	Assistance to establishment of five new local Alumni networks.	Five new alumni networks were established in respectively Tanzania, Kenya, Burkina Faso, Indonesia and Mexico.
	Numbers of face to face alumni activities	2017: 11 alumni events and meeting was carried out (exclusive of "after-work meetings" at the Embassy in Ghana)	15 events and meetings by DFC and/or local Alumni Networks to be carried out in 2018.	17 known alumni events and meetings were carried out (exclusive of "after-work meetings" at the Embassy in Ghana)

Communication

Main achievement in 2018

The communication activities during the strategic planning period 2018-2020 are grouped into four main approaches. In the following, DFC's main achievements in 2018 are listed:

1. **Telling the story** - includes content gathering and creation activity as well as result stories, explaining and exemplifying the work done and supported under DFC's focus areas.

   Production of the DFC Scholarship Programme video to be used as promotion of the programme and circulated on DFC's own communications platforms in addition to the university's and the Ministry of Foreign Affairs' communications platforms. DFC published the first combined DFC brochure and annual report to be updated on an annual basis in the years to come.

   DFC gathered, wrote, produced or coordinated communications material for the DFC Newsletter and the homepage and at least bi-weekly social media (text, video and photo) following our "Communications framework" of mixing the content in regard to
   1) DFC's strategic priority areas
   2) Results, process & network, and
   3) Heart & brain.

   This included the production of four photo series, six in house videos profiling DFC's course participants and researchers and two Ethiopian trade delegations organized for the Danish Embassy in Addis Ababa.

   In addition, DFC produced more than 50 smaller text news items or longer articles.

2. **Magnifying the story -** Following the success of the 25 year anniversary and Danida Alumni Prize celebration in 2017, an annual flagship event will be arranged spearheading a strategic subject relevant for DFC's focus areas or for DFC itself.

   The 9th Donor Harmonisation Group Forum 7-9 November 2018 became this year's biggest event and platform to communicate DFC's subject area and expertise (ref. Synergy Activities, page 2).

   While the **Danida Alumni Prize 2018** event provided a limited platform for securing news items in Danish media (only Globalnyt.dk published it), news media in Senegal circulated that the award went to the Senegalese professor Cheikh Mbow.

   In addition, **Building Stronger Universities** was a chosen communications theme of the year. Besides a number of photo series, social media texts and video posts, DFC wrote and facilitated two prominent features about Building Stronger Universities and research in *Sustainable Tourism on Zanzibar* in respectively the prime East African news outlet The East African and in the Danish newspaper Politiken.

3. **Spreading the story** - The website is at the heart of DFC's storytelling. In addition, DFC will maintain, consolidate and expand its newly established presence on social media (Facebook, LinkedIn, and Twitter) with at least two weekly updates.

   On social media, DFC reached the dissemination goals above the targets of respective 900 and 2000 followers on Facebook and LinkedIn. Facebook reached 1347 followers and LinkedIn 2050 in 2018. Our twitter goal of 250 was almost reached with 249 followers. During the second half of 2018 we started a process of 'cleaning up' the mailing list of passive recipients of the DFC Newsletter. This exercise contributed to an increase in the click rate from 11.5 % in 2017 to 14.3 % in 2018, and an opening rate rising from 36% to 37%. In addition, we segmented the newsletter according to different target groups in the December 2018 newsletter. It proved to be promising in terms of opening rates. We also saw an increase in Shares and Likes by key stakeholders like MFA, the Danish Embassies, universities and research institution. From 2019, we will start to measure the Shares and Likes by these key stakeholders.

Two years ago, when DFC started boosting its communications, DFC had to 'look' for the stories. During 2018, several supported research projects asked DFC to assist them in communicating their findings and results, prompting DFC to publish five newsletters in the course of the year instead of the planned four.

4. **Debating the story** - To further amplify strategically chosen areas of DFC's work, public debate meetings will zoom in on specific and strategic areas of interest.

   One public debate meeting was delivered by the CD advisors as part as of an IDA Global Development public meeting: '*Er danske erfaringer relevante for myndighederne i andre lande?*' (ref. Capacity Development, page 16).

Targets, Indicators, and Results for the DFC Communication

Goals	Indicators	Baseline	Targets 2018	Results 2018
DFC will effectively disseminate results, as well as highlight the role of DFC in achieving these, and to reach a broader spectrum of DFC's stakeholders.	Newsletter: DFC quarterly Newsletter is reaching the stakeholders verified by 'Click rate' and 'Opening rate'*.	2017: Click rate average: 11,5% Opening rate average: 36%	Click rate average: 12,5% Opening rate average: 38%	Click rate average: 14.3% Opening rate: 37.7%
	SOME: DFC's presence on SOME platforms* used by relevant stakeholders. Verified by numbers of ´followers'*.	2017: Facebook 461 LinkedIn 1404 Twitter 53	Facebook 900 LinkedIn 2000 Twitter 250	Facebook 1347 LinkedIn 2050 Twitter 249
	External media: Number of articles or broadcasts in Danish or International media**.	2017: 15 articles	20 articles	27 articles
	Website: Number of monthly users of http://dfcentre.com/***.	2017: 3458 monthly users	3800 monthly users	3530 monthly users

*Danida Alumni Network's closed Facebook and LinkedIn groups are excluded from this set of indicators
**External media is exclusively defined as independent media. It does not include corporate media platforms.
***Source Google Analytics. The number of users are covering new and returning users. When a user is accessing dfcentre.com from a new device or browser, Google Analytics will count a new user; hence one user can in some cases be counted more than once.

Organisation

Targets, Indicators, and Results for DFC's Core Administration

Goals	Indicators	Baseline	Targets 2018	Results 2018
DFC will ensure an effective administration.	Total funds disbursed to the research projects compared with amount of funds received from EVAL.	2016: - 17.6 % (over spent) 2017: - 0.9 % (over spent)	DFC will disburse funds to research activities within 10% of the level of agreed aggregated expenditure.	Amount received from EVAL: DKK 106.8 million. Amount disbursed to research projects: DKK 104.8 million. Equivalent to a deviation of **1.8 %** (less disbursed)
	Total expenses as per annual audited accounts in percentage of amount available (= the annual grant + C/F from the previous year).	2016: 0.1 % 2017: 0.2 %	DFC and will use/commit the central fellowship grant within a 3% deviation.	The 2018 budget frame of DKK 45 million is committed in full.
DFC will ensure a safe and conducive learning environment for the fellows.	Level of the fellows' satisfaction of their living conditions and stay in Denmark.	*Tools for measuring the fellows' satisfaction of the stay in Denmark have been revised and improved, and is not compatible with previous data.* *Hence baseline will be set by end 2018 based on results of the first After Study Questionnaire.*	At least 80% answer that they are satisfied with their living conditions and stay in Denmark.	89 % are *satisfied* or *highly satisfied* with services and support from DFC in terms of: 1) airport pick-up and introduction 2) accommodation 3) social services (e.g. guidance in relation to personal issues or sickness) 4) social events and debate evenings 5) common facilities at DFC.
DFC supplements its core operations with a portfolio of income-generating activities and aims to expand these mainly within the field of capacity development.	Scope of funding/revenue mobilized beyond the central fellowship grant (FL § 06.38.02.20) for the CD portfolio (annual figure).	2016: DKK 4.3 million mobilized beyond the central fellowship grant.	DKK 6 million mobilized beyond the central fellowship grant.	DKK 4.8 million has been received in revenue from Danida programmes and other sources.

IT services

DFC contacted Statens It in the last quarter of 2018 to explore the possibility of signing up for their services and substituting DFC's current contract with IT Relation (former Softcom), which DFC have been using for the last 15 years. The services encompass delivery of hardware, surveillance of functionality and traffic, hosting etc. It has been agreed that DFC's IT operations be transferred to Statens It during the second quarter of 2019.

Re-allocation of the DFC office to Holbæk

The old Holbæk school building, which is to accommodate the four public institutions moving to Holbæk, has been purchased by the State, and hence the tender and construction process has been re-started. The current forecast is that the premises will be ready for occupation during the 4th quarter of 2020.

Personnel

NAME	EMPLOYED: FROM - TO	AREA OF RESPONSIBILITY
Anne Christensen	16.07.97	Director
Lene Due Kruse-Nielsen	01.07.16	Financial and Personnel Officer
Anna Jeppesen (30 hours)	16.03.10	Receptionist
Annette Kaalund-Jørgensen	01.12.93	Capacity Development Advisor / Substitute for the Director
Helle Jørgensen	01.06.08	Capacity Development Advisor
Maya Lindberg Brink (maternity leave from 22.12.2018)	01.01.15	Capacity Development Advisor
Cecilie Holdt Rude (maternity leave from 28.09.2018)	16.02.18	Capacity Development Advisor
Lars Pedersen (20 hours)	01.04.07 - 31.05.18	Capacity Development Advisor
Gry Bærenholdt Klein	16.10.18	Project Officer (maternity leave replacement)
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:
Anissa Bedoui	01.12.17	Administrative Fellowship Officer / Fellowship Project Coordinator
Lene Christina Mosegaard	01.10.07	Alumni Programme Manager
Vibeke Quaade	16.01.17	Communication and Marketing Consultant
Jakob Brus (30 hours) (leave 15.02.18 - 15.08.18)	01.03.17	Digital Communication Officer
Bente Ilsøe	01.05.08	Research Project Manager: Research activities in West Africa, focal person for FFU projects in priority countries
Pernille Friis (25 hours)	16.01.10	Research Project Manager: Research activities in Asia, focal person for FFU projects in growth and transition countries
Lars Arne Jensen	01.03.14	Research Project Manager: Research activities in East Africa, BSU focal person
Hanne Kongsgaard	16.01.13	Administrative research officer, mobility grants/travel grants, Danida Research Portal
Shirley Shifra Pollak	01.02.18 - 31.10.18	Research Project Manager
Ida Arendal Jørgensen	16.11.18	Research Project Manager
Josias Soleil Juliussen	01.04.18	Alumni Programme Officer
Henrik Bech	16.07.98	Property Manager – responsible for day-to day care of the DFC student hostel.
Connie Nielsen	01.12.18	Cleaning lady
Thomas Skafsgaard Larsen	08.10.18	Office apprentice (10 hours per week)
+ 8 junior staff		Meeting the fellows upon arrival at the airport, introduction, excursion guides, and café attendants.

Employee-years distributed per activity/task

	2015 Accounts	2016 Accounts	2017 Accounts	2018 Accounts	2019 Budget
Core administration & communication	5.3	4.2	4.4	4.2	4.6
Fellows' personal welfare	0.9	0.9	1.0	1.0	1.0
CD activities	4.5	4.6	3.5	4.5	4.6
Fellowship course administration	2.8	2.8	2.3	2.4	2.4
Alumni			1.2	1.7	1.8
Accommodation	2.2	1.9	1.0	1.1	2.0
Administration of research projects	3.7	3.7	3.7	4.6	4.8
Total	**19.4**	**18.1**	**17.1**	**19.5**	**21.2**

Capacity Development Advisor, Lars Pedersen's half-time employment was terminated as per 31 May 2018, and Cecilie Holt rude was employed as per 16 February 2018 as a full time Capacity Development Advisor.

Alumni Programme Officer, Josias Soleil Juliussen was employed part-time on fixed-term employment from 1 April 2018 to 31 January 2019.

Capacity Development Advisors, Cecilie Holt Rude and Maya Lindberg Brink, are both on maternity leave as from the end of 2018. In October 2018 Gry Bærenholdt Klein joined the CD Team on a fixed-term contract until 31 December 2019.

The contract for cleaning with COOR (former Elite Miljø) has been terminated by DFC after almost two years of service. The firm was not geared to the somewhat different tasks at DFC compared with regular cleaning only. The cleaning at DFC includes room set-up, washing of duvets, among other tasks, at unforeseeable intervals. Hence, DFC has employed an in-house cleaner, Connie Nielsen, as per 1 December 2018

After a short employment of a Research Programme Manager in the beginning of 2018, Ida Arendal Jørgensen was employed as Research Programme Manager per 16 November 2018.

DFC has a small number of employees and is therefore vulnerable in terms of employees' long-lasting illnesses. The statistics excluding long-lasting illnesses have been included in the table below to give a fair comparison with the Public Sector in general. While days lost to staff illness have risen between 2017 and 2018, DFC's figures remain below the Public Sector average.

Markedly the year with the highest days lost due to staff illness was the year that the decision to re-locate the DFC office to Holbæk was much debated.

Days of staff illness, average	**2015**	**2016**	**2017**	**2018**	
Result, DFC total	14.4	18.2	10.4	12.4	
Result, DFC less long-lasting illnesses	4.8	7.8	5.8	6.7	
Result, the Public Sector [1]	8.7	8.4	8.3		

[1] The figures for the Public Sector are from Moderniseringsstyrelsen

Annual 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 budget for 2019 was approved by the Board in January 2019. The expected higher expenditure of the core administration in 2018 in relation to the 2017 accounts is related to the increase of the central CD grant of DKK 15 million ~ 50%, and hereby following increase in the activities at all levels at DFC.

EXPENSES	**Accounts 2018**	**Budget 2019**
Ordered CD activities in Denmark and dev. countries	- DKK 3,887,411	- DKK 3,500,000
Administration of researchers' stay in Denmark	- DKK 2.882.845	- DKK 3,000,000
Commercial services, CD activities incl. personnel	-DKK 813,205	- DKK 800,000
Total external financed CD activities	**- DKK 7,583,461**	**- DKK 7,300,000**
CD project personnel	- DKK 5,472,592	- DKK 5,500,000
External assistance		- DKK 300,000
Project personnel – travel expenses	- DKK 224,633	- DKK 250,000
Total CD administration	**- DKK 5,697,225**	**- DKK 6,050,000**
Project personnel - administration of research projects	- DKK 3,282,198	- DKK 3,600,000
External assistance	- DKK 40,313	- DKK 300,000
Project personnel - travel expenses	- DKK 131,765	- DKK 250,000
Total administration of research projects	**- DKK 3,454,275**	**- DKK 3,860,000**
Personnel	- DKK 2,837,187	- DKK 3,150,000
Rent and office expenses	- DKK 2,210,264	- DKK 2,955,000
Auditing	- DKK 118,625	- DKK 125,000
Governing Board	- DKK 101,449	- DKK 102,000
VAT reimbursement	DKK 320,963	DKK 300,000
Total DFC core administration	**- DKK 4,946,562**	**- DKK 6,032,000**
TOTAL EXPENSES	**- DKK 21,681,523**	**- DKK 23,242,000**
GRANTS/INCOME		
DFC core administration & CD administration, FL § 06.38.02.20	DKK 8,585,923	DKK 9,976,000
DFC core administration & research administration, FL § 06.38.02.19	DKK 6,045,800	DKK 5,835,000
Danida programmes/projects – ordered CD activities	DKK 4,030,682	DKK 3,500,000
Income from administrative agreements	DKK 2,733,540	DKK 3,000,000
Commercial services	DKK 795,331	DKK 800,000
7 % OH on ordered activities and commercial services	DKK 277,334	DKK 245,000
TOTAL GRANTS/INCOME	**DKK 22,468,612**	**DKK 23,356,000**
Interest, net income		0
END RESULT (under (+) / over (-) consumption)	**DKK 787,090**	**DKK 114,000**

Central CD GRANT		
Strategic Sector Cooperation, central grant	- DKK 20,911,507	- DKK 43,454,000
CD activities (low income countries), central grant	- DKK 4,081,170	- DKK 5,700,000
Monitoring, communication, eLearning, consultancies	- DKK 685,951	- DKK 2,700,000
Alumne	- DKK 360,336	- DKK 600,000
Total CD grant	**- DKK 26,038,964**	**- DKK 52,454,000**

The end result is distributed as follows:

DFC core administration (from fellowship grant)	DKK 247,621
Other CD activities ('ordered', administration agreements, commercial services)	-DKK 79,208
DFC core administration (from research grants)	DKK 618,677
Total	**DKK 787,090**

The positive end result originating from the research section is explained by an excess transfer of DKK 315,000 in 2018, which will be deducted from the 2019 transfer.

Net Capital	Research section's share	CD section's share	Other CD activities	Interest paid	Total
C/F	DKK 562,314	DKK 671,068	DKK 583,011	- DKK 2,446	DKK 1,813,947
Accounts 2018	DKK 618,677	DKK 247,621	- DKK 79,208		DKK 787,090
BSU Master Program deficit			- DKK 53,177		- DKK 53,177
Total	**DKK 1,180,991**	**DKK 918,689**	**DKK 450,626**	**- DKK 2,446**	**DKK 2,547,860**

DFC has in line with the rest of the Danish public sector a strong focus on efficient administration, and the over-expenditure of DFC's core administration in relation to the approved budget is kept at a minimum of 1.5 %.

The key unit figure for expenses for travel to Denmark has decreased with 10 % in relation to 2017; this should, however, be considered in relation to the significant increase of 29 % between 2016 and 2017.

The key unit figure for allowances in Denmark has increased explained by the indexed increase in the paid-out allowance by 1 January 2018.

	Travel to Denmark (excluding domestic travel in Denmark and travel expenses for courses in the South)	**Allowances**
Journeys/week	596 journeys	2840 fellowship weeks
Expenditure as per 2018 accounts	DKK 4,991,051	DKK 4,905,720
Key figure 2018	DKK 8,374	DKK 1,727
Key figure 2017	DKK 9,413	DKK 1,544
De-(-)/in-(+)crease in percentage	**- 11%**	**11%**
Key figure 2016	*DKK 7,310*	*DKK 1,524*

DFC's 'list prices' for study stays in Denmark are the prices, which DFC invoices to Danida programmes/ projects and to research projects.

For 2018 they were as follows:

1) DKK 1,650/week for allowances
2) DKK 1,300/week for accommodation at the DFC hostel
3) DFC's administration of senior researchers/PostDocs (other than Mobility Grant researchers) is fixed at DKK 6,000 per arrival.

For 2019 the prices are:

1) DKK 1,700/week for allowances
2) DKK 1,400/week for accommodation at the DFC hostel
3) DFC's administration of senior researchers/PostDocs (other than Mobility Grant researchers) is fixed at DKK 6,000 per arrival.

The commercial room leasing service is of the rate DKK 325 per night, though for stays of more than 30 days the rate is reduced to DKK 250 per night.

ABBREVIATIONS

AAU	Aalborg University
AMD	Associés en Management Public et Développement
AU	Aarhus University
BSU	Building Stronger Universities in Developing Countries
CAWEE	Centre for Accelerated Women's Economic Empowerment (Ethiopia)
CD	Capacity development
C/F	carried forward
COSTECH	Tanzania Commission for Science and Technology
CSO	Civil Society Organisation
DANIDA	Danish International Development Assistance
DFC	Danida Fellowship Centre
DHG	Donor Harmonisation Group
DIIS	Danish Institute of International Studies
DK	Denmark
DKK	Danish Kroner
DTU	Technical University of Denmark
eLearning	Electronic learning
EVAL	Evaluation and Research, MFA
FFU	Consultative Research Committee for Development Research
FL	The Danish Finance Bill
GAAS	Ghana Academy of Arts and Sciences
ICI	Initiatives Conseil International
IDA	The Danish Society of Engineers (Ingeniørforeningen i Danmark)
IO	Interest Organisation
KNUST	Kwame Nkrumah University of Science and Technology
KPI	Key Performance Indicator
KU	University of Copenhagen
MARD	Ministry of Agriculture and Rural Development, Vietnam
MFA	Ministry of Foreign Affairs
NSC	National Screening Committee
OH	Overhead
PCESA	Croissance Economique dans le Secteur Agricole
PCR	Project Completion Report
SKI	Statens og Kommunernes Indkøbsservice
SOME	Social Media
SSC	Strategic Sector Cooperation
UNICEF	United Nations Children's Fund
UNFPA	United Nations Population Fund
VAT	Value Added Tax
VIP	Very Important Person
W1	Window 1 (research projects in Danida priority countries)
W2	Window 2 (research projects in growth and transition countries)