DANIDA FELLOWSHIP CENTRE
RESULTS 2020: FACTS & FIGURES

A year with many challenges

In 2020, the COVID-19 pandemic made it difficult for Danida Fellowship Centre (DFC) to implement in-person training courses. In March 2020, when the universities and schools closed down in Denmark, DFC had no other option but to cancel or postpone ongoing and planned courses. 85 fellows from nine different countries who were attending training courses or participating in research projects in Denmark were assisted to return home. For the remainder of the year, six training courses were cancelled and nine were postponed until 2021.

But the challenges also inspired us to develop new methods for conducting training and new ways of interacting with our partners in Denmark and abroad. 20 training courses were reorganised and implemented as online training courses. Up-start meetings for new research projects were conducted online, and meetings to evaluate the applications for new research projects were held online.

In October/November, we organised a five week long pilot training course, consisting of online training during a two week quarantine period and in-person training during the remaining three weeks of the stay in Denmark. The pilot course went well and a similar approach with online training during a quarantine/COVID testing period followed by in-person training will be applied in 2021 as soon as the COVID restrictions allow for it.

Strategic Priorities 2018-2020

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

Offering high-quality, relevant and well-managed education and learning opportunities attuned to the specific work-related needs of the participants, including; strengthening and developing approaches which combine individual and organizational learning and applicability.

In 2020, many training courses were redesigned to become online courses. Online training courses lack many of the positive learning opportunities of the in-person training courses like field visits for inspiration of course participants, meetings with peers in sister institutions in Denmark, and in-person knowledge exchange with other peers from around the world. Participants from different time zones and varying degrees of the quality of internet access are other challenges to online training. However, online training also have some positive aspects vis-à-vis in-person courses. With online training courses, participants stay close to their organisations during the training, and are perhaps even working in between online lessons. This allows them to try out new skills immediately and provide feedback and pose questions in the following lessons. With the use of phone cameras, participants can film their daily work life and challenges and share them online with other course participants, thereby perhaps enhancing the level of understanding and the quality of feedback from peers and trainers. With online training it may also be possible to engage more easily with leaders of organisations, and thereby to encourage their support for the institutionalization of new methods and skills. In in-person training courses, the modules are conducted over a short but intensive period of time. Online training courses can be conducted over a longer time period, with space between the training modules. This allows the participants to digest the learning from the previous module before a new module begins.

Improving the capacity to create and apply new knowledge in partner countries, including: building capacity for outreach and communication of research results.

To promote outreach and the up-take of research results, the communication section and research management section of DFC in 2019 developed a new initiative called "**Bridging the Gap**". The objective of the initiative is to build capacity to communicate research results for the benefit of the public and policy makers. The Bridging the Gap - Science for the Public communication training seminars that we successfully piloted from 2019 were further unfolded in 2020 in an online format that allowed participation of Danida funded researchers and facilitators from across the world. In addition to the original training modules in written communication and media engagement, a new module focussing on stakeholder engagements was piloted. It will be further developed in 2021's training initiatives. The reorganization of the learning courses into online formats gave the communication department a welcome opportunity to follow and document the courses, and subsequently use the material as part of video shorts in DFC's external communication.

Improving synergies between DFC's operations, including: developing and launching new approaches to support knowledge sharing, thereby allowing the users and providers of knowledge and capacity development support to be connected and provided with opportunities to communicate and cooperate.

In 2020, DFC developed a new strategy, which will be implemented from 2021-25. The main theme of the strategy is how DFC can promote that the knowledge acquired through DFC learning programmes or research projects is transformed into action. The title of the strategy is, therefore, Knowledge in Action, and a number of knowledge in action (KiA) activities requiring and promoting synergies between the different departments of DFC have been planned for 2021 and beyond. Some have been launched already in 2020, including an alumni webinar series, in which DFC alumni share knowledge and experiences with other alumnis across the world.

Danida Scholarship Programme – achievements in 2020

The majority of the 1-12 weeks training courses offered by DFC are tailor made training courses for participants from Strategic Sector Cooperation (SSC) programmes. They are designed in dialogue with Danish embassies, Danish authorities in SSC programmes and Danish educational institutions.

Approximately one third of the training courses offered by DFC are interdisciplinary courses, on cross thematic themes, offered for participants from both SSC programmes and from other Danida financed development programmes.

Field visits for inspiration of course participants and meetings with peers in sister institutions in Denmark are important elements in the DFC facilitated learning programmes, but due to the COVID-19 restrictions, these elements were used much less in 2020. Instead, 19 previously conducted in-person training courses were redesigned into online training courses, and one newly developed training course on Risk Communication was transformed and conducted as an online training course.

Of the 20 online training courses conducted in 2020, 12 were targeted at the SSC projects and eight were interdisciplinary courses open for both SSC and other Danida programmes. In total, 359 participants took part in the online tailored training courses.

A total of three in-person interdisciplinary training courses with in all 59 participants were completed in Denmark before the lock-down and four courses targeted at the SSC projects (in total 80 participants) were discontinued due to the lock-down, but were later finalized online. Finally, two courses in Burkina Faso were conducted in full for the francophone partner countries in West Africa with in all 42 participants. For further information on learning programmes we refer to Annex 5.

For partners in the SSC programmes, DFC also offers the option of participating in university **summer school programmes** in Denmark or in master programmes. In 2020, DFC supported 49 participants attending summer school programmes at Copenhagen and Aarhus Universities (15 summer school courses in total). All the summer school programmes were conducted *online* in 2020, which made attendance difficult for those DFC students who live in other time zones or who may not have an adequate internet connection for online participation.

In 2020, DFC also supported 9 students attending **master programmes** at Aalborg University (AAU), Denmark's Technical University (DTU), University of Copenhagen (KU) and Syddansk University (SDU).

Fellowship Accommodation

In 2020, there were in all 166 occupants at DFC student hostel on Hostrupsvej spending a total of 6718 nights at the hostel. This is much less than in normal years and gave the hostel an occupancy rate of 27 percent.

Of the 166 occupants, 117 were DFC course participants, 7 were Master students and 28 were researchers/PhD students on Danida financed research projects. DFC also carries out limited **commercial services** (for non-Danida financed projects in developing or transition countries) for the sake of capacity utilization at the hostel. Under these services, DFC hosted 14 researchers and other partners at the DFC hostel in 2020.

Administration of Research Activities – achievements in 2020

DFC manages research application rounds, administers the grants to projects once approved, and acts as the secretariat for the Consultative Research Committee (FFU), which is responsible for assessing funding proposals and has an advisory role vis-à-vis the Ministry of Foreign Affairs (MFA) regarding award of competitive development research funds and quality assurance of development research projects. The funds for research grants are split in two windows; Window 1 (W1) for projects from development countries with Danida bilateral development programmes, and Window 2 (W2) for research projects related to the Strategic Sector Cooperation.

While research applications in W2 are only led by researchers from Denmark, W1 applications also include applications led by researchers from Ghana and Tanzania, and national screening procedures for applications from these two countries were applied in 2020. Each application round consists of two phases: An assessment of project ideas in phase one, and an assessment of full-fledged project proposals from those research teams, who prequalify in phase one to submit proposals for phase two.

In 2020, a total of 189 W1 applications (69 from Denmark, 53 from Ghana, and 67 from Tanzania) and 40 W2 applications were received for Phase 1 assessment. Assessment meetings were held online, and 67 applicants were invited to submit a Phase 2 application. 13 projects were granted under W1 for a total of app. 156 million DKK, while 11 projects were granted under W2 for a total of app. 55 million DKK. For W1, 11 projects are led by researchers from Denmark, one from Ghana and one from Tanzania.

In January 2020, there were 81 on-going development research projects from W1 and 31 from W2, including those selected for granting in 2019. In addition to these, 6 projects are ongoing under the programme Building Stronger Universities, phase 3. DFC monitors and supports the implementation of all on-going research projects on behalf of the MFA. In 2020, 5 research projects were finalised. Information about all the projects can be found at the Danida Research Portal.

In 2020, the COVID-19 restrictions on travels, gatherings and temporary closure of universities and other institutions worldwide had implications for ongoing research collaboration projects. The corona virus restrictions caused delays in implementation of research projects, rescheduling and cancellation of planned joint activities, and

needs for extensions in time. DFC was in contact with project holders and provided general information as well as responded to individual questions and requests over the year. The restrictions also impacted on the needs for extended deadlines for accounts and narrative reporting. Due to the COVID-19 travel restrictions, DFC did not participate in any project visits abroad in 2020.

No new mobility grants were approved in 2020, three were ongoing from previous years, and 7 projects were finalized in 2020. The mobility grants are an opportunity for researchers from growth and transition countries to conduct research stays up to three months at a Danish research institution to establish network and collaboration within research themes linked to the SSC. The expected output includes, when possible, collaborative applications for Window 2 projects. This modality of mobility grants was terminated at the end of 2020.

The Building Stronger Universities, Phase 3 (BSU3) programme from 2017 continued in 2020. The collaboration with the BSU3 universities continues to confirm the positive impact of the programme on the universities involved. In 2020, the annual meetings at the six universities took place online during Nov-Dec, and included a midterm review. The progress of all of the six projects follows to a high degree the respective implementation plans, but COVID-19 has still caused some delay for most projects. It is expected that many will require a no-cost extension of at least one year (until end 2022).

As in previous years, DFC conducted a survey among its research "customers" to obtain feedback on the application round and the administration of ongoing grants. Since 2019, DFC has also asked for reflections on the research communication efforts supported by DFC. Results of the survey showed a high satisfaction rate with the application round management and the administration of ongoing grants. The participants in "Science for the Public - Bridging the Gap" seminars highly valued the training and development of skills in communicating research to the public/media.

Synergies – achievements in 2020

The Danida Alumni Network has 12 local networks and 3300 registered members and partners. The membership numbers grew with only 9 % pct. in 2020 compared to 24 % in 2019 most likely due to the COVID-19 situation.

With members from 90 countries, we have for a while wanted to explore the possibilities of online activities and collaboration. The unfortunate Corona situation paved the way. So although many of the network's planned off line activities were cancelled, both the DFC alumni team and the local alumni networks succeed in mobilising alumni and partners via online training, meetings and webinars. DFC conducted a series of Design Thinking webinars to equip the participants with tools for innovation. We also organised three webinars where alumni shared their professional knowledge and solutions to different ways of meeting the Sustainable Development Goals (SDGs). The themes covered the following areas: 1) Plastic recycling in Northern Uganda, producing Face Shields for health clinics and hospitals, 2) How solar power is used to improve small-scale farming in India and 3) How to run a successful execution of UNLEASH Hacks Bangladesh. Some local alumni networks also conducted online activities for their members, like in Ghana with the talk "Managing the impact of the second wave of COVID-19 amidst the easing of restriction", and in Nepal with several different discussions forums.

Most of the 12 approved proposals for Danida Alumni Activity Grants had to be postponed to 2021, but two series of online webinars financed by grants were successfully conducted. One by the alumni network in Mexico headlined "Improving access to medicines and healthcare services for patients with diabetes type 2", in collaboration with the Ministry of Health in Mexico, Steno Diabetes Centre and the Health Ministry of Denmark. Another in Indonesia where the network carried out a series on cross-interfaith dialogues on sustainability, with the aim to raise awareness and collaboration among cross-interfaith communities on environmental issues and SDGs.

In addition to the online activities, the following offline events took place: 1) "Work the Nordic Way", October 2020 in Ho Chi Minh City, organised by the Nordic Chamber of Commerce Vietnam and Co-hosted by the Nordic Embassies in Vietnam. With the aim of connecting Nordic companies, investors and the business community in Vietnam with Nordic alumni, 2) a Denmark Bangladesh Alumni Network was initiated in February at the Danish embassy in Dhaka but with no formal executive board formed yet, and 3) as a part the plastic free week campaign initiated by the Swedish Institute, the Swedish and Danida alumni Network in Uganda facilitated a public event in October in Mukono, Uganda.

The Danida Alumni Prize 2020 was awarded to Peter Okwoko co-founder of the social enterprise Takataka Plastics in Uganda. He earned his Master of Science in Innovative Communication Technologies and Entrepreneurship from Aalborg University in 2017 as a Danida fellow under the Building Stronger Universities programme. Peter Okwoko was awarded the prize in recognition of his quick, highly innovative and sustainable response to the COVID-19 crisis in Uganda. Together with his business partner, Paige Balcom, PhD Berkley University, he started to transform plastic waste into thousands of face shields for the health sector.
The award ceremony was streamed directly on Facebook on 27 November 2020 from the Danish Embassy in Kampala, and received 999 views, 2085 people reached and 447 engagements.

The DFC **communication** section launched a new website in 2020. It is designed to adequately show our programme areas and activities. The previous year's efforts of using communication as a driver for uptake of research results continued in 2020. This resulted in co-productions made in a collaboration between some research projects and the communications team as well as in multi-media outputs.

Throughout the year, we prioritised creating and showing content that illustrated DFC's adaptability and flexibility to the unusual global situation created by the COVID-19 pandemic on our own media channels. For external media outlets, we helped with the direction and background material for DRTV's five minutes portrait about Dr. Tedros Adhanom Ghebreyesus, Danida alum and WHO's Director General; the podcast series about five Danida alumni featured at Globalnyt.dk starting with Phd Gildas Hounmanou and; TVNord's coverage of Peter Okwoko and the Danida Alumni Prize 2020. In addition, we collaborated with the IMLAF research project to prominently feature it in The East African "Meet Lake Victoria's smallest fish" publication.

In 2020, DFC further consolidated its presence on social media (Facebook, LinkedIn, and Twitter) by adding Instagram in order to reach a younger audience.

Employee development

In 2020, we welcomed the following new staff: Heidi Adler Berggren (Capacity development project coordinator), Christine Bystøl (Alumni section) and Anne Gunthel Jespersen (financial officer).

List of annexes:

1. Goals, indicators, baseline, targets and results.
2. Administration of research activities in figures
3. Research Projects granted in 2020
4. Learning Programme in figures
5. Implemented Learning Programmes 2020
6. Personnel
7. Annual Accounts
8. Abbreviations

Annex 1:
Goals, Indicators, Baseline, Targets and Results

Synergies

Goals	**Indicators**	**Baseline**	**Targets 2018**	**Results 2018**	**Targets 2019**	**Results 2019**	**Targets 2020**	**Results 2020**
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'.*	Two joint programmes will be repeated (knowledge fora in new countries). Two new joint programme initiatives.	Celebration of long-term research partnerships and global collaboration on 27 June as part of FAO's 5th Nordic Conference on Development research. "Opportunities, challenges – and bad weather" a study based on 300 African researchers experiences and reflections, who have been involved in Danida funded research capacity building 1989-2014. Launched 27 June Three knowledge sharing meetings at DFC: Water Resources, Occupational Health and Safety, Public-private partnerships One knowledge sharing meeting in Vietnam (second of four under the knowledge sharing forum) One knowledge sharing meeting in Colombia on Food Safety	At least five joint programme initiatives to promote networks and knowledge sharing/ knowledge creation	One knowledge sharing meeting was held in Vietnam in October concerning research-based policy development. Danish stakeholders participated on-line. In collaboration with the DFC communication team, two science for the public – bridging the gap seminars were conducted. 3 alumni knowledge sharing webinars were organized.

Administration of Research Activities

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020	Results 2020
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: 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.	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 at the same level or higher than the previous year.	One complaint was received regarding the procedure at DFC for finding peer reviewers. The case was solved by the Ministry of Foreign Affairs, without reprimand to DFC. Among ongoing projects, 93.4% were *satisfied or above* with the administration provided by DFC. 94.7% were *satisfied or above* with the communication with DFC. Among applicants in Phase 2 of the 2019 round, 80% were *satisfied or above* with the administration provided by DFC, and 83,3% were *satisfied or above* with the communication with DFC. The respondents' rate for applicants were: 73.7% completed, 5.3% partially completed, 21.1% did not complete the survey. In real numbers this means that 28 respondents out of a total of 38 completed the survey, while 2 completed part of the	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 at the same level or higher than the previous year.	No complaints were received regarding DFC's handling of the application round. Among ongoing projects, 96% were *satisfied or above* with the administration provided by DFC. 94% were *satisfied or above* with the communication with DFC, which is a 0.7% decrease from 2019. Among applicants in Phase 2 of the 2020 round, 77% were *satisfied or above* with the administration provided by DFC, and 85% were *satisfied or above* with the communication with DFC. 12% and 6% respectively answered *not applicable"* to the above questions. The respondents' rate for ongoing projects was: 67% completed, while the respondents' rate for applicants in phase 2 was: 74% completed.

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020	Results 2020
						survey. The respondents' rate for ongoing projects were: 73.1% completed, 26.9% did not complete the survey.		
	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	All new projects have been introduced to the general conditions for grants and good administrative practices.	Introduction meetings were held with the responsible institutions in Denmark, Ghana, and Tanzania of all new Window 1 and 2 projects. Project coordinator and accountant/admin staff attended.	All new projects have been introduced to the general conditions for grants and good administrative practices. Two initiatives to support new and ongoing projects in terms of improving research communication and outreach.	Introduction meetings were held with the responsible institutions in Denmark, Ghana, and Tanzania of all new Window 1 and 2 projects. Project coordinator and accountant/admin staff attended. Due to Covid-19, they were all online. Two science for the public – bridging the gap seminars were conducted.
	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	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.	First year and mid-term reports: 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	90% of progress/final reports and annual accounts received within deadline. Response provided by DFC to project and financial reporting within 3 months from date of receipt.	First year and mid-term reports: The reports were received within the deadline and all the reports were processed by FFU, expect from one report, which is still pending approval by an FFU member. DFC responded to the projects within three months of	90% of progress/final reports and annual accounts received within deadline. Response provided by DFC to project and financial	First year and mid-term reports: 89% of the 45 first-year and midterm reports were received within the deadline. The remaining reports were received less than three weeks after the deadline. DFC responded to 91% of the reports within

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020	Results 2020
	follow-up action where relevant.			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. Project Completion Reports (PCR): 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. Annual financial accounts: 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. Final financial accounts: No projects have		the submission deadline. Project Completion Reports (PCR): Eight out of eleven PCRs were submitted before the deadline. The last three reports were received four months after deadline. Four reports are still pending approval by the FFU. Seven reports received a response from DFC within three months of the submission deadline. One of these seven required further follow-up on requirements/changes to the report and thus the approval was after the three months. Annual financial accounts: 35 out of 54 accounts (equal to 65%) were received within the deadline (this includes extended deadlines granted by DFC). Another eight accounts (equal to 15%) were submitted within eight days after the deadline. The remaining accounts were submitted within the following five months. By the closure of 2019,	reporting within 3 months from date of receipt.	three months of the date of receipt. Project Completion Reports (PCR): 43% of the PCRs were submitted within the deadline. Many projects had to ask for extensions due to delays in local audit reports due to Covid. 100% of the submitted reports have received a response from DFC within three months after the submission. Annual financial accounts: 61% of the accounts were received within the deadline. Audit reports from partners outside Denmark were delayed because of Covid. All of the annual accounts received by the end of 2020 have received a response from DFC within 3 months of date of receipt. Final financial accounts: 20% of the final financial reports were submitted within the deadline. As with the annual accounts, Covid created significant delays in partner audits.

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020	Results 2020
				submitted in time.		approval of two accounts are pending approval: one account has not been submitted yet and the other one are due to submit appendix 6. Final financial accounts: Two out of five final accounts submitted within the deadline. The remaining three accounts were received within the following six months. One account has been approved, two accounts are pending audit reports and two are pending assessment/approval.		100% of the submitted final accounts received a response from DFC within 3 months of 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 having 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:	6 project visits carried out together with FFU/EVAL representatives.	In total DFC participated in six projects visits in Ghana and one in Tanzania. Of these three visits were field site visits: Research-based management of Gulf of Guinea (Ghana), Port Efficiency and Public-Private Capacity (Ghana), "Projections of climate change effects on Lake Tanganyika" (Tanzania)	6 projects visited together with FFU/EVAL representatives.	Due to the Covid-19 situation of 2020, no project visits were carried out this year.

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020	Results 2020
				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.	BSU III 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.	6 project visits carried out together with EVAL representative.	6 BSU project visits carried out in Ghana, Uganda and Tanzania, respectively, during October and November 2019.	6 BSU projects visited together with EVAL representative. Midterm seminar organized by DFC.	Due to the Covid-19 situation of 2020, no project visits were carried out this year. Annual meetings combined with midterm review meetings were all carried out online, except for one consultation with Danish researchers held in early March, 2020.
	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	National Screening process and Committee meetings facilitated by DFC as well as support to the organisation of, and participation in, thematic meetings in	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*	National Screening process and Committee meetings facilitated by DFC.	In close collaboration with DFC, GAAS in Ghana and COSTECH in Tanzania arranged the NSC meetings, including administrative preparations.	National Screening process and Committee meetings facilitated by DFC.	DFC organised, in close collaboration with GAAS in Ghana and COSTECH in Tanzania, online NSC meetings with the chairperson from each committee. Selections were based on online scores and comments from the committee members.

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020	Results 2020
		activities.	Ghana and Tanzania.	*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	Support to/organisation of three thematic knowledge sharing events amongst FFU projects and relevant stakeholders. Facilitation of publication of 10 good stories from FFU projects.	Results reported under **Synergy Activities,** Results reported under Communication	Referred to'Synergies' page 1. Facilitation of publication of 10 research stories from FFU projects.	11 collaborative articles about research projects and results were published on the DFC website in 2020.

Danida Scholarship Programme

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020	Results 2020
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	12 countries granted scholarships	13 countries granted scholarships	**18** countries granted scholarships	**17** 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	25 projects granted scholarships	24 projects granted scholarships	**30** projects granted scholarships	**27** projects granted scholarships
	Level of satisfaction by Sector Counsellors with of options and services under the DFC Scholarship Programme.	2018: 95% satisfaction	At least 90% of Sector Counsellors answer that they are satisfied or highly satisfied with the guidance and support from DFC.	95% answered *satisfied* or *highly satisfied* with the guidance and support from DFC.	At least 90% of Sector Counsellors answer that they are satisfied or highly satisfied with the guidance and support from DFC.	90% answered *satisfied* or *highly satisfied* with the guidance and support from DFC.	At least **95%** of Sector Counsellors answer that they are satisfied or highly satisfied with the guidance and support from DFC.	**89%** answered *satisfied* or *highly satisfied* with the guidance and support from DFC.
	Level of satisfaction by	2018: 89%	At least 80% of participants rate	89% rated the professional content	At least 80% of participants rate	93% rated the professional content	At least **95%**[1] of participants	In person courses: **94%** rated the professional

[1] Early drawn from the Post Course Survey for 2019 sets the satisfaction level at 92.4% as of 2 December 2019. The 2020 goal is set accordingly

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020	Results 2020
	participants of DFC's continued education and learning opportunities.	satisfaction	the professional content as 'good' or 'very good'.	as *good* or *very good*.	the professional content as 'good' or 'very good'.	as *good* or *very good*.	rate the professional content as 'good' or 'very good'.	content as *good* or *very good* [2]. Online summer courses: **89%** rated the professional content as *good* or *very good* [3]. Online tailored courses: **93%** answered *partly agree* or *fully agree* to a number of statements regarding the quality of the content and facilitation of the online course[4].
	Degree to which learning from initiatives with significant DFC involvement is applied towards improved institutional practice and performance.	*No baseline available, as the first Tracer Study will only be completed for the final Annual Report 2020 at the end of the strategy period.*	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 organization 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.	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 organization or	*Due to constraints on human resources in the CD team, no Annual Tracer Study was conducted in 2019.* *The first Annual Tracer Study is planned for early 2020.*	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 organization or	**66%** answered that they have been able to apply their new skills towards improved professional performance[5]. **52%** answered that their participation in the learning programme has contributed to positive changes in their organization or unit.

[2] 73 respondents from in person courses in 2020.

[3] 22 respondents participating in online summer courses offered by Danish universities.

[4] 202 respondents from DFC tailored online courses. The participants received a special survey with different questions related to the professional content. Therefore, this result is an approximation and cannot be compared directly to the results of previous years.

[5] One sub-question has significant effect on the average, namely "I have been promoted within the organization", which is the case for only 28.6% of respondents. Thus the average score is reduced.

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020	Results 2020
					unit.		unit.	
	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	7 partners supported	1 partner supported	**4** partners supported	0 partners supported due to the Covid-19 pandemic.
	Number of participants from Danida priority countries	2017: 363 participants	90 participants	155 participants	150 participants	171 participants	**220** participants	**140** participants
	Level of partner satisfaction with DFC support to wider tailored competence and capacity development	*Baseline will be set based on results of the first Partner Questionnaire as part of the annual reporting 2019.*	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.	At least 90% of focal points answer that they are satisfied or highly satisfied with the guidance and support from DFC.	100 % of focal points answered that they are satisfied or highly satisfied with the guidance and support from DFC.	At least **90%** of focal points answer that they are satisfied or highly satisfied with the guidance and support from DFC	Due to the Covid-19 pandemic no support to wider tailored competence and capacity development was provided and thus the Partner survey was not conducted in 2020.
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,**	Referred to 'Synergies', page 1.	Results reported under **Synergy Activities,**	Referred to 'Synergies', page 1.	Referred to 'Synergies', page 1.

Danida Alumni Network

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020	Results 2020
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	3000 Denmark Alumni Network members by end of 2019.	3022 Danida/Denmark Alumni members	3800 Danida/Denmark members by end of 2020	3300 Danida Alumni 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	A minimum of 1/3 of alumni have joined the alumni groups on social media.	1100 members have (~ 36.4 %) joined the alumni Facebook group 303 members have joined the alumni LinkedIn group	A minimum of 1/3 of alumni have joined the alumni groups on social media.	1310 members (39 %) have joined the alumni Facebook 344 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 Nepal.	Assistance to establishment of four new local Alumni networks.	Four new alumni networks were established in respectively Mexico, Colombia, China and Myanmar	Assistance to establishment of four new local Alumni networks.	No new networks have been established
	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)	15 events and meetings by DFC and/or local Alumni Networks to be carried out in 2019.	26 known event and activities were carried out in 2019 inclusive alumni participation in conferences etc.	30 events and meetings by DFC and/or local Alumni Networks to be carried out in 2020	19 known event and online activities were carried out in 2020

Core Administration and Communication

Goals	Indicators	Baseline	Targets 2018	Results 2018	Targets 2019	Results 2019	Targets 2020	Results 2020
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)	DFC will disburse funds to research activities within 10% of the level of agreed aggregated expenditure.	Amount received from MFA: DKK 147.9 million Amount disbursed to research projects: DKK 141.7 million Undisbursed DKK 6.2 million equivalent to a deviation of 4.2 pct. (less disbursed)	DFC will disburse funds to research activities within 10% of the level of agreed aggregated expenditure.	Amount received from MFA: 143,4 DKK million Amount disbursed to research projects: DKK 96,0 million Undisbursed DKK 47,4 million equivalent to a deviation of 33.1 pct. (less disbursed) due to the Covid-19 pandemic
	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 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 commit the central fellowship grant within a 3% deviation.	The 2019 budget frame of DKK 60 million is committed in full	DFC will commit the central fellowship grant within a 3% deviation.	The 2020 revised budget frame of DKK 60 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.	2018: 89 % are satisfied or highly satisfied[6]	At least 80% answer that they are satisfied with their living conditions and stay in Denmark.	89% answered *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.	At least 80% answer that they are satisfied with their living conditions and stay in Denmark.	90% answered *satisfied* or *highly satisfied* with services and support from DFC in terms of: 1) introduction 2) accommodation 3) social services (e.g. guidance in relation to personal issues or sickness) 4) social events and debate evenings 5) common	At least 90% answer that they are satisfied with their living conditions and stay in Denmark.	93% answered *satisfied* or *highly satisfied* with services and support from DFC in terms of: 1) introduction 2) accommodation 3) social services (e.g. guidance in relation to personal issues or sickness) 4) social events and debate

[6] Baseline set end 2018 based on 2018 data and after the setting of targets for 2018

						facilities at DFC.		evenings 5) common facilities at DFC[7].
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.	DKK 5.7 million mobilized beyond the central fellowship grant.	DKK 1.8 million mobilized beyond the central fellowship grant	DKK 2.6 million mobilized beyond the central fellowship grant	Due to the Covid-19 pandemic no funds mobilized beyond the central fellowship grant
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.	**1. Telling the story**					Videos: Six DFC produced high quality videos Video-graphics: Five video-graphics about research or learning programmes results Articles: 10 DFC produced articles SOME Bi-weekly posts for 3 platforms 2019 version of the DFC brochure/annual report	Quality stories as per communications frame from partners and/or DFC created content for four annual newsletters, bi-weekly social media updates on three platforms and the website	Videos and video graphics: 10 videos produced for DFC communication channels 10 feature articles & longer SOME posts 2020 version of DFC brochure SOME Bi-weekly posts for 4 platforms. For Twitter two accounts, both DFC and Director account.

[7] The underlying data basis is a lot smaller in 2020 compared to the other years since much fewer participated in physical courses in Denmark due to the COVID-19 pandemic. Thus, there are only a total of 73 respondents behind this indicator.

	2. Magnifying the story	The Danida Alumni Prize, 2017 held a part of Danida Fellowship Centre 25 anniversary at Frederiksberg	The Danida Alumni Prize, 2018	The Danida Alumni Prize, 2018 held as part of the 9th Annual Forum of the Donor Harmonisation Group organised & hosted by Danida Fellowship Centre in Copenhagen.	The Danida Alumni Prize, 2019	The Danida Alumni Prize, 2019 held as part of the 5th Joint Nordic Conference on Development Research at Copenhagen Business School	The Danida Alumni Prize, November 2020	Danida Alumni Prize, 2020 held at the DK Embassy, Kampala & streamed live on Facebook resulting in: 999 views 2085 reached 447 engagements. DK omnibus media: TV Nord, Altinget.dk, Globalnyt.dk
	3. Spreading the story 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%	Click rate average: 12.5 % Opening rate average: 38%	Click rate average: 10,95% Opening rate average: 47,1%	Click rate average: 12.5 % Opening rate average: 38%	Click rate average: 6,52% To counter the decrease in click rates we have changed strategy. From the start of 2021, our newsletters are more focused with less content, and bi-monthly instead of quarterly. Opening rate average: 40,96%
	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	Facebook 1 500 LinkedIn 2 800 Twitter 500	Facebook 2015 LinkedIn 3005 Twitter 668	FB: 2700 LI:4200 TWI:1000	FB: 2337 LI: 3620 TWI: 853 + Director Twitter: 183
	SOME: DFC's presence on SOME	*New*			LIKES: 100 SHARES	Key stakeholder shares and likes: 67	LIKES: 100 SHARES	Key stakeholder shares: at least +75

	platforms* used by relevant stakeholders. Verified by numbers of ´key stakeholders' LIKES & SHARES'**.				without comments: 30 SHARES with comments: 20		without comments: 30 SHARES with comments: 20	
	External media: Number of articles or broadcasts in Danish or International media***.	2017: 15 articles	20 articles	27 articles	25 articles	29 articles	25 articles	23 articles & TV pieces
	Website: Number of monthly users of dfcentre.com****.	2017: 3458 monthly users	3800 monthly users	3530 monthly users	3800 monthly users	3277	3800	2792 monthly users The decrease in monthly users may be caused by the limited number of in-person courses in DK in 2020. Under normal circumstances fellows travelling to DK seek info from the website before they set off.
	4. Debating the story				Organised in collaboration with research synergies	Reportet under research synergies	Organised and implemented in collaboration with the alumni team	Three alumni knowledge sharing webinars were organised and implemented together with the alumni team

*Danida Alumni Network's closed Facebook and LinkedIn groups are excluded from this set of indicators
** Definition of key stakeholders: MFA, Danida, Danish embassies, line ministries, universities and research institutions.
***External media is defined as independent media.
****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.

Annex 2: Administration of research activities in figures

Applications and ongoing research partnerships												
Lead country / Modality	2017			2018			2019			2020		
	Ghana	Tanzania	Denmark	Ghana	Tanzania	Denmark	Ghana	Tanzania	Denmark	Ghana	Tanzania	Denmark
Phase 1												
Window 1	**39**	**82**	**84**	**27**	**51**	**72**	**40**	**52**	**55**	**40**	**54**	**66[1]**
Male lead applicant	38	59	66	19	37	54	33	43	38	35	45	50
Female lead applicant	1	23	18	8	14	18	7	9	17	5	9	16
Window 2			**51**			**44**			**41**			**34**
Male lead applicant			43			34			32			31
Female lead applicant			8			10			9			3
Phase 2												
Window 1	**3**	**4**	**18**	**4**	**6**	**17**	**4**	**5**	**14**	**9**	**15**	**22**
Male lead applicant	3	3	12	4	3	11	2	3	8	6	14	16
Female lead applicant	0	1	6	0	3	6	2	2	6	3	1	6
Window 2			**19**			**17**			**17**			**18[1]**
Male lead applicant			17			14			14			17
Female lead applicant			2			3			3			1
Granted												
Window 1	**1**	**1**	**9**	**3**	**1**	**9**	**2**	**1**	**9**	**1**	**1**	**11**
Male lead applicant	1	0	5	3	0	5	1	1	4	1	1	9
Female lead applicant	0	1	4	0	1	4	1	0	5			2
Window 2			**11**			**10**			**10**			**11**
Male lead applicant			9			7			9			10
Female lead applicant			2			3			1			1
Total number of new projects	**1**	**1**	**20**	**3**	**1**	**19**	**2**	**1**	**19**	**1**	**1**	**22**
Total ongoing Window 1	10	9	60	10	10	54[2]	12	11	53[2]	12	11	58[2]
Total ongoing Window 2			0			11			21			31
Total ongoing BSU3	2	3	1[3]	2	3	1[3]	2	3	1[3]	2	3	1[3]
Total administered by DFC[3]	**12**	**12**	**60**	**12**	**13**	**65**	**14**	**14**	**74**	**14**	**14**	**90**
	85			**91**			**103**			**118[4]**		

[1]Excluding applications that were administratively rejected.
[2]DK numbers include ongoing projects lead from Vietnam and Nepal, granted before 2015, where these two countries were excluded from the south-driven modality. New projects only appear in the subsequent year's number of ongoing projects.
[3]This number actually covers one BSU3 project led by Gulu University in Uganda. There are no Danish led BSU3 projects.
[4]Number of active projects by January 2020. The number does not include the total of 24 new projects granted in 2020, as they will only commence in 2021. The number does not include Mobility Grants.

Overview of countries involved in Window 1, Window 2 and BSU – Ongoing projects as per January 2021*

Afghanistan	1
Bangladesh	6
Benin	1
Brazil	2
Burkina Faso	4
China	3
Colombia	3
Ethiopia	7
Ghana	32
India	3
Indonesia	4
Kenya	15
Mali	1
Mexico	2
Mozambique	1
Myanmar	6
Nepal	2
Somalia	2
South Africa	9
Tanzania	37
Turkey	1
Uganda	7
Vietnam	5
Total no. of countries: 23	

*Some projects cover several countries, so the total number does not correspond to total number of ongoing projects. Also includes projects granted in 2020, starting up in 2021.

Annex 3:
Research Projects granted in 2020

Commitments to research projects - 2020
Window 1 – Danida priority countries
Thematic focus area: Sustainable Development and Climate Change

Project No.	Project Coordinator	Institution	Project Title	Country(ies) –	Conflicts of interest among the FFU members
20-01-KU	Pascal Magnussen	University of Copenhagen (UCPH)	Mitigating climate changes on health in Burkina Faso	Burkina Faso	
20-02-DTU	Martin Rygaard	Technical University of Denmark (DTU)	Water For Afghanistan	Afghanistan	
20-03-DIIS	Esbern Friis-Hansen	Danish Institute for International Studies (DIIS)	Governing Adaptation Finance for Transformation, GAFT	Kenya, Tanzania	
20-04-AU	Henrik Brinch-Pedersen	Aarhus University (AU)	Better Barley by New Breeding Techniques	Ethiopia	
20-05-DIIS	Helene Maria Kyed	Danish Institute for International Studies (DIIS)	Myanmar: Climate Actions, Conflict and Peacebuilding	Myanmar	
20-06-DTU	Fredrik Haglind	Technical University of Denmark (DTU)	Widespread use of geothermal energy in East Africa	Kenya, Tanzania, Zambia	
20-07-CBS	Kristjan Jespersen	Copenhagen Business School (CBS)	The paradoxes of climate-smart coffee (PACSMAC)	Tanzania, Ethiopia	Stefano Ponte
20-08-KU	Morten Skovdal	University of Copenhagen (UCPH)	Young People's Climate Change Engagement in Tanzania	Tanzania	Flemming Konradsen, Annette Skovsted Hansen, Ama de-Graft Aikins
20-09-DIIS	Rasmus Hundsbæk Pedersen	Danish Institute for International Studies (DIIS)	Energy struggles: renewable energy in Africa	Tanzania, Ghana	
20-10-CBS	Peter Lund-Thomsen	Copenhagen Business School (CBS)	Climate change and global value chains in Bangladesh	Bangladesh	Stefano Ponte
20-11-KU	Jytte Agergaard	University of Copenhagen (UCPH)	Climate Resilience Across the Rural-Urban Continuum	Burkina Faso, Ghana	
20-12-TAN	Tolbert Sonda	Kilimanjaro Christian Medical Centre (KCMC), Tanzania	Decentralised sequencing for infectious disease surveillance	Tanzania	Flemming Konradsen
20-13-GHA	Felix Kofi Abagale	University for Development Studies (UDS), Ghana	Climate Change Resilience of Ecosystem Services	Ghana, Burkina Faso	

Commitments to research projects - 2020
Window 2 – Growth and transition countries

Project No.	Project Coordinator	Institution	Project Title	Country - Theme	Conflicts of interest among the FFU members
20-M01AAU	Cejna Quist-Jensen	Aalborg University (AAU)	Membrane crystallization for water and mineral recovery	South Africa - Water resources, including urban water	Kåre Lehmann Nielsen
20-M02AAU	Filipe Faria da Silva	Aalborg University (AAU)	HVDC GREEN: HVDC GRid for intErconnEcting Nusantara	Indonesia - Renewable energy	
20-M03GEUS	Jens Aamand	Geological Survey of Denmark and Greenland (GEUS)	Managed aquifer recharge in South Africa (MARSA)	South Africa - Water resources, including urban water	
20-M04AAU	Saeed Golestan	Aalborg University (AAU)	Renewable Energy based Minigrid Clusters in Ethiopia	Ethiopia - Renewable energy	
20-M05DTU	Simon Bolwig	Technical University of Denmark (DTU)	A Circular Bioeconomy for the Kenyan Dairy Sector	Kenya - Environment, including manufacturing, urban development and waste	
20-M06AAU	Juan Vasquez	Aalborg University (AAU)	Microgrid Technologies for Remote Indonesian Islands	Indonesia - Renewable energy	
20-M07DTU	Ulrich Elmer Hansen	Technical University of Denmark (DTU)	Governing solar electronic waste recycling in Kenya	Kenya - Environment, including manufacturing, urban development and waste	
20-M08DTU	Torkel Gissel Nielsen	Technical University of Denmark (DTU)	Hotspot of multiple stressors (HOTSPOT2)	Ghana - Maritime development	
20-M09AU	Jens-Christian Svenning	Aarhus University (AU)	Integrative Green Infrastructure Planning - GRIP	South Africa – Environment, including manu-facturing, urban development and waste	
20-M10KU	Anders Dalsgaard	University of Copenhagen (UCPH)	Health and Antibiotics in Vietnamese Pig Production II	Vietnam - Food quality, including food safety	Flemming Konradsen
20-M11SDU	Kannan Govindan	University of Southern Denmark (SDU)	Circular economy to minimize waste challenges in Indonesia	Indonesia - Environment, including manufacturing, urban development and waste	Erik Skov Madsen

Annex 4: Learning programmes in figures

COURSE CATEGORY	2016			2017			2018			2019			2020[8]		
	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 (fellows from Danida priority countries)	277	663	2.4	170	293	1.7	100	175	1.8	127	295	2.3	27	73	2.7
													70	320	4.6
Fellows from SSC countries participating in university courses, master studies and interdisciplinary courses.				139	960	6.9	382	1731	4.5	752	3026	4.0	143	732	5.0
													338	1592	4.7
Subtotal	**361**	**2261**	**8.1**	**356**	**2253**	**6.3**	**11**	**9**	**3.8**	**882**	**3324**	**3.8**	**578**	**2717**	**4.7**
Administrative agreements:															
FFU	122	1441	11.8	96	1144	12.0	62	724	11.7	56	689	12.3	26	312	12.0
BSU	10	112	11.2	10	130	11.8	5	77	15.4	9	87	9.7	1	18	18
Others	20	10	0.5												
FFU members	2			7	2	0.3	2	3	1.6	2	2	0.9			
Total administered by DFC in DK	**513**	**4473**	**8.7**	**469**	**3529**	**7.5**	**583**	**2742**	**4.7**	**949**	**4102**	**4.3**	**605**	**3047[9]**	**5.0**
of which transferred from previous year	*47*			*54*			*7*			*13*			*15*		
Commercial services	123	341	2.8	87	344	3.9	80	271	3.4	85	298	3.5	19	116	6.1
Interdisciplinary courses in developing countries	293	593	2.0	182	346	1.9	43	74	1.7	21	36	1.7	42	74	1.8
Tailor-made courses in dev. countries	131	239	1.8				94	145	1.5	23	30	1.3			
Special courses/studies in dev. countries	2	2	1.0												
Total administered by DFC	**1062**	**5648**	**5.3**	**738**	**4219**	**5.7**	**800**	**3232**	**4.0**	**1078**	**4466**	**4.1**	**666**	**3237**	**4.9**

[8] Online courses are highlighted in green. Not all online fellowship holders completed the online course.
[9] Not all fellowship weeks took place in Denmark; 1912 weeks were online.

Fellowship Holders by Country [10] (excl. of administrative agreements and commercial services)

FELLOWSHIP HOLDERS IN DENMARK	2018	2019	2020[11]
Afghanistan	3		
Argentina			10
Bangladesh	3		
	13	18	19
Bolivia	1		
Brazil	21	65	11
Burkina Faso	3	2	11
Burundi		1	
Cambodia			2
China	39	53	26
Colombia	40	46	23
Egypt		1	39
Ethiopia	11	23	3
			40
Ghana	28	17	4
		5	19
India		17	12
Indonesia	29	92	35
Jordan	1		
Kenya	19	20	26
	77	146	94
Laos	1		1
Malawi		1	
Mali	8	3	7
Mexico	59	62	52
Morocco			4
Mozambique	9		
Myanmar		2	
	9	21	12
Nepal	6	1	3
Niger		3	
Nigeria		1	
Pakistan	1		
Palestine	4	4	5
Rwanda		1	1
Senegal	2		
Sierra Leone	1		
South Africa	12	91	45
South Sudan		1	
Tanzania	13	27	22
Tunisia	1		
Turkey	3	6	8
Uganda	13	16	10
Vietnam	4	2	
	80	125	32
Zambia			1
Zimbabwe		1	1
TOTAL IN DENMARK	**514**	**882**	**578**

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

[11] Both in person and online courses; thus not all in Denmark. Not all fellowship holders of online courses participated in the entire programme.

FELLOWSHIP HOLDERS IN DEVELOPING COUNTRIES	**2016**	**2017**	**2018**	**2019**	**2020**
Afghanistan	4	4			
Bangladesh	2				
Burkina Faso	81	42	70	29	17
Burundi	2				
Chad		2			
Ethiopia	6	3	28		
Ghana	119	23			
Indonesia	6	1			
Kenya	11	11			
Lebanon	1				
Mali	94	40	32	8	19
Mozambique	6	5			
Nepal	9	3			
Niger	30	14	7	7	6
Pakistan	1				
Palestine	2	3			
Rwanda	4				
Sierra Leone	3	2			
Somaliland	4	4			
Tanzania	36	7			
Uganda		14			
Zimbabwe	5				
TOTAL IN DEV. COUNTRIES	**426**	**178**	**137**	**44**	**42**
Total Fellowship Holders	**923**	**534**	**651**	**926**	**620**
Total from Africa	***779***	***345***	***345***	***410***	***369***
Total from Asia	***133***	***140***	***177***	***337***	***147***
Total from Central & South America	***9***	***48***	***121***	***173***	***96***
Total from Europe	***2***	***1***	***8***	***6***	***8***
Total countries	***37***	***36***	***29***	***28***	***28***
Total women	***313 34 %***	***211 40 %***	***262 40 %***	***380 41 %***	***247 40 %***

Annex 5: Implemented Learning Programmes 2020

					Participants			
Title	**Country**	**Course Provider**	**Participants' countries**	**Weeks**	**Priority countries**	**SSC countries**	**Total**	**Female**
Bâtir des entreprises agri. performantes en Afrique aujourd'hui	Burkina Faso	Initiatives Conseil International (I.C.I)	Burkina Faso, Mali, Niger	2	17	0	17	5
Climate Change Crossdisciplinary Challenges and Solutions	*Online*	AU Summer University	Egypt	2	0	1	1	0
Cooperative Governance	*Online*	KU Department of Food and Resource Economics	Colombia, Mexico, Vietnam	3	0	11	11	4
Digital Technology and Innovation Strategy	*Online*	AU Summer University	Egypt, Vietnam	2	0	5	5	3
Energy Planning	*Online*	DTU Management	Argentina, China, Egypt, Ethiopia, Indonesia, South Africa, Turkey	4	0	22	22	9
Entrepreneurship in Food and Bio Engineering	*Online*	DTU National Food Institute	Brazil, Mexico, Vietnam	3	0	6	6	4
Entrepreneurship, Innovation and Value Chains	*Online*	SEGES	Burkina Faso, Cambodia, Kenya, Mali, Indonesia, South Africa	5	8	7	15	9
Environmental Governance - 1	*Online*	DTU Environment	Ghana, Indonesia, Kenya, South Africa	6	0	12	12	5
Environmental Governance - 2	*Online*	DTU Environment	Ethiopia, Indonesia, Kenya, South Africa	6	0	24	24	10
EU Food Law	*Online*	KU Department of Food and Resource Economics	Mexico	3	0	1	1	0
Financial Decision Making: A Simulation Approach	*Online*	AU Summer University	Egypt	2	0	3	3	1
Food and Ingredients	*Online*	AU Summer University	Kenya	2	0	1	1	1
Food Safety in the Dairy Sector	*Online*	KU Department of Veterinary and Animal Sciences	China, Colombia, Indonesia, Kenya, Mexico	3	0	26	26	10
Global Entrepreneurship	*Online*	AU Summer University	Egypt	3	0	2	2	0
Green and Circular Economy	*Online*	KU Department of Geosciences and Natural Resource Management	Argentina, Indonesia, Kenya, South Africa	2	0	16	16	9
Increased Performance through Strategic Leadership & Change Management - 1	Denmark	Tana Copenhagen	Laos, Palestine, Tanzania, Uganda, Argentina, Brazil, China, Colombia, Ghana	3	8	12	20	8
Increased Performance through Strategic Leadership & Change Management - 2	*Online*	Tana Copenhagen	Burkina Faso, Kenya, Mali, Tanzania, Brazil, Mexico, Vietnam	3	10	7	17	6
Increased Performance through Strategic Leadership & Change Management - 3	*Online*	Tana Copenhagen	Kenya, Tanzania, Uganda, Brazil, Ethiopia, Morocco	3	7	6	13	8
Issues in Energy and Environmental Management	*Online*	AU Summer University	Ethiopia	2	0	2	2	1
Management Information Systems	*Online*	AU Summer University	Egypt, Ghana	3	0	3	3	0
Managing and Analyzing Data in Social Science	*Online*	KU Department of Food and Resource Economics	Ghana, South Africa, Vietnam	3	0	4	4	1
Microbial Food Quality and Safety	*Online*	KU Department of Veterinary and Animal Sciences	China, Colombia, Kenya, Mexico	4	0	22	22	16
MSc in Climate Change	Denmark	KU Department of Basic Sciences and Environment	South Africa	2 years	0	1	1	0

MSc in Environmental Sciences	Denmark	Aalborg University	South Africa	2 years	0	1	1	1
MSc in Risk and Safety Management	Denmark	AAU Aalborg University (Esbjerg)	South Africa	2 years	0	1	1	0
MSc in Urban, Energy and Environmental Planning - Specialization	Denmark	AAU Department of Development and Planning	South Africa	2 years	0	1	1	0
MSc in Wind Energy	Denmark	DTU Wind Energy	South Africa	2 years	0	1	1	1
Offshore Wind Energy	*Online*	DTU Wind Energy	China, India, Turkey	8	0	19	19	0
OHS Problem Based Management and Leadership	*Online*	SDU Department of Technology and Innovation	Bangladesh, Myanmar	4	0	27	27	13
One Health - summer school	*Online*	KU Department of Veterinary Disease Biology	China, Kenya, Mexico, Vietnam	1	0	11	11	8
One Health	Denmark + *Online*	KU Department of Veterinary and Animal Sciences	Colombia, Kenya, Mexico, Vietnam	5	0	20	20	10
Promouvoir l'intégrité et l'anti-corruption	Burkina Faso	Associés en Management Public et Développement	Burkina Faso, Mali, Niger	2	26	0	26	4
Public Financial Management/Good Governance - 1	Denmark	Tana Copenhagen	Burkina Faso, Ethiopia, Kenya, Tanzania, Brazil, China, Egypt, Ghana, Vietnam	3	10	11	21	7
Public Financial Management/Good Governance - 2	*Online*	Tana Copenhagen	Kenya, Tanzania, Egypt, Ethiopia, Mexico	3	10	14	24	5
Public-Private Partnership - 1	Denmark	COWI	Burkina Faso, Nepal, Tanzania, Indonesia, Mexico, South Africa, Vietnam	3	9	9	18	7
Public-Private Partnership - 2	*Online*	COWI	Burkina Faso, Mali, China, Ethiopia, South Africa, Vietnam	6	7	13	20	6
Renewable Energy Integration in Power Systems	Denmark	DTU Electrical Engineering	Argentina, Egypt, Ethiopia, India, Turkey	5	0	18	18	1
Risk Communication	*Online*	Networking Consultants	Ethiopia, Ghana, Palestine, Rwanda, Vietnam, Tanzania, Uganda, Colombia, Ethiopia, Ghana	6	11	8	19	9
Strategic Management of Risk	*Online*	AU Summer University	Egypt	2	0	1	1	1
Strategizing for Green and Circular Economy Leadership Course	*Online*	KU Department of Geosciences and Natural Resource Management	Indonesia, Kenya, South Africa	2	0	14	14	4
Strengthening Policy Dialogue - the role of Govt., IOs and CSOs - 1	*Online*	INKA Consult	Kenya, Mali, Nepal, Tanzania, Uganda, Zambia, Zimbabwe, Brazil, Ghana, Mexico	6	11	5	16	11
Strengthening Policy Dialogue - the role of Govt., IOs and CSOs - 2	*Online*	INKA Consult	Ghana, Mali, Nepal, Tanzania, Uganda, Egypt, Mexico, South Africa, Vietnam	6	6	9	15	4
Summer School in Food Entrepreneurship	*Online*	AU Summer University	Kenya, Vietnam	1	0	4	4	1
Sustainable Entrepreneurship	*Online*	AU Summer University	South Africa	3	0	1	1	1
The Balmorel Model	Denmark + *Online*	DTU Management	Egypt, Ethiopia, Indonesia	5	0	19	19	3
Value Chains and Food Quality	Denmark + *Online*	KU Department of Food and Resource Economics	Colombia, Indonesia, Kenya, Mexico, Vietnam	3	0	21	21	18
Vision, Decision and Leadership	*Online*	AU Summer University	Egypt, Ghana, South Africa	2	0	4	4	1
Wastewater Management	*Online*	DTU Environment	Ghana, Indonesia, Kenya, South Africa	4	0	13	13	6
Water Sector Governance - the Danish model - 1	Denmark + *Online*	DTU/KU	Argentina, Kenya, South Africa	7	0	20	20	6
Water Sector Governance - the Danish model - 2	*Online*	DTU/KU	Kenya, South Africa	6	0	18	18	5
30 courses, 15 summer courses and 5 Master studies					**140**	**477**	**617**	**243**

Annex 6: Personnel

NAME	EMPLOYED: FROM	AREA OF RESPONSIBILITY
Ulla Næsby Tawiah	01.08.19	Director
Kristian Ibsen	03.12.19	Head of Finance and Administration
Anne Gunthel Jespersen	01.12.20	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	01.01.15	Capacity Development Advisor
Cecilie Holdt Rude	16.02.18	Capacity Development Advisor
Gry Bærenholdt Klein	16.10.18	Capacity Development Advisor
Eva Thaulow Nielsen	01.02.96	Administrative Fellowship Officer / Fellowship Project Coordinator
Anne Engkebølle (20 hours)	01.03.90	Administrative Fellowship Officer / Fellowship Project Coordinator
Anissa Bedoui	01.12.17	Administrative Fellowship Officer / Fellowship Project Coordinator
Heidi Adler Berggren	01.04.20	Administrative Fellowship Officer / Fellowship Project Coordinator
Lene Christina Mosegaard	01.10.07	Alumni Programme Manager
Nina Vlemmings (30 hours)	16.01.19	Alumni Programme Manager
Christine Bystøl	01.05.20	Alumni Programme Manager (maternity replacement for Nina)
Vibeke Quaade	16.01.17	Communication and Marketing Consultant
Jakob Brus	01.03.17	Digital Communication Officer
Elena Adamo	01.09.20 – 01.02.21	Intern
Pernille Friis	16.01.10	Research Programme Manager: Research activities in Asia, focal person for FFU projects in transition countries
Lars Arne Jensen	01.03.14	Research Programme Manager: Research activities in East Africa, BSU focal person
Ida Arendal Jørgensen	16.11.18	Research Programme Manager: Research activities in West Africa, Kenya and Ethiopia
Hanne Kongsgaard	16.01.13	Administrative research officer, mobility grants, Danida Research Portal
Mette Johansen	01.06.19	Administrative research officer
Henrik Bech	16.07.98	Property Manager – responsible for day-to day care of the DFC student hostel.
Connie Nielsen	01.12.18	Cleaner
+ 7 junior staff		Introduction to fellows, excursion guides, café attendants, reception back-up, data registration in DASK etc.

Annex 7: Annual Accounts

Capacity Development (CD) activities	Accounts 2020	Budget 2020	Accounts 2019
Income			
Grants			
DFC CD activities, FL § 06.38.02.20	55.093.000	70.093.000	56.074.000
DFC CD activities, FL § 06.38.02.20 2019 balance	10.197.865		12.062.559
Grants total	**65.290.865**	**70.093.000**	**68.136.559**
Other income	438.690	3.510.000	2.862.664
Total income	**65.729.555**	**73.603.000**	**70.999.223**
Expenses			
Course expenses	-34.872.494	-46.743.000	-41.229.367
Consultants	-788.656	-3.825.000	-1.820.251
Operations costs DFC hostel	-1.917.973	-2.700.000	-2.099.013
Operations costs DFC café	-375.495	-545.000	-142.205
Accommodation costs	-560.786	-12.100.000	-8.460.003
Expenses related to the upcoming move to Holbæk	-1.048.825	0	0
VAT reimbursement	200.707	225.000	227.995
Total	***-39.363.522***	***-65.688.000***	***-53.522.845***
Personnel	-7.759.448	-7.665.000	-7.107.211
Travel expenses	-4.740	-250.000	-171.304
Total expenses	**-47.127.709**	**-73.603.000**	**-60.801.359**
Closing Balance Central CD grant	***18.601.846***	***0***	***10.197.864***

Externally financed CD activities	Accounts 2020	Budget 2020	Accounts 2019
Income			
Income	**1.444.014**	**6.300.000**	**4.698.695**
Total income	**1.444.014**	**6.300.000**	**4.698.695**
Expenses			
Course expenses	-785.276	-3.908.250	-2.043.286
Operations costs DFC hostel	-346.400	-405.000	-748.292
Operations costs DFC café	-67.817	-81.750	-50.696
Accommodation costs	-101.282	-1.815.000	-1.679.547
VAT reimbursement	36.249	45.000	81.279
Total	***-1.264.527***	***-6.165.000***	***-4.440.541***
Personnel	-138.457	-135.000	-247.176
Total expenses	**-1.402.984**	**-6.300.000**	**-4.687.717**
End Result (under (+) / over (-) consumption)	***41.030***	***0***	***10.978***

DFC core administration	Accounts 2020	Budget 2020	Accounts 2019
Income			
Grants	**11.547.000**	**11.547.000**	**9.761.000**
7 % OH on ordered activities and commercial services	0	190.000	67.765
Total income	**11.547.000**	**11.737.000**	**9.828.764**
Expenses			
Rent and office expenses	-2.933.703	-4.020.000	-3.181.993
Governing Board	-102.310	-102.000	-101.871
Auditing	-187.750	-125.000	-127.875
VAT reimbursement	278.244	220.000	205.494
Interest rates paid to bank	-381.334	0	-132.988
Total DFC core administration	**-3.326.853**	**-4.027.000**	**-3.339.233**
Personnel	-7.179.987	-7.300.000	-6.520.859
Total expenses	**-10.506.840**	**-11.327.000**	**-9.860.092**
End Result (under (+) / over (-) consumption)	***1.040.160***	***410.000***	***-31.328***

ANNEX 8 : ABBREVIATIONS

AAU	Aalborg University
AU	Aarhus University
BSU	Building Stronger Universities
CD	Capacity development
C/F	carried forward
COSTECH	Tanzania Commission for Science and Technology
DANIDA	Danish International Development Assistance
DFC	Danida Fellowship Centre
DK	Denmark
DKK	Danish Kroner
DTU	Technical University of Denmark
eLearning	Electronic learning
FFU	Consultative Research Committee for Development Research
FL	The Danish Finance Bill
GAAS	Ghana Academy of Arts and Sciences
KiA	Knowledge in Action
KNUST	Kwame Nkrumah University of Science and Technology
KU	University of Copenhagen
MFA	Ministry of Foreign Affairs
NSC	National Screening Committee
PCR	Project Completion Report
SOME	Social Media
SSC	Strategic Sector Cooperation
TVET	Technical and Vocational Education and Training
W1	Window 1 (research projects in Danida priority countries)
W2	Window 2 (research projects in growth and transition countries)