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STRATEGIC FRAMEWORK
FOR
DANISH SUPPORT TO DEVELOPMENT RESEARCH
2014 – 2018

DRAFT

Preface

Support for development research has not previously conformed to a formal strategic framework, but has been guided by the recommendations in the ‘Hernes report’ (2001)¹, in which an international panel examined Danish development-oriented research. Key recommendations, followed up during the past decade, were to link support for development research closer to the priorities of Danish development cooperation, to carefully consider the relevance of research activities, and to support larger integrated research programmes rather than standalone projects.

The purpose of the strategic framework for Danida development research is to guide the allocation and prioritization of Danish funding of development research. In addition to providing a guiding framework for **the Ministry’s own work in this field, it will also serve the function of underpinning dialogue with** stakeholders in priority countries and in Denmark on support objectives and modalities. This should lead to greater transparency in future prioritization between the various elements of support, ultimately contributing to understanding and ownership of all parties involved.

The strategic framework takes account of recommendations from reviews and evaluations of key Danida-funded development research activities, notably the recent evaluation of Danida-supported research on agriculture and natural resource management², previous Danish and international experience, and **stakeholders’ comments on an early outline of the strategy** (April 2012). A public hearing of the present draft in Denmark and several priority countries during October and November 2013 is expected to provide further inputs to the strategic framework. The final version will be more elaborate and will include examples of specific support forms and lessons learned from the past.

While much of the existing support for development research will continue over the coming years, the strategic framework reflects a certain shift in emphasis regarding the various elements of the support. Among the major reorientations are:


- Danish support will to a greater extent be based on needs, demands and priorities in priority countries, and more emphasis will be placed on ownership and accountability in priority countries.
- Key Paris agenda principles, including alignment, will guide the support for development research, i.e. research objectives should be in line with national priorities.
- Attempts will be made to ensure closer cooperation and coordination with other bilateral and **multilateral actors, e.g. in the form of thorough assessments of other donors’ support before embarking** upon new Danish support, joint evaluations, joint support for national research strategies, etc.
- There will be increased geographical focusing, so that, instead of covering all Danish priority countries, the support will gradually concentrate on 5-7 countries.
- A Human Rights-Based Approach will be applied in the design and management of research activities, and greater attention will be paid to gender equality.
- To ensure better application of research in development cooperation, there will be more emphasis on communication, dissemination, documentation and use of research results in development cooperation.
- The results framework for support for development research will be strengthened and particular attention will be paid to the development of better indicators for all support.

¹ Partnerships at the Leading Edge: A Danish Vision for Knowledge, Research and Development. Commission on Development-Related Research, Ministry of Foreign Affairs of Denmark. April 2001.

² Evaluation of Danida supported Research on Agriculture and Natural Resource Management. ORBICON & ITAD. Ministry of Foreign Affairs, September 2013.



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“The major difference between developed and developing countries is the investment in science and technology. Governments in developing countries should start now to invest in research”.

President J.M. Kikwete, United Republic of Tanzania
at the opening of the ‘Smart Partnership for Dialogue Conference’, Dar es Salaam, 28 June 2013

1. Introduction

Research-based knowledge is necessary to address existing and emerging development problems, and support for development research is an important element of Danish development cooperation. These years, there is increasing awareness among political leaders in developing countries about the importance of research, and some have begun to invest their own government funds in research. Needs and challenges vary significantly among countries. While in the last decade, some have undergone an impressive development and now have universities with internationally recognised researchers, others are struggling to **increase the number of master’s degree holders among their staff. Some countries have high-quality** universities, yet suffer a growing divide between these (usually based in the capital) and provincial universities and research institutions, which are lagging significantly behind. The emergence of private universities adds to the complexity of the scenario.

The overall trend is encouraging, but developing countries cannot meet the massive challenges and needs for country-specific research and capacity development on their own. **Currently, only 2% of the world’s** researchers live in Africa, and they produce less than 1% of world output of scientific articles. Furthermore, within Africa researchers are concentrated in a few countries. OECD countries account for 21% of world population, yet contribute more than 80% of research funding, amounting to some 1-4% of their GNP. In Sub-Saharan Africa, inhabited by 12% of world population, only 0.5% of GNP is spent on research.

Assistance from Denmark and other countries remains essential. While in the past the main challenge was seen as the transfer of knowledge produced internationally, current development suggests that emphasis should be on supporting the building of research capacity in developing countries. Instead of supporting Danish and other international research institutions to produce the knowledge needed to improve conditions in developing countries, support should aim at enabling the countries themselves to produce the knowledge they need.

The shift of emphasis does not imply that Danish and other international research institutions will no longer be important partners. Denmark has a strong tradition of development research. Danish educational and research institutions are internationally renowned and contribute to generating new knowledge and innovative solutions much needed by developing countries. In a globalised world, international research cooperation is an important aspect of increased economic, social and political cooperation across national boundaries, and working together brings obvious synergies and gains for researchers both in developing countries and in Denmark. Danish research institutions, the private sector, and society at large will continue to benefit from knowledge and experience gained through such cooperation, but the cooperation will, to a larger extent, be driven by researchers in the South, and it should reflect the needs and priorities of developing countries.



2. Objectives and Modalities

The overall objective of Danish support for development support is to strengthen research capacity in developing countries and to create new knowledge capable of alleviating development problems³.

This general objective is to be supported by pursuing three immediate objectives. In relation to each of these, key result areas have been identified as being conducive to fulfilling the objectives:

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|------------------------|---|
| Immediate objective 1. | Research capacity in priority countries strengthened |
| Key result area 1.a. | Improving research policies and strategies at country level in priority countries. |
| Key result area 1.b. | Strengthening institutional capacity development of entities in priority countries. |
| Key result area 1.c. | Strengthening individual capacity development at graduate/postgraduate levels. |
| Immediate objective 2. | Innovative and relevant development research results produced |
| Key result area 2.a. | Specific joint research projects between priority countries and Danish/international researchers. |
| Key result area 2.b. | Core funding of leading regional and international research institutions. |
| Immediate objective 3. | Research results used |
| Key result area 3.a. | Research is driven by demand. |
| Key result area 3.b. | Research results are communicated to decision makers and stakeholders in priority countries. |
| Key result area 3.c. | Development cooperation draws on research results. |

The Ministry of Foreign Affairs has a longstanding record of supporting development research within a vast variety of areas of intervention, ranging from grants to individual research projects, capacity development and scholarship programmes, through contributions to international research institutions, to funding of particular research programmes implemented by Danish and international organisations.

Considering the diversity of needs in the various priority countries, the strategy for achieving the objectives must continue to include a broad range of specific support forms. The following modalities will be applied:

1. South-driven development research cooperation; joint strategic research projects are applied for, selected on a competitive basis, and implemented by research institutions in selected Danida priority countries in collaboration with researchers based in Danish institutions.
2. North-driven development research cooperation; joint strategic research projects are applied for, selected on a competitive basis, and implemented by researchers based in Danish institutions in collaboration with institutions in Danida priority countries.
3. Support for institutional capacity development of a limited number of universities in selected priority countries through their collaboration with Danish universities.

³ International Development Cooperation Act (Lov om Internationalt Udviklingssamarbejde), approved by the Danish Parliament in May 2012, Art. 7. This objective should be considered in the light of the objective of Danish development cooperation, which is "to fight poverty and promote human rights, democracy, sustainable development, peace and stability" (Art.1).

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4. Ph.D. scholarships and support for postdoctoral studies as part of the South- and North-driven research cooperation projects.
 5. **Master's degree scholarships through the 'BSU Fellowship Programme', and master's degree scholarships managed by the Danida Fellowship Centre.**
 6. Core funding of selected international and regional institutions and networks in the field of development research.
 7. Integration of research elements into development cooperation programmes.
 8. Support for the strengthening of national research management mechanisms in selected priority countries.

The latter is a new modality, not previously applied by Denmark. It will be tested in a country with extensive and long-established Danish support within the area of development research. It will be investigated whether Denmark could support e.g. the development of a national research strategy and the establishment of national peer review mechanisms. Based on experience from a test case, options for moving further along this path will be explored.

3. Concepts and Context

3.1 What is research capacity?

Research capacity has several dimensions, and SIDA⁴ proposes a useful distinction between the following levels:

- Regional and international capacity, reflected in resources for cooperation, financing and the dissemination of knowledge.
- **National capacity, reflected in a country's respect for the right to freely publish and disseminate research and its ability to develop overall policies and strategies both for research and for the coordination and administration of national resources for research.**
- Institutional capacity (universities and research institutions), reflected in the ability to mobilise and allocate resources, assess research, recruit and train researchers and supply laboratories, libraries, internet services and other important infrastructure.
- Individual research capacity, reflected in the ability to identify, conduct and present research.

These concepts and definitions are referred to below when discussing the various forms of support for research capacity development. When individual capacity development is mentioned in the context of Danish support, it mainly refers to MSc, PhD and postdoctoral courses.


3.2 A Human Rights-Based Approach to development research

The promotion of human rights is a key objective of Danish development cooperation,⁵ where human rights are both a means and an end.⁶ The Human Rights-Based Approach (HRBA) is being rolled out in all policy

⁴ Research for Development – Policy for research in Swedish development cooperation 2010-2014 and strategy for SIDA's support for research cooperation 2010-2014. SIDA, 2010.

⁵ The International Development Cooperation Act, 2012, Article 1, sec. 1.

⁶ The Right to a Better Life. Strategy for Denmark's Development Cooperation. Ministry of Foreign Affairs of Denmark. May 2012



and programme areas, and it must be applied to all development cooperation activities. Recognising that **there is no standard recipe for a HRBA**, Denmark's approach is meant to balance ideals with pragmatism and realism, taking a country-specific point of departure and adhering to the following four principles⁷:

- Non-discrimination: On a global scale, academic and research environments tend to be skewed in disfavour of ethnic and linguistic minorities and poorer groups in society, often being rightly viewed as elitist and non-inclusive. As for gender equality, significantly larger numbers of male than female researchers apply for and receive funding for research projects. This reflects deep and complex underlying structures and challenges, which are mostly beyond the scope of what can be addressed by Denmark in this field. However, when supporting research activities, attention will be paid to ensure that female researchers in priority countries are included, and that obstacles to their participation are identified and addressed.
- Participation and inclusion: Most of the modalities described in this strategic framework are based on the premise that a partnership at the individual and institutional levels can be established between stakeholders in priority countries and in Denmark. It is a key objective that partnerships should be forged among equals, in the sense that researchers and institutions in both priority countries and in Denmark contribute to the design, implementation and completion (including policy inputs and dissemination in various forms) of research activities.
- Transparency: Fundamentally, sound and motivated research must be substantiated by available empirical material and data, while research results need to be freely communicated and exchanged within and beyond academic circles. When selecting partners and projects for funding, it is crucial that decisions are based on clearly established assessment criteria openly presented to applicants and other stakeholders.
- Accountability: Danish development cooperation frameworks demand accountability of partners both in priority countries and in Denmark. This applies to all aspects of the project cycle, including the phases of planning, implementation, and follow-up. All partners receiving funding are subject to strict requirements in terms of governance and administration as well as regarding documentation of academic input and output.

3.3 Thematic focus of the support

Denmark will seek to start from the needs of partners in priority countries, allowing partners to identify the research fields and questions that they find to be most pertinent for their development efforts.

However, some research cooperation applied for and managed by researchers based in Danish institutions will continue. For these undertakings, support will be guided by a thematic focus linked to the development cooperation strategy in force. Since it takes years to build strong research environments, it does not represent the best use of resources to brusquely cut off funding of certain research activities whenever political priorities change. Accordingly, the link to the current development cooperation strategy cannot be overly rigid. During the past decade, key themes have been growth and employment; governance and democracy; environment, energy and climate change; human health; and conflict and fragility. Though human health is no longer a key theme in the development cooperation strategy, the internationally recognized health research community in Denmark will continue to be involved in research cooperation at least in the short to medium term.

⁷ A Human Rights-Based Approach to Denmark's development Cooperation. Guidance and Inspiration for Policy Dialogue and Programming. Ministry of Foreign Affairs of Denmark. February 2013.



3.4 Geographical focus of the support

The geographical orientation of the support will be narrowed down to fewer countries. With a view to improving synergies between the various support forms, notably individual and institutional capacity **development support, and inspired by Norway's and Sweden's positive experience of focusing efforts on a** limited number of countries, Denmark will select 5-7 countries which will, over time, receive the bulk of funds allocated to development research. These will be countries in which there is a long-term Danish engagement in academic cooperation and research, and the group will include Tanzania, Ghana and Nepal, where several of the support forms are already being applied with positive results.

4. Activities

4.1 Objective 1: Research capacity in priority countries strengthened

Strengthening of research capacity in priority countries aims at making them less dependent upon knowledge produced in developed countries and better able to plan, create and use research-based knowledge to alleviate poverty.


Support for research policies and strategies at country level in priority countries (1.c) is a new activity for Denmark, but a logical next step after many years of individual and institutional capacity development support. It could involve a contribution to the preparation of a national research strategy in a selected priority country, establishing or promoting existing national research councils (management procedures, etc.), establishing or strengthening ethical committees, and strengthening procedures for peer assessment of research funding applications.

Since such support requires a concerted in-country effort by Danish embassies in close collaboration with priority country institutions as well as with other donors, it is not expected that Denmark can provide this on a larger scale. Instead various approaches will be tested in a selected country, and based on this experience, it will be decided whether to pursue the same approach elsewhere.

The backbone of the support for institutional capacity development (1.b) is the Building Stronger Universities programme, which aims at strengthening research environments and research processes by linking up selected institutions in priority countries to Danish universities. Activities include establishment of Ph.D. schools with related course development, courses in better Ph.D. supervision, development of protocols, faculty exchange, accreditation, dissemination of research results, etc. Inspired by the positive experience of South-driven research cooperation projects, the Building Stronger Universities will also be managed by partners in priority countries.

Denmark will continue to support individual capacity development (1.a) mainly by funding PhD and postdoctoral studies as part of wider strategic research cooperation projects. To a limited degree, Danish PhD and postdoctoral studies can also be included in research cooperation projects, but emphasis will be on supporting students from priority countries.

Denmark aims at strengthening research capacity rather than financing tertiary education, as the latter receives massive support from many other donors. With a view to improving networks and mutual understanding among Danish students and students from African and Asian countries, however, a limited number of M.Sc. studies are **funded as part of the 'BSU Fellowship Programme'**. **Master's degree courses** are offered to students from countries that participate in the Building Stronger Universities programme.



4.2 Objective 2: Innovative and relevant development research results produced

Production of relevant research-based knowledge is an important means to alleviate poverty and promote human rights.

For many years, Denmark has supported joint research projects between researchers based in priority countries and Danish researchers (2.a.). Projects are selected after competitive bidding based on three equally weighted criteria: relevance, effect, and research quality. Each grant is allocated for up to 5 years with a budget of approx. DKK 10 million.

While the traditional approach has been to invite researchers based in Danish institutions to apply in cooperation with researchers from institutions in priority countries, in 2008 the South-driven approach was introduced on a pilot basis in Vietnam and Tanzania. Later, a similar approach has been applied in Ghana and Nepal.

The funding of research cooperation projects is set to continue in the future, and based on positive experiences of South-driven projects, this modality will be scaled up relative to North-driven projects. While in 2008-2012, about 80% of this type of funding was allocated to North-driven and 20% to South-driven projects, the ambition over time is to arrive at a distribution of about 50-50. In order for South-driven projects to reap their full benefits, efforts may need to be invested in strengthening research management capacity in the priority countries concerned. This gives rise to potential synergies with the Building Stronger Universities programme. Ultimately, South-driven projects should live up to the same research and management quality standards as projects managed from Denmark.


Another way of supporting the development of innovative research is to provide core funding to leading regional and international research institutions (2.b.). In order to ensure sufficient dialogue with the institutions, Denmark will continue to concentrate core funding on a limited number of research institutions, mainly regional institutions in Africa, and in a few cases leading international research institutions that cooperate closely with national institutions in developing countries. Cooperation with other donors, notably Norway on Sweden, supporting the same institutions, will be increased. This will include undertaking joint evaluations to inform the ongoing dialogue with the institutions.

4.3 Objective 3: Research results used

Failure to share research results with relevant stakeholders represents a missed opportunity for optimising the impact of funds invested. It is a key objective to ensure that research results are communicated in appropriate forms to the various stakeholders, thus informing both development agendas and practical solutions in the countries involved.

It is assumed that research driven by demand (3.a.) is more likely to reach an interested audience and eventually be applied than research driven solely by intellectual curiosity. The latter is a key feature of all good research, but if research topics are decided far from potential beneficiaries, the usefulness of research results becomes less certain.

When South-based partners assume greater ownership of the research conducted, it is believed to strengthen the use of research results in the countries. Local researchers tend to be better informed than foreigners about the many conflicting agendas in their own country and about the needs of the various stakeholders. They are also better placed to link up with the private sector, civil society and government representatives when designing their research.



Closely linked to the demand aspect is the feedback process of communicating research results to decision makers and other stakeholders in priority countries (3.b). The recent evaluation of Danida-supported research on agriculture and natural resource management⁸ points out that more could be done to ensure that research results are shared. Danida will seek inspiration from DFID, which has been working systematically for several years to improve research communication and uptake of research results.

When awarding grants for research projects, it has become a requirement that a management brief with key recommendations to policy makers and other stakeholders is produced at the end of the research⁹. Future applications must present reflections on how to involve target groups better in the preparation and implementation of research, and it may also be necessary to consider communication skills as a requirement in the manning of research teams.

Earmarked funds for the dissemination of research results will be a general requirement in all Danish support for development research (except in core funding of organisations, in which case their communications should be an issue in the general dialogue).

It is an important aspect of uptake of research that development cooperation should draw on research results (3.c). This is best ensured through direct integration of research into a development programme. Research components are found in certain sector programmes, and in such cases funds are often channelled to projects of cooperation between Danish and national research entities. While excellent synergies between development cooperation and research have sometimes been seen, past expectations of extensively integrating research have not materialised. One reason might be that national development partners (e.g. ministries, private sector or civil society actors) do not necessarily see research as a key priority, and another reason, sometimes mentioned by Danish researchers, is that they are less familiar with bidding according to EU tender rules.


Another option is to use minor studies to inform the handling of particular issues that have emerged from development cooperation in a particular country, or to inform the overall direction of Danish development cooperation. Such studies are being financed both by programme funds in the various countries, where Denmark is working, and through a special budget managed by headquarters.

It is possible for Danida to improve its uptake of those research results that have been produced without being specifically commissioned by Danida itself. This regards the North-driven and South-driven research cooperation projects and also the research produced by institutions which receive core funding from Denmark. For research cooperation projects, feedback to the embassies could take place in a more systematic way, e.g. by requiring researchers to present research findings at regular seminars for embassy staff and relevant national partners.

Finally, more continuous and systematic use of reviews and evaluations of the various research modalities described here is necessary to assess the relevance of results to development cooperation.

⁸ Evaluation of Danida supported Research on Agriculture and Natural Resource Management. ORBOCON & ITAD. Ministry of Foreign Affairs, September 2013.

⁹ Other recent initiatives to improve communication about research include the establishment of the Danida Research Portal with information on all Danida-funded research projects: <http://www.forskningsdatabasen.dk/>



5. Partners in implementation

Researchers and research institutions in selected priority countries are key partners in the implementation of this strategic framework for support to development research. As it has been argued, capacity development support should be directed towards them, and they should produce a major share of the research results generated by the support.

Researchers in Danish institutions are other important partners both in the development cooperation projects and in the Building Stronger Universities programme, where they contribute their experience to the capacity development of research colleagues and institutions in priority countries.

The international research community contributes to the production of new knowledge paid for by Danida and is in turn a recipient of research results generated by the research cooperation described.

In addition to those directly involved in the research process – researchers and research institutions – users and potential users of research are important partners. They include stakeholders in the priority countries, such as political leaders, government institutions, the private sector, civil society organisations, and local communities in areas where research is undertaken. The strategy has defined the ambition of enhancing the involvement of these stakeholders both in the design of research activities and in the use of results.

Danish stakeholders are also important. Deepening the understanding among actors in the Danish private sector and in civil society about development challenges and possible solutions is important for the role of Denmark in a globalised world. It is also important for commercial cooperation, political cooperation, and cross-cultural understanding between Danes and citizens of other countries.


Finally, Danida and others directly involved in development cooperation are important partners of the research communities supported. As users of the research results, development practitioners rely on results being communicated in a clear and targeted form, where conclusions are based on evidence, and recommendations consider the possibilities of the targeted audience for influencing decisions.

6. Management

The Ministry of Foreign Affairs coordinates all support to development research and takes decisions concerning grants. The responsible department is Technical Advisory Services, which prepares new grants, undertakes the dialogue with the various partners, follows up ongoing activities, and has formal responsibility for the management of Danish support, including financial management.

Danish embassies in countries with major research activities maintain a dialogue with national research partners and, to the extent possible, also with Danish researchers doing fieldwork in the country. In countries with South-driven research cooperation (presently Tanzania, Ghana, Nepal and Vietnam), embassies are more extensively involved in the dialogue with partners, including the organisation of annual research meetings attended by representatives of the government, private sector and civil society.

The administrative management of research grants has been outsourced to the Danida Fellowship Centre (DFC). DFC transfers funds to partners, communicates with partners about all administrative and financial



aspects of research grants, follows up progress and completion reporting, and approves final audited accounts.

The Ministry of Foreign Affairs is advised by several bodies concerning decisions on the allocation of research grants. The Consultative Research Committee on Development Research¹⁰ (**FFU**) is appointed by the Minister for Development Cooperation. It acts as a programme committee under the Danish Council for Strategic Research¹¹, and is responsible for assessing South-driven and North-driven applications for research cooperation and for recommending to the Minister which projects to fund. FFU draws on assessments by international peer reviews of the research quality of applications and assessments by the embassies of the relevance of the research proposed.

The Consultative Research Committee on Development Research has nine members, including a representative of the Ministry of Foreign Affairs. The external members are Danish researchers representing relevant academic fields. One member must also be a member of the External Grants Committee of the Ministry of Foreign Affairs, while one member must be a member of the Council for Development Policy. The Strategic Research Council has called for the inclusion of foreign members in Danish government research councils, and it will be considered to appoint members from other Nordic countries and from priority countries when the new FFU takes office from 2015 onwards.

In countries with South-driven research cooperation activities, National Screening Mechanisms are established to assess the relevance, research quality and potential effect of research applications submitted by national researchers. National Screening Mechanisms either consist of a national body with formal authority to coordinate support for research or, in countries where such mechanisms do not exist, they consists of panels of esteemed national academics representing relevant academic fields. National Screening Mechanisms shortlist a limited number of applications for further assessment by the FFU.

In the future, it may be considered to set aside a share of research cooperation funds to invite applications in selected priority countries, whose own institutions could control the awarding of grants. This is an area with only limited international experience, and a pilot approach may be relevant at this stage.


The External Grant Committee of the Ministry of Foreign Affairs consists of four internal members and four external members and advises the Minister for Development Cooperation on allocation of all grants for development cooperation above DKK 35 million. Support for research that is not in the category of grants for South-driven or North-driven research cooperation projects, which falls under the mandate of FFU, must be presented to the External Grants Committee.

The Council for Development Policy advises the Minister for Development Cooperation on overall issues of relevance to development cooperation, including priorities for Danish support for development research. The present draft strategic framework will be on the agenda of a meeting of the Council for Development Policy before the final version is drawn up.

It is being considered to establish an Advisory Board on Development Research which could meet with the Minister for Development Cooperation on a semi-annual basis for more in-depth discussions about research priorities and **monitoring of major activities**. This could include discussion of the annual report on Danida's support for development research, and reporting on progress of the Building Stronger Universities

¹⁰ Det Rådgivende Forskningsfaglige Udvalg, FFU. For further information, see <http://um.dk/en/danida-en/partners/research/cons-research-com/>

¹¹ Det Strategiske Forskningsråd, DSF. For further information, see http://fivu.dk/en/research-and-innovation/councils-and-commissions/the-danish-council-for-strategic-research?set_language=en&cl=en



programme, the South-driven research cooperation, and other major activities. Members of the Advisory Board could include representatives of Universities Denmark, other major Danish research institutions, and representatives of partners in priority countries.

7. Monitoring and Evaluation

The evaluation of Danida-supported research on agriculture and natural resource management¹² pointed out that the results framework for support for development research needs to be strengthened. It recommended that a Logical Framework Approach (LFA) and Results-Based Management (RBM) should be institutionalised **within Danida's modalities for funding development research and that the approaches should be utilised** from the overall strategic level down to projects and other funded activities. The evaluation particularly called for the application of well-defined indicators in order to measure results.

In the present strategic framework, it has been attempted to follow these recommendations by applying a LFA to the presentation of overall and immediate objectives of the support for development research. Whenever it is practically possible, LFA and RBM will be applied in a more systematic way in the formulation of new activities, while a series of initiatives will serve to institutionalise the approach. These include:

- Amendment of guidelines for South-driven and North-driven research cooperation projects so they include clear definitions and instructions on what constitutes an objective, output, outcome and indicator.
- Training in LFA and development of indicators in in-country training workshops on financial management offered by Danida Fellowship Centre in countries with South-driven research cooperation projects.
- Revised formats for annual reports and project completion reports to reflect the increased focus on clear results and indicators. It will not be required to undertake baseline studies at project start, since the cost of such an effort would not be commensurate with the relatively limited funds for each project.
- Intense dialogue with South partners in the Building Stronger Universities programme on the need for clearly defined objectives, indicators and follow-up when receiving progress reports.
- Encouragement of institutions which receive core support to further develop their results framework.
- Support for the development of a national research strategy with clear objectives in a selected priority country.
- Undertaking regular reviews of the specific support to assess progress and results and undertaking joint evaluations with other donors of support provided in the form of core funding to regional and international research organisations.

To supplement reviews and evaluations of specific support forms, it may be considered to undertake a comprehensive evaluation at the end of the five-year period covered by the present strategic framework. Such an exercise could take an approach similar to the one used by the evaluation of Danida-supported research on agriculture and natural resource management, though with a different thematic focus.

¹² Evaluation of Danida supported Research on Agriculture and Natural Resource Management. ORBICON & ITAD. Ministry of Foreign Affairs, September 2013.



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