

Ministry of Foreign Affairs
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September 15th 2006

Application for support to Danish Development Research Network

This application has been approved by the interim board of Danish Development Research Network, consisting of board members of Research Network for Governance, Economic Policy and Public Administration (GEPPA), Network for Agricultural Research (NETARD) and Research Network for Environment and Development (ReNED).

The development objective of the Danish Development Research Network is that research and research-based knowledge is fully integrated into the design and implementation of development assistance, specifically into MFA-supported interventions. The intermediate objective is to increase the integration of research and research-based knowledge in development assistance.

The network will focus on creating and facilitating platforms for research exchange and collaboration in the North and the South and nurturing links to research institutions in developing countries and international research communities. Other core areas of activity will be to promote a closer relation between development programmes and research and to facilitate information exchange within the area of research for development.

The proposed merger of the three networks is expected to increase collaboration on overlapping themes, and the new network is expected to provide a more efficient entry to the Danish resource base for Danida. In addition, the new network has several activities planned in cooperation with other Danish research networks.

The proposed network is different from the existing networks on several points, including:

- Increased focus on south-oriented activities
- Broader thematic focus
- Improved administration/activities-ratio

Period of Danida support: 1 January 2007 – 30 June 2009

Budget: 9.987.396 million DKK

On behalf of the Interim Board

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Application for support to Danish Development Research Network

August 2006

By the Interim Board of Danish Development Research Network

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2. List of abbreviations

BFT	Technical Advisory Service, MFA
DCCD	Danida's Centre for Competence Development
DKK	Danish kroner
FFU	Consultative Research Committee (former RUF)
GEPPA	Research Network for Governance, Economic Policy and Public Administration
IO	Immediate Objective
MFA	Ministry of Foreign Affairs of Denmark
NETARD	Danish Network for Agricultural Research for Development
NGO	Non-Governmental Organisation
ReNED	Research Network for Environment and Development
TAP	Technical-administrative personnel
VIP	Scientific-professional personnel

3. Background

Since the mid-1990s, the Danish Ministry of Foreign Affairs (MFA) has funded a number of research networks. The networks' member base consists of researchers (Danish and international), private sector consultants and MFA-staff based in Denmark and developing countries. The aim of the networks has generally been to enhance the utilisation of Danish-based development-oriented research in development assistance by increasing the dialogue and interaction between the research community and aid practitioners in Denmark and abroad. The networks are Danish Network for Agricultural Research for Development (NETARD), Danish Research Network for International Health, DWF *Research*, Research Network for Environment and Development (ReNED), and Research Network for Governance, Economic Policy and Public Administration (GEPPA).

The focus on supporting and promoting links between research and research-based knowledge production and development projects has been emphasised by the MFA in recent years. It is increasingly acknowledged that Danish development assistance must be research and knowledge based in order to enhance its efficiency. In addition, the newly published globalisation strategy of the Danish Government (The Danish Government 2006) underlines the need for high quality research and knowledge and establishes an ambition of Danish knowledge export. Moreover, the general trend of untying and decentralisation of development assistance, as well as enhanced donor coordination, has increased the need for partnerships between researchers in north and south, and between researchers and aid practitioners in order to bring research on the development agenda.

As a consequence of these changes, the MFA initiated a review of the networks to secure their continued importance for Danish development assistance. The review report (Tostensen 2006) argued that the network activities were generally appropriate and efficient, and no substantial restructuring of the networks was proposed. The conducted review found that the networks have, as individual units, generally been successful in strengthening the contact and dialogue between research and development aid. However, he pointed to problems in relation to integration and utilisation of research in development programming and suggested that strategies for using and integrating research in Danish development assistance should be clearer.

Subsequently, MFA circulated a discussion paper (Danida 2006) presenting their thoughts on the future of the research networks. The discussion paper was particularly focused on the possibilities for improvement by 1) merging the networks, 2) increasing the focus on activities in the south and 3) reducing the level of administrative costs relative to costs of activities.

NETARD, ReNED and GEPPA seized the opportunity to address the challenges mentioned above and merge the three networks in an effort to improve the structure and modus operandi of the networks and achieve a more systematic and consistent use of research in development programmes. The other two networks, DWF Research and Danish Research Network for International Health, decided to remain separate at this point in time.

4. Past experiences and achievements

The three networks have had different histories and activities; e.g. NETARD was established in 1998, while ReNED and GEPPA were established six years later. This section briefly outlines past experiences and achievements of the networks. The experiences do not all apply to each individual network and are structured around four partly overlapping categories of activities, that is, *platforms, communication and information, capacity development and research and knowledge*.

For more detailed information on the activities of NETARD, ReNED and GEPPA, please refer to the progress/annual reports of the individual networks. These are available on the websites. In addition, experiences on the networks' activities focused on south can be found in reports pertaining specifically to south-activities. These are also available on the websites.

4.1. Platforms

The platforms established in Denmark and the south have been valuable for bringing research on the development agenda and facilitate partnerships between researchers and practitioners in the North and the South.

4.1.1. Workings groups, workshops and seminars

The networks have established and serviced working groups, as well as planned and executed workshops and seminars in North and South. These activities have taken their offset in thematic priorities and interests identified by network members including Danida-representatives and in cooperation with aid programmes and institutions in Danida programme countries. The initiatives have focused on themes, methods and approaches. Participants have been researchers, PhD- and master-students, Danida-staff from North and South, private sector consultants and NGO-staff.

4.1.2. Conferences

All three networks have held larger conferences on research and development. The conferences have attracted interest from the main stakeholders in the North and the South – the research community, private sector consultants and MFA-staff. Some conferences have resulted in international publications.

4.2. Communication and information

The communication and information activities have ensured that researchers and other stakeholders within the network memberships can find information on research and development activities within their field.

4.2.1. Website and newsletters

The networks have each established well-functioning information systems, primarily through their websites and newsletters. Websites and newsletters were well-received in a randomised member survey carried out by two networks and allow members and other interested parties to acquire an overview of information and activities within specific thematic fields across institutions, organisations, and countries. However, the overlap between member databases has created a certain degree of information 'overload'.

4.2.2. International contacts

Links have been established to a number of international networks, fora, groups etc. One network acts as a national forum for and represents Denmark in international networks for cooperation, communication and coordination. Other networks have focused on promoting and funding individual members' participation in international events and relations to international institutions.

4.2.3. Information and "match-making"

The networks have also acted as an agent for establishing *ad hoc* and *planned* contact between researchers, consultants and MFA-staff, N-N and N-S ("match-making"). Research results and research-based knowledge on specific areas have been disseminated to politicians and decision-makers in Denmark. Moreover, the networks have contributed to new Danida country strategies and other development-relevant documents and hearings.

4.2.4. Research overviews

Some networks have developed country and sector specific overviews of Danida supported research relevant to development programmes. These overviews have been developed in agreement with or upon the request of embassy and programme advisors. The overviews have been well received in the South. However, there has been little follow-up with regard to the use of the overviews by sector programme advisors and other potential users. The networks have also worked to disseminate research-based knowledge about relevant institutions and organisations from North to South, and from South to North.

4.3. Capacity development

The networks have received a three year grant (2005-2008) from RUF (now FFU) to allocate travel grants to students enrolled at Danish universities and carrying out field work in developing countries for their Master's thesis. The aim of the travel grants is to support development activities with relevant Master's level research and to ensure a continued interest among students in Denmark in development issues. The contract is managed by the Department of Geography, University of Copenhagen.

Some networks have organised multidisciplinary and/or methodological workshops aimed at PhD-students, and one network has developed a thematic course catalogue and held master thesis inspiration meetings for students at Danish universities.

4.4. Research and research-based knowledge

The networks have individually and in cooperation with each other facilitated the planning and execution of a number of thematic and country specific workshops in the South and the North. The purpose of these workshops has been to establish N-S research partnerships, create links between research and development and to identify avenues for research funding of joint projects. The response to these initiatives has been best when demands have been clearly expressed by sector programmes.

The opportunities for establishing contact through the networks have been appreciated by the participating researchers and aid stakeholders. The coordinators have acted as process-consultants and assisted with "match-making", organisational issues and follow-up. In one instance a coordinator has assisted in the development of guidelines for N-S research projects funded by a sector programme.

The major challenge in these activities has been to secure funding for projects and to maintain the contacts and working relationships after the workshops. The lack of clear guidelines for integrating research into development programmes has been another challenge (elaborated in Tostensen (2006)).

5. Description of Danish Development Research Network

In the following the objectives, outputs, activities, indicators and assumptions of the network are described. An overview of the network is given in the logical framework matrix in Annex 1.

The Danish Development Research Network is established as a merger of GEPPA, NETARD and ReNED. The new network will have similar objectives as the current networks, but will provide a range of new opportunities and ensure a more effective coordination of the activities.

Among the advantages of the merger are:

- More synergy between the different sectors covered by the current networks
- A one-stop facility for communication and information-sharing between the research and development communities
- A more flexible secretariat with staff that jointly covers a broader range of competences
- More systematic approach vis-à-vis sector programmes and Danida partner countries
- Improved and expanded interface to partners and members in the South

The target group of the network will be people from the Danish and international research environment, staff of Danida-financed programmes and projects in developing countries, Danida administrative staff in the North and the South, students, and NGO-staff and consultants engaged in the areas covered by the network.

5.1. Objectives

The development objective of the Danish Development Research Network is that research and research-based knowledge is fully integrated into the design and implementation of development assistance, specifically into Danida-supported interventions. The intermediate objective is to increase the integration of research and research-based knowledge in development assistance.

These objectives are sought achieved through three immediate objectives (IOs):

- IO1 is to assist in identification and dissemination of research and knowledge needs of Danida, including Danida supported programmes and initiatives, and other donors. This objective focuses on the demand side of the development objective.
- IO2 is to foster an engaged and committed network of members. This objective focuses on the network side of the development objective.
- IO3 is to stimulate and promote relevant and high-quality development-oriented research and research-based knowledge in areas relevant to Danish aid. This objective focuses on the supply side of the development objective.

5.2. Outputs and activities

In order to reach these immediate objectives a number of outputs have been identified. Below, the outputs (O) are referred to only one of the immediate objectives, but in many cases the outputs refer to several immediate objectives.

On a general note, all the outputs and activities listed below are based on the assumption of interest and cooperation on part of the suggested partners. Consequently the activities stated below will depend upon actual demand and relevance. Some activities might thus be adjusted and/or new activities might be formulated within the objectives of the network.

The tables below indicate the core activities of each immediate objective and output.

Activities for IO1: Assist in identification and dissemination of research and research-based knowledge needs of Danida, including Danida supported programmes and initiatives, and other donors (demand side)		
O1.1	A1.1.1	Information on research results, projects and institutions of relevance for development programmes
	A1.1.2	Briefing of advisors prior to departure/posting
O1.2	A1.2.1	Thematic workshops in the South to facilitate links and partnerships between researchers and development programmes
	A1.2.2	Assistance in formulation of research components and activities in development programmes
	A1.2.3	Dissemination of research priorities defined by development programmes, international research communities and other relevant organisations/institutions
O1.3	A1.3.1	Communication and coordination of inputs from research community to integrate research in Danida strategies
	A1.3.2	Dialogue and evaluation with Danida on integration of research in development programmes (including response to hearings on strategies and policy papers)

Activities for IO2: Foster an engaged and committed network of members (network side)		
O2.1	A2.1.1	Working groups organised around themes, regions/countries or methods
	A2.1.2	Member discussion and "matchmaking" systems
	A2.1.3	Initiatives to engage current and new members in network activities
O2.2	A2.2.1	Dissemination of information and network documents through newsletter services and interactive website covering the focal areas of the network
	A2.2.2	Promotion of joint research network

Activities for IO3: Stimulate and promote relevant and high-quality development-oriented research in areas relevant to Danish aid (supply side)		
O3.1	A3.1.1	Thematic and/or interdisciplinary workshops, seminars and conferences organised in Denmark and developing countries
	A3.1.2	Facilitation of collaboration between researchers from the North and the South (exchange visits, joint publications)
	A3.1.3	Facilitation of knowledge sharing between researchers from the North and the South (informative after-work meetings, status meetings and articles)
O3.2	A3.2.1	Network representation in international research fora
	A3.2.2	Information on experiences and strategies of other donors
	A3.2.3	Coordination and co-operation with relevant Danish and international networks and organisations
O3.3	A3.3.1	Facilitate student research activities in developing countries
	A3.3.2	Information and inspiration for master thesis research

5.2.1. Outputs and activities for IO1: Demand side

The outputs and activities indicated under this output may be part of more formalised collaborative agreements between the network and development programmes supported by MFA and other donors. This option will be explored further.

O1.1: Research results and research-based knowledge communicated to development programmes

In cooperation with network members research briefs will be developed on relevant and current issues and communicated to sector programmes. Research overviews (thematic or country specific) and overviews of national research systems in developing countries will be developed upon demand from programmes and Danish embassies in Danida programme countries. Upon request from DCCD, advisors will be briefed on where and how to access the Danish resource base within research and development prior to their departure/posting. This will contribute to ensuring that use of research and research-based knowledge remains on the development agenda.

O1.2: Development programmes assisted with integration of research activities including research capacity building

Workshops in the South will target relevant issues in the host country and facilitate the creation of N-S partnerships on research and development. The thematic partnership workshops in the South will also contribute to development of research activities within sector programmes by proposing concrete research activities to development programmes. The network will also engage in dissemination of research priorities defined by sector programmes to relevant research funding agencies such as the Consultative Research Committee (FFU) of Danida.

Examples of additional activities, which might be considered for implementation pending the priorities of the network Board and the resources available, are:

- Dissemination of research priorities defined by international research communities and others to relevant research funding agencies.

- Assistance to local ministries responsible for sector programmes and the MFA in identifying persons with research experience for designing research components and activities in sector programmes and components.

01.3: Contributions to Danida development/country strategies and research priorities (incl. in FFU)

The network will work actively to strengthen the position of research and research-based knowledge on the development aid agenda, e.g. by assisting in improving and clarifying the important role of research and research-based knowledge in key documents such as: Aid Management Guidelines, country strategies, sector programme documents and action plans. The network will assist in communication and coordination of inputs from the research community to MFA and other donors.

5.2.2. Outputs and activities for IO2: Network side

02.1: Member driven platforms and working groups established within the network

The member base will be organised in sub-networks, based on the commitment of the member base and priorities of the board. The working groups will primarily be self-organising, and members will establish the thematic areas for the groups. The secretariat will assist with the organisation of working groups. The secretariat will focus on attracting more members from the South and will visit members at research institutions and other organisations to discuss the strategies and activities of network.

Examples of additional activities, which might be considered for implementation pending the priorities of the network Board and the resources available, are:

- A web-based member overview with extended business cards.
- Web-based discussion fora.

02.2: Channels of communication and information established

The communication and information systems of the current networks will be merged. The existing websites will be merged into one network portal with several thematic sub-pages and information on members, relevant events, conferences, funding opportunities, courses and research projects etc. Coordination with MFA on information systems will prevent overlaps. Visits to relevant institutions and organisations, embassies, local partners etc. will be conducted to introduce and promote the new network. Promotion material will be developed.

Examples of additional activities, which might be considered for implementation pending the priorities of the network Board and the resources available, are:

- Establishment of a development-wikipedia¹ (DeWiki), discussion fora, and geographical sub-pages.

¹ A *wiki* is a type of website that allows users to easily add, remove, or otherwise edit and change some available content. This ease of interaction and operation makes a wiki an effective tool for collaborative authoring. See www.wikipedia.org.

5.2.3. Outputs and activities for IO3: Supply side

O3.1: Multi-stakeholder platforms for research exchange and collaboration established in the North and the South

Core activities include workshops and conferences held both in the North and the South. These workshops will serve as platforms for research-based knowledge exchange between network members internally and between members and other stakeholders such as donors. The outcome will be an increased knowledge base in both the South and the North for implementing development programmes and for carrying out relevant and high quality research. Larger conferences will be multidisciplinary and cross-institutional and will focus on presenting state-of-the-art research.

Examples of additional activities, which might be considered for implementation pending the priorities of the network Board and the resources available, are:

- Meetings to communicate researchers' ongoing and past experiences on collaboration with development programmes and possible co-operation possibilities.
- Promotion of network building through researcher exchange visits to other research institutions.
- Web-based communication of research and research-based knowledge production in the network, facilitating an easy overview of articles, books, working papers, etc. produced by members.
- Develop a concept of "Development Article of the Year", nominating possibly the best published article (in different categories) by a member. An opportunity for gathering the stakeholders of the industry.

O3.2: Links to Danish-based and international research communities and donors are maintained and new links established

The network will facilitate network participation (member or secretarial) in international research fora. Relevant international research institutions and donors will be visited to strengthen network links, promote Danish expertise areas and establish co-operation opportunities for members.

O3.3: Initiatives to secure an expanded flow of development-oriented students

The FFU Travel Grants scheme for master thesis students will be continued under the current allocation of funds, ending in June 2008. Please note that this scheme is funded separately by FFU, and merely is administered by the network. A new application will – pending continued positive experiences of the scheme – be forwarded. The network will provide opportunities and inspiration for MA-students by carrying out events bringing experienced researchers and development professionals together with students. Facilitation of student-internships and field work in relation to Danish embassies and Danida supported programmes and initiatives.

Examples of additional activities, which will be considered for implementation pending the priorities of the network board and the resources available, are:

- A web-based publication containing papers written by master thesis students and PhD-students.
- Establishment of an overview of Danish development courses
- Promotion of the establishment of an active student section of the network.

6. Assumptions and risks

In order to carry out the activities successfully and achieve the objectives, the following key assumptions have been identified:

- MFA and governments in programme countries, as well as other donors, will be committed and active partners in identifying the research needs and promoting the use of research-based knowledge and research in development programmes.
- Research communities are willing to invest the necessary time in communicating research to development programmes, engage in groups and conferences, and invest resources in capacity development activities. To the extent that the research is targeting development programmes it is assumed that the Danish resource base will provide relevant comparative advantages.
- Members are willing to put time and energy into the planning and implementation of network activities. All network activities depend on members' active participation and input.

It is a risk to achieving the objectives that the integration of research into development programmes will be limited by the availability of funds from sector programmes, FFU, regional funding schemes, research councils and other sources.

7. Indicators and monitoring

Measurable indicators have been identified for each of the outputs. See the LFA matrix in *annex I* for further details on output indicators and means of verification. It is beyond the scope of this application and project period to establish baselines or other means of verification for monitoring the development objective and intermediate objective Danish Development Research Network. The indicators and means of verification noted in the LFA matrix are therefore merely suggestive. An (quite relevant) investigation of these objectives could be initiated by MFA if deemed relevant.

For activity and output monitoring, an annual report will be elaborated. Day-to-day monitoring of activities will take place in the continuous dialogue between the secretariat and the Board by way of ad hoc reports, frequent meetings etc.

8. Organisational structure

The network will be facilitated by a board and a secretariat. The board will consist of 9-12 members representing the development-oriented research resource base, aid practitioners and MFA. For details, refer to the draft Articles of Association, §6 (see annex II).

Membership of the network will be on individual basis. The network will initially have three themes/focus areas:

- agriculture, forestry and fisheries
- environment and energy
- good governance and business development

The staffing of the secretariat and other network functions should reflect the level of activities of the network and the themes/focus areas. The proposed level of activity of the network is suggested below:

Table 1: Overview of human resources

Activity	Person months per year				
	Units	VIP	Total	TAP	Total
<i>O1.1: Research results and research-based knowledge communic...</i>			4,0		1,5
A1.1.1: Information on research results, projects and institutions of rele...	3	1,0	3,0	0,5	1,5
A1.1.2: Briefing of advisors prior to departure/posting	2	0,5	1,0	0,0	0,0
<i>O1.2: Development programmes assisted with integration of rese...</i>			6,5		1,8
A1.2.1: Thematic workshops in the South to facilitate links and partner...	3	1,0	3,0	0,5	1,5
A1.2.2: Assistance in formulation of research components and activitie...	3	1,0	3,0	0,1	0,3
A1.2.3: Dissemination of research priorities defined by development pr...	1	0,5	0,5	0,0	0,0
<i>O1.3: Contributions to Danida development/country strategies an...</i>			2,0		0,6
A1.3.1: Communication and coordination of inputs from research com...	1	1,0	1,0	0,5	0,4
A1.3.2: Dialogue and evaluation with Danida on integration of research...	1	1,0	1,0	0,2	0,2
<i>O2.1: Member driven platforms and working groups established...</i>			6,5		3,5
A2.1.1: Working groups organised around themes, regions/countries or..	5	1,0	5,0	0,2	1,0
A2.1.2: Member discussion and "matchmaking" systems	1	1,0	1,0	2,0	2,0
A2.1.3: Initiatives to engage current and new members in network acti...	1	0,5	0,5	0,5	0,5
<i>O2.2: Channels of communication and information established</i>			1,0		3,0
A2.2.1: Dissemination of information and network documents through...	1	0,5	0,5	2,0	2,0
A2.2.2: Promotion of joint research network	1	0,5	0,5	1,0	1,0
<i>O3.1: Multi-stakeholder platforms for research exchange and coll...</i>			12,3		4,8
A3.1.1: Thematic and/or interdisciplinary workshops, seminars and co...	6	1,0	6,0	0,5	3,0
A3.1.2: Facilitation of collaboration between researchers from North an...	6	0,8	4,8	0,2	1,2
A3.1.3: Facilitation of knowledge sharing between researchers from th...	3	0,5	1,5	0,2	0,6
<i>O3.2: Links to Danish-based and international research communit...</i>			1,1		0,2
A3.2.1: Network representation in international research for a	1	0,3	0,3	0,0	0,0
A3.2.2: Information on experiences and strategies of other donors	1	0,3	0,3	0,2	0,2
A3.2.3: Coordination and co-operation with relevant Danish and intern...	1	0,5	0,5	0,0	0,0
<i>O3.3: Initiatives to secure an expanded flow of development-orien...</i>			1,5		0,4
A3.3.1: Facilitate student research activities in developing countries	1	0,5	0,5	0,2	0,2
A3.3.2: Information and inspiration for master thesis research	1	1,0	1,0	0,2	0,2
Administration	1	1,0	1,0	2,0	2,0
Installation costs (only 2007)	0	0,0	0,0	0,0	0,0
Total months			35,9		17,8

It is envisaged to have 36 person-months per year of staff with relevant experience from research and development within the sectors covered by the network and 18 person-months per year of staff with specialised communication and technical skills.

1. *Two full time senior coordinators* will be employed. One of them will be appointed as head of the secretariat. The coordinators must have relevant experience from the research and development field and be complementary in terms of thematic and geographical coverage. Together the coordinators should have a broad experience both from the development-oriented research community and from the development aid environment, including Danida. They should be capable of acting on behalf of the board and represent the network in a range of contexts (Danida, international organisations, research and government institutions in developing countries, etc.). They should have a good understanding of how researchers and aid practitioners work and experience with facilitating processes.
2. *One person-year allocated for flexible employment.* These funds may be used for employing people on a project based contract for special tasks such as research reviews and assignments in relation to developing contacts in South. Part-time employment of active researchers on a more long term basis could also be envisaged for certain tasks. Another possibility is to use funds to associate contact persons in the south to the network.
3. *One full-time and one half time persons one of whom has skills in communication and organisation (TAP level).* One person should have experience with communication in general and research in particular; website and other electronic communication; and organisation of workshops and conferences. Another possibility is to hire a student assistant.

In the current budget and organisational model, the monthly total wage costs for the full time coordinators and the project-based employment (VIP personnel) is set to 43.000 DKK per month, subject to employment options and salary negotiations. The monthly total wage costs for communication/technical staff (TAP) is set to 32.000 DKK. A similar disclaimer applies here.

The secretariat will be located at the Institute of Geography, University of Copenhagen. The host institution is considered to have a dynamic development-oriented research environment, conducive to experience sharing and exchange of ideas, information, work plans etc. among staff. Network activities in Denmark will be located at different research institutions with members of the network.

The network will continuously work to plan and implement activities in cooperation with other relevant networks. Especially the networks *DWF Research*, covering the thematic area *water and sanitation*, and Danish Research Network for International Health, covering the thematic area *health*, will be included in the majority of the networks activities. The scope for cooperation with other networks is considerable, including – but not limited to – e.g. cooperation with respect to workshops, seminars and conferences, research dissemination, dissemination of research priorities etc.

9. Reporting

Internal reporting will take place through reports, activity plans, minutes and reports from meetings, workshops and travels. All minutes of board meetings and other key documents and reports will be available at the network's website.

External reporting to MFA will be through the annual reports elaborated in connection with the Annual General Assembly. Financial accounting to Danida will follow the rules outlined in the "General

Guidelines for Accounting and Auditing of Grants through Governmental and Parastatal Organisations and NGO's”.

10. Budget

The total budget for the period of 1 January 2007 to 30 June 2009 amounts to DKK 9.987.396.

The majority of activities include an element of south-focus and south activities. The ratio between expenses for north-oriented activities and south-oriented activities is difficult to calculate. However, a very rough estimate would be that south-oriented activities represent approximately 2/3 of the total budget.

As reflected in the human resources table in section 8, the main share of person-months (and thus, personnel expenses) are directly used for implementation of activities, rather than administration. Most activities rely on human resource inputs and do not require investments in equipment and hardware.

Administrative costs are low due to the economies of scale and merging of parallel systems (e.g. websites and databases).

It must be emphasized that the budget should be flexible to allow incorporation of new activities and demands during operation and abandoning of planned activities which are no longer relevant for one reason or the other.

The budget is as follows:

Budget year	2007	2008	2009	Grand Total
Personnel costs, VIP	1.543.700	1.605.448	834.833	3.983.981
Personnel costs, TAP	569.600	592.384	308.040	1.470.024
Travel expenses	370.000	370.000	185.000	925.000
Meeting costs	525.000	525.000	262.500	1.312.500
Services & equipment	130.000	70.000	35.000	235.000
Grand total	3.138.300	3.162.832	1.625.373	7.926.505
Contingencies, 5%	156.915	158.142	81.269	396.325
Overhead, 20%	659.043	664.195	341.328	1.664.566
TOTAL	3.954.258	3.985.168	2.047.970	9.987.396

11. References

- Danida (2006). Discussion Note on a Possible Establishment of a Merged Network for Development Research. Copenhagen, Danida.
- The Danish Government (2006). Progress, Innovation and Cohesion - Strategy for Denmark in the Global Economy. Copenhagen.
- Tostensen, A. (2006). Bridging Research and Development Assistance: A Review of Danish Research Networks. Bergen, Chr. Michelsen Institute: 36.

12. Annexes

12.1. Annex 1: LFA Matrix

Development Objective	Indicators	Means of Verification	Assumptions
Research and research-based knowledge is fully integrated into the design and implementation of development assistance	<ul style="list-style-type: none"> • Network activities contribute to successful development programmes 	<ul style="list-style-type: none"> • Key informants interviews • Available documentation 	
Intermediate Objective	Indicators	Means of Verification	Assumptions
Increase the integration of research and research-based knowledge in development assistance	<ul style="list-style-type: none"> • Development programmes use research and research-based knowledge through network and network activities • Development programmes include research components 	<ul style="list-style-type: none"> • Key informants interviews • Available documentation 	

Immediate Objective 1 (IO1)	Indicators	Means of Verification	Assumptions
<p>Demand side Assist in identification and dissemination of research and research-based knowledge needs of Danida, including Danida supported programmes and initiatives, and other donors</p>	<ul style="list-style-type: none"> • Development programme documents reflect the use of research • Development programmes has research activities integrated 	<ul style="list-style-type: none"> • Programme documents • Annual sector reviews 	<ul style="list-style-type: none"> • Interest in and commitment to using research in development programmes • Research is sufficiently relevant and of required quality
Outputs	Indicators	Means of Verification	Assumptions
<p><u>Output 1.1</u> Research results and research-based knowledge communicated to development programmes</p>	<ul style="list-style-type: none"> • Development programmes' information level on research and research-based knowledge production by network members • Number of links established between network members and programme staff • Extent of secretariat assistance to programme 	<ul style="list-style-type: none"> • Annual reports • Feedback from development programmes • Feedback from advisors 	<ul style="list-style-type: none"> • Researchers interested in publishing in policy briefs • Development programmes interested in research overviews and overviews of local research institutions • Advisors and Danida interested in briefing of advisors
<p><u>Output 1.2</u> Development programmes assisted with integration of research activities including research capacity building</p>	<ul style="list-style-type: none"> • Number of research activities in programmes • Extent of member involvement in planning and formulation of components and activities • Number of links between network and programmes • Research priorities disseminated from South to North 	<ul style="list-style-type: none"> • Mission reports • Annual reports • Proceedings • Communication with Danish research councils etc. 	<ul style="list-style-type: none"> • Members, south partners and development programmes interested in research integration • Stakeholders in south have notion of research priorities and stakeholders in north are willing to obtain the information
<p><u>Output 1.3</u> Contributions to Danida development/country strategies and research priorities (incl. in FFU)</p>	<ul style="list-style-type: none"> • Focus on research and research-based knowledge in Danida documents • Extent of solicited/unsolicited network influence on Danida docs. • Number of links between network and relevant Danida-staff 	<ul style="list-style-type: none"> • Reports and annual reports • Minutes of meetings 	<ul style="list-style-type: none"> • Network members actively contribute • Danida interested in getting input from network

Immediate Objective 2 (IO2)	Indicators	Means of Verification	Assumptions
<p>Network Foster an engaged and committed network of members</p>	<ul style="list-style-type: none"> • Member interaction devoid of secretarial influence • Research and research-based knowledge exchange in Network 	<ul style="list-style-type: none"> • Member feedback • Participation in network activities 	<ul style="list-style-type: none"> • Member interest in establishing relations to other network members • Overlapping or complementary fields of study of members • Research institutions prioritise development-oriented research
Outputs	Indicators	Means of Verification	Assumptions
<p><u>Output 2.1</u> Member driven and -focused platforms and working groups established within network</p>	<ul style="list-style-type: none"> • Number of groups with regular contact in network • Extent of member interaction pushed by secretariat • Extent of member interaction devoid of secretarial influence increased 	<ul style="list-style-type: none"> • Proceedings • Annual reports • Member feedback 	<ul style="list-style-type: none"> • Members interest in establishing relations to other network members • Overlapping or complementary fields of study of members • Member willing to invest time in activities
<p><u>Output 2.2</u> Channels of communication and information established</p>	<ul style="list-style-type: none"> • Members informed of activities and events • Members supplied with relevant information from national and international sources 	<ul style="list-style-type: none"> • Website • Newsletter • User survey 	

Immediate Objective 3 (IO3)	Indicators	Means of Verification	Assumptions
Supply side Stimulate and promote relevant and high-quality development-oriented research	<ul style="list-style-type: none"> Number of inter-disciplinary, cross-sectoral and cross-institutional research partnerships 	<ul style="list-style-type: none"> Feedback from researchers Grants overviews from research councils 	<ul style="list-style-type: none"> Member willingness to engage in partnerships Overlapping or complementary fields of study of members
Outputs	Indicators	Means of Verification	Assumptions
<u>Output 3.1</u> Multi-stakeholder platforms for research exchange and collaboration established in north and south	<ul style="list-style-type: none"> Number of platforms in North and South organised with participation from relevant stakeholders Research partnerships and joint research projects 	<ul style="list-style-type: none"> Proceedings Lists of participants Feedback from participants 	<ul style="list-style-type: none"> Willingness of researchers to assist in planning meetings and invest in partnerships
<u>Output 3.2</u> Links to Danish-based and international research communities maintained and new links established	<ul style="list-style-type: none"> Number of links between network and researchers in Denmark, internationally and developing countries Number of links between network and international networks and organisations 	<ul style="list-style-type: none"> Funds allocated to members Member travel reports Network representation reports 	<ul style="list-style-type: none"> Members interest in network activities focused on international fora Available avenues for network representation in int. fora
<u>Output 3.3</u> Initiatives to secure an expanded flow of development-oriented students	<ul style="list-style-type: none"> Number of Danish development-oriented candidates Number of received qualified travel grant applications Number of students in member base Extent of student participation in network activities 	<ul style="list-style-type: none"> Travel grant statistics Member database List of participation 	<ul style="list-style-type: none"> Students interested in development-oriented activities Students interested in network activities

12.2. Annex II: Draft for articles of association

§ 1 Name

1. The name of the network is the Danish Development Research Network.

§ 2 Host institution

1. The host institution and registered office of the network secretariat is determined by the board in agreement with Danida.

§ 3 Objectives

1. The development objective of the Danish Development Research Network is that research and research-based knowledge is fully integrated into the design and implementation of development assistance, specifically into Danida-supported interventions.

2. The intermediate objective is to increase the integration of research and research-based knowledge in development assistance.

3. These objectives are sought achieved through three immediate objectives (IOs):

- IO1 is to assist in identification and dissemination of research and knowledge needs of Danida, including Danida supported programmes and initiatives, and other donors. This objective focuses on the demand side of the development objective.
- IO2 is to foster an engaged and committed network of members. This objective focuses on the network side of the development objective.
- IO3 is to stimulate and promote relevant and high-quality development-oriented research and research-based knowledge in areas relevant to Danish aid. This objective focuses on the supply side of the development objective.

§ 4 Members

1. Any person who accepts the objective of the network can be registered as a member of the network.

2. Membership of the network is achieved by written request to the network secretariat.

3. Membership is free.

4. Membership is terminated by notifying a member of the board or the network coordinator.

5. Exclusion from the network occurs if a member counteracts the objective of the network. Temporary exclusion occurs through unanimity in the board. Final exclusion of a member can occur through approval by two-thirds majority among those in attendance at the forthcoming general assembly.

§ 5 General Assemblies

1. The supreme authority of the network is the general assembly, which is held annually. Notice of the general assembly and provisional agenda should be communicated electronically to all members no later than four weeks prior to the general assembly. Received resolutions for the final agenda should be sent to the board no later than three weeks prior to the general assembly. Resolutions to be proposed at the general assembly and the final agenda will be available on the network website or can be required through one of the network coordinators, from one week prior to the general assembly.
2. An extra-ordinary general assembly can be called for if the board or 25 per cent of the members demand it. A notice, stating the agenda, should be issued no later than two weeks prior to the meeting and two weeks after the demand for an extra-ordinary general assembly has been forwarded.
3. The agenda for the annual general assembly should contain the following items:
 1. Election of chairman and reporter of minutes
 2. Report of the board
 3. Presentation of accounts
 4. Presentation of working agenda for the forthcoming year
 5. Presentation of budget proposal for the forthcoming year
 6. Election of board members and alternates
 7. Received resolutions
 8. Other business
4. Received resolutions are decided by simple majority of votes. Voting is by show of hands or, if this is requested, by ballot.

§ 6 Board

1. All members can stand for election for the board
2. The board should strive to have a wide representation from the research milieu, the private sector, Danida and other stakeholders taking interest in the network's field of activities. However, at least half of the board must be active researchers from research institutions. The composition of the board is decided by the general assembly, but must consist of at least nine and cannot exceed twelve board members and two alternates.
3. The board should strive to have representation covering the main themes/focus areas in the network.
4. The general assembly elects the members of the board for a period of two years, however half of the board members elected at the statutory general meeting are appointed for one year. Subsequently, half of the board members come up for election every year. In addition, Danida appoints two observers, who are not vested with voting rights on the board.

5. The board constitutes itself with a chairperson and a vice-chairperson, who are responsible for the overall management of the network. The chairperson and the vice-chairperson must be from research institutions.

6. The board establishes its own rules of procedure and board meetings are open for network members, unless otherwise agreed. Board meetings are announced on the network website. The board can, if so desired, conduct virtual board meetings and make written decisions.

7. Members of the board are incapacitated in decisions on areas of research or activity in which they are directly involved through cooperation or managerial responsibility.

§ 7 Liability

1. The network shall be liable for the performance of its obligations with all its assets. The liability of the members of the board or members in general is limited.

§ 8 Daily coordination of the network's activities, accounts and revision

1. The network negotiates an agreement with the host institution specifying the allocation of responsibility and administrative relations between the network and the host institution.

2. The coordinators are authorised to make disposals amounting to a maximum of 15.000 DKK. Disposals exceeding this limit should, together with the presentation of an updated budget, be authorised by the chairperson and an additional member of the board. The coordinators are not authorised to allocate funds for personal dispositions.

3. Funds for the network's employees should be allocated under terms formulated in a contract between the employee and the host network. The network holds the judicial responsibility for the conditions of employment. The conditions of employment are administered by the host institution.

§ 9 Changes in articles of association

1. Changes in the articles of association can only be made by the general assembly through two-thirds majority among the members present.

§ 10 Dissolution

1. Dissolution of the network occurs through a legitimately announced general assembly, according to the rules for changes in articles of association, see § 9. In the case of dissolution, the network's assets will, after settling of liabilities, be transferred to Danida who, as trustee, will be in charge of liquidating all other uncalled judicial claims connected to the network.

§ 11 Effective date of the articles of association

The articles of association will take effect after adoption by the general assembly.

Adopted at the general assembly the: _____

Chairman: _____

12.3. Annex III: Draft for rules of procedure

12.3.1. The legitimacy of meetings

Any call for a board meeting must be sent to all members of the board in due time. There should be reasonable time for the members to prepare for the meeting. The meeting should be posted on the website in due time for members to plan their attendance.

The meeting must be competent to make decisions on the issues of the agenda. A board meeting must have two-thirds of the board present or be in possession of letters of authority, so that every issue on the agenda can be decided on the basis of at least two-thirds of the board.

It is the duty of all board members to consider possible conflict of interests to all issues on the agenda.

The network secretariat is responsible for calling for board meetings and is responsible for the minutes of the meetings.

12.3.2. Issues on the agenda

Any issue to be considered at the board meeting must be sent to all board members together with the call for the meeting and the agenda. The board can only decide on issues falling under its authority.

The chairperson of the board (alternatively the vice-chairperson) should briefly present the issues on the agenda and propose an order of decision. The board must approve the agenda.

New propositions can not be voted on, but can be included in the minutes of the meeting. Amendments to duly announced propositions can be voted to decision.

12.3.3. Decision

Duly announced propositions can be voted to decision by way of either of the following methods:

- By show of hands (for/against/refrain from voting; or just against)
- By written vote (if the regulations or one member requires it)
- Tacit approval (if no one objects)

Propositions are voted to decision by way of simple majority unless the regulations prescribe otherwise.

All decisions are included in the minutes of the meeting.