Inception Report for
Growth and Employment Platform
First phase (August 2011- July 2013)
15 November 2011

Annex 1 – Sokoine University of Agriculture, Tanzania

Content:
1. Modifications made by SUA
2. Action plan
3. PhD Courses
4. Logical Framework
5. Budget
6. Criteria for award of PhD scholarships
7. Procedure for collaboration support projects
8. Letter of Agreement

Modifications of GEP-Sokoine planned activities in phase I:

Generally, the activities at SUA will follow the overall modifications of the activities for the GEP; namely more training activities, and restructuring of WP3 (se general section on WP3 above). However, since the capacity to run PhD supervision training courses already exists at SUA, this has led to some changes in the activities and budget particularly for the Danish Universities.

SUA has been part of the Prepare-PhD programme for the past three years; part of these activities included a Training of Trainers PhD supervision course. A limited number of SUA staff have completed this course, and are now fully equipped to run it, time and means provided. So although there is still demand for offering the course to more staff at SUA, the training capacity exists. Hence, it was decided to run the PhD supervision training activity under WP2 as a pure SUA activity, without contribution from Danish Universities. Consequently, minor budget changes has been made at SUA, since SUA is fully responsible for the course, and funds (180.000 DKK) have been transferred from WP2 to WP3 on the Danish side.

The overall changes to WP3 were strongly supported by the SUA-PWG who identified training of staff in acquiring external funding as a major bottleneck for strengthening the research activities at the university, as well as other new initiatives outside the immediate scope of GEP (experimental learning, didactic development, e-courses etc). Together with support of fundraising activities as well as small collaboration support projects (see below), the fund raising course will increase capacity of staff to conceive and develop applications to targeted funding bodies. Hence, the three activities (course, proposal writing and collaboration support projects) can be viewed as a continuum of training and development activities with the purpose of increasing skills and success in fund-raising.

Due to the transfer of funds from WP2 to WP3 – mainly on the Danish side, the structure of WP3 funding has been slightly revised for GEP-SUA. The budget for the proposal writing course and proposal writing workshops is unchanged, but the collaboration support project budget has been lifted to 300.000DKK on the Danish side. This allows for a minimum of 5 such activities, at a cost between 50.000 and 150.000 DKK. The increased funding on the Danish side allows participation of more Danish staff in the activities (travel and accommodation). A typical project could include: 3 travels for Danish staff, two weeks each; 5 months salary for SUA researcher, including scientific output; 40.000 for field expenditure. The concepts and selection criteria for collaboration support projects are given in the attachment.

8 PhD courses have been tentatively described, some based on existing courses offered at Danish Universities. The selection of the 6 courses to be offered during phase I will be made after the identification of the PhD scholars, and a careful needs assessment in connection to their research plans, as well as needs of existing PhD students at SUA. Although several of the courses are generic, they will be adapted to the core elements of the GEP, in order to facilitate direct application of the acquired skills by the students in their own research.

It was a strong priority for SUA-PWG to maintain the dissemination activities, not only for PhD students (dissemination is one of the PhD courses to be developed and implemented), but also for staff. However, the concept of dissemination was widened to include stakeholder inclusion in research planning and better contact with recipients of research outputs, i.e. to foster a more demand-driven generation of research priorities. The ToT course on stakeholder inclusion and

research dissemination will run under WP4. The collaborative support projects should be seen in this perspective, as they may also assist in developing new research paradigms and agendas which are better aligned with societal needs.

Action Plan for
Growth and Employment Platform at SUA

WP	Activities / Months	2011		2012												2013		Implementing body
		11	12	1	2	3	4	5	6	7	8	9	10	11	12	1Q	2Q	
1	Identification of Danish academic staff for PhD course development		█															DK-SC
1	PhD course 1 curriculum dev. & imple.					█	█	█				█	█	█				SUA/DK contract
1	PhD course 2 curriculum dev. & imple.					█	█	█				█	█	█				SUA/DK contract
1	PhD course 3 curriculum dev. & imple.					█	█	█				█	█	█				SUA/DK contract
1	PhD course 4 curriculum dev. & imple.					█	█	█				█	█	█				SUA/DK contract
1	PhD course 5 curriculum dev. & imple.					█	█	█				█	█	█				SUA/DK contract
1	PhD course 6 curriculum dev. & imple.					█	█	█				█	█	█				SUA/DK contract
1	Identification of SUA academic staff to run PhD supervisor training course		█															SUA
1	PhD supervisor training course (in two parts)[1]				█								█					SUA
2	Announcement of PhD scholarships	█																SUA
2	Selection of PhD students		█	█														PWG
2	Identification of Danish academic staff to become PhD co-supervisors				█													DK-SC
2	PhD scholarship programmes					█	█	█	█	█	█	█	█	█	█	█	█	SUA/DU/DFC
3	Identification of Danish academic staff to run Project proposal writing ToT course		█															DK-SC
3	Call for collaboration support projects		█	█								█	█	█				Secretariats
3	Selection of collaboration support projects						█							█				PWG/ peers
3	Collaboration support projects initiated							█	█	█	█	█	█	█	█	█	█	SUA/DK contract
3	Project proposal writing ToT course [2]				█													SUA/DK contract
3	Local Project proposal writing course												█					SUA
4	Selection of dissemination course contract							█										SUA
4	Dissemination course implementation[3]											█						SUA/contract
5	PWG meeting				█							█					█	PWG
5	Partnership Steering Committee meeting				█												█	PSC
5	External audit														█		█	Contract
5	Phase II application																█	SUA/DU

[1]SUA has via the STRAPA project already implemented such a course; hence SUA will offer this course for more staff, without contribution from Danish universities.

[2]Due to limited government subvention for research, involvement in research depends very much in donor funding. It is important therefore for staff to capacitated to access donor funds.

Action Plan for
Growth and Employment Platform at SUA

[3] The course will help SUA staffs to have significant impact in the community through involvement of the latter in research activity. This will ensure that researches done will address the needs of stakeholder (demand- driven).

List of suggested PhD courses for GEP Sokoine.
The list contains 8 courses, the final decision on which 6 courses to be implemented in Phase 1 will be taken after identification of the 4 PhD scholars and a specific needs assessment.

A. Philosophy of Science/ research ethics
How to write the introductory part of the thesis - how to design your research? The aim of the course is to give an introduction to the methodological, philosophical and ethical problems in scientific research. The course seeks to enhance the capability of participants to formulate the methodological foundation of their thesis work, review their approach used and reflect on research ethics. The course furthermore contains components of stakeholder inclusion in research planning. After the course, students will be able to better formulate and understand the scientific theoretical underpinning of their thesis research within applied sciences of natural or social sciences, have a better understanding of different ways of looking at what constitutes good scientific practice, recognise main strains of scientific misconduct and be able to better handle contact with society on their research.
Participants will gain basic knowledge in philosophy/theory of science, especially with regard to applied natural and social science within relevant disciplines (e.g. forestry, agronomy) and in particular with a view to select themes from the participants' PhD projects.

B. Proposal writing and project management
This course is aimed at potential students applying for a PhD, PhD students applying for post doc or other research grants, and senior staff applying for research grants. The course will cover the process of reading and analyzing an announcement critically, the basics for writing a successful application, the assessment criteria and how applications are evaluated, and provide the opportunity for participants to get feedback on their own draft applications. Participants will get an introduction to Logical Framework Approach as a tool to organize a project, and how to reflect this in the project description. A module will discuss how to successfully manage a research project.

C. Scientific writing
Communicating science is as important to the scientific process as designing, conducting, and analyzing the experiment itself. The workshop focuses on essential techniques for effective writing and presentation of scientific information.
We will discuss sections of a scientific article, coherence, choice of words, tight writing, parallel structure, and transitions to link ideas. We will also discuss correct grammar, punctuation, preparation of tables and figures, and writing statistics. You will practice writing scientific material. To engage you in developing your writing and presentation skills, the workshop is in the format of "active learning" -- a combination of an informative PowerPoint® lecture, followed by a practical group task. Tasks involve editing and improving sections of the paper, including tables and figures. At the end of each task, one member from each group reports its activities.
The workshop is designed for those who have some experience in writing a scientific paper: those who are at the beginning of their careers, and those who have had more experience in writing scientific papers and would like to refine their communication skills. Scientists from various disciplines are welcome to attend.

D. Qualitative research methods

The aim of this course is to provide a comprehensive understanding of interview, observation and text analysis as methods in qualitative research within the social sciences and to convey the necessary intellectual skills required for their utilization.

This course will focus on qualitative methods as important for approaching the understanding and interpretation of complex multidisciplinary fields. The course covers: Aims and characteristics of qualitative research, types of qualitative research designs, planning and executing research, qualitative methods for data collection, linking qualitative and quantitative research, The course focuses on different types of interviews like in depth interview and focus group interview, with focus will be an introduction to and practical training with different ways of analysing qualitative data.

E. Experimental design and quantitative data analysis

The aim of this course is to enable students to appreciate the quantitative study of variation and in the analysis and interpretation of data from experiments which are subject to variation; and to understand the key principles of research methods especially those relevant for participatory research approaches.

Probability and distributions (populations, samples and probability, normal distribution and sampling distributions); estimation and hypothesis testing (testing hypothesis about the population mean, proportions, population variance unknown, comparison of samples, a pooled estimate of variance); simple experiment (the fundamental concepts of replication and randomization, analysis of randomized complete block design with two treatments and with several treatments, testing overall variation between the treatments; unit variation and control (the fundamental concepts of blocking with either one or two systems of control as indicated in the following: analysis of a randomized complete block design, latin square designs, multiple latin square designs, analysis of variance for factorial , experiments and split-plot designs).

F. Dissemination of research findings, outreach and research communication

Being a researcher at a university entails communicating research results to a wider audience and the public in general. This course will start out with a discussion of the role of universities in society. What are the roles and responsibilities that society expects of its scientists – and how do you live up to them?

The objective is to train the doctorates in presentation of their research for different audiences, such as academia, politicians, practitioners, rural communities and wider public. Prior to the course, the student must select and prepare relevant parts of their research to present and study provided text material. The actual course consists of a to-day workshop, where the students are mentored in developing executive summary, a policy brief, a press release, a farmers/practitioners guide and an academic poster/presentation based on their research. The students have to produce a number of these outputs to complete the course.

G. Agribusiness value chains in a methodological perspective

The course will provide a theoretical foundation and methodological basis for investigating local and global food and agribusiness systems. In addition to studying the management problems of farmers, processors, branded consumer goods manufacturers and food retailers, participants will also be introduced to consumer trends, technological advances, public policy issues, food safety and risk management.

H. Entrepreneurship and Innovation in a methodological perspective

The objective of the course is to provide the participants with information and practical knowledge of entrepreneurship and innovation in the agricultural industry.

The participants will build the capacities needed to critically analyse centres of entrepreneurship and innovation.

· Entrepreneurship and innovation: Background knowledge, general overview of the topics and introduction to the context of the agricultural industry

· Innovation and business development

· Competitiveness, efficiency and market orientation

· Introduction to Small & Medium Enterprises (SME) in a demand driven market: Introduction to market mechanisms and trade between different sectors in the agricultural industry

· Market research, business drivers and development: Participants will work extensively with business planning, e.g. a road map to successful implementation of a new business

· Financing, budgeting and economic development of SMEs a competitive market

· Development of business networks and cooperation: how to access new knowledge, methods and tools in business development

· Development of human and organisational capabilities

LFA FOR GROWTH & EMPLOYMENT PLATFORM – SOKOINE UNIVERSITY OF AGRICULTURE, TANZANIA

DESCRIPTION	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Development objective: Enhanced capacity of Sokoine University of Agriculture to promote sustainable growth and employment through research, education and dissemination of research findings	• A number of indicators has been identified for the development objective, c.f. the GEP proposal dated 30 April 2011, yet the platform in the first phase (2011-13) will make no attempt to monitor these		• Government maintains or enhances the real value of financial support to universities • University employment is sufficiently attractive to recruit and maintain talented academic staff. • Government is responsive and revises policies and legislation based on research results • Research-based teaching promotes high quality education • Student evaluations and course and curricula revision form part of university management routines • University maintains a dialogue with key external stakeholders about their educational programmes and traces the careers of alumni
Immediate objectives: 1. Growth and Employment relevant PhD education programmes strengthened	• 30 researchers capacitated in PhD supervision by July 2013 • 6 PhD courses developed as part of the platform activities by July 2013	• PWG report • SUA Annual report • Minutes of the PSC meetings • Directorate of Research and Post Graduate Studies' reports • PhD course evaluation	• Efficient and effective collaboration and coordination with other BSU platforms and other relevant initiatives • University policies/senior management remain favourable to formalised PhD education programmes (PhD education including course work) • Sufficiently many PhD students, or other relevant staff, enrol in the PhD courses to justify their existence

2. Increased number of academic staff at university with PhD qualifications in growth and employment relevant topics	• At least 4 staff awarded PhD degrees in growth and employment relevant topics by end of 2015	• SUA staff development committee minutes • Directorate of Research and Post Graduate Studies' reports • SUA Annual reports • PhD degree certificates • GEP annual progress reports	• Qualified staff is available, interested and can be released from other duties to complete the PhD programme within three years • University capable of retaining staff in relevant positions after completion of their PhD study • Staff with relevant expertise available
3. Growth and employment relevant research activities and research collaboration strengthened	• 10 researchers trained as trainers in fund raising and research or project proposal writing by December 2012 • 15 researchers capacitated in fund raising and research or project proposal writing by June 2013 • At least two joint research proposals written and submitted for external funding by June 2013 • At least two joint research collaborations initiated by June 2013	• Confirmation letters from donors/funds of receipt of proposals • Assessment report for proposal selection • VC Annual reports • Annual Departmental reports • GEP annual progress reports	• Interest in developing joint research activities between partners in Tanzania and Denmark • Appropriate research capacity to attract funding, implement research activities and publish • Incentives to publish and present research results remain favourable
4. Platform research results and findings effectively disseminated to relevant stakeholders inside as well as outside the realm of academia	• 25 researchers capacitated in disse-mination of research results to non academic stakeholders by June 2013 • 3 papers based on platform research with joint S-N authorship published in international peer-reviewed journals by end of 2015 • 4 papers and reports (other than international peer-reviewed) based on platform research published by end of 2015 • 3 scientific papers based on platform research presented at international and national conferences by end of	• Journal homepages • ISI Web of Knowledge • Workshop reports/proceedings • GEP annual progress reports	• Incentives to publish and present research results remain favourable • Selected PhD students will acquire capacity to write scientific papers at international level • Senior university management and university policies, including reward and incentive schemes, are supportive for non academic research dissemination

	2015		
5. Platform activities effectively and efficiently governed and managed.	• Planned outputs are delivered on time and immediate objectives achieved within budget • Platform annual financial and technical reports approved by Universities Denmark and Danida Fellowship Centre	• GEP annual progress reports • GEP annual accounts • Letters of approval from Universities Denmark and Danida Fellowship Centre	• A qualified coordinator can be recruited by university/platform • The VC's office/senior management supports the platform. • Decisions in governing bodies of the platform, notably Platform Working Group, Partnership Steering Committee and Danish Steering Committee are transparent and based on objective/fair and agreed criteria • Members of governing bodies remain committed to the platform • A suitable fund disbursement mechanism in place

Outputs: **PhD education** 1.1 PhD courses/modules developed 1.2 PhD students have passed PhD courses 1.3 Faculty capacitated to run developed PhD courses 1.4 Staff trained in PhD supervision	• 6 PhD courses/modules developed and implemented by July 2013 • At least 6 courses have been passed by PhD students/staff by July 2013 • At least 12 researchers capacitated to run the courses by end of July 2013 • 2 training courses and 30 researchers from the university have participated in PhD supervision by July 2013	• Certificates • Minutes of Senate meetings • SUA annual reports • Course reports • GEP annual progress reports	• Appropriate incentives for lecturers and supervisors to engage in formalised PhD education • Interest of potential Danish lecturers to engage in course development • Approval of course curricula by Senate • Sufficient body of PhD students, other post graduate students and faculty for courses
PhD scholarships 2.1 Growth and employment relevant PhD scholarships awarded to faculty and studies initiated.	• 4 PhD scholarships awarded to staff of university by February 2012 • The 4 PhD students on track with their studies by July 2013	• PhD proposals • PhD progress reports • Minutes of Platform Working Group meetings • GEP website	• Availability of qualified and interested PhD candidates among academic staff • Interest of potential Danish supervisors • No political interference in the

		• GEP annual progress reports	selection process
Research collaboration 3.1 Staff trained as trainers in fund raising and research and project proposal writing 3.2 Joint research proposals submitted to relevant funding agencies. 3.3 Explorative joint research projects initiated 3.4 Academic staff at SUA informed about platform activities and achievements.	• 10 researchers trained as trainers in fund raising and research proposal writing by December 2012 • 15 researchers capacitated in fund raising and research proposal writing by July 2013 • At least 2 joint S-N proposals submitted to relevant funding agencies by July 2013 • At least 3 innovative joint research projects initiated by July 2013 • At least 50 academic staff of university have participated in platform supported seminars by July 2013	• Certificates • GEP website • GEP annual progress reports • Research proposals • Minutes of Platform Working Group meetings • Working papers/reports • Draft manuscripts • Annual reports of thematic networks • Seminar/workshop report	• University and staff are interested in upgrading skills within fund raising • Agreement can be reached on activities to be funded by platform • Interests of key persons to organize and initiate activities of thematic networks
Dissemination 4.1 Training in dissemination of research results to main stakeholders 4.2 Platform website established 4.3 Decision makers informed about results of platform activities at end-of-first phase seminar	• 1 workshop conducted and 25 researchers capacitated in dissemination of research results to main stakeholders • Platform website established during inception phase and remains updated throughout the first phase • End-of-phase seminar organised by July 2013 with at least 50 participants	• Workshop report • GEP website • GEP annual progress reports • Minutes of Platform Working Group meetings • End-of-phase report	• Interest of academic staff to engage in diffusion/extension/dissemination activities • Stakeholders perceive conducted research of interest and are willing to participate/engage
Platform governance 5.2 Letter of Agreement signed 5.1 Platform Working Groups established and operational 5.3 Partnership Steering Committee	• A Letter of Agreement covering all agreed platform activities with detailed activity plan and budget as annexes by November 2011 • Platform Working Group established by November 2011 and remains	• Minutes of meetings (physical and virtual) in Platform Working Group, Partnership Steering Committee and Platform Steering Committee • GEP annual progress reports • GEP annual financial reports	• Key academic staff interested and allowed serving in platform governing bodies • No duplication of BSU funded activities and coordinated policies for partnership by different platforms

established and operational 5.4 Platform Steering Committee functioning 5.5 Annual technical and financial reports prepared 5.6 Platform proposal for second phase prepared	functional and effective throughout the project period. At least one annual meeting held by the Platform Working Group in 2012 and 2013 • Partnership Steering Committee established by November 2011 and operational and effective throughout the project period. At least one annual meeting held by the Partnership Steering Committee in 2012 and 2013 • Platform Steering Committee in Denmark operational and effective throughout the project period. • The platform secretariats at SUA and in Denmark are well functioning and effectively support the execution of the platforms work plan • Annual financial and technical reports prepared by SUA before 1 March the following year • Consolidated platform financial and technical reports prepared by the Danish platform Secretariat by 1 June the following year • A proposal for second phase of platform activities submitted to Danida in early 2013		

Activities	Inputs	Means of verification	Assumptions
WP 1: PhD education 1. Needs assessment conducted 2. Approval of PhD courses by university Senate, as applicable 3. Joint development and implementation 6 of the following PhD courses (topics not finally determined, will partly depend on focus of PhD scholars): A. Philosophy of Science/ research ethics B. Proposal writing and project management C. Scientific writing D. Qualitative research methods E. Experimental design and quantitative data analysis F. Dissemination of research findings, outreach and research communication G. Agribusiness value chains in a methodological perspective H. Entrepreneurship and Innovation in a methodological perspective 4. Identify staff/groups for course development through a transparent and merit-based process 5. Implementation of PhD supervisory training courses 6. Development and implementation of PhD supervisory training courses *WP 2: PhD scholarships* 1. Announce PhD scholarships and application procedure 2. Initiate the call for applicants 3. Evaluate applications	• Core financing from Danida • Co-funding (1:1) from Danish universities • University covers salary costs of staff members attaining PhD training and provides needed infrastructure	• Accounting and financial reporting	• Timely provision of core funding • Timely provision of in-kind co-funding (staff time) from the Danish universities • Timely provision of in-kind contributions (staff time, lecture halls, office facilities) from SUA

4. Identify Danish co-supervisors through a transparent and merit-based process 5. Interview of shortlisted candidates 6. Award of 4 scholarships 7. Registration of PhD students 8. Prepare joint supervision contracts between student and supervisors 9. Initiate PhD studies *WP 3: Research collaboration* 1. Identify trainers through a transparent and merit-based process 2. Joint development and implementation of fund raising and research proposal writing trainers of trainers course 3. Develop evaluation criteria for funding of joint research proposal development 4. Develop criteria for evaluation of proposals for explorative research initiatives 5. Announce funding opportunities and deadlines 6. Review of applications 7. Award funding for joint research proposal development 8. Award funding for explorative research initiatives *WP 4: Knowledge dissemination* 1. Identify experts through a transparent and merit-based process 2. Implement training workshops in dissemination of research results to non academic stakeholders 3. Establish and manage platform website			

4. Conduct end-of-phase seminar *WP 5: Management/governance of platform* 1. Secure coordination between BSU platforms and other initiatives 2. Establishing and running platform secretariat at SUA 3. Platform secretariat in Denmark facilitates project implementation 4. Financing and reporting on platform activities in 2011, 2012 and 2013 5. External audit of accounts of first phase 6. Prepare proposal for second phase			

Growth and Employment Platform   **Partner: Sokoine University of Agriculture, Tanzania**

Draft budget Phase I - 1 August 2011 to 31 July 2013

No	Item/description	Unit	SUA unit cost	SUA Year 1 and 2		DK unit cost	DK Year 1 and 2		Notes
			DKK	Number of units	Costs DKK	DKK	Number of units	Costs DKK	
1	**WP 1: Strengthening of PhD education**								
1.1	*Salaries and emoluments*								
1.1.1	Academic staff for preparation of inception report	Monthly salary	10.000	1	10.000	58.000	1	58.000	Preparation of inception report
1.1.2	Academic staff for PhD course preparation	Monthly salary	10.000	14	140.000	58.000	6	348.000	
1.1.3	Academic staff for supervisor ToT course prep./impl.	Monthly salary	10.000	2	20.000				1 PhD supervisory ToT course development and implementation
1.1.4	Academic staff for supervisor training	Monthly salary	10.000	2	20.000				2 courses of 2 times 1 week with 2 trainers on each course
1.2	*Materials*								
1.2.1	Materials for PhD courses	Lump sum	25.000	6	150.000				
1.2.2	Local supervisor course	Lumpsum	25.000	3	75.000				For material and implementation 1 TOT and 2 courses run by local trainers
1.3	*International travel expenses*								
1.3.1	International travel	International travel				11.000	8	88.000	2 travels for inception phase, 6 for courses/workshops
1.3.2	Visa, vaccinations, insurance, local transport etc	Lump sum				2.000	8	16.000	
1.3.3	Accommodation	Night				350	112	39.200	All of 14 days duration
1.3.4	Per diem	Daily rate				455	112	50.960	
2	**WP 2: Increasing the number of academic staff with PhD qualifications**								
2.1	*Salaries and emoluments*								4 PhD scholarships with joint supervision (1.5 year within this budget)
2.1.1	Academic staff for supervision	Monthly salary				58.000	6	348.000	1 month salary for co-supervisor per student per year (1.5x4)
2.2	*Taxameter/educational grants*								
2.2.1	*PhD scholarships (fees and research costs)*	Costs for 1.5 years	146.400	4	585.600	29.280			First 1.5 years of scholarships are budgetted for within this budget
						46.848.000			
2.3	*International travel expenses*								
2.3.1	International travel PhD students	International travel	11.000	4	(Line 100)				1 travel per student to Denmark (2 in total per student per PhD)
2.3.2	Accomodation and per diem PhD students	Monthly rate	11.500	20	(Line 101)				5 months in Denmark per student (10 in total per student per PhD)
2.3.3	International travel	International travel				11.000	4	44.000	1 travel for Danish co-supervisors (2 in total per student per PhD)
2.3.4	Visa, vaccinations, insurance, local transport etc	Lump sum				2.000	4	8.000	
2.3.5	Accommodation	Night				350	28	9.800	Each travel of 7 days duration
2.3.6	Per diem	Daily rate				455	28	12.740	
3	**WP3: Strengthening of platform based research activities and research collaboration**								
3.1	*Salaries and emoluments*								
3.1.1	Academic staff for fund raising/ research proposal writing ToT		10.000	1	10.000	58.000	1	58.000	For preparation and running of ToT course on fund raising/proposal writing
3.2	*Publication, dissemination and communication*								
3.2.1	Platform researcher seminar	Lump sum	25.000	1	25.000				
3.2.2	Fund raising/ research proposal writing course	Lump sum	25.000	2	50.000				For material and implementation 1 TOT and 1 courses run by local trainers
3.3	*International travel expenses*								
3.3.1	International travel	International travel				11.000	1	11.000	Implement 2 weeks ToT course on fund raising/proposal writing
3.3.2	Visa, vaccinations, insurance, local transport etc	Lump sum				2.000	1	2.000	
3.3.3	Accommodation	Night				350	14	4.900	All of 14 days duration
3.3.4	Per diem	Daily rate				455	14	6.370	
3.4	*Funds for proposal writing and research*								
3.4.1	Preparation of joint research proposals (max amount)	Lump sum	60.000	3	180.000	50.000	3	150.000	For DK involvement mainly travel cost, no salary included
3.4.2	Collaboration support projects (max amount)	Lump sum	90.000	5	450.000	60.000	5	300.000	For DK involvement mainly travel cost, no salary included, not same as 3.4.1
4	**WP4: Disseminating research knowledge to stakeholders**								
4.1	*Salaries and emoluments*								
4.1.1	Academic staff/consultants for training in dissemination	Monthly salary	10.000	1	10.000	58.000	0,50	29.000	Training in dissemination of research results to non academic stakeholders
4.1.2	Consultancy assistance in establishing website	Monthly salary				45.000	0,50	22.500	Establishment of platform website
4.2	*Publication, dissemination and communication*								
4.2.1	Dissemination training course/workshop	Lump sum	25.000	1	25.000				Training in dissemination of research results to non academic stakeholders
4.2.2	End of phase conference	Lump sum	50.000	1	50.000				
4.3	*International travel expenses*								
5	**WP5: Platform governance and management**								
5.1	*Salaries and emoluments*								
5.1.1	Local platform coordinator	Monthly salary	10.000	12	120.000				6 months salary annually (shared with other platform(s))
5.1.2	Danish platform coordinator	Monthly salary				55.000	6	330.000	12 months salary annually
5.2	*Materials*								
5.2.1	Platform secretariat equipment	Lump sum	50.000	1	50.000				Office equipment etc.
5.2.2	Operational costs of platform secretariat	Lump sum	25.000	2	50.000				Stationary, meetings etc.
5.2.3	Operational costs of platform secretariat in DK	Lump sum				100.000	0,25	25.000	
5.2.4	Preparatory workshop for phase two	Lump sum	50.000	1	50.000				
5.3	*International travel expenses*								
5.3.1	International travel	Lump sum				11.000	6	66.000	Travels for meetings in Platform Working Group and PSC
5.3.2	Visa, vaccinations, insurance, local transport etc	Lump sum				2.000	6	12.000	
5.3.3	Accommodation	Lump sum				350	42	14.700	Each of 7 days duration
5.3.4	Per diem	Lump sum				455	42	19.110	
6	**Administrative fee**								
6.1	Overhead cost				144.942			414.656	7% and 20% respectively, based on above expenditures
	Activities with no overhead (managed by Danida Fellowship Centre)								
7	**Stays of PhD students in Denmark**								
7.1	International travel	International travel	11.000	4	44.000				Administred by Danida Fellowship Centre
7.2	Accomodation and per diem	Monthly rate	11.500	20	230.000				Administred by Danida Fellowship Centre
8	**External audit**								
8.1	External audit	Lump sum	20.000	1	20.000	20.000	0,25	5.000	External contract
	GRAND TOTAL				**2.509.542**			**2.492.936**	**5.002.478**

Evaluation of Criteria and Process for Award of PhD Scholarships at GEP-SUA

Evaluation Process:

PhD scholars under the Growth and Employment Platform (GEP) are expected to adhere to the highest international standards for doctoral studies. Applications must as a point of departure, meet the standards of GEP partner universities in order to be considered eligible for the PhD-scholarships. To assess applicants, the following criteria will be used:

Main criteria: Documented academic qualifications (Second university degree grade; composition of second degree course programme; publications, studies abroad, graduation year; relevant work experience, recommendations, relevance to GEP of the proposed topic for the PhD-dissertation etc.). Scholarships cannot be awarded to applicants who, by the opinion of the assessment panel, do not demonstrate superior academic level and maturity. .

Secondary criteria: The scientific quality of the prepared research proposal (synopsis), i.e. the extent to which, it demonstrates knowledge of the subject area, formulates a clear research question, proper research design, strategy and methodology. Additionally, the suitability of the proposal in relation to existing study environments in Tanzania and Denmark will be considered. Additional aspects that may be taken into consideration include plans for collaboration with external partners and plans for dissemination/communication activities.

Process for Award of Scholarships:

Eligible applications will be reviewed by the GEP-PWG. All applications will be forwarded electronically to all members simultaneously by the platform coordinators. During the review process, the recommendations of the Danish members, as regards the suitability of the proposal in relation to existing academic and study environments in Denmark will be given consideration. The distribution of PhD scholars among Danish university partners may be included under this aspect.

Applications which do not fulfil the formalities specified in the call for applications will be rejected.

A minimum of eight and a maximum of ten applicants will be selected for interviews. Prior to selection for interviews, PWG members will have obtained guarantees that enrolment and supervision/co-supervision is ensured. Interviews will take place at SUA in the presence of all PWG members. If too few qualified applications are submitted, the call may be extended.

Following selection, candidates will develop full proposals and comply with other requirements of the individual university of enrolment.

Purpose of and Procedure for Collaboration Support Projects (CSP).

Purpose

The purpose of the collaboration support funds are:

- To promote and facilitate pilot research initiatives between Danish and Tanzanian researchers.
- To test and develop trustful relations and mode of operation between Tanzanian and Danish researchers.
- To explore novel interdisciplinary and applied research in need of being unfolded (conceptually and empirically) before it is ready for full scale funding by outside funding agencies. .

Model for applications:

Applications shall be jointly developed by Tanzanian and Danish partners. The focus of the project must fall within the themes of the GEP-platform and take point of departure in established or emerging research groups at SUA.

GEP funding can cover between 50.000 and 150.000 DKK per project. The funding can cover salaries for Tanzanian partners; travel and accommodation costs for Danish and SUA partners, and consumables. Cost sharing should be 3:2 for Tanzania:Denmark.
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The application must clearly state how the proposed project is aligned to the GEP-platform; it must identify outputs of the pilot project, preferably including one or more scientific publications. If no publications are expected, there must be other tangible and longer term benefits of the work, e.g. testing of concepts to be used in an application to an already identified funding source. The application must also elaborate the up-scaling of the project after the end of the pilot phase, including how funding can be assumed for a larger research project. The application must have the support of the involved departments.

The funds can only cover minor equipment costs, and only if this is clearly supported in a written statement by the hosting Tanzanian department and of direct and essential use in the project.

All applications will be peer reviewed by two independent researchers from other GEP universities, who will provide an evaluation based on a predetermined set of criteria. Based on this evaluation, the GEP-PWG for SUA will select the projects to receive funding from the CPF. No application which is considered insufficient by the reviewers can receive funding.

Criteria for selection:
The selection criteria are as follows:

Alignment and Capacity Building:

- Coherence with SUA and GEP priorities
- Contribution to development of joint Danish-Tanzanian research networks

- Contribution to establishing research careers of SUA partners
- The potential of the proposed research project to attract and secure funding from national and international funding agencies
- Number of potential beneficiaries

Academic:

- Scientific quality
- Novelty of the research (theoretical/methodologically)
- Output from the pilot project

Building Stronger Universities Initiative

Letter of Agreement

Between

UNIVERSITY OF COPENHAGEN, DENMARK

and

SOKOINE UNIVERSITY OF AGRICULTURE, TANZANIA

on

Capacity Building Co-operation under the Building Stronger Universities in Developing Countries Initiative (BSU), platform on Growth and Employment

The present agreement is concluded between University of Copenhagen, hereinafter called "UC", and Sokoine University of Agriculture, hereinafter called "SUA", to co-operate on the implementation of the capacity building project, as specified below. The agreement outlines the obligations and responsibilities of the two parties. Some of the responsibilities of UC are pursuant to an agreement between Universities Denmark (UD) and the Ministry of Foreign Affairs of Denmark, providing the funds for the project.

Article 1: Growth and Employment Platform Project

Project title: Growth & Employment Platform (GEP)

Project period: 1 August 2011 to 31 July 2013

Objectives:
To strengthen institutional capacity in the areas of research, research based education and research dissemination at Sokoine University of Agriculture.

Project budget:
Total budget to be managed by SUA   DKK 2,509,542
To be managed from Denmark   DKK 2,474,384

Article 2: Project Documentation

The basis for the capacity building project co-operation, outlined in this agreement, is

- a Memorandum of Understanding (MoU) between Universities Denmark and SUA, outlining the background and the objectives, activities and organisational setup of the project;
- a platform description;
- a detailed activity plan and budget prepared jointly by the two parties.

The platform description and the activity plan and budget are integral parts of this agreement.

Article 3: Organisational Structure

The management of the cooperation will be carried out in accordance with the overall management structure of the BSU initiative.

The Rector's Conference of Universities Denmark, assisted by the UD Secretariat and advised by the UD/BSU Advisory Group, will oversee the implementation of the BSU initiative and will have overall responsibility for the appropriate use and reporting of core funding from the Ministry of Foreign Affairs of Denmark.

Each platform has a Danish **Platform Steering Committee** with representatives from the involved Danish universities and chaired by a chairperson appointed by the Danish Rectors' Conference. The Platform Steering Committee approves the overall platform activity plans and budgets, guides the division of tasks and responsibilities between the Danish partners, and reports back to UD. The Platform Steering Committee is supported by a **Platform Secretariat (PS)**, hosted at a Danish university. The Platform Secretariat manages funds and organizes the collaboration with universities and research institutions outside Denmark.

The **coordination structure at SUA** is headed by the **Vice Chancellor** and contains a **BSU Partnership Steering Committee** and a **GEP Platform Working Group (PWG)**. Finally, a part-time position will be established at SUA to facilitate the project administration/implementation, paid by the project.

For all BSU groups and committees there will be no honorarium or salary paid for preparation or participation in meetings, since these costs are considered a contribution by the institutions. However, the platform will cover travel, food and lodging costs in connections with the meetings, when applicable.

a. BSU Partnership Steering Committee

Under the MoU between Universities Denmark and SUA a BSU Partnership Steering Committee (PSC) shall be established.

SUA appoints the Chairperson of the BSU Partnership Steering Committee. In addition to the Chairperson, the PSC shall consist of an equal number of members representing respectively SUA and the Danish university sector. The Danish Platform Steering Committee from the involved platform(s) each appoints one Danish member of the BSU Partnership Steering Committee. SUA appoints a corresponding number of committee members.

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The BSU Partnership Steering Committee shall,

- provide leadership for the joint capacity-building activities of the Parties;
- accept responsibility for the scientific and financial integrity of the collaboration;
- review the finances on an annual basis and ensure proper utilization of funds;
- ensure coherence and coordination across the involved BSU platform(s)
- ensure coherence and coordination with SUA overall strategy and other externally funded projects at SUA .

The PSC shall meet at least once a year.

For more details about the PSC, see the MoU.

b. Platform Working Group

GEP and SUA shall establish at least one Platform Working Group with the task of ensuring the preparation and implementation of the activity plan, which will include,

- identify topics for research networking;
- plan and initiate research courses carried out under the platform;
- reviewing applications and qualifications of candidates for PhD scholarships and for short-term scientific missions;
- discussions on north-south and south-south collaboration, and reviewing proposals for collaboration;
- discussions on initiatives to enhance research productivity and quality within the platform areas;
- discussion on initiatives to enhance interdisciplinarity in education and research within the platform areas;
- review progress of the platform and discuss the annual progress report;
- prepare plans for the subsequent phase of the platform.

The PWG will consist of 4 members appointed by the Vice Chancellor of SUA and 3 representatives appointed by the chairperson of the Danish Platform Steering Committee. The PWG will meet at least once a year. Between meetings members will communicate via phone or electronically. Minutes of meetings will be made available on the platform web-site, and support for this will be given by the person appointed to facilitate the project administration/implementation. The PWG will report progress of activities to the PSC and the PS at regular intervals.

Article 4: The Project Budget
The project budget is attached to this agreement and constitutes the financial basis for the project activities. The budget is prepared in DKK and is divided in items to be spent by SUA and items to be spent by Danish universities. The budget is itemised for the project period.

Article 5: UC Obligations and Responsibilities
Pursuant to this agreement and to the agreement between Universities Denmark and the Ministry of Foreign Affairs of Denmark, it is the responsibility of University of Copenhagen,

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- to provide person-months of researcher according to agreed activity plan and budget.;
- to provide for the transfer of funds, in accordance with the agreed activity plan and budget, from Denmark to a separate project bank account in Tanzania;
- to set up – in collaboration with SUA – an adequate and reliable administration of the project funds;
- to undertake purchase, transport and insurance of project funded research equipment, hereunder IT equipment;
- to make sure, that all expatriate researchers and other project staff will be recruited and employed in the project according to Danish law, the budget and the project implementation plan;
- to make sure, that all necessary permits and approvals from Danish authorities to implement the project are provided;
- to obtain – in collaboration with the Danish Embassy or the Danish Ministry of Foreign Affairs – tax exemptions, research permits, work permits and other normal expatriate privileges from the Tanzanian authorities.

Article 6: SUA Obligations and Responsibilities

Under this agreement it is the responsibility of Sokoine University of Agriculture,

- to provide adequate person-months of researcher and other participating staff time for the execution of the project;
- to provide adequate office facilities, furnished with desk and chairs, telephone and e-mail line; workshop and meeting room facilities; laboratory facilities excluding consumables;
- to provide lodging facilities at SUA guesthouse at going rates, pending on availability;
- to make sure, that all necessary permits and approvals from the Tanzanian authorities to implement the project are provided;
- to make sure, that all local researchers and other local project staff are recruited and employed in the project according to Tanzanian law, the budget and the project implementation plan;
- to facilitate UC contacts and negotiations with the Tanzanian authorities.

Article 7: Project Management

It is the joint responsibility of the two parties to ensure a proper and goal-oriented management of the capacity building project. This includes both the capacity building performance, the reporting procedures, the financial management and the accounting.

The Platform Working Group will be the main forum for decision making and oversight of the project activities within the Growth and Employment Platform.

The Platform Working Group holds key responsibility for monitoring the project activities.

a. **Capacity building performance.** It is the duty of the Platform Working Group to monitor closely the project activities. The capacity building results obtained should be concurrently compared with the progress plan and timetable of the

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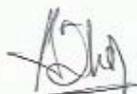
project. The Platform Working Group should make appropriate intervention if the progress of the project tends to develop in an unsatisfactory way.

b. **Reporting procedures.** UC and SUA must ensure delivery of annual narrative and financial reports to the relevant units at SUA and the involved Danish Universities and authorities. An annual report should be submitted no later than March 1st the following year. Within four months after project completion, a Project Completion Report should be submitted to the above mentioned institutions.

Annual reports and completion report must be signed both by the project coordinator and the institution, who hereby indicate, that the report is true and accurate, and is complying with the conditions presented here.

It is the duty of the Platform Working Group to immediately report to their respective authorities, if the project progress severely deviates from the plans, or if the budgetary allocation becomes seriously constrained. This immediate reporting obligation also applies in case there is any suspicion of or actual cases of theft, fraud, corruption, misuse of funds, loss or possible loss of funds or qualifications or criticism in audit reports. Such information should be reported immediately in writing, along with information on how the institution plans to resolve and follow up on the difficulties or irregularities reported

The Danish Ministry of Foreign Affairs' *anti-corruption policy* must be complied with: "No offer, payment, consideration or benefit of any kind, which could be regarded as an illegal or corrupt practice, shall be made - neither directly nor indirectly - as an inducement or reward in relation to the project. Any such practice will be grounds for the immediate cancellation of the project and for such additional action, civil and/or criminal, as may be appropriate. At the discretion of the Danish Ministry of Foreign Affairs, a further consequence of any such practice can be the definite exclusion from any tendering for projects, funded by the Danish Ministry of Foreign Affairs."

c. **General budget management issues.** It is the duty of the Platform Working Group to make sure, that the project expenditure is being kept within the approved project budget.

d. **Reallocations** between budget lines with up to 10 per cent of the involved budget lines can be agreed upon between UC and SUA – on the condition that the fulfilment of the project's objective has not been depreciated. All Danish universities involved in the platform must be consulted when making this agreement (via the Danish Platform Steering Committee). Reallocations exceeding 10 per cent of the individual budget lines must be approved by Universities Denmark, who again shall seek the approval of the Danish Ministry of Foreign Affairs. Such reallocations, however, must be reported and motivated in the annual/final report and accounts.

e. **Separate and designated bank account.** SUA shall keep funds relating to the BSU initiative in a separate and designated bank account.

f. **Transfer of funds** from UC to SUA project bank account should normally take place on a half-yearly basis. The request from SUA for project transfers should

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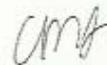
be addressed to the Danish Platform Steering Committee chairperson at UC and be signed by the manager or a person authorised by him/her. The request shall be accompanied by a disbursement survey, showing the actual cash holding and the anticipated need for cash in the next 6 months.

g. **Salaries, emoluments and other project staff payments** disbursed through the grant must follow the appropriate tariffs in the partner country for salaries in research institutions. Special care must be taken to avoid double salary, payment of consultancy fees, etc. Payment of salary or remuneration to individuals must be declared to the tax authorities and tax deductions must be made according to the appropriate rules. No additional funding can be provided in connection with illness and parental leave.

The institution is responsible for insurance of project personnel. Thus, UC cannot be held responsible for injuries and accidents occurred in connection with implementing the project.

h. **All purchases** must be made in accordance with international and national procurement regulations. Project expenses must not include VAT, if it is possible for the institution to receive VAT refund from elsewhere.

All purchased equipment must be appropriately insured and kept in good working order.

i. **Travel and subsistence costs.** Air transport should take place on economy class and, where possible, at discount rates. Subsistence allowances for staff from the participating Danish universities in Denmark should follow the rules of Danish authorities. Subsistence allowances for Tanzanian researchers in Tanzania should follow the rules of SUA.

The terms for professional visits to Denmark by SUA PhD students and researchers shall follow the current guidelines for the Fellowship Programme supported by Danida and managed by Danida Fellowship Centre (DFC).

j. **Administration fees.** To cover the overhead administrative cost for the UC, the project will provide for an amount, equivalent to 20% of the requested budget for expenses incurred in Denmark. To cover the administrative costs at SUA, the project budget will provide for an amount, equivalent to 7% of the requested budget for expenses incurred in Tanzania. In the budget, the overhead is calculated of the total budget. In the accounts, the overhead is allocated according to the actual spending. The following general administration costs are considered to fall under the scope of overhead contributions: Office expenses (rent, cleaning, stationery, transport, electricity and water, support staff and other operating expenses), expenses relating to staff that carry out general administrative assignments, including budget and accounting tasks.

k. **Project equipment.** All equipment financed by the project budget will be handed over to SUA after the completion of the project. A specified transfer document will be signed by both parties.

l. **Unspent funds** along with accrued interests shall be repaid the Danish University that hosts the platform secretariat responsible for these funds.

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Article 8: Accounting Issues

It is the duty of UC and SUA respectively to establish and maintain a reliable accounting set up for the project funds. This implies the preparation of an adequate chart of accounts, and to ensure that the accounting process is being kept up to date, and that all, original accounting material can always be made available.

The accounts will present a comparison of the accounting figures with the corresponding budget lines.

SUA must electronically submit the project's accounts for the previous fiscal year to UC no later than 1st May. When presenting accounts, the BSU approved accounts form must be used. The presentation of accounts must contain a declaration that the total amount transferred by UC is entered as income, along with a statement of the year's project expenses distributed according to entries in the agreed budget and with the same level of detail. The accounts must also contain a report on the amount of unused funds at the end of the year. Any interest earned must be declared separately, as this must be returned to UC/Danida at the end of the project.

In the event of misuse of funds, see article 7, any loss must be borne by the institution.

SUA final accounts must be audited and signed by SUA's accountant and submitted to UC no later than four months after the termination of the project.

Any deviations on individual items exceeding 10% between the total approved budget and the final accounts must be explained, and the permission from Danida must be quoted.

The annual accounts and the final accounts must be submitted electronically and contain a scanned signature of the Chair of the Platform Working Group and the institution's relevant accounting officer. With his/her signature, the institution's accounting officer endorses that the annual accounts are true and accurate and in compliance with the conditions presented here.

Interest gained, exchange rate gains and any other income received as part of the project must be recorded as income in the accounts. Unused funds and interest gained must be returned to UC/Danida at the end of the project.

Article 9: Audit

The set of final accounts must be audited by an independent certified auditor. The accounts must be accompanied by a statement of endorsement declaring that the audit has been carried out in accordance with the conditions presented here (Annex 7), as well as good public sector auditing practice. Any reservations must be included in the statement of endorsement. The audit process tests whether the project accounts in all essence have been drawn up in accordance with the Danish Ministry of Foreign Affairs' rules for presentation of accounts and whether the transactions and use of the funds covered in the project accounts are in accordance with the grant framework, legislation and other regulations as well as concluded agreements and standard practice. In addition, an assessment is made of whether due financial consideration is shown in respect to the administration of the grant.

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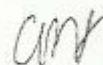
In order to ensure that the Danish auditor can base their analysis on the work of the local accountant, UC's Danish accountant should be involved in the choice of the local accountant.

Throughout the project period, as well as the 5-year archiving period, UC and their accountant must be able to carry out the investigations of the material serving as the basis for the grant accounts, as and when UC deems it necessary.

Article 10: Project Results
It is the duty of both parties to allow – free of charge – the use of the projects research results and findings for publication purposes and for development co-operation purposes. If the results are liable to enjoy patent rights, the two parties will decide on a consensus basis, who shall benefit from the patent rights.

Article 11: Supervision by Danida
In its condition for the grant the Ministry foreign Affairs/Danida has stated its right to at any time request all relevant information from the project. The project staff must provide assistance and full access to the project inspection, document review, accounts analysis, equipment inspection, etc. The supervision by Danida can include other measures in order to ensure insight and follow up on the administration of the grant, for instance spot-check inspections of the projects' activities in the partner countries in the form of visits from DFC Research Unit.

Article 12: Disputes
Any dispute concerning the interpretation or implementation of the present agreement shall be settled by negotiations between the two parties. If this is not considered possible, the dispute shall be solved through arbitration under the procedures of the Danish Institute of Arbitration and with the laws of Denmark being applied as reference for the decision of the tribunal.
The dispute cannot be submitted to any court of justice, neither in Denmark nor in Tanzania.

Article 13: Amendments and Termination
Both parties may request amendments to this agreement. The implementation of such amendments will imply the agreement of parties. The agreed amendments should be confirmed by exchange of letters.
This agreement may be terminated by both parties with a 3 months' notice. Universities Denmark may on behalf of UC terminate the agreement immediately in case of serious misadministration, negligence in control and follow up of the research activities, and repeated violation of the stipulations in this agreement and the attached documents.

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This agreement shall enter into force on the agreed starting date of the project. Unless terminated before, this agreement shall remain in force for the project period, stated in article 1.

This Letter of Agreement has been concluded in two original copies in English, both equally authentic.
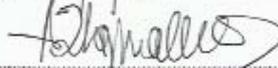
For University of Copenhagen

Date: 9 Nov 2011

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Assoc. Prof. Christian Pilegaard Hansen
Chairman, Growth and Employment
Platform
University of Copenhagen

For Sokoine University of Agriculture

Date: 10/11/11

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Assoc. Prof. Amon Z. Mattee
Chairman, Platform Working Group
Development Institute
Sokoine University of Agriculture