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

Annex 3 – University of Ghana

Content:
1. WP1 – WP5 (including Action Plans)
2. Logical Framework
3. Budget
(Letter of Agreement is still pending)

Building Stronger Universities Initiative
University of Ghana: Growth and Employment Platform

WORK PACKAGE 1 - Activity 1: PhD Course Development

OUTPUTS
15 Researchers trained as trainers in PhD supervision
30 Researchers capacitated in PhD supervision
6 PhD courses developed and implemented

These proposed courses would be modular courses, which will allow PhD students to fit them into their relatively flexible schedules. Suggested courses do not currently exist at University of Ghana and, therefore, need to be developed.

1.1.   Course Name: The PhD Process and How to Get a PhD Out of It: Introduction Course for PhD Students – [3 days]

Purpose and content:
This course will begin by covering the fundamental aspects of 'doing' the doctorate. This will be followed by a series of sessions on classical philosophy of science and workshops on the practical consequences.

1.2.   Course Name: Philosophy of Science [3 days]

Purpose and content
The course will focus on a systematic investigation of problems of classical theory of science and answers that will be given. The main questions of this course are: What can we know about reality? What is the relation between scientific insights and reality? What is 'reality' at all? How can we acquire knowledge about the reality? How to distinguish scientific from non-scientific statements? What is the epistemological status of scientific insights? What are scientific laws?

1.3.   Course Name: Advanced Quantitative Methods [6 days]

Purpose and content
The goal of this course is to empower PhD students to apply quantitative techniques to research. The course will aim to provide training in performing advanced multivariate analyses, using data that students bring, expectedly from their own dissertation research. Specifically, students are trained in structural equations modelling

1.4.   Course Name: Qualitative Methods [6 days]

Purpose and content
This course will address the value of case studies, grounded theory and action research for business and management studies and will focus on developing student competencies in designing and carrying out each of these. The course also aims at enabling the participants to evaluate the demands as well as the possibilities of different case designs, and thus choose the final design for their PhD project

1.5.   Course Name: Innovation and Entrepreneurship Theory [3 days]

Purpose and content
This course will address the contemporary theory of innovation and entrepreneurship for business and economics research. Key issues which will be addressed in this course include: theories of innovation, theories of entrepreneurship and intrapreneurship (Corporate Entrepreneurship), creativity as it relates to both innovation and entrepreneurship and the methodologies and approaches relevant to innovation and entrepreneurship research.

1.6.   Course Name: Proposal Writing/Fund-raising and Scientific Communication [9 days]

Purpose and content:
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. The course also introduces the details of communication and writing scientific publications. The main emphasis is on the most common form, the so-called "primary scientific paper". The course will explain the current structure of scientific literature, the main features of the scientific information 'industry', and the particular rules, customs and expectations the international scientific community follows in publishing. Requirements of grammar and style will be discussed, as well as principles of preparing figures and tables.

Expected Outputs

- Doctorate programmes developed at UG with Danish involvement
- Programme courses approved by relevant bodies e.g. An Inter-faculty board comprising of members of the University of Ghana Business School, Department of Agricultural Economics and Agribusiness, and the Faculty of Social Studies [forming the UG-Growth and

Employment Team (UG-GAET)] and UG Academic Board.
- All PhD students enrolled in various programmes at the University of Ghana Business School, Department of Agricultural Economics and Agribusiness, and Faculty of Social Studies participated in and trained in GAET-wide research courses. [if the number of qualified applicants are not up to the minimum required number, qualifying applications from PhD students from other departments will be considered]
- A minimum of 10 students per course.

Activities
1. Review of existing PhD courses in at UG-GAET and any such course in already in existence in Denmark by a committee in conjunction with subject lecturers for necessary upgrading or adaptation for PhD students.
2. Developing the new course curriculum with input from Danish partners and identifying course lecturers both from UG and Denmark.
3. Submitting the curriculum for approval by relevant bodies including the UG-GAET Inter-faculty Board, the Board of the School of Graduate Studies, and the UG Academic Board.
4. Course is submitted for accreditation by the National Accreditation Board
5. Courses are advertised internally for PhD students registered in different programs of the University of Ghana Business School and Faculty of Social Studies to apply for and attend
6. Courses are run by University of Ghana Business School and Faculty of Social Studies with assistance from DK partners
7. Courses are evaluated by course attendees and evaluations submitted for analysis

Plan for future course delivery
- Course evaluations to improve on future courses in terms of course content, delivery, duration, venue and timing.
- Meetings to discuss the evaluation for improvement in future courses.
- Assessment of previous courses to inform structure and content of future courses in terms of time for advertisement of course, suitability of lecturers and facilitators and general administrative issue including logistics etc.

Responsible party at UG-GAET
- The UG-GAET Inter-faculty board working with the vice-Dean of the Business School will have oversight responsibility for the courses.
- Coordination and development of all PhD courses will be done in collaboration with the Danish team partners.
- Kwesi Dartey-Baah will coordinate course development.

Assumptions
All registered PhD students in different programmes at the University of Ghana Business School, Department of Agricultural Economics and Agribusiness, and Faculty of Social Studies will be the primary targets or participants for enrolment in all the developed PhD Courses.

Timeline

Activity	2012				2013				2014			
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec
PhD Course 1 Mounted		X										
PhD Course 2 Mounted			X									
PhD Course 3 Mounted			X									
PhD Course 4 Mounted				X								
PhD Course 5 Mounted				X								
PhD Course 6 Mounted				X								
Course evaluation					X		X					

WORK PACKAGE 1 - Activity 2: PhD Supervisor Training, Training of Trainers (ToT) to ensure local capacity building

Outputs:
- A workshop for Ghanaian PhD supervisors to be held once in Accra, at UG campus, (app 15 participants)
- A plan for participants to run a similar workshop for Ghanaian colleagues is agreed on

Activities:
A workshop will be held at UG by Danish faculty and some selected Ghanaian faculty on effective supervision of PhD students. The workshop would have at least two representatives from each of the institutions of UG-GAET. These participants will be the ones who have been identified as good supervisors in the various institutions. The participants will later serve as a group of Ghanaian trainers who will train Ghanaian faculty in supervision of PhD students

Responsible party at UG-GAET*:
Prof. Joshua Abor

Responsible party in Denmark*:

Assumptions*:
Ghanaian faculty members are at different levels in their expertise for supervising PhD students. There is the need to strengthen those who are doing well and creating a platform for them to help their other colleagues to improve their skills in supervision.

Timeline

	2012												2013						
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J
Planning of the course		X	X																
Recruitment of participants		X	X	X															
Course Execution					X														
Planning of course to be run by Ghanaian faculty						X	X												
Recruitment of participants						X	X	X											
Course Execution									X										

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<u>**WORK PACKAGE 2: PhD Scholarships**</u>

<u>**OUTPUT**</u>
4 PhDs selected, awarded scholarships and started studies by April 2012

<u>**ACTIVITIES**</u>

There will be an internal call for PhD applications within UG. Candidates who apply will be interviewed, and 4 people will be accepted into the UG PhD programme. Successful candidates will be linked with Danish Universities through Danish supervisors. The PhD programme will run as sandwich programmes with the corresponding Danish University. If suitable candidates are not found within the UG system a public call for applications will be made.

The first students will be admitted to start their PhD programmes in April 2012. The students will spend part of their PhD training time in Denmark. They will present research proposals, which have been approved by their supervisors, as well as PhD training budgets. The proposals and budgets will be reviewed by the UG Research Review Committee and appropriate funding provided. The students will be expected to complete their PhD training in three years.

<u>**ASSUMPTIONS**</u>
- The timeline assumes that qualified candidates are identified through internal call at UG

TIMELINE

Activities	2011			2012											
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Development of evaluation criteria and process for award of PhD scholarship		▓													
Announce/advertise scholarship		▓	▓	▓											
Invite potential candidates for interview					▓										
Conduct admission and scholarship interviews					▓										
Select and publish candidates for award of scholarships						▓									
Prepare full Ph D project proposal for approval by Graduate schools							▓								

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WORK PACKAGE 3: Strengthening of research collaboration

OUTPUTS

10 Researchers trained as trainers in fundraising
15 researchers capacitated in fundraising
3 Joint research proposal submitted for external funding
3 Joint explorative research collaborations initiated
1 Platform research seminar

ACTIVITIES

Activity 1
A call for faculty members who are interested in mentoring UG-GAET junior faculty will be made both in Ghana and Denmark. There will also be a call for junior faculty who are interested in being in a mentor-mentee relationship. Pairing of mentors and mentees will be done, and the 10 mentees will be provided with funding to facilitate the activities. There will be quarterly reporting to the Implementation Committee (IC) on the output of the mentoring activities and how this is contributing to junior faculty career development.

Activities 2, 3 and 4
The three activities will be managed through a common system as follows:
1. The IC produces a draft call text including:
   a. A description of the objectives of the Faculty Exchange program, the Proposal Development Grants and the Pilot Research Grants
   b. The three priority areas of Research for BSU first phase, i.e. *Development Economics, Management and Leadership, Agric and Agribusiness*.
   c. Criteria for allocation of grants for faculty exchange from Ghana to Denmark; research proposal development and for pilot research.

The common objective is to boost GH-DK research collaboration and include:
   i. Developing research ideas
   ii. Mobilising external funding
   iii. Pilot research projects / exploring research ideas
   iv. Exploiting existing data sets for additional research use

   Specific criteria for each of the three activities may apply:
   - pilot research grants: specific criteria could be related to the objective of promoting "rising stars" through affirmative action.
   d. Format for application
   e. Information on funds available I.e. with focus on small requests.

2. The call is announced in Ghana and Denmark with a deadline approximately 8 weeks ahead for allowing matchmaking of Ghanaian and Danish researchers.
3. Matchmaking time, facilitated by the Implementing Committee and the Platform Secretariat (DK).
4. Submission to the UG-GAET Inter-faculty Board/ORID
5. The Office of Research, Innovation and Development (ORID) Board reviews the proposals and requests and makes decision on allocation of funds and the balancing between the activities (faculty exchange; Proposal Development and pilot research)
6. Implementation of the activities.
7. Reporting by grant holders through progress reports to IC.
8. Processes 1-7 are evaluated, revised and repeated. i.e. three quarters of the funds available will be allocated through the first round and a quarter through the second round.

Responsible party at UG-GAET*: Robert Hinson, George Kwadzo, Clement Ahiadeke

TIMELINE

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WORK PACKAGE 4: Disseminating research knowledge
OUTPUTS **2 5** Researchers capacitated in dissemination of research **1** Awareness raising/dissemination workshop
ACTIVITIES Training workshops in dissemination of research findings
TIMELINE

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<table>
<tr><td align="center"><u>**WORK PACKAGE 5: Platform Governance And Management**</u></td></tr>
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<u>**OUTPUTS**</u>
2 Annual technical cum financial reports approved
1 Preparatory workshop for second phase implemented
   Platform proposal for second phase prepared
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<u>**ACTIVITIES**</u>

Activity 1: Activity 1 Draft, discuss and finalise annual technical and financial reports

Activity 2: Preparatory workshop for Phase two
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<u>**TIMELINE**</u>
December 2012 and May-June 2013
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LFA FOR GROWTH & EMPLOYMENT PLATFORM – UNIVERSITY OF GHANA

DESCRIPTION	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Development objective: Enhanced capacity of University of Ghana 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 staffs • Government is responsive and revises policies and legislation based on research results • Research-based teaching promotes high quality educations • Student evaluations 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	• 15 researchers trained as trainers in PhD supervision by December 2012 • 30 researchers capacitated in PhD supervision by July 2013 • 6 PhD courses developed as part of the platform activities by July 2013	• VC Annual report • Minutes of Senate meetings • School of 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 3 staff awarded PhD degrees in growth and employment relevant topics by end of 2015	• VC 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
3. Growth and employment relevant research activities and research collaboration strengthened	• 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 June 2013 • At least two joint research proposal written and submitted for external funding by June 2013 • At least two joint explorative 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 Ghana 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 2015	• Journal homepages • ISI Web of Knowledge • Workshop reports • 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

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 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

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 as PhD supervision trainers 1.5 Staff trained in PhD supervision	• 6 PhD courses/modules developed and implemented by July 2013 • At least 60 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 • 15 researchers has been trained as trainers in PhD supervision by July 2012 • 2 training courses and 30 researchers from the university have participated in PhD supervisory capacitating by July 2013	• Training diploma • Minutes of Senate meetings • VC' 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 • GEP annual progress reports	• Availability of qualified and interested PhD candidates among academic staff • Interest of potential Danish supervisors • No political interference in the selection process

Research collaboration 3.1 Staff trained as trainers in fund raising and research proposal writing 3.2 Joint research proposals submitted to relevant funding agencies. 3.3 Explorative joint research projects initiated 3.4 Academic staff of UG informed about platform activities and achievements.	• 10 researchers trained as trainers in fund raising and research proposal writing 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 2 innovative joint research project initiated by July 2013 • At least 50 academic staff of university have participated in platform supported seminars by July 2013	• Training diploma • GEP website • GEP annual progress reports • Research proposals • Minutes of Platform Working Group meetings • Working papers/reports • Draft manuscripts • Annual reports of thematic networks	• 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 non academic 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 non academic 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 established and operational 5.4 Platform Steering Committee functioning	• 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 functional and effective throughout the project period. At least one	• 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

5.5 Annual technical and financial reports prepared 5.6 Platform proposal for second phase prepared	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 UG and in Denmark are well functioning and effectively support the execution of the platforms work plan • Annual financial and technical reports prepared by UG before 1 May 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	• Core financing from Danida	• Accounting and financial reporting	• Timely provision of core funding
2. Approval of PhD courses by university Senate, as applicable	• Co-funding (1:1) from Danish universities		• Timely provision of in-kind co-funding (staff time) from the Danish universities
3. Joint development and implementation of the following PhD courses:	• University covers salary costs of staff members attaining PhD training and provides needed infrastructure		• Timely provision of in-kind contributions (staff time, lecture halls, office facilities) from UG
A. Philosophy of Science			
B. Advanced Quantitative Methods			
C. Qualitative Methods			
D. Innovation and Entrepreneurship Theory			
E. Proposal Writing/Fund-raising and Scientific			
F .			
4. Identify staff/groups for course development through a transparent and merit-based process			
5. Joint development and implementation of PhD supervisory training of trainers course			
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			
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. Establishment and running of platform secretariat at UG			

3. Platform secretariat in Denmark facilitates implementation 4. Financing and technical 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:** **University of Ghana**

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

No	Item/description	Unit	UG unit cost	UG Year 1 and 2 Number of units	UG Year 1 and 2 Costs	DK unit cost	DK Year 1 and 2 Number of units	DK Year 1 and 2 Costs	Notes
			DKK		DKK	DKK		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	58.000	2	116.000	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				9.000	10	90.000	2 travels for inception phase, 8 for courses/workshops
1.3.2	Visa, vaccinations, insurance, local transport etc	Lump sum				2.000	10	20.000	
1.3.3	Accommodation	Night				350	140	49.000	All of 14 days duration
1.3.4	Per diem	Daily rate				455	140	63.700	
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				First 1.5 years of scholarships are budgetted for within this budget
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				9.000	4	36.000	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				9.000	1	9.000	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	60.000	3	180.000	For DK involvement mainly travel cost, no salary included
3.4.2	Initiating innovative research projects (max amount)	Lump sum	225.000	2	450.000	60.000	2	120.000	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				9.000	6	54.000	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			409.164	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			2.459.984	**4.969.526**