

Inception Report

Growth and Employment Platform

First phase (August 2011- July 2013)

15 November 2011

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Acronyms and abbreviations

AAU	Aalborg University
AU	Aarhus University
BSU	Building Stronger Universities in Developing Countries
CBS	Copenhagen Business School
DKK	Danish kroner
DTU	Technical University of Denmark
GEP	Growth and Employment Platform
GVC	Global Value Chain
HRM	Human Resource Management
ICT	Information and communication technologies
KNUST	Kwame Nkrumah University of Science and Technology
KU	University of Copenhagen
MSMEs	Micro, Small and Medium Enterprises
NGO	Non Governmental Organisation
PWG	Platform Working Group
PSC	Platform Steering Committee
RUC	Roskilde University
SDU	University of Southern Denmark
SMEs	Small and Medium Enterprises
SUA	Sokoine University of Agriculture
UDSM	University of Dar es Salaam
UG	University of Ghana

Executive summary

The Growth and Employment platform (GEP) is one of four platforms of the Building Stronger Universities in Developing Countries (BSU) initiative and is in the initial phase a partnership between University of Ghana (UG), Kwame Nkrumah University of Science and Technology, Ghana (KNUST), University of Dar es Salaam, Tanzania (UDSM), Sokoine University of Agriculture, Tanzania (SUA) and seven Danish universities: University of Copenhagen (KU), Aarhus University (AU), University of Southern Denmark (SDU), Roskilde University (RUC), Aalborg University (AAU), Technical University of Denmark (DTU) and Copenhagen Business School (CBS).

The development objective of the platform is: ‘Enhanced capacity of UG, KNUST, UDSM and SUA to promote sustainable growth and employment through research, education and dissemination of research findings’. Specifically, the GEP will pursue the following immediate objectives, each designated a specific work package:

1. Growth and employment relevant PhD programmes strengthened at UG, KNUST, UDSM and SUA;
2. Increased number of academic staff at UG, KNUST, UDSM and SUA with PhD qualifications in growth and employment relevant academic disciplines and topics;
3. Growth and employment relevant research activities and research collaboration strengthened;
4. Platform research results and findings effectively disseminated to stakeholders;
5. Platform activities effectively and efficiently governed/managed.

The inception report describes and justifies the changes made to the platform activities based on the recommendations of the International Panel of Experts, comments from Danida and as part of the continued dialogue process during the inception phase.

In the first phase, the GEP targets the following outputs (Table 1):

Table 1. List of output indicators for the first phase [in numbers]

Indicator	KNUST	SUA	UDSM	UG	Total
WP1 PhD education					
- No. PhD courses developed and implemented	6	6	6	6	24
- No. researchers capacitated to run PhD courses	12	12	12	12	48
- No. researchers trained as trainers in PhD supervision	15	-	15	15	45
- No. researchers capacitated in PhD supervision	30	30	30	30	120
WP2 PhD scholarships					
- PhD studies initiated	4	4	4	4	16
WP3 Research collaboration					
- No. researchers trained as trainers in fund raising	10	10	10	10	40
- No. researchers capacitated in fund raising	15	15	15	15	60
- No. joint research proposal submitted for external funding	3	3	3	3	12
- No. joint explorative research collaborations initiated	2	5	2	2	11
- No. platform research seminars	1	1	1	1	4
- No. academic staff participated in platform seminars	50	50	50	50	200
WP4 Dissemination					
- No. Researchers capacitated in dissemination of research	25	25	25	25	100
- No. awareness raising/dissemination workshops	1	1	1	1	4
WP5 Platform Governance					
- No. annual technical cum financial reports approved	2	2	2	2	8
- No. of preparatory workshops for second phase implemented	1	1	1	1	4
- No. platform proposal for second phase prepared	-	-	-	-	1

1. Process and main achievements during the inception phase

The inception phase has continued the dialogue initiated in the preparatory phase, and has led to a further specification of the activities outlined in the GEP proposal of April 2011 and to be implemented by the GEP in the first phase of the BSU initiative.

Platform Working Groups

A first and important step of the inception phase has been the establishment of Platform Working Groups (PWGs) at UG, KNUST, UDSM and SUA. The mandate of the PWGs is described in the GEP proposal and in the Letter of Agreements (LoAs). Each PWG has four members of the respective South universities of whom one is the chair, and 3 (4) Danish members. The members have all been actively involved in the GEP preparatory process. The South University members have been appointed by the Vice Chancellor of the South University, or a person designated by him/her, while the Danish members have been identified by the members of the Danish Platform Steering Committee, and the final membership approved by the Danish Platform Steering Committee. The membership of the PWGs is presented in Annex 5. The chair and one Danish PWG member, cf. Annex 5, represents GEP in the Partnership Steering Committee established at each BSU university, cf. the MoU.

The PWGs have been instrumental in the subsequent steps of the inception phase, as outlined below.

The communication between Danish and South members of the PWGs has primarily been through e-mail, while the Danish and South members have met separately. In the case of KNUST, Danish PWG members have been able to meet face-to-face with KNUST members in connection with none BSU assignments in Ghana. The Chair of the Danish Platform Steering Committee has visited all four South Partner Universities at the onset of the Inception Phase (early August) to meet the designated person(s) at each of the universities for the BSU collaboration and the PWG members. During these visits, the outputs of the Inception Phase were discussed, the process and deadlines, the MoU, Letter of Agreement, Logical Framework Approach and budget, c.f. below. The visit was carried out in collaboration with the Environment and Climate Platform to ensure coherence.

It is planned that the PWGs meet face to face within three months after the completion of the Inception Phase to ensure that activities get underway.

Logical Framework Approach, activity plan and time schedule

A key activity of the PWG at each South Partner University has been to specify/further detail the Logical Framework Approach (LFA) and activity plan prepared during the preparatory phase. The results of this process are shown in Annex 1 - 4. The main changes made in the LFAs and the justifications hereof are described in Chapter 2.

Time schedules (Gantt charts) for the implementation of the activities have also been elaborated, and are included in Annex 1 - 4.

Budget and co-funding by the Danish universities

Based on the revised LFA and activity plan, the budgets for activities at the four South Partner Universities have been revised. Moreover, a number of revisions of applied rates have been implemented as compared to the budget presented in the GEP proposal. The revised budgets are shown in Annex 1-4. The budget revisions, and their justifications, are described in Chapter 3. This chapter also holds the revised overall budget as well as a specification of the co-funding to be provided to the GEP from the Danish universities.

Letter of Agreement

With background in the LFA and budget, a Letter of Agreement (LoA) has been drafted for the activities at each South Partner University and signed by a designated person on behalf of the South Partner University, and the Chairman of the Danish Platform Steering Committee on behalf of the Danish universities. University of Ghana requested additional time for internal approval of the LoA before signing. Unfortunately they were not able to meet the deadline. A copy of the signed LoA with University of Ghana will be forwarded to the Danish Ministry of Foreign Affairs as soon as possible.

The LoAs are found in Annex 1 – 4.

PhD scholarships

Moreover, an announcement of the PhD scholarships for faculty to be financed by GEP has been prepared together with an application form by the PWGs and the announcement published on notice boards, at the university web-sites as well as the GEP website. This would allow the further selection process to continue immediately after the completion of the inception phase.

GEP Coordinator in Denmark

The Danish GEP Secretariat was transferred to University of Copenhagen as of 1 January 2011, and the then appointed coordinator decided to resign prior to the transfer. The Danish Platform Steering Committee at that stage considered it best to await the evaluation of the GEP proposal, and hence funding level, prior to advertising and appointing a new GEP coordinator. Consequently, the position was advertised in June 2011 and interviews with selected candidates carried out in August 2011. Carl Erik (Calle) Schou Larsen was appointed, and commenced the assignment on 1 September 2011.

Administrative persons at South Partner Universities

During the inception phase, discussions have been carried out with the South Partner Universities and across platforms in the BSU involved at the same South Partner Universities, as to the best arrangement for administrative support, notably a platform specific person or a shared person across platforms. These discussions have not been concluded during the inception phase. Yet, GEP has set aside in the budgets of each South Partner University funding for administrative support, cf. Annex 1 - 4.

Platform coordination

Close collaboration and coordination between the four platforms has continued in the Inception Phase, at the South Partner Universities and in Denmark, involving the project leader at Universities Denmark, the Chairmen of the Danish Platform Steering Committees and the Danish Platform Coordinators. Coordination has covered all aspects of collaboration with emphasis on harmonizing guiding rules and regulations and utilising synergies. Discussion and planning of specific cross-cutting activities will continue throughout the first phase. The aim is to ensure collaboration on specific activities at common partner institutions and to benefit from experiences gained across partnerships.

2. Revised work plan/activity plan

Focus on Institutional Capacity Building

In the approval letter from the Danish Ministry of Foreign Affairs (Danida) dated July 6th 2011 it is emphasised that: *'In the revised work plans all platforms must include indicators and secure that the initiatives focus sufficiently on Institutional Capacity Building'*.

BSU – and the four platforms – have during the Inception Phase developed a joint description and definition of Institutional Capacity Building, see Annex 6:

"In the BSU project the institutional capacity building concept in relation to the South universities will emphasize;

- *strengthening the capacity of the institution to develop and implement education and research programmes and effectively disseminate the research results*

The project will include capacity development activities in the partner institutions in the following areas;

- *development and strengthening relevant PhD programmes (PhD courses, supervision guidelines, training of supervisors)*
- *support the capacity to undertake research based education and supervision within selected areas of research by increasing the number of academic staff with PhD qualifications (PhD scholarships)*
- *strengthening relevant research capacity and international collaboration (joint research projects and research networks)*
- *strengthening methods and capacity for effective dissemination of research results and findings to stakeholders (PhD courses, senior staff training and web development)*
- *building capacity for effective and efficient management of activities (mentor programs and staff training)"*

The proposal of GEP of April 2011 was already well aligned with this definition. Yet, a number of revisions and adjustments have been discussed and agreed among the partners during the Inception Phase to ensure an even stronger focus on institutional capacity building. These revisions and adjustments are briefly described in the following.

Recommendations of the Panel of Experts

The Panel of Experts *"...recommended the platform to:*

- *continue the considerations of widening the perspective and including contributions from other disciplines, e.g. in the social sciences;*
- *continue the dialogue regarding the curriculum contents and teaching at master's and bachelor level"*.

The first recommendation has been followed and is clearly reflected e.g. in WP1, there proposed PhD course curriculum includes a wide range of topics, including many in a broad range of social sciences aspects. The activities of WP2 and WP3 will also cover a wide range of perspectives and contributions from different disciplines, cf. also Chapter 2 of the GEP proposal.

In relation to the second recommendation on curriculum and teaching at masters and bachelor levels, the dialogue has continued. Yet, it is the continued strategy of GEP to focus on the PhD level in the first phase, while discussing activities targeting masters and bachelor levels for the second phase.

WP1: Strengthening PhD education

WP1 holds two main activities: (i) development, implementation and evaluation of 6 PhD courses at each South Partner University; (ii) PhD supervisor training.

The PhD courses have been specified during the inception phase and short tentative descriptions for each course prepared, cf. Annex 1 – 4.

PhD supervisor training has been changed from a single training course to a series of training courses aiming at capacitating the South Partner Universities to execute the PhD supervisor training themselves. Using a Training of Trainers (ToT) concept where resource persons from Denmark capacitate local resource persons to run the training courses at local level. This approach transfer capacity to upgrade its own staff to the South Partner Universities, it is cost effective and thereby more sustainable. SUA has already a pool of PhD supervisor trainers at hand from an EU funded EDULINK project called PREPARE-PhD under the STRAPA agreement with University of Copenhagen. Therefore SUA has chosen to maintain more resources within WP3 for collaboration support projects.

PhD supervisor training cuts across platforms, as a consequence, the activity has been harmonised and aligned, to the degree possible. Three platforms are using a ToT approach for PhD supervisor training. In relation to the Environment and Climate Platform with its identical set of partners to the GEP, GEP will cover the cost of Danish inputs while the Environment and Climate Platform only cover the cost of participants of the South Partner Universities. To gain synergies and ensure cost-efficiency, GEP will try to assure that one Danish team is assigned as responsible for the PhD supervisor training at all the four South Partner Universities. Additional synergies should be explored in the implementation, especially with the Platform for Human Health.

WP2: Increasing the number of academic staff with PhD qualifications in Growth and Employment relevant disciplines and topics

The objective of WP 2 is to upgrade existing academic staff to PhD level. This objective is given high priority at all four South Partner Universities; a priority that has been reiterated during the Inception Phase. Consequently, the number of PhD scholarships has been increased from 3 to 4 per South Partner University. As a consequence the funding period per PhD student in the current funding phase is adjusted from 2 to 1½ year.

WP3: Strengthening research and research collaboration

Major revisions have been made within this work package in response to comments received from Danida in the course of the review of the GEP proposal and during the inception phase concerning a better alignment of the proposed activities within this work package to the overall capacity building concept of the BSU initiative.

As a consequence, the objective of the work package has been revised to: Strengthening the capacity to attract research funding and to carry out research in relation to the academic focus areas of GEP. All research related activities are to be aligned to the needs of the South partner countries/institutions, and focus on the capacity of the institutions to undertake research at a level and quality that can attract competitive external funding. This will strengthen research based education at bachelor, master and PhD level. The work package will host three main activity areas:

- Training in research proposal writing and fund raising
- Joint development of research proposals within the academic focus areas of GEP
- Joint small-scale and explorative research activities within the academic focus areas of GEP

The first of these is a new activity compared to the GEP proposal of April 2011. Capability within competitive research proposals writing is considered inadequate by the South Partner Universities. Therefore training within this field has been included in WP3, again using the ToT concept to ensure institutional capacity building. This training should strengthen the other activities of WP3. Funding for this activity has been provided by readjusting the budget within WP3 with enhanced focus on activity areas one and two compared to activity area three.

The second activity area was proposed also in the GEP proposal. Funds have been set aside for the joint development of at least three joint proposals in the first phase per South Partner University. The funds are for operational expenses, not for salary, i.e. workshops to bring together research teams, including interdisciplinary research teams, and for shorter duration stays of researchers in Denmark, Ghana and Tanzania. Applications for funding will be considered by the PWGs.

The third activity area has been revised compared to the GEP proposal to have a sharper focus on the implementation of explorative research activities with a strong focus on competitive research competence development. These will be small-scale activities of a maximum size of 300,000 DKK that in addition to specific research outputs (working papers, journal articles etc.) are expected to result in ideas for larger research projects to be submitted to funding agencies. Details on the selection process and criteria and other rules, e.g. on staff time, will be developed by the PWGs. Funding for this activity area has been reduced, mainly on the Danish side, compared to the GEP proposal, the released funds are used for enhancing institutional capacities through training both in WP3 and WP1, as well as through rate adjustments.

Finally, the work package includes funding for two thematic networks in Denmark, while the funding for similar networks in Ghana and Tanzania as indicated in the GEP proposal is considered premature and therefore it has been decided to postpone these to the second phase.

WP4: Disseminating research knowledge to stakeholders

The focus of this work package has been revised. Focus is now on training in research collaboration. The activities in relation to actual dissemination through outreach sessions, policy briefs, manuals and leaflets have been postponed to the second phase, when platform based results become available.

WP5: Platform governance and management

No adjustments in activities.

Output indicators

The above revisions, all documented in the LFAs and activity plans, as well as reflected in the budgets, have resulted in the below list of output indicators for the first phase (Table 1).

Table 1. List of output indicators for the first phase[in numbers]

Indicator	KNUST	SUA	UDSM	UG	Total
WP1 PhD education					
- No. PhD courses developed and implemented	6	6	6	6	24
- No. researchers capacitated to run PhD courses	12	12	12	12	48
- No. researchers trained as trainers in PhD supervision	15	-	15	15	45
- No. researchers capacitated in PhD supervision	30	30	30	30	120
WP2 PhD scholarships					
- PhD studies initiated	4	4	4	4	16
WP3 Research collaboration					
- No. researchers trained as trainers in fund raising	10	10	10	10	40
- No. researchers capacitated in fund raising	15	15	15	15	60
- No. joint research proposal submitted for external funding	2	2	2	2	8
- No. joint explorative research collaborations initiated	2	3	2	2	9
- No. platform research seminars	1	1	1	1	4
- No. academic staff participated in platform seminars	50	50	50	50	200
WP4 Dissemination					
- No. Researchers capacitated in dissemination of research	25	25	25	25	100
- No. awareness raising/dissemination workshops	1	1	1	1	4
WP5 Platform Governance					
- No. annual technical cum financial reports approved	2	2	2	2	8
- No. of preparatory workshops for second phase implemented	1	1	1	1	4
- No. platform proposal for second phase prepared	-	-	-	-	1

Description of process in Denmark to assign tasks/activities

Once the GEP Inception Report has been approved, the involved Danish universities will initiate a process to identify and assign Danish university staff to the proposed activities of WP 1, WP 2, training in WP3 and WP 4. This will follow an open and transparent process, and will involve a workshop in Denmark. Descriptions of all tasks/activities will be uploaded on the homepage and circulated broadly to the Danish resource base. During the workshop and afterwards, synergies across South Partner Universities and platforms will be explored. All interested Danish researchers will be encouraged to express their interest through Expressions of Interest (Eols) related to specific activities. Subsequently an assessment will be made by the Platform Secretariat. A proposal will then be presented to the PSC for approval, and subsequently passed to the PWGs for their comments.

The Eols will be assessed based on the following criteria:

(Maximum 100 point)	Points
Academic capacity within the field	0 – 50
Relevant experience in the field	0 – 30
Relevant overseas experience	0 – 20

The Eol with the highest score will be considered for the activity/task.

In relation to the explorative research activities in WP3, a specific set of guidelines will be developed by the PWGs on how these funds are allocated to strengthen the institutional capacity, c.f. also section 4.3.2 of the GEP proposal.

3. The revised budget

Based on the revisions made in the work plan, the budget has been revised accordingly. The below table 2 shows the total budget for the first phase segregated per partner university and work package. The detailed budget breakdowns for each partner university are presented in Annex 1 – 4. Table 3 shows the same as table 2 but now using the DFC format for budget posts and not GEP work packages. The estimated total annual cost distribution within the two project years is as follows: 2011 = 500,000 DKK, 2012 = 12,000,000 DKK and 2013 = 7,500,000 DKK.

Table 2: Total budget for the first phase segregated on work package [in DKK]

Main activity/Item	UG	KNUST	UDSM	SUA	DK uni.	Subtotal	Share
WP 1: Strengthening of PhD education	415,000	415,000	415,000	415,000	2,978,800	4,638,800	23
WP 2: Increasing the number of staff with PhD	859,600	859,600	859,600	859,600	1,658,160	5,096,560	25
WP 3: Strengthening of research collaboration	715,000	715,000	715,000	715,000	1,641,080	4,501,000	23
WP 4: Disseminating research knowledge	85,000	85,000	85,000	85,000	206,000	546,000	3
WP 5: Platform governance and management	270,000	270,000	270,000	270,000	1,819,240	2,899,240	14
Administrative fees (OH)	144,942	144,942	144,942	144,942	1,636,656	2,216,424	11
External audit	20,000	20,000	20,000	20,000	20,000	100,000	1
Grand total	2,509,542	2,509,542	2,509,542	2,509,542	9,959,936	19,998,104	100
Relative share of budget	12.5 %	12.5 %	12.5 %	12.5 %	50 %	100 %	

Table 3: Total budget for the first phase segregated according to DFC budget lines [in DKK]

Budget heading	UG	KNUST	UDSM	SUA	DK uni.	Subtotal
1. Salaries and Emoluments	387,600	387,600	387,600	387,600	5,122,000	6,672,400
2. Taximeter/Educational Grants	72,000	72,000	72,000	72,000	480,000	768,000
3. Expenses for Trips Abroad and Fieldwork	814,000	814,000	814,000	814,000	1,761,320	5,017,320
4. Project and Research Equipment	0	0	0	0	0	0
5. Project and Research Materials	712,000	712,000	712,000	712,000	733,960	3,581,960
6. Publication, Dissemination and Communication	85,000	85,000	85,000	85,000	206,000	546,000
Subtotal (headings 1-6)						
7. Adm. fees (in Denmark) 20%					1,636,656	1,636,656
8. Adm. fees (partners in South) 7%	144,942	144,942	144,942	144,942		579,768
9. Study stays in DK (DFC expenses)	274,000	274,000	274,000	274,000		1,096,000
10. External audit	20,000	20,000	20,000	20,000	20,000	100,000
Total Amount (headings 1-10)	2,509,542	2,509,542	2,509,542	2,509,542	9,959,936	19,998,104
Relative share	12.5 %	12.5 %	12.5 %	12.5 %	50 %	100

Comments to budget

General

- 1) Salary levels for Danish staff have been adjusted from 50,000 DKK to 58,000 DKK per months, and for coordinator from 45,000 DKK to 55,000 DKK per months. Increased cost in Denmark: 180,000 DKK per South Partner University, in total 720,000 DKK.
- 2) Cost of travelling has been adjusted for Ghana from 11,000 to 9,000 DKK except for stays in Denmark of PhD students organized by the Danida Fellowship Centre where their standard rate of 11,000 for Africa. Decreased cost Denmark: 42,000 DKK per Ghana platform, in total 84,000 DKK.
- 3) Cost of accommodation has been adjusted for University of Dar es Salaam from 350 DKK to 500 DKK per night. Increased cost Denmark: 36,600 DKK for University of Dar es Salaam.

WP1

- 4) Person months for needs assessment during inception phase has been decreased from 3 to 1 month for each South Partner University and from 2 to 1 month for Danish budget.
- 5) PhD Supervisor Training now has separate budget line.
- 6) SUA is not running the ToT course as they already have PhD Supervisor trainers. The saved cost for involving Danish researchers has been moved WP3, in total 140,000 DKK.
- 7) Training of Trainers (ToT) concept included in PhD Supervisor Training. Increased cost Denmark: One extra travel: 24,000 DKK per South University, in total 96,000 DKK.
- 8) Number of PhD Supervisor Training courses increased from 1 to 3. Increased cost local: 70,000 DKK per South University.

WP2

- 9) The number of PhD students has been increased from 3 to 4 per Partner University, and the duration in this phase reduced from 2 years to 1½ years.

WP3

- 10) The budget for thematic working groups at South Partner Universities has been removed, while maintained at the Danish side Reduced cost local: 60,000 DKK per South Partner University
- 11) A 'Fund Raising/Research Proposal Writing Training Course' for Partner University Researchers has been proposed. Increased cost Denmark: 1 month salary + 1 travel: 82,000 DKK per South Partner University, in total 328,000 DKK; Increased cost local: 60,000 DKK per platform
- 12) The small and medium size research projects funds has been lumped together, and the amount set aside to research collaboration has been reduced. Decreased budget Denmark: 300,000 DKK per South Partner University, in total 1,200,000 DKK. Decreased budget local: 10,000 DKK per South Partner University.

WP4

- 13) The budget allocation for web support has been reduced both in Denmark and at Partner University. Decreased cost Denmark: 11,250 DKK per South Partner University, in total 45,000 DKK; decreased cost local: 48,000 DKK per South Partner University
- 14) Resources allocated for dissemination of research findings in the original budget has been reallocated into training in dissemination of research findings. Decreased cost local: 40,000 DKK per South Partner University.

Description and details on the Danish co-financing

The Danish universities are co-financing BSU on a 1:1 basis of the share of the funding that goes to the Danish universities. In the first phase, the funding is divided 50:50 between the South Partner and Danish universities. This implies that the Danish universities will receive 10 million DKK of which 1.6 million DKK will be overhead, which is exempted from the co-financing agreement. The Danish universities will therefore provide minimum 8.4 million DKK of co-financing to GEP. The co-financing has been calculated using the items eligible as co-

funding agreed between Danida and Universities Denmark. The co-financing is distributed across work packages as illustrated in Table 4, and further detailed below.

Table 4: Co-financing (in-kind contributions) of the platform activities from the Danish universities (in DKK) and its estimated distribution across work packages

Main activity/Item	Co-financing
	DKK
WP 1: Strengthening of PhD education	1,610,000
WP 2: Increasing the number of staff with PhD	1,390,000
WP 3: Strengthening of research collaboration	2,300,000
WP 4: Disseminating research knowledge	230,000
WP 5: Platform governance and management	3,070,000
Total	8,600,000

Notes:

1. WP1: It is estimated that each PhD course and the PhD supervisor ToT course will be co-financed with one month of researcher time
2. WP2: It is estimated that one month of researcher time will be put into co-supervision per PhD student per student year
3. WP3: Researcher time to research activities; including on-going research collaboration with platform partners; excluding projects with Danida as funding agency
4. WP4: One month of researcher time is expected to go into research dissemination course.
5. WP5: It is estimated that ordinary members of the Danish Platform Steering Committee contributes two weeks per year; co-chairs one month per year; chair contributes 4 months per year; and Danish members of GEP Working Groups one month per year, plus two weeks per year for members of Partnership Steering Committees.
6. Academic salaries are estimated at 58,000 DKK per month.