



The Danida Private Sector Development Programme

The Start-Up Facility



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Guidelines on the PSD Programme

In this set of guidelines you will find a description of the support possibilities under the Start-Up Facility of the Danida Private Sector Development Programme (PSD Programme). Under the Start-Up Facility it is possible to receive support for business co-operation arrangements of up to one year in duration. Support is given for expenses in relation to training and technical assistance and purchase of production equipment.

This guideline provides instructions on how to draw up an application and the appendices contain a number of forms that may be utilised in the preparation of the application.

The series of guidelines comprises, furthermore:

- Company Guidelines 1: Outline of the Support Facilities
Applications for Visits and Studies**
- Company Guidelines 2a: Project Preparation**
- Company Guidelines 2b: Applications for Support for Technical Assistance and Training**
- Company Guidelines 2c: Applications for Support for Environmental Measures**

*All guidelines including application and reimbursement forms are available in both Danish and English at the homepage of the PSD Programme:
www.ps-program.dk /
www.psdprogramme.dk*

In addition to the guidelines listed above, several reports about the establishment of business co-operation in specific countries and sectors are available. A list of reports published can be found at the homepage of the PSD Programme. The reports are obtainable on application to the PSD Secretariat at the Danish Ministry of Foreign Affairs.

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1 Introduction

The objective of the Danida Private Sector Development Programme (PSD Programme) is to contribute to economic and social development in selected developing countries. The PSD Programme offers advisory services and financial support for Danish companies wishing to establish long-term and mutually binding co-operation arrangements with local companies in those countries.

Where Can the PSD Programme Be Used?

The selected countries – the so-called PSD countries – include all the Danida programme co-operation countries in Africa, Asia and Latin America. The PSD Secretariat can provide you with information about countries in which the PSD Programme is applicable.

The BtB Programme in South Africa

The Business-to-Business Programme (BtB Programme) is a sister programme of the PSD Programme in South Africa. It serves the same purpose as the PSD Programme, but only previously disadvantaged individuals/groups are eligible for support through the BtB Programme.

Please note that all requirements and regulations in these guidelines are applicable to the BtB Programme. However, certain specific conditions also apply. Please contact the PSD Secretariat or the embassy in Pretoria for further information about these special conditions.

1.1 When to Use the Start-Up Facility

Under the Start-Up Facility the PSD Programme offers support for short-term co-operation to carry out a number of clearly defined tasks or to test the possibilities for co-operation.

The PSD Programme contains a special Start-Up Facility, which can be utilised in the following situations:

- If a local company requires assistance from a Danish company over a limited period of time to perform a number of clearly defined tasks.
 - The activities under the Start-Up Facility might serve to improve the capacity or international competitiveness of the local company through transfer of knowledge and technology from the Danish company. This type of co-operation can be employed within such areas as production and process technology, working and external environment or development of export opportunities. Other business areas could also be relevant.
- In cases where the companies wish to test the possibilities of co-operation in practice, before committing themselves to a long-term and mutually binding PSD co-operation. For instance,
 - as the precursor of a PSD project in order to uncover/test the partners' personal and professional qualifications, both technical and cultural,
 - if there are doubts as to whether or not the technology to be utilised is suited to local conditions. In such cases it might be necessary to test the production in practice by carrying out a test production or by establishing a demonstration plant,
 - if, in connection with the establishment of a supplier agreement, the Danish company needs to supply training and technical assistance to the local company in areas such as production management and quality assurance.

1.2 Support Possibilities

A company co-operation project under the Start-Up Facility must be executed within one year, and within a budget framework of a maximum of DKK 500,000. Expenditure eligible for subsidy is reimbursed in full. As a consequence, the standard rule for the PSD Programme, i.e. that 90% of the expenses eligible for support are reimbursed, does not apply to the Start-Up Facility.

Expenditure on salaries by the Danish company in connection with technical assistance and training is reimbursed at a standard rate of DKK 400 per hour. The same standard rate applies if it is necessary to draw on external Danish assistance. If local consultants are used, the hourly rate should be calculated according to local conditions.

Should it be necessary to purchase equipment or invest in environmental improvements in connection with the project, up to DKK 100,000 of the total budget framework may be applied to such purchases and investments.

In consideration of the need to maintain a balance between the expenses for the preparation and the implementation of the projects, it is a general rule that it is not possible to obtain support for both a study and a Start-Up project under the PSD Programme.

Once the Start-Up project has been successfully completed the partners have the opportunity of applying for support to continue the co-operation under the usual PSD framework.

1.3 Guideline Requirements for Danish Companies

Danish companies wishing to apply for support through the PSD Programme must be able to meet the following requirements:

- Given the requirement that co-operation has a long-term perspective, the company must have a certain financial asset base. Based on customary accounting principles, the company must show a (pre-tax) profit in at least two of the preceding three years. According to the audited accounts for the accounting period most recently completed, the equity must comprise at least 15% of the balance-sheet total (the solvency ratio).
- A set of company accounts for the past three years must be attached to applications in all cases. The accounts must be audited and no more than eighteen months old.
- Current credit rating information must not be prejudicial to the applicant.
- The company must be credible and creditworthy. It must not be listed with RKI Kredit Information A/S as a bad payer.
- The Danish partner must possess the necessary professional expertise. Applicants must substantiate that they have operated a business in the field covered by the co-operation for at least five years.
- Subsidies may be made conditional on the company being able to provide documentation of its special area of competence, e.g. in the form of public authorisation or independently accredited certification.
- Establishing and operating a co-operation project demands human resources. The applicant must account for the staffing resources that are foreseen to be involved in setting up and implementing the co-operation. The applicant must state the extent to which the company has such resources at its disposal.

2 Project Description

2.1 Requirements for the Project Description

In order to achieve PSD support for a Start-Up project a brief project description must be prepared, containing the most important information about the co-operation and the activities to be undertaken.

The project description should be drafted in such a way that it can be used both in Danida's assessment of the project, and by the partners themselves as a joint basis for implementing the various activities. As a minimum, the project description should contain the following information:

- A brief description of the companies participating and the technical and personal qualifications of the personnel involved.
- An assessment of the basis for the project and the commercial opportunities of the companies.
- A description of the Start-Up project and a specification of the requirements for training and technical assistance.
- An evaluation of the developmental aspects of the co-operation.
- A budget and timetable for the implementation of the Start-Up project.

This guideline contains a checklist with suggestions for the drafting of a project description.

In the assessment of an application for support, special importance is attached to the aspect of transfer of knowledge and technology from the Danish partner to the local partner.

Furthermore, as the PSD Programme is an integrated part of Danida development assistance, the project's contribution to the economic and social development in the PSD country is of prime importance. As a consequence, the application should outline the developmental and societal aspects of the project, both positive and negative.

In the enclosed checklist a number of relevant development aspects are mentioned. For further information, please consult the Company Guidelines 1, chapter 2, which contains a list of the factors that will typically enter into the assessment of the developmental consequences of a project.

2.2 The Business Agreement

As a basis for the Start-Up project, a written agreement between the partners should be signed describing in detail the obligations of the partners in the co-operation. The agreement should specify the services and contributions provided by each partner and outline the need for training and technical assistance. Conditions for the payment of fees, time schedules, as well as any other special conditions and issues of relevance for a successful outcome, must also be outlined in the agreement.

If the Start-Up project is considered to be a test of the possibilities for long-term co-operation, the agreement should furthermore describe the set-up for such co-operation.

Copies or draft versions of legally binding agreements to be made by the partners should be enclosed with the project description as background material.

2.3 The Need for Technical Assistance and Training

Expenditure for technical assistance and training generally constitutes the largest part of the budget, and will often be the single most important factor for the success of the co-operation. Technical assistance and training should be given a wide interpretation and involve all relevant areas of the co-operation. The two terms are interpreted as follows:

- Technical assistance involves the Danish company posting an employee at the local company for a shorter or longer period. The employee will be involved in the daily operations of the local company and will advise on many different functions at the same time.
- Training is a planned and more detailed process than technical assistance. It may, for example, be necessary to prepare manuals or guidelines in connection with training. Training can take place both in Denmark and in the PSD country.

The best results will usually be obtained through a combination of technical assistance and training. The companies involved achieve the full benefit of the efforts, and cohesion is created between training and the day-to-day tasks and job functions.

The need for training and technical assistance should be thoroughly assessed and described in a training programme outlining the following:

- Results to be achieved.
- Who is responsible for carrying out the different tasks.
- Activities to be performed in order to achieve the desired results.
- How the activities are to be assessed and evaluated.

2.4 Budget and Timetable for Implementation of the Project

A detailed budget for the implementation of the Start-Up project should be prepared. It may be helpful to divide the budget into phases and activities:

- The project should be divided into a number of phases in order to ensure the best possible overview. Each of the phases should be defined with individual objectives and a clear indication of the scheduling and continuity of the individual phases. The phases can, for example, be numbered 1, 2, 3... and so on.
- Each phase should be divided into activities so that budgets for salaries, fees, travel expenses etc. can be prepared for each activity. Individual activities within a phase could, for example, be numbered 1A, 1B, 1C... and so on.

The budget should include information on expenditure on each of the following items:

- Salaries – the Danish company's own employees.
- Fees – external Danish consultants and/or local consultants.
- Travel expenses including flights, accommodation, per diem (daily allowance) and local transport.
- Training materials etc.
- Possibly equipment within the DKK 100,000 limit.

Furthermore, prices and exchange rates applied in preparation of the budget should be clearly indicated.

Together with the budget a timetable for implementation of the project should also be prepared. The timetable should follow the division of the budget into phases and activities. It should be presented in such a way that the linkage in time between individual phases and activities is clear.

It is important that budgets are prepared as simply as possible and in a way that ensures an overview of the relationship between various phases and activities.

3 Application and Reporting

3.1 Application

There are no requirements that applications for support from the PSD Programme should be prepared in a specific manner. Applications must, however, be prepared in a format that can serve as a basis for a possible pledge of support. As a consequence, it is recommended that the application form enclosed (Form 1) should be used.

The company might use the forms in the electronic version of the guidelines, which are available at the homepage of the PSD Programme: www.psdprogramme.dk

The application is sent to the local PSD office at the embassy in the country in question, if necessary through the PSD Secretariat at the Danish Ministry of Foreign Affairs, along with a company data form (Form 2). Audited annual accounts for the three most recent years must be enclosed with the application, if they have not been submitted previously. A project description should be enclosed with all applications. In a number of embassies, locally engaged personnel handle the applications, and it will speed up the assessment of the application if it has been drawn up in English.

Subsidies are granted following written application from both companies. The application must be signed by those authorised to sign on behalf of the companies.

3.2 Pledge of Support

The fact that support has been approved for a Start-Up project does not create an obligation for Danida to support the partner companies further.

When the project has been approved, a formal and legally binding pledge is prepared and upon receipt of the written pledge the co-operation can be established. The pledge will stipulate the general requirements that apply to the PSD support and any special conditions to be fulfilled by the partners before payment can take place.

Danida will make an individual assessment of all applications and reserves the right to reject applications, which — from Danida's point of view — do not qualify for support. Danida may also attach special conditions to an individual approval of support.

3.3 Reporting

When implementing a project, a quarterly report must be prepared, outlining how the project is progressing. Both partners must sign these reports. The report should emphasise a description of the extent to which the objectives fixed have been achieved. If the implementation of the project deviates from the original plan, the changes must be outlined and explained.

The pledge of support will describe, in detail, the guidelines for reporting.

3.4 Reimbursement

Reimbursement of expenses is usually made every three months on the basis of documentation for the expenses incurred and the agreements stipulated in the pledge of support.

Requests for reimbursement are to be sent to the embassy and should include:

- Quarterly Reimbursement (Form 3).
- Auditor's Statement (Form 4).
- Template for Travel Accounts (Form 5), and
- Quarterly Report (see section 3.3).

Reimbursement of eligible expenses is based on an auditor's statement certifying that the time spent, fee and wage rates applied and documentation of expenses and their payment (documented with external vouchers and travel accounts) have been checked without cause for any comments. An authorised or certified auditor must perform the audit.

3.5 Expenses Eligible for Support

General Rules

When implementing a Start-Up project under the PSD Programme, the expenses mentioned below are refunded within a framework of a maximum of DKK 500,000.

Expenses incurred in foreign currency are reimbursed at the exchange rate at the date of payment.

It should be noted that Danida may request further documentation at any time, and may conduct an independent external audit – if necessary by an auditor appointed by Danida.

Salaries, Partners' Employees

Salaries, paid to the Danish partner's own employees who are involved in the implementation of a project, are calculated by multiplying time spent by the standard hourly rate of DKK 400 that has been laid down for the Start-Up Facility. No further overhead may be included.

Time spent is based on a working week of 37 hours in Denmark, and 40 hours overseas, including travelling time (a maximum of 8 hours each way), in accordance with the internal time sheets of the company.

Subsidies are not available for salaries paid to the local company's own employees who attend training courses. However, travel expenses, hotel and per diem (daily allowance) may be covered in line with what applies in the case of the Danish company, if for instance employees from the local company attend a training course in Denmark.

Fees and Outlay, Danish External Consultants

Partners' agreements with Danish external consultants to carry out assignments in relation to the Start-Up project should be reasonable and necessary for the project implementation.

Fees

Fees to Danish external consultants are calculated by multiplying time spent by the same standard rate that applies for the company's own employees, i.e. DKK 400 per hour. No further overhead may be included, and if the hourly rate for the external consultant exceeds DKK 400 per hour, the company must cover any such difference itself.

All subsidies under the PSD Programme are also subject to 'General Conditions for the PSD Programme', to which companies are referred.

Time spent is based on weekly working hours for full-time employment of 37 hours in Denmark, and 40 hours overseas, including travelling time (a maximum of 8 hours each way), in accordance with time sheets.

Outlay

Outlay for travelling, accommodation, auditing and per diem (daily allowance) is reimbursed according to the rules stated below for international air travel, per diem, accommodation etc.

Any expenditure on local assistance for interpretation and similar activities during a stay overseas is reimbursed in accordance with the usual hourly and daily rates of the Danish embassy.

Fees and Outlay, Local Consultants

Agreements between partners and local consultants on carrying out assignments in relation to the Start-Up project must be reasonable according to the embassy's usual terms and practice for entering contracts with local consultants.

Fees

Fees for local consultants are reimbursed based on time spent and hourly fee rates agreed with the embassy. Time spent is based on a full-time working week of 40 hours in accordance with time sheets.

Outlay

Outlay for travelling, accommodation, per diem and audit is reimbursed according to the rules stated below for international air travel, per diem, accommodation etc.

International Air Travel

Expenditure on international air travel is reimbursed within a framework amount corresponding to the price of 'Economy Full Fare' without accommodation while travelling, but using the cheapest possible ticket.

As a basis of the auditor's statement, documentation must be available in the form of the original invoice or ticket from the travel agent specifying names of the persons travelling, number of return tickets, including ticket numbers, as well as destinations and ticket prices.

In addition to the airfare, transport to and from the airport is refunded for departure and return, as well as airport taxes and costs of up to 10 kg excess baggage (e.g. documents, equipment etc.), if this is necessary to carry out assignments, will also be reimbursed.

Per Diem

In order to cover food and small necessities (transport, registration of luggage etc.), a per diem is available during an overseas stay, though not for the air journey to and from the country. Per diem is also paid for Sundays and local public holidays.

Per diem is partly calculated on the basis of the length of the stay, and partly on the extent to which hotel bills cover meals, e.g. breakfast. Per diem is calculated for the start of each hour of the stay at 1/24 of the set daily rate. The rates are reduced if meals are included in the hotel price with 15% for breakfast, 30% for lunch, and 30% for dinner.

If the stay lasts more than 28 days, the per diem rate is reduced by 1/3 from the start of the 29th day.

For information on current per diem rates, please refer to the homepage of the PSD Programme: www.psdprogramme.dk

Accommodation

Reasonable expenses for a hotel room with bath (not luxury hotels), or rent of a house or flat if required, are reimbursed on submission of a bill.

Expenditure should be broken down by persons and number of nights multiplied by the rate, and with a note explaining whether e.g. breakfast is included in the room rate.

Private accommodation or accommodation that is not supported by documentation is calculated at 1/3 of the per diem for the country in question.

Vaccinations

Expenditure for vaccinations necessary for journeys to the country in question is reimbursed.

Insurance

Expenditure for health insurance, repatriation, accident and third party liability insurance etc. is refundable during travel and stay abroad.

Transport

Transport expenses for local trips, which are necessary for the implementation of the project, and transport to and from airport/railway station etc. in connection with arrival and departure, are refundable.

Expenses for transport between hotel/accommodation and the workplace are not covered, unless the workplace is located outside the town/city.

The PSD Programme does not cover car hire or car purchase in relation to the project implementation.

Auditor's Statement

Fees for audit of actual time spent, fees and outlay are refundable up to a maximum of DKK 3,600 per quarterly statement, and up to a maximum of DKK 14,400 for the entire project period.

Materials for Training and Technical Assistance

Reasonable expenditure on training manuals, equipment and other costs for the implementation of training courses are covered.

Materials for e.g. test production are covered in so far as they cannot be reused, or if the final product has only limited commercial value.

Investments and Environmental Measures

Expenditure of up to DKK 100,000 on investment in production equipment, demonstration models, raw materials necessary for test production etc., as well as environmental investments, can be refunded within the overall limit of DKK 500,000 under the Start-Up Facility. Expenses for freight and insurance are refunded on the same conditions as expenditure on equipment.

Expenses for customs duty etc. must, however, be covered by the partners themselves.

Should the partners have invested in demonstration equipment produced by the Danish company, the PSD Programme only covers the net costs of the equipment. No added profit margins etc. are covered.

Checklist

Contents of the Project Description

1. Introduction
Description of the objectives of the co-operation, initial activities, visits etc.
2. Presentation of Companies
The project description should contain: <ul style="list-style-type: none">• A short presentation of the local company• A short presentation of the Danish company
3. The Basis for the Project and the Commercial Opportunities
<p>The project description should contain an assessment of the basis for the project and the commercial opportunities.</p> <p>This applies for both production and sale of products or for providing services in the local market, or for example for supplier agreements with the local company. However, in each of these situations priority should be given to the conditions that are most important for the performance of the project, including:</p> <ul style="list-style-type: none">• The market in which products or services are to be sold• The size and structure of the market• Circumstances affecting local or international demand• Profiles of potential customers <p>The project description should also contain an assessment of the local company and its ability to carry through the co-operation, including for instance:</p> <ul style="list-style-type: none">• The extent to which the infrastructure, facilities, buildings etc. of the company are appropriate for the activities to be performed• The extent to which the existing production equipment can be used or further investment must be made• The extent to which there is adequate access to the raw materials necessary for the implementation of the project• The extent to which the internal organisation of the company must be developed as part of the co-operation• How the working environment and/or influences on the external environment can be improved as part of the co-operation• The factors that might limit future growth and development of the activities <p>However, in circumstances where the local partner requires assistance for a limited period of time in order to perform a number of clearly defined tasks, it can be difficult to describe the commercial prospects. In those circumstances, therefore, focus should be on the ability of the local company to implement the project and on training and technical assistance requirements.</p>

<p>4. The Co-Operation Project and Training Efforts</p>
<p>The project description should contain a critical assessment of all problems and concerns relevant to the co-operation such as:</p> <ul style="list-style-type: none"> • Market problems • Technical problems • Organisational problems • Environmental problems <p>As well as an assessment and detailed description of the training needs, including:</p> <ul style="list-style-type: none"> • The results to be achieved through training • An assessment of training needs, broken down by individual categories of employees • The activities to be completed in order to achieve the required results • Who is to perform the training • How the activities are to be evaluated <p>See Company Guidelines 2b for inspiration in connection with preparation of the training programme.</p> <p>Finally, an assessment should be given of the possibilities for the co-operation to be continued as a full PSD co-operation arrangement, if results live up to the expectations of both partners.</p>
<p>5. Developmental Aspects</p>
<p>An assessment of the development aspects of the co-operation, including:</p> <ul style="list-style-type: none"> • Whether the company is better prepared to deal with the challenges it is facing than before the implementation of the project • Whether the number of jobs is expected to increase as a result of the co-operation • Whether significant local expertise will be established • Whether the project has a positive influence on the external environment • Whether the project has a positive influence on the working environment
<p>6. Budget and Timetable</p>
<ul style="list-style-type: none"> • Detailed timetable for the implementation of the project • Detailed budget for the co-operation
<p>7. Background Material</p>
<p>Relevant background material should be included in the project description, i.e.:</p> <ul style="list-style-type: none"> • Copies of the last three years' audited accounts for the Danish company • Copies of the last three years' audited accounts for the local company • Presentational brochures of the Danish company • Presentational brochures of the local company • Relevant material about the local market etc. • Relevant material about the technology applied • Any other material deemed relevant in relation to an assessment of the application

Application Form Start-Up Facility

Form 1

<p>Danish applicant: (name and address of the company)</p> <p>Telephone</p> <p>Fax</p> <p>E-mail</p> <p>CVR number</p> <p>Contact person</p> <p>Title</p>	<p>Local applicant: (name and address of the company)</p> <p>Telephone</p> <p>Fax</p> <p>E-mail</p> <p>Contact person</p> <p>Title</p>
<p>Training and technical assistance</p> <p>Investments and environmental measures</p> <p><i>All amounts are in DKK</i></p>	<p>Salaries</p> <p>Fees</p> <p>Travel Expenses</p> <p>Other Expenses _____</p> <p>Subtotal _____</p> <p>Investments</p> <p>Environment _____</p> <p>Subtotal _____</p> <p>Total _____</p>
<p>Has the company previously applied for support under the PSD Programme?:</p> <p> <input type="checkbox"/> No <input type="checkbox"/> Yes, for: <input type="checkbox"/> Study visit <input type="checkbox"/> Partnership <input type="checkbox"/> Studies <input type="checkbox"/> Start-Up Facility </p> <p>In which country: _____</p> <p>What is the status for the application?:</p> <p> <input type="checkbox"/> Reply pending <input type="checkbox"/> Rejection received <input type="checkbox"/> Support granted </p>	

The undersigned hereby solemnly confirm that the information contained in this application is true and in accordance with the actual conditions.

Project description enclosed

Date:

Date:

Place:

Place:

Danish applicant
(name, stamp and signature)

Local applicant
(name, stamp and signature)

Company Data

Form 2

Company name			
Address			
Postal address			
Contact person			
Telephone			
Fax			
E-mail address			
Homepage			
Year of establishment			
Type of company			
Total employees			
Bank			
Annual accounts information (state year)			
Turnover			
Profit after tax			
Total assets			
Equity capital			
Group ownership			

Quarterly Reimbursement Start-Up Facility

Form 3

For the period:

From _____ to _____

Salaries	Subtotal	
Fees	Subtotal	
Travel expenses	Subtotal	
Training and technical assistance	Subtotal	
Investments and environmental measures	Subtotal	
Audit fee	Fee	_____
Total		_____

All amounts are in DKK

Date: _____ Date: _____

Place: _____ Place: _____

Danish company
(name, stamp and signature)

Local company
(name, stamp and signature)

Auditor's Statement

Form 4

In capacity as auditor for:

(the Danish company)

I herewith certify that the wages
and fees contained in invoice no. _____

of _____
(date)

amounting to DKK _____

and expenses of DKK _____

and covering the period:

from _____ to _____

- have been prepared in accordance with the embassy's (or Ministry of Foreign Affairs') grant approval dated _____ and in accordance with the PSD Programme's rules for subsidisable expenditure,
- and that the time spent, fee and wage rates applied and their payment, and documentation of expenses and their payment, have been checked without cause for any comment.

Place and date

Auditor
(company stamp and signature)

Template for Travel Accounts

Form 5

For: _____
(name of employee)

Date and time of arrival _____

Date and time of departure _____

Total duration of stay in PSD country (days and hours) _____

Per diem (indicate rate used):

with subsistence (breakfast: -15%, lunch: -30%, dinner: -30%)

without subsistence (100%)

_____ days at _____ at currency rate _____ DKK _____

_____ hours at _____ at currency rate _____ DKK _____

International flights – see invoice(s) and ticket(s) DKK _____

Other expenses to be refunded with supporting documentation from third parties:

Accommodation

_____ days at _____ at currency rate _____ DKK _____

Transport in relation to departure and arrival DKK _____

Local travel DKK _____

Transport between hotel and workplace outside town (if applicable) DKK _____

Excess luggage DKK _____

Vaccinations DKK _____

Insurance DKK _____

Local Assistance DKK _____

Total DKK _____

Contacts

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*Danish Economic and
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**MINISTRY OF FOREIGN AFFAIRS
Danida**

Design:
Designgrafik

Print:
Nielsen & Krohn

Production:
© 2004
Ministry of Foreign Affairs
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Fax: +45 33 92 08 25
E-mail: ps@um.dk
Internet: www.ps-program.dk
www.psdprogramme.dk

ISBN: 87-7964-715-4
Electronic ISBN: 87-7964-722-7

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