

**To hand out research funding,  
and how to acquire research funding**

**- an insider perspective on Danish research funding**

*DARMA Annual meeting June 3rd 2014*

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**Sources of money** → **Consumers of money**  
**We were (or are) world champions in making everybody equally underfunded**

**Human beings involved** → **Human beings involved**  
**Everything changes with time**

**Inability; Lack of Ambitions;**  
**Integrity; Questionable success criteria**  
**A system with two strings or a (Gordian) knot**

**The importance of personal contact**

**The importance of leadership**

**The importance of follow up**

**Evaluation, Peer review** → **More of the same research**

**Known procedure and time table** →

**Embedment** ↔ **Cooperating or counteracting**

**Overhead** ↔

**To further research,** **Catalysts** ↔  
**To do a good job**  
**To get visibility**