

DIES-Partnerships with Higher Education Institutions in Developing Countries*



What goal do we pursue with this programme?

The "Dialogue on Innovative Higher Education Strategies" programme was jointly developed by the DAAD and the HRK and aims to encourage international exchange of experience on questions of innovative higher education policy and to promote partnership-based cooperation between universities in industrial and **developing countries** in the field of **higher education management**. The programme firstly aims to enable well-trained professionals and specialists to make more efficient use of the already short resources and, secondly, to create incentives for improving quality.

If a German higher education institution would like to intensify its good existing contacts with foreign universities and would like to cooperate in the field of higher education management with universities in transition and developing countries, it can apply for funding for a DIES University Partnership.

Who may apply?

To qualify for DIES Partnership funding, it is essential that cooperation agreements already exist between both sides. Besides tandem applications by a German and a foreign university, partnership projects that involve two or more universities – as far as possible from different partner countries – are also particularly welcome.

As a rule, **applicants** will be:

- University principals and executive staff from the **central university administration**.
- Heads of **central university facilities** (international offices, careers services centres, technology transfer centres, university-wide graduate schools, etc.)
- **Deans and faculty managers**
- Heads of **higher education management programmes**

What are possible topics?

Possible topics include:

- Introducing innovations into the **institutional management of universities or faculties** (target agreements, decentralisation, professorial appointments management, networking management, etc.),
- Introducing or advancing the **strategic development planning or quality management systems** (at institutional or faculty level),
- Introducing systematic **cooperation with external interest groups** (stakeholders) into the development of the university or faculties (graduate and destination surveys, contact workshops, alumni networks, fundraising, etc.),
- Establishing and enhancing **central university facilities** (international offices, careers services centres, technology transfer centres, university-wide graduate schools, etc.),

* **DIES** stands for **D**ialogue on **I**nnovative **H**igher **E**ducation **S**trategies; DIES programme aims to promote higher education management in developing countries and is jointly organised by DAAD and HRK.

Developing countries in the context of this programme means the non-European countries included in the enclosed OECD-DAC list. In the case of European countries, please refer to the "Eastern Partnerships programme" (DAAD Section 321).

What are possible topics?

- Continuing development of responsibilities performed by the **higher education management or administration** (human resources, infrastructure, budget, organisation, etc.),
- Establishing and advancing tertiary **continuing and post-graduate training programmes** on topics relating to higher education management and administration.
- Support from **university consortia** on introducing innovations into the field of higher education management.

What are not possible topics?

Applications on related topics that are primarily addressed at degree programme or departmental level should, however, be submitted under the "Subject-related Higher Education Partnerships" programme. Examples include:

- Quality assurance in degree programmes
- Curriculum development of degree programmes (even if with an interdisciplinary approach)
- Establishment of graduate schools at departmental or faculty level.

If you are in any doubt about how to classify your project, please send us an informal outline of the planned project as early as possible so that the DAAD can advise you in good time.

Why do we offer this programme?

The need for higher education is growing worldwide. There are many reasons for this. The greatest growth potential lies in the fields of international and postgraduate studies (including doctoral programmes). The developing countries have a particularly high demand for higher education. However, the present infrastructure in these countries is far from adequate, both in terms of quantity and quality, and so is not able to satisfy these increased demands. Therefore, many new (private) education providers are entering local markets. At the same time, there is an increased tendency for young academics to emigrate (brain drain). Rapid changes in the education sector make the management of higher education institutions more difficult. There is often a lack of requisite know-how and expertise.

Partially caused by the growing demand for higher education in the developing countries and intensified by general globalisation trends, including in the field of education, the need to internationalise universities and degree programmes all over the world therefore presents a particular challenge. It calls for additional skills and competencies – not only in developing countries, but also in Germany – and makes considerable and more complex demands on the principals and administrators of universities, faculties, departments as well as special university training and research facilities.

Knowledge is increasingly becoming a key locational advantage and a driving force in international competition. Only countries that have adequately trained human resources and effective academic systems can benefit from globalisation. In order to guarantee sustainable development, universities in developing countries have to be linked up with the global knowledge networks and must make sufficient investments in "institution building" and "capacity building".

Why do we offer this programme?

University cooperation serves as an important instrument in this context for strengthening the higher education landscape in developing countries.

An evaluation of the subject-related university partnerships programme resulted in three examples of DIES Partnerships being reviewed. In addition, two meetings were held with the partnership coordinators of active projects in 2006 and 2007. The resulting recommendations have been integrated into this information leaflet.

What specific goals do we pursue with this programme ?

DIES Partnerships are intended for German universities that have already developed a profile in the field of innovative higher education strategies and can consequently act as (development policy) advisers to foreign universities. At the same time, however, the "Dialogue on Innovative Higher Education Strategies" programme sees itself as offering partnership-based cooperation to help the universities master the global challenges in the field of education. The fundamental prerequisite for longer term, successful university partnership is equality-based cooperation that is borne by the shared responsibility and equality of status that is practised in the specific projects.

Specifically, the DIES Partnerships programme aims to achieve the following goals:

- To **improve the management of university structures and resources** in respect of furthering their internationalisation and raising their international competitiveness;
- To **systematically improve the study opportunities and conditions at the level of the institution as a whole** or of the faculty, particularly in respect of the quality, relevance, and degree of internationalisation of course contents and methods;
- To provide **continuing and in-service training** for the participating university principals and administrators from developing countries (university principals, heads of the university administrations and the central university facilities, deans, assistants to university principals and deans, professors working in the field of higher education management, principals and staff of university consortia, and to advance and support the development of international cooperation experience;
- To **consolidate** partnerships (by approving funding for periods of several years) to allow more longer-term oriented institutional ties to develop;
- To create **networks** between German universities and their partner institutions and to promote South-South networking. In connection with this, other DAAD funding instruments should be used for university cooperation with developing countries (in particular, synergies with other DIES instruments).

What funding criteria do we apply in the selection process?

Applications are assessed on the basis of formal and contentual criteria, with special importance being attached to the application's relevance to development policy. The content-based criteria are derived from the objectives outlined above. Projects that complement each other and lead to **permanent institutional ties** forming between the partners qualify particularly for funding.

The programme has deliberately been designed to allow flexibility in respect of the differing demands of the respective regions. Specifically, the following criteria, and others, are considered in the assessment:

- **management of resources and structures** to be achieved at the foreign the **innovative effects on and sustainable improvements to the efficient** joint conferences/workshops to assess potentials/benchmarking, mission statement development, quality assurance measures as preparation for certification and accreditation processes, and for networking);
- the **quality** of the projects and measures specified in the application (with the focus not on subject-specific cooperation in teaching and research, but rather on cooperation aimed at improving the management of the universities), and
- the **development policy significance** or contribution to "institution building" at the partner university;
- the projects' **cross-disciplinary alignment of structures** (university or faculty-wide, trans-university structures);
- **balanced** participation by the partners in the cooperation measures;
- **contributions made by the German higher education institution** and any federal state or third party funding raised; **contributions made by the partner university/universities** in the developing country;
- the **integration** of **alumni** trained in Germany who now hold leading administrative positions at partner universities;

We do not fund:

- Subject-related partnerships with universities in developing countries (parties interested in such projects should please refer to the relevant programme and its information leaflet);
- Applications that solely aim to fund research (for which other sources exist, e.g. the German Research Foundation (DFG), the Volkswagen Foundation, etc.);
- Projects funded by other organisations (e.g. DFG, BMZ, GTZ as well as by international donors or sponsors, such as the Rockefeller or Ford Foundation) that pursue the same objectives;
- Travel without any subject relevance, or excursions;
- Applications with a funding volume of less than 10,000 euros per year;
- Research stays by academics and students (applicants interested in such projects should please refer to the general scholarship and research funding programmes);
- Travel expenses for initiating contracts.

What general requirements must applications meet?

You can submit funding applications for DIES Partnerships at departmental or faculty level when **written partnership agreements** have been concluded between the partner universities by their respective principals. In individual cases, this university executive agreement can be submitted after the project has been approved, but must have been received by the DAAD before the grant agreement can be issued.

Please define the proposed cooperation as a concrete, **up to four-year long project**. This document (project description) must be signed by the participating departments or faculties. It must specify the prime objective and include a list of each target result and the measures required to reach it (per funding year), and must contain a detailed project plan.

The universities in developing countries targeted for development cooperation must be actively involved in determining the demand for continuing and in-service training and in the programme's planning and design. The universities taking part in the project are expected to make a financial contribution (partnership contributions).

The funding primarily aims to promote the partnership-based exchange of university principals and administrators. Any extension of the workshops/seminars across the region is welcomed.

What coordination measures to support network building do we expect from you?

The DAAD expressly welcomes the coordination of planned cooperation projects with other universities that have comparable agreements with other DIES and DAAD measures as well as with measures taken by German and international organisations working in the field of development cooperation. We also welcome the implementation of partnership projects involving one German university and two or more foreign universities – generally in different partner countries – and would especially like to promote networks of this kind (South-South-North) under this programme. We would also recommend that you cooperate with the competent official authorities in the partner countries, e.g. the research ministries, the rectors'/vice-chancellors' organisations, and the accreditation councils, and that you, as far as possible, also advise these accordingly. The German embassy in the target country must be informed before the project commences.

What must you pay attention to when implementing the project at the German university?

The DAAD requests that you nominate a university teacher who will take on responsibility as the partnership coordinator for the German university and a corresponding contact person in the developing country for each project for which an application is submitted. The partnership coordinator and contact partner should jointly sign the funding application for the project. The partnership coordinator acts as the contact person for the DAAD on questions of project content and finances. The partnership coordinator is accountable to the DAAD for the project. We also recommend that you commission a central office within your university (e.g. the International Office) with processing the funding applications and with settling the accounts.

What does the application and funding procedure involve?

The DAAD welcomes applications produced **in agreement with the foreign partner(s)** in the language generally used for communication between the two sides (German or English). Consequently, **the financial plan and project description** must be signed by the German partnership coordinator **and** the foreign partner(s). Please have the partnership coordinator submit the application to Section 433 at the German Academic Exchange Service (DAAD) via the university's principal or the executive office.

Applications should be submitted for up to a maximum of four calendar years, should include all necessary documents, and should reach the DAAD as early as possible, but at the latest by **30 June 2008**.

Please consider the "Application guide" for your application (Annex 2).

Project funding can commence from **January 2009** and is awarded on the basis of grant agreements concluded with the German university and scheduled to run for a maximum of two years.

In principle, the payment of funding for the 2nd, 3rd and 4th funding year is subject to the results of the status report on the measures implemented and to the accounts for the previous year.

The decision on which applications are funded or on the amount of funding is made by a Selection Committee appointed by the DAAD Executive Board. The committee is made up of academics and researchers from the subject in question and with particular experience in cooperation with developing countries, under consideration of the specified criteria and subject to the availability of resources.

What funding can you expect from the DAAD?

The funding provided by the DAAD represents financing for all project-specific expenses additionally arising as a result of the project.

- The **maximum amount** of funding for a partnership between a German and a foreign university amounts to **25,000 euros per year**.
- In the case of multilateral cooperation (one northern, two or more southern partners, generally in various partner countries), the amount of funding can be increased by up to **10,000 euros per year**.
- Funding per application can be provided for up to a **maximum of four years**.
- The Selection Committee can choose to extend particularly successful projects by up to **two additional years**.

The appropriation of funds is governed by grant agreements concluded under private law between the DAAD and the German university. Within the approval period, payments up to the level of the DAAD rates listed in **Annex 1** are eligible.

What do we expect from your reports?

The reports should be produced together and in agreement with the foreign partnership coordinator in the language generally used for communication (German or English) and should be agreed with the coordinator. Alternatively, separate reports by all participating partnership coordinators may be submitted.

In accordance with the grant agreement, the partnership coordinator is required to produce an interim report each year on the activities in the previous year (involving documented accounts entered into the given form, and a status report of up to a maximum of 10 pages) by 28 February of the following year. Specifically, this involves comparing the results achieved by the measures with the goals set out in the project description for the respective report year. The exchange measures carried out and the results of the cooperation should be explained here as should the resulting follow-up measures derived from this.

At the end of each approval period, at the latest by **28 February** after the end of the funding, documented accounts must be presented together with a detailed final report, instead of an interim report.

The DAAD guidelines must be considered and followed in all reports in order to guarantee the comparability of the reports. The reports, accompanied by the university administration's endorsed accounts documenting the use of funds in the previous year, are essential for the award of funding in the 2nd, 3rd and 4th funding years.

Application period

The applications should be submitted as early as possible, but at the latest by **30 June 2008**.

Funding term: **2009 - 2012**

Contact person and further information

Please submit two copies of your application (neither glued nor bound) and one-side printed.

Please address them to:

German Academic Exchange Service

Referat 433, A. Leifert

Kennedyallee 50

53175 Bonn

Ms. Arngard Leifert, Tel: 0228/882-794, leifert@daad.de (part-time)

Annexes

Annex 1 Subsidy rates

Annex 2 Application guide

Annex 1 (3 pages)**To the DIES Partnerships with Developing Countries Leaflet
(valid from 1 January 2008)****Subsidy rates****1 Eligible costs**

In principle, the **sending party** will pay the *transport costs (travel expenses and flights)* to the host university, the **receiving party** will pay the **subsistence costs** plus any transport costs in the host country that may become necessary as part of the cooperation.

1.1 Transport costs (travel expenses and flights):

- Best value-for-money connections from university town to university town for German partners (including taxes, security fees).
- For particularly financially weak partner universities that are unable to pay the transport costs of their staff, the German university can subsidise the travel costs subject to the maximum funding rates (cf. 2.2.). Nevertheless, partners should make their own contributions.

1.2 Subsistence costs:

- Daily allowances and accommodation costs for foreign partners (including health insurance). All further **local transport costs** for foreign partners should also be paid from this – provided they are not paid by the host – up to the maximum rates cited under 2.
- Visits by foreign participants should use all possible university and private accommodation options.
- The length of funding for visits by foreign participants to Germany is limited (see below), the funds for longer visits should be provided by both partners.
- It is possible to invite third-party resource persons for special events, such as workshops, etc. In this case, a subsidy is made either towards the transport costs or towards the subsistence costs.

1.3 Material costs:

The following costs, for arranging workshops or seminars or for purchasing teaching material and communication media for the partners in developing countries, are eligible costs.

- Teaching materials and books of relevance to the DIES Programme (textbooks and specialist books and media; printing and reproduction, etc.) as well as consumables (toner, inks, transparencies, disks, CDs, hardware add-ons for communication purposes): up to **2,000 euros** per funding year.
- Minor equipment for communications/for modern information and communications technologies (e.g. for connecting satellite telephones to academic/specialist networks or communications circles): **one-off payment of up to 2,500 euros** for the entire funding period of the partnership project. This is subject to the requirement that the operating and follow-up costs for such equipment are proven to be covered.

1.4 Staff costs:

- Temporary student and academic assistants can be financed for project-related assignments at the foreign partner university (e.g. for producing the above-mentioned media, for preparing events, and for tutorials and for administration purposes, etc.). The foreign partner must be advised of the opportunity of being able to use staff costs to take part in the partnership project. The level of these costs should be in line with the average payment for corresponding staff at the partner university.
- Temporary student and academic assistants can be financed for project-related assignments at the German partner university (e.g. for producing the above-mentioned media, for preparing events, and for tutorials and for administration purposes, etc.).
- Costs for translation of teaching and project-related materials can also be claimed here.

1.5 Other ancillary costs: Visa fees, vaccinations for German partners.

1.6 To secure the project's sustainability, up to **2,500 euros** can be additionally granted in the **final** funding year for contact-making travel aimed at raising funds for the possibly required continuation of the project from other international financial sources.

2. Maximum rates for foreign participants (in euros)

2.1 Transportation costs:

Transport costs to Germany **for participants from particularly financially weak partner universities in developing countries of up to 2,000 euros may be paid subject to relevant special reasons.** For participants taking part in **South-South exchange, transport costs** of up to **1,500 euros** per participant can be paid.

2.2 Subsistence costs:

Participant's status	<i>monthly</i>	<i>Day rates for short stays up to and incl. 21 days</i>
To Germany		
a) Students (up to 1 month)	715	35
b) Young university administrators/managers (up to 5 months)	975	70
c) Professors [full professors, readers, senior lecturers and comparable academics and scientists] (up to 1 month)	1,990	95
d) Executive university staff (including heads of departments and deans) (up to 14 days)	not applicable	120
Between developing countries (South-South exchange)		
e) Students (up to 1 month)	300	25
f) Young university administrators/managers (up to 5 months)	400	30

g) Professors [full professors, readers, senior lecturers and comparable academics and scientists] (up to 1 month)	600	50
h) Executive university staff (including heads of departments and deans) (up to 14 days)	not applicable	50

The **health insurance** contribution must also be paid from these standard rates. Foreign guests must be made aware of the need for adequate insurance. If overseas health insurance cannot be concluded in the home country, measures must be undertaken to ensure that the foreign participant is insured immediately upon arrival in Germany.

3. Maximum rates for German participants (in euros)

3.1 Subsistence costs:

- In **individual** cases and if no contribution is made by the foreign partner university, university administrators, managers and professors can, **with special reason** and **after consultation with the DAAD**, be given a grant towards the subsistence costs of up to a **maximum of 50 euros daily** for up to a maximum of one month.

3.2 Transport costs:

- Best value-for-money connections from university town to university town (including taxes, security fees).

4. Non-eligible costs

- Costs for interpreters, room rentals, catering, decoration, presents, postage and telephone, use of mainframe computers, accompanying persons, participation fees for trade fairs, seminars, conferences.

Bonn, April 2008

Annex 2 (2 pages)

To the DIES Partnerships with Developing Countries Leaflet
(valid from 1 January 2008)

Application guide

Please use the relevant application forms that you can access from the DAAD website at: <http://www.daad.de/entwicklung/de/12.3.1.html#8>. You can also request the forms by email from: Ms A. Leifert (leifert@daad.de).

=> Please submit two copies of all papers and documents in loose-leaf format (not glued, bound or stapled) and only printed on one side, since copies have to be made for the Selection Committee. Thank you for your cooperation!

Form: *Application form 2009*

- Name of the applicant German university
- Name(s) of the partner university/-ies
- Preferred starting date for the funding and funding term
- Cooperation focus (in line with a summary working title)
- The foreign partner university's need for support, willingness to reform, and potential
- Appropriate particular suitability of the German university

No form:

Project description

The project description – **maximum of 10 pages including annexes** – must be signed by the partnership coordinator and by the foreign contact as a sign of their agreement on the project.

Please ensure that the project description addresses an issue from the field of higher education management and that the measures needed to achieve the relevant goals are described.

- Prime development and **higher education policy objectives**
- **Sub-goals** and for each sub-goal the expected results upon project completion

The goals, including all measures and their linkage with sub-goals, should be explained in as much specific detail as possible so that both the annual status reports as well as the final report can clearly show how and to what extent the planned results have been achieved (cf. Annex 2).

- **Activities** to be developed/results to be expected
- **Measures** (with rough financial volume, time, place, possibly number of participants, allocation of each respective measure to a sub-goal)
- Tabular or diagrammatic **Project Planning Overview**

Presentation of the project structure and project pathway specifying objectives, measures and participating persons, plus a project timeline.

- **People involved** (including information on how young academics and researchers, and women are promoted by the project)

Please outline how the project aims to promote young university administrators and how it aims to ensure the balanced participation of women. We consider both aspects to be desirable for the sake of the structural reforms and for the sustainability of the cooperation.

- **Participation by the foreign partner(s)**

Other documents

- Copy of the **partnership agreement** concluded between the participating universities (may be submitted later).

Form: *Cost Plan 2009 to be carried forward*

<http://www.daad.de/entwicklung/en/index.html>

Cost plan per financial year (including estimate of assignable university-own and third party funding)

The various activities (eligible costs only – cf. Annex 1) are to be listed in accordance with the given cost categories. Applicant universities are expected to make a contribution, which must be documented in the financial plan. University contributions, where counted as eligible costs, must be listed in the financial plan – as must any funds applied for from the DAAD – according to the given cost categories. If the university contributions do not classify as eligible costs on the part of the German and the partner universities, such as core staff and infrastructure, these costs must be estimated and listed in the separate section of the financial plan.

The cost plan must be signed by the German partnership coordinator and by the German university principal.

For the sake of a cooperative partnership the cost plan must be also signed by the foreign contact partner.

Bonn, April 2008