Quality Management of Higher Education as a New Tool for International Development Policies

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Structure of the Presentation

Part 1

GIZ, its activities and approaches to higher education in development cooperation

Part 2

The larger picture of higher education in development cooperation

Gesellschaft für Internationale Zusammenarbeit (GIZ)

- Federal enterprise, volume 2 billion euros (2014) ↗

- Federal Ministry for Economic Cooperation and Development (BMZ) as main commissioning party

- Close collaboration with private sector, fostering successful interaction between development policy and foreign trade

- Workforce: 16,410 people, 90 offices in 130 + countries.

- 2 German offices (Bonn/Eschborn), 2 representations (Berlin/Brussels)

- HE services by 2 Units:

  - Competence Center Education, Vocational Education and Training and Labor Market

  - Sector Programme Education (support to BMZ)

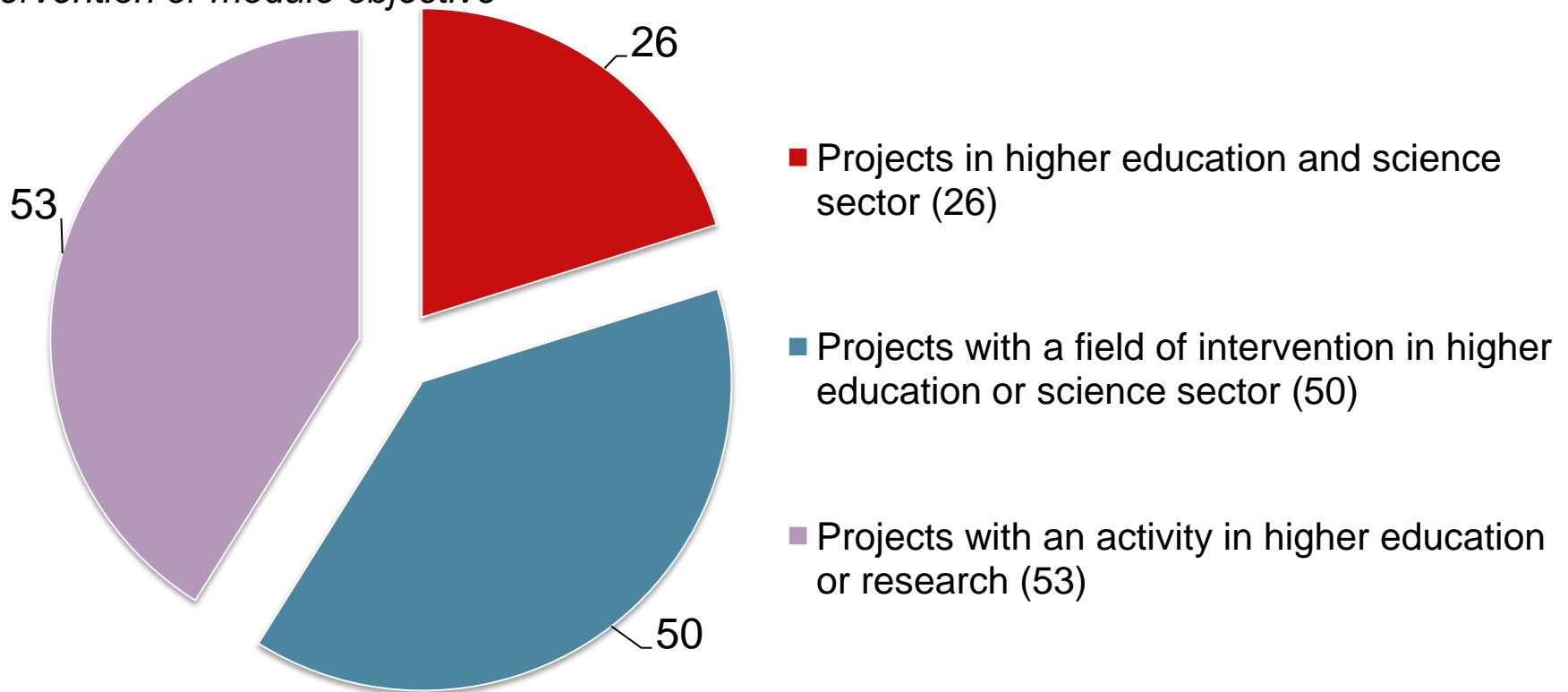# *Higher Education as cross-cutting field for development*

- **129 GIZ projects in the field of higher education and research**
  Trend: increasing number of projects and of cooperative models

- More than **70 German** und **220 international higher education institutions and research institutes worldwide as partners**

- 67 integrated experts in higher education and science (CIM Fachkräfte)

- 228 returning experts in higher education and science

- DAAD as major partner

129 GIZ projects in the field of higher education and research (2015)

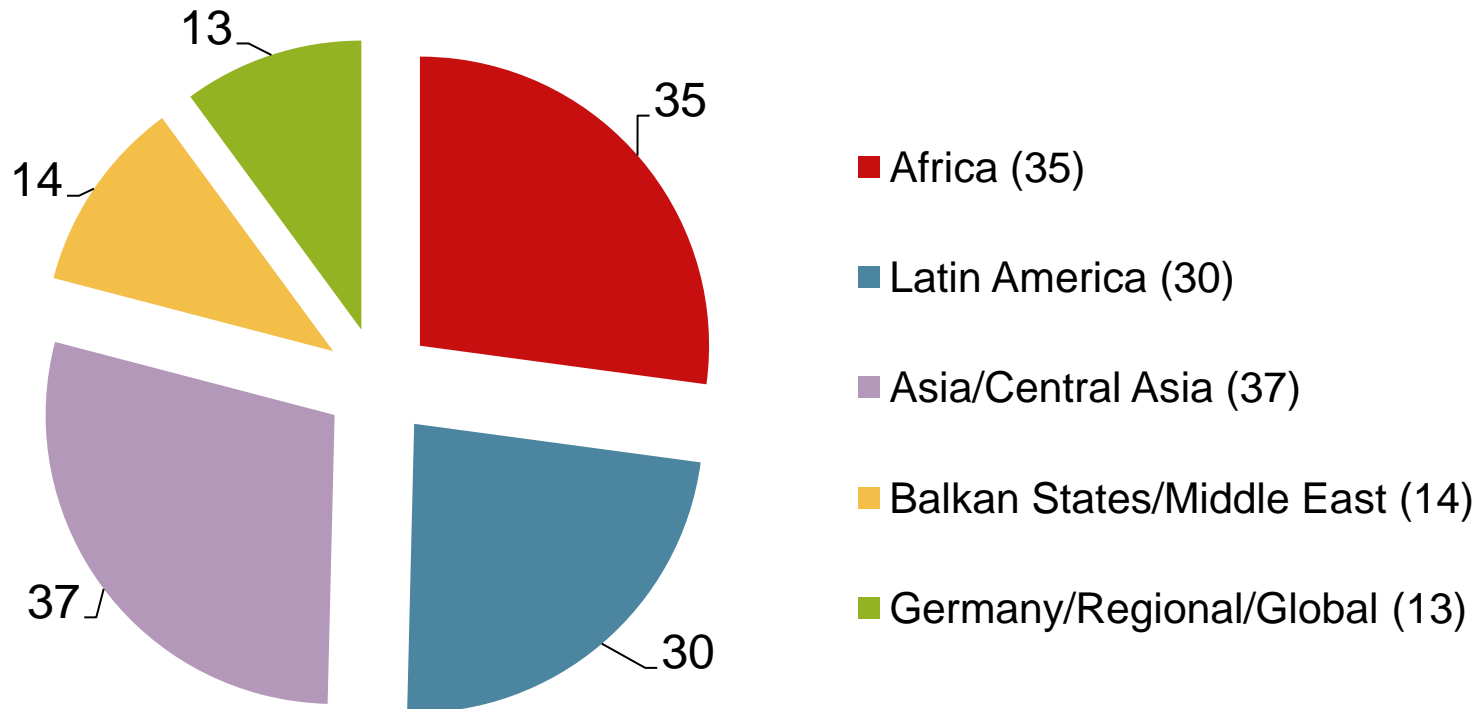*Thereof: 57 with an explicit reference to quality assurance and accreditation in outputs, fields of intervention or module objective*

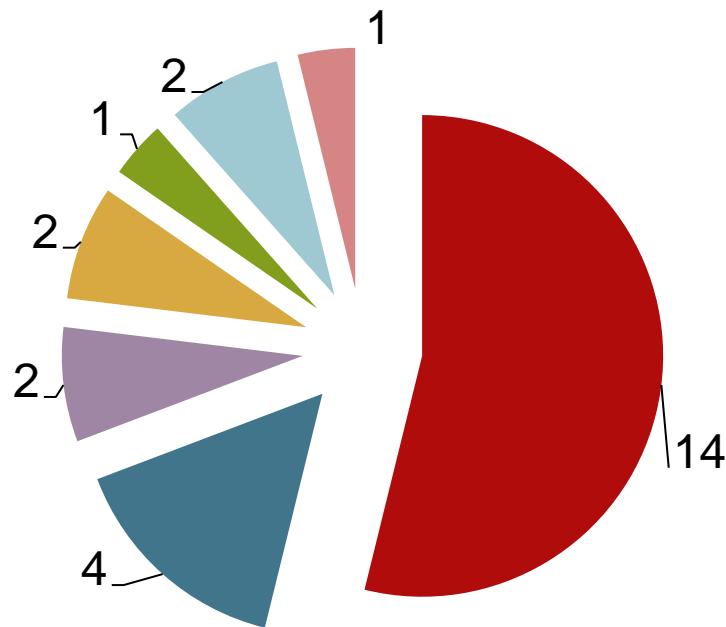- ■ Projects in higher education and science sector (26)

- ■ Projects with a field of intervention in higher education or science sector (50)

- ■ Projects with an activity in higher education or research (53)

Regional distribution
129 GIZ projects in the field of higher education and research (2015)

- Africa (35)
- Latin America (30)
- Asia/Central Asia (37)
- Balkan States/Middle East (14)
- Germany/Regional/Global (13)

Sectoral distribution

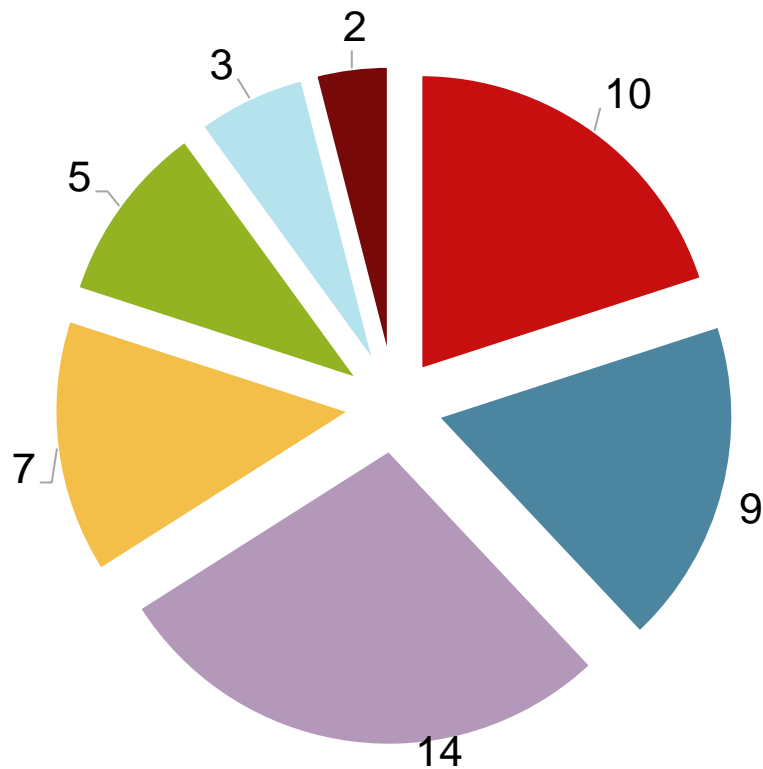**26 „pure" higher education and science sector projects**

- Education, Health, Social Security
- Economics and Employment
- Water, Energy, Transport
- Governance, Human Rights
- Environment, Climate Change
- Rural Development, Agriculture
- Peace, Reconstruction, Security

Sectoral Distribution
50 projects with field of intervention in higher education or research
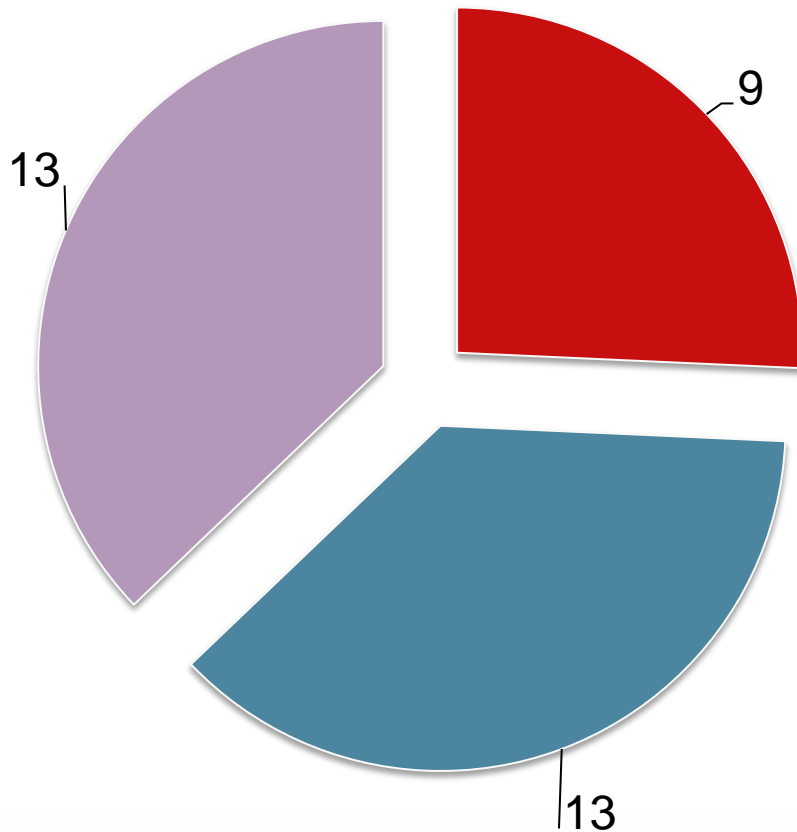
Legend:
- Education, Health, Social Security
- Economic Development, Employment
- Water, Energy, Transport
- Governance, Human Rights
- Environment, Climate Change
- Rural development, Agriculture
- Security, Reconstruction, Peace

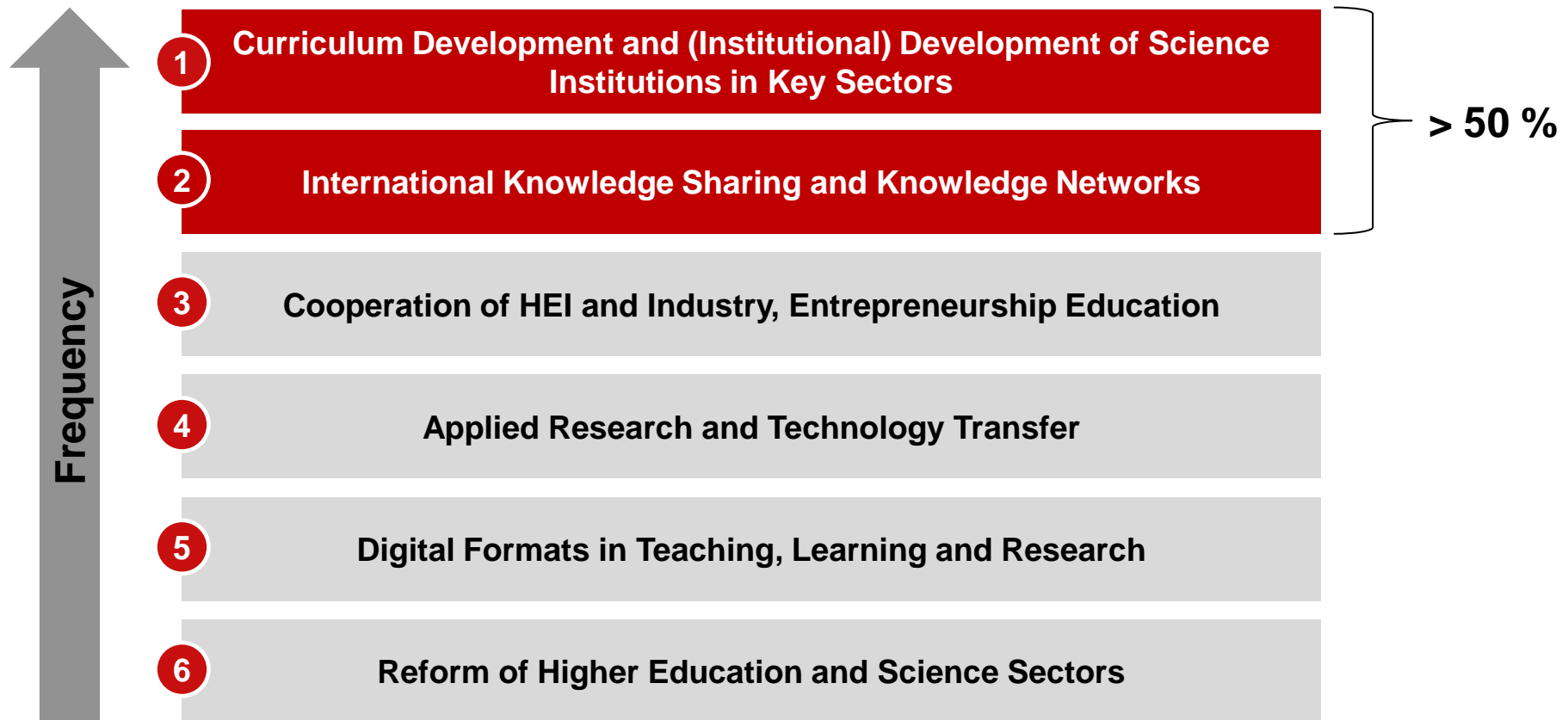## *Regional Distribution Africa*
35 projects in the area of higher education and research in Africa

- Projects in higher education or science sector
- Projects with field of intervention in higher education and science
- Projects with activity in higher education or research

Distribution by Advisory Service Approach

Frequency (vertical axis, upward arrow)

1. **Curriculum Development and (Institutional) Development of Science Institutions in Key Sectors**
2. **International Knowledge Sharing and Knowledge Networks**

> 50 %

3. Cooperation of HEI and Industry, Entrepreneurship Education
4. Applied Research and Technology Transfer
5. Digital Formats in Teaching, Learning and Research
6. Reform of Higher Education and Science Sectors

GIZ Portfolio: Higher Education and Science
Advisory Services and Approaches

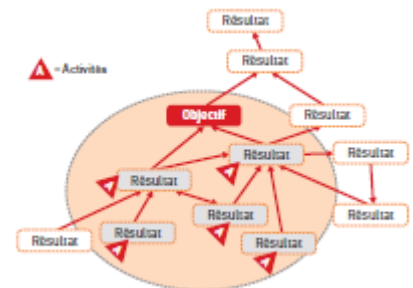| Category	Services
Reform of Higher Education and Science Sectors	• Sector (-crossing) reforms • Science policies • Higher education policies
Curriculum Development and (Institutional) Development of Science Institutions in Key Sectors	• Curriculum development • Organisational Development • Human Resource Development • Quality Management • Infrastructure
Applied Research and Technology Transfer	• Capacity Development for Research — German partners • Research Cooperation with • Establishment TT Offices
International Knowledge Sharing and Knowledge Networks	• Creation of Networks — private sector, civil society • Dialogue platforms for higher education, science, public & • Alumni-Portal
Digital Formats in Teaching, Learning and Research	• Capacity development in ICT • Development of digital formats in T&L dialogue platforms
Cooperation of HEI and Industry, Entrepreneurship Education	• Quality and labor-market oriented higher education • Contextualising German Models (e.g. dual study programmes)

Capacity Works:
GIZ Management Model for quality in development cooperation

Guiding principles:

- sustainable development approach

- capacity development approach

These permeate all elements of the Capacity Works Management Model, creating a focus on:

- the willingness to change and

- the proactive management capacity of actors involved

- a process of negotiation on joint objectives

  - clearly formulated, attractive and realistic

  - SMART indicators

  - Results matrix and results model

Capacity Works as Management Tool Box

- Systematic consideration of the **societal context of projects** (Actors Map, Stakeholder Analyses, Capacity Development Strategy, Process Map)

- Elaboration of a sound **strategy development process, steering structure**

- Explicit conceptual link between results and objectives (**results matrix**) with the **results model** and **results-based monitoring**

- Difference between **cooperation systems** and **networks**

- **Diversity of solutions**: Harmonised set of instruments, no ready-made, one-size-fits-all ‚export' of models but contextualised mix of instruments:

The five success factors of development cooperation

- Strategy

- Cooperation

- Steering structure

- Processes

- Learning & innovation

Approaches to Quality Higher Education in Development Cooperation

- **Strategy**

  - Holistic and contextualised approaches

  - Alignment with national or regional development plans

  - Agenda 2030/SDG as frame of reference (relevance)

  - Multi-level approach in HE reform and development

  - HE component frequently integral part of key sector reform

  - Focus on capacity development on different system levels

- **Cooperation**

  - Ownership (stakeholder involvement)

  - Close collaboration with private and public sector

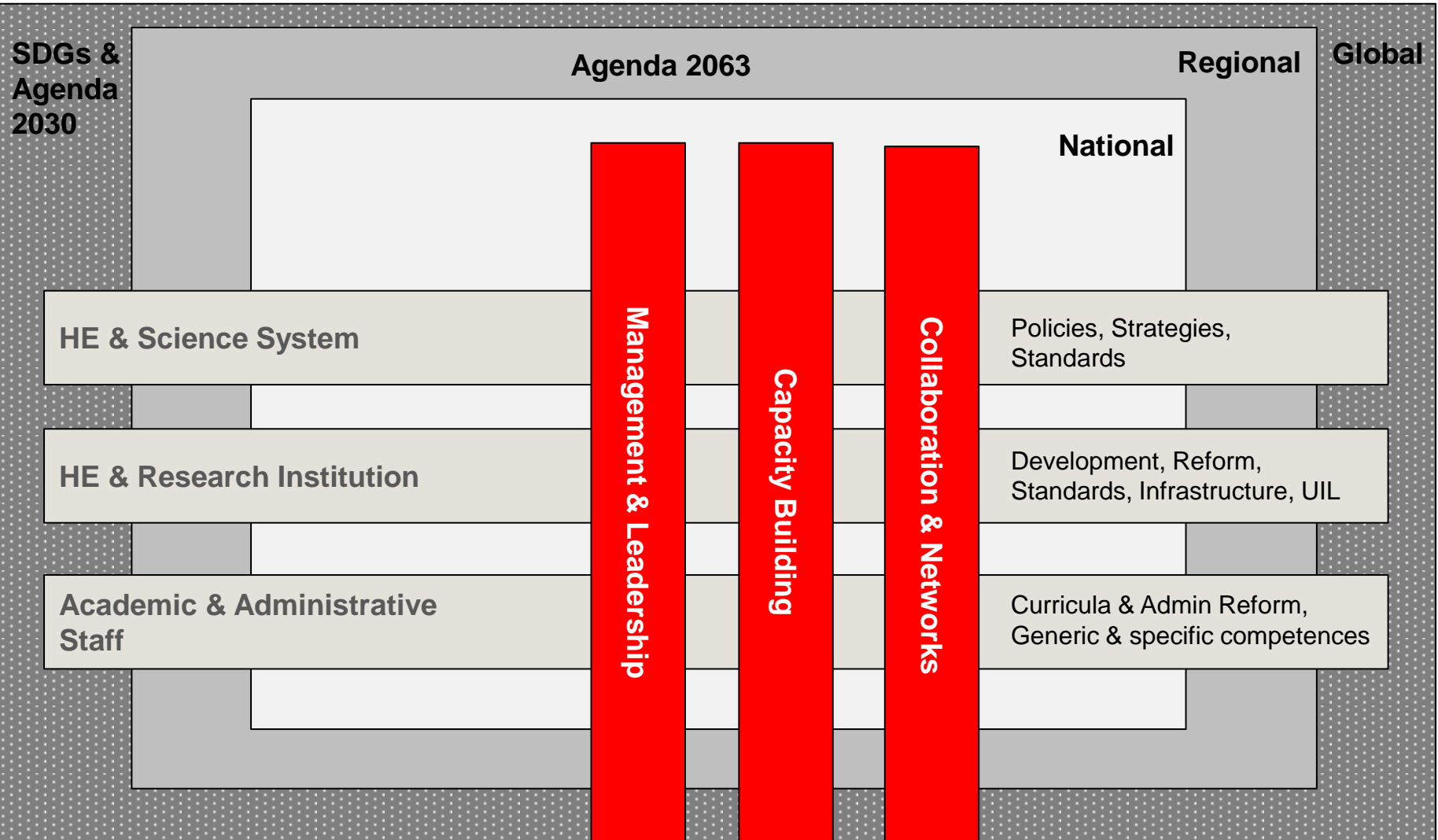 - Networking and partnerships, linkage to other initiatives and projects

Further Specific Features GIZ HE and Science Portfolio

- Dual approaches: labor-market orientation and employability (close cooperation with industry)

- International cooperation for capacity building and quality enhancement

  - Joint programmes (accreditation)

  - Joint research

  - Exchange of staff and students

- Applied research for innovation and technology transfer, spin-offs

- Sector-crossing (global) networks and support structure „sur place"

- Close cooperation with DAAD (complementary services)

  - Partnerships

  - Student and staff mobility/grants

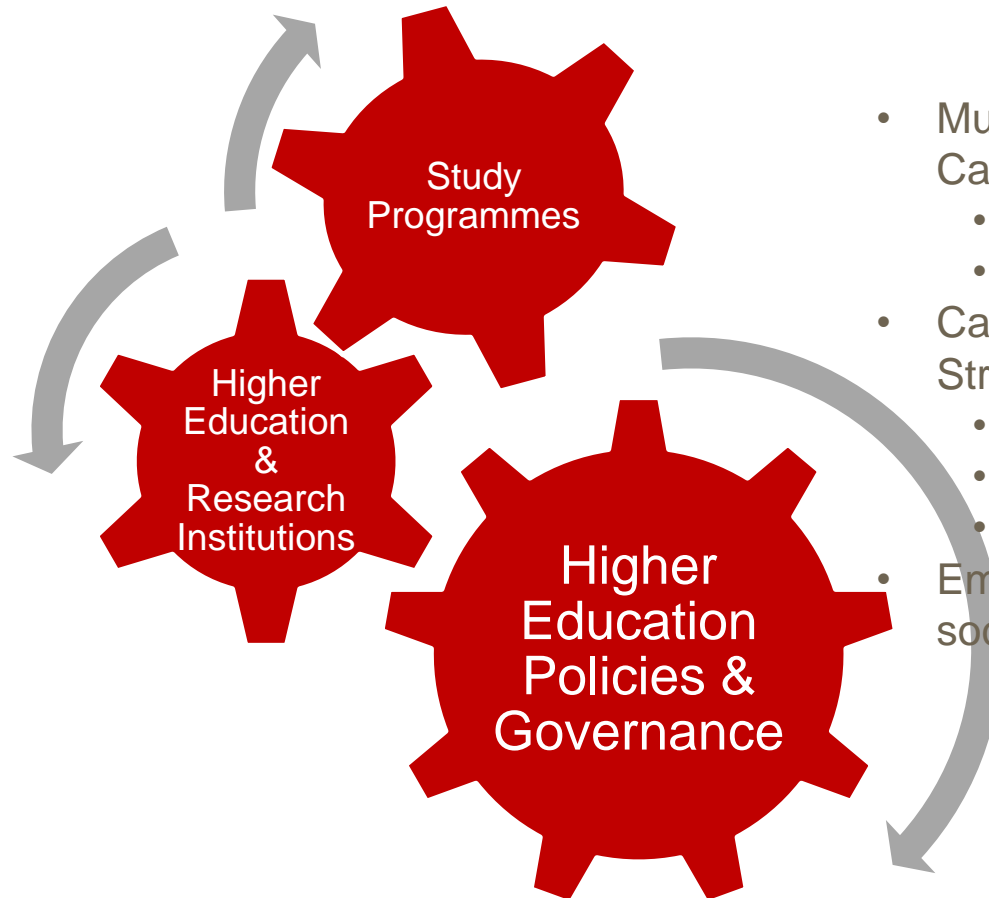- Financial Cooperation as complementary measure (KfW)

Systemic reform approaches and Frames of Reference

SDGs & Agenda 2030	Agenda 2063				Regional	Global

National

HE & Science System		Management & Leadership	Capacity Building	Collaboration & Networks	Policies, Strategies, Standards
HE & Research Institution					Development, Reform, Standards, Infrastructure, UIL
Academic & Administrative Staff					Curricula & Admin Reform, Generic & specific competences

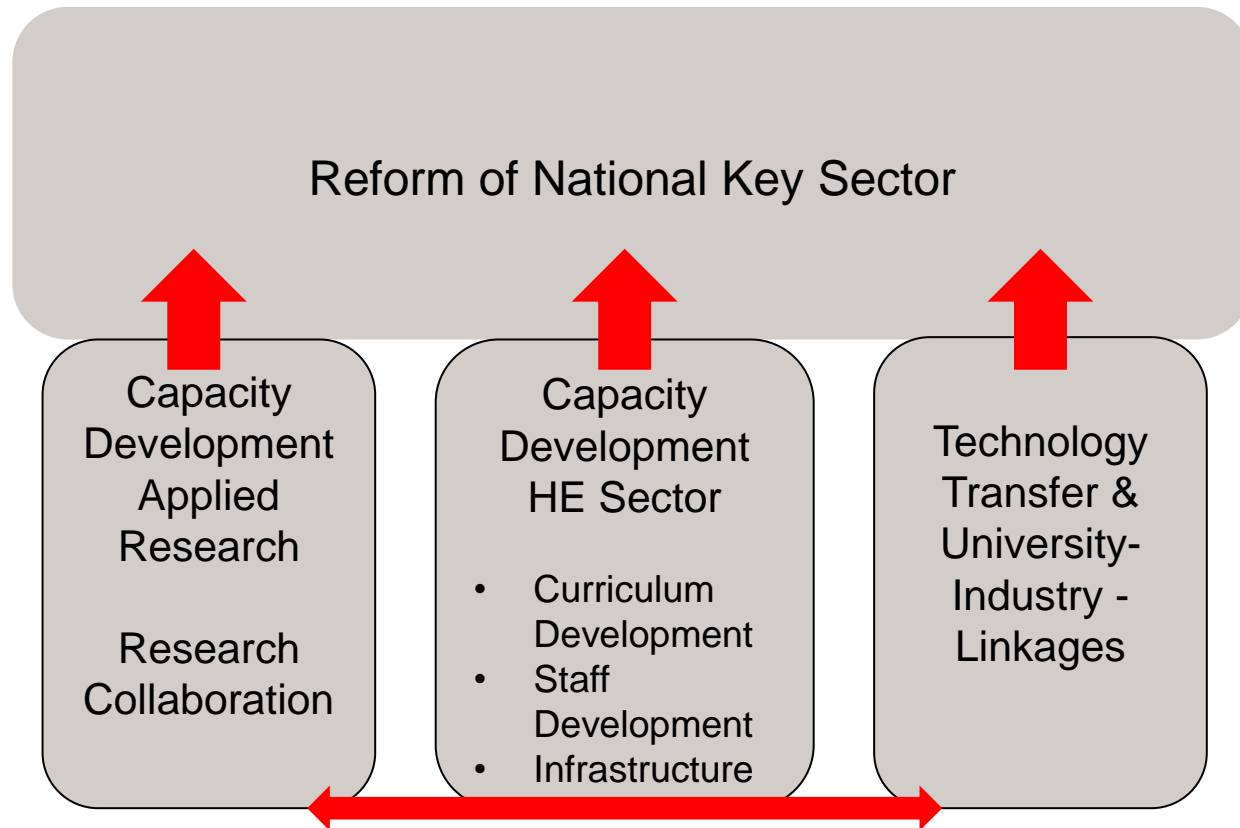## *Approach: Reform of Higher Education and Science Sector*
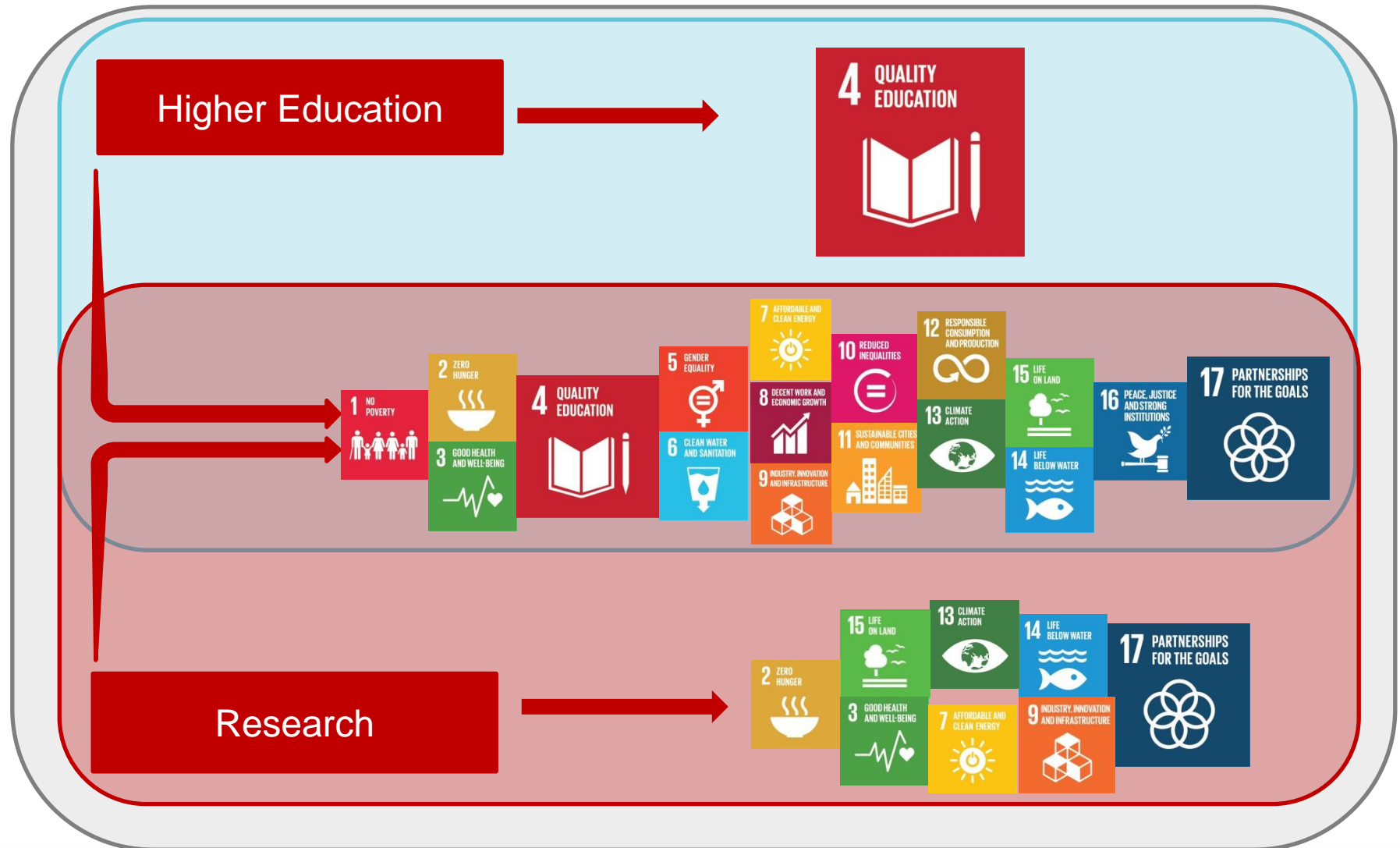**Systemic reforms with multi-level interventions**

- Multiperspectives in Capacity Development:
  - Individual
  - Institution
- Capacity Development Strategies
  - Macro
  - Meso
  - Micro Level
- Embedded in context of society

Higher Education as pillar in key sector reforms

Reform of National Key Sector

| Capacity Development Applied Research

Research Collaboration | Capacity Development HE Sector

- Curriculum Development
- Staff Development
- Infrastructure | Technology Transfer & University-Industry - Linkages |

GIZ/Sector Programme Education

Agenda 2030

- Stronger focus on higher education and research for sustainable development (compared to MDGs)

- (Higher) Education contributes to

  - Equitable and inclusive education (SDG 4.5)

  - skills needed to promote sustainable development(SDG 4.7)

- *4.3 by 2030 ensure equal access for all women and men to affordable quality technical, vocational and tertiary education, including university*

HE is objective and means of implementation at the same time in SDGs

- MoI 4a: build and upgrade education facilities that are child, disability and gender sensitive

- MoI 4b: expand by x% globally the number of scholarships for developing countries

- MoI 4c: increase by x% the supply of qualified teachers, including through international cooperation for teacher training in developing countries

Way Forward

- Align all (HE) development programmes to SDGs

- Standard check whether HE be integrated component in Capacity Development Strategies and sector reform projects

- Foster evidence-based development cooperation by systematic applied research in project preparation and alongside projects

- Stronger collaboration with partners sur place for capacity building in HE

- Creating awareness in German HE for Education for Sustainable Development

Thank you for your attention

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