

DAAD



THE INTER-UNIVERSITY COUNCIL FOR EAST AFRICA

STRATEGIC INTER-UNIVERSITY COOPERATION FOR EAST AFRICA'S PROSPERITY AND UNITY

Joint Capacity Development. Complement to Projects and Networks. The IUCEA - DAAD Partnership for Reforming Quality Assurance in East African Higher Education

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Need for Higher Education **Reform** in East Africa

- Quickly **expanding** group of secondary school leavers
 - Pressure to **widen access** without increasing the budget
 - **Quality needs defense** before bad providers get to powerful
 - **Curricula updating too slow** for rapidly changing world
 - Teaching methods **not problem solving** oriented
 - External examiner system corruption proof - **not improvement oriented**
- >> **Reform** and **Capacity Development** became very **urgent!**

Need for A **Regional Quality Assurance System**

- **Students move** to neighbouring countries, titles are not easily recognized
- **Sharing of good practices** from three (five) countries for mutual learning
- **Sharing of very few key experts** in specific fields within the region
- Direct **political interference is minimized** in a regional system
- International and national **credibility higher** when peers are not from home country
- **Economies of scale** for training and capacity development
- **Regional cooperation** cannot be left just to political groups, academia must play a major role

Joint Capacity Development. Complement to TA/FA

- There is nearly no support for **sub-continental QA systems**. Higher Education projects are mostly based on **bilateral TA/FA**. GIQAC supports **continental QA networks**.
- QA is sensible to academia and interfering with academic autonomy. Therefore, cooperating with a body **including universities** - not focussing only/mainly on MoEs - might be more sustainable.
- Introducing QA mainly needs **policy decisions** and **skills development**, not major investment into infrastructure.
- → **Higher Education Commissions** are ideal partners for QA projects. For sub-continental QA a sub-continental HEC is the ideal driver.
- Multi-nationally introducing a new concept needs a **high flexibility** and **intelligent timing** with shifting deadlines. TA is often too rigid.

DAAD's profile for Joint Capacity Development



Legitimacy

- **DAAD** is the association of German Universities and Student Bodies **and** is funded by key Ministries
- **DAAD** has a long standing intensive cooperation with East African Universities **and** is member of the IUCEA Board

Capacity

- **DAAD** has substantial experience in HE cooperation
- **DAAD** and **HRK** created the **DIES Programme** and structures to support **Joint Capacity Development** in Higher Education Management and Regional QA
- **DAAD** has a track record enhancing regional QA systems (e.g. in Central America)
- **DAAD** can bring on board experts and institutional partners from Germany, Europe **and** the South

DAAD
HRK

Dialogue on Innovative Higher Education Strategies



IUCEA's profile for Joint Capacity Development



Legitimacy

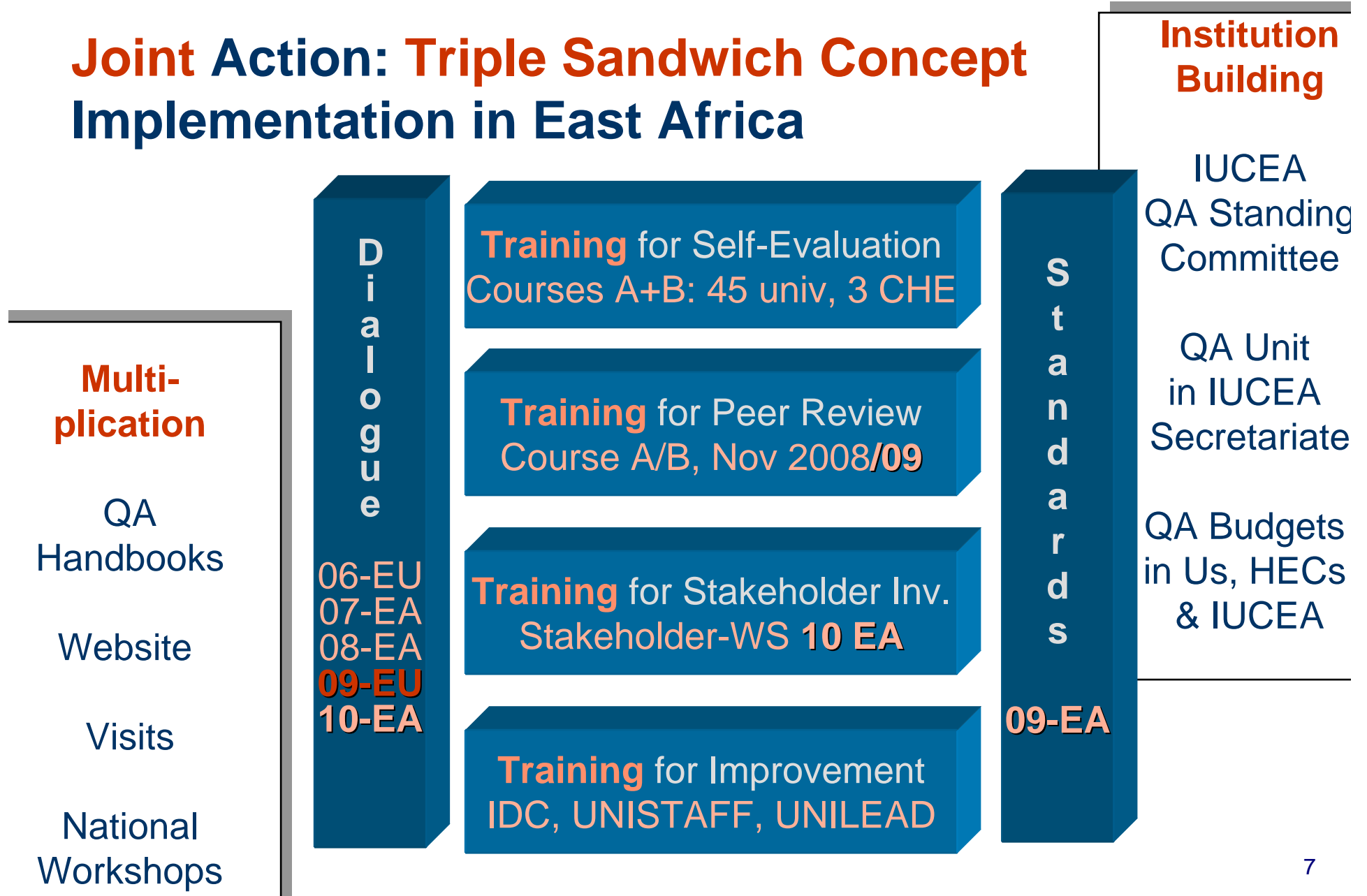
- **IUCEA** represents main QA Stakeholders: Universities, HE Commissions and Governments
- **IUCEA** is a politically endorsed long standing regional body
- **IUCEA** has set up a mixed QA Commission as permanent project steering board



Capacity

- **IUCEA** Secretariat builds up QA structure
- **IUCEA** has potential to bring in well qualified staff of national HE Commissions
- **IUCEA** can identify and attract QA experts of pilot Universities

Joint Action: Triple Sandwich Concept Implementation in East Africa





Joint Learning: **DIES Conference** and East Africa-Central America Workshop on Regional QA 2007



Learning for Joint Capacity Development I

- Start with key actors at the **interface of politics and management** and jointly develop key elements of a strategic plan.
(DVC Academics, PSs, CEOs RA)
- Bring in the **top** (VCs-Ministers) AND the **middle level** (Deans, HoD, Deputy Commissioners) early - and continuously keep them informed.
- From the very beginning: do not neglect **joint lobbying** at funding institutions (BMZ, EA Governments) AND potential funding institutions (EAC, World Bank, EU) to assure the necessary funding and staffing in time.
- In an early stage develop a common reference **process manual** AND adapt it with broad **participation** during pilot phase AND get it **politically endorsed**.



Learning for Joint Capacity Development II

- Align multi-part **on the job** training and **pilot action** as closely as possible and combine classroom training with **on spot visits**.
- **Integrate** international experts, practitioners and change agents from both regions (and beyond) **into an international training and consultancy team** and work with the same people throughout the project.
- Try to **establish institutional networks** to strengthen and sustain the individual teamwork and **to tap into additional resources**.
- Pilot action produces visible first results - this helps the reform institution **to get regular staff and budget**.
- Expensive foreign **longterm experts** are **not needed** in the pilot stage - yet, external funding is needed when going from pilot to system wide. A Regional QA Office and system monitoring should complement funding.

Complementing **Joint** Capacity Development

Small scale **subregional grants** are needed, e.g. for:

Regional Mobility Support Fund for QA Peers (RegMoF)

Why? Support for public credibility of QA decisions, the diffusion of innovation beyond borders, the acceptance of recommendations

How? Access limited to institutions following process Manual and listed peers

Regional Competitive Improvement Fund (RegCIF)

Why? Incentives based on peer review and market mechanisms instead of regulation and punishment

How? Access limited to action plans of peer reviewed programmes, decisions by an international commission

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Deutscher Akademischer Austausch Dienst
German Academic Exchange Service



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THANK YOU VERY MUCH!

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