

# Intro NETWORK Session

## *IUC Review workshop*

Brussels, 1 April 2019



**Belgium**  
partner in development

# Network University Cooperation (NETWORK)

- Long term national-level institutional Network
- Aims at high national level impact in a specific thematic domain by the provision of substantial support to a limited number of carefully selected partner universities
- Builds on previous IUC experience (and preferably existing interuniversity cooperation at the national level)
- Focuses less on capacity building and more on harvest and multiplication of previous capacity building efforts
- Upgrade of cooperation and impact

# Workshop session: driver for discussion

- Network programmes ought to be organized around strong, motivated, medium to large HEI that worked together before.
- Networks need to be more than the ideal of a hub institution that coordinates activities around a specific topic with other HEI.
- Networks should foresee sufficient time and resources to get to know each other, and strengthen the relationships between the Network partners. The main feature of a Network programme is a balanced distribution of responsibilities.

# Discussions among Flemish coordinators/ICOS (Dec. 2018)

- Added value and importance to continue based on prior IUC cooperation experiences
- Intervention type is part of our national level programming. How to link up with cross-country initiatives? How to include new institutions?
- Solid Phase In is advisable
- Partner universities should already have cooperation experience, the re-request should not be limited to a one partner (IUC) university request
- Balance between hub and other partner universities
- Budgets are limited and were foreseen as seed money. Is this realistic?

# Short feedback South – Challenges/added value

- ❑ Each coordinator South reflects briefly on the challenges faced during NETWORK execution and the added value of the intervention (4 x 5min)
  - ❑ Those programmes that underwent a midterm evaluation can fall back on those considerations

# Workshop set-up:

## Discussion rounds around 3 themes

1. **NETWORK concept** - proposed goals and features: criteria for selection, impact and sustainability
2. **Management structure** of a Network programme: level of interuniversity cooperation among local partner institutes, position of the hub institution, balanced division of responsibilities
3. **Identification and Phase in** (context analysis: foresee sufficient time and resources to get to know each other, and strengthen the relationships between the Network partners).

# Workshop set-up: rules

- Each theme counts 2 or 3 sub-themes or topics
- Each topic is accompanied by guiding questions that are screened
- Each topic is discussed (+/- 10 min)
- Plenary discussion
- Participants validate, challenge and/or add ideas
- Discussions are noted and conclusions will be drawn

# Round 1 – NETWORK concept

## Topic 1: **main characteristics of a network**

The Network intervention type is part of our national level programming and strengthens national interuniversity cooperation within a given country. However some questions are raised with regard to international cooperation opportunities.

- How to link up with cross-country initiatives or integrate in international networking?
- How to match with international networks of the Flemish experts on the network topic?
- Now we have only 1 NETWORK per country, what do you think about this?



# Round 1 – NETWORK concept

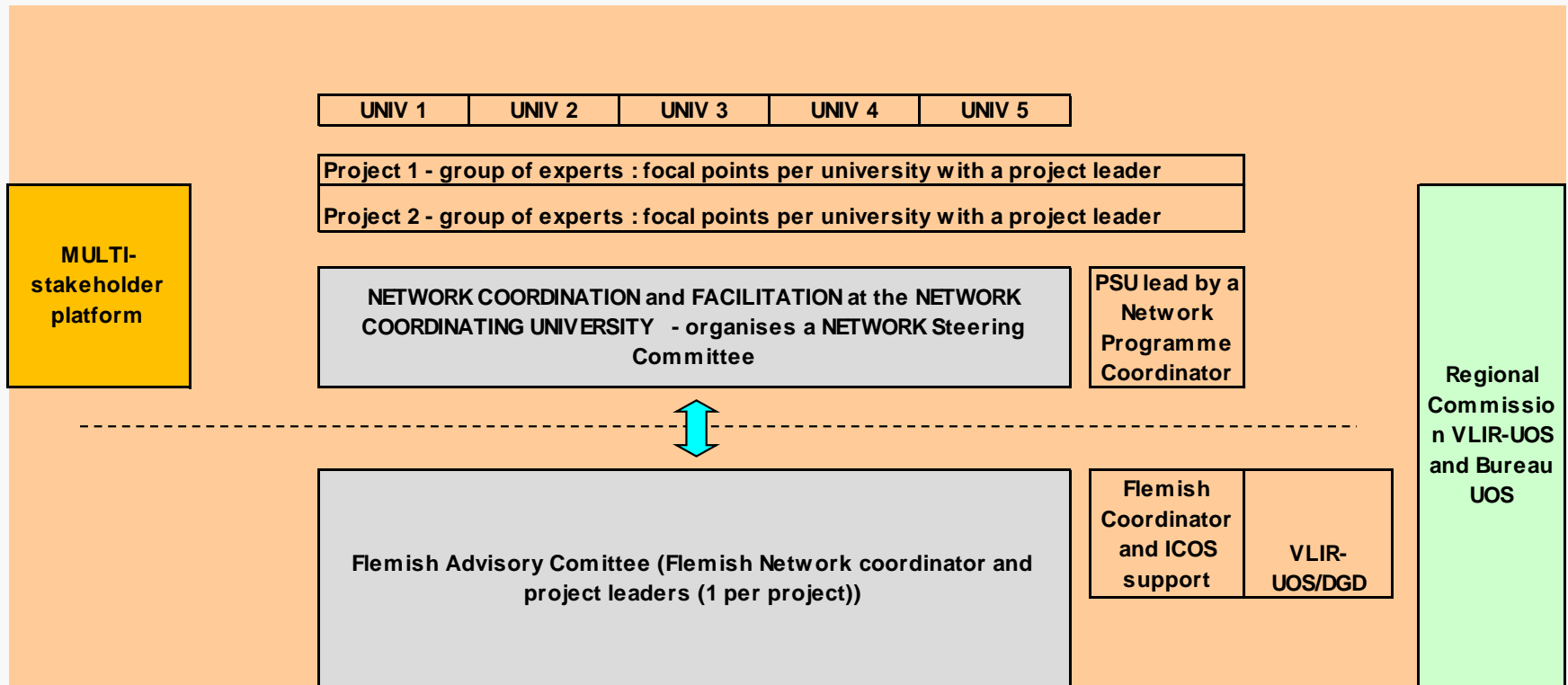
## Topic 2: **sustainability at institutional and national level and conditions for uptake**

- What will happen after a Network?
- What about the institutional embedding?
- Sustainability measures to be taken?
- Co-funding (in-kind or financial) to be increased over the years?
- Same focus on research/educational practices & publications, etc. or more societal impact?
- How can we better create conditions for societal uptake?
- How can we measure outcomes and impact of a Network?

# Round 2 – management structure

## Topic 1: management structure

- Shortcomings, role of project leaders south versus focal points per institution and team members per project/institution.
- How can Flemish project leaders (advisors versus project leaders in generation 2013, generation 2017 all project leaders) be most effective in contributing to a Network?



# Round 2 – management structure

## Topic 2: **implementation time**

- What is the most suitable implementation time for a Network to be most efficient?
- 2 phases as in IUC (building network conditions versus consolidation/sustainability)?
- Phases with similar runtime?
- Need for phase out?

# Round 2 – management structure

## Topic 3: **dividing responsibilities**

- How can we guarantee that a Network is more than the ‘programme of the hub university’: administrative leadership, but what about the content relation?
- Equal partners versus leading role in the implementation of the programme?
- What is most efficient way in dividing responsibilities/ accountabilities between the partner universities?
- Is there a limit to the number of partner universities that can participate in a Network, that are manageable?
- How to get different Flemish HEIs on board?

# Round 3 – identification phase/phase in

## Round 1: **in-country conditions**

- Which in-country conditions should be present/advisable in order to start a Network programme?
- How to perform a local assessment of network potential?
- What criteria should be used for a potential partner university to becoming an effective member of a Network?
- Organisational assessment in IUC, part of the network assessment when preparing for a Network?

# Round 3 – identification phase/phase in

## Topic 2: **Local support**

- How to ensure high level local support?
- Coherence, aligned with local systems, high level support from different HEIs (hub + partner institutes)?
- How to ensure support at Flemish level: is there support for a NETWORK at the level of Flemish HEIs?
- Possibility to link with inter-national programmes & research at Flemish HEIs?

# Round 3 – identification phase/phase in

## Topic 3: **timing**

- What is the most suitable timing for starting up a Network after the completion of an IUC programme? After end-evaluation IUC (finalizes in Y11) or from start of Y 11?
- Until when can a former IUC partner be eligible for implementing a Network?
- The Phase In was very limited for networks up till now, basically formulation mission (budget). The idea is to foresee a real intake period (1 to ½ years max., limited budget) however with a focus on relationship building (get-ting to know each other/context/VLIR-UOS procedures). What do you think about this?