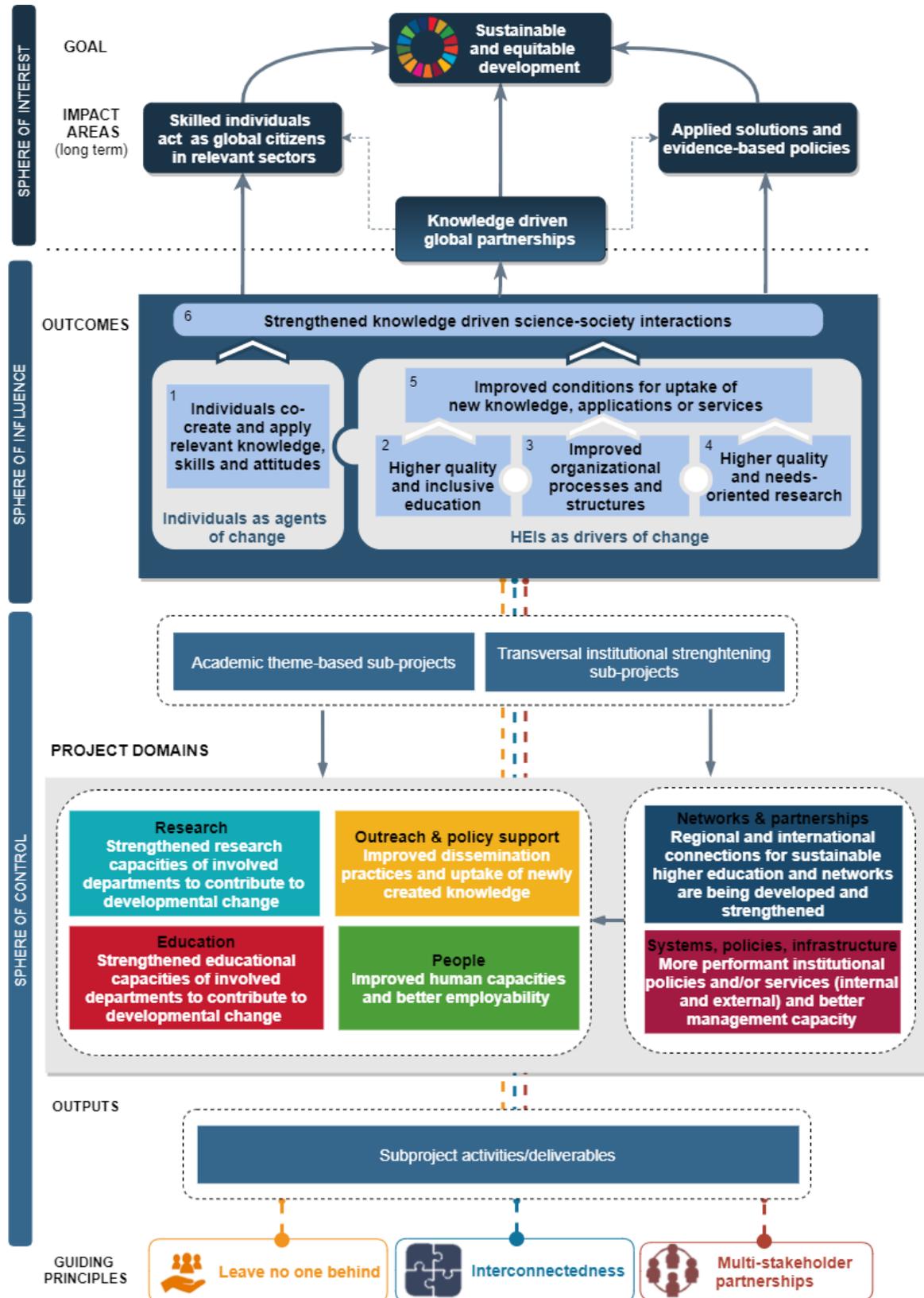


Institutional University Cooperation (IUC)

Name	Institutional University Cooperation (IUC) – partnership project
Intervention logic	An IUC (Institutional University Cooperation) partnership is a long-term (12 years) institutional cooperation project between a university in a partner country and Flemish universities and university colleges. Through sustainable (inter-institutional) global partnerships, the cooperation programme aims at institutional empowerment of the local partner university in its threefold mission and more in particular to better fulfil its role as development actor in society
Outcomes (Specific Objectives)	<p>Link with ToC Outcomes:</p> <ul style="list-style-type: none"> • (1) individuals co-create and apply relevant knowledge, skills and attitudes; • (2) Higher quality and more inclusive education • (3) <i>Improved organizational processes and structures</i> • (4) Higher quality and needs-oriented research • (5) <i>Improved conditions for uptake of new knowledge, applications or services</i> • (6) Strengthened knowledge driven science-society interactions
Definition (extract from Call documents)	The general objective of Institutional University Cooperation is “Empowering the local partner university as institution -linked to its threefold mission- to better fulfil its role as development actor in society”. This means that an IUC not only envisions a change process within the university leading to improved performance of the Higher Education Institution (HEI) in a number of institutional priority domains but also a contribution to developmental change – linked to different academic priority domains– outside the university.
Duration and budget	<p>Different project Phases with, of which 10 years of fully-fledged project cooperation (Phase 1 + 2) with Annual budgets of max. 600.000 EUR/activity year:</p> <ul style="list-style-type: none"> - Phase In (preparatory phase, 1 to 2 activity years) - Phase 1 (5 activity years) - Phase 2 (5 activity years) - Phase Out (finalisation and administrative closing)
Implementation set-up (contracting parties)	<p>An IUC project is coordinated by the local partner university and by a Flemish university, aiming at broad inter-institutional cooperation of universities and university colleges at the Flemish level.</p> <p>Based on the MSP principle, an IUC project aims at involving also other societal actors (state actors, community organisations, private sector, NGOs, ..). Synergy and complementarity with other Belgian non-governmental organisations is a strategic priority.</p>

Theory of Change for IUC

Based on the revised generic VLIR-UOS Theory of Change (ToC), a specific visualisation for IUC partnerships with interconnected sub-projects was elaborated:



The visualisation above highlights how IUCs contribute to several of the change domains of VLIR-UOS interventions. For IUC, all domains can be targeted when elaborating the subprojects. These desired changes in the six core¹ domains are assumed to contribute to all VLIR-UOS actor ToC outcomes.

Detailed IUC Concepts (extract from IUC Call documents)

1.1. General description of IUC

An IUC (Institutional University Cooperation) is defined as a long-term (12 years) institutional partnership between a university in a partner country and Flemish universities and university colleges.

The general objective of Institutional University Cooperation is “**Empowering the local university as institution to better fulfil its role as development actor in society**”. This means that an IUC envisions not only a change process within the university leading to improved performance of the Higher Education Institution (HEI) in a number of institutional priority domains but also a contribution to developmental change –linked to different academic priority domains– outside the university.

1.2. What is an IUC about?

Linked to the general objective of an IUC envisioning both institutional and developmental change, the following sections are meant to support a common understanding of the concepts of the ‘I in IUC’ and ‘Societal impact’.

The I in IUC

The ‘institutional’ in IUC means that an IUC partnership envisions a change process within the university leading to improved performance of the institution as a Higher Education Institution (HEI) in a number of institutional priority domains. The change within an institution is proposed as capacity development at different levels, having different dimensions (see below).

	Capacity creation	Capacity utilization	Capacity retention
Individual level	Development of adequate skills, knowledge, competencies and attitudes (e.g. PhD)	Application of skills, knowledge, competencies on the workplace (e.g. PhD holder applies new knowledge and skills)	Reduction of staff turnover, facilitation of skills and knowledge transfer within institutions (e.g. PhD remains staff member)

¹ Within the framework of all programmes (intervention types), VLIR-UOS aims to support changes in six core domains listed in the table below. The processes and changes in these core domains are interlinked and not mutually exclusive. Depending on the finality of a particular programme or project, the six core domains can be combined in different ways. Moreover, not every programme should contribute to outcomes in these six domains. For each programme, the conceptual framework will specify the way and extent to which the domains fall within the objectives of the programme.

Organisational level	Establishment of efficient structures, processes and procedures (e.g. introduction of lab procedures)	Integration of structures, processes and procedures in the daily workflows (e.g. well-functioning lab)	Regular adaptation of structures, processes and procedures (e.g. Integration of regular evaluation mechanisms for lab management)
Institutional and policy environment level	Establishment of adequate “institutions”, policies, rules and regulations (e.g. development of a new research/ accreditation/ HR policy, integrity policy, scholarship policy ..)	Enforcement of rules and regulations for good governance (e.g. implementation of new research, accreditation/ HR policy, ..)	Regular adaptation of institutions, rules and regulations (e.g. evaluation mechanisms for research, curricula, HR, ..)

This change is realised through **academic theme-based projects** (research and educational strengthening of involved departments) and mandatory **transversal (institutional strengthening) projects**. These “transversal projects” are expected to focus on institution-wide organisational capacity building in a number of prioritised institutional policy domains (research policy, curricula/accreditation, university management, HRD, international relations, finance department, gender policy, integrity policy); and/or in domains of internal service delivery (ICT, library, language, basic sciences labs, ..); and/or in domains of external service delivery (outreach services, dissemination, extension/ Research and Technology Transfer (RTT) - offices, communication, ...)

Societal Change

The IUC partnerships, particularly through the academic theme-based sub-projects, also aim to have an impact outside the academic context (cf. the VLIR-UOS motto “Sharing Minds, Changing Lives”), not only after the intervention but also during the intervention via stakeholder involvement and by creating - from the start – the conditions for “uptake”. Societal impact requires uptake of new knowledge applications, products, services... developed within the framework of the project. This ‘uptake’ does not happen automatically. Creating the conditions for uptake includes all the activities that facilitate and contribute to the use of research evidence by policy-makers, private sector, civil society, and other development actors. It is important that IUC partnership projects develop the capacities and strategies to create the conditions for this uptake. The IUC formulation guidelines will provide further information and inspiration on how to plan and implement an uptake strategy in the project.

1.3. Project cycle

The IUC project cycle starts with a Phase In (different steps in the IUC intake process leading to final selection of a partnership proposal) period of at least 1 year.

The core of the IUC partnership project consists of 10 years of full project funding, divided in 2 phases of 5 years each and followed by a Phase Out. The transition from Phase 1 to Phase 2 depends on a mid-term evaluation followed by a positive assessment of a Phase II proposal for cooperation. Whereas Phase 1 focuses on capacity building and creating solid conditions for uptake, the 2nd phase is in general more about consolidation and valorisation. At the end of Phase 2 an end evaluation is foreseen in order to draw post-project lessons.

IUC Project Cycle	Phase In	Phase 1 Capacity Building					Phase II Consolidation and valorisation					Phase Out: Valorisation	
		Year	0	1	2	3	4	5	6	7	8	9	10
Partnerships	2020-2021	2022-2026					2027-2031						

The partnership project phases are translated into project documents implemented via a tripartite agreement between the local partner university, the Flemish coordinating university and VLIR-UOS, thereby symbolising the partnership. The IUC partnership is led by partnership coordinators, the Flemish and local IUC coordinators, representing on the one hand the Flemish coordinating university and on the other hand the local partner university. An IUC is governed via a 'blueprint management structure with Steering Committees and supported by a Project Support Unit. More detail can be found in the **general IUC concepts and framework document** as included in the recent Call for IUC cooperation.

The formulation and implementation of each individual sub-project within the IUC is managed by **Team leaders** (academics/specialists from both the (local) partner institution and Flemish HEIs). Flemish Team leaders are appointed by VLIR-UOS after stage 2 of the IUC selection procedure on the basis of an open competition facilitated via a matchmaking procedure and taking into consideration the advice of the IUC partner institution.