



Call for Flemish coordinators
IUC intake 2022

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Summary

Object:	IUC programme – intake 2022 – Call for Flemish coordinators for pre-selected IUC programmes
Eligibility	Coordinators: professor at a Flemish university ('ZAP' members or equivalent at a Flemish university)
Countries	DR Congo, Kenya, Peru, Tanzania, Uganda and Vietnam
Launch of the call	20 December 2019
Deadline submission	28 January 2020
Submission	A two-stage submission procedure is followed: <ol style="list-style-type: none">1. By the Flemish academic to the ICOS of his/her university2. By the ICOS of the Flemish university to VLIR-UOS

VLIR-UOS supports partnerships
between universities and university colleges
in Flanders and the South
looking for innovative responses
to global and local challenges
www.vliruos.be

1. Background

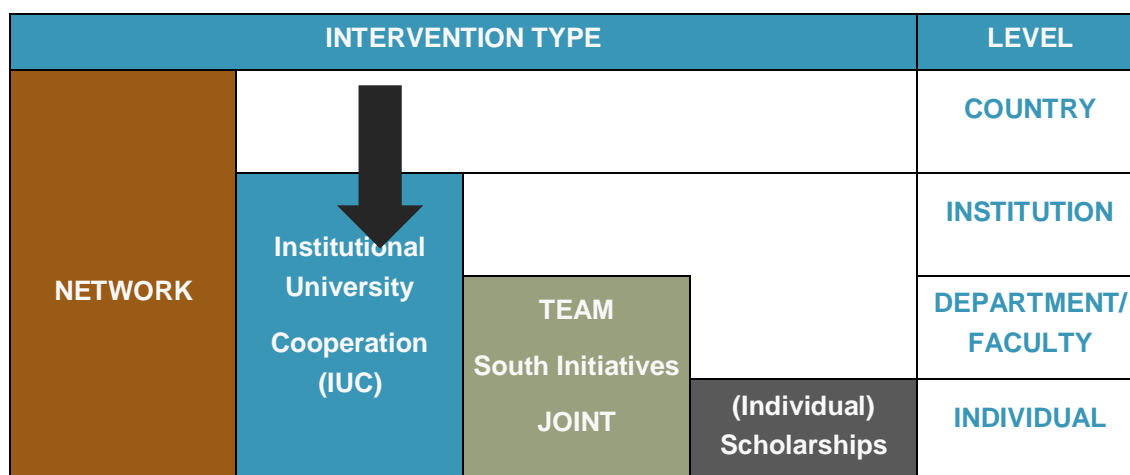
1.1. Introduction VLIR-UOS

VLIR-UOS supports partnerships between universities and university colleges in Flanders (Belgium) and the South looking for innovative responses to global and local challenges.

VLIR-UOS is the platform through which Flemish higher education stakeholders have been working together on university cooperation for development since 1998. Funded by the federal government, the organisation is the main sponsor of cooperation projects between academics from Flanders and the South, as well as of scholarships for students and professionals from both Flanders and the South.

VLIR-UOS is part of the Flemish Interuniversity Council. VLIR-UOS receives funding from the Belgian Development Cooperation within the framework of Five-Year-Programmes. The present Five-Year Programme covers the period 2017-2021, however the new IUC calls fits into the preparation of the next Five-Year Programme 2022-2026.

VLIR-UOS funds cooperation projects within the framework of multi-annual country programmes. A country programme consists of different intervention types:



More information on VLIR-UOS at www.vliruos.be .

1.2. The call for Institutional University Cooperation (IUC) 2022

IUC is the flagship of VLIR-UOS cooperation in the South. IUC programme calls are policy initiated and restricted to a selected number of countries where potential for institutional university cooperation has been identified. Proposals from different countries enter in competition with each other in order to permit cross-national appraisal and selection.

Initiated in 1997, VLIR-UOS is facilitating Institutional University Cooperation (IUC) programmes. So far, 32 IUC programmes have been implemented in 18 countries. 15 programmes are ongoing.

Recently, VLIR-UOS conducted 11 external evaluations of IUC programmes. Additionally, an impact evaluation of the Belgian university cooperation for development, funded by DGD's Special Evaluation Office, was conducted. Based on the conclusions, lessons learned and recommendations of these evaluations, a meta-analysis was conducted. A number of topics for optimization were identified. These topics were discussed during a broad consultation workshop organised on 1 April 2019 in Brussels, with participation of

various stakeholders from our partner countries. The input from those workshops was used to optimise the IUC call, intake procedure and monitoring system.

As a first step in the selection process of new IUC programmes, a call for IUC Concept Notes South was launched in July 2019, and in December 2019 8 Concept Notes South were selected. This call is not enclosed but in **Background Annex 1** most information has been brought together.

The present call is meant to select 8 Flemish coordinators to team up with the selected South partner institutions to jointly elaborate an 'Extended Concept Note'.

From the 8 Extended Concept Notes, a maximum of 5 will be selected to start an IUC Phase In including a matchmaking in Belgium – in view of composing the Flemish team - and a formulation of final Partner Programme proposals to be submitted to VLIR-UOS mid-May 2021. Approved IUC programmes will start as of 1 January 2022, for a first phase of five years (2022-2026).

1.3. Policy priorities

- *VLIR-UOS country strategies, and synergy and complementarity*

Following an agreement with the Belgian Minister of Development Cooperation in April 2010 and in order to further concentrate, harmonise and optimize its cooperation efforts, VLIR-UOS introduced a Country Strategy Approach: a country strategy represents the strategic niche for future cooperation projects in a specific country and contains a thematic focus and sometimes an institutional/regional focus. A strategy starts from the needs of the partner country, and in particular the national priorities in terms of poverty reduction and national policies for higher education. Furthermore, it takes into account the interest in cooperation at the level of the Flemish higher education institutes, and its potential added value. All new VLIR-UOS cooperation projects must align within the overall framework of VLIR-UOS country strategies as a means to concentrate and generate more impact.

Synergy and complementarity (S&C) is a top priority of the Belgian minister of development cooperation, yet again in order to generate more impact by pooling expertise and efforts. Belgian non-governmental development actors (ANGC) elaborated a Joint Strategic Framework (JSF) per country in which a set of common strategic goals were outlined around which potential for synergy and complementarity among the Belgian actors and/or their local partners can be further explored.

- *Transversal themes of the Belgian development cooperation*

According to the Belgian law on development cooperation of 2013, the following themes need to be integrated in a **transversal** way within all interventions funded by the Belgian development cooperation as to reach sustainable and inclusive development:

- the **gender dimension**, which aims at the empowerment of women and at the equality between men and women in society;
- the protection of the **environment** and of **natural resources**, including the fight against climate change, drought and global deforestation.

VLIR-UOS engages in integrating both transversal themes in all interventions, including IUC. All new VLIR-UOS cooperation projects will need to justify how these transversal themes have been integrated in the project logic and project design.

- *Other priorities of the Belgian development cooperation*

Belgian development cooperation focuses on other priorities as well : result based management, integrity, human rights approach, digital for development, and private sector development. More information on Belgian development cooperation can be found on https://diplomatie.belgium.be/en/policy/development_cooperation.

Integrity is also key priority in Belgian development cooperation. VLIR-UOS signed the integrity charter in 2018. https://diplomatie.belgium.be/en/newsroom/news/2018/compulsary_ethical_codes_all_ngos

2. Definition and general objective of an IUC programme

Definition

An **Institutional University Cooperation (IUC)** programme is a long-term (10 years) institutional partnership between a university in the South and Flemish universities and university colleges.

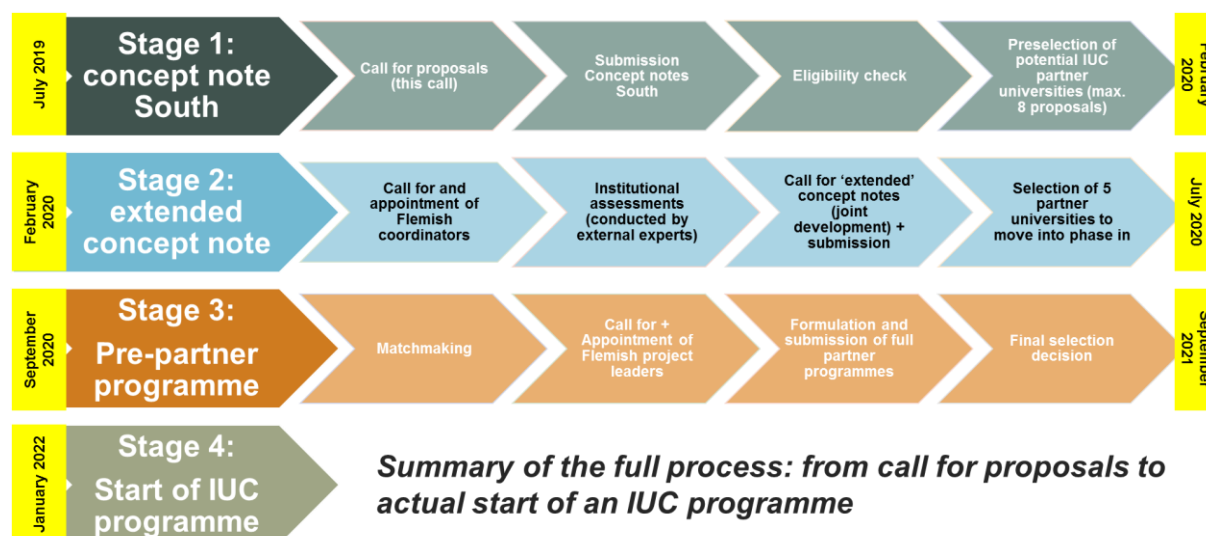
General objective

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 contribution to developmental change –linked to different academic priority domains– outside the university but also a change process within the university leading to improved performance of the Higher Education Institution (HEI) in a number of institutional priority domains.

More information on what an IUC is about, the institutional characteristics, the programme cycle and the budgetary framework can be found in Background Annex 1.

3. Timeline - Stages in the IUC intake process

The IUC intake process is a multi-stage process with 3 main selection stages, each consisting of several steps in the procedure. In the following scheme a visualisation of the stages is included:



The present **call for Flemish coordinators** fits into stage 2 (Extended Concept Note) of the IUC intake process. A table with further detail with regard to the different steps as identified in the IUC intake process 2019 – 2021 (timing of certain steps is still indicative) is included in Background Annex 1.

Stage 2 consists in the elaboration of Extended Concept notes and the organisation of institutional Assessments leading to the appraisal and selection of maximum 5 partner universities starting with a Phase In, and will result in the signing of pre-partner programme agreements that will start in September 2020 (Stage 3)). These agreements will cover matchmaking –in view of identifying Flemish project leaders (to be appointed by the Bureau UOS)-, formulation of the full partner programme and the preparation of a local support structure for the start of the institutional partnership. The final stage of the IUC selection process will be the assessment and final revision of partner programme proposals jointly elaborated by appointed local and Flemish teams. In case of positive assessment the final IUC partner programmes will start in 2022 with a first phase covering five years (2022-2026), based on a tripartite contract agreement, and will be subject to the approval by the Belgian Minister for Development Cooperation of the VLIR-UOS Five-Year Programme 2022-2026.

4. Call for Flemish coordinators

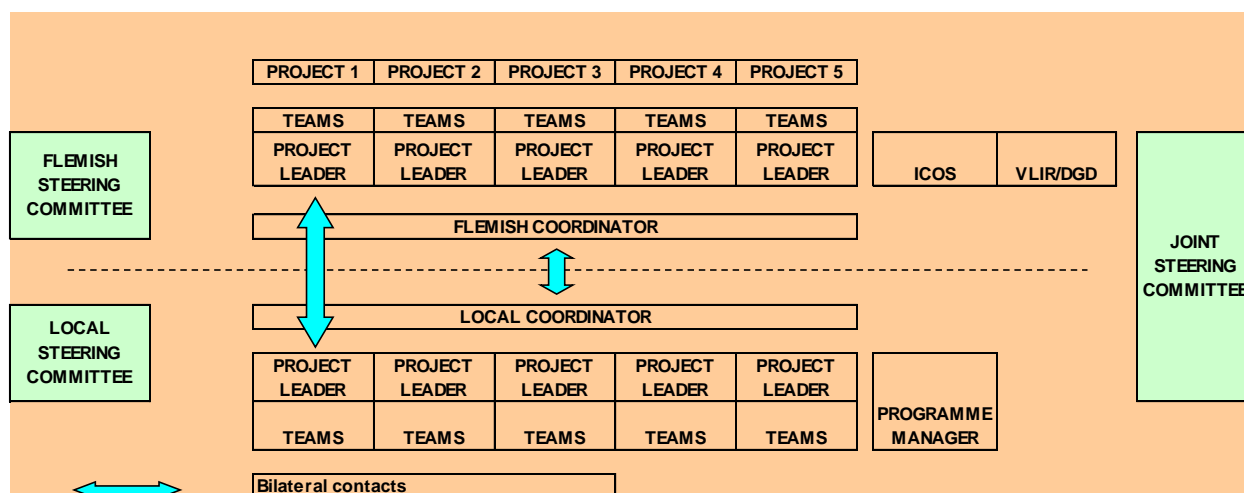
This call is addressing Flemish academics interested in coordinating an IUC partner programme. The assignment starts with assisting one of the 8 potential IUC partner universities in developing an Extended Concept Note. The profiles of potential candidates should comply with the following requirements:

4.1. Overall task division in an IUC programme

The IUC management system is based on the following division of tasks:

- **VLIR-UOS** is responsible for the programming - including the selection of partner universities, monitoring and evaluation of the overall programme. VLIR-UOS is accountable to the Belgian government;
- **VLIR-UOS** appoints **Flemish coordinator** and **Flemish project leaders**, taking into consideration the advice of the partner university;
- the coordination at Flemish level is delegated to the **Flemish university** of the appointed Flemish coordinator, thus acting as the Flemish coordinating university of this interuniversity cooperation (IUC) programme between Flemish universities and university colleges with the IUC partner university in a VLIR-UOS partner country;
- the university of the Flemish coordinator and the local university are jointly responsible for the day-to-day management of the programme based on a tripartite agreement signed by the Flemish coordinating university, the IUC partner university and VLIR-UOS;
- the **partner university** appoints a tentative local coordinator who represents the local university in this IUC programme;
- at the level of the **partner university** a full time programme manager is appointed in order to support the local coordinator in the various management duties associated with the implementation of the IUC partner programme;
- both in the North and the South a **steering committee** is established to coordinate the implementation of the IUC partner programme. Both committees meet annually in the form of a **Joint Steering Committee Meeting** (JSCM).

Structure of the IUC programme



More information on the different IUC mandates is included in [Background Document 2](#),

4.2. Profile of the Flemish IUC Coordinator

For each IUC programme VLIR-UOS appoints a Flemish coordinator of the cooperation with the partner university.

A Flemish coordinator represents the Flemish HEIs in general, and the Flemish coordinating university he/she is affiliated with more in particular. He/She ensures overall leadership and strategic issues with VLIR-UOS and the local partner/coordinating university.

Main tasks of the Flemish coordinator are:

- o responsibility for the overall coordination, management and implementation of the partner programme, ensuring also adequate monitoring and reporting
- o to lead together with the local coordinator, and assisted by the Programme Manager and ICOS, the core team of the IUC partnership. Locally this support structure is organised via the Programme Support Unit (PSU); together with the local coordinator and programme manager;
- o to be accountable to VLIR-UOS and the Flemish coordinating university;
- o to chair the Flemish steering committees and co-chair the Joint steering committees and implement its decisions;
- o to identify possible synergies, networking and external funding opportunities.

Formal requirements

- o Professor at a **Flemish university** ('ZAP' members or equivalent at a Flemish university);
- o have authorisation from his / her university to enter into financial undertakings on behalf of the institution;
- o have the appropriate academic and managerial competence and experience to supervise the programme;

- o be affiliated with the Flemish institution at least as long as the duration of an IUC phase I programme (5 years; 2022-2026) preceded by the phase in (mid-2019-2020) and preferably for the entire IUC programme (10 years + Phase in and Phase Out));
- o IUC coordinatorship is preferably not combined with project leadership within the same programme in order to avoid conflict of interest and increase chances of interuniversity teams at the Flemish level. IUC coordinators can take part as academic team member in one or more projects and be promoter of PhDs;
- o an academic can only coordinate 1 ongoing IUC programme. An overlap with a project leader position in another IUC programme is possible. This means that a current IUC coordinator in case he/she applies for a new IUC coordinator position, will not be able to continue the current mandate, a situation which is also to be avoided, if so possible.
- o members of the Bureau UOS cannot apply for the position of IUC coordinator

Required skills & experience

- o Relevant experience with leadership 'People's manager' (coaching, motivating teams and individuals, teambuilding, conflict remediation), and effective and intercultural communication skills;
- o Relevant experience with Institutional planning and management;
- o Relevant experience with university cooperation for development or international cooperation in general;
- o Relevant experience in working in the partner country where the IUC programme is to start is recommendable but not mandatory
- o Academic excellence in related domains as defined in the Concept Note South is recommendable but not mandatory;
- o Ample availability to take up a mandate of IUC coordinator, or have the guarantee of the own university that administrative and lecturing support will be given.
- o Each year a compensation lump sum is foreseen for the academic unit of the Flemish coordinator (currently 15.000 EUR/activity year).

5. Local partner institutions selected for the extended concept note phase

Country	Institution	Programme title
DR Congo	Université de Lubumbashi	Challenges and opportunities for a sustainable socio-ecology in the Katangese Copperbelt Area
Kenya	Jaramogi Oginga Odinga University of Science and Technology	Strengthening Jaramogi Oginga Odinga University of Science and Technology Capacity in Natural Resource Management, Food Security and Health
Kenya	Technical University of Kenya	Maji Ni Uhai: Building excellence on water governance for better livelihoods and climate change adaptation in Kenya
Peru	Universidad Nacional de la Amazonía Peruana	Improving health and environment of vulnerable populations in the Peruvian Amazon

Tanzania	Ardhi University	Building Capacity in Education, Research, Innovation and Societal Outreach to Foster an Inclusive and Sustainable Built Environment in a Rapidly Urbanizing City, Dar Es Salaam (SDG 11 In Dar Es Salaam)
Uganda	Gulu University	Strengthening the Capacity of Gulu University to meaningfully contribute to inclusive Refugee-Host Community Socio-Economic Transformation in Northern Uganda
Uganda	Mbarara University of Science and Technology	University as a Facet for Community Based Sustainable Solutions to Demographic Challenges in South Western Uganda (UCoBS)
Vietnam	Quy Nhon University	Improving livelihoods and living conditions by the sustainable development of the South Central Coast and Central Highlands of Vietnam through enhancing the capacity of Quy Nhon University

Please find on our website under the 'Open Calls' section the information related to this Call for Flemish Coordinators and the links to the detailed proposals of the aforementioned IUC Concept Notes South.

6. Application modalities and selection

6.1. Application modalities

A two-stage submission procedure is followed:

- By the Flemish academic to the ICOS of his/her university
- By the ICOS of the Flemish university to VLIR-UOS

Submission at level of the Flemish university – ICOS

Candidates must submit their application to the ICOS of their university (listed in the table below) by filing in an Excel form (**annex 1 – format for IUC candidates**) and adding a **short CV (English version)** before the internal deadline displayed in the table below.

Institution	Internal deadline
KU Leuven	20 January 2020
Universiteit Antwerpen	20 January 2020
Universiteit Gent	20 January 2020
Universiteit Hasselt	20 January 2020
Vrije Universiteit Brussel	27 January 2020

The following ICOS at your institution will provide support and are to be contacted with regard to the internal procedures related to the application process:

University	Name	Address	Phone	Email
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KU Leuven	Tupac Calfat	International Office, VLIR-UOS ondersteunde programma's Naamsestraat 63 - bus 5001, 3000 Leuven	+32 16 37 94 40	Tupac.Calfat@kuleuven.be
Universiteit Antwerpen	Elfje Godderis	International Relations Office Gratiekapelstraat 10, 2000 Antwerpen, Belgium	+32 3 265 43 21	Elfje.Godderis@uantwerpen.be
Universiteit Gent	Nancy Terryn	Dienst Onderzoeksaan- gelegenheden - Afde- ling Onderzoekscoördi- natie Sint-Pietersnieuwstraat 25, 9000 Gent	+32 (0) 9 264 98 14	Nancy.Terryn@ugent.be
Universiteit Hasselt	Liesbeth Oeyen	Dienst Internationalise- ring en Ontwikkelings- samenwerking (DIOS), Campus Hasselt, Martelarenlaan 42, 3500 Has- selt'	+32 (0) 011 26 80 66.	liesbeth.oeyen@uhas- selt.be
VUB	Jannes Motmans & Françoise De Cu- pere	Vrije Universiteit Brus- sel International Relations and Mobility Office Pleinlaan 2, 1050 Brus- sel	+32 (0)2 614 80 66 Or +32 (0)2 614 80 82	Jannes.Motmans@vub.be and cc to Françoise.De.Cu- pere@vliruos.be

Submission from the Flemish university (via the ICOS) to VLIR-UOS

The **deadline** for submission from the Flemish university to VLIR-UOS is **28 January 2020**.

The Flemish institutions are requested to support the proposals from their institution with a motivation/sup- port letter (format to be agreed upon with the Flemish institutions early January 2020). This is particularly important in case more than one candidate showed interest for a specific IUC coordinator position at the level of their university, considering that **only 1 candidate per potential IUC partner institution can be submitted on behalf of a Flemish university**. In this specific case, the reasons for opting for the proposed candidate are to be reported.

Gender-balanced research teams are encouraged by VLIR-UOS following the VLIR-UOS gender policy. Mixed teams bring diverse perspectives that have the capacity to bring higher quality research. In view of the underrepresentation of female Flemish academics at the level of IUC coordinators, Flemish universities are encouraged to specifically mobilise female academics to submit an application and to tackle the existing gender-imbalance.

The Flemish universities are invited to report to VLIR-UOS on the procedure followed to inform, sensitize and mobilise applicants, and on their proposal of candidates. In case a selection was made out of more applicants for the same position, a justification is to be given, as well as on how gender has been taken into account.

6.2. Appointment procedure

6.2.1. Advice from the local partner universities

The advice from the potential IUC partner universities will be collected by VLIR-UOS, providing them with the overview of candidates for the positions of Flemish coordinator for the IUC programme with their institution. They will be asked not to rank, but to shortlist and propose at least 3 candidates for the position – except if a lower number of candidates was proposed- and provide motivation (strengths and weaknesses), if possible for all candidates (retained and not retained). A reply form will be developed by end of January 2020.

6.2.2. Nomination by the Bureau UOS

The IUC coordinators will be appointed by the Bureau UOS.

When selecting, the Bureau UOS will take into account the advice of the respective potential IUC partner university. The Bureau UOS will also take into account the strive for a broad mobilisation of Flemish inter-university capacity and will also strive for gender balance in the final batch of proposed IUC coordinators.

Contact at VLIR-UOS:

In case of general administrative questions, please contact Kristof Van Der Perren, Administrative assistant, kristof.vanderperren@vliruos.be . In case of general content questions with regard to the call and procedure, please contact Peter De Lannoy, Head of Programmes, peter.delannoy@vliruos.be .