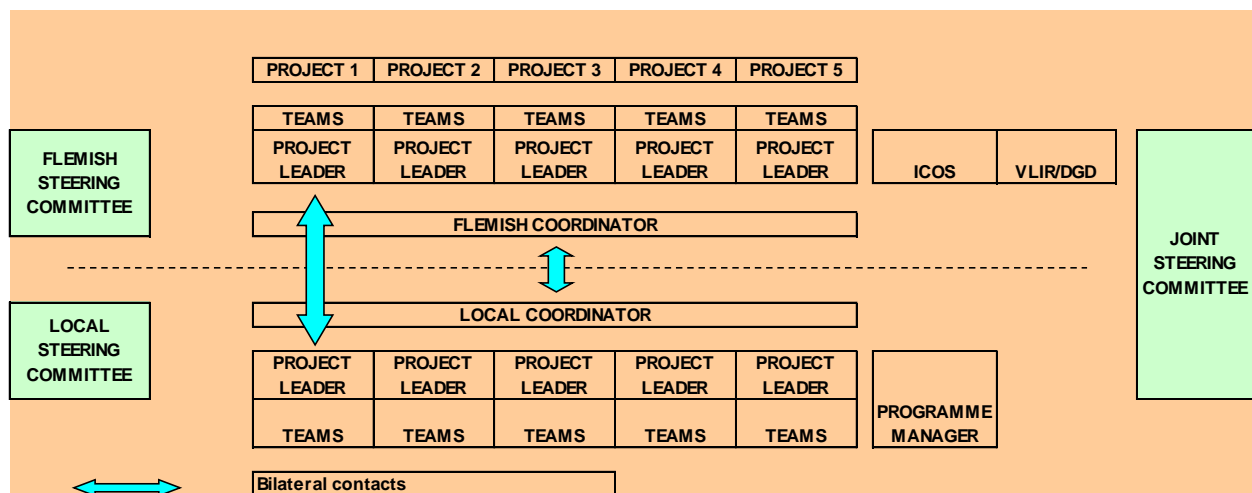


Background Annex 3 - Overall task division in IUC programme Coordination/Management

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. This university functions as the coordinating university of this interuniversity cooperation programme between Flemish universities and institutes of higher education and a partner university (or a network of local partner universities) in the South.
- 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** also has to nominate a local coordinator who represents the local university in this cooperation programme;
- at the level of the **partner university** a full time programme manager is appointed in order to support the local coordinator, being an academic charged with numerous other responsibilities, in the various management duties associated with the implementation of a complex programme;
- both in the North and the South a **steering committee** is established to coordinate the implementation of a partner programme. On an annual or bi-annual basis both committees hold a **Joint Steering Committee Meeting (JSCM)**.

Structure of the IUC programme



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

A Flemish coordinator *represents* the Flemish HEIs involved in general, and more in particular the Flemish coordinating university he is affiliated with and ensures overall leadership and strategic issues with VLIR-UOS and the local partner/coordinating university. Main tasks of the Flemish coordinator are:

- o Together with the local coordinator, he/she forms the core team of the IUC partnership
- o To be accountable to respectively VLIR-UOS and Flemish coordinating university
- o To ensure overall leadership, coordination, management, monitoring and reporting, together with the local coordinator
- o To chair the steering committees and implement the 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 permission from his / her university to enter into financial undertakings on behalf of the institution;
- o have the appropriate competence to supervise the project;
- o be affiliated with the institution at least as long as the duration of the programme phase (usually 5 years and preferably for the long term in the context of an IUC programme (indicative 10 years))
- 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. An overlap with project leader positions in other programmes is not a problem, however the possibility of coordinating more than 1 IUC is, in principle, not foreseen.

Skills & experience

- o Leadership and effective communication
- o Motivation of the teams and conflict remediation => 'people's manager' and necessary intercultural skills
- o Team builder with experience in institutional planning and management
- o Relevant experience with university cooperation for development or South cooperation in general
- o If possible, experience in working with the South country for which an application is submitted
- o As an IUC coordinator, academic excellence in at least one of the proposed thematic areas is recommendable but not mandatory
- o Enough time 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

Local Programme Coordinator

A local coordinator *represents* the local partner university.

Main tasks of the local coordinator are:

- o Together with the Flemish coordinator, he/she forms the core team of the IUC partnership
- o To be accountable to respectively VLIR-UOS and partner university
- o To ensure high level communication (internally with management, and externally with policy makers and others as required), including the contacts with the Flemish programme coordinator and VLIR-UOS
- o To ensure overall leadership, coordination, management, monitoring and reporting, together with the Flemish coordinator
- o To co-chair the Joint steering committees together with Flemish coordinator and implementing the decisions
- o To chair the local steering committee meetings, and facilitate decision making and team building among local project leaders at all stages of programme design and implementation
- o To ensure that the IUC programme is continuously linked with the strategic priorities of the partner university
- o To represent the management and to act as spokesperson on behalf of the partner university
- o To identify possible synergies, networking and external funding opportunities

Skills & experience

- o Leadership and effective communication
- o Motivation of the teams and conflict remediation => 'people's manager' and necessary intercultural skills
- o Team builder with experience in institutional planning and management
- o Affinity with the core content of the IUC programme
- o Experience with N-S cooperation

Institutional Position

- o (Academic) Position that allows direct access to top management
- o Executive charged with institutional planning or other aspects of institutional management
- o Appointed academic staff member

Appointment procedure

- o The partner university proposes a candidate, as part of the IUC concept note South.
- o In principle, the appointed Flemish coordinator and VLIR-UOS formulate their advice before start of the pre-partner programme

o The partner university appoints the academic staff member as local coordinator and remuneration is provided by the local institution which might, if considered relevant, provide incentives and/or a courtesy budget from the overhead costs

Local coordinator versus programme manager at local IUC coordination level

Position	Core task	Position	Appointment and/or recruitment process	Remuneration/Programme funding
Local Programme Coordinator	Overall academic leadership and coordination. VLIR-UOS IUC programme management is not his/her principal task	Existing academic staff member (management or faculty level).	Local authorities of the partner university with advice from Flemish coordinator and VLIR-UOS	Incentives provided by the partner university. Not fundable by the programme.
Programme Manager	Management, managerial and methodological facilitation VLIR-UOS IUC programme is his/her principal task	New position; newly recruited or existing staff that is assigned to the programme.	Partner university with advice from Flemish coordinator and VLIR-UOS	Remuneration as per the local salary scales. Fundable by the programme.