

The Impact of International Leadership Practice on Institutional Culture: The Case of EiABC (Draft paper)

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The paper gives a brief overview of a higher education institution, basically an institute of technology, IOT and new practices achieved through the international leadership practices. Exclusive international trends of the Ethiopian institute of Architecture, Building construction and City development, EiABC gained through diplomacy established between two states, the German Federal State and the Federal Democratic Republic of Ethiopia are presented. The presentation will be further subjected to a depth analysis of sustainability of changes achieved by the institute. The study will later include more number of institutes and examine institutional practices achieved through the international leadership practices and experiences of the leaders.

The German Federal Ministry for Economic Cooperation and Development (BMZ), has been cooperatively working more than three decades with the Ethiopian government. Combating poverty and encouraging economic growth is one of the declared objectives that have been particularly operationalized by the German development cooperation, GIZ. Three priority areas synchronized in the cooperation include Sustainable land management, Education, Urban governance and decentralization and Economic development. Particularly, GIZ is working for Ethiopia's sustainable development together with different government ministries, including the Ministry of Education, Ministry of Health, a regional Health Bureau and other international organizations, such as UNDP/GEF.

Consequently, one main focus of the GIZ International Service is the University Capacity Building Program for the Ministry of Education. The Ethiopian Government has commissioned GIZ IS as the implementing agent and project manager for its University Capacity Building Program (UCBP) as the latter functions as the in-house agent for the Ethiopian Ministry of Education. The program was envisioned, steered and funded by the Ethiopian Government. The Institutes of Technology at the Ethiopian Universities are undergoing remarkable changes following a national University reform programme, which is suppose to promote the entire University Education in Ethiopia. As mentioned earlier, the umbrella of this University Reform is the Engineering Capacity Building Programme (ECBP), a joint initiative of the Federal Ministry of Education, the Federal Ministry of Civil Service, the Ethiopian Universities and the German Development Cooperation (GIZ).

EiABC is one of the IoTs, where the reform process has been accompanied by GIZ. Established as Ethio Swedish institute of building technology in 1954, the insitute was inaugurated in 2010 as a new institute of technology. With specific vision, mission and objectives, the institute

functions autonomously under the supervision of the Addis Ababa University. The cooperation of GIZ in building capacity of such institutes enables reform and implementation process. As a result, assignment a foreign scientific and managing director to the IOTs has been one of the comprehensive outcomes. The international leadership practice has an impact on institutional culture bringing along reform and international components and trends and being challenged by the classical and inherited features and practices.

Yet, through the process, EiABC has been one of the leading, rapidly developing IOT in the country in an accelerated reform process and exhausting international competitive mechanisms. The involvement stretched out in different dimension influencing the intra-institute and inter-institute features. Development of higher education through reforms and sustained and upgraded quality can be realized or measured from various directions. To mention some: the teaching learning process, staff profile, staff development programs, admission rates, requirements and procedure, student profile and number, mobility, graduates rate, employability, infrastructure, institutional structure and system, governance and leadership practice, institutional service and cultures, networking and partnership tendency and capacity with local and foreign stakeholder and other elements signify the level of development of an institute.

In general, IoTs strive to attain international quality in teaching and research and they have introduced modern scientific curricula, internship programs and the European Credit Transfer System, enabling students to study at any Higher Education Institution sharing common international standard. Furthermore, innovative concepts such as e-Learning and entrepreneurship and competence courses or hubs are introduced within the framework of the process. In line with this, the management and the administration of the institutes are supposed to meet international standards in governance and leadership and introduce modern leadership components (Warner, 2004).

Considering these elements, the reform processes of the EiABC have been complemented by number of features striving towards international competitiveness with an intention to be a role model in the reform and expansion of higher education in Ethiopia. Currently, EiABC employs around 400 employees, with more or less equal distribution of academic and administrative staff.

Some of the newly achieved trends include:

Partnership: Number of partnerships is established with other university around the world ETH Zurich in Switzerland, Bauhaus University Weimer, Tech. University Berlin, Leibniz university Hannover, University Bonn and Tech. University Munich in Germany, University Nairobi and Jommo University in Kenia, Ardi university in Tanzania, Mekerere University in Uganda and NUTU Oslo in Norway. The strategic partnerships of the institute has facilitated student exchange program, research projects and collaborations.

Mobility: exchange programs have been introduced between partner universities and EiABC. Expatriate namely integrated expert from Germany have been staff members of the institute.

Students from Germany carry out their internship and research tasks. Such practice facilities the flow, both ongoing and incoming, staff and students.

University Industry Linkage/ UIL: a newly established unit functions as bridge in knowledge transfer offering internship place for students.

Center for Entrepreneurship: The center initiates and prompts startup ideas in the architecture and construction fields of studies and facilitates constructive interaction between technologists, entrepreneurs, investors and creative workers. Being the first innovation hub of its kind in Ethiopia, it is a self-sufficient business incubation and open community center aimed at supporting Ethiopia's economic growth by promoting market-driven and environmentally viable innovations. Through the commitment of the founders who formed an alliance of the core partners – the EiABC and (GIZ) GmbH on behalf of BMZ, the center has partnership with VC4Africa, Goggle and Afrihub, African first innovation network.

Overall, it aims to create new employment, improve the skills of the country's workforce, modernise the private sector and make Ethiopian products more competitive in international markets. GIZ's contribution is directed towards the country's most valuable resource – its people. In this context, iceaddis is part of GIZ's Labor Market-Oriented Education and Training Programme, helping Ethiopians to realize their potential and break out of poverty (Lemma and Petzoldt, MAY 2012.)

Institutional Structural – Previous departmental division was replaced by a Chair system which is small in size and functions in a most empowered manner with full academic autonomy. Currently there are about 25 chairs formed based on the various area of specialization.

Teaching and learning process: Modularization is newly adopted means of delivering knowledge. Student centered teaching and learning method has been also applied along with the reform. E-education also offers high quality eLearning service to students, teachers and other internal and external customers.

The aim of this paper is to further examine new institutional practices of IoTs achieved through the international leaders, identify best practices and set framework for further and sustainable institutional development.

References

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