



# **AAU's Application for Support in Research and Development to Sida, Sweden: 2018-2023**

**PhD Program in Management and Economics  
2018 - 2023**

**Submitted to the Embassy of Sweden,  
Addis Ababa, for Sida Support**



**AAU, Jönköping and Gothenburg Universities**

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**A Proposal for training and research partnership between Management and Economics Departments, Addis Ababa University (AAU), Jönköping University and Gothenburg University of Sweden: 2018-2023**

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### Summary of research programme

Graduate-level education tailored to the needs of the country is expected to play a crucial role by promoting entrepreneurial and private sector development, growth in the different sectors, and by enhancing the skilled manpower base, which is key to innovation and productivity, and by providing research-based policy advice to the government. In view of this, Addis Ababa University (AAU) laid out a strategic plan to train 5,000 PhD graduates in ten years domestically and to establish 14 centers of excellence in research and teaching specializing in key prioritized areas.

The economics and management departments at the College of Business and Economics at AAU and Jönköping International Business School (JIBS) at Jönköping University (JU) in Sweden and the department of economics at University of Gothenburg (UGOT) have agreed to enter into a partnership including training and research in PhD education programmes in the subjects of economics and management. The program target PhD candidates among staff at Ethiopian universities and staff at the departments of management and economics at AAU. The overall objective of the partnership is to increase the scientific knowledge of international quality in the fields of economics and management, generated through a sustainable research system within the departments of economics and management at AAU that is used to contribute to Ethiopia's development aspirations. The nature of this partnership is intended to be inclusive and participatory in terms of process developments and clear and accountable with reference to the line management structure. AAU will offer the PhD degrees delivered in this collaboration, organized as course-based PhD programs in economics and management.

This document proposes a credible capacity building program for PhD training and research collaboration between the department of management (DoM) and department of economics (DoE) of Addis Ababa University (AAU), the department of economics, University of Gothenburg (UGOT) and Jönköping International Business School (JIBS) at Jönköping University. Drawing on JIBS and UGOT's experience in collaborating with several Sub-Saharan African universities in general and Addis Ababa University, we propose a program with the strategic objective of establishing essential academic capacity in the areas of Management and Economics science in Ethiopia. The collaborative PhD training program specifically involves offering high-quality first year (core or foundation) courses at DoE of AAU through collaboration between AAU, JIBS and UGOT, invitation of PhD candidates for specialization courses at UGOT during the second year, and joint supervision of PhD thesis by faculty from the partner universities, which involves frequent research travels to JIBS/UGOT. The partnership will employ innovative technology and pedagogical innovations to explore the potential of web-based courses, connecting classrooms, and sharing educational resources such as filmed lectures, etc.

The document also proposes a research support program, which aims at improving the research capacity of faculty at AAU. **The partnership propose tailored research infrastructure strengthening,** visiting scholar, and AAU faculty-led joint research activities between AAU, JIBS and UGOT on areas of high priority for Ethiopia. **Following** the proposed collaboration, we will contribute to improving analytical capacity in Ethiopia to address Ethiopia's development challenges through: 1) well-trained

academic capacity that is capable and available to carry out the essential research to provide policy advice and play key role in private sector development; and 2) creating and strengthening vibrant research environments at the Department of Economics at AAU that can act as local academic “focal points” of policy-oriented economics science. There will also be strong synergies with the Environment and Climate Research Center (ECRC) based at the Ethiopian Development Research Institute (EDRI) responsible for real time impact evaluations of the CRGE implementation. Overall, the envisaged partnership will help achieve the strategic vision of AAU (to become one of the top ten prominent universities in Africa) in general and the DoE to become the leading institution in graduate training and research in the country and in Africa.

### **Popular science description**

Research and education **are key** elements for the realization of the strategic aims of transformation and sustainable growth. Addis Ababa University (AAU), which is the oldest and largest higher learning and research institution in Ethiopia, is a central actor in this development. The University has been entrusted with the task of providing highly trained academic graduates that will both supply the higher learning institutions with research and education faculty, as well as preparing the country’s leaders and entrepreneurs for current and future challenges and possibilities. The large resource needs and increasing complexity involved in creating and sustaining strong higher education systems calls for long-term international partnerships. The most important aspect of the partnership is that it will meet the need for greater and deeper understanding of management and economic sciences in modern and efficient organisations. The disciplines of management and economics play a key role to understand and sustain Ethiopia’s economic growth and fight poverty. Considering these developments, the Swedish International Development Cooperation Agency (Sida), had a call for research training partnerships between College of Business and Economics at AAU and Swedish universities and research institutions. This application proposes a PhD training and research partnership between AAU and two Swedish Universities: Jonkoping University the University of Gothenburg.

The partnership springs from common and mutually beneficial interests from AAU on the one hand JIBS and UGOT on the other hand, which will build on each other and commit intellectual and other resources to improve research and training in the fields of management and economics for growth, innovation and sustainability in Ethiopia. The suggested partnership in this proposal builds upon a successful collaboration between AAU and JIBS that started since mid-2011 and UGOT’s specific 4 decades long experience in graduate economics training. JIBS and UGOT has also a strong international profile and aim to strengthen this further by in-depth collaborations with partner universities all over the world. In addition, the partnership will help achieve the strategic vision of AAU (i.e. to become one of the top ten prominent universities in Africa) in general and the DoE to be become the leading institution in graduate training and research in the country and in Africa.

In pursuit of the above, over the coming five-year period, the suggested sub-programme, dealing with the disciplines of economics and management, will result in:

The departments of economics and management at AAU/JIBS/UGOT plan that the suggested sub-programme dealing with the disciplines of economics and management will result in (a) up to 42 PhD students graduating from the AAU PhD program in management and economics, (b) up to 36 PhD students admitted into the PhD program in management and economics beside the 47 PhD students already admitted in the previous collaboration (2011-2018), (c) one international conference in management and economics arranged annually, (d) 16 scientific articles publishable in international peer-reviewed journals produced by 8 AAU faculty in the post-doc program, (e) 4 faculty members each year from each discipline participate in the Career development Initiative and produce articles presented in international conferences, (f) ongoing policy briefs for relevant policymakers, (g) development of joint research projects and joint publications between departments of economics and management at AAU and JIBS/UGOT faculty and doctoral students (h) Regular Research seminar series introduced at department of management and department of economics supported by JIBS and UGOT.

## **Introduction**

### **College of Business and Economics**

AAU aspires to be among the top 10 pre-eminent African research, teaching, and community services rendering universities through creation and dissemination of knowledge dedicated to critical inquiry, innovation and public action in an academic community that cultivates and celebrates equity and diversity within the coming decade. Moreover, AAU has a mission to advance knowledge through innovative and creative teaching, research and community services; to respond to national needs, transfer and adapt/adopt relevant technology, while fostering democratic values, ensuring equity and diversity and serving as a centre of excellence by way of encouraging robust exercise of academic freedom; developing vibrant graduate programs and nurturing professional competence, a humanistic education, a scientific culture, and producing critically committed and ethically strong citizens.

The number of universities in the country has risen from 8 to 34 as of 2009 since the numbers of the universities in the country were not able to address the growing economic, social and political needs of the country. The expectation of the government is not only training of human resource with various degree levels, but the production of skilled professionals who can come up with innovative ideas and produce researchers with high calibre. There is also a great demand of researchers and professionals that implement the country's medium-term Growth and Transformation Plan, GTP, (Federal Ministry of Finance and Economic development 2010) the government has embarked as of 2010/11as well as the national need for the future. The Government of Ethiopia is also committed to develop and deepen human capital development in the years to come as reflected in its second generation of growth and transformation plan (GTP-II) which is being drafted by National Planning Commission of the Federal Democratic Republic of Ethiopia.

The government of Ethiopia has clearly outlined in its five-year GTP that shall focus on industry-led growth and transformation. The departments of Economics and Management at the College of Business and Economics at AAU will be major departments which contribute to human capital development and enhance managerial capability of the nation. The departments of Economics and Management at the College of Business and Economics at AAU offer both masters and doctoral training which involve coursework and research. The PhD programmes in both departments are very young: the PhD Programme in Economics is the oldest and is only four years old. The PhD programs of these departments will have a repel effect in building national capacity by educating staff of state universities in the country in those fields.

### **Jönköping International Business School (JIBS) and Jönköping University**

Jönköping University is one of three independent non-profit private institutions of higher education in Sweden offering programmes at undergraduate, graduate and doctoral levels. The university is also engaged in executive education and outreach activities to local, regional and international communities. The university is organized into four specialized schools, Jönköping International Business School (JIBS), the School of Education and Communication, the School of Engineering and the School of Health

Sciences. Two key words of Jönköping University are entrepreneurship and internationalization. Currently, Jönköping University has exchange programs with many partner universities worldwide and is one of the leading universities in Sweden with reference to the scope of its international student and research exchange.

Established in 1994, JIBS has achieved a key position in family business and entrepreneurship among business schools in Europe. The focus areas of the School are entrepreneurship, ownership and business renewal.

Currently, JIBS has four doctoral programmes (business administration, economics, statistics, and informatics). The programmes in business administration, statistics and economics are of high international standard and enjoy a strong international reputation. So far, 110 PhDs have graduated from these programmes since 1995. They are now holding good positions in universities in Sweden or abroad, or work as experts in public or private organizations.

JIBS became the first Swedish double-accredited school by EQUIS and AACSB in 2015. 37% of JIBS Core faculty, 58% of its Adjunct faculty and 67% of its PhD candidates come from countries outside Sweden. This makes us the most international business school in Sweden.

JIBS has approximately 1,700 students, of which 42% of the Bachelor students and 80% of the Master students come from other countries. All JIBS programs are taught 100% in English.

JIBS is ranked as one of the top universities for business research in Sweden, and is cited as #1 in Europe and #3 in the world for its research on family businesses and ownership. In a 2017 Journal of Small Business Management study, JIBS is ranked 1st in Europe and 2nd world-wide in entrepreneurship research when it comes to share of highly cited papers and field normalized citation rates.

In the 2017 Nordforsk report, which lists Share of highly cited papers and field normalized citation rates in Business Studies & Economics for all Scandinavian business schools, JIBS come out as number 1 in Sweden and number 4 in Scandinavia.

JIBS is presently supervising 44 PhD students in collaborative partnerships with HEI in Africa.

### **Economics PhD-program at UGOT**

The School of Business, Economics and Law of the University of Gothenburg, where the department of Economics is located, was established 1923 and is a Faculty at the University of Gothenburg. The University has almost 6,000 employees and enrolls about 37,000 students. The School of Business, Economics and Law has about 440 employees, including 40 full professors, 56 associate professors and 14 international guest professors. The next paragraphs describe the capacity and experience of the department of economics in graduate-level education.

The Department of Economics at the School of Business, Economics and Law<sup>1</sup> at the University of Gothenburg (GU), which recently has been ranked as one of the top 100 departments of economics in the world, have a long-standing collaboration with universities in developing countries in general and Ethiopia in particular. In fact, the first Ethiopian PhD to graduate from GU was in 1993. Since then, 14 Ethiopians have graduated. Many of these graduates have maintained their connection with UGOT through joint research collaborations. We have had exchanges and visiting scholars both ways. In addition, we have had MSc student's exchanges, also both ways, between ourselves and AAU, Department of Economics.

University of Gothenburg has as a mission to make the research and education more international. In this respect, the Department of Economics at UGOT is one of the leading departments when it comes to international PhD students and visiting researchers. Since the 1979, some 220 PhD's have graduated from the department. Amongst these nearly half of them were international students, most of them from outside Europe. The Department of Economics admits new doctoral students every year. The doctoral program on average consists of about two years of course work and two years of thesis work, in total 240 higher education credits. The Sida financed PhD program in environmental economics has been running in full scale since 1997. Capacity building is the key word and the overriding objective of the PhD program is to improve welfare among poor people by preventing unsustainable use of natural resources and ecosystems in developing countries. The program has received international reputation for its high quality and steady output of well-trained environment and development economists from developing countries. So far, 30 students have graduated from the Sida-supported PhD program. The graduated PhD candidates are all working with environmental economics research and issues of economic development. Most of them (90%) have returned to their home country or region although some have done a post-doc abroad first. Besides the above-mentioned PhD program, we have also had, over the years Sida financed bilateral cooperation with several universities such as Ethiopia, Rwanda, and Tanzania.

Through financial support from Sida, we provide full scholarships to 8-10 additional participants from developing countries to come to Sweden and attend courses. This has made our program very popular particularly valuable for students in programs where such specialization courses are not available, notably new domestic PhD programs in developing countries and regional PhD programs such as the ones organized by African Economic Research consortium (AERC) or Center for Environmental Economics and Policy in Africa (CEEPA). Over the past 10 years<sup>2</sup> the Environment for Development Network (EfD) has executed a critical first stage of long-term domestic academic capacity building. EfD is a global network of environment and development economists that supports policy-relevant research

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<sup>1</sup> The School has been accredited by [EQUIS](#) since 2004 (re-accredited in 2009, next re-accreditation in 2014). In 2013 the School was accredited by [AMBA](#) for its Executive MBA programme, and is thereby the only AMBA-accredited school in Sweden. This guarantee of quality is internationally considered to be the highest level of prestige an MBA programme can get.

<sup>22</sup>The Environmental Economics Policy Forum for Ethiopia was inaugurated in Addis Ababa in 2004. Sida later extended their institutional support to six such centers.

capacity building in 12 countries (Ethiopia, Kenya, Tanzania, South Africa, China, Central America, Chile, Colombia, India Vietnam, Sweden and USA).<sup>3</sup> In collaboration with the Environmental Economics Program, EfD has fostered the return of top scholars to academic institutions in their countries of origin, and EfD's network continues to support these scholars' opportunities to conduct high-quality and policy-relevant research in environment and development economics as their careers progress.

## **2. Background**

The expansion of higher education is not able to meet the demands of skilled workforce needed for further economic and social transformation of the country. The key to increase human capital levels and produce a highly skilled workforce lies in the strengthening of universities and institutions of higher learning in terms of the increase of academic staff with academic degrees. In addition, the drastic enrolment expansion of the basic education sector, as part of Education for All policies aiming, as stipulated in one of the Millennium development goals (goal number four on education), has resulted in an increasing number of people aiming for post-graduate education.

### **1.1 The scientific issues and the basis of the layout of the training program**

The scientific issues identified by AAU in the fields of management and economics are related to the specific Ethiopian development situation and do interplay with many other scientific fields. The overriding objectives of the Government of Ethiopia are poverty eradication and sustainable development. As indicated in its GTP-I, the vision of the Government of Ethiopia is to "build an economy which has a modern and productive agricultural sector with enhanced technology and an industrial sector that plays a leading role in the economy sustaining economic development and securing social justice and increasing per capita income of citizens to reach the level of those in middle-income countries" (Federal Ministry of Finance and Economic development, 2010:21). Ethiopia also aspires to become a middle-income country by 2025, without increasing its greenhouse gas (GHG) emissions through robust agricultural and industrial growth that establishes close linkage between the agricultural and the industrial sectors.

This policy orientation and aspirations entail structural transformation which require adequate skilled manpower that will embark on technological and scientific advancement, ensure sustainable economic development, and enhance the country's transformation and competitiveness. The government acknowledged the importance of scientific and technological human resource and put in place educational policy that delivers the needed manpower. It has been indicated the level of qualified human power, capable of transferring foreign technology, is low, and that the national education and training system will need to put in place a strong emphasis on producing the needed expertise in human development.

To grow the Ethiopian economy out of the preindustrial and agriculture based societal structures needs expertise to collect and interpret new and recent data to gain knowledge about a different and fast-

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<sup>3</sup> EfD is currently evaluating 3 Sub-Saharan African Universities (Ghana, Nigeria, and Uganda) to accept 2 more countries to the network.

growing Ethiopia. Issues and areas to study are how private sector can sustain and improve economical growth through the development of small and medium sized companies, the renewal and growth of family businesses, how entrepreneurship and innovation initiatives can be instruments for renewal of private and public sector, how the health sector can meet needs through improved management, improved health economics and establishment of management information systems, how the dynamics and interplay of macro and micro economics aspects can be understood and impact the policy-making process of the country for further development, how regional economics within Ethiopia and between neighbouring countries effect regional development and growth and what policy implications new findings implicate.

The PhD program in economics started in 2010 and the PhD program in management started in 2013. Although the department of economics has a greater number of senior faculty than the department of management, It still requires strengthened effort to sustain the program. The program in economics has basically 2 years of course work and two years of thesis, while the program in management has slightly less course work and slightly more time for thesis, both programs assuming 4 years of full time studies to graduate.

In economics the program will be supporting AAU with 5 PhD courses every second year and in management with 6 PhD courses annually. This will be reduced to 1-4 courses in the respective programs at the end of the program through the co-teaching practice. 50% of courses will be taught in Ethiopia and 50% in Sweden. This percentage can change, if and when the regional initiative (EID)(see below) will be operational.

In both programs a total of 30 PhD students, 15 in each discipline, will be supervised annually. New students will be admitted when old students graduate. Supervision will be organised during two bi-annual supervision seminars, beside individual supervision when students meet supervisors physically or through internet.

To build the in-house capacity and sustainability of the AAU PhD programs important additional components like research collaboration, the organisation of and participation in international conferences, the involvement in policy dialouges, the invitations to the Career Development Initiative (CDI), the post-doc program and the development of a database with unique data at AAU will be integrated parts of the program.

### **1.2. Relevance of the research area and meeting the increased demand for PhDs in higher education**

The supply of qualified human capital in core areas of management and economics is an important condition to secure continued investment. The progress in Ethiopia is reflected not only in a prospering economy (annual growth rate of 10% in last decade) but also in a more developed educational system. Primary and secondary education is producing an increasing number of students ready for higher education. At present the capacity of departments of economics and management at AAU as well as within other Ethiopian Universities in terms of qualified lecturers is low considering the need to meet the increasing demands on graduate level education in the areas of management and economics. This

can potentially be an obstacle not only for triggering sustained economic transformation but also to manage that transformation for sustained economic growth.

The problem to be addressed in this proposal is therefore the persistent lack of highly educated personnel to undertake research and teaching at graduate level within the areas of management and economics. These areas are strategic for improved public and private sector development through improved management capabilities and innovation.

The above-referred policies speak of transforming Ethiopia to a middle-income status by 2025. In the GTP, Ethiopia understands that public/private sector development is fundamental for achieving its objectives towards economic growth and transformation.

In this planned partnership, we will meet the need for greater and deeper understanding of management and economic sciences in modern and efficient organisations. Additionally, the partnership will strive to contribute to the increasing demand for leaders in the public and private sectors and within the civil society with economic and management skills to implement Ethiopia's growth and transformation plan. The training conducted in the sub-programme will benefit not only departments of economics and management at AAU, but also other higher education institutions in the country and in the region, as well as industry postgraduates, banks, NGOs', insurance companies, and public agencies.

Also, for the current economic growth trend to be maintained and sustained, there would be an increased demand in business, industry, and the public sector for graduates with skills in both qualitative and quantitative analysis to provide leadership and concrete contribution to the scientific investigation and teaching. Further, more knowledge regarding innovation and entrepreneurship will enhance the extent to which new organisations are established in Ethiopia as well as the extent to which existing organizations are renewed and improved.

To address to above-mentioned conditions, there is a need to increase the number of PhD holders and lecturers in the disciplines of Economics and Management.

### **1.3. The approach chosen to build capacity**

Following the problem analysis as elaborated above, there is an identified need within Ethiopia of academically qualified personnel for teaching and research in the areas of economics and management. The strategy chosen to address the identified problem has the following major components; doctoral education according to the in-house mode, the support of the doctoral programs in economics and management at AAU, the development of research dissemination platforms including international conferences and career development initiatives. The above components are of strategic relevance to increase quality in each of the subject areas. However, depending on the specific analysis for each subject area, different components are activated at various times during the programme cycle

#### 1.4. PhD local training on existing programmes

The program will support the PhD program in economics and management with teaching, supervision and research capacity through faculty from JIBS and UGOT, from colleagues in our global networks and colleagues from our regional east-African networks. The program's purpose would be to produce 40 high-standard PhD graduates in economics and management in five years. The program provides the opportunity to establish research teams through the newly created regional network Entrepreneurship and Innovation for Development (EID), between JIBS, AAU, the College of Business and Economics at University of Rwanda, the College of Business and Management Sciences at Makerere University, University of Dar Es Salaam Business School at University of Dar Es Salaam, and the 12 Efd network member institutions and their international research associates.

Our previous experience from developing and supporting in-house doctoral programmes at Addis Ababa University has made us to suggest co-teaching and co-supervision as an essential element of capacity building. It will also make possible enhance and strengthen professional relationships between researchers that very often are the entry point of productive research collaboration leading to joint projects and publications. In the departments of economics and management at AAU PhD programmes **co-teaching and co-supervision** will be integrated elements. To make possible that PhD students complete their studies on time, **an incentive system based on post-doc positions** will be introduced. The length of the post-doc position will be determined by when the PhD student defend their thesis.

The departments of economics and management at AAU and JIBS and the department of economics at UGOT also see the potential of **joint teaching and joint supervision between the members of the regional network EID, and the Efd network**.

#### 1.5. Improved research capacity at AAU

The program also enhances its research output through the establishment of research dissemination platforms, as the organisation of **international conferences** and policy briefs targeting relevant policy makers with relevant research findings.

To pave way for a more active research culture and to enable AAU faculty to merit for academic advancement, the program introduces the **Career Development Initiative (CDI)** where AAU faculty will be given the opportunity to work together with JIBS and UGOT faculty to produce research papers and to jointly present at international conferences to publish in books and international per-reviewed journals.

Furthermore, the program will support the organisation and implementation of **regular research seminar series** at both departments (economics and management). This will be done by offering stipends for data collection costs as incentives for AAU faculty to engage, and by rewarding a committed seminar organizer.

The establishment **of a database with unique primary data** accessible for AAU, JIBS and UGOT faculty will increase the opportunities to make unique contributions asked for by publishers and improve the

competitiveness among the partner institutions to publish in international peer-reviewed journals and books.

To offer **post-doc stipends targeting young researchers** is yet another activity that will promote the emerging research culture within the department of economics and the department of management.

The capacity building process and its components, as developed by departments of economics and management at AAU, JIBS and UGOT, is dependent on the implementation of the all its components to ensure the positive outcomes in terms of quality improvement within education and research thus addressing the problems identified in the problem analysis.

The proposed collaboration attempts to address the challenge of sustainability in research collaborations. By the focus on the process to develop a strong institutional research culture at AAU the partnership through several interdependent activities will address the sustainability aspects, as described in the model below.



## 2. Benefits and added value for the partnership

JIBS, UGOT and departments of economics and management at AAU see the following motives for each respective engagement;

- It will give both parties a unique opportunity to learn and study business, economic and development processes in some of the world's most dynamic environments which match the departments of economics and management at AAU/JIBS/UGOT mission/focus on internationalization;
- It will give the departments of economics and management at AAU/JIBS/UGOT missions of entrepreneurship, renewal and internationalization an additional and unique content and profile compared with other business schools with similarly broad missions;
- Activities will be firmly rooted in the core areas of the partners' research and education, which provides opportunities for faculty to develop further excellence in these areas, while also enjoying the benefits of further resources;
- Students at various levels at JIBS/UGOT and the departments of economics and management at AAU will benefit from their teachers sharing their experiences and practical examples from an international context. PhD students will learn from each other through collaboration in joint courses and supervision activities;
- It will build competence among both aspiring junior faculty members at the departments of economics and management at AAU and JIBS/UGOT who want to develop their experience in doctoral education and more senior faculty who will support them to be part of advisory teams;
- It will initiate a genuine dialogue on international development and corporate social responsibility among students, faculty and other (outside) partners, such as companies and public authorities, based on first hand experiences. This dialogue can be the basis for new projects where social responsibility, sustainability and international developmental work become a critical issue. This will, among other things, create interesting project opportunities for students at various levels and programmes who are interested in projects with a strong international orientation;
- It will render both departments of economics and management at AAU, JIBS and UGOT valuable knowledge on how to carry out doctoral education that includes components of flexible distance learning modes. This has become increasingly important in a sector where the demand for PhD education is rapidly growing and technology development allows for the development of new pedagogical tools; and
- It will facilitate the development of new PhD programmes in the areas of economics and management with an international outlook. This will among other things, create interesting project opportunities for PhD students interested in a strong international orientation.

### **3. Plans and expected outcome**

The departments of economics and management at AAU/JIBS/UGOT plan that the suggested sub-programme dealing with the disciplines of economics and management will result in (a) up to 42 PhD students graduating from the AAU PhD program in management and economics, (b) up to 36 PhD students admitted into the PhD program in management and economics beside the 47 PhD students

already admitted in the previous collaboration (2011-2018), (c) one international conference in management and economics arranged annually, (d) 16 scientific articles publishable in international peer-reviewed journals produced by 8 AAU faculty in the post-doc program, (e) 4 faculty members each year from each discipline participate in the Career development Initiative and produce articles presented in international conferences, (f) ongoing policy briefs for relevant policymakers, (g) development of joint research projects and joint publications between departments of economics and management at AAU and JIBS/UGOT faculty and doctoral students. (Please see attached result matrix, Enclosure 2).

#### **4. Brief outline of planned activities**

##### **4.1 Training**

The collaboration in this proposal rests on a previous successful and ongoing collaboration since 2011 with department of economics and department of management at AAU. The continuation assumes that altogether 39 PhD candidates will enter the new program and, following their scheduled time plan graduate within the coming five-year period. Beside these 39 graduates the program expect another 13 PhD candidates admitted until 2018 will be graduating within the five-year period. A total of 52 PhD candidates will graduate within the coming five years (2018-2023). Approximately another 31 PhD candidates will be admitted into the programs during this period but are not likely to graduate before 2023.

The implementation of the programme can be divided into four activity areas: PhD courses, PhD supervision, Research dissemination and Career development support.

The PhD courses delivered by JIBS are planned to be 50% located at JIBS/UGOT in Sweden and at 50% located in Addis Ababa. When PhD students study in Sweden it gives them valuable access to databases and E-journals as well as access to supervisors. The program suggests up to five PhD courses every second year in economics and six courses annually in management based on a need assessment considering existing and future staff resources available in the respective departments at AAU. The delivery of courses suggests the use of co-teaching. One faculty from each department at AAU teach together with one JIBS/UGOT faculty. The role of the JIBS/UGOT teacher will step by step turn into a mentor and finally the AAU colleague will teach the course on his/her own. Due to the co-teaching model used and due to the continuous graduation of PhD candidates within the program AAU faculty will at the end of the program period teach 2-3 courses in management solely and AAU faculty will teach 1-2 courses in economics solely.

The PhD supervision assumes that a maximum of in total 31 PhD candidates (15 in management and 16 in economics) continually will be receiving supervision in the program. Only when PhD students under supervision graduate new PhD students will be accepted for supervision in the program. Each PhD students will be offered a supervision team, consisting of one main supervisor and two deputy supervisors, where one supervisor will be AAU faculty. The co-supervision includes, beside individual supervision, joint, bi-annual supervision seminars. The supervision seminars will promote more effective support towards PhD students and provide an opportunity for joint learning among supervisors.

To make it possible for AAU PhD students to have acceptable progress in their studies the program introduces a post-doc program that will enable PhD students, if they finish within four years, will be eligible for a one-year post-doc stipend. The stipend will be reduced gradually until the student reach the total time allowed to stay in the program given by AAU regulations (6 years). The graduate will be applying for the stipend to a committee of senior researchers from AAU, JIBS and UGOT and the quality of the PhD thesis will be one determent to be granted the stipend.

#### **4.2 The research environment**

The rapid expansion of the higher education systems in Ethiopia has led to a strong focus on education on behalf of research among faculty members at AAU. To further strengthen the AAU faculty's research capacity and their opportunity to climb the academic ladder it is evident that AAU faculty need to improve their research output.

- The Career Development Initiative (CDI) invites 10 AAU faculty annually, 5 from each management and economics, to compete for a stipend to spend two weeks at JIBS/UGOT in Sweden, mentored by senior research colleagues at JIBS/UGOT, to complete the write-up of a publishable paper for an international conference within their respective discipline/subject.
- The Post-doc program invites every second year 2 graduated PhD students from each discipline and AAU faculty to compete on a one-year stipend at JIBS/UGOT focusing on strategic research topics defined by AAU. In management some of such topics identified are;
  - Quality culture for sustainable development in development countries
  - The role of family business for economic and cultural transformation
  - The role of management and leadership quality for success of firms on transition (from SME to medium scale; from medium scale to large manufacturing)
  - Entrepreneurial/Managerial capacity manufacturing firms to exploit export and export substitution markets
  - Critical success factors for ERP (Enterprise Resource Planning) implementation in Ethiopia
  - The impact of human capital/quality culture on export performance and green development of manufacturing sector in Africa
  - Entrepreneurship development for improved export performance and global competitiveness

In the discipline of economics, the following areas are among some of the identified;

- Modelling for policy analysis in development countries
- Economic growth and transformation
- Industrial development
- Finance and development
- Productivity and innovation
- Institutions and economic development
- Environmental and resource economics and development

- Services and infra-structure development
  - Labour markets and economic development
- The Research dissemination includes one annual international conference in management and economics in Addis Ababa where JIBS and UGOT act as co-organisers as agreed in the MoU signed by AAU/UGOT/JIBS. The PhD students within the program as well as AAU faculty participating in the Career Development Initiative and the post-doc program will be targeting the conferences with their research output.
  - Research dissemination platforms within the regional network (EID) will be another channel for AAU research output, as evidenced in JIBS program report from 2016.
  - The Environment for Development (EFD) Discussion Paper Series will be one important platform to disseminate research output and policy briefs by AAU
  - AAU governmental/nongovernmental networks will be platforms for policy briefs for relevant policymakers in management and economics.

An enabling research environment is defined by a critical mass of researchers. The program of partnership between JIBS/UGOT and the departments of economics and management at AAU is addressing this condition.

The sub-programme layout and the various sub-programme components will add on to an enabling research environment giving opportunities for;

- Joint research projects between JIBS/UGOT and the departments of economics and management at AAU faculty members
- Joint research projects between JIBS/UGOT/departments of economics and management at AAU, faculty from Addis Ababa University, the EID regional network and other public universities in Ethiopia and in the region
- Joint research projects between theses supervisors and PhD students
- The departments of economics and management at AAU faculty attending JIBS/UGOT research seminars (as part of a co-teaching and co-supervising component);
  - On writing labs
  - On how to write research proposals
  - On how to write scientific articles
  - On how to write applications for external funding
  - On how to present your research to the surrounding society
- The departments of economics and management at AAU PhD students to attend international conferences

- The departments of economics and management at AAU and JIBS/UGOT staff to join forces in developing and strengthening relationships with international research networks

### **5.3 The available and required infrastructure**

The departments of management and economics are based in the College of Business and Economics at AAU. Although both departments have computer labs for PhD students, they lack the required infrastructure including offices, class room facilities, reading rooms, access to peer-reviewed journals, and books. The available infrastructure is not commensurate with the growing number of PhD students in both departments.

This infrastructure is needed to create an enabling environment. Adequate well-furnished smart rooms, video conference rooms, computer labs, and offices are justified and included in the budget.

JIBS is hosted within the Jönköping University campus in a relatively new building (1997) with good facilities for performing high quality education and research. DoE-UGOT is hosted at the School of Business, Economics and Law of the University of Gothenburg. Campuses in Jönköping and Gothenburg also include University libraries with excellent access to scientific literature and electronic journals. The libraries are world leading in entrepreneurship, innovation, industry renewal (incl. private sector development) and economic sciences. JIBS and UGOT will be able to offer visiting colleagues from Departments of Economics and Management at AAU an office space and workstation, as well as access to the facilities and research infrastructure available. JIBS and UGOT have built up experience in hosting sandwich PhD students and visiting scholars from our existing collaborations with more than a dozen of our collaborating institutions.

#### **5.3.1 Handling of equipment**

The expensive equipment at AAU will be insured as per the existing Addis Ababa University guidelines. The existing pre-qualified service providers will be contracted to service the equipment in line with the budget allocations at AAU.

#### **5.3.2 Handling within AAU regulations**

The Addis Ababa University policy is that all equipment acquired on a research project belongs to the University and as such the available equipment will be managed according to the stated AAU guidelines.

### **5.4 Academic networks available**

JIBS is member of leading international associations such as AACSB, EIASM, EFMD (EQUIS accredited), PRIME, AoM and others. JIBS have active collaborations with universities such as Babson College, Indiana University, George Mason University, University of Toronto, University of Illinois at Urbana-

Champaign, University of Alberta, University of St Gallen, Norwegian School of Management, Lund University, KTH Royal Institute of Technology, Bocconi University, University of Dar Es Salaam, Makerere University, University of Rwanda, University Eduardo Mondlane and ESADE. JIBS also have a wide range of partnership agreements, e.g. within the Linneaus-Palme exchange program, with universities in emerging economies and developing countries (incl. Tanzania, South Africa, Ethiopia, Ecuador, Malaysia, China, Indonesia and Thailand). JIBS collaboration with these and other partners include student and faculty exchange, research collaboration, collaboration in doctoral education and in executive education.

**The Department of Economics at UGOT**, is extremely well integrated in the international economics scene. The department has about 125 visitors per year from collaborating researchers and seminar speakers. The research groups at the department are very actively networking. The Development Economics Unit has a very strong network all over Africa with about 20 graduates from its PhD specializations (three became heads of Central Banks!) and long-term involvement with AERC, AfDB and many domestic organizations. The Environmental Economics Unit has a very strong international network in Europe (Prof Sterner was the President of the European Association of Environmental and Resource Economists e.g. Toulouse School of Economics, and Paris School of Economics in France, Norwegian University of Life Sciences, Stockholm Resilient Center, the Beijer Institute at the Royal Academy of Science, University of Oslo, Lund University) the US (particularly with Resources for the Future, Environmental Defense Fund, UC Berkeley, New York University, Duke, Stanford, University of North Carolina). In the developing world, we coordinate the Environment for Development initiative with centers in Ethiopia, Kenya, Tanzania, South Africa, Central America, Chile, China, India, Vietnam Colombia, Sweden and USA. There is also a network of alumni from the many participants (>300) in specialization courses. The Behavioral economics group also has a very strong network of the very best behavioral economists in Europe and the US, e.g. University of Munich, Germany, University of Göttingen, Germany, University of Siena, Italy, VU University Amsterdam, The Netherlands.

Departments of economics and management at AAU have several collaborations with local and international organisations. For instance, the Department of Economics of AAU has already collaborations with the African Economic Research Consortium, Carleton University of Canada, Ethiopian Development Research Institute, Ministry of Finance and Economic Development. The department of management has a collaboration with University of Applied Sciences, Mainz, Germany.

JIBS and AAU entered a partnership with University of Rwanda, Makerere University and University of Dar Es Salaam on May 8<sup>th</sup>, 2015 within the areas of management and economics. The partnership entails collaboration in PhD education, research, research dissemination and private sector development under the umbrella of Entrepreneurship and Innovation for Development (EID) (see enclosure 6).

### **5.5 Staff Mobility issues and university retention policy**

The programme assumes the willingness among staff to travel and live for some time away from home. To ensure flexibility in the planning process addressing personal requests, will enable more qualified

academic staff to participate in the programme delivery. At the same time this flexibility must not risk the continuation and delivery of activities in the programme.

All JIBS/departments of economics and management at AAU staff is fully insured when on duties abroad. Accepting an assignment abroad always includes professional preparation and follow up for the individual JIBS/UGOT/departments of economics and management at AAU staff member.

## **5. The planned contribution and responsibility of each of the partners/participants/positions**

Staff from JIBS/UGOT will facilitate in the taught courses of the programs and will jointly supervise research with counterparts from the departments of economics and management at AAU and from other public universities in Ethiopia. JIBS/UGOT and the departments of economics and management at AAU will provide E-resources access to the research teams and will also form part of the panel for critical reviewing of the students' research works. JIBS has at present 141 staff, among which there are 34 full professors, 11 associate professors, 18 assistant professors, 7 research fellows and 71 PhD candidates. The School of Business, Economics and Law of the University of Gothenburg on the other hand has about 440 employees, including 40 full professors, 56 associate professors and 14 international guest professors. JIBS/UGOT have a strong and long tradition of PhD education. Many faculty members are deeply committed to this activity and want more opportunities to work in doctoral education, teach doctoral courses and tutor doctoral students.

The department of management has a total of 7 assistant professors of which three are expatriates (Indians) and the department of economics has 7 associate professors and 7 assistant professors.

## **6. Management**

### **6.1 Administrative resources available**

JIBS/UGOT and the departments of economics and management at AAU will integrate the project in their normal routines for project financial reporting including routines for auditing and internal control. AAU/JIBS/UGOT will set joint committees within each discipline to coordinate and manage the collaboration effectively. Committees will meet regularly in Sweden and Ethiopia to enable efficient and effective program implementation.

### **6.2 Potential internal and external risks and action for mitigation of risks**

Exposing staff to international networks and establishing personal relationships with fellow researchers is an essential element of the partnership between JIBS/UGOT and departments of economics and management at AAU. If individual researchers become successful because of their participation in the sub-programme they will potentially become attractive on the job market. It is of importance that the career opportunities within departments of economics and management at AAU are strengthened and made attractive to minimize the risk of PhD candidates leaving the programme.

- 1. Problem;** The completion rate for PhD students may be low as they could be partly involved in the teaching at the departments of economics and management at AAU or with activities outside of AAU.

*Mitigation; strictly schedule their study period, creating research supports to expedite their studies, availing offices and study room. Providing incentives such as the SCI program (see above), the Post-doc program, research grants, joint research opportunities and conference participation opportunity based on their performance on their advisory assignments.* Responsible for action; Joint decision by team leaders at UGOT/JIBS/AAU and supervisors.

2. *Problem; Failure of the supervisors to accord sufficient supervisory time to the PhD students because of the high teaching loads. Mitigation; Establish PhD advisory committee for each PhD student.* Responsible for action; Chairmen of departments at AAU
3. *Problem; Limited e-resources for reference. Mitigation; Departments of Economics and Management at AAU will strive to tap into the e-resources at their partner institutions to broaden the data sources.* Responsible for action; team leader at JIBS
4. *Problem; Some PhD students may look for better offers after the training instead of coming back to offer services to the University. Mitigation; provide some incentives including research projects linked with their respective host institutions (e.g. postdoctoral research grant).* Responsible for action; Joint decision by team leaders at JIBS/UGOT/AAU

The process to be used for following up would be at biannual meetings to evaluate program progress, including faced problems and actions taken to mitigate these problems. The biannual meetings give all programs the opportunity to share experiences.

## **7. The operational issues of the research training programme**

### **7.1 Which University gives the degree? Double/Joint**

AAU will offer the PhD degrees delivered in Ethiopia and names of supervisors from other institutions of higher learning will appear on the theses.

### **7.2 Governance**

The programme will have a clear line management structure. The Dean of JIBS together with a team leader at JIBS manages the activities in Sweden and Ethiopia. The head of department of economics at UGOT together with a team leader at UGOT manages the activities in Sweden and Ethiopia. In economics AAU/UGOT and JIBS will have joint planning and coordination meetings in the management committees set up by AAU. Activities in Ethiopia are managed by the chair of the departments of economics and management at AAU, assisted by program coordinators. For certain components in the sub-programme, the responsibility for teaching coordination at the departments of economics and management at AAU is delegated to the graduate programme coordinators, to ensure smooth and easy handling of the daily running of the sub-programme activities. At the departments of economics and management at AAU, the local PhD programmes will be managed following the guidelines for managing graduate programmes as outlined by Addis Ababa University. During students' *Viva Voce* at AAU higher

Degrees committee two professors will represent JIBS/UGOT from the departments of economics and management.

#### 7.2.1 Procedure for selecting and recruitment of PhD students

Recruiting the most qualified candidates is essential for a successful PhD training program. The department of management and economics are following the rules and regulations of Addis Ababa University as they are described in the program document adopted by the University senate. In the PhD program in management JIBS/UGOT faculty are involved in the admission process (formulating entrance test questions and participating in interviews of potential candidates).

### **7.3. Quality assurance**

Quality assurance in PhD education starts with the admission of students. Applicants to the programmes will be assessed and selected based on previous academic merits, experience, judged suitability, areas of research interest and the expected capability to successfully complete studies within the intended time.

The departments of economics and management at AAU follows the Addis Ababa University system of admission for PhD enrollment.

To assure quality the departments of economics and management at AAU affiliation with JIBS/UGOT will support the departments of economics and management at AAU in improving staff skills thereby enabling departments to become attractive for international students on PhD level.

The departments of economics and management at AAU sees the need for international accreditation of their programmes. JIBS/UGOT will advise AAU on the process for accreditation system EDAF (EFMD Programme Accreditation System) operated by EFMD (European Foundation for Management Development). The intention is that the accreditation process will be initiated at the start of the new programme period with the purpose of promoting and enhancing excellence in management development in Ethiopia and the region through accreditation of business school programmes. Especially the opportunity to introduce Addis Ababa University to the EDAF component, that is designed to support new and upcoming business schools in emerging economies. As JIBS/UGOT already is EQUIS accredited by EFMD the EFMD network is available for all JIBS/UGOT partners. EFMD has also taken an increased interest in Africa and JIBS has been asked to take the lead role in EFMD expansion in Africa, including to bring EFMD partner institutions into the networks established in Africa. See more at <http://www.efmdglobal.org/edaf>

### **7.4. Time perspective and sustainability plans for the programme**

The programme will run for five years, with a possibility of an extension if both the departments of economics and management at AAU, UGOT and JIBS mutually identify the need for continuation and funds are made available. The sustainability of the programme is conditioned by the implementation of all suggested and interconnected components in the programme, the matching of their implementation

over time, the management of the risks identified and that funds are made available according to the budget.

### **7.5. Short and long term financial strategy**

JIBS, UGOT and the departments of economics and management at AAU intend to create a long-term and long-lasting relationship based on mutual needs and benefits. The possible content of a long-term partnership (10-15 years ahead) is at present not meaningful to speculate about. However, a successful implementation of the suggested five-year programme will increase the possibilities and arguments for further funding, both from internal and external funding resources. Based on a mutual needs and benefits analysis the departments of economics and management at AAU, UGOT and JIBS will make joint efforts to secure future funds.

### **7.6 Monitoring and evaluation**

The identified outcome indicators (see Enclosure 2) will form the basis for the monitoring process during the programme. The programme will continuously evaluate the relevance of suggested indicators and possibly amend new indicators during the programme period.

As described in Enclosure 2, the departments of economics and management at AAU and JIBS/UGOT have a divided responsibility to collect data of the different outcome indicators. This data will be presented in annual reports for the suggested annual programme process evaluation meetings and annually and timely forwarded to Addis Ababa University for the overall annual Addis Ababa University reporting to Sida. The data and the reports will become important tools in the management of the programme as well as on reporting of results.

## 8. Activity and budget plan of the project: 2018-2023

<b>Date:</b>					
<b>Name of Project:</b>	<b>Economics and Management</b>				
<b>Reporting Period:</b>					
<b>Collaborating Institutions in Sweden:</b>	<b>JIBS and UGOT</b>				
	<b>Budget 2018/19</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>
<b>PhD Sandwich training in Swe (Maximum 250,000 SEK)</b>	<b>Maximum cost. Includes OH, social fees, audit Etc.</b>				
Two month's salary (175kSEK/year/student)					
Supervisor annual visits to Eth (25kSEK/year/student)					
Costs per student while in SWE (50kSEK/year)/student					
<b>Sub total</b>	<b>0</b>				
<b>Phd Sandwich Allowances in Sweden</b>					
Maximum 6 months / year (16kSEK/month/student)					
<b>Sub total</b>	<b>0</b>				
<b>Local PhD training/Curriculum Development</b>	<b>Subject to full cost compensation, OH, social costs Etc.</b>				
Salaries (as per Swedish regulation)	8,868,108	8,570,108	5,747,108	4,108,108	3,512,108
Co-supervision of PhD-student					
Allowance (as per Swedish regulation)	85,100	85,100	85,100	68,080	54,464
Travel cost ticket/transport	272,000	256,000	232,000	144,000	112,000

<b>Date:</b>					
<b>Name of Project:</b>	<b>Economics and Management</b>				
<b>Reporting Period:</b>					
<b>Collaborating Institutions in Sweden:</b>	<b>JIBS and UGOT</b>				
Accommodation	324,015	315,015	121,515	90,015	54,015
Research consumables					
<b>Sub-total</b>	<b>9,549,223</b>	<b>9,226,223</b>	<b>6,185,723</b>	<b>4,410,203</b>	<b>3,732,587</b>
<b>Local training/ Workshops</b>					
Salaries (as per Swedish regulation)					
Allowance (as per Swedish regulation)					
Travel cost ticket/transport					
Accommodations					
Research consumables					
<b>Sub-total</b>	<b>0</b>				
<b>Other costs Sweden (must be specified)</b>					
PhD student taking PhD courses in Sweden, allowances and accommodations	690,000	690,000	0	0	0
PhD student supervision in Sweden, allowances and accommodations	1,500,000	1,400,000	1,150,000	600,000	400,000
AAU supervisors to Sweden for joint supervision, allowances and accommodations	330,000	330,000	330,000	220,000	220,000
International conference	0	330,000	0	330,000	0
Post doc positions in economics and management, including travel, allowances and accommodations	1,048,000	0	1,048,000	0	0
EFMD accreditation process	150,000	150,000	150,000	150,000	150,000
<b>Sub-total</b>	<b>3,718,000</b>	<b>2,900,000</b>	<b>2,678,000</b>	<b>1,300,000</b>	<b>770,000</b>

<b>Date:</b>					
<b>Name of Project:</b>	<b>Economics and Management</b>				
<b>Reporting Period:</b>					
<b>Collaborating Institutions in Sweden:</b>	<b>JIBS and UGOT</b>				
<b>Master Courses</b>					
Teaching of master's courses					
Supervision of MSc-theses					
Master's theses projects					
Travel cost ticket/transport					
Accommodations					
Allowances (as per Swedish regulations)					
<b>Sub-total</b>	<b>0</b>				
<b>Audit Swedish University (annual)</b>					
	<b>Audit of yellow fields</b>				
Audit (annual)	50,000	50,000	50,000	50,000	50,000
<b>Sub-total</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Trips for Sandwich Students</b>					
	<b>Reimbursable Cost</b>				
Student round-trip to Sweden	608,000	592,000	432,000	256,000	192,000
<b>Sub total</b>	<b>608,000</b>	<b>592,000</b>	<b>432,000</b>	<b>256,000</b>	<b>192,000</b>
<b>Ethiopian Professors visit to Sweden</b>					
	<b>Reimbursable Cost</b>				
Air tickets	352,000	336,000	328,000	224,000	192,000
Accommodations					
Per diem					
Tuition fees					
<b>Sub total</b>	<b>352,000</b>	<b>336,000</b>	<b>328,000</b>	<b>224,000</b>	<b>192,000</b>

<b>Date:</b>					
<b>Name of Project:</b>	<b>Economics and Management</b>				
<b>Reporting Period:</b>					
<b>Collaborating Institutions in Sweden:</b>	<b>JIBS and UGOT</b>				
<b>Supervision capacity building training at AAU</b>	<b>Reimbersable Cost</b>				
<b>Air tickets</b>					
<b>Accommodations</b>					
<b>Per diem</b>					
<b>Tuition fees</b>					
<b>Sub total</b>	<b>0</b>				
<b>Audit AAU (annual)</b>	<b>Audit of green fields</b>				
<b>Audit (annual)</b>					
<b>Sub-total</b>	<b>0</b>				
<b>Other costs Ethiopia (Must be specified)</b>	<b>Must be specified</b>				
AAU faculty for Career Development Initiative, allowances and accommodation	110,000	110,000	110,000	110,000	110,000
International conference	0	100,000		100,000	
Data collection costs for regular research seminar series	500,000	500,000	500,000	500,000	500,000
EFMD accreditation process	50,000	50,000	50,000	50,000	50,000
Office material and software	289,000	0	0	0	0
<b>Sub Total</b>	<b>949,000</b>	<b>760,000</b>	<b>660,000</b>	<b>760,000</b>	<b>660,000</b>
<b>Total costs (Excluding AAU OH)</b>	<b>1,909,000</b>	<b>1,688,000</b>	<b>1,420,000</b>	<b>1,240,000</b>	<b>1,044,000</b>
<b>Total cost Sweden Sandwich</b>	<b>0</b>				

<b>Date:</b>					
<b>Name of Project:</b>	<b>Economics and Management</b>				
<b>Reporting Period:</b>					
<b>Collaborating Institutions in Sweden:</b>	<b>JIBS and UGOT</b>				
Includes OH, social fees, etc.					
<b>Total Cost Swedish University</b>	<b>13,317,223</b>	<b>12,176,223</b>	<b>8,913,723</b>	<b>5,760,203</b>	<b>4,552,587</b>
Subject to full cost compensation, OH, social costs etc.					
<b>Total cost AAU</b>	<b>1,909,000</b>	<b>1,688,000</b>	<b>1,420,000</b>	<b>1,240,000</b>	<b>1,044,000</b>
OH 12%	229,080	202,560	170,400	148,800	125,280
<b>Total, exclusive of AAU OH</b>	<b>15,226,223</b>	<b>13,864,223</b>	<b>10,333,723</b>	<b>7,000,203</b>	<b>5,596,587</b>
<b>Total, inclusive of AAU OH</b>	<b>15,455,303</b>	<b>14,066,783</b>	<b>10,504,123</b>	<b>7,149,003</b>	<b>5,721,867</b>
<b>Five year total</b>					<b>52,897,079</b>

## **9. References**

- 1.** Federal Ministry of Finance and Economic development 2010. Ethiopia's Growth and Transformation Plan I 2010/11-2014/15
- 2.** Federal Ministry of Education, March 2010. Education Sector Development Plan (ESDP I-IV 2010-2015)
- 3.** FDRE (Federal Democratic Republic of Ethiopia). (2009). Higher Education Proclamation, No.650/2009
- 4.** United Nations, August 2015. Transforming our world: the 2030 agenda for sustainable development

<b>ISSUE TO BE ADDRESSED AND AGREED UPON</b>	<b>Yes</b>	<b>No</b>	<b>Comments, Status and follow-up plans (deadline dates for when issue is agreed upon)</b>
Are all key members of the partnership aware of/conversant with the IPR regulations of	<input type="checkbox"/>		Ethiopian IPR Regulations are known
Are all key members of the partnership aware of/conversant with IPR related policies of the target University?	<input type="checkbox"/>		Addis Ababa University is having its own IPR regulations. JIBS is aware of IPR's of Addis Ababa University. Addis Ababa University is having a research policy. JIBS/UGOT is aware of it
Are all key members of the partnership aware of/conversant with IPR regulations of	<input type="checkbox"/>		Sweden IPR Regulations are known
Are all key members of the partnership aware of/conversant with IPR related policies of	<input type="checkbox"/>		JIBS/UGOT deals mainly with "Copy Rights"
Has the question of ensuring the protection of research findings and results obtained as part of the partnership been	<input type="checkbox"/>		Discussed the procedures that are in place in Ethiopia and also within JIBS/UGOT
Has the question of coverage of costs related to IPR activities during the lifetime of the program and after the end of the program	<input type="checkbox"/>		It was discussed and found that except Copy rights, no other costs are involved in with reference to IPR.
Have the questions of "background ownership" (i.e. IPR ownership prior to the current partnership) been discussed by the partnership?	<input type="checkbox"/>		Discussed the background ownership issues and found that this issue is not relevant under the current context.
Have the questions of "foreground ownership" (i.e. IPR ownership as a direct consequence of the current partnership) been discussed by the partnership?	<input type="checkbox"/>		The copyrights of the PhD theses and publications turned out in JIBS/UGOT belong to respective Swedish institution and while those generated in Addis Ababa University belongs to Addis Ababa
Has a decision been made on the policy of Dissemination of research findings and results that come out of the partnership?	<input type="checkbox"/>		JIBS/UGOT and Addis Ababa University will undertake the dissemination of research findings and results with reference to their own works developed.
Has a decision been made by the partnership on the exploitation of results (products or services)?	<input type="checkbox"/>		JIBS/UGOT and Addis Ababa University will deal with their own scope of exploiting their results separately concerning their own works developed.
Is there legal assistance in the Target Country to assist the partnership in IPR issues	<input type="checkbox"/>		Addis Ababa University has a legal officer.

Is there legal assistance available at the Swedish partner university to assist the partnership in IPR issues (including	<input type="checkbox"/>		The JIBS/ JU and UGOT has a legal advisor
Is there a plan to develop capacity for IPR issues within the partnership?	<input type="checkbox"/>		No plan is in place as the existing mechanism is sufficient to ensure protection
Other IPR and patent issues not addressed	<input type="checkbox"/>		None

