



# DAAD EVALUATION

August 2021

## Carlo-Schmid-Program (CSP)

### Executive Summary

#### Introduction

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The Carlo-Schmid-Program (CSP), founded in 2001, aims at facilitating the career entry of qualified students and graduates in international organizations. The program provides its scholarship holders with the opportunity to gain first work experience in international organizations through internships and to familiarize themselves with the problems and work processes in multilateral cooperation. Both interns who have obtained a full-time internship on their own initiative (program line A) and interns who have applied for an advertised internship offer (program line B) are supported financially and through accompanying measures.

A total of 1003 scholarship holders were supported by the Carlo-Schmid-Program between 2010 and 2019. The number of grantees was approximately 100 per year. 96.4% of the grantees from the funding phase 2010 to 2019 had a first university degree. Most of the scholarship holders studied programs in political science, economics, and law. Most often, interns completed internships in the UN system, followed by internships at the Organization for Economic Cooperation and Development (OECD), the European Bank for Reconstruction and Development (EBRD) and the North Atlantic Treaty Organization (NATO). Geographically, over half of the internships were completed in Europe, followed by North America.

In August 2019, Mainlevel Consulting AG was commissioned to conduct the evaluation of the Carlo-Schmid-Program for the period 2010 to 2019. The objective of the evaluation was to assess the Carlo-Schmid-Program's relevance (Is the increase of German staff in international organizations still desired or necessary?), sustainability (Does the program demonstrably improve the career opportunities of young academics?) and efficiency (Do core elements and processes, such as the selection of interns, internship durations, etc., contribute to the optimal achievement of the objectives?) according to internationally recognized evaluation criteria. In addition, recommendations for further program design and development as well as for the further development of the monitoring system should be made.

For the evaluation of the Carlo-Schmid-Program extensive data was used. A total of 70 "arrival reports", 89 "completion reports", 274 "supervisor completion questionnaires", the "start, completion and follow-up surveys" from 1999-2019 as well as statistics on Carlo-Schmid-Program applicants and interns from 2010 onwards were evaluated. Additionally, 35 interviews and 10 focus group discussions with a total of 74 individuals were held and a separate online survey with 352 completed questionnaires was conducted. The data was triangulated to obtain a picture of the Carlo-Schmid-Program as holistic as possible. In addition, a theory-driven approach

(Theory of Planned Behaviour) was chosen to allow for scientific testing of selected evaluation questions and individual impact hypotheses. Even though the data are not based on a survey of all relevant groups, it can be assumed to be of high quality, reliability and validity due to the scope of the data as well as the completed methodological triangulation.

## Results on Relevance

The report of the German government on Germany's personnel presence in international organizations states a decreasing interest of German citizens to work in international organizations on a long-term basis. Thus, the promotion of internships in this field continues to be of great importance. Therefore, the cooperation partners of the Carlo-Schmid-Program strive to offer high-quality internships every year and to select suitable interns. The high quality of the internships and the equally high benefit for the participating organizations additionally speak for the relevance of the program. This is also determined by the focus of the positions offered. Opening the program to non-governmental organizations was a first step in this direction. However, trending topics have not yet been systematically taken into account.

Between 2010 and 2019, the demand for the Carlo-Schmid-Program increased, which underlines the program's relevance. The internships were also decidedly rated as providing orientation. Furthermore, the expectations of interns regarding the internship were fulfilled, even if in some cases underchallenges for professional skills were noted and the great competitive pressure in international organizations was criticized. Supervisors rated the quality of the Carlo-Schmid-Program interns as very high. This recognition was perceived by interns as motivating. Regarding the program's relevance the analysed qualitative and quantitative data sources showed a high interest of interns to continue working in an international organization.

## Results on efficiency

Core elements and processes of the Carlo-Schmid-Program, which the evaluating team considered within the framework of the efficiency criterion, were largely assessed as positive. The composition and division of tasks between the DAAD, the German Academic Scholarship Foundation, and the Stiftung Mercator (Mercator Foundation) seem to particularly enhance the program's efficiency. The evaluation showed that the cooperation between the partners is characterized by trust, respect and complementary expertise. The selection process was also perceived by all those involved in the Carlo-Schmid-Program as overall very professional, even if in a few cases it could be made even more transparent and efficient. Both interns and the applying units of the international organizations would like to see e.g. a little more feedback on their performance and a user-friendly application portal. The Carlo-Schmid-Program has very mature and institutionalized monitoring measures that could be further sharpened in some places to promote continuous learning. In addition, the adequacy of the program's financial provisions was examined. Here, some regional differences emerged. While grantees in Asia, the Pacific, and North America were satisfied with the financial support, it was rated less positively in the Middle East, North Africa, and countries in sub-Saharan Africa.

## Results on goal achievement, impact and effectiveness

The central questions of the evaluation dealt with the achievement of program goals and the impact of the Carlo-Schmid-Program. The team of evaluators examined the extent to which the impacts and impact hypotheses presented in the result framework could be confirmed and whether adjustments in the formulation of objectives would be useful. At the output level, evidence was found that interns consider the practical experience to be relevant to their careers. It was found that the interns' understanding of a career not only encompassed career advancement, but that interns perceived the experience abroad itself, getting to know new people and situations, and learning new ways of working as

relevant for their later career path. For the interns, the practical experience provided orientation for their future career and personal development. At the same time, they were able to acquire new competencies, which, however, varied depending on the internship. Interviews and discussions showed that rather interdisciplinary competencies were built up and that a few scholarship holders felt partly underchallenged. The study of the achievement of short and medium-term effects at the outcome level showed that the Carlo-Schmid-Program is a suitable instrument for gaining far-reaching insights into the work of international organizations and for familiarizing oneself with related problems and working methods. Scholarship holders stated that they clearly feel further qualified to work in international organizations. At the same time, the evaluation showed that the program led to an increase in motivation and interest in working in the international field in the longer term. Thus, it contributes to the fulfilment of an important basic requirement for alumni\*ae to pursue a career path in international organizations. The Carlo-Schmid-Program ultimately also enabled the expansion of interns' professional network, especially through contact with former international colleagues. At the impact level, the evaluation showed that the Carlo-Schmid-Program contributed significantly to improving the interns' career opportunities for employment in international organizations. More than 75.0% of interns rated the improvement of their professional career opportunities through the Carlo-Schmid-Program as very valuable in the online survey. In addition, almost half of the scholarship holders surveyed stated that the Carlo-Schmid-Program scholarship made it very easy for them to start their careers. More than half of all scholarship holders received a follow-up offer of employment. In most cases, the interns were offered a consulting contract for a period of 3-12 months. Interns in the OECD and Bretton Woods organizations – the International Monetary Fund and the World Bank – were most frequently offered follow-up employment.

## Results on sustainability

In analysing the sustainability of the program, the focus was placed on the durability of effects. In addition, the career paths of the scholarship holders were examined. The online survey showed that alumni use the qualifications acquired during the internship in their later professional lives. The increased perceived self-efficacy of interns, the continuous application of newly learned skills, and the positive effects at the output and outcome levels (see effectiveness) can be taken as further evidence that the skills imparted and the positive effects persist even after the end of the internship. The evaluation of the career paths showed that a large part of the alumni\*ae are now working in the international field, especially in international organizations. The path to a permanent position in an international organization usually leads through consulting positions. Almost all scholarship holders were able to expand their professional network through their internship. The online survey showed that the current field of activity of former interns in program line B had an international connection more often than in program line A. The discontinuation of support from the Stiftung Mercator represents a potential risk. This gap should be filled by an equivalent partner. A purely financial contribution (coverage of the flat rate for interns' events, the so-called "Praxispauschale" and the costs of the summer seminar) is not sufficient.

## Results on cross-sectional topics

On average, 65.3% of scholarship holders were female. The evaluation showed that the proportion of female applicants equals the proportion of women among selected Carlo-Schmid-Program scholarship holders. In terms of migration background, scholarship holders were hardly diverse. Compared to other funding programs, there were also fewer first-time graduates among the grantees. The childcare allowance was used only once between 2010 and 2019, and the supplement married scholarship holders was not used.

## Recommendations

Through the analysis and interpretation of these results, the evaluating team arrived at the following recommendations:

### GENERAL

- Greater use of interns as ambassadors and lobbyists in international organizations: According to the evaluators, interns could act even more as ambassadors and lobbyists of the Carlo-Schmid-Program. Since the Carlo-Schmid-Program is often only known in some areas/departments of an international organization, interns can help to improve the reputation and awareness of the Carlo-Schmid-Program in international organizations.
- Stronger consideration of trending topics in international cooperation (e.g. digitalisation and sustainability): Even though the DAAD is already working on taking trending topics (e.g. digitization, sustainability, intrapreneurship, etc.) more into account in the call for proposals and seminars, a stronger anchoring of trending topics could make it possible to respond even better to current geopolitical developments and thus increase the chances for interns to obtain long-term employment in international organizations.

### DIVERSITY

- Identification of further communication channels to address a more heterogeneous group of applicants: The evaluators recommend identifying further communication channels to address heterogeneous applicant groups and thus to communicate the openness of the program more credibly to the outside world.
- Developing an inclusion strategy: In addition to identifying communication channels appropriate to the target group, it is also recommended that an inclusion strategy be developed to take sufficient account of the importance of diversity. The term “inclusion” should be interpreted broadly to include, for example, applicants with children.

### GENERAL CONDITIONS OF THE PROGRAM

- More sensitive consideration of program line C: In the eyes of the evaluators, there is a need for more sensitive consideration of program line C, because in the surveys even scholarship holders from program lines A and B stated that they felt that the partly different treatment of scholarship holders from program line C was unfair. Participation in seminars is already possible for scholarship holders from program line C and changing the program line’s name to EPOS-CSP<sup>1</sup> could additionally promote a more differentiated perception.

### ALUMNI\*AE WORK

- Improvement of the website of the alumni\*ae association: Suggestions for improvement refer, for example, to easily identifiable contact persons, information on job offers (preferably in international organizations) and other career-promoting information in order to further facilitate the entry of alumni\*ae into international organizations.
- Utilization of cooperation potentials between alumni\*ae work in the JPO and CSP programs: A recommendation addressed to the alumni\*ae network in this context is to push for stronger cooperation between alumni\*ae work in the Junior Professional Officer (JPO) program and Carlo-Schmid-Program (CSP). This can lead to a self-reinforcing process, if a larger number of network members increases the benefit of each individual member and thus the attractiveness of membership increases or is maintained.

<sup>1</sup> EPOS refers to the DAAD scholarship program “Development-Related Postgraduate Courses (EPOS)” and the Carlo-Schmid-Program’s (CSP) line C exclusively addresses EPOS alumni\*ae.

### SELECTION PROCESS

- Personal feedback also to rejected applicants: For reputational reasons, the evaluators recommend providing personal assessment/feedback to rejected applicants after the assessment as well, since rejected candidates may not recommend the program to others if the selection decision is not comprehensible and perceived as unfair.
- Reducing the number of documents to be submitted: Already a reduction in the number of documents to be submitted could have a major effect on the attractiveness for potential applicants. For example, it could be sufficient if the required documents do not have to be submitted in two languages, but only in English.
- Focus on organizations with a high take-over rate: If the primary goal is still to increase the presence of German citizens in international organizations, internships with a high take-over rate of interns should be selected (e.g. OECD and the Bretton Woods organizations).

### ACCOMPANYING MEASURES

- Retention of the summer seminar and the flat rate for interns' events despite the discontinuation of Stiftung Mercator's support: The summer seminar and the flat rate for interns' events, the so-called "Praxispauschale", should be retained despite the discontinuation of support from the Stiftung Mercator, as the scholarship holders were and are extremely satisfied with the content and the benefits of the summer seminar and the flat rate for interns' events.

### VIRTUAL EVENTS

- Use of attractive formats for virtual events: The evaluators recommend making virtual events more attractive and, in some cases, even pushing them in order to save costs. Since the beginning of the Corona pandemic at the latest, there has been a high level of acceptance of virtual event formats in the working world, e.g. in the selection process, interviews, focus group discussions, alumni\*ae network meetings, or the involvement of scholarship holders in the field and at events, welcome meetings, and seminars.

### ADMINISTRATION AND BUDGET

#### RESTRICTIONS

- Covering travel costs in Germany: The evaluators recommend covering travel costs to the selection interviews in Germany. By covering the costs, a higher appreciation of the candidates could be expressed, which could have a positive effect on the motivation and commitment of applicants.
- Identification of new donors and potential savings: In addition, possibilities should be explored to cover and reduce costs that were previously borne by the Stiftung Mercator.

## SUPERVISORS

- Raise awareness of supervisors to the importance of communication with scholarship holders: Supervisors should be sensitized to the fact that the way they communicate with interns has a significant impact on their motivation and performance.
- Greater appreciation of the work of supervisors\*: A higher buy-in of supervisors could be achieved through a stronger appreciation by the DAAD. This could be accomplished, for example, through written recognition for the work performed. In addition, scholarship holders could, for example, write a thank-you e-mail to their supervisor\* at the end of the internship. If necessary, the scholarship holders could also be encouraged to voluntarily send an e-mail/letter to the supervisors, which could also be published in the DAAD.

## IMPRINT

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