



#AvHWhatsNext?

RESILIENT SCIENCE FOR A CHANGING WORLD

Strategy of the Alexander von
Humboldt Foundation 2024-28

For 70 years, the Alexander von Humboldt Foundation has been promoting outstanding international researchers who come to Germany on the strength of a Humboldt Research Fellowship or Research Award. In tandem with researchers at German universities and research institutions they conduct a research project they have chosen themselves. The Foundation sponsors people, not projects, across both countries and disciplines. Its selection committees make their decisions solely based on academic quality and the applicants' recognisable potential. In this mission, the Humboldt Foundation is unique on the international funding landscape. The Humboldt Network, which is nourished by promoting individuals, now embraces more than 30,000 individuals worldwide. Since 2016, the Humboldt Foundation has been setting a vigorous example for academic freedom: the Philipp Schwartz Initiative enables German universities and research institutions to host foreign researchers who are at risk so that they can continue their academic work unhindered. The Humboldt Foundation's activities are mainly financed by public funders, especially the Federal Foreign Office (AA) as the institutional funder as well as the Federal Ministry of Education and Research (BMBF), the Federal Ministry for Economic Cooperation and Development (BMZ) and the European Union (EU).

ACKNOWLEDGEMENTS

Developing this strategy has been a collaborative effort, drawing on wide ranging expertise from within the Foundation, our partner organisations and our funding partners within the German government. I am grateful to all those who have shared their insights, provided valuable feedback and contributed with their experience. Their tireless commitment has helped shape this strategy, will contribute to its success and therefore the future of the Alexander von Humboldt Foundation.

Bonn/Berlin, August 2024
Robert Schlögl, President

DEAR FRIENDS OF ALEXANDER VON HUMBOLDT FOUNDATION,

The Alexander von Humboldt Foundation connects outstanding scientists and scholars from all over the world with outstanding researchers in Germany.

While connecting people, our mission has always been to communicate the liberal values that are fundamental to all academic research in Germany. And we have always used our many individual and trusting contacts, which we have been building over the past 70 years, to allow for ongoing conversations between governments and states, especially when diplomatic efforts threaten to falter. The success of our researchers gives testimony to the success of non-partisan science. We defend academic freedom indirectly through our individual researchers and directly through our programme for researchers at risk, which unfortunately is proving ever more important. It is only thanks to our independence that we can be effective in this political space.

As an arm's length organisation with a network of 30,000 Fellows and Alumni worldwide, we are in a unique position to provide decision makers in politics and society with data and facts that allow them to counter fake news and misinformation before these become real threats to societies. Our network provides a unique source of information on the most pressing issues of our time. Most importantly, we are taking this knowledge out into the world, returning to Germany with knowledge from the world. In this sense, science diplomacy for us only works as a two-way communication.

At the Humboldt Foundation, the promotion of research of the highest order has always been at the heart of what we do. This constant – and our reliability over time – constitutes our value to our country. For us, curiosity-driven science and its success is a cultural achievement.

And it is on this basis that we present our vision for an open science diplomacy to which we contribute by making available the treasure trove of our network. We are committed to ensuring that the Foundation remains a shining example for the impact academic freedom has on science excellence.

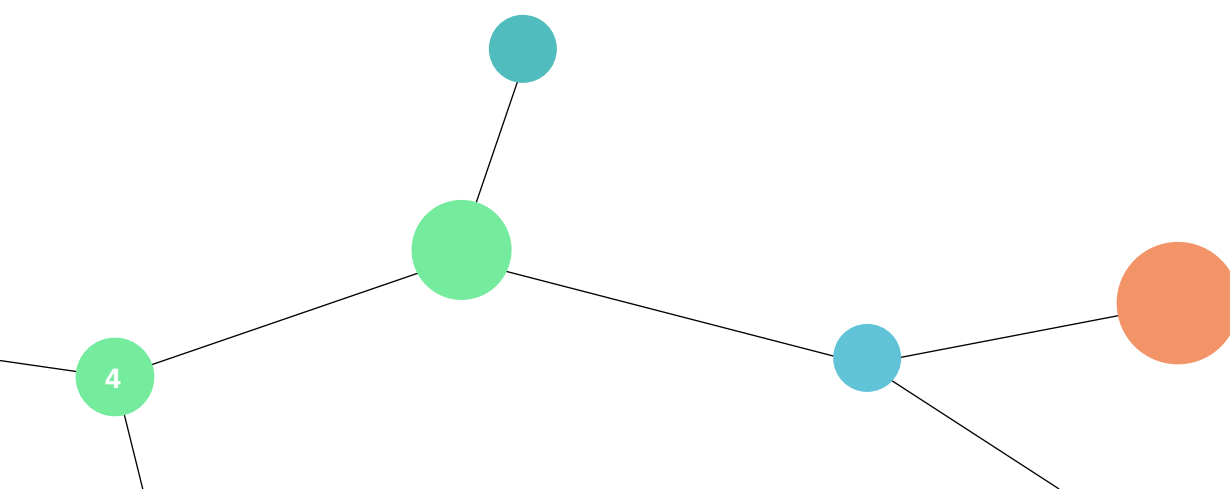
Scientific creativity expands the boundaries of knowledge, protects decision-making from ideological influences and strengthens political action through knowledge-based decision making. This is my personal commitment and that of the Foundation.



Prof. Dr. Dr. h.c. mult. Robert Schlögl
President of the Alexander von Humboldt Foundation

TABLE OF CONTENTS

1. ALEXANDER VON HUMBOLDT FOUNDATION: VISION AND MISSION	6-9
2. A GLOBAL NETWORK FOR PEOPLE IN GERMANY AND WORLDWIDE THE HUMBOLDT FOUNDATION'S OBJECTIVES IN A CHANGING WORLD	10-11
OBJECTIVE 1. REINFORCING GERMANY AS A CENTRE OF KNOWLEDGE IN A TIME OF CHANGE – CONTINUING TO DEVELOP INDIVIDUAL SPONSORSHIP	12-13
OBJECTIVE 2. STRENGTHENING ACADEMIC FREEDOM AND PROTECTING RESEARCHERS AT RISK	14-15
OBJECTIVE 3. ADDRESSING GLOBAL CHALLENGES WITH LOCAL EXPERTISE: COLLABORATIONS WITH THE GLOBAL SOUTH	16-17
OBJECTIVE 4. EXTENDING SOCIETAL AND POLITICAL CONSULTANCY – EXPANDING THE HUMBOLDT KOSMOS	18-19
3. THE FOUNDATION'S IMPACT-DRIVEN WORK	20-21
4. IMPLEMENTING THE FOUNDATION'S STRATEGIC OBJECTIVES	22-23





1. ALEXANDER VON HUMBOLDT FOUNDATION: VISION AND MISSION



STATUTES OF THE ALEXANDER VON HUMBOLDT FOUNDATION OF 10 DECEMBER 1953 IN THE REVISED VERSION OF 11 MAY 2017

§ 2.2. The purpose of the Foundation shall be to promote science and research as well as intercultural understanding.

§ 2.3. The purpose of the Foundation shall be implemented in particular by the Foundation giving academically highly-qualified scientists and scholars of foreign nationality, irrespective of gender, ethnic origin and nationality, religion or ideology the opportunity to conduct a research project in the Federal Republic of Germany by granting research fellowships and research awards; further by adopting measures to promote international academic cooperation and to foster and sponsor the linkages resulting therefrom.

The principle on which the Alexander von Humboldt Foundation is founded is to identify and connect outstanding research personalities from all countries and subject areas. In accordance with the purpose of its statutes, the Foundation focuses solely on individual researchers' outstanding qualifications. This diversity of perspective is indispensable in jointly expanding the boundaries of knowledge and finding solutions to the globally pressing issues and complex challenges of our times.

We are living in a world in upheaval. The geopolitical balance of power is being fundamentally restructured. Russia's war of aggression against Ukraine, the developments in the Middle East following the Hamas' terrorist attack on Israel, the rise of China to become a superpower and the concomitant emergence of a multipolar fabric of global relationships – all these processes affect Germany's security. They threaten democratic conditions worldwide. Flight and migration are determining social forces; climate change is ubiquitous; the energy crisis is coming to a head – resources are becoming scarcer. Deci-

sion-makers in Germany and the world are confronted with complex challenges.

Precisely in times of global crisis and urgent issues, the Alexander von Humboldt Foundation's work is more important than ever – because the Foundation pursues **the vision of a world-spanning network of outstanding researchers who help to develop fact-based solutions for a world in upheaval.** They are the guarantors of innovative scientific and research collaborations between Germany and the world. They maintain a lifelong connection to Germany and contribute to the resilience of liberal social systems worldwide.

With various crises happening concurrently, the conditions for international engagement are changing – there can be no more "business as usual" in international academic exchange. Germany must make greater efforts to explain its interests to the outside world. It must campaign to continue international collaborations on the basis of academic freedom, must protect scientific quality and the diversity of perspectives, must ensure research security in interna-

tional research cooperation. At the same time, we must communicate the necessity for international networking and mobility to national audiences. Only a high-performance research and innovation nation can develop answers to global challenges whilst shaping social transformation processes based on knowledge.

Against this backdrop, the Humboldt Foundation's mission is more important than ever. As a foreign academic policy actor, the Foundation is committed to ensuring that the exchange of international researchers is future-proof. **The Foundation knows that international cooperation is a constituent element of academic quality. International mobility has a structural impact on science systems.** The Foundation also supports structures at universities and research institutions directly, particularly in the so-called small disciplines where Humboldtians make a significant contribution to the research and teaching portfolio at German institutions. The Alexander von Humboldt Professorship (AHP) encourages the German host institutions to improve the preconditions for recruiting and integrating international specialists, both in

the academic and non-academic field. Networking tools – such as themed ideas competitions or alumni awards – lead to the creation and expansion of structures which support the international specialists at universities and research institutions in Germany and the countries in the network.

For the Humboldt Foundation, scientific insights are a cultural achievement. The Foundation's work has an impact on society. The researchers sponsored help to ensure that civil societies continue to exist. They do so in Germany and around the world – not least in countries that are affected by restrictions in their academic freedom and freedom of expression. Humboldtians can gain access to political and societal decision-makers when communication at other levels has already failed. **They generate ideas and build bridges.**

German society benefits from Humboldtians' international

perspectives and experience: their presence at German universities and research institutions reinforces the quality of joint research results – for all research partners, for their entire research careers. Moreover, our sponsorship recipients enhance the attractiveness of German institutions for a much larger circle of international students, researchers, lecturers and entrepreneurs who bring with them specialist knowledge, commitment and a willingness to innovate. Whilst Humboldtians normally return to their own countries (brain circulation), many of this larger group choose to make Germany their permanent place of work (brain gain to secure highly-qualified academic specialists).

The Foundation's impact goes well beyond the immediate sponsorship in Germany.

And it is sustainable: through their wide-ranging collaborations with German institutions

and their distinctive relationship to Germany, Humboldtians, particularly once they have returned to their own countries, reinforce Germany's appeal as a place for innovation in the world.

When people sponsored by the Foundation have experienced academic freedom and have discovered that it makes research innovative and reinforces knowledge production, they share this experience with their societies. The Foundation's sponsorship recipients recognise the impact that academic freedom being anchored in law has on the quality of their research – because **scientific quality and liberal values are mutually dependent.**

The Foundation defends the values of liberal democracy in its actions. It sponsors at-risk researchers and collaborations based on academic freedom. Together with the hosts, the Foundation monitors the certainty of action in international research collaborations.



Holger Hoos

Without machine learning there is no modern artificial intelligence (AI). However, only very few people in the world have the expertise to construct algorithms and teach AI systems how they should carry out certain tasks. At RWTH Aachen University, Alexander von Humboldt Professor Holger Hoos is banking on automated machine learning, an approach he is helping to pioneer.

© Hoos | Humboldt Foundation/Elbmotion



María Julia Ochoa Jiménez

The Venezuelan lawyer and professor for private international law María Julia Ochoa Jiménez is conducting research at the University of Bonn on the restitution of Indigenous cultural objects. She wants her work to help decolonise legal thought and reinforce the rights of Indigenous communities.

© Ochoa Jiménez/private

With an eye to what is feasible, the Foundation is pursuing its mission of building a global network: the interdisciplinary, worldwide Humboldt Network unites researchers with diverse specialist knowledge. According to topic, this expertise can be fed into the academic, political and social discourse in Germany, Europe and the world.

To a greater extent than ever before, in the next five years, the Humboldt Foundation is creating scope for representatives of their network to share their unique knowledge with German decision-makers in politics and society. To this end, the Foundation is pooling action-relevant findings – for example on current political issues and global challenges – and supporting the conversation between foreign policy and science policy perspectives. In this way, it sustainably enriches politics and society. At the same time, with its network, the Foundation creates the basis for

understanding German positions worldwide especially as the researchers who have been sponsored generate new ideas and build bridges that go beyond their stay in Germany – not least when diplomatic communication channels close.

In its role as an actor in academic foreign policy, the Foundation is always involved in national and international networks. It analyses the political frame of reference for its activities and builds action plans based on this analysis. It draws on the Guidelines for Feminist Foreign and Development Policy, the Future Research and Innovation Strategy, the Internationalisation Strategy for Universities in Germany, the Security Strategy as well as the Federal Government's Africa Guidelines, the Federal Ministry for Economic Cooperation and Development's (BMZ) Africa Strategy and the goals for sustainable development set out in the UN's Agenda

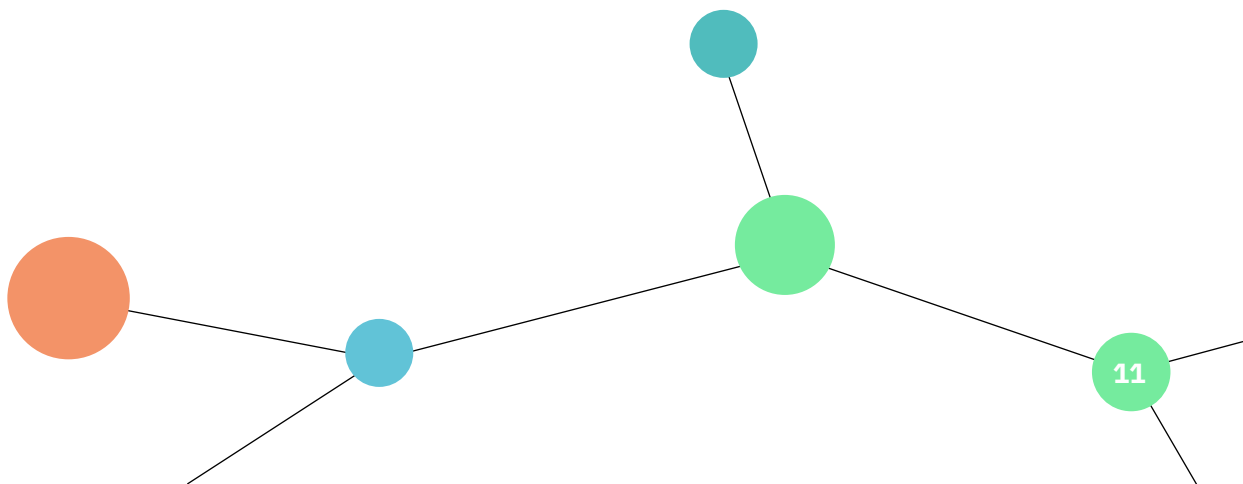
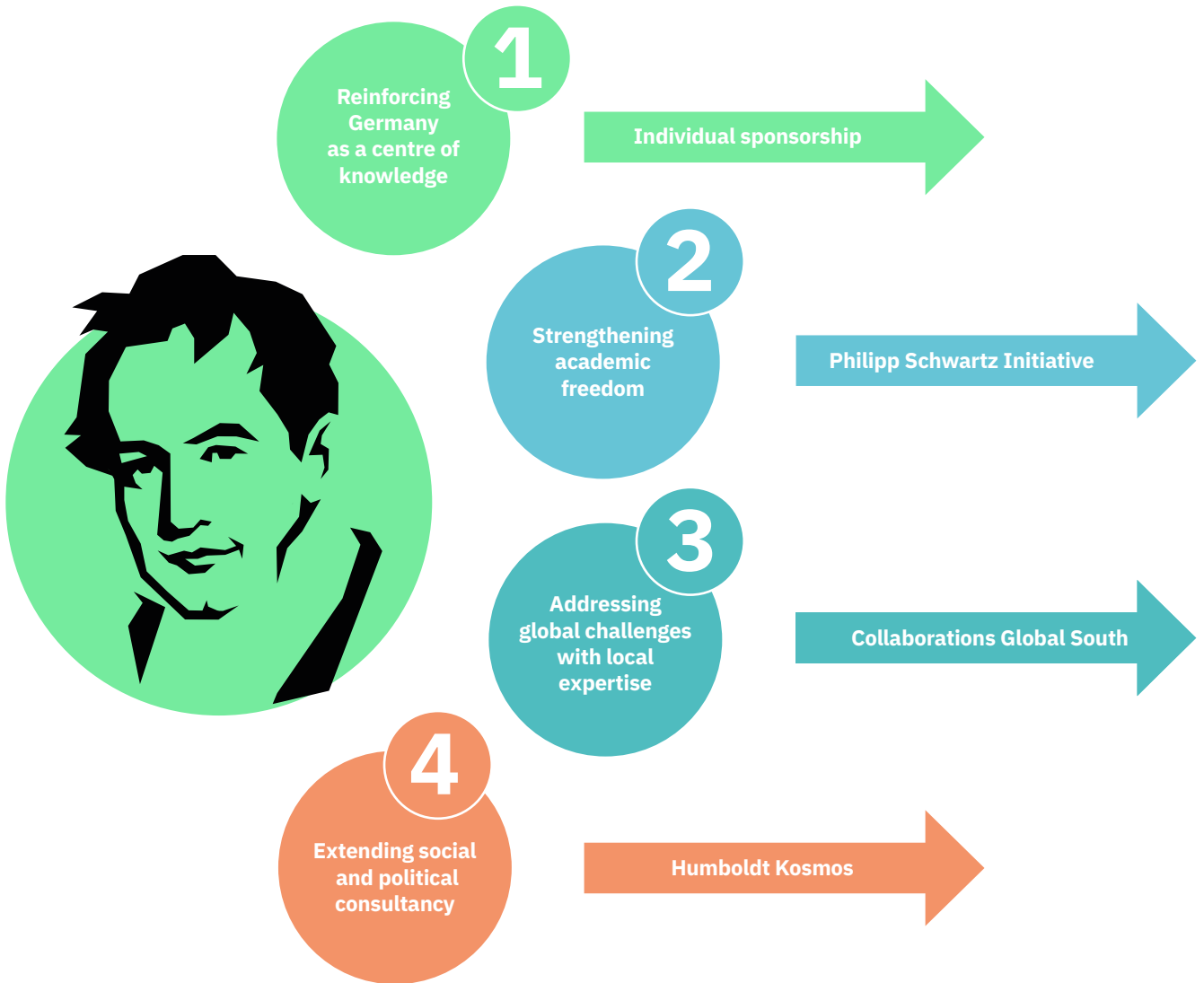
2030 (SDGs). In doing so, the Foundation refers to SDG Goals 5 (gender equality), 9 (industry, innovation and infrastructure), 10 (reduced inequalities), 15 (life on land), 16 (peace, justice and strong institutions) and 17 (partnerships for the goals) in particular.



A photograph of two men in conversation. The man on the left is older, with grey hair, wearing a red and white checkered shirt and a lanyard with a blue ID badge. The man on the right is younger, with dark skin, wearing a patterned shirt. They are both looking at each other and appear to be engaged in a discussion. The background is blurred, showing other people in a social setting.

2. A GLOBAL NETWORK FOR PEOPLE IN GERMANY AND WORLDWIDE – THE HUMBOLDT FOUNDATION’S OBJECTIVES IN A CHANGING WORLD

In the light of the growing global challenges, the Humboldt Foundation has honed its mission for science and society. In the coming years, the Foundation will focus on four objectives (circles) and align its tools (arrows) to these objectives: reinforcing Germany as a centre of knowledge, strengthening academic freedom and protecting researchers at risk, addressing global challenges with local expertise and extending social and political consultancy.



REINFORCING GERMANY AS A CENTRE OF KNOWLEDGE IN A TIME OF CHANGE – CONTINUING TO DEVELOP INDIVIDUAL SPONSORSHIP

OBJECTIVE 1 By recruiting outstanding international researchers for collaborations with Germany we will reinforce Germany as a location for research, innovation and employment. To this end, we will create attractive, inclusive opportunities with flexible, dynamic funding rates and global network coverage.

The researchers sponsored by the Humboldt Foundation are more important today than ever: they develop viable solutions to multiple challenges of our times – for people in Germany, Europe and the world. With an eye to what is feasible, the Foundation is pursuing its vision of a global network. It grants its research fellowships and awards solely on the criteria of quality and potential, across countries and disciplines. Together with its partners and academic hosts, the Foundation will establish **Innovation and Translation Fellowships** and thus contribute to recruiting highly specialised experts for Germany’s future as a centre of innovation.

To sponsor pioneering solution developers, in the next five years, the Foundation will offer sponsorship opportunities

open to all topics and countries, inclusive selection procedures as well as expert advice and mentoring. To sponsor reliably, the Foundation is committed to offering **attractive programmes and dynamic, appropriate funding rates**. Medium-term reliability in funding is essential for the quality and continuity of the Foundation’s cross-border activities. The intention is to diversify the financial resources.

In 2019, the Humboldt Foundation signed the Charta der Vielfalt (Charter for Diversity) and, in 2021, it committed to focusing on certain core dimensions in its “Diversity for Excellence” agenda: age, ethnic origin and nationality, gender, social background, physical ability, religion and worldview as well as sexual orientation. **The Foundation is encouraging a**

cultural change towards more diversity in all these dimensions and in all areas of its activities.

This is the way to meet global challenges effectively. The Foundation is removing structural disadvantages in selection and sponsorship and designing its processes to ensure equal opportunities. The Foundation sets itself ambitious targets for gender-sensitive and -transformative fellowships, bases its actions on indicators and thus contributes to a diverse German and European science system. The Foundation is expanding its **evidence-based portfolio and marketing methods to address diverse target groups**, become better known and reach new sponsorship groups outside of the existing network. To this end, it also draws on local role models and multipliers.



Renata Ponce

The Mexican neurobiologist Renata Ponce had already given up her dream of a career in research – until the Humboldt scout Susanne Wegmann brought her to Berlin to work in her research group at the German Center for Neurodegenerative Diseases (DZNE). Ponce is now using in-vitro cell models and neurons in cell culture to conduct research there on the way stressors – e.g., the stress hormone cortisol and its derivatives – change certain proteins.

© Ponce/Humboldt Foundation



MAINTAINING QUALITY, DEVELOPING THE UNDERSTANDING OF QUALITY.

Based on relevant analyses as well as internal and external consultation, the Foundation is continuing to develop its concept of quality – differentiated, inclusive and effective. It considers the implications for its selection, sponsorship and network. To this end, it enters conversation with stakeholders in the German and international science system, with hosts in Germany and with the Humboldt Network. It thus expands the German debate to embrace international perspectives.



TRANSFERRING SCIENTIFIC FINDINGS TO BUSINESS.

The Humboldt Foundation campaigns for securing Germany’s future as a centre for science and innovation. It recruits international translation specialists who have the potential to become global players on the German innovation and translation scene. For this purpose, the Foundation cooperates with stakeholders in the relevant scientific and business sectors and offers its services as a matchmaker at the intersection of business and academia.

Dana Branzei

The Romanian molecular biologist Dana Branzei explores mechanisms involved in DNA repair. Her outstanding research results contribute to our fundamental understanding of the development and treatment of cancer. In 2024, she was granted an Alexander von Humboldt Professorship which will bring her from Milan, Italy, to Duisburg-Essen. There she is planning to continue her research in the Faculty of Biology and the Center of Medical Biotechnology (ZMB).

© Branzei/private



Mohammed Elmowafy

The immunologist Mohammed Elmowafy from Mansoura University in Egypt is currently a Humboldt Research Fellow in the Institute for Virology and Immunology at the University of Würzburg. He is working on a strategy to prevent dangerous co-infections during organ and stem cell transplants.

© Elmowafy | Humboldt Foundation/David Spaeth

STRENGTHENING ACADEMIC FREEDOM AND PROTECTING RESEARCHERS AT RISK

OBJECTIVE 2 Academic freedom is the basis for scientific quality, creativity and innovation. We reinforce this freedom throughout the world and support foreign researchers at risk through the Philipp Schwartz Initiative and European funding programmes. We campaign for greater research security in international collaborations.

In a world visibly characterised by illiberal trends, pluralist academic networks increasingly gain in importance because they enable decentralised collaborations. The Humboldt Foundation sees academic cooperation and scientific freedom as crucial preconditions for research quality and creativity. It defends liberal-democratic values in its networking activities and is unswervingly committed to its programmes for the protection of scholars at risk.

With a view to the growing threat to academic freedom in many countries around the world, the Philipp Schwartz Initiative (PSI) for researchers at risk remains an indispensable tool in the Foundation's funding portfolio. It is the concrete sup-

port measure for researchers in need of protection and one of the Foundation's essential tools in defending academic freedom from increasingly authoritarian governmental action. PSI Fellowships enable German universities and research institutions to host at-risk researchers from all over the world. The latter can then continue their work unimpeded. PSI initially makes it possible to integrate at-risk researchers temporarily in the German science system and supports preparations for their return in their own countries; alternatively, it helps to develop longer-term perspectives in Germany and other countries.

In its sponsorship activities the Foundation responds flexibly and dynamically. It adapts its

sponsorship to the occurrence of crises around the world. To this end, it raises third-party funding, primarily from the EU. At European level, the Foundation is extending its cooperation with its Inspireurope partners.

Thanks to its world-spanning network the Foundation is often also a "seismograph" for the growing threats to individuals' freedom in science – and thus in the respective societies. Against this backdrop, the Foundation not only campaigns for the protection of freedom but also expands its portfolio of measures for achieving greater security in international collaborations. It invests in sensitising, educating and informing its hosts about protecting research security.



Dr. Suhailah Akbari

Suhailah Akbari is one of the founders and directors of the Institute for Law and Society in Afghanistan. She is currently a Philipp Schwartz Fellow at Humboldt Universität zu Berlin. She is committed to protecting researchers and the rights of women and girls in Afghanistan.

© Akbari | Humboldt Foundation/David Außerhofer

Kateryna Latysh

Kateryna Latysh is a legal scholar at the Yaroslav Mudryi National Law University in Kharkiv, Ukraine. She is currently pursuing her research as an MSCA4Ukraine Fellow at the University of Vilnius. Her research forms part of the programme "Digital forensic, open data source and artificial intelligence as tools of international security."

© Latysh | Humboldt Foundation/David Außerhofer



PROTECTING AT-RISK AND PERSECUTED RESEARCHERS.

Since 2016, the Humboldt Foundation's Philipp Schwartz Initiative (PSI) has been the first programme to enable researchers at risk to be temporarily integrated in the German science system. The PSI is thus a pioneer and model for other protection programmes in the academic and cultural sectors. It contributes successfully to building longer-term structures to support researchers at risk at the host universities and research institutions, as demonstrated in the evaluation conducted in 2019. Funding for the PSI derives primarily from the Federal Foreign Office, supported by private third-party funders. As a result, some 130 universities have been able to offer sanctuary to more than 500 fellows from 26 countries. Cooperation at European level, which was launched in 2023 with the European programme MSCA4Ukraine for Ukrainian researchers, will be extended as will the portfolio of events for target groups in academia, society and politics.



ADDRESSING GLOBAL CHALLENGES WITH LOCAL EXPERTISE: COLLABORATIONS WITH THE GLOBAL SOUTH

OBJECTIVE 3 Global challenges can only be addressed globally and by engaging local expertise. The Humboldt Network is an ideal connecting point for this purpose. We focus our portfolio for non-European science systems on exchange with emerging, dynamic science nations in the so-called Global South.

Science-based solutions can only have a worldwide impact if researchers around the world work together and develop them on an even playing field.

This is why the Alexander von Humboldt Foundation explicitly directs its attention to researchers from the so-called Global South (Georg Forster Programme) as well as collaborations with countries on the continent of Africa (Research Hubs). Through its programmes, the Foundation also acts as a counterweight to the increasing restrictions in academic freedom, precisely in the countries of the Global South, indirectly contributing to the resilience of liberal social structures. The Foundation is only too aware of the challenges facing liberal science systems in geopolitically difficult times.

Africa is an innovative, dynamic continent with the largest generation of young people worldwide, with urban centres and emerging academic and economic centres. The **significance of Africa as a research**

continent of tomorrow is growing, as impressively demonstrated by the performance of African universities in recent rankings (QS-Ranking 2024). The Humboldt Foundation consistently places great emphasis on collaborations that are based on respect and reciprocity and in which partners meet on an even playing field. **The Foundation learns from its local networks.**

It focuses on the systemic benefits that arise from the research activities of its sponsorship recipients for their own countries and regions.

The Georg Forster Programme sponsors research of relevance to development. Brain circulation is one of the programme's core objectives. In the alumni programme "Humboldt Research Hubs in Africa", we promote both scientific capacity in Africa and long-term networking amongst alumnae/alumni in African countries and researchers in Germany. The partners in Africa assume the academic leadership role and manage the funding. Locally-based responsi-

bility is an important foundational element of the programme. The aim of the five-year funding is to generate research results that contribute to tackling pandemics and strengthening the resilience of African societies to future crises. Research Hubs are promoted together with collaborative partners like the Max Planck Society.

In cooperation with its partners in academia and society – and supported by its funders – the Foundation continues to develop procedures to monitor research security, working hand in glove with the German host institutions. Due to continuous contact with its worldwide network, the Foundation is sensitised to the risks of improper use of research; it is aware of the extent to which liberal science systems can come under pressure from espionage or the improper use of results. **In Germany, the Humboldt Foundation is investing in raising awareness, educating and informing its host institutions to protect academic freedom and research security.**

GEORG FORSTER RESEARCH SPONSORSHIP PROGRAMME (GF).

The programme comprises Georg Forster Research Fellowships and Georg Forster Research Awards and sponsors relevant research collaborations amongst researchers from developing countries and emerging economies with researchers working in Germany. Since 1997, GF research fellowships have supported highly-qualified post-doctoral researchers of all disciplines from developing countries and emerging economies in achieving, implementing and disseminating research results relevant to development. They also serve to boost their professional and personal international networking as well as building and extending development-relevant research infrastructures. Launched in 2012, the Georg Forster Research Award promotes highly recognised established and internationally acclaimed research personalities in developing countries and emerging economies working in the field of system-relevant research. The financing is provided by the Federal Ministry for Economic Cooperation and Development (BMZ).



Achille Ephrem Assogbadjo

In the context of a Georg Forster Research Award, the agricultural scientist Achille Ephrem Assogbadjo, a professor at the University of Abomey-Calavi in Benin, cooperates with colleagues in the Department of Soil Science and Plant Nutrition at Rhine-Waal University of Applied Sciences in Kleve.

© Assogbadjo/private

Maristella Svampa

The Argentinian sociologist and professor at the National University of San Martín in Buenos Aires is a Georg Forster Award winner working with colleagues at the University of Kassel on international and intersocietal relations with a special focus on Latin America.

© Svampa/private



EXTENDING SOCIETAL AND POLITICAL CONSULTANCY – EXPANDING THE HUMBOLDT KOSMOS

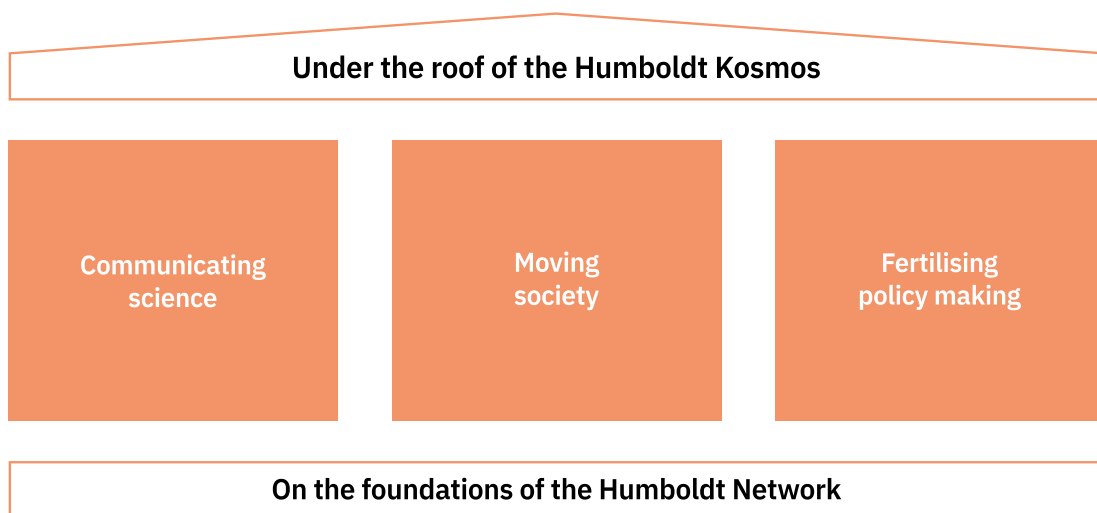
OBJECTIVE 4 We will continue developing our network into a forward-looking tool for value-based foreign science policy and extend our fact-based societal and political consultancy in an effective manner under the umbrella of Humboldt Kosmos. In this way, we will make the network's expertise accessible for people in Germany.

In view of the shifts in global geopolitics, the Humboldt Foundation sees it as a duty to continue developing its unique network into a forward-looking tool for value-based science diplomacy – for Germany and Europe. **Under the umbrella of Humboldt Kosmos, the Foundation**

is creating space for academia, policymakers and civil society to share ideas in a topic-related and impact-focused manner.

The fact-based knowledge within the network will be prepared and made available to decision-makers and advisors. This will also mean that leading-edge research

findings will be presented to ministries and policymakers (Humboldt Placement Scheme) whilst universities and research institutions will benefit from insights into the workings of politics.



With its innovative pilot formats for civil society, the Foundation is already a reliable source of ideas and advice. **Humboldt Kosmos will combine successful, tried and tested formats with fresh solutions for science communication and science diplomacy.** The Foundation is thus creating both an organisational and conceptual umbrella

for events, publications and programmes relating to societal and political consultancy. In its role as a science diplomacy actor, the Foundation advises the core target groups (political arena, civil society, the media). **It is thus institutionalising the bridge between academia, policymakers and (civil) society – with the aim of conveying**

scientific knowledge to decision-makers and civil society in a way that is appropriate for the respective target group. For the Humboldt Foundation, the acquisition of scientific knowledge is always a cultural achievement.

HUMBOLDT PLACEMENT SCHEME.

This scheme seeks to promote vertical brain circulation and thus to expand existing academic exchange. For this purpose, the Humboldt Foundation is creating meeting spaces in which Humboldtians can get together with representatives of society and politics, pass on research knowledge and provide temporary sparring partners for ministries and policymakers. At the same time, participants in the programme – and in the medium term, knowledge systems worldwide – will benefit from political and diplomatic knowledge being fed into the scientific community.



Cynthia Miller-Idriss

Cynthia Miller-Idriss is a professor at the American University in Washington, D.C. where she heads the Polarization & Extremism Research & Innovation Lab (PERIL). She regularly advises parliamentarians, the White House and global security, education and intelligence agencies on trends and strategies for preventing extremism and radicalisation. She is an alumna of the Humboldt Foundation's German Chancellor Fellowship Programme and was the creative lead of the 2022 Humboldt Residency Programme on "Social Cohesion".

© Miller-Idriss/private



3. THE FOUNDATION'S IMPACT-DRIVEN WORK



www.humboldt-foundation.de

To fulfil its mission, the Foundation is banking on competitive, worldwide fellowships and awards, a quality-assured, digital selection process, a secure investment budget, innovative structures, appropriate accommodation for its head office and resourceful, independently responsible staff.

The Foundation takes a holistic view of its activities. It exploits the opportunities offered by digitisation for internal working structures and communication paths, has established quality management procedures and is recruiting staff with diversity in mind. It observes the Federal Government's programme of measures for **sustainability** and continuously improves its institutional sustainability management. Through offsetting, it is striving to achieve climate neutrality by 2030.

The Foundation is gaining significant recognition for its advocacy of quality, freedom and security of research, science diplomacy and science communication.

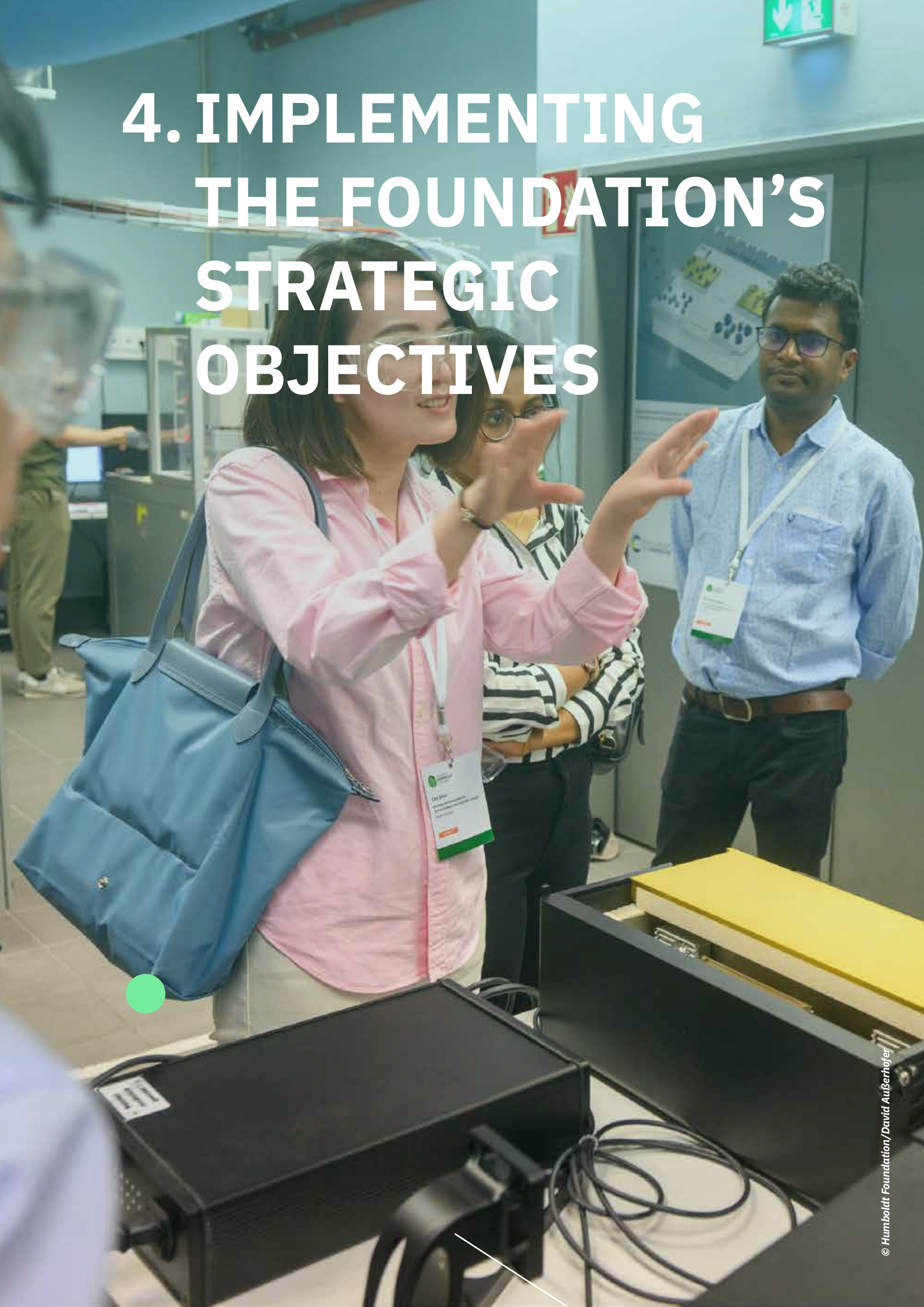
Targeted communication actions increase visibility. The Foundation bases its portfolio for new target groups on evidence and reference to new databases.

The Foundation continuously checks whether it is achieving its declared objectives through **impact-oriented monitoring**. It systematically evaluates its activities using indicators and targets and thus achieves accountability, measurability and comparability, commitment and transparency. It dovetails its strategy with its own impact-based monitoring that rests on two pillars: Using cross-programme monitoring, management steers the Foundation's work and gains information on the impact of its

activities. Programme-specific monitoring allows it to plan, steer and continue developing its sponsorship programmes in an impact-based fashion. The Foundation measures absolute figures and percentages to record the representation of different target groups within the programmes and is setting itself ambitious goals to continue developing its funding activities in the next five years. For quality assurance purposes, the Foundation also asks for assessments and evaluations from its partners and funding recipients, analyses data – including data that has already been collected during programme evaluations – and takes a self-critical look at what has been achieved so far based on the indicators identified.



4. IMPLEMENTING THE FOUNDATION'S STRATEGIC OBJECTIVES



Commitment, accountability, self-reflection, transparency and quality assurance guide the Humboldt Foundation in implementing its mission. Based on the four impact objectives presented here, the Foundation will develop annual plans of action which will be adapted to the financial framework. These plans will prioritise measures and define outcomes, time horizons, responsibilities and objectives. Based on defined indicators which will draw on both qualitative and quantitative parameters, the Foundation will measure the progress of implementation at regular intervals. During implementation, it will continue its ongoing analysis of processes, structures and potential – e.g., regarding digitisation. It will examine how resources are distributed and how funding is allocated in accordance with its strategic objectives. The Foundation

strongly supports the responsible use of resources in politically challenging times. It therefore works in an impact-based fashion and measures the effect of its actions.

With its vision of a world-spanning network the Alexander von Humboldt Foundation makes an important and sustainable contribution to German science and society: its network generates ideas and solutions for a world in upheaval; its sponsorship recipients are the guarantors of innovative scientific collaborations based on scientific freedom and they help to reinforce the resilience of liberal social systems worldwide.

The Foundation sponsors individual researchers. It plays a role as an innovative and reliable actor in foreign science policy – strengthening Germany as an attractive

location for education, science and research and conveying a positive image of Germany abroad. The Foundation's programmes and activities shape excellent academic educational biographies worldwide and build a lifelong connection to Germany. For German science, the Humboldt Network is an indispensable source of international relations and collaborations that help to ensure the quality of domestic research. For policymakers, on the other hand, the network serves as a sounding board of the democratic values of freedom in the world. Continuing to leverage the knowledge in the Humboldt Network and make it applicable to science, policymakers and society – for the people of Germany, Europe and the world – will remain one of the Humboldt Foundation's core concerns in the next five years.





Alexander von
HUMBOLDT
STIFTUNG

ALEXANDER VON HUMBOLDT-STIFTUNG

Jean-Paul-Straße 12
53173 Bonn
Tel.: +49 228 833-0
Fax: +49 228 833-199
info@avh.de
www.humboldt-foundation.de

At 6263 meters above sea level, the inactive volcano Chimborazo is the highest mountain in Ecuador. In June 1802, Alexander von Humboldt set out to conquer the summit of Chimborazo, at the time considered the highest mountain in the world. Accompanied by Aimé Bonpland, his traveling companion - a French botanist and doctor, and Carlos Montúfar, an Ecuadorian noble person, Humboldt reached an altitude of around 5900 meters. Humboldt's research findings on the Chimborazo still shape our understanding of the Earth's vegetation zones to this day.

© Titelseite | shutterstock, Carlos Aguilar Moncayo

