ITP formulation guidelines

Supporting powerpoint intro to the formats and guidelines
ITP 2024 Call

10 November 2024
Summary

1. Introduction

2. Formats and guidelines
1. Introduction
VLIR-UOS seeks to empower institutions and individuals as critical drivers as well as agents of change through higher education scholarships and partnerships for sustainable development looking for innovative responses to global and local challenges.
2030 Agenda for Sustainable Development

- Strengthen interactions between Science and Society
- Coherence and complementary (local/international) Country strategy approach
  → **Agenda 2030 centered approach** (SDG Voluntary reviews)
    - Thematic strategic framework on HE4SD
    - Multi-institutional partnerships (between HEI)
    - Multi-stakeholder partnerships
SDG Principles

• Focusing on SDG principles and mainstreaming holistically throughout its ambitions, policies, portfolio, programmes, partnerships and scholarships:
  o Leaving No One Behind (LNOB) & inclusiveness
  o Interconnectedness & indivisibility
  o Multi-stakeholder partnerships
Key features of ITP

- Focus on capacity building of professionals through short-term training
  - Trainees becoming agents of change
  - Their professional context as driver of change
- Duration of 3 years, including training modules for a minimum of 7 consecutive days and a max. of 6 months
- Organised in (i) Flanders, (ii) partner countries, or (iii) mixed - hybrid (online or blended)
- Flexibility: preparatory and follow-up activities
- Several editions, min. 8 scholars for each edition
- 2 types:
  - Academic training programmes
  - Transversal organisational capacity building
- Max. budget per ITP: 150.000€
**VLIR-UOS Revised Theory of Change**

1 goal

3 impact areas

6 **VLIR-UOS** outcomes along 2 axes:

- Individuals as agents of change
- HEIs as driver of change

6 intermediate change domains
### 6 project domains of intermediate change

<table>
<thead>
<tr>
<th>Domain</th>
<th>Intermediate change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research programmes and methods</td>
<td>Strengthened research capacities of involved departments / units linked to academic priorities for developmental change</td>
</tr>
<tr>
<td>Education programmes and methods</td>
<td>Strengthened educational capacities of involved departments / units, linked to academic priorities for developmental change</td>
</tr>
<tr>
<td>People</td>
<td>Increased individual/community capacity (skills, knowledge, competencies) of students, staff and alumni and improved employability of the partner university’s students, staff, and alumni and/or community members</td>
</tr>
<tr>
<td>Outreach and policy support</td>
<td>Improved dissemination practices and uptake of newly created knowledge, applications, services</td>
</tr>
<tr>
<td>Systems, policies, and infrastructure</td>
<td>Improved institution-wide organisational capacity of HEI in a number of institutional priority domains; and/or in domains of internal service delivery; and/or in domains of external service delivery</td>
</tr>
<tr>
<td>Networks and partnerships</td>
<td>Regional and international connections for sustainable higher education and networks are being developed and strengthened</td>
</tr>
</tbody>
</table>
**Basic information**

**Education programmes & methods**
A high quality Educational Programme is organised, with improved SD-relevant curricula and didactics/pedagogical approaches. International Training Programs (ITP) on transversal, policy and SD-relevant topics are organised for professionals.

**Networks & partnerships**
Strengthened (multi-disciplinary) education programmes (ICP/ITP) focused on addressing sustainable development challenges via interinstitutional and multi-stakeholder networks and partnerships incorporating the network dimension.
A complementary alumni policy links (former) scholars with each other across institutional and programme boundaries.

**People**
Increased individual capacity (skills, knowledge, competencies and attitudes) of students, professionals, staff and alumni allowing them to act as change agents within and beyond the HE&SI.

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**ITP project**

**ICP Connect project**

**GUIDING PRINCIPLES**
- Leave no one behind
- Interconnectedness
- Multi-stakeholder partnerships
Target groups

- Define target groups
- Define recruitment strategy
- Define selection procedure
Points of attention

- Target groups: professionals
- A 40-60% balance between male and female
- No age limitations for participants
- Reasonable cross-section of trainees from different countries and regions
- Attention for vulnerable groups
- ‘Leave no one behind’ principle, we want to give as many new applicants as possible a chance to receive a scholarship
Eligibility of countries

17 project partner countries:

• Africa: Benin, Burundi, DR Congo, Ethiopia, Kenya, Morocco, Rwanda, South Africa, Tanzania, Uganda

• Latin America: Bolivia, Cuba, Ecuador, Peru

• Asia: Indonesia, Philippines, Vietnam

Belgium
Eligibility of scholars

• Scholarship candidates have to be a national and resident of one of the 29 VLIR-UOS scholarship countries.

• OR an employee of a target organisation (HEI, NGO, SME, …) in one of the 17 VLIR-UOS partner countries (candidates exceptionally can have a different nationality, but this should be a minority)
2. Formats and guidelines
Support & guidance offered

- These powerpoint guidelines for the formulation of an ITP

- Formats *(working doc, you need to fill out the modules in the online project submission tool to access)*:
  - Word template as a working document and outline for online submission of information via the online tool
  - Excel template for Module 3 (organisation) and 5 (activities)

- Support videos will become available on the website
- Available in case you want to read more: Theory of change and methodological guide *(support document)* with background information, tips and tools & checklist for integrating SDG principles per module 📚 🤝 🌍
Available resources

- Support videos: [VLIR-UOS theory of change](#), …
- [Methodological background document](#): info on theory of change concepts / integration of SDG principles

- Information per country – country reference frameworks
  - Call document: links per country included, or on Country page website
  - Link SDG voluntary review per country / Agenda 2030/overview ongoing projects per country / other actors present in country
- [Ideas for cooperation](#): requests for cooperation from other actors (per country/theme)

- [Selection system document](#) and [Gender policy](#) document
Content: 8 modules

1: Context / problem analysis
2: Project strategy (Impact statement and ToC)
3: Organisation
4: Stakeholders and coherence
5: Planning & budgeting
6: Risk management
7: Monitoring
8: Learning and steering
Context analysis

1. Sustainable development context
2. Individual and organisational capacity building context

ESSENCE
Develop a broad – and shared – understanding of the system in which the desired change is needed. The context analysis justifies the importance / relevance of the project, delimits the scope and contextualizes the reasons why the project is needed (i.e. interconnected problems being faced).
Sustainable development context

Describe the key sustainable developmental challenge(s) that the project wants to tackle and its **global, regional, or local context** (including local and national policies, and the key actors involved).

**Key questions**

1) **Scope & identification**: Why is the project needed? What are the key sustainable development challenges / problems that the project wants to tackle? Who is it a problem for?
2) **Causes**: What are the causes of the problem(s)?
3) **Interlinkages**: How are the sustainable development issues/problems linked to each other?

*Maximum 3000 characters*
## Checklist SDG principles

<table>
<thead>
<tr>
<th>LNOB</th>
<th>Have you identified which groups are (at risk of being) left behind within the intervention area (country, region) and from what they are excluded?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Have you analysed why they are left behind (considering intersecting factors)?</td>
</tr>
<tr>
<td></td>
<td>Have you formulated clear definitions or criteria for poverty, marginalization, exclusion, …?</td>
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<tr>
<td></td>
<td>Have you conducted a gender analysis which examines the differences in women’s and men’s needs, roles and responsibilities, daily routines and activities, and access to and control over resources, services and decision-making, including those that lead to social and economic inequalities?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INT</th>
<th>Have you gained a solid understanding of the important interlinkages in the system in which you are working?</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>How are these issues linked? What are important co-benefits and trade-offs (e.g. environmental – economic trade-offs)?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MIP/MSP</th>
<th>Do you have a solid understanding of the relevant actors and their relationships in the system in which you are working?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Is the context-analysis co-created by the relevant (local) actors and does it include their perspectives?</td>
</tr>
</tbody>
</table>
Individual and organisational capacity building context

• Analyse **capacity constraints** at the level of the targeted audience and their needs and priorities
  • individual level of potential participants
  • organisational level
• Added value of the project ?
• Contribution of shared ownership

*Maximum 3000 characters*
ESSENCE
Envision the desired long-term change (dream) to which the project wants to contribute. Describe change pathways to develop an impact-oriented strategy with concrete activities and deliverables in the selected project change domains.
Developing a theory of change

Narrative description of the project strategy and the change process

Describe your project strategy along 3 key questions.
A fully-fledged ToC is not requested, rather the alignment of your project with the general VLIR-UOS ToC.

Key questions
1. What is the long-term change to which you want to contribute = Why?
2. What do you want to achieve with your project?
3. How do you want to do it?

Outline detail on the following slides
Developing a ToC – Key Question 1

Key questions
1) What is the long-term change to which you want to contribute = Why? → short impact statement

Maximum 500 characters

2) Elaborate in a narrative text how this long term change refers to the sustainable development context (in line with Agenda 2030 and the SDGs) and for who it is crucial = Why and for who?

Maximum 1500 characters
Developing a ToC – Key Question 2

What do you want to achieve by the end of the project?
The changes you want to achieve/observe by the end of the project
How these align with the VLIR-UOS outcomes (cf. call document)

Maximum 4,000 characters

Select the relevant VLIR-UOS outcomes and domains to which your project aligns in the VLIR-UOS tool.
Points of attention ToC

Highlight the project priorities in terms of the 3 SDG principles:

- Interconnectedness with integration of gender and environment
- Coherence, multi-institutional and multi-stakeholder partnerships
- Leave No One Behind (LNOB; with integration of gender equality)
Developing a ToC – Key Question 3

How do you want to do it?

Explain how:
• Describe operational and methodological approaches
• Identify key deliverables and activities
  → Activities are to be organized according to the six standard VLIR-UOS project domains
Elaborate on the (innovative) pedagogic methods and approaches your ITP will use.

Maximum 6,000 characters
Developing a ToC – Sustainability

Challenges for the sustainability of the project results after VLIR-UOS funding + possible strategies

What results would you hope to sustain

• at the level of trainees and their professional context
• as an ITP

• Which post-training activities could help to stimulate the sustainability of the training and the transfer of the individual skills and knowledges towards the professional context of the trainees?

• How do you expect trainees to apply the obtained knowledge and skills in their home countries/professional context and how will this contribute to local institutional capacity building?

• How will the follow-up after the training be organised (post training activities, alumni, …)?

Maximum 2.500 characters
How do you want to do it?
Update the information about who is involved in the project in the Excel format. Apart from personnel details, information is requested on the experience and contribution (know-how, expertise, etc.) to the project. Preference: online links to CVs

<table>
<thead>
<tr>
<th>First name</th>
<th>Last name</th>
<th>Role in the project</th>
<th>Email address</th>
<th>Nationality</th>
<th>Gender</th>
<th>Institution</th>
<th>Institution (free field)</th>
<th>Department/unit</th>
<th>Discipline</th>
<th>Function within the institution</th>
<th>Experience and contribution to the project</th>
<th>Curriculum vitae (link)</th>
</tr>
</thead>
</table>
Organisation

1. Who is involved?
2. How is the project structured/organised?

ESSENCE
Describe who is (internally) involved in the implementation of the project – and how. Clarify the structure of the organisation and assigned roles and responsibilities of individuals working on the project.
Organisation

Key questions
• Who is involved and what are their roles / responsibilities?
• How is the project structured / organised?
• How will the tasks be divided among the involved partners (local – Flemish) in a balanced way?

Maximum 2.500 characters

Use Excel format for the organisation details related to question 1
Organisation

Selection criteria for candidate-participants
- Examples
  - Academic level (master, PhD, etc.)
  - Domain(s) of previous education
  - Professional expertise
- Describe the procedure (incl. selection commission) to select (scholarship) candidates.

Maximum 2,500 characters

Targeted communication and recruitment policy
- Focus on specific region or country or specific background (LNOB)
- How will you target
  - participants from the VLIR-UOS scholarship list
  - male and female participants in a 60/40 ratio

Maximum 2,500 characters
Stakeholders and coherence

1. Identification
2. Analysis
3. Strategies for stakeholder engagement & uptake
4. Coherence: internal & external

ESSENCE
Identify and analyse the 3 main project stakeholders and elaborate a strategy to manage the stakeholders throughout the project.
Stakeholders management

What?
General management of the interactions with the most important stakeholders of a project (external to the project team) contributing to the realization of the project outcomes and impact (e.g. the end-users of the project results)
Identify the project’s 3 most important stakeholders

How manage / engage with them
• The (employers of the) trainees e.g.

Approach

Maximum 3,000 characters
Coherence

Coherence is about the complementarity of the project with the actions and networks of other actors and/or other HES4SD initiatives. Elaborate on any coherence with:

- **other VLIR-UOS funded activities** (e.g; with TEAM/SI, IUC, Global Minds projects, ICP Connect,..) *(internal coherence)*;
- and with **other actors/projects** (e.g. local, partner country level, regional, Belgian non-governmental actors, etc.) *(external coherence)*

Please note that lessons learned from previous experiences from earlier projects and/or between the projects partners fit under Module 8.

*Maximum 2.500 characters*
Planning and budgeting

1. Operational plan
2. Budget

**ESSENCE**
Focus on how the project will contribute to the set goals in the six project domains. It specifies what activities must be done to achieve a particular goal (or goals), when they need to be done and who is going to do them. Includes both the **outputs that need to be delivered and the financial & human resources attached to it.**
## Activities : Annex 1

### ACTIVITIES

Please provide information on the activities of your project.

Please also note the following:
- Please do not leave any rows empty in between filled rows. *This will disrupt the import process.*
- Please do not change or delete the column headers. *This will disrupt the import process.*
- Further explanations are provided below when you click the header of each column (e.g. "Description").

<table>
<thead>
<tr>
<th>Domain</th>
<th>Description</th>
<th>AY1 - S1</th>
<th>AY1 - S2</th>
<th>AY2 - S1</th>
<th>AY2 - S2</th>
<th>AY3 - S1</th>
<th>AY3 - S2</th>
</tr>
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<tbody>
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</tbody>
</table>
### Budgetlines

<table>
<thead>
<tr>
<th>A. Investment costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.1. General investment costs</td>
</tr>
<tr>
<td>A.2. Costs</td>
</tr>
<tr>
<td>A.3. ICT</td>
</tr>
<tr>
<td>B. Operational costs</td>
</tr>
<tr>
<td>B.1. General: goods &amp; services</td>
</tr>
<tr>
<td>B.2. Dissemination &amp; uptake (events)</td>
</tr>
<tr>
<td>B.3. ICT (operations and services)</td>
</tr>
<tr>
<td>B.4. International mobility &amp; subsistence</td>
</tr>
<tr>
<td>B.5. Local mobility &amp; subsistence</td>
</tr>
<tr>
<td>C. Personnel costs</td>
</tr>
<tr>
<td>C.1. Employment contracts</td>
</tr>
<tr>
<td>C.2. Topping-up</td>
</tr>
<tr>
<td>D. Scholarship costs</td>
</tr>
<tr>
<td>D.1. Short term scholarship allowances in Belgium</td>
</tr>
<tr>
<td>D.4. Short term scholarship allowances in partner country</td>
</tr>
<tr>
<td>D.6. Other budget lines in partner country</td>
</tr>
</tbody>
</table>

**Total A-D**

<table>
<thead>
<tr>
<th>E. Coordination Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>E.1. Coordination costs in Belgium</td>
</tr>
<tr>
<td>E.2. Partner coordination costs</td>
</tr>
</tbody>
</table>

**TOTAL**
Budget: value for money

Motivate & elaborate how much will be spent on the different activities and why you choose this repartition + explain co-funding

Particular attention:
- (a) any personnel costs,
- (b) investment costs or
- (c) scholarships that do not fall under the general scholarship guidelines

A minimum of 8 scholarships per training/edition needs to be provisioned

If relevant, identify what parts of the budget will be managed by which partner (Flemish/partner HEI(s)).

For the 10% coordination cost, clarify
- (a) 10% coordination cost in Belgium (10% lump sum) or
- (b) 5% coordination cost at the level of the Flemish institution + 5% at the level of the Partner institution (if relevant to be subdivided over different institutions).
Risks

1. Identification
2. Assessment
3. Risk response and monitoring

NOT APPLICABLE FOR ITP PROJECTS
Monitoring

Describe your approach in terms of monitoring & quality assurance
- Selected projects will be asked to report on a limited set of generic, standard indicators
- Describe how you would assess/monitor the results of your specific project (can be both qualitative or quantitative).
- How would success look like, and how will you assess it?

No selection of indicators, or defining targets/values at time of proposal writing → the following standard indicators will require follow-up during project execution only

Maximum 2.000 characters
## Monitoring

<table>
<thead>
<tr>
<th>Level (%) of student satisfaction with quality and relevance of study programme / module</th>
</tr>
</thead>
<tbody>
<tr>
<td># of (non-academic) extension/outreach/capacity-building activities realised (presentations, trainings, sensitisation activities...) through the support of the project, targeting communities, governments, civil society or private sector actors</td>
</tr>
<tr>
<td># of persons in communities, governments, civil society and/or private sector reached through (non-academic) extension/outreach activities realised (presentations, trainings, sensitisation activities...) through the support of the project targeting</td>
</tr>
<tr>
<td>Uptake/influence of new skills/knowledge in professional environment of trainees. Use the following scale (self-assessment):</td>
</tr>
<tr>
<td>1 - skills/knowledge has been transferred to trainees;</td>
</tr>
<tr>
<td>2 - some trainees are applying new skills/knowledge;</td>
</tr>
<tr>
<td>3 - most trainees are applying new skills/knowledge;</td>
</tr>
<tr>
<td>4 - trainees are successfully transferring skills/knowledge to their professional context;</td>
</tr>
<tr>
<td>5 - New skills/knowledge are being applied at scale in the professional environment of trainees</td>
</tr>
</tbody>
</table>
## Monitoring

| # and type of newly established strategic partnerships / collaborations directed at improved education, research and uptake with relevant external stakeholders as a result of the project |
| # scholarships made available to students in VLIR-UOS supported programmes by external actors (industry / government agencies / NGOs / international agencies) |
| # of newly established or strengthened networks (incl. subject-related thematic / alumni / regional networks) by the project in which the staff and students of the supported higher education institutions actively participate |
| # of participants from non-developing countries |
| # of participants from developing countries other than those from the VLIR-UOS country list |
| # of participants from developing countries from the VLIR-UOS country list (not holding a VLIR-UOS scholarship; e.g. self-supported or other scholarship) |
Learning & steering

1. Lessons learned
2. Follow-up & steering

ESSENCE
Describe how to follow-up on changes, adaptations and lessons learned from (previous) experiences in order to improve the quality of the project.
Learning & steering

Key questions

1) Project track record:
   • New
   • Follow-up project: Continuation of an existing intervention or finalisation/harvesting phase
   • Re-submission
   (A checkbox will be included in the online submission tool)

2) List, if relevant, previous experiences, projects between the project partners and describe the achievements / actions already undertaken.
   • Lessons learned from previous experiences be taken on board
   • In case of follow-up projects: added value
   • Re-submission: indicate how you dealt with shortcomings as compared to a previous proposal

*Maximum 2,500 characters*
Annexes

- **Annex 1**: Excel sheet with tabs per module for formulation

<table>
<thead>
<tr>
<th>General information</th>
<th>General information on the project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 3</td>
<td>Information on who is involved in the project and its organisational structure</td>
</tr>
<tr>
<td>Module 5</td>
<td>Activities (= activity plan, organised per intermediate change domain)</td>
</tr>
</tbody>
</table>

- **Annex 2**: ITP budget format

**Mandatory Annexes without format**
- **Annex 3**: CVs of the promoters (if no online link)
- **Endorsement letter of the partner institution(s) in case of a partner promoter**

**Optional Annexes**
- **Letter of support of formalised Synergy / Multi-Stakeholder Partnership (MSP)/etc.**
- **CVs of Co-promoters (not mandatory, except if the project is submitted by a Flemish postdoc and supported by a Flemish co-promoter with min. 10% ZAP status)**
Questions, remarks, reflections ?

Thank you!