



TEAM 2024 Fully Fledged

Information Session

22 February 2024

vliros
SHARING MINDS, CHANGING LIVES

Agenda

13:00	–	Opening of Session / check powerpoint / setting etc.
13:05		
13:05	–	Introduction & formulation guidelines
13:45		<i>Peter De Lannoy, Global Partnerships coordinator (incl. TEAM)</i>
13:45	–	Q&A – max 15 min.
14:00		
		<i>If finalised earlier, possible break 5 min.</i>
14:00	–	Financial guidelines presentation (20 min)
14:35		<i>Mathieu Lanin, Finance Advisor / Kathleen Wuytack, Global Partnerships Manager</i>
		Q&A – 15 min
14:35	–	How to access and work out the proposals in the online tool (15 min) incl Q&A
14:50		<i>Tim Zeuwts, Information Manager</i>
14:50-15:00		Closing of Session / last general Q&A
		<i>Koen De Koster, Head of Strategy and operations / Peter De Lannoy</i>

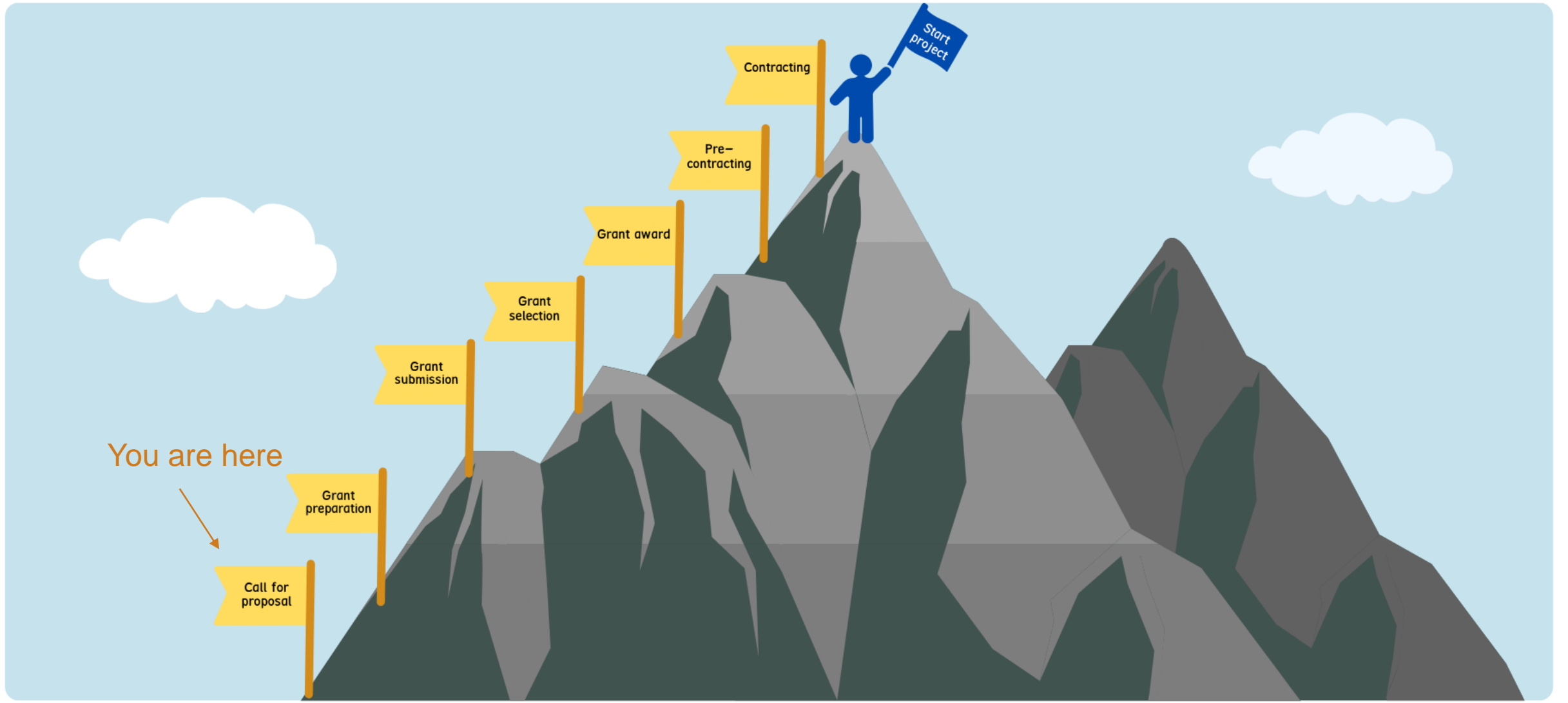
1. Introduction

Success rate and Framework

- Congratulations!! 73 proposals selected
- A success rate of 60% will be guaranteed in the selection stage of Fully Fledged proposals :
- Max. of 44 selectable projects
- The project budget amounts to a maximum of 280,000 EUR for 5 years

New: A **bonus** of 20,000 EUR can be applied for Multi-Stakeholder Partnership (**MSP**) or Multi-Institutional Partnership (**MIP**)





You are here



Call for proposal

Grant preparation

Grant submission

Grant selection

Grant award

Pre-contracting

Contracting



Start project

2030 Agenda for Sustainable Development



- Strengthen interactions between Science and Society
- Coherence and complementary (local/international)
 - Alignment with national policies / SDG Voluntary reviews
 - Connecting with other HE4SD initiatives & networks
- SDG principles as a compass
- Specific attention for:
 - Multi-institutional partnerships (between HEI)
 - Multi-stakeholder partnerships



Leave no one Behind (LNOB) & inclusiveness



Leave No One Behind (LNOB)



- to end extreme poverty in all its dimensions ... to curb horizontal and vertical inequalities and to take action to reach the furthest behind first
- Invitation to integrate this at the level of context analysis, stakeholder mapping, focus end beneficiaries, attention for vulnerable groups
- *Example TEAM: Does the project engage with women's groups, associations, NGOs as project counterparts and/or as gender advisors? (e.g., consulting a producer's cooperative on the role of women in production processes)*





Interconnectedness & indivisibility



Indivisibility & Interconnectedness

- Integrated approach to address multiple goals simultaneously
- Universal nature of the global challenges
- Co-benefits ... or trade-offs

- Invitation to apply holistic context analyses, interdisciplinarity and cross-sectoral approach, building connections with other sectors & domains

- *Example: interconnectedness between environmental factors and a socio-economic situation? (e.g. Climate change can lower the production rates, leading to rural poverty and exodus)*





Coherence,

Multi-institutional partnerships,

Multi-stakeholder partnerships



Human Rights

- Human rights' framework Flemish universities
- Institution-specific operational framework to assess human rights' conditions
- Promoters are advised to reach out to the ICOS for more information.



- See also: [chapter 6 Dual Use VLIR](#)

2. Intro to the format



Two-Stage Procedure

- **TEAM Concept Note (CN)**
 - Low effort, accessible, concise
 - Focus on selling your project idea
 - Introduction to the context / initial project strategy & organisational set-up
- **TEAM Fully Fledged**
 - Elaborated context and project strategy
 - Detailed methodologies/approaches (incl. SDG principles & sustainability)
 - Organisational set-up (& MSP/MIP if applicable)
 - *Stakeholder management strategy / Coherence*
 - *Activity planning & budget*
 - *Basic monitoring approach*
 - *Track record & integration of comments on CN*



Support & guidance offered

- Powerpoint guidelines for the formulation of a TEAM FF
- TEAM FF Call document with also a methodological section
- Formats (**working doc**, you need to fill out the modules in the online project submission tool to access):
 - Word template: outline for preparing your proposal in view of later input via the online submission tool
 - Annex 1 : Excel template for Module 3 (organisation) and Module 5 (activities)
 - Annex 2: Budget template
- Explanations in the tool on how to include info, upload annexes, etc.
- Support video of this information session
- Contact ICOS of your institution/association

Available resources

- Methodological background document: info on general theory of change concepts / integration of SDG principles, but not specific for TEAM.
- Gender policy document
- Publication on Creating the conditions for uptake
- Background Information per country – Country reference frameworks (CRF) available on our website
 - Accessible via the links in the Call
 - CRF: link SDG voluntary review per country / Agenda 2030/overview ongoing projects per country / other BE actors present in country

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. Institutional context of the partner institution(s)

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

Explain the evidence-based relevance by:




- describing the key sustainable developmental challenge(s) that the project wants to tackle (cf. Agenda 2030, link with the SDG principles, ..)
- global, regional, or local context (including local and national policies,
- key actors involved.

Key questions

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

▶ *Maximum 4000 characters*

Checklist SDG principles

LNOB 	<ul style="list-style-type: none"> <input type="checkbox"/> Have you identified which groups are (at risk of being) left behind within the intervention area (country, region) and from what they are excluded? <input type="checkbox"/> Have you analysed why they are left behind (considering intersecting factors)? <input type="checkbox"/> Have you formulated clear definitions or criteria for poverty, marginalization, exclusion, ...? <input type="checkbox"/> 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?
INT 	<ul style="list-style-type: none"> <input type="checkbox"/> Have you gained a solid understanding of the important interlinkages in the system in which you are working? <input type="checkbox"/> How are these issues linked? What are important co-benefits and trade-offs (e.g. environmental – economic trade-offs)?
MIP/MSP 	<ul style="list-style-type: none"> <input type="checkbox"/> Do you have a solid understanding of the relevant actors and their relationships in the system in which you are working? <input type="checkbox"/> Is the context-analysis co-created by the relevant (local) actors and does it include their perspectives?

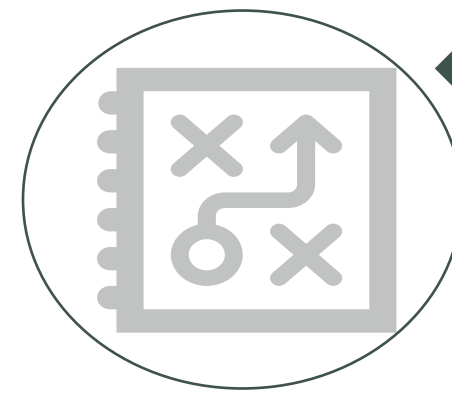


Institutional context of the partner institutions

- Analyse **capacity constraints** and needs/priorities of the local partner institution and in particular the involved research & educational units/departments
- Added value of the project ?
- Contribution of shared ownership
- Links with sustainable development context?

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Project strategy

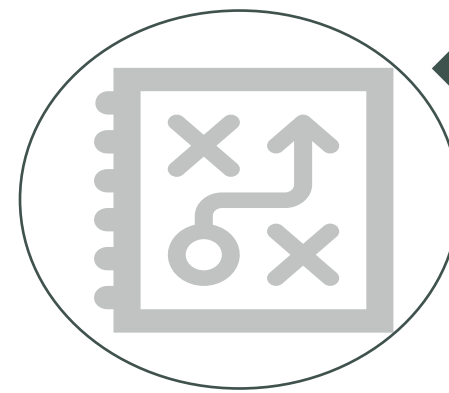


1. Impact statement (the dream)
2. Theory of Change (ToC)

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**.

Project strategy



Describe your project strategy (Theory of Change) along 3 key questions.

A fully-fledged ToC is not requested, rather the alignment of your project and its change process with the general VLIR-UOS ToC and the SDG principles.

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 whom it is crucial = **Why and for whom?**

↳ *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

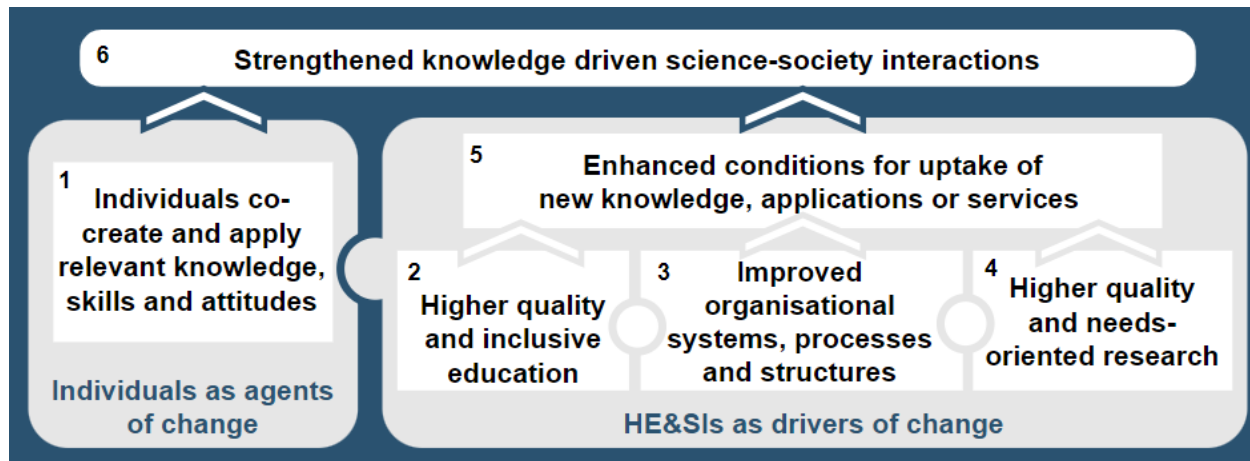
How these align with the **VLIR-UOS outcomes** (cf. call document, see next slide)

▶ *Maximum 4.000 characters*

Select the relevant VLIR-UOS outcomes and domains to which your project aligns in the VLIR-UOS tool

Alignment with VLIR-UOS Strategy

- What do you want to achieve by the end of the project?

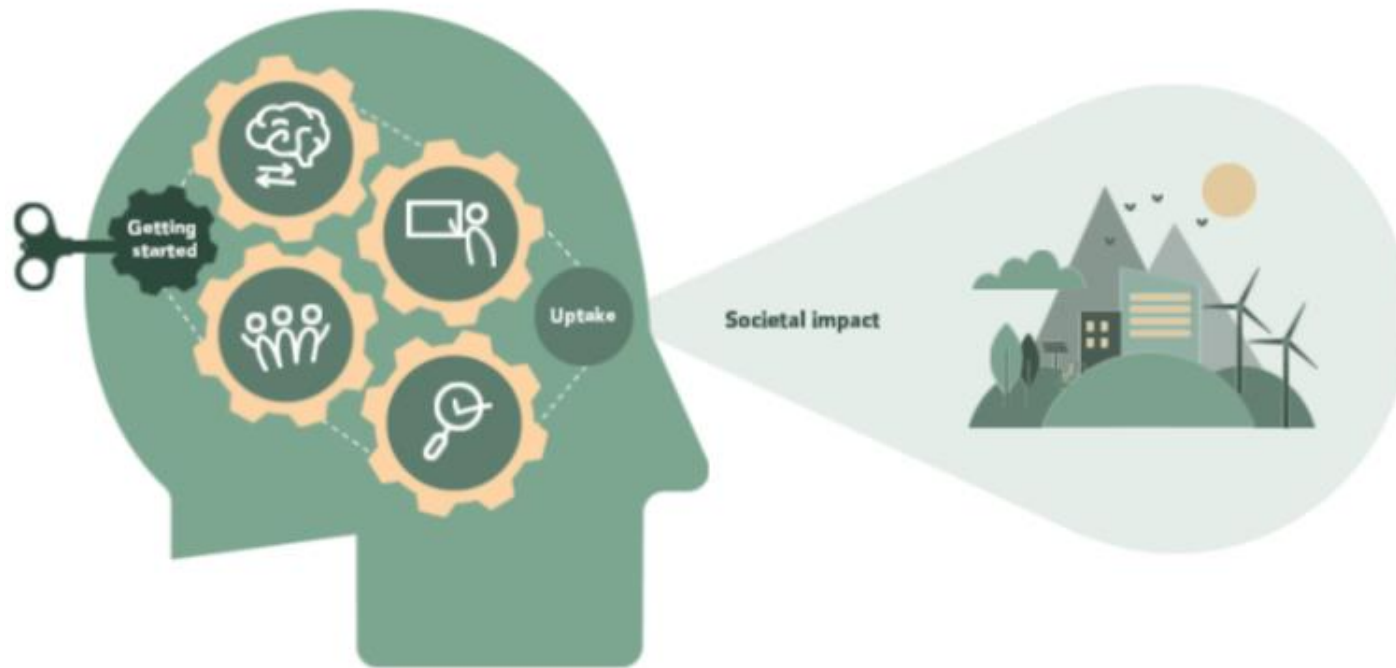


TEAM typically contributes to a combination of VLIR-UOS outcomes and should certainly link up with outcome (5).



Creating the conditions for Uptake

Creating conditions for uptake



Getting started

- Knowing the context, the broader system and structural barriers
- Relevance & policy priority
- Knowing stakeholders, potential beneficiaries and/or intermediaries
- Partnership



Knowledge communication

- Information intermediary
- Knowledge translator
- Knowledge broker
- Innovation broker



Stakeholder engagement

- Needs-orientation & participation
- Collaboration with end-users
- Frequency of interaction, trust and mutual respect



Capacity building

- Capacities for uptake of knowledge producers
- Capacities for uptake of knowledge users
- Capacities for uptake of intermediaries



Impact-oriented planning & monitoring

- Planning for uptake
- Monitoring for uptake

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 (Annex 1)

Elaborate on the (innovative) research/ pedagogic methods and approaches your TEAM will implement. Integrate your approach/strategy towards uptake.

▶ *Maximum 8.000 characters*

6 project domains of intermediate change

Domain	Intermediate change
Research programmes and methods	Strengthened research capacities of involved departments / units linked to academic priorities for developmental change
Education programmes and methods	Strengthened educational capacities of involved departments / units, linked to academic priorities for developmental change
People	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
Outreach and policy support	Improved dissemination practices and uptake of newly created knowledge, applications, services
Systems, policies, and infrastructure	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
Networks and partnerships	Regional and international connections for sustainable higher education and networks are being developed and strengthened

Part of ToC – listed as separate question

How will you integrate the 3 SDG principles as presented by VLIR-UOS:

- Interconnectedness with integration of gender& inclusivity and environment
- Coherence, multi-institutional and multi-stakeholder partnerships
- Leave No One Behind (LNOB)

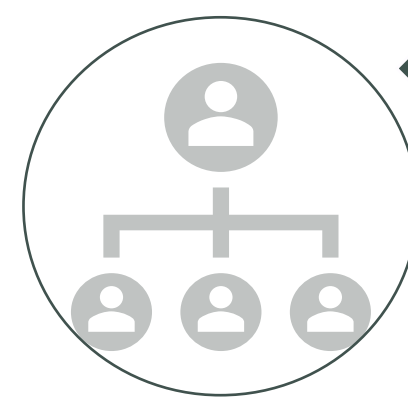
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Developing a ToC – Sustainability

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

📌 *Maximum 2.500 characters*

Organisation

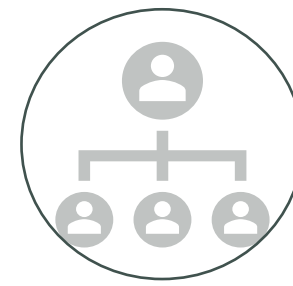


1. Who is involved? => Annex 1
2. How is the project structured/organised? => Key questions

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



1. Update the personal data of the project (co-)promoters in the submission tool (uploading Annex 1).

- 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.
- CVs of (main) promoters: preference: online links to CVs (ORCID ID if available)

Please take note that in the case of an MSP, a representative of a non-HE actor could be indicated as a team member or partner co-promoter, but not as a (main) partner promoter.

TEAM projects – Who can apply?

Who?

- Flemish promoter: professor (min 10% ZAP), specialist at a Flemish university or a professor/lecturer at a university of applied sciences and arts. See detailed requirements for postdoc applicants, possible if supported by a 50% ZAP co-promoter
- Partner promoter (s): employed at **recognized higher education institution or national public research institute** in a project partner country
- MSP partners: as team members, or partner **co**-promoter

Additional criteria

- Applicants (Flemish/local) can submit maximum two TEAM projects in case they have no ongoing SI 2023 or TEAM 2022 project
- Former and present IUC partner institutions are fully eligible

Organisation – key questions

2. How is the project structured / organised?

- Organisational structure
- Distribution of roles. How will the tasks be divided among the involved partners (local – Flemish) in a balanced way?

✚ *Maximum 3.000 characters*

Organisation

3. (if applicable) Describe the role and selection procedure of scholarship holders (master, PhD) in the project set-up.

▶ *Maximum 2.000 characters*

Organisation – if MSP/MIP set-up

4. (if applicable) MSP or MIP

Please indicate and explain added value, if you will collaborate in a structural way with:

- additional institutions of higher education (Multi-Institutional Partnership)
- and/or with non-academic actors (Multi-Stakeholder Partnership)
- and wish to request a bonus of 20.000 EUR, leading to a max. project budget of 300.000 EUR



Maximum 2.000 characters

Stakeholders and coherence



1. Stakeholder : identification & engagement strategy
2. Coherence: internal & external

ESSENCE

Identify and **analyse** the 5 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**

- Identify the project's **5 most important stakeholders (external to the project)**

Approach

- **How** manage / engage with them
 - Knowledge users : e.g. farmers, policy makers
- **How do they contribute** to the realization of the project outcomes and impact (e.g. the end-users of the project results)

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Coherence

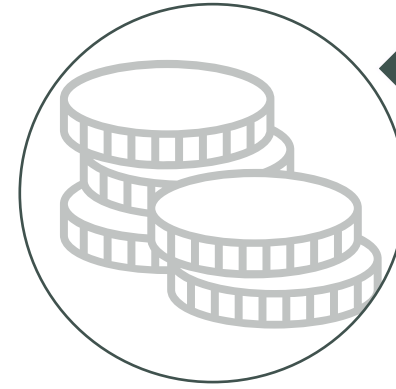
Coherence is about the **complementarity** of the project with the actions and networks of other actors and/or other HES4SD initiatives. Elaborate on any coherence with:

- **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.**

Budgetfile : Annex 2

Budget lines
A. Investment costs
A.1. General investment costs
A.2. Vehicles
A.3. ICT
B. Operational costs
B.1. General: goods & services
B.2. Dissemination & uptake (events)
B.3. ICT (operations and services)
B.4. International mobility & subsistence
B.5. Local mobility & subsistence
C. Personnel costs
C.1. Employment contracts
C.2. Topping-up
D. Scholarship costs
D.1. Short term scholarship allowances in Belgium
D.2. Study scholarship allowances in Belgium
D.3. Research scholarship allowances in Belgium
D.4. Short term scholarship allowances in partner country
D.5. Study scholarship allowances in partner country
D.6. Research scholarship allowances in partner country
Total A-D
E. Coordination Costs
E.1. Coordination costs in Belgium
E.2. Partner coordination costs
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
- (c) Identify what parts of the budget will be managed by which partner (Flemish/partner HEI(s)), and in particular in the case of interinstitutional collaborations with multiple promoters reflect on how the budget will be managed (incl. any redistribution of local coordination costs).

 ***Maximum 4.000 characters***

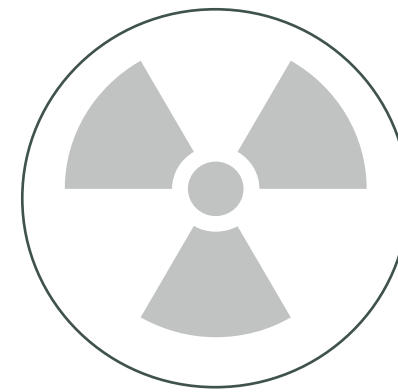
Budget MIP or MSP (if applicable)

Please explain how you will use the additional budget of 20.000 EUR and motivate.

- This should refer to the specific design of the interinstitutional implementation project set-up. An extra budget cannot be requested for other reasons.
- How will this extra budget allow all involved parties to take up their respective roles within the project

 *Maximum 2.000 characters*

Risks



NOT APPLICABLE FOR TEAM PROJECTS

Monitoring



Describe your approach in terms of monitoring & quality assurance

- 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?

Note: Selected projects will be asked to report on a limited set of generic, standard indicators

▶ **Maximum 2.000 characters**

Monitoring

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

RESEARCH PROGRAMMES AND METHODS

Indicator

Number of co-authored / joint peer reviewed scientific publications based on data collected/analyzed through the support of the project

EDUCATIONAL PROGRAMMES AND METHODS

Indicator

Number of new or substantially updated/revised Bachelor programmes developed (curriculum) through the support of the VLIR-UOS project

Number of new or substantially updated/revised Master programmes developed (curriculum) through the support of the VLIR-UOS project

Number of new PhD programmes / doctoral schools developed and accredited through the support of the VLIR-UOS project

Number of new course modules/trainings developed through the support of the VLIR-UOS project

Monitoring

PEOPLE

Indicator

Number of Bachelor students directly supported by the VLIR-UOS project (through a scholarship or project budget) that were enrolled during the reporting year, contributing to the objectives of the project

Number of Bachelor students directly supported by the VLIR-UOS project (through a scholarship or project budget) that have graduated during the reporting year, contributing to the objectives of the project

Number of Master students directly supported by the VLIR-UOS project (through a scholarship or project budget) that were enrolled during the reporting year, contributing to the objectives of the project

Number of Master students directly supported by the VLIR-UOS project (through a scholarship or project budget) that were graduated during the reporting year, contributing to the objectives of the project

Number of PhD students directly supported by the VLIR-UOS project (through a scholarship or project budget) that were enrolled during the reporting year, contributing to the objectives of the project

Number of PhD students directly supported by the VLIR-UOS project (through a scholarship or project budget) that have graduated during the reporting year, contributing to the objectives of the project

OUTREACH AND POLICY SUPPORT

Indicator

Number 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

Number 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

Uptake/influence of project-supported research in policy and/or practice (Score scale using self-assessment (0-4))

Monitoring

NETWORKS AND PARTNERSHIPS

Indicator

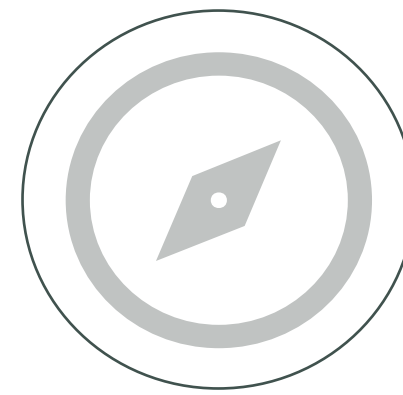
Number and type of newly established strategic partnerships / collaborations directed at improved education, research, and uptake with relevant external stakeholders as a result of the project

SYSTEMS, POLICIES AND INFRASTRUCTURE

Indicator

Number of newly established or revised institutional policies, rules and regulations (e.g. development of a new research/ accreditation/ integrity policy, policies regarding to mainstreaming/integration of gender and inclusion perspectives, HR policies to reduce staff turnover and facilitate skills and knowledge transfer within institutions)

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**

Learning & steering

Comments from the Stage 1 concept note selection¹⁾

Please describe what steps you have taken to develop this fully fledged TEAM proposal

➤ *Maximum 2.500 characters*

Please indicate how the comments from the Stage 1 concept note selection were integrated/ tackled in the fully fledged proposal

➤ *Maximum 5.000 characters*

Annexes

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

General information	General information on the project
Module 3	Information on who is involved in the project and its organisational structure
Module 5	Activities (= activity plan, organised per intermediate change domain)

- Annex 2: TEAM FF budget format

Mandatory Annexes without format

- Annex 3: CVs of the promoters (if no online link)
- Annex 4 - Endorsement letter of the partner institution(s) in case of a partner promoter

Optional Annexes

- Letter of support of formalised Synergy / MSP/ MIP 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)
- ..

Annex - Endorsement letter of a partner institution (s)

- One (1) letter per main partner institution (partner country)
- Institutional support letter, referring to the employment link of the main partner promoter with a (recognised higher education) partner institution,
- Support of this same institution to the project.

- The letter should be signed at least by an authority at Faculty level

TEAM 2024 - Timeline

STEP IN PROCESS	DATE
Launch call Fully Fledged proposals	12 February 2024
Information session (online)	22 February 2024 (starting 13h00 CET)
Deadline for submission to ICOS of the University Association	Please contact the ICOS or GEO of the Flemish institution (university association level, see contact details)
Deadline for submission by the ICOS to VLIR-UOS	29 April 2024 (17h00 CET)
Eligibility check and decision, and notification in case of non-eligibility	Ultimately 17 May 2024
Multiple (regional) Selection Commission meetings	Between the 2 nd and the 3 rd week of June 2024
Ratification of selection	Week of 24 June 2024
Notification of selection	Foreseen in the week of 24 June 2024, ultimately 1 July 2024.
Budget control / preparing contract info / contracting	Pre-contracting starts as of notification of selection in view of signing of agreements as of July 2024 and ultimately end of August 2024.





Questions, remarks, reflections ?

Thank you!