

# VLIR-UOS

“Sharing minds, changing lives”

SI 2023

25 Nov 2022

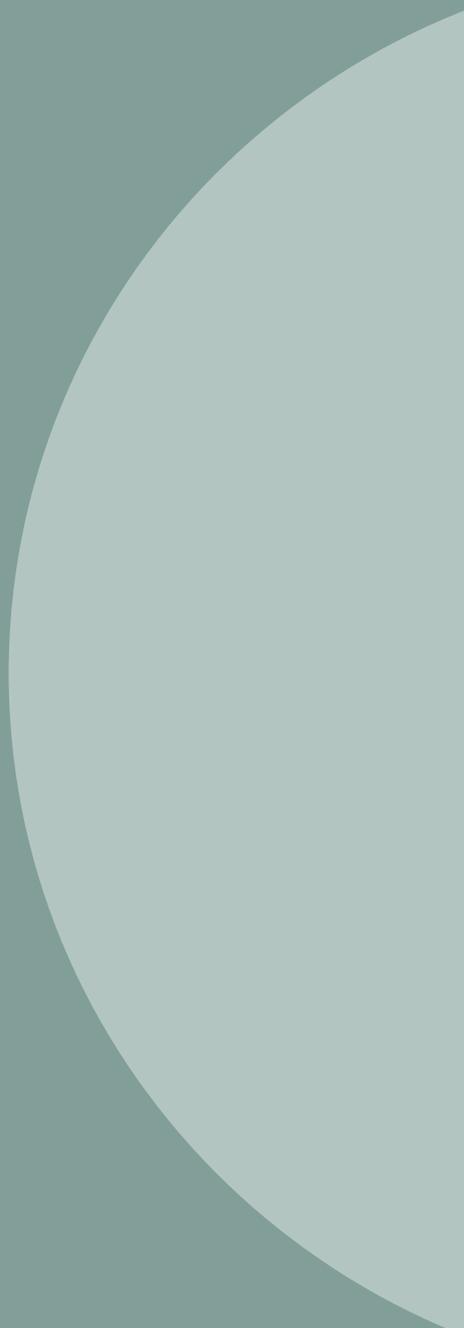




# **Summary**

**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**



# Resources

How does it work?	^
Who can apply?	^
Which partner countries are eligible?	^
Budgetary framework	^
How does the assessment procedure work?	^
Useful documents	^
Need inspiration for a VLIR-UOS project? Here are some ideas for your project proposal.	^

- **Website:** [Call SI 2023](#)
- [Call SI 2023](#) document as entry point
- **How?**
  - [Formats](#) = working documents (Call Annex)
  - Project applications are submitted through an [online platform](#).

# ToC aligned with Agenda 2030

- **Align your proposal on the VLIR-UOS TOC**
  - Standardized impact areas (3),
  - outcomes (6)
  - intermediate change domains (6)
- **Ambition to Connect 4 change**
- **Coherence and complementarity**
  - Country reference frameworks
  - Thematic strategic framework on HE4SD
  - Inter-institutional collaboration (between HEI)
- **SDG Principles** as a starting point to integrate transversal & priority themes

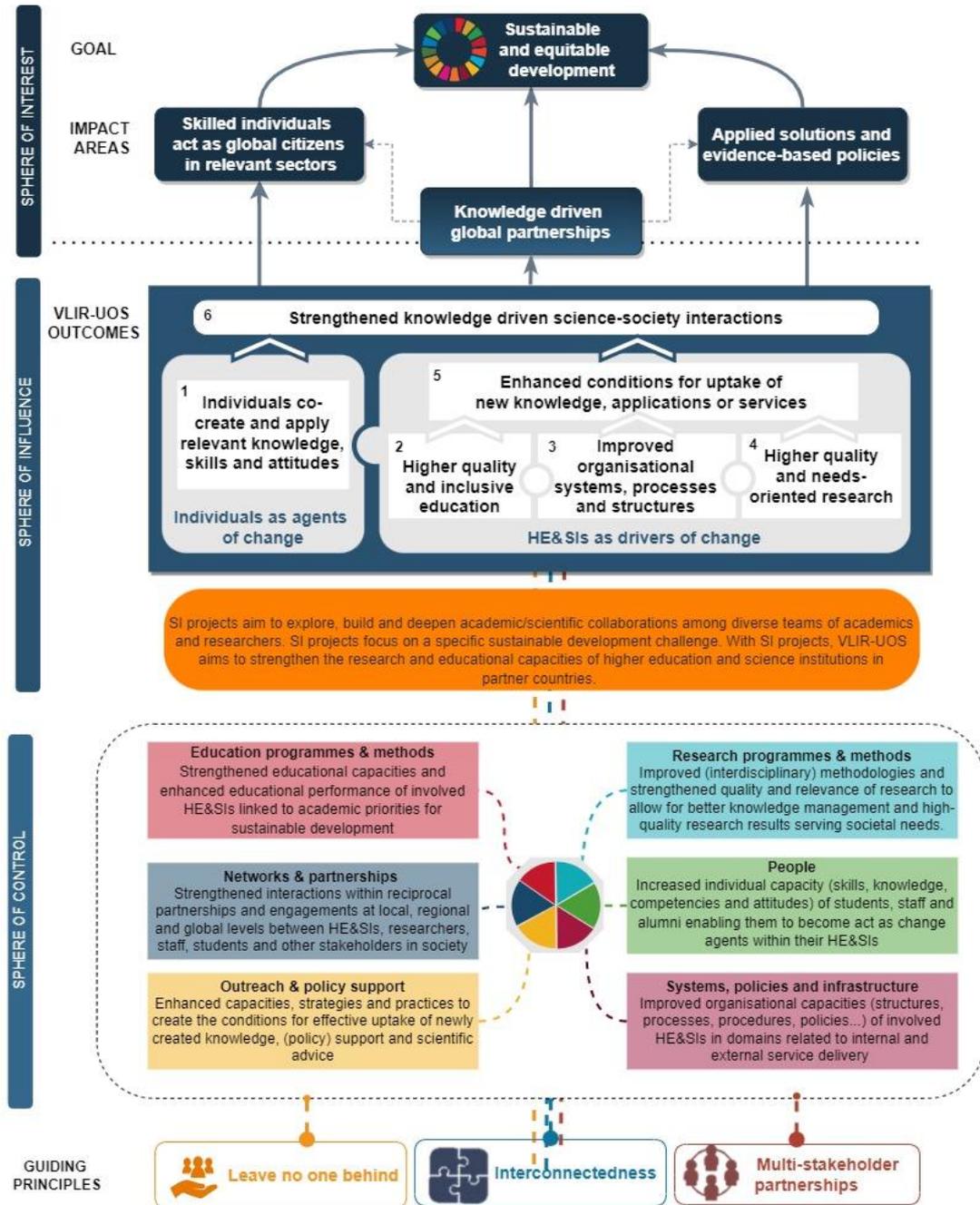


# VLIR-UOS Revised Theory of Change



6 VLIR-UOS outcomes  
along 2 axes:  
*Individuals as agents of change*  
*HEIs as driver of change*

6 intermediate change domains



# SDG principles as entry point

## 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*
- *VLIR-UOS: types of countries & institutions, LNOB fund, etc.*
- *Mainstreaming in all interventions*
- *Project promoters: at level of context analysis, stakeholder mapping, focus end beneficiaries, attention for vulnerable groups*



# SDG principles



## Indivisibility & Interconnectedness

- Interaction between Goals & targets
- Co-benefits ... or trade-offs
- Importance of holistic context analyses & systems thinking
- Project promoters: specific attention for: Gender equality, inclusion and diversity / Environmental Sustainability / inter-disciplinarity



# SDG principles

## Multistakeholder partnerships



- *Complexity, scale, and interconnectedness of the challenges ... requires a concerted effort of a wide variety of different stakeholders.*
- *VLIR-UOS / project promoters:*
  - *Assuring coherence*
  - *Interinstitutional collaboration (pooling expertise)*
  - *Multi-stakeholder partnerships (across sectors)*



# Revised formats and guidelines

- Formats and guidelines: standardisation, simplification (e.g. less text/annexes), digitisation
- ToC concept with standardised VLIR-UOS outcomes and intermediate change domains
- Modular approach for project info
- Online submission tool further optimised
- Updated Scholarship & financial guidelines
- New: requirements for SI projects  
Simplified

## **2. Formats and guidelines**



Version 6 dec

# Support & guidance offered



- These **powerpoint guidelines** for the formulation of an SI
- **Formats** = **working documents**
- Preparatory info to be inputted, per module, in the online [project submission tool](#) to access):
  - **Word** template : outline with main questions to be answered / filled out in the tool
  - **Excel** templates: basic data (Sector codes / main SDGs) for Module 3 (organisation) and 5 (activities) and budget template (to be uploaded)
- Plan to provide some on campus trainings

## 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 / others 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 analysis



2: Project strategy (Impact statement and ToC)



3: Organisation



4: Stakeholders and coherence



5: Planning & budgeting



6: Risk management



7: Monitoring & evaluation



8: Learning and steering



# Context analysis

1. Sustainable development context
2. Partner institution 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

## 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*



# Institutional (partner HEI) context analysis

## Key questions

1) What are the key **strengths and weaknesses** of the partner institution & involved department(s) / unit(s)?

- Key areas within the institution needing further development
- Added value of the project for the partner institution/local team? Any previous experience between the project partners?



*Maximum 3000 characters*

# Checklist SDG principles

<p><b>LNOB</b></p>           	<ul style="list-style-type: none"><li><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?</li><li><input type="checkbox"/> Have you analysed why they are left behind and by whom they are excluded (considering intersecting factors)?</li><li><input type="checkbox"/> Have you formulated clear definitions or criteria for poverty, marginalization, exclusion, ...?</li><li><input type="checkbox"/> Does your analysis include the perspectives of those (at risk of being) left behind?</li><li><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?</li></ul>
<p><b>INT</b></p> 	<ul style="list-style-type: none"><li><input type="checkbox"/> Have you gained a solid understanding of the important interlinkages in the system in which you are working?</li><li><input type="checkbox"/> How are these issues linked? What are important co-benefits and trade-offs (e.g. environmental – economic trade-offs)?</li></ul>
<p><b>MSP</b></p> 	<ul style="list-style-type: none"><li><input type="checkbox"/> Do you have a solid understanding of the relevant actors and their relationships in the system in which you are working?</li></ul>



## 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 intermediate change **domains**.

# Developing a theory of change

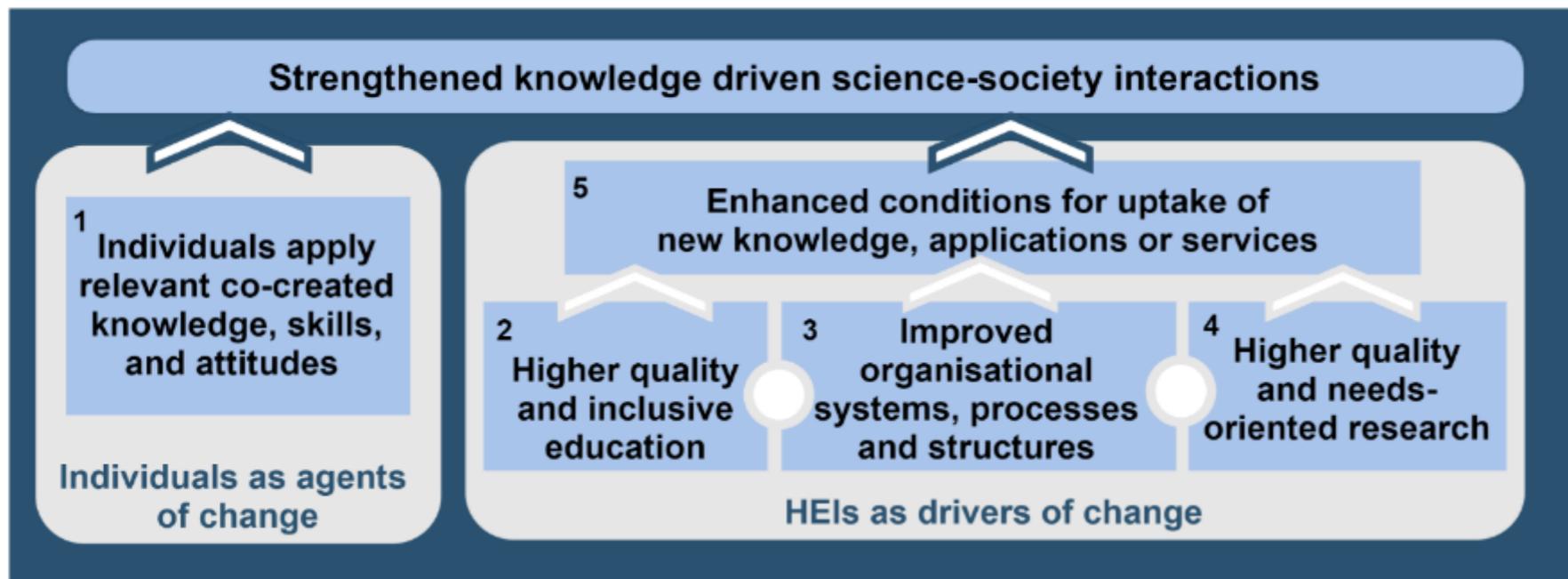
## Narrative description of the project strategy and the envisaged change process

- *3 key questions. While these questions echo the key questions in Theory of Change (ToC) thinking, 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?**)?
  - Impact statement
  - Explanatory text, describing the pathways of change
2. **What** changes do you want to achieve with your project, by aligning with the VLIR-UOS outcomes?
3. **How** do you want to do it? (e.g. operational/methodological approaches)

# TEAM/SI fit within VLIR-UOS ToC outcomes



- TEAM/SI fit typically contributes to a number of VLIR-UOS outcomes, and should certainly link up with the outcome **5. Enhanced conditions for uptake of...**



# Developing a ToC – Key Question 1

## Key questions

1) What is the long-term change to which you want to contribute (Why question)? Try to put this down in a short **impact statement**  *Max. 500 characters*

2/ **Elaborate in a narrative text** how this long term change refers to the sustainable development related objective or dream (=impact) to which the project wishes to contribute (in line with Agenda 2030 and the SDGs).  
Why and for who?  *Max. 1.500 characters*



Sustainable development (SD) impact

Institutional (partner HEI) impact

# Developing a ToC – Key Question 2

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

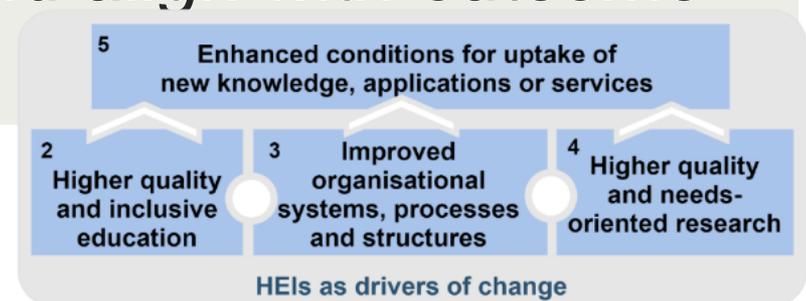
This needs to refer to the changes you want to achieve/observe by the end of the project.

*Convincingly explain how these align with the VLIR-UOS outcomes (cf. call document)*

*Do not forget all projects should align with outcome n° 5 on uptake*



Max. 4.000 characters



# Theory of change – points of attention/ when reflection on the what?

1. Describe the **uptake strategy of the project** / How will the **conditions be created for uptake** of new knowledge, services and applications by external (outside the partner institution) stakeholders (e.g. local communities, policy makers, vulnerable target groups local industry, etc.)?
2. Highlight what possibilities you identified towards **the integration of the SDG principles**
  - Interconnectedness with due attention for the integration of gender and environment
  - Coherence, interinstitutional collaboration and Multi-stakeholder partnerships
  - Leave No One Behind (LNOB; with due attention for the integration of gender equality)
3. Reflect on the **challenges for the sustainability** of the project results

# Developing a ToC – Key Question 3

## How do you want to do it?

*Explain how you will do it:*

- *describing your operational and methodological approaches,*
- *identifying key deliverables and activities (in line with the project's operational plan).*
  
- *In the operational plan, activities are to be organized according to the six standard VLIR-UOS project domains giving particular attention for the standard domain dissemination/uptake strategy.*



*Max. 6.000 characters*



# 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.

*Note: endorsement letter of the partner institution will be required (at least faculty level)*

# Organisation

## Key questions

- 1) Presentation of the project partners : Who is involved and what are their roles / responsibilities? (info in Annex 2 preparing for upload in tool)
- 2) How is the project structured / organised? Explain how the project will assure a continuous link with and involvement of the partner university. How will the tasks be divided among the involved partners (local – Flemish) in a balanced way?
- 3) Describe, if relevant, the role and selection procedure of scholarship holders (master, PhD) in the project set-up



*Use Excel format for the organisation details related to question 1 and include in word max. 2.500 characters for question 2 and 2.000 for question 3*





# Stakeholders and coherence

1. Stakeholder management: Identification of main stakeholders
2. Approach & Strategies for stakeholder engagement & uptake
3. Coherence: internal & external

## ESSENCE

**Identify** and **analyse** the project stakeholders and elaborate a strategy to **manage** the stakeholders throughout the project (including communication with stakeholders & uptake strategy).

# Stakeholders management

**What ?** refers to the 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 and explain how the project will manage them/engage with them (e.g. in stakeholder advisory board).
- Approach



*Max. 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.

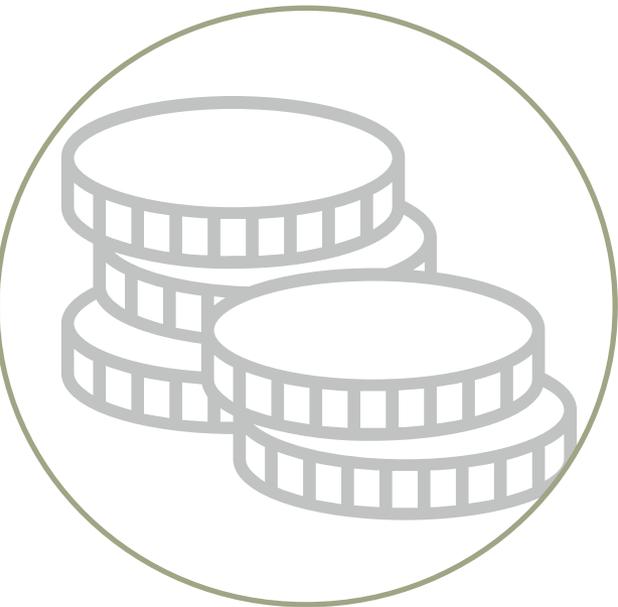
Elaborate on any coherence with:

- 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).*



**Max. 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.**

# Operational plan

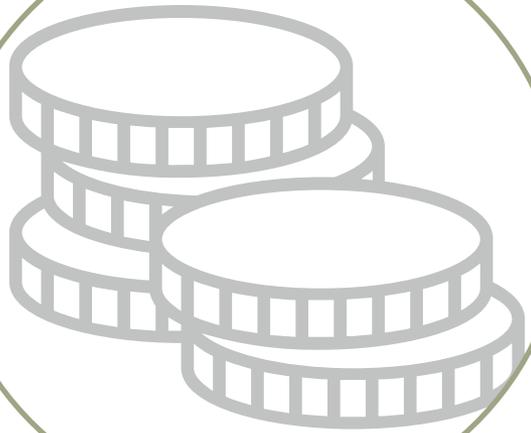
- In the operational plan, activities are to be organized according to the six standard VLIR-UOS project domains with particular attention for dissemination/uptake strategy.*

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



**Budget format /  
overview  
budget lines**

Budget lines	AY 1 (€)
A. Investment costs	0,00
<i>A.1. General investment costs</i>	0,00
<i>A.2. Vehicles</i>	0,00
<i>A.3. ICT</i>	0,00
B. Operational costs	0,00
<i>B.1. General: goods &amp; services</i>	0,00
<i>B.2. Dissemination &amp; uptake (events)</i>	0,00
<i>B.3. ICT (operations and services)</i>	0,00
<i>B.4. International mobility &amp; subsistence</i>	0,00
<i>B.5. Local mobility &amp; subsistence</i>	0,00
C. Personnel costs	0,00
<i>C.1. Employment contracts</i>	0,00
<i>C.2. Topping-up</i>	0,00
D. Scholarship costs	0,00
<i>D.1. Short term scholarship allowances in Belgium</i>	0,00
<i>D.2. Study scholarship allowances in Belgium</i>	0,00
<i>D.3. Research scholarship allowances in Belgium</i>	0,00
<i>D.4. Short term scholarship allowances in partner country</i>	0,00
<i>D.5. Study scholarship allowances in partner country</i>	0,00
<i>D.6. Research scholarship allowances in partner country</i>	0,00
<b>Total A-D</b>	<b>0,00</b>
E. Coordination Costs	0,00
<i>E.1. Coordination costs in Belgium</i>	0,00
<i>E.2. Partner coordination costs</i>	0,00
<b>TOTAL</b>	<b>0,00</b>

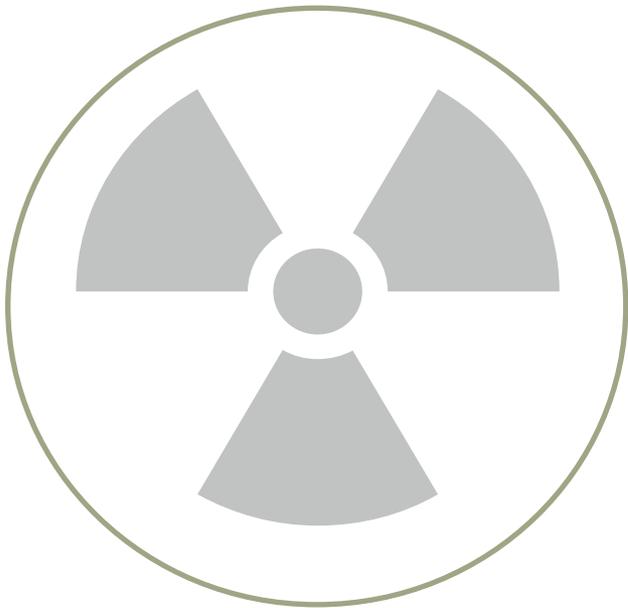


# Budget: value for money

## **MOTIVATE**

- Main activities that require budget
- Explain the main financial focus/needs of your project (explain link with core activities; share of investment, personnel/operational/scholarship costs) and any in-kind co-funding at the level of the partner institution.
- Identify what parts of the budget will be managed by which partner (Flemish/partner HEI(s)), and in particular in the case of inter-institutional collaborations with multiple promoters reflect on how the budget will be managed (incl. any redistribution of local coordination costs).

***Max. 4.000 characters***



# Risks

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

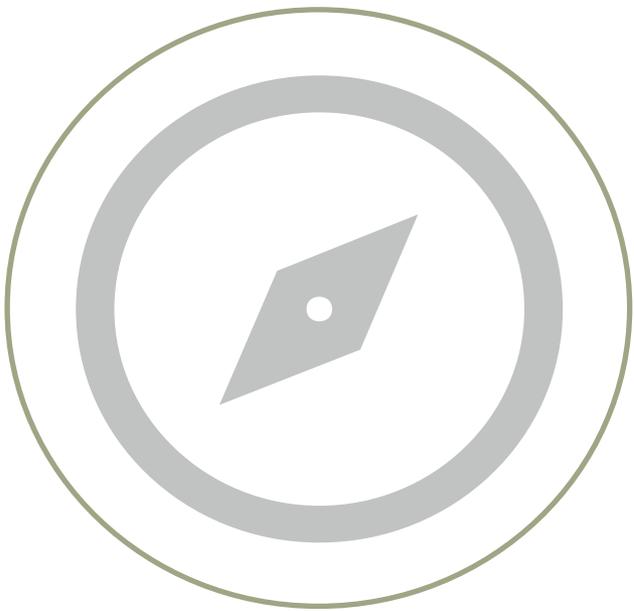
**Not applicable for SI projects**



# Monitoring & reporting

- 1. No longlist of indicators to be filled out anymore.** Selected projects will be asked to report on a limited set of generic, standard indicators (e.g. number of publications, scholarships (PhD, Master) that benefited from the project, Number of updates master programmes, Number and reach of dissemination events, etc.).
- 2. Describe your approach in terms of monitoring & quality assurance** briefly 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?

**Max. 2.000 characters**



# Learning & steering

1. Lessons learned
2. Follow-up & steering

## ESSENCE

Indicate whether this is a re-submission, follow-up project, or not

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

# Lessons learned & steering

## Key questions

- 1) Project track record:** Indicate whether this project proposal is a continuation of an existing intervention (follow-up project) or a finalisation/harvesting phase, or a re-submission (*note: 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. How will lessons learned from previous experiences be taken on board? In case of follow-up projects, what is the added value of this project?** In case the project is a re-submission of a proposal submitted previously in VLIR-UOS calls for proposals, please also indicate how you dealt with shortcomings as compared to a previous proposal.

Max. 2.500 characters

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## Call types

VLIR-UOS is committed to offer both junior and experienced academics the relevant tools and

### Open calls

Call Short Initiatives (SI) 2023  
Deadline : 16/03/2023

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