AlmaLaurea

STRIVE
Strengthening Internationalization of Vietnamese Emerging Universities

STRIVE PROJECT

Strengthening Internationalization of Vietnamese Emerging Universities

Reference number: 101128558 — STRIVE — ERASMUS-EDU-2023-CBHE

WP3.1. Training on Project Design and Management

December 9,10 2024

PXU University, Hue, Vietnam

Preparation of a CBHE project proposal

-Quality of the Partnership and the cooperation arrangements-

Luisa Mengoni, AlmaLaurea

Co-funded by
the European Union

Contents of the presentation

Quality of the Partnership and the cooperation arrangements

- **Erasmus+ Programme Guide**
  - ***Guiding Points and Award Criteria***
- **Technical Description (Part B)**
  - ***Consortium set up***
  - ***Consortium management and decision making***
- **Partnership agreement**

Co-funded by
the European Union

Quality of the Partnership and the cooperation arrangements

-Award Criteria-

Quality of the Partnership and cooperation arrangement

“Quality of the partnership and the cooperation arrangements”

Guiding points (presented in the Call document/Programme Guide)

- the ***project should involve an appropriate mix of participating organisations*** in terms of profile, past experience in the Programme and expertise to successfully complete all project objectives;
- the project should involves ***newcomers*** and ***less experienced organizations*** to the Action
- the proposed ***allocation of tasks*** should demonstrate the commitment and ***active contribution of all participating organizations;***
- the proposal should include ***effective mechanisms for coordination and communication*** between the participating organizations, as well as with other relevant stakeholders.

Source: Erasmus+ Programme Guide

Co-funded by
the European Union

Quality of the partnership and cooperation arrangement

“Quality of the partnership and the cooperation arrangements”

Award Criteria (max score 20 points) applicable to all Strands

- **Management**: ***solid management arrangements*** are foreseen. Timelines, governance structures, collaboration arrangements and responsibilities are well defined and realistic.
- **Composition**: the partnership gathers an ***appropriate mix of organisations*** with the necessary competences relevant to the objectives of the proposal and to the specificities of the Strand; the proposal includes the most appropriate and *diverse range of non-academic partners*.
- **Tasks*: roles and tasks*** are assigned on the basis of the ***specific know-how, profiles and experience*** of each partner and are appropriate.
- **Collaboration: *effective mechanisms*** are proposed to ***ensure efficient collaboration***, ***communication and conflict resolution*** between the partner organisations and any other relevant stakeholders.
- **Commitment**: the ***contribution from the project partners is significant***, pertinent and complementary; the proposal demonstrates the ***partners’ involvement***, commitment and ownership of the project’s specific objectives and results, in particular from the third countries not associated to the Programme.

Source: Erasmus+ Programme Guide

Co-funded by the European Union

Quality of the partnership and cooperation arrangement

Additional award criteria by Strand.

TYPE OF STRAND	STRAND SCOPE	CONSORTIUM COMPOSITION	ADDITIONAL AWARD CRITERIA
Strand 1. *Fostering access to cooperation in higher education*	**Facilitate newcomers in small-scale projects** to reduce the internationalisation gap among HEIs from eligible third countries not associated to the Programme	**National projects** • **at least 2 EU Member States** or third countries associated to the Programme; each of these countries must involve **at least 1 HEI**. • **only 1 eligible third country** not associated to the Programme; involving **at least 2 HEIs** • The N of participating organisations from third countries **must be equal to or higher than** the n of EU participating organisations **Multi-country projects** **At least 2 third country** not associated to the Programme; involving at least 2 HEIs each	
Strand 2. *Partnerships for transformation in higher education*	New approaches and initiatives in HE, based on **transfer of experience and good practice** affecting society at large . Innovation in higher education in order to enhance its relevance for the labour market and the society		**Involve relevant non-academic organisations and stakeholders** that will bring an innovative added-value to the proposal objectives (for example private sector)
Strand 3. *Structural reform projects*	Support **sustainable systemic and structural improvement** and innovation at the level of HE sector by involving the competent National Authorities (notably Ministries of Education) of third countries not associated to the Programme	**National projects** • **at least 2 EU Member States** or third countries associated to the Programme; each of these countries must involve **at least 1 HEI**. • **only 1 eligible third country** not associated to the Programme; involving at least **2 HEIs and the national authority** • The N of participating organisations from third countries **must be equal to or higher than** the n of EU participating organisations **Multi-country projects** **At least 2 third country** not associated to the Programme; involving **at least 2 HEIs each**	Proposal demonstrates that the **competent national authorities** for higher education are **strongly involved** in the steering and implementation of the action

Partnership and the cooperation arrangements

-Consortium Set up-

Partnership and cooperation arrangement

CONSORTIUM SET UP (Project Proposal Section 2.2.1.)

Please address all guiding points *presented in the Call document/Programme Guide under the* ***award criterion 'Quality of the partnership and the cooperation arrangements****'.*

Refer to award criteria and guidelines

Management, staff composition, roles and tasks, commitment and contribution to project objectives, eventual implication of non academic organization and stakeholders, involvement of newcomers.

Describe the participants *(Beneficiaries, Affiliated Entities, Associated Partners and others, if any) and explain* ***how they will work together*** *to implement the project.*
How will they ***bring together the necessary expertise****?*
How will they complement *each other?*

Describe the specificies of participants in line with the project goals *(for example the departments involved), describe the* ***history of cooperation*** *on the project topics, and the previous cooperation among the partners.* ***Be clear on the specific roles*** *of each partner within the project and the* ***different activities and tasks*** *that the participants will carry out putting in light the complementarity.* ***Explain the logic of assigning leadership*** *of WPs.*
Try to diversify *thepartners competences and tasks based on their expertice.*

Co-funded by the European Union

Example of Consortium ECOVIP

ECOViP "Fostering Innovation and Entrepreneurship in Ecotourism to support sustainable development in Vietnam and the Philippines" in brief;

Strand 2 CBHE project that aims to develop entrepreneurial and innovation capacities for sustainable development in tourism in Vietnam and the Philippines

ECOViP goal:

1. Promote the development **of innovative** interdisciplinary entrepreneurial **Ecotourism projects by HEI students**, in cooperation with the business sector.

   How? *Through the* ***development of the students Ecotourism projects****, through the ECOViP competition Bootcamp, during which time they will receive training, tutoring and mentoring from HEI & business sector staff*

2. Develop a **roadmap** for the improvement of the **education programmes** in Tourism in cooperation with the business sector, to increase the employability of graduates.

   How? *Through a* ***"roadmap for Tourism Curriculum Reform in Vietnam and the Philippines"*** *in which partners will detail how the selected Tourism curriculum can be modified to meet the labour market needs and provide students with the opportunities to develop employability and entrepreneurship skills, while increasing the opportunities to learn about sustainable tourism options including Ecotourism.*

Co-funded by the European Union

Example of Consortium ECOVIP

ECOVIP consortium has been carefully set-up including representatives of all relevant actors in the topic both for ecotourism and entrepreneurship, in order to exploit their expertise and maximise the project's impact

ECOVIP Consortium	BENEFICIARIES		ASSOCIATED PARTNERS
Countries	**HEIs**	**NON ACADEMIC PARTNER**	
Vietnam	3 universities	1 non academic partner (ecotourism association)	17 associated partners from Vietnam and the Philippines (including HEIs, student associations, business partners and policy-makers - all previous partners and highly motivated with regards to student employability & entrepreneurship). Ministry of Education for VN.
Philippines	3 universities	1 non academic partner (ecotourism association)	
EU	3 universities		

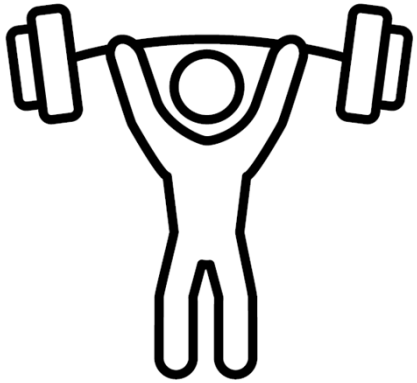
Co-funded by the European Union

Example of Consortium ECOVIP

ECOVIP **Consortium Strengths**

- The consortium brings together a ***diverse group of universities*** in terms of size and distribution

- They are also ***well distributed geographically***, with access to different natural areas for diverse options to develop Ecotourism projects



- Among the consortium there is also a ***mix*** between institutions with little ***experience*** ***in CBHE projects*** and other with a strong background

- ***Roles and tasks*** have been ***evenly distributed*** among partners attending to their field of expertise and previous experience

Co-funded by the European Union

Partnership and the cooperation arrangements

-Consortium Management and Decision Making-

Partnership and cooperation arrangement

Consortium Management and Decision Making (Section 2.2.2. of Project Proposal)

*Explain the **management structures** and **decision-making mechanisms** within the consortium. Describe how decisions will be taken and how regular and effective communication will be ensured. Describe methods to ensure planning and control.*

Note: The concept (including organizational structure and decision-making mechanisms) must be adapted to the complexity and scale of the project.

-MANAGEMENT STRUCTURE Example from STRIVE-

Management Body	Composition	Role	Actions
Steering Committee (SC)	A high representative from each partner	Ensuring the overall governance of the project	Adoption of strategic decisions on project implementation, the principle of unaminity being strived whenever possible and qualified majority principle being the second best Validation of project quality reports Resolution of possible controversials The SC meets on a regular basis
Quality committee (QC)	Appointed staff from each partner	Ensuring the quality of the project outputs and monitoring its progress	Analysis of feedbacks on project meetings Application of quality assurance measures Drafting of project quality reports The QC meets online on a regular basis
Working Group (WG)	Local coordinator from each partner	Coordinating the work teams	Implementation of work package (WP) activities Collection of feedbacks on project meetings Transmission of information to WP teams Continuous communication with WP leaders and project coordinator

Project coordinator (PC)

supported by **project national coordinator**, ensures the liaison among the different bodies facilitating their interaction through a smooth flow of information for the achievement of project expected results

Co-funded by the European Union

Partnership and cooperation arrangement

Consortium Management and Decision Making (Section 2.2.2. of Project Proposal)

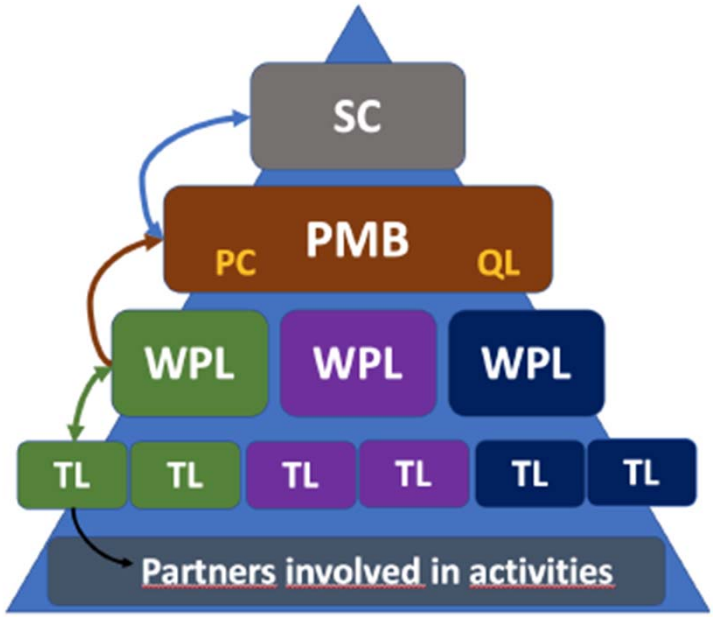
-MANAGEMENT STRUCTURE Example from ECOVIP-

Steering Committee-SC: receive the report from the PMB and make strategic planning and decision

Project Management Board –PMB-: chaired by the project coordinator with the support of the QC meets regularly and is the main decision making of the project

Work Package Leaders-WPL: take data and information from the TL and make report to PMB

Communication:
Management and Communication Manual.
Online Space: Teams, Drive



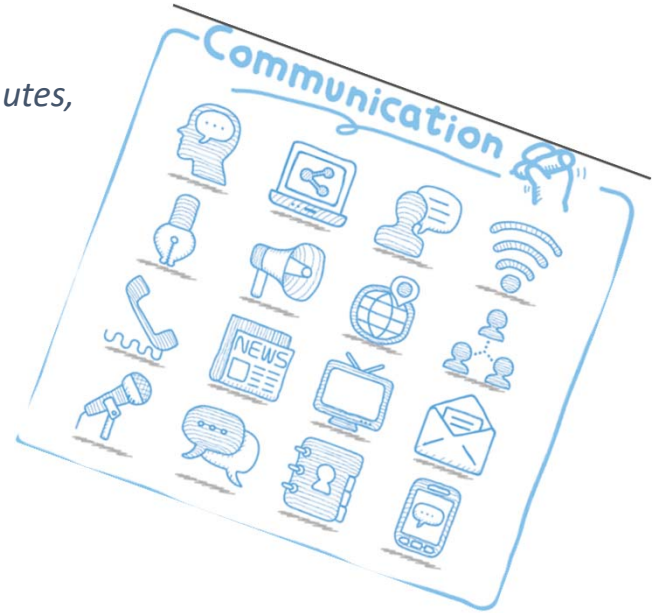
Co-funded by
the European Union

Partnership and cooperation arrangement

-DECISION MAKING AND COMMUNICATION TOOLS Example from STRIVE-

- **Collaborative base**; *the whole project consortium will take part to the decision making according to the management structure taking into account partners roles and responsibilities as set in the Project Quality Plan*
- **Responsibility:** *at each partner level, the appointed staff takes responsibility of the tasks assigned, having the local coordinator and AL as a reference point.*
- **Effectiveness of communication:** *the project coordinator, supported by the national coordinators through the plays a proactive role in coordinating the different flows of information and the collection/sharing of inputs (through personal/common mailing, Skype conferences and phone calls) through communication with the WG members.*
- **Different communication methods**: *face-to-face and online meetings, personal/common mailing, Skype conferences and phone calls.*
- **Documentation repository**: *project website for documents storing.*

  The project website will be continuously updated with meetings' minutes, presentations illustrated during the events, project deliverables, so to foster the ownership of the project by all the partners.



Co-funded by
the European Union

Quality of the Partnership and the cooperation arrangements

-TIPS and Recommendations-

Once you have identified the needs, the priorities of your project idea, the target group it is important to ***find the right team!***

Some recommendations:

Identify the institution that:

Provide the right expertise for the needs of the project
Provide a team working without significant language barrier
Play a role in dissemination and sustainability of project resu[illegible]

Make sure they can efficiently involved in the project:

Assess the genuine interest
Assess their capacities and capabilities
Discuss timing and responsibilities

Identify the best form of involvement

Partners/associated partners
Management provision
Communication means and frequency

Source: Reccomendation for preparing a CBHE good proposal, Mrs Carla Giulietti, Project Adviser, EACEA

Co-funded by
the European Union

Avoid some common weaknesses:

Activities of the Partner Organization and expertise of its staff should focus on what is specifically related to the project

Presentation of the partners and their key staff should be focus on the project,
Presentation of the university should not be the same in all the submitted applications, yet should be focused on subject, faculty or department involved
Presentations are more convincing if customized and providing facts and figures specifically related to the project

Ownership of results is guaranteed by the number and profile of people involved in partner countries institutions

A sufficient number of staff should be involved at each partner country
Do not use the same staff in many different projects
Newcomers are recommended
A mix of senior and junior staff is highly recommended

Source: Reccomendation for preparing a CBHE good proposal, Mrs Carla Giulietti, Project Adviser, EACEA

Co-funded by the European Union

Avoid some common weaknesses:

Ensure a balanced distribution of responsibilities, tasks and budget

The role of the Applicant/Coordinator is often too dominant and does not guarantee a sense of ownership across the consortium

Describe with precision the management arrangements (decision making process, bodies to be established, communication channels)

No specific provisions on this matter demonstrate lack of awareness in the consortium about the difficulties of international and cross cultural projects and/or an insufficient preparation of the consortium to start immediately the Activities

Communication is never too much

A significant part of the problems incurred by projects depends on insufficient communication In addition to general/global communication, consider planning also periodical bilateral sessions with each partner

Source: Reccomendation for preparing a CBHE good proposal, Mrs Carla Giulietti, Project Adviser, EACEA

Co-funded by the European Union

Once you have identified the needs, the priorities of your project idea, the target group it is important to ***find the right team!***

Some recommendations:

Identify the institution that:

Provide the right expertise for the needs of the project
Provide a team working without significant language barrier
Play a role in dissemination and sustainability of project resu[illegible]

Make sure they can efficiently involved in the project:

Assess the genuine interest
Assess their capacities and capabilities
Discuss timing and responsibilities

Identify the best form of involvement

Partners/associated partners
Management provision
Communication means and frequency

Source: Reccomendation for preparing a CBHE good proposal, Mrs Carla Giulietti, Project Adviser, EACEA

Co-funded by
the European Union

Quality of the Partnership and the cooperation arrangements

-Partnership Agreement-

Partnership agreement

The **Erasmus+ Programme contractual framework**, as in the case of STRIVE project, consists mainly of two reference documents:

- ***Grant Agreement*** (GA)
- ***Partnership Agreement*** (PA)

GRANT AGREEMENT

The GA *regulates the relationship between the European Education and Culture Executive Agency (EACEA) and the project coordinator & the beneficiaries* that have signed the "accession form", by defining the rules for carrying out the action financed, notably in terms of proper implementation.

PARTNERSHIP AGREEMENT

The PA represents an ***internal consortium agreement*** defining the *terms that govern the relations between the parties*, by establishing their *rights and obligations*, and lays down the *rules of procedure* for the work to be carried out in order to successfully implement the project.

In particular, the PA details:

- ***the internal organisation of the consortium;***
- ***the management of access to the Funding and Tender Opportunities Portal;***
- ***distribution keys for the payments and financial responsibilities in case of recoveries;***
- ***additional rules on rights and obligations related to background and results;***
- ***record keeping;***
- ***settlement of internal disputes;***
- ***liability and confidentiality arrangements between the beneficiaries.***

Co-funded by the European Union

Luisa Mengoni
STRIVE Project Coordinator
AlmaLaurea Interuniversity Consortium

Email: luisa.mengoni@almalaurea.it
Phone: +390516088924