STRIVE
Strengthening Internationalization of Vietnamese Emerging Universities

Co-funded by the European Union

STRIVE PROJECT
WP3 TRAINING ON PROJECT DESIGN AND MANAGEMENT

Phu Xuan University
December 9-10, 2024

Preparation of an Erasmus+ CBHE project proposal

Quality of the project design & implementation (I)

Enrico Dongiovanni

Project manager for international relations, AlmaLaurea

ALMALAUREA

Outline

- Concept and methodology
- Logical Framework Matrix
- Work Packages, tasks, milestones, deliverables

Concept and methodology

Concept and methodology

REQUIREMENTS

1. **Outline the approach and methodology behind the project**. Explain why they are the most suitable for achieving the project's objectives.

2. **Address** all guiding points presented in the Call document under the **award criterion "Quality of the project design and implementation"**.

Up to 30 points out of 100

REQUIREMENT 1 (approach)

- It is all about writing a good story!

KEY WORDS FOR A COMPETITIVE PROPOSAL:

- **Coherent**: avoid contradictions, avoid "patchwork".
- **Clear**: follow the questions and answer them in the right order.
- **Explicit**: do not take anything for granted, do not assume evaluators will always understand, avoid abbreviations or explain them the first time.
- **Focused**: stick to what is asked.

REQUIREMENT 1 (approach)

KEY WORDS FOR A COMPETITIVE PROPOSAL:

- **Concrete**: use examples, justify your statements, bring evidence.
- **Simple language**: also complex subjects can be explained in a plain language, keep most sentences 10-15 words long.
- **Rigorous**: the proposal is the basis on which your project will be implemented.
- **Complete**: ensure you have followed all the instructions and the mandatory requirements.

Concept and methodology

REQUIREMENT 1 (approach)

- Explain the context related to your topic.
- Demonstrate your methodology is the most appropriate for your planned goals and it is feasible.
- Illustrate how your methodology supports the capacity building process and Vietnam's ownership of results.
- Clearly identify the target groups to be involved.

REQUIREMENT 2 (award criterion)

➢ Coherence

The overall project design ensures **consistency between project objectives, methodology, activities and the budget proposed**. The proposal presents a coherent and comprehensive set of appropriate activities to meet the identified needs and the expected results.

REQUIREMENT 2 (award criterion)

➢ Methodology

The logic of the intervention is of good quality, **planned outputs and outcomes are coherent and feasible**, and key assumptions and risks have been clearly identified. The **structure and content of** the Logical Framework Matrix **(LFM) is adequate**.

REQUIREMENT 2 (award criterion)

➢ Work plan

Quality and effectiveness of the work plan, including the extent to which the **resources assigned to work packages are in line with their objectives and the deliverables**.

The relation between the resources and the expected results is adequate and the work plan is realistic, with **well-defined activities, time-lines, clear deliverables and milestones**.

REQUIREMENT 2 (award criterion)

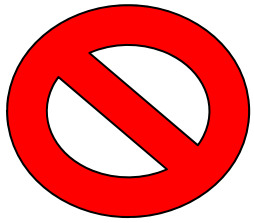
➢ Budget (I)

The **proposal is cost-efficient** and allocates the appropriate financial resources for a successful implementation of the project.

REQUIREMENT 2 (award criterion)

➢ Budget (II)

Avoid common mistakes:



- Too many meetings in Programme Countries
- Too high % of staff costs (more than ½ budget)
- Unfair distribution of the grant among partners
- WP Management is inflated
- Inclusion of financial audit costs

REQUIREMENT 2 (award criterion)

➢ Quality control

Control measures (continuous quality evaluation, peer reviews, benchmarking activities, mitigating actions etc.) and **quality indicators ensure** that the project **implementation is of high quality**.

REQUIREMENT 2 (award criterion)

➢ Environmental sustainability

The project is **designed in an eco-friendly way** and incorporates green practices (e.g. green travel) in different project phases.

Logical Framework Matrix

Logical Framework Matrix

The **LFM presents the project in a nutshell**.

It is a document **to be downloaded separately** from the Technical Description (part B) template.

You need to complete it and **copy/paste it in the section 2.1.2** Project management, quality assurance and monitoring **of the template**.

It is constituted by **4 columns**:

1. Narrative summary of the intervention logic	2. Objectively verifiable indicators	3. Means of verification	4. Important assumptions and prerequisites

Logical Framework Matrix

1. Narrative summary of the intervention logic

This column is splitted in 4 rows:

GOAL (general objective)	Identify the broader objective to which your project contributes
PURPOSE (specific objectives)	List the specific objectives that your project shall achieve
OUTPUTS (deliverables)	List the deliverables (grouped in work packages) that your project is committed to produce
ACTIVITIES (tasks)	List the key activities to be carried out (grouped in work packages) and in what sequence, in order to produce the expected results

Logical Framework Matrix

2. Objectively verifiable indicators

You need to **identify indicators for** each section of the narrative summary of the intervention logic: **goal, purpose, outputs, activities**.

Indicators must be targeted in terms of quantity and time!

For goal & purpose: measures to verify to what extent they are fulfilled

For outputs: measures to verify to what extent they are produced

For activities: goods, people and services needed to undertake them

3. Means of verification & 4. Important assumptions and prerequisites

They must be identified for goal, purpose, outputs, activities.

Logical Framework Matrix

NARRATIVE SUMMARY OF THE LOGIC INTERVENTION	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS & PREREQUISITES
GOAL To contribute to graduates' unemployment reduction in Vietnam	Comparison between employment rate of graduates from the new curricula and graduates in general	National and regional statistics on graduates' employment	Geopolitical stability in Vietnam Availability of business sector to co-design the curricula
PURPOSE Create new curricula addressing professional profiles requested in Vietnamese labour market	% of graduates employed after 6 months and 1 year from diploma	Statistics from each University	Ministry favouring agreements with business for effective students' placement

Logical Framework Matrix

NARRATIVE SUMMARY OF THE LOGIC INTERVENTION	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS & PREREQUISITES
OUTPUTS WP2: Accreditation of 8 new bachelors (2 x HEI) jointly designed by academia and business WP3: Upgraded skills for 20 academic staff x HEI WP4: Creation of a learning platform to deliver some courses	200 students enrolled in the 1st edition of the new 8 degrees 20 teachers trained in each HEI 20% of e-learning courses delivered	Electronic register of enrolled students Certificates of training attendance	Effective communication of new degrees availability to students Commitment of Universities' governance
ACTIVITIES WP2.1: Needs analysis WP2.2: Organization of focus groups with business representatives WP3.1: Preparation of training 1 WP3.2: Organization of training logistics WP4.1: Identification of platform technical architecture WP4.2: Definition of platform contents	WP2: 5 person/months; 1 meeting; 1 subcontracting for simultaneous interpretation WP3: 4 person/months; 2 meetings WP4: 6 person/months; 2 online meetings; 1 subcontracting for IT consultancy	Minutes and attendance lists of working meetings Trainings presentations stored in project file Register of platform accesses	Availability of facilities Interest of business world Commitment of teachers

Logical Framework Matrix

NARRATIVE SUMMARY OF THE LOGIC INTERVENTION	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS & PREREQUISITES
GOAL Developing entrepreneurial and innovation capacities in HEIs for sustainable development in tourism in Vietnam and the Philippines	Capacity building, strategic thinking & innovation in sustainable tourism Increased cooperation between HEIs & enterprises Enhance about labour market needs in VN & PH	Entrepreneurial/ Innovation capacity in SD in partner HEIs Cooperation agreements between university & labour market	Geopolitical stability in VN & PH Availability of business sector to develop cooperation agreements

Logical Framework Matrix

NARRATIVE SUMMARY OF THE LOGIC INTERVENTION	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS & PREREQUISITES
PURPOSE To promote the development of innovative interdisciplinary entrepreneurial ecotourism projects by HEI students, in cooperation with the business sector To develop a roadmap for the improvement of the education programmes in tourism in cooperation with the business sector to increase the employability of graduates	6 Ecotourism centres 6 online courses 12 online competitions 12 student projects mentored 6 Training programmes to reform 6 pilot courses reformed	Nº of Ecotourism centres Nº of online courses Nº of online competitions Nº of student projects mentored Nº of training programmes to reform Nº of pilot courses	High interest by VN+PH HEIs to better understand the situation of SD and promote entrepreneurial student ecotourism projects Strong interest from the partners to work on the project objectives and get a thorough understanding of ECOViP

Logical Framework Matrix

NARRATIVE SUMMARY OF THE LOGIC INTERVENTION	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS & PREREQUISITES
OUTPUTS WP6: Curricula reformed in VN & PH HEIs WP7-8: Ecotourism Hub equipped and running including guidelines WP9: 2 ECOViP students competitions projects organised together with 36 students in 2 boot camps and 24 project mentored	1 entr. Comp.Fram.; 6 set recom., 6 ent. modules to 240 student, 6 CV reform roadmaps & 6 LLL reco. 6 equipment purchased and installed 12 competitions, 2 boot camps-36 students & 24 student projects mentored	WG Guidelines, Ent.Comp.& R.& Online Entrepreneurship Module, Roadmap, Recommendations Training Ecotourism Hub inventory of technical resources available, web, publication ECOViP Competition Boot Camps & Mentoring	Need to better understand the role of HE in the development of VN+PH economic prosperity Dissemination strategy adequate to reach the target audiences, special attention is placed to targeting stakeholders

Logical Framework Matrix

NARRATIVE SUMMARY OF THE LOGIC INTERVENTION	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS & PREREQUISITES
ACTIVITIES WP6: Working Groups on Ent. Comp, on Ent. Module & on CV Reform WP7: Equip. R & Inst. WP8: Hub Set-up & Hub Launch	WP6: 48.450 € (5,86%) WP7: 29.740 € (3,60%) WP8: 24.540 € (2,97%)		Effective project management will result in the timely and on budget execution of the project activities and thus ensuring the success of the project Interest and motivation to support the Ecotourism Hub and ECOViP students projects

PAY ATTENTION!

You need to **ensure consistency between the LFM, the Gantt chart and the Working Packages** description.

Often the various parts are drafted by different persons without a final revision and discrepancies are evident (in terms of contents, duration of activities, etc.).

Work Packages, tasks, milestones, deliverables

Work Packages, tasks, milestones and deliverables

SECTION 4 OF THE TEMPLATE

This section concerns a **detailed description** of the project activities.

Group your activities into work packages (WP).

A work package means a major sub-division of the project.

For each WP, **enter an objective** and **list the activities, milestones and deliverables** that belong to it.

The grouping should be logical and guided by identifiable deliverables/outputs.

Work Packages, tasks, milestones and deliverables

A correct identification of WPs makes the project manageable and efficient.

On average, a project shall be divided into 6 to 12 WPs.

A WP devoted to Preparation Measures is admissible, but not compulsory.

A WP devoted to Quality Assurance is possible, but not compulsory (it could be dealt within WP Management).

Dissemination activities and Sustainability measures can be grouped in one single WP or form two different WPs.

Creating a single WP gathering all mobilities is not recommended.

Work Packages, tasks, milestones and deliverables

WITHIN A WP

Activities

Provide a concise overview of the work (planned tasks).

Be specific and give a short name and number for each task.

Show who is participating in each task: Coordinator (COO), and if applicable Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP) and others, indicating in bold the task leader.

Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.

Work Packages, tasks, milestones and deliverables

WITHIN A WP

Milestones

Milestones are control points in the project that help to chart progress, allowing the next phase of the work to begin.

Limit the number of milestones by work package.

Milestones occur before deliverables!

Deliverables

Deliverables are project outputs which are submitted on FTOP to show project progress.

Do not include minor items, internal working papers, meeting minutes.

It is recommended to limit the number of deliverables to max 10-15 for the entire project.

Work Packages, tasks, milestones and deliverables

Deliverables

For deliverables such as seminars, trainings, workshops, webinars, conferences, etc., **enter each deliverable separately!**

For deliverables such as toolkits, guides, reports, brochures, training materials etc., **add** in the 'Description' field: **format** (electronic or printed), **language**(s), approx. **n° of pages** and estimated **n° of copies of publications** (if any).

For each deliverable you must indicate a due month by when you commit to **upload it in the FTOP under 3 different possible labels**: public (automatically posted online on the Project Results platform), sensitive, EU-classified.

Work Packages, tasks, milestones and deliverables

WITHIN A WP

Duration: i.e. from M8 to M24 means there are no activities or milestones after month 24 and all WP-related deliverables are due by month 24.

There are **3 different sections** - tasks, milestones and deliverables: **avoid identical wording and same dates!**

Task: Establish**ing** the training format (M4-8)

Milestone: Dates and agenda of the training agre**ed** (M9)

Deliverable: **Training workshop** for VN academic staff (M11)

The same number of tasks listed in each WP must be reported in the Gantt chart!

Work Packages, tasks, milestones and deliverables

Example for curriculum development proposals

Task:

Preparing the accreditation file of the new Master

Milestone:

Ministry's feedback obtained

Deliverable:

Accredited Master

Work Packages, tasks, milestones and deliverables

Example for curriculum development proposals

Task:

Preparing the new textbooks

Milestone:

Peer-review within the consortium carried out

Deliverable:

New textbooks released

Work Packages, tasks, milestones and deliverables

Example for proposals creating a new Centre

Task:

Defining the mission, allocated staff, operating budget and procedures

Milestone:

Official decision by University's governance establishing the new Centre

Deliverable:

Centre established and running

Work Packages, tasks, milestones and deliverables

Example of deliverables for WP Preparation

Surveys of stakeholders (students, firms, NGOs)

Need analysis updated report

Inclusion strategy

In the first 6 – 9 months

Work Packages, tasks, milestones and deliverables

Example of deliverables for WP Development – Higher Education reform proposals

Change in legislation, introduction of new policies

Services, platforms at national level

Guidelines, national strategies

Work Packages, tasks, milestones and deliverables

Example of deliverables for WP Dissemination

Project website

Dissemination plan

Videoclip

At month 6 at the latest

At interim report at the latest

Report on dissemination activities

Promotional materials

Final conference

Work Packages, tasks, milestones and deliverables

Example of deliverables for WP Impact and sustainability

Sustainability plan (including indicators and available budget)

Impact report

Memorandum of Understanding

Work Packages, tasks, milestones and deliverables

Example of deliverables for WP Management

Project management handbook	Quality Assurance plan	Reports of external expert on QA
Within the first 8 months at the latest	By the first year at the latest	Not beyond month 33

~~Reports to EACEA linked to payment~~

~~Kick-off meeting or other consortium meetings~~

Enrico Dongiovanni
Project manager for international relations
AlmaLaurea Interuniversity Consortium

Email: enrico.dongiovanni@almalaurea.it
Phone: +390516088967