

16 - 19 September 2026

TCA

Music Across Borders: Building Sustainable Partnerships in Higher Music Education

"Giuseppe Verdi" Conservatoire

Milan (IT)

WORKSHOP · CAPACITY BUILDING GROUP 1

Let's make the project idea a reality!

Raffaele Longo · Conservatorio L. Cherubini, Firenze

17 September 2026 · 15.00 — 16.00



Three questions.

1 Who has read a Programme Guide cover to cover?

Nobody. It is 400 pages. This is fine.

2 Who has written a project indicator?

A few hands. Keep them up.

3 Who has had a proposal rejected?

Most of the room.

Good. That last group is the only one in this room holding data.

Four blocks. Three repairs. One Padlet.

4–10	Capacity Building, only the parts that change a decision	
10–16	The scoring machine — how a proposal actually dies	
16–29	Relevance: where your evidence comes from	PADLET 1
29–42	The work package: how one is actually built	PADLET 2
42–56	Indicators: the four parameters	PADLET 3
56–60	Impact, sustainability, and handover to your rapporteur	

The three shaded rows are the ones you work. The rest I talk, fast.

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BLOCK ONE

Capacity Building, in six minutes.

Not the Programme Guide. Only the six facts that change what
you decide.



Six facts.

THE THREE STRANDS

2 · €400,000—800,000

1 · Fostering access: €200—400k
3 · Structural reform: €600k—1M
Ours is Strand 2 — partnerships for transformation.

DURATION

24 or 36 months

Both are normal. Nobody thinks less of you for asking 36.

CONSORTIUM

2 countries × 2 HEIs

Strand 2 minimum: at least two eligible third countries, each with at least two HEIs.

FUNDING

Lump sum

Not a cost reimbursement. This changes everything — next slide.

SCORING

30 / 30 / 20 / 20

Threshold 60. AND half the maximum in every single category.

WHERE

EACEA, via FTOP

Deadline 10 February — check the live call before you plan anything.

Lump sum: the deliverable is the accounting.

WHAT PEOPLE ASSUME

You spend, you keep receipts, you report costs, you get reimbursed.

So the budget feels like the real document, and the deliverables feel like paperwork.

WHAT ACTUALLY HAPPENS

Payment follows completed work packages. Nobody audits your receipts.

So the deliverable IS the accounting. A work package that is not accepted is a payment that does not release.

Consequence: your WP breakdown is not an annex to the budget. It is the budget.

You must give a breakdown of the lump sum showing the share per work package, per partner. Subcontracting: max 10% of the awarded grant.

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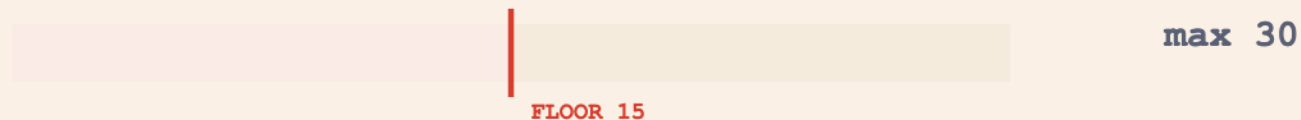
BLOCK TWO

How a proposal actually dies.

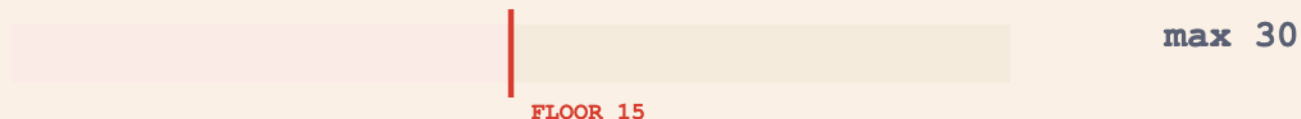


You must clear every floor. Not just the total.

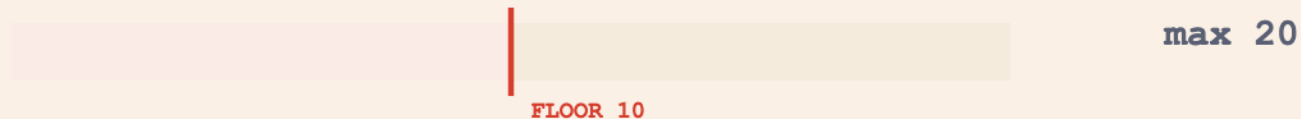
Relevance



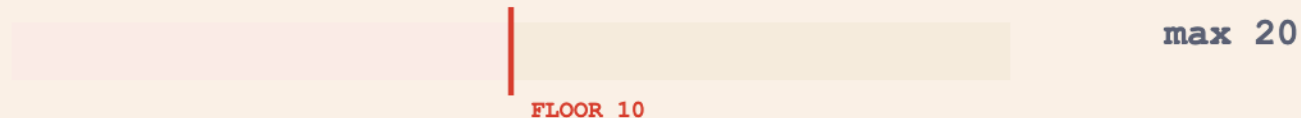
Quality — design and implementation



Quality — partnership and cooperation



Sustainability, impact, dissemination



The red line is the floor — half the maximum. You must clear it in every category, whatever your total.

60 / 100 to be funded — and every single floor cleared.

Miss ONE floor and the other three do not matter.

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BLOCK THREE · PADLET 1

Where your evidence comes from.



One problem. Five needs. Four objectives.

The architecture of the approved VIETMUS proposal, Annex 1 §1.2. Copy the shape, not the content.



“SO1 → N1, N2”. That arrow is not decoration — it is the sentence an evaluator does not have to interpret.

You do not start from your objectives. You start from one problem, break it into needs you can evidence, and make every objective name the need it answers. Then the target groups (A—E direct, F—I indirect) inherit from the needs, and the work packages inherit from the objectives. Nothing in the proposal is orphaned.

Quote the partner country back to Brussels.

Relevance was VIETMUS's strongest section — and the evaluators said exactly why, in their own words:

“Well-argued, highly detailed and in accordance with Vietnamese reports addressing the digital transformation of education.”

EVALUATION SUMMARY REPORT, SEPTEMBER 2022 — THE SENTENCE THAT BOUGHT 18 POINTS

An evaluator cannot verify your intuition about a country. They can verify whether you read that country's own documents. So the strongest evidence is never European — it is the partner ministry's own statistics, saying the thing you want to say, in public, before you turned up.

Corollary: if your partner cannot name a national document that supports the project, you may not have a project. You may have a preference.

Every claim carries a name and a year.

Lifted from the approved Annex 1, section 1.1 — the paragraphs that bought 18 points out of 30.

“The impact of the domestic ICT sectors in the Vietnam education system and economy is low in comparison with other sectors”

(ANALYZING ICT ECONOMIC IMPACT IN VIETNAM, HUYEN 2020)

A Vietnamese author, in a peer-reviewed venue, saying it before you arrived.

“At least 20 percent of students in remote areas where the internet still cannot reach” — music HEIs concentrated in urban areas, digitalization very low

ANNEX 1, §1.1 — MUSIC HEIS STATE OF THE ART

A number with a boundary. Not “many students”.

Vietnam's history, its folkloric tradition beside an imported Western one, and the resilience rooted in Confucian respect for education

(YILMAZ 2014; MUSIC DIPLOMACY IN SOUTH EAST ASIA; WEF 2020)

Even the cultural claim is cited. Especially the cultural claim.

Not one is an EU document. Not one is our opinion. Every one is checkable in a single search.

The evaluators' verdict on exactly these paragraphs: “in accordance with Vietnamese reports addressing the digital transformation of education.”

Repair this claim.



“Digital skills in our partner country's music academies are low, and this creates problems for students.”

YOUR JOB

- 1 Rewrite it so an evaluator can verify it without leaving their desk.
- 2 Name ONE source. It must come from the partner country — not from Brussels, not from you.
- 3 If your table cannot name a plausible source, say so out loud. That is the finding.

Write on Padlet: your repaired claim + its source. One line. That is Padlet 1.

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BLOCK FOUR · PADLET 2

How a work package is actually built.



Six parts. Miss one and it is not a work package.

1

Objective

ONE sentence. Which specific objective of the project does this WP serve?

2

Tasks

What is actually done, by whom. Numbered — T3.1, T3.2. Each has an owner.

3

Deliverables

The thing that leaves the consortium. A number, a title, a month, a format.

4

Milestones

The checkpoint that says the WP is on track. Verifiable, not aspirational.

5

Lead partner

One name. Not two. Not 'all partners'.

6

Lump sum share

The % of the grant this WP carries — and therefore what it must be worth.

The sentence evaluators write when the parts are missing: “thematically coherent within work packages, but not always clearly and purposefully assembled.”

Repair this work package.

WP3 — TRAINING



*“Partners will organise training activities to build capacity in digital tools.
Outputs: training delivered.”*

Give it four of the six parts. Five minutes. Do not write prose — write the skeleton.

Objective

one sentence

Two tasks

with owners

One deliverable

number, title, month

Lead partner

one name

Padlet 2: photograph your handout. Do not type it up — you have five minutes, not ten.

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BLOCK FIVE · PADLET 3

Indicators. The four parameters.

The longest block of the hour, because it is where proposals are lost quietly.



An indicator has four parameters. Always four.

COEFFICIENT

How much. A number, not 'increased'.

70%**TARGET GROUP**

Who exactly. Countable.

of trained teachers**VARIABLE**

What changes. Observable by someone else.

integrate at least one open-source tool into course delivery**OBSERVATION TIME**

By when, measured from what event.

within 6 months of the LTTA

70% of trained teachers integrate at least one open-source tool into course delivery within 6 months of the LTTA.

Metrics count. Analytics conclude.

METRIC — WHAT YOU COUNT

28 people attended the training in Brussels.

True, cheap to collect, and it proves nothing. Attendance is not learning. Every project reports this and every evaluator discounts it.

ANALYTIC — WHAT YOU LEARN FROM IT

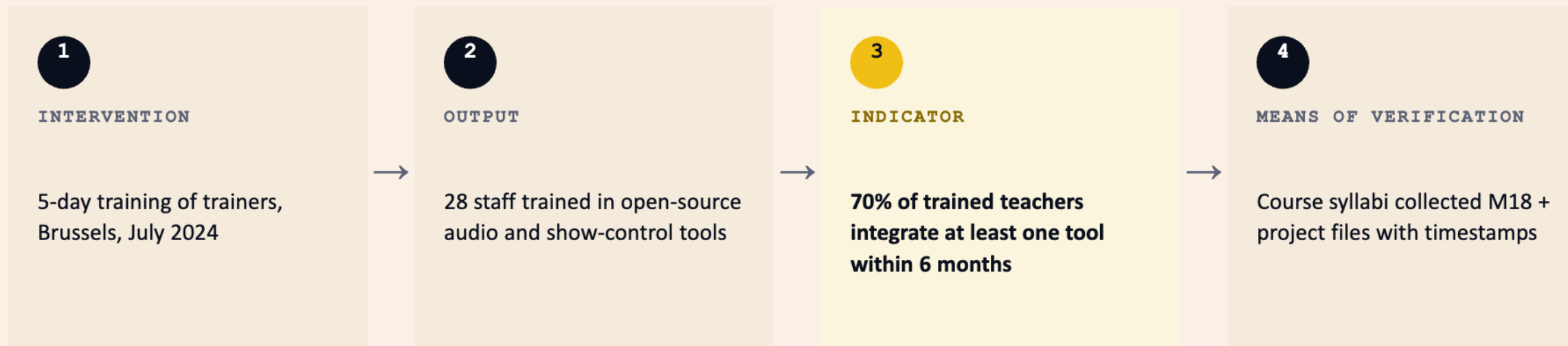
8 months later, 2 of 5 student teams shipped project files in the software taught there.

Nobody asked them to. It was not in the specification. That is transfer — and it is measurable, because a file has an extension and a date.

Both are true. Only one of them is evidence that your project worked.

The sentence evaluators write when the chain is broken: “the Logical Framework Matrix is constructed in a confusing manner and it is difficult to see which indicator is linked to which intervention, output and means of verification.”

Every indicator hangs off a chain of four.



If an evaluator cannot walk that chain left to right in one read, the indicator does not count — however good it sounds.

And the last box is the one everybody skips. “Means of verification” is not a formality — it is the question of who will collect what, in which month, and whether that person has agreed to. If the answer is “the coordinator, somehow, at the end”, you have not written an indicator. You have written homework for your future self.

Repair my indicator.

Verbatim from the VIETMUS Logical Framework Matrix, Annex 1 — Description of the Action. The version that was approved.

GOAL

To develop in Vietnam's music HEIs a digital transformation able to embed in new training modules digital and interdisciplinary skills.

INDICATOR



“Music graduates equipped with innovative skills capable of address the requests of the digitized job market.”

VERIFIED BY



“Number of universities/HEIs present in the dissemination meetings.”

1. Give the indicator its four parameters: COEFFICIENT · TARGET GROUP · VARIABLE · OBSERVATION TIME
2. Then fix the verification, so that it verifies THAT indicator and not something else.

The indicator is about what graduates can do. The verification counts universities in a room. Nobody caught it — including me.

Padlet 3: the repaired indicator + its repaired means of verification. This is what your rapporteur reports at 16.30.

The fourth criterion has been rewritten.

2022 — WHAT VIETMUS APPLIED
UNDER

Impact

One word.

20 points.

The vaguest of the four.

2026 — WHAT YOU APPLY UNDER

Sustainability, impact and dissemination of the expected results

- Exploitation — multiplier effects, scope for replication
- Communication and dissemination — tools, channels, timing
- Impact — goals and indicators, short AND long term
- Sustainability — financial and institutional, local ownership

A quarter of your score now goes to whoever can say who will still be doing this in 2030.

— and how you will know. Which is exactly what the hour you just spent on indicators and traceability is for: those four parameters are now worth twenty points, and they are the most concrete this criterion has ever been.

Three things. None of them mine.

PADLET 1

A claim, and a source from the partner country.

PADLET 2

A work package skeleton with one named lead.

PADLET 3

An indicator repaired — with a verification that verifies it.

Plenary feedback: 16.30, Sala Puccini.

If your table only got one of the three finished, report that.

An honest gap is worth more than a tidy answer — it is the only thing in the room that came from doing the work.