



# **ERASMUS+ CAPACITY BUILDING IN HIGHER EDUCATION (E+CBHE)**

**Meeting the newly selected projects 2021**

**JORDAN**

**Amman, 8-9/03/2021**



# **Index**

**A. Introduction and key principles**

**B. Inside the operational management of your project**

**C. Inside the financial management of your project**



## Your CBHE project...but we are all partners

### The European Commission

- Policy making, priority setting
- Budget allocation
- Impact evaluation

### EACEA

- Management of calls
- Supports and monitors project implementation

### At national level

- **EU Delegations** (all Prtrnr Cntries).
- **Erasmus+ Offices** (ex-Tempus cntries)
- **National Agencies** (Programme Cntries)

### Your Stakeholders

- National authorities, HEI services/depts in the partner orgs., target groups and final beneficiaries;
- Other CBHE projects in : your region / your HEI / your thematic area;

# YOUR CBHE PROJECT

Your proposal

10%

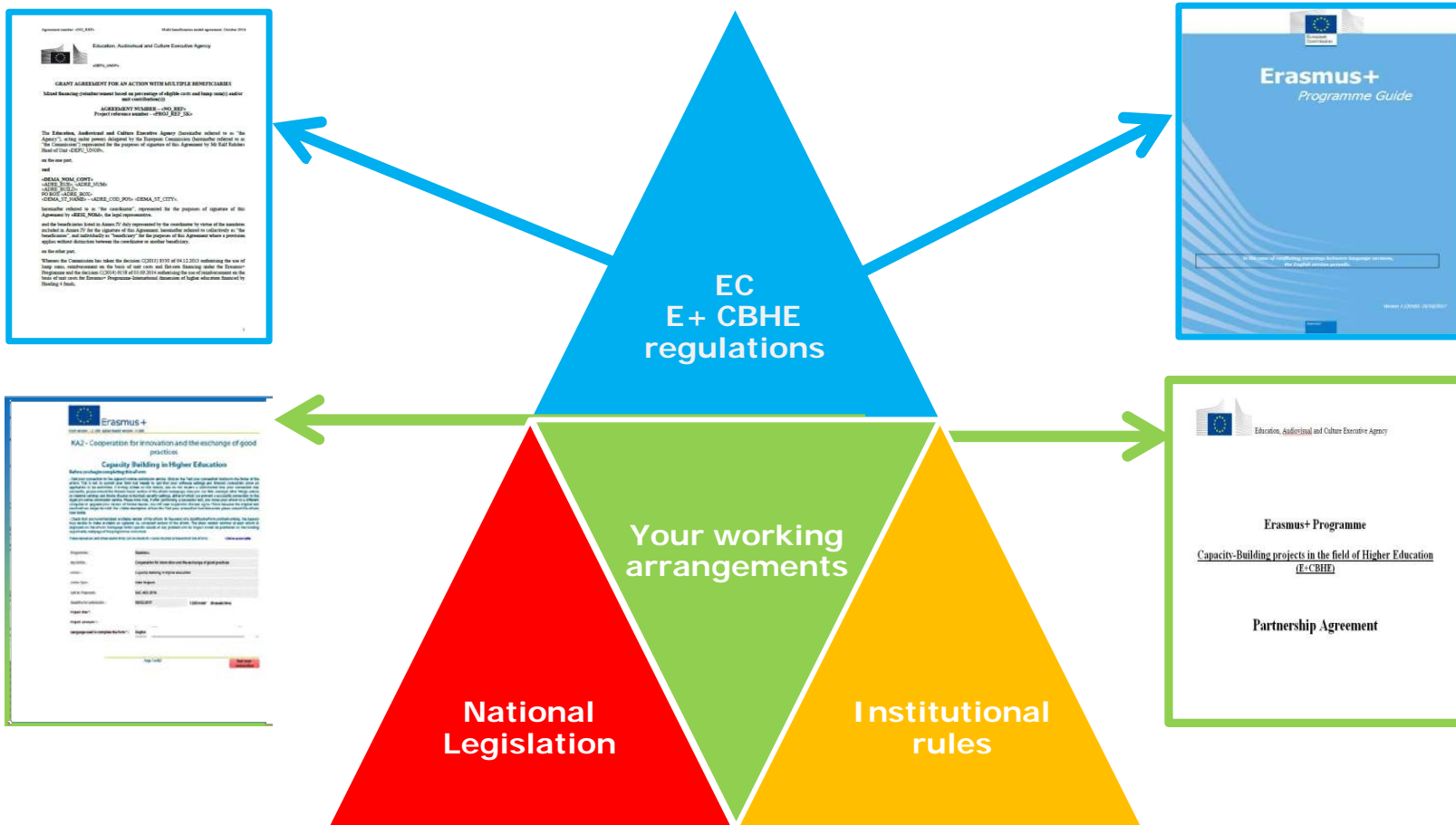
Your project environment

90%

## Different

- Personalities
- Countries (cultures, currencies, languages, time)
- Legal **requirements**
- Institutional **constraints**

# Regulatory Framework





# PROJECT IMPLEMENTATION

## INSTITUTIONAL COMMITMENT

**Precondition for success!!!**

- ✓ Ensure involvement of **key services** (academic authorities, Finance Department, International Office, Students & Staff)
- ✓ **On board from the start**
- ✓ Rely on the **expertise** in terms of administrative/financial constraints
- ✓ Set the basis for the **internal dissemination and plan the sustainability**

## OWNERSHIP, ROLES & RULES

### Be aware of:



- ✓ Your role
- ✓ All project contractual and financial documents
- ✓ Your Institution's internal rules
- ✓ The national legislation & constraints
- ✓ Similar cooperation projects implemented in your institution and country

**...and be the owner of your project!**

## Clarify the roles and know the rules

### Coordinator

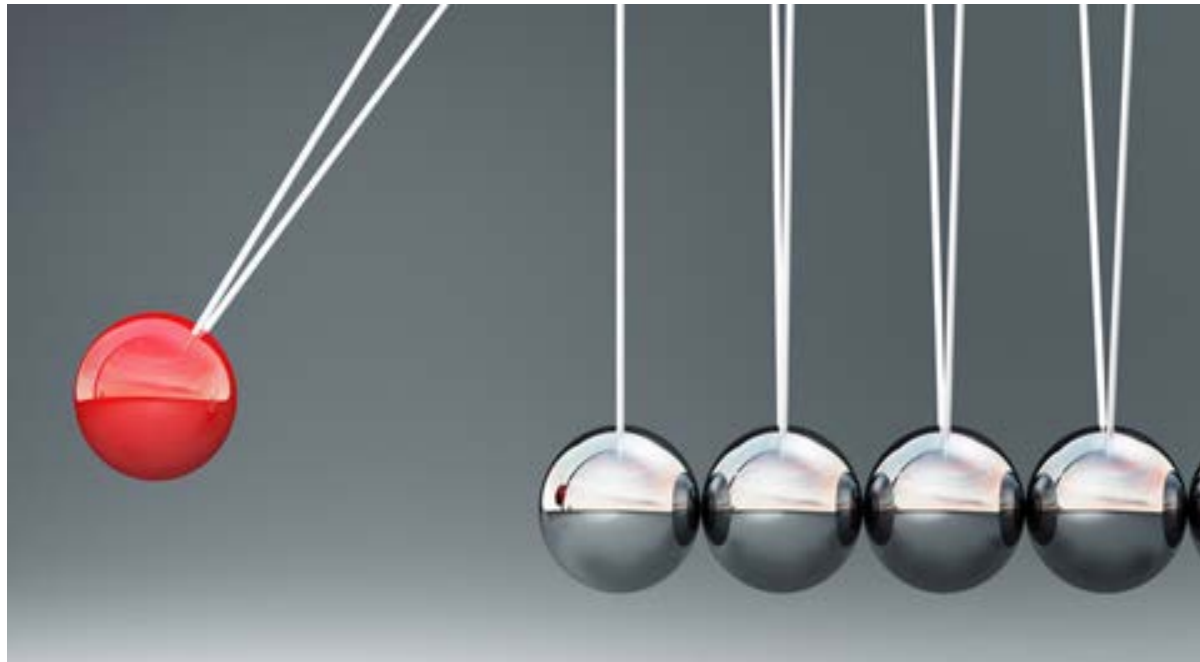
- **Oversees the implementation** of activities
- **Manages the funds** and ensures the **respect of CBHE rules**
- **Central communication point** with partners and stakeholders
- **in regular contact** with the EACEA (project officer)
- Submits **interim and final reports and requests for payment** to EACEA

### Partners

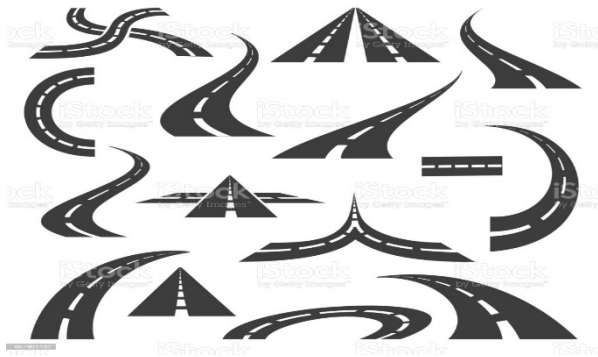
- **Implement activities** under their responsibility
- **Support the coordinator** (e.g. providing information and supporting documents for reporting on time!)
- **Work in full transparency** with the coordinator (inform of any changes / delays)
- **Contribute to the dissemination** of the project results in their organisation, community and/or region



# Focus on the impact



**Every time in your project you face a choice...**



**...choose the path maximising impact !**

## How can we define impact?

**Effects** of project  
results on:

individuals,  
institutions,  
education systems

They have to  
introduce: a **positive,**  
**visible, sustainable**  
change



## Impact for whom ?

**CBHE** action is targeting **Partner Countries HEIs** as main beneficiaries:

- **Consequences for some activities**
- **Added value of European HEIs:**



**Need to avoid 2 opposites**



**DISENGAGEMENT**

**PRINCIPAL BENEFICIARIES**

# What we expect in terms of sustainability



- Whatever has been created by the project should continue after the end of the project
- HEIs will be willing to fund their maintenance and renewal
- A project should not be a one-man show: institutional ownership is essential !

## EACEA MONITORING and SUPPORT

- Support and advice
- Ensuring **the project is on track** and respects CBHE requirements
- **Supporting the partnership** during the project implementation
- **Anticipating difficulties**
- **Reviewing performance**



Desk monitoring & Field monitoring activities

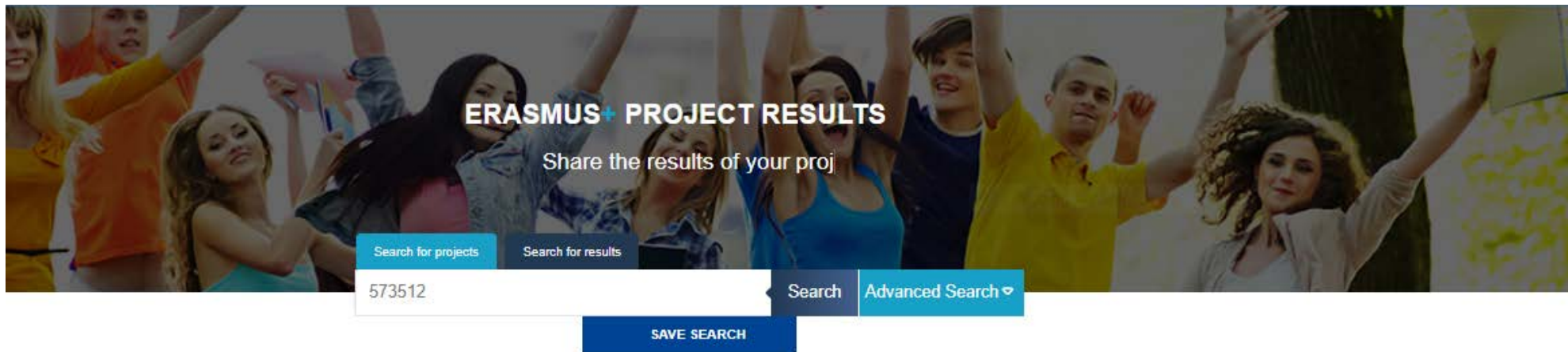


## EACEA FIELD MONITORING

- Annual Monitoring plan
  
- **Format**
  - ✓ Conducted by **EACEA / NEO / EU Delegation**
  - ✓ At coord. HEI / at Partner Country partner / during consortium meeting
  - ✓ **Interview of project team/ visit premises** (equipment)
  - ✓ **Recommendations** by EACEA to the partnership
  
- **Special emphasis on:**
  - ✓ Identification of best practices
  - ✓ Visibility / sustainability/impact of the results in the partner countries
  - ✓ Involvement of the partners and awareness of their roles and obligations


Monitoring intensity is based on a **"risk assessment"**

# The Erasmus+ Project Results Platform



1 PROJECTS FOR KEYWORD: 573512

Download list as Excel (max. 1000 lines) ⓘ

<a href="#">List</a> <a href="#">Map</a>				
Project Title	Description	Topics	Start Year	Countries
Innovative training for Smart coastal management and Sustainable blue growth	In a context of rapid economic growth impacting its coastal zone, Morocco must organize a marine and coastal management plan as		2016	

[ADD TO BOOKLET](#)



# A key tool for the EU visibility strategy

It aims to increase:

- \* Quality
- \* Transparency
- \* Impact



Projects' results are showcased and visible to the general public



## A contractual obligation for the projects

- Only **final results/deliverables** to be uploaded
- Products must **bear logo** and **mention** of the E+ Programme
- No minutes, by-products, Dissemination Plans, etc.



If this is not done, the **final report cannot be approved.**

Penalties for non respect of publicity and visibility obligations apply.



**Impact** shall be the  
North Star of your  
project

**Impact** is a key element  
to assess the *performance*  
of the project at final report  
stage





## **B. Inside the operational management of your project**

# Don't start the implementation without...

## Analysing with your partners the assessment of your application received by EACEA

This assessment draws attention on aspects to be

(re)considered or improved by the consortium.





## Partnership Agreement

- Based on **sound understanding** of CBHE provisions and **active sharing** of main documents among all partners
- **Administrative modalities** also (centralised, decentralised) **contribute to capacity building**
- Submitted to EACEA **max 6 months** after the signature of the Grant Agreement

1 consortium

1 responsibility

1 accountability

# It should be specific to your consortium !

1. The model provided by EACEA can be modified
2. Discuss openly and frankly the constraints applying to coordinator and partners
3. Describe the management of the each heading, when different choices apply
4. Institutional bank accounts shall be used (no private accounts)



## Your Grant Application



- Forms **part of your Grant Agreement** (Annex I)
- Is the **basis of your partnership cooperation**
- Its implementation has to be **compliant with the three levels of external rules / regulations**



**BEWARE!**



**Do not assume that** all activities in your project application are automatically eligible.

Before taking any action, **please verify first that there are no doubts of eligibility on the specific activity.**



# Grant Agreement – Legal Provisions

## Role and obligations of the **Beneficiaries**

- **Multi-beneficiary** Grant Agreement
- **Mandates:** contractual link between EACEA and all beneficiaries

## All beneficiaries are **jointly responsible**

- In case of recovery
- In case of audits, checks or evaluation in their premises
- **Only organisations** can be Beneficiaries

Partner country beneficiaries have **specific responsibilities**



## Partner Country Partners

Are **responsible** for:

- Enhancing **relevance** / **added value** of the project results
- **Raising awareness & disseminating** results
- Involving **target groups and local stakeholders**
- **Ensuring implementation and sustainability** of the project results
- Respecting national requirements / **legal constraints**

## Clarify the roles and know the rules

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# Curriculum development projects

New  
curriculum

- Not relevant, if not **accredited and taught**
- **Implemented in all HEIs**
- **Train a substantial n° of teachers**
- Followed by a **significant n° of students** in **year 3** of the project
- **Involvement of industrial partners**
- **Visible** in all **HEIs' websites**

•

# Curriculum development projects

Update of  
courses in  
existing curricula

- Priority to update **compulsory** subjects
- A reasonable **number of ECTS** updated **in all** partner **universities**
- Same requirements for **n° of staff trained, n° of students** taking updated subjects, **involvement of industrial partners** and **implementation** during year 3

# For all curriculum development projects

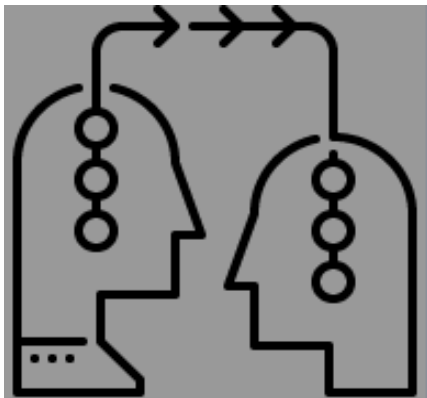
For **each updated subject**, EACEA expects to receive:

- ✓ Learning outcomes
- ✓ Teaching methodology
- ✓ Number of credits allocated (ECTS or others)
- ✓ Manuals and textbooks to be used by learners
- ✓ Curricula where the updated subject is taught and relative n° of students



## Governance projects

- **Lots of trainings** are carried out
- **Outputs** are often **less tangible**:
  - ✓ creation of a strategy, policy docs
  - ✓ introduction of a new service, new Center, Hub, Focal points.



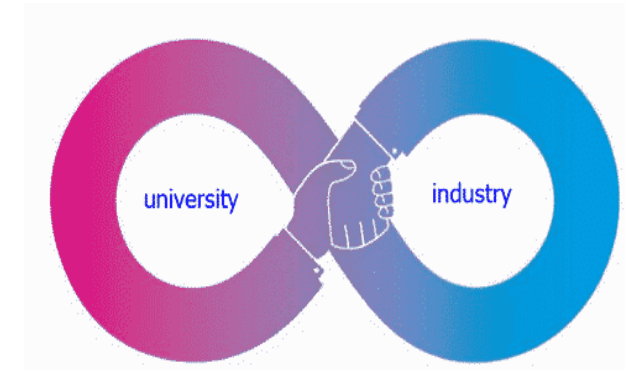
**Funds and dedicated staff must be secured to ensure all this does not remain just on paper.**





# Projects strengthening relations between HEIs and socio-economic sector

**Success** depends on **constant** and **tight links** with **business partners**



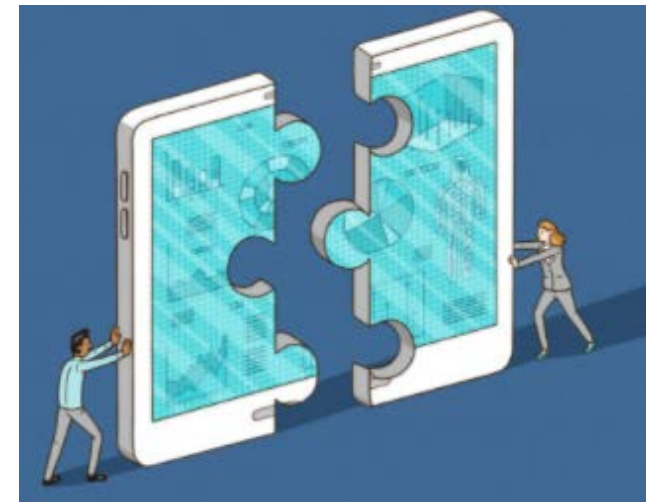
If needed, **associated partners** can be **upgraded to full partners** to reinforce their input in project activities

**Internships for students** are a **key element** to be ensured in **all targeted countries**

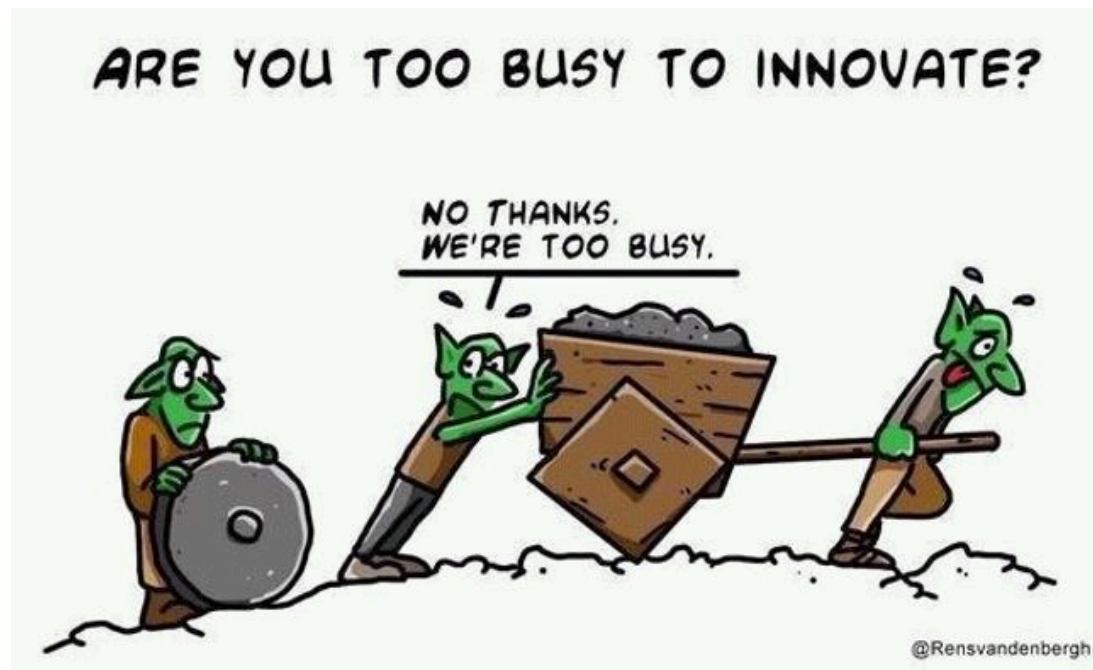


We expect **agreements with industrial and commercial** partners continue to be signed and implemented also beyond the project conclusion

In terms of **objectives** and **activities**, these projects are **similar** to the ones of the **other 2 categories**. Hence, the **same requirements apply**



# Innovation is an important aspect of all CBHE projects





# Key elements for structural projects

## **Steering role of the Ministry**

regardless of the number of WPs led

## **Demonstrated impact at systemic level**

to make evident the difference with Joint Projects

## **Mainstreaming of good results at national level**

# The Umbrella of Quality



# Quality assurance/Quality control

## QA

A managing tool  
Process-oriented  
Proactive strategy  
Prevention of defects  
Everyone's responsibility  
Performed in parallel with the  
project

## QC

A corrective tool  
Product-oriented  
Reactive strategy  
Detection of defects  
Testing team's responsibilities  
Performed after final product

# Quality Assurance/Quality control

**What ?**

Processes and  
outcomes

**When?**

On time to  
prevent mistakes

**Against?**

Required  
standards

## Internal QA / External QA

For **processes** (efficiency of meetings, communication, respect of schedule, etc) **internal QA** mechanisms may be sufficient

To ensure **final outcomes** meet the state-of-the-art requirements and to avoid penalties for poor implementation **external QA measures** might be necessary



# Monitoring tool at outcome level

## Surveys

Costly **but effective** for communication of results

## Outcome mapping

Collection of **stories of change** that the project contributed to over time. Track their evolution from different angles / target group perspectives.

## Significant Change

Qualitative assessment – asking beneficiaries, partners, team members what they would consider as significant change the project contributed to

# Performance and Indicators



**Key Performance Indicators (KPIs)** are the elements of LFM that express what you want to achieve by when. They are the quantifiable, outcome-based statements you / Agency use to measure if you're on track to meet your goals or objectives.

## An external expert?

- To give a genuine and useful opinion on the outputs, s/he must be a **specialist in the field** dealt by the project
- Experience in EU funded projects and familiarity with the beneficiary country **not relevant** for **assessing the quality of outputs**
- Selected through a **genuine open call published as largely as possible**

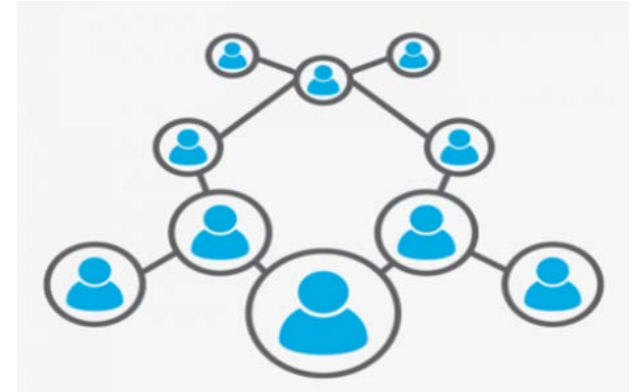


# Dissemination

- **Internal and external communication** of your project results
- **Communicate results** rather than project activities
- Adapt communication to **target groups** and the best **media/tools** to reach **them**
- **Quantify** your targets



Partner Countries HEIs have a **leading role** in dissemination activities



**Dissemination Plans** must clearly present **who does what and when, avoiding redundant information** available in the application

## Website



- A project website is part of your **publicity obligations** (Art. I.15 and I.16)
- Available on line quickly (2-3 months)
- Attractive and dynamic
- Include:
  - Results, links to the social media pages of the project, Partners info, Events, Testimonies and video clips, Publications; etc.



Don't forget to insert short infos on the project also in the institutional websites of all partners (with link to the project website)

## Videos



- Duration 3-6 minutes
- In the first years of the project showcase project objectives and activities
- In the last year more on project results than activities
- Involve the Media department of a partner university; the video could be the final course work of a student
- Interview those involved in the project but also the end-users of products and services created to illustrate how they have benefitted from them
- Avoid touristic promotion of the country



European  
Commission

thank you

merci  
obrigado  
grazie  
gracias  
kitos  
спасиби  
tack  
köszönöm  
хвала  
danke  
aciū  
Dank u  
hvala vam  
tak  
teşekkür ederim  
bakka bér  
σας ευχαριστώ  
dziękuję  
didiolch 'ch  
dekuji  
ありがとう  
תודה  
Tapadh leibh  
Ďakujem  
falemmnderit  
hvala  
Takki  
благодаря  
mulțumesc  
tānan teid  
дзякуй  
спасибо  
شكرا  
trugárez  
Vi благодарам  
謝謝  
धन्यवाद  
Go raibh maith agaibh  
Paldies