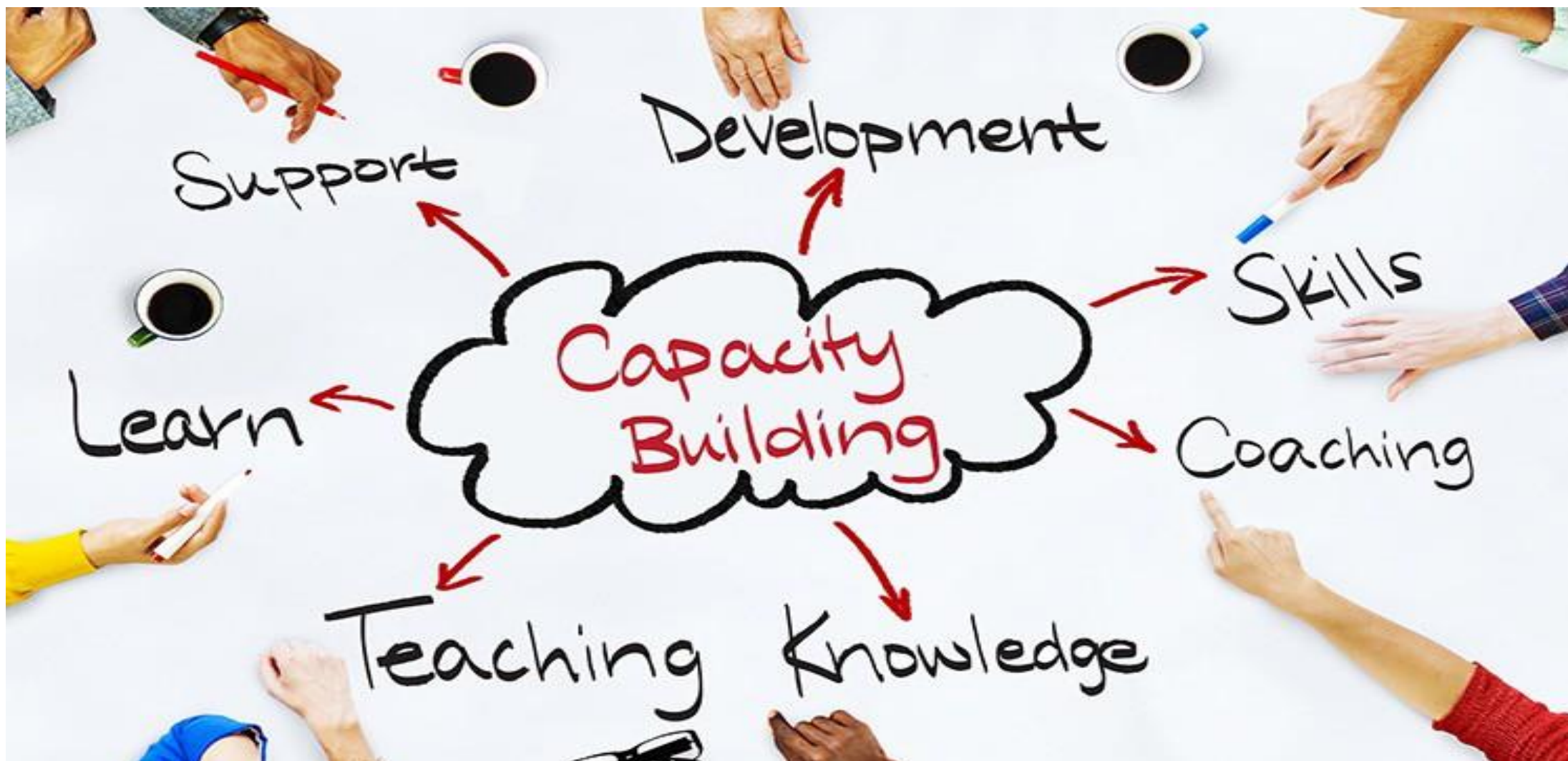


# Capacity Building in Higher Education

National erasmus+ Office - Jordan  
27 DECEMBER, 2021



# What is it about?





# What is Erasmus+?

*The EU programme to support education, training, youth & sport*

## Key Action 1

Mobility of  
learners and staff

## Key Action 2

Partnerships for  
cooperation and  
exchange of  
practices

## Key Action 3

Support to policy  
development and  
cooperation



# Countries Involved

**27 EU  
Member  
States**

*Iceland,  
Liechtenstein,  
Norway, Republic of  
North Macedonia,  
Serbia, Turkey*

Third countries  
associated to the  
programme (6)

Third countries  
non-associated  
to the  
Programme

Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden



*Most other  
countries in the  
world  
Jordan is in R3*



# Regions



Region 1 - Western Balkans	Albania, Bosnia and Herzegovina, Kosovo*, Montenegro
Region 2 - Neighbourhood East	Armenia, Azerbaijan, <u>Belarus</u> , Georgia, Moldova, Ukraine - Territory as recognised by international law
Region 3 - South-Mediterranean countries	<b>Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine*, Syria, Tunisia</b>
Region 4 - Russian Federation	Russia - Territory as recognised by international law
Region 5 - Asia	Bangladesh, Bhutan, Cambodia, China, DPR Korea, India, Indonesia, Laos, Malaysia, Maldives, Mongolia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, Vietnam
Region 6 - Central Asia	Afghanistan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
Region 7 - Middle East	Iran, Iraq, Yemen
Region 8 - Pacific	Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia - Federated States of, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu, Vanuatu
Region 9 - Sub-Saharan Africa	Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Congo, Congo - Democratic Republic of the, <b>Djibouti</b> , Equatorial Guinea, Eritrea, Eswatini, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Ivory Coast, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, <b>Mauritania</b> , Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, <b>Somalia</b> , South Africa, South Sudan, <b>Sudan</b> , Tanzania, Togo, Uganda, Zambia, Zimbabwe
Region 10 - Latin America	Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela
Region 11 - Caribbean	Antigua and Barbuda, Bahamas, Barbados, Belize, Cuba, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Saint Kitts And Nevis, Saint Lucia, Saint Vincent And The Grenadines, Suriname, Trinidad and Tobago



# Purpose

**Focus on the needs** of the third countries not associated to the Erasmus+ Programme

**Targeting the priorities** of the third countries not associated to the Erasmus+ Programme and matching them with the EU priorities for these countries

**Maximising benefit** to third countries not associated to the Erasmus+ Programme



- ▶ Supports the relevance, quality, modernisation and responsiveness of Higher Education Institutions for **socio-economic recovery, growth and prosperity**.
- ▶ Reacts to recent trends, in particular economic globalisation, but also the recent decline in **human development, fragility, and rising social, economic and environmental inequalities** exacerbated by the COVID-19 crisis.
- ▶ Aligned with the '**Sustainable Development Goals**' (SDGs) and the **Paris Agreement**.

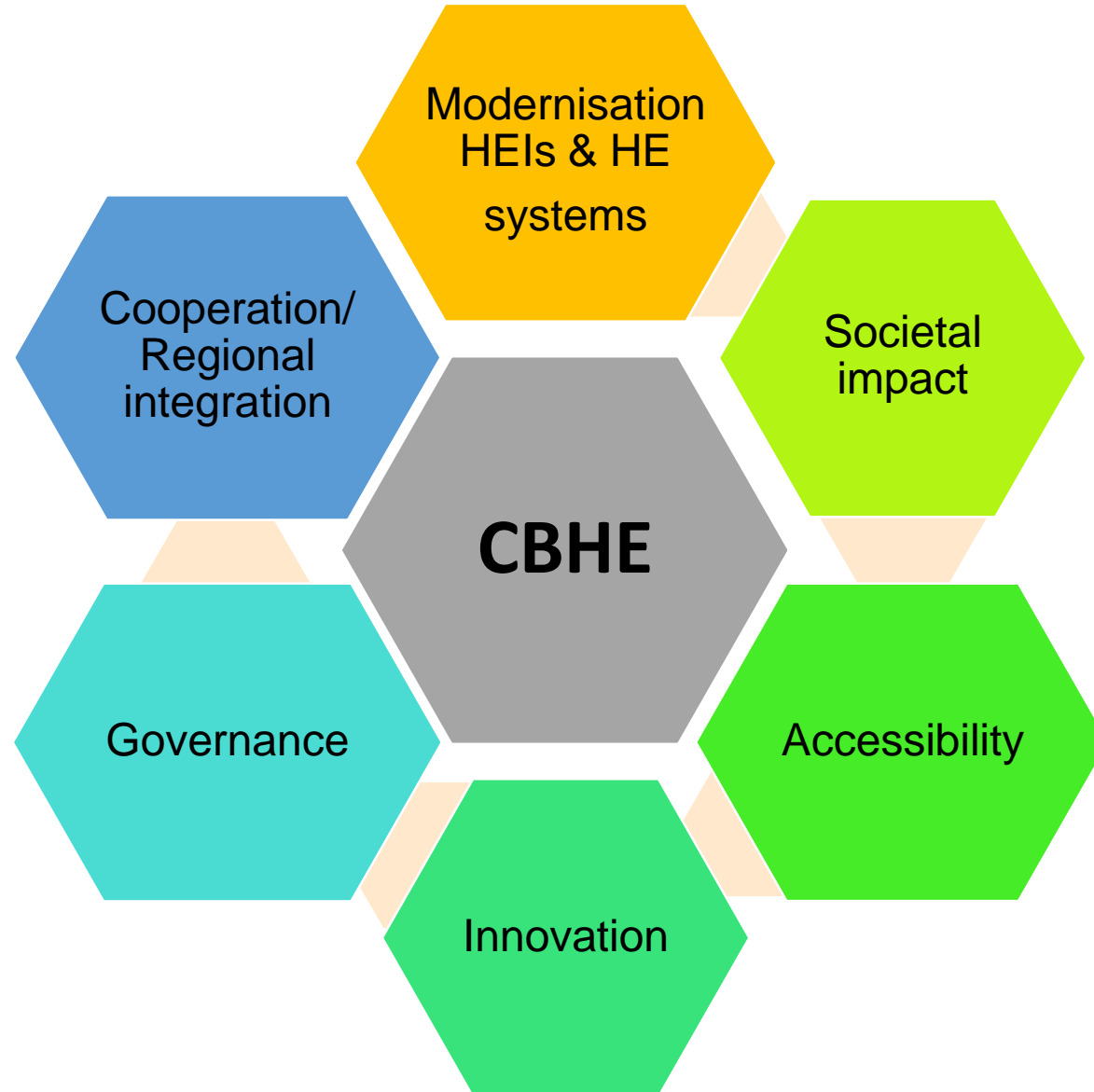


- ▶ Ensures **equity, accessibility** and **inclusion**, system strengthening and **capacity building**, as well as **employability** transversally across the action.
- ▶ **Global interventions** that take into account governance, management and the **strengthening of higher education's wider economic and social ecosystems**.
- ▶ Addresses **regional issues**, build alliances and coalitions, pilot new approaches and initiatives built on **country ownership**.





# Objectives



**New features**



## Three strands

- a new type of support

## Regional Priorities

- overarching & sub-priorities

## New budget system

- lump sum II

## New publication system

- FTOP

# Three strands



# Strand 1: Fostering access to cooperation in Higher Education

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Facilitate access to **newcomers**.

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**First step** for participating organizations to **enhance** and **increase** means to reach out to **people with fewer opportunities**.

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**Reduce the internationalization gap** of HEIs from the same country/region.

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Fostering **social inclusion**.

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# Strand 1. Fostering access to cooperation in Higher Education

## Target groups

- HEIs from least developed countries
- HEIs located in remote regions/areas
- Newcomers or less experienced
- Individuals with fewer opportunities.

## Activities

1. Enhance management or administrative capacities
2. Ensure high quality and relevant education
3. Increasing the accessibility of the students/staff with fewer opportunities

## Funding and duration

- 24 or 36 months
- 200.000 and 400.000 Euro



# 1. Enhancing the management/administrative capacity

## Reforming and modernising university governance

**reforming and modernising the university governance**, including the enhancement of services in particular for the benefit of students (student guidance, counselling and job orientation etc.);

## International Relation Offices

establishing or strengthening **international relations offices** and elaborating internationalisation strategies;

## Quality Assurance

establishing new or developing existing **quality assurance units** and processes/strategy within HEIs;

## Capacity

creating or increasing the **capacity of planning and evaluation units**;

## Mobility

building capacities to **support students and staff mobility activities**.



## 2. Ensure high quality and relevant education

- ▶ modules or **study programmes**, technical or professional orientations of programmes
- ▶ establishing **intensive study programmes** bringing together students and teaching staff from participating HEIs for shorter study periods
- ▶ developing capacities **for postgraduate student and academic staff** as well as promoting postgraduate students and/or staff mobility;
- ▶ implementing **training courses for HEI staff**.





### 3. Increasing the accessibility of individuals with fewer opportunities

- ▶ Developing **remote and inclusive learning pathways** by relying on digital technology and e-learning for vulnerable students;
- ▶ Updating the **digital technology to develop specific services** aiming at ensuring equal and fair learning opportunities to students with disabilities;
- ▶ Promoting initiatives aiming at **positive discrimination by empowering women and ethnic/religious minorities**;
- ▶ Develop initiatives addressing and reducing barriers faced by disadvantaged groups in accessing learning opportunities;
- ▶ Contributing to creating **inclusive environments that foster equity and equality**, and that are responsive to the needs of the wider community



## Strand 2: Partnerships for transformation

- Innovation with business involvement to maximize societal impact
- Modernizing HEIs by promoting reform
- Introducing practical learning schemes with a link to business
- Reform governance and management at HEIs
- Innovative curricula linked to business
- Implementation of new learning methods
- Introducing practical learning schemes



## Strand 2. Partnerships for transformation

### Target groups

- HEIs
- Local actors with a link to industry and business sectors
- Individuals: students, staff, learners in general
- Bodies responsible for HE at local and national level

### Activities

- Innovation in higher education
- Promoting reforms in HEIs

### Duration

- 24 or 36 months, to be defined at application stage



# Promoting reforms in HEIs

## Institutional reforms

New governance and management systems and structures, digital skills, modern university services, quality assurance processes, professional development of academic, technical and administrative staff

## Entrepreneurial skills and mind-set

Entrepreneurship education and the **practical application of entrepreneurial skills**, improved competencies and specific Hubs/Centres within the HEIs



**Design of innovative curricula** or introducing innovative elements in the existing curricula

**Innovative learning and teaching methods** (i.e. learner-centred and real problem-based teaching )

**Active engagement with the business world and with research:** organisation of educational programmes and activities **with** and **within** enterprises

**Network** effectively on the international scene on scientific and technological innovation



## Strand 3: Structural Reform projects

Mutual learning between public authorities of the countries associated to the Programme and those of the third countries

Promote inclusive Higher Education systems

Increase capacities of bodies in charge of Higher Education

Identify synergies with ongoing EU initiatives

Foster national ownership

Introduction of funding mechanisms

Foster common regional strategies in Higher Education

Efficient and effective policy making



# Strand 3. Structural Reform Projects

## Target groups

- National competent authorities in Third Countries not associated to E+
- Higher education sector
- Bodies /associations responsible for HE
- HEIs

## Funding and duration

- 36 or 48 months
- 800,000 and 1 Million Euros

## Activities

- **Policy making**  
Policy and expert advice, training on policy issues, establishment of representative bodies etc.
- **Implementation of tools**  
Quality assurance, credit systems, accreditation procedures, recognition etc.
- **Internationalization**  
Bologna type reforms, surveys and studies etc



## Strand 3: Fostering sustainable reforms

- ▶ Support **reforms** to develop adequate systems of **higher education**
- ▶ Respond to the **needs** of eligible third countries
- ▶ Address the social and labour market of **eligible third countries**



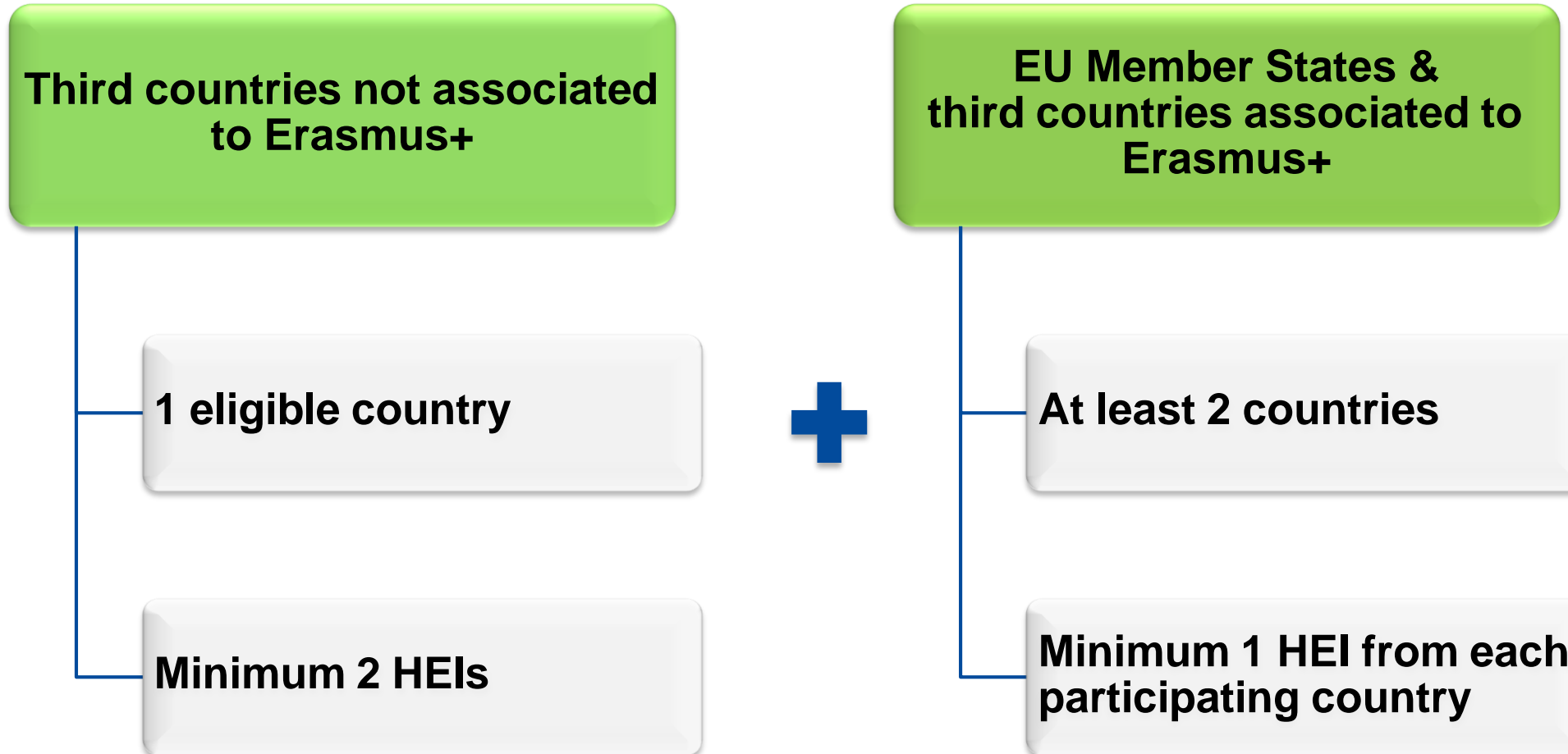


# Three types of CBHE projects

National projects	Multi-country regional projects	Multi-country cross-regional projects
HEIs from one third country not associated to the Erasmus+ Programme	HEIs from several countries not associated to the Erasmus+ Programme from one Region	HEIs from countries not associated to the Erasmus+ Programme belonging to several Regions
At least 2 HEIs from two countries associated to Erasmus+ (EU Member States and other Programme countries)		

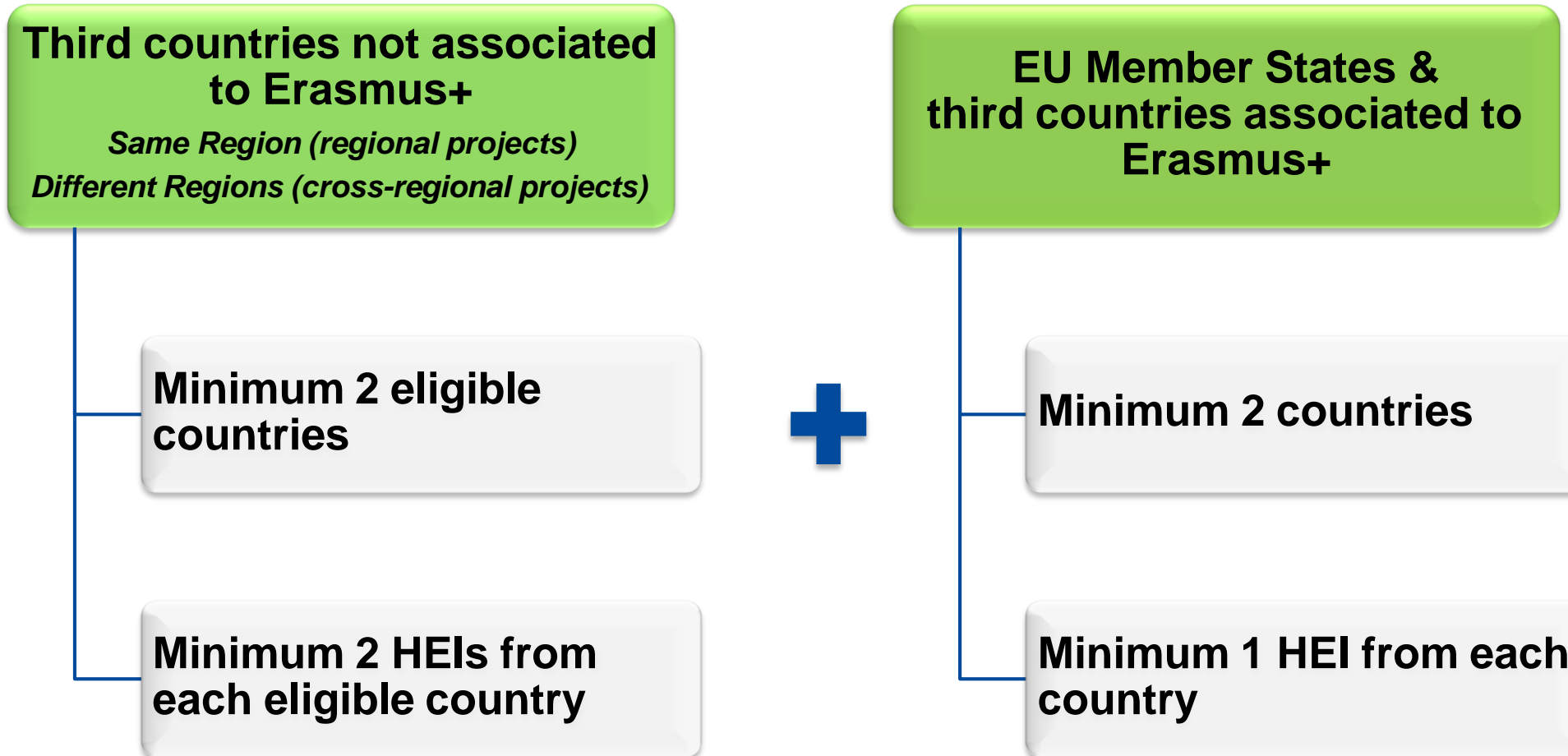


# National projects: eligibility criteria





# Multi-country projects: eligibility criteria





- Who can apply?** ▶ Higher Education Institutions (HEIs)  
or  
▶ Associations or organisations of HEIs

## What else?

Applicant must be established in a EU Member state or third country associated to the Erasmus+ programme, or in an eligible third country not associated to Erasmus+ programme

**The applicant applies on behalf of all participating organisations involved in the proposal**



## What types of organisations are eligible?

- ▶ any public or private organisation recognised as **HEI** by the competent authorities of their country(ies)
- ▶ any public or private organisation **active in the labour market or in the fields of education, training and youth**
- ▶ **Associations or organisations of HEIs** dedicated to the promotion, improvement and reform of higher education as well as to co-operation within Europe and between Europe and other parts of the world
- ▶ **International governmental organisations** on a self- financing basis.



## ▶ Strand 1

- Projects can last 24 or 36 months
- Funding between EUR 200.000 and EUR 400.000 per project

## ▶ Strand 2

- Projects can last 24 or 36 months
- Funding between EUR 400.000 and EUR 800.000 per project

## ▶ Strand 3

- Projects can last 36 or 48 months
- Funding between EUR 800.000 and EUR 1.000.000 per project

# New regional priorities



# Overarching priorities

## Smart

- digital technology in the poorest countries by building foundations for digital skills

## Green deal

- enabling a profound change in institutions and peoples' behaviour and skills

## Values

- laying the foundations for strengthening active citizenship and building specific expertise of future policy-makers in areas such as democracy, human rights and multilateralism

## Inclusion and diversity

- making education systems more equitable

## Growth & Jobs

- foundational skills, 'soft' skills (e.g. problem solving, communication), and Science, Technology, Engineering, Arts and Math (STEAM), Education and employability





## Priorities: overarching & per Region (for Strand 1 and 2)

Applicants define the priorities they are addressing in Part C of the application form

### ▶ **EU NEIGHBOURING REGIONS – REGIONS 1 TO 4**

- Western Balkans, Neighbourhood East, South-Mediterranean countries, Russian Federation

▶ One of the overarching priorities of the European Union (**one choice only**)

▶ One of the sub-priorities related to the overarching priority chosen (**one choice only**)

### ▶ **INTERNATIONAL PARTNERSHIP REGIONS – REGIONS 5 TO 11**

- Asia, Central Asia, Middle East, Pacific, Sub-Saharan Africa, Latin America, Caribbean

▶ One of the overarching priorities of the European Union (**one choice only**) as defined for each of those Regions

▶ No sub-priorities defined for these Regions

New budget type



## Lump sum II: approach – basic principles

In the proposal, applicants must provide a **detailed estimation of costs** and a **split of the lump sum per work package and per beneficiary**

Evaluators assess **cost details during evaluation** and make **recommendations if needed**.

Based on this, the **lump sum is fixed during grant preparation**



# Indicative available budget and n° of projects



Regions	Indicative 2022 CBHE budget	Indicative budget for strand 1	Indicative n° of projects to be funded	Indicative budget for strand 2	Indicative n° of projects to be funded	Indicative budget for strand 3	Indicative n° of projects to be funded
Region 1 Western Balkans	12.020.010	5.168.610	12	4.808.000	6	2.043.400	2
Region 2 Neighbourhood East	10.971.140	2.084.510	5	5.814.710	7	3.071.920	3
Region 3 South-Mediterranean countries	<b>8.797.600</b>	<b>1.759.520</b>	<b>4</b>	<b>4.926.660</b>	<b>6</b>	<b>2.111.420</b>	<b>2</b>
Region 4 Russian Federation	4.657.550	2.189.050	5	2.468.500	3	0	0
Region 5 Asia	20.876.220	4.175.240	10	14.613.360	18	2.087.620	2
Region 6 Central Asia	5.951.320	1.040.260	2	4.111.060	5	800.000	1
Region 7 Middle East	1.000.000	1.000.000	2	0	0	0	0
Region 8 Pacific	1.000.000	1.000.000	2	0	0	0	0
Region 9 Sub-Saharan Africa	<b>27.086.320</b>	<b>10.834.530</b>	<b>27</b>	<b>10.834.530</b>	<b>13</b>	<b>5.417.260</b>	<b>5</b>
Region 10 Latin America	10.695.140	1.604.270	4	7.486.600	9	1.604.270	1
Region 11 Caribbean	1.000.000	456.620	1	543.380	1	0	0
<b>2022 CBHE indicative budget and n° of projects to be funded</b>	<b>104.055.300</b>	<b>31.312.610</b>	<b>74</b>	<b>55.606.800</b>	<b>68</b>	<b>17.135.890</b>	<b>16</b>

# Capacity Building in Higher Education

How to submit a competitive proposal



It is not just **succeeding in being selected**, but in **delivering the expected results**

- ✓ leading to an effective implementation
- ✓ producing the expected changes
- ✓ keeping the results alive after the funding period

Smooth implementation highly depends on the amount of time you invest in the preparation, as at this stage you are able to wipe out many potential obstacles

# Points to consider when writing a proposal in HE





## As an applicant interested in CBHE, what should I start with?

- ✓ At first you need a concrete **project idea** in line with the CBHE objectives;
- ✓ Once the idea is defined, **start locally** in your institution consulting colleagues and departments with experience in international projects;
- ✓ Find the **right partners** for establishing an international partnership based on trust and shared objectives;
- ✓ Read the entire CBHE **documentation** available;
- ✓ Consult the **Erasmus+ National Agencies**, the **National Erasmus+ Offices** and the **EU Delegations** on the specificities of their Countries.





## Project idea

To be competitive the project idea should:

- ✓ Fit with the **CBHE objectives, priorities and requirements**;
- ✓ Reflect the **internationalisation strategy** of your institution and of your partners;
- ✓ Be supported by the **hierarchy** of your institution and benefit from the previous institutional experience in CBHE but also in other international projects;
- ✓ Be **innovative** in comparison with other existing CBHE projects.



## Start locally

- ✓ Check the **internationalisation strategy** of your institution and of your partners;
- ✓ Ask for the support of the **hierarchy** of your institution;
- ✓ Check if your colleagues have **previous experience** in CBHE or in other international projects;
- ✓ Involve all the departments that might contribute to your project from the beginning;
- ✓ Ask your partners to follow the same approach.

**Then start identifying your other partners to form the Consortium.**



## Make sure you satisfy the following:

<b>Who can apply?</b>	
<b>Types of organisations</b>	
<b>Number and profile of participating organisations</b>	
<b>Duration of the project</b>	
<b>Grant size</b>	



# Award criteria

**Relevance of the project**  
**max 30 points**

**Quality of the project design and implementation**  
**max 30 points**

**Quality of the partnership and the cooperation arrangements**  
**max 20 points**

**Sustainability, impact and dissemination of the expected results**  
**max 20 points**

- ▶ To be considered for funding, proposals must score at least 60 points in total and at least half of the maximum points for each award criterion.
- ▶ In case of ex aequo proposals, priority will be given to projects scoring highest under the criterion "Relevance of the project" and then "Sustainability, impact and dissemination of the expected results".



## Relevance of the project

### Purpose

- Relevant to objectives and activities of CBHE and specificities of the Strand,
- Adequate response to current needs of the target country(ies) or Region(s) and of the target groups,
- The extent to which the proposal addresses the EU overarching priorities.

### Objectives

- Based on a sound needs analysis; clearly defined, specific, measurable, achievable, realistic,
- They address issues relevant to the participating organisations and development strategies for higher education in the eligible third countries not associated to the programme.

### Link to EU policy and initiatives

- The proposal takes into account and enhances complementarity/synergies with other interventions funded by the EU and other entities.

### EU added value

- The proposal demonstrates that similar results could not be achieved without the cooperation of HEIs from the EU Member States.



## Relevance



### Make an Institution-specific need analysis

A generic need analysis which does not differentiate between different partner countries involved, nor between different HEIs in the same country



- **Draft a factual and complete need analysis**

Need analysis without specific and recent data sources (statistics from an official publication, findings from a survey on a specific topic), without a clear link to the planned outcomes



## AVOID MOST COMMON WEAKNESSES



### Identify with good precision the target groups/beneficiaries in the Partner Country/ies

Target groups identified vaguely and/or not quantified makes it difficult to demonstrate (and assess) the potential impact of the project



### Identify the priority addressed by your project and link it with the Partner Country national or institutional strategy/ies

Make sure your proposal shows clearly how both its objectives and results address the chose priority as application not addressing national or regional priorities cannot be funded.



### Involve other Ministries when appropriate for the subject

Without key stakeholders in the sector you cannot ensure good results



# Quality of the project design and implementation

## Coherence

- Consistency between project objectives, methodology, activities and the budget proposed,
- Coherent and comprehensive set of appropriate activities to meet the identified needs and the expected results.

## 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.

## Work plan

- Quality and effectiveness of the work plan 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.

## Budget

- Cost efficiency and appropriate financial resources for a successful implementation of the project,
- The estimated budget is neither overestimated nor underestimated.

## Quality control

- Control measures (continuous quality evaluation, peer reviews, benchmarking activities, mitigating actions, etc.) and quality indicators ensure a project implementation of high quality.

## Environmental sustainability

- The project is designed in an eco-friendly way.





## Design of the project and Implementation



### Avoid a too long preparation phase

A sound and thorough need analysis done at application stage, the preparation phase cannot last many months



### List all new/updated courses you intend to create

Even if your project is not formally labelled Curriculum Development, you need to list clearly all subjects that will be created, updated, upgraded by your project, including the necessary elements to assess the potential impact such as:

- ✓ ECTS (or other credits) attributed to each subject
- ✓ In which faculties/schools/institutes it will be taught/delivered
- ✓ Mandatory or optional subject



## Ensure consistency between the LFM, the Work Plan and the WP descriptions

Many times the various parts are written by different persons without a final revision and discrepancies are evident (in the duration of activities, content, etc)



## Ensure cost-effectiveness

Budget is inappropriate in one or more chapters. Ex: too many meetings or training events in the EU, too many days for quality assurance

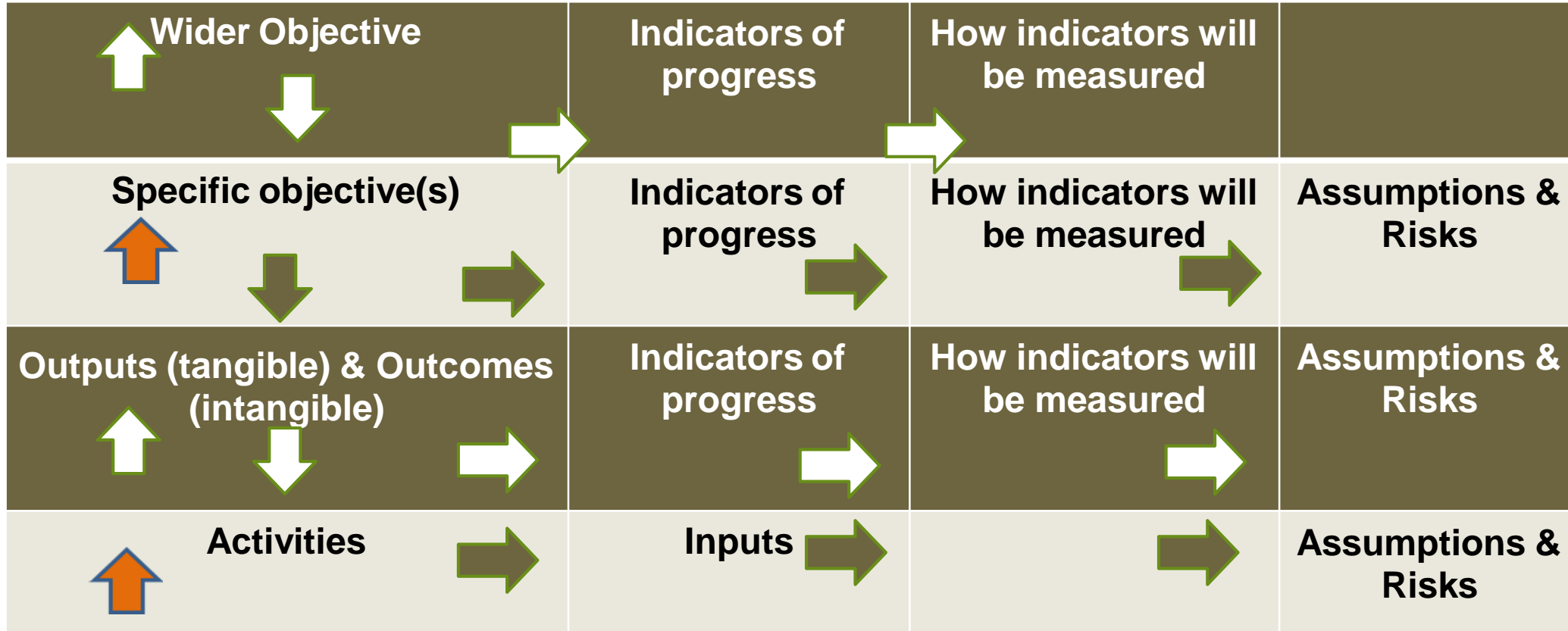


## Avoid generic equipment

Precise and specific the equipment demonstrates you have reflected on the matter and come to clear conclusions. By experience we know that foreseeing 10 pc, 1 printer, 1 video-conference system for each HEI means the consortium has not seriously addressed the matter



## Ensure coherence in the Logical Framework Matrix logic:



**Complete the following Logical Framework Matrix (LFM) table and copy/paste it (only the table) in Part B - 2.1.2 “Project management, quality assurance and monitoring and evaluation strategy” of the application form.**



<p><b>Medium, long run</b> <b>To reduce unemployment of graduates in Ethiopia</b></p>	<p><b>% of graduates employment 10 months after the new diploma</b></p>	<p><b>Regional and university statistics</b></p>	
<p><b>Expected at the end of the project</b> <b>Creation of 8 new curricula addressing professional profiles requested by the labour market</b></p>	<p><b>25 students enrolled in each new curriculum</b></p>	<p><b>How indicators will be measured</b></p>	<p><b>Assumptions &amp; Risks</b></p>
<p><b>Accreditation and implementation of 8 new Bachelors co-designed by academia and enterprises (2 x HEIs) Creation of new teaching materials</b> <b>Students placement system</b></p>	<p><b>20 teachers trained in each HEI</b> <b>20% of e-learning courses</b> <b>20 new textbooks drafted</b> <b>All enrolled students having attended an internship</b></p>	<p><b>How indicators will be measured</b></p>	<p><b>Assumptions &amp; Risks</b></p>
<p><b>Meetings with enterprises</b> <b>Teachers training</b> <b>Drafting accreditation documents</b> <b>Drafting new manuals</b> <b>Sep up of a placement mechanism</b></p>	<p><b>Inputs</b></p>		<p><b>Assumptions &amp; Risks</b></p>



## Quality of the partnership and the cooperation arrangements

### Management

- Solid arrangements are foreseen,
- Timelines, governance structures, collaboration arrangements and responsibilities well defined and realistic.

### Composition

- Appropriate mix of organisations with the necessary competences relevant to the objectives of the proposal and to the specificities of the Strand,
- 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.

### Collaboration

- Effective mechanisms 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.



## Partnership and cooperation arrangements



### **Expertise of Partners' staff should focus on what is specifically related to the project**

Presentation of the partners and their key staff are generic, we find the same presentation of the university in all the submitted applications, regardless of the subject, faculty or department involved. Presentations are more convincing if customised 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 institution. In general teams are not enough staffed and we observe the same staff in many different projects. Newcomers are recommended. A mix of senior and junior staff is highly recommended.



## Partnership and cooperation arrangements



### 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



## Sustainability, impact and dissemination of the expected results

### Exploitation

- How the outcomes of the project will be used by the partners and other stakeholders; how multiplier effects will be ensured and it provides means to measure exploitation within the project funding time and after.

### Dissemination

- Clear and efficient plan for the dissemination of results, appropriate activities and their timing, tools and channels to be spread effectively to all relevant stakeholders and non-participating audience, reaching out and attracting relevant stakeholders to the outcomes within and after the project's funding time.

### Impact

- Tangible impact on its target groups and relevant stakeholders at local, national or regional level,
- Measures, goals and indicators to monitor progress and assess the expected impact at individual, institutional and systemic level.

### Open access

- Materials, documents and media produced freely available and promoted through open licenses and without disproportionate limitations.

### Sustainability

- How the project results will be sustained financially and institutionally and how the local ownership will be ensured.





## Impact and Sustainability



**Describe concretely the measures ensuring that the results of the project will last beyond the project lifetime**

The impact of the project has to be demonstrated at different levels: institutional, financial and policy level. Specific measures should be envisaged for **each** level.



**Involve the Ministry for dissemination also if it is not a partner**

For dissemination or mainstreaming of results it is logical to involve the MoHE and/or AArU



## IMPACT

Concrete benefits to the target groups at various levels (faculty / institutional, local, regional, national) / beneficial changes brought by the project during its lifecycle and after its completion

## DISSEMINATION AND EXPLOITATION

- Dissemination: Activities / measures aimed at spreading information about the project / raising awareness / making the project results **visible** beyond the circle of direct participants
- Exploitation: Activities / measures aimed at mainstreaming and make the project results **used** beyond the circle of direct beneficiaries

Both increase the project impact and contribute to its sustainability

## SUSTAINABILITY

Activities / measures ensuring that the results of the project will last beyond the project lifetime



## A COMPETITIVE APPLICATION...

- Demonstrates that the **combination of all its elements** will produce **concrete and sustainable results** for the benefit of all the parties concerned
- has been **prepared and agreed jointly** by all **consortium partners**
- has received the **full institutional commitment** and support of **all consortium partners**
- is **ready to start** immediately after the selection decision



## KEY WORDS for a competitive application

- **Coherent** in its entirety; avoid contradictions; avoid "patchwork"
- **Concrete**: use examples, justify your statements, bring evidence
- **Clear**: follow the questions and answer them in the right order
- **Simple language**: Also complex subjects can be explained in a plain language. Keep most sentences 10-15 words long.
- **Explicit**: do not take anything for granted; do not assume experts will always understand; avoid abbreviations or explain them the 1<sup>st</sup> time
- **Rigorous**: the application is the basis on which your project will be implemented; it is also the cornerstone of your partnership commitment
- **Focused**: stick to what is asked
- **Complete**: ensure you have followed all the instructions and that the proposal fulfils all the mandatory requirements



**motivation**  
*is what gets you started.*

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**commitment**  
*is what keeps you going.*

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# What is new in the submission process?

## How to submit your CBHE proposal





## General admissibility conditions

- Applications must be submitted before the call deadline, **electronically** via the Funding & Tenders Opportunities Portal (FTOP)
- Applications must be **complete, readable, accessible and printable**, complete with attachments.

## Proposal page limit

Substantial reduction in maximum length:

- Max 140 pages

## Attachments



- **no mandates to be signed by partners**
- **signature of declaration of honour online**



## ■ Where?

- ✓ Applications must be submitted through the [European Commission's Funding & Tender Opportunities Portal \(F&TP\)](#) using the Portal Submission System.
- ▶ Call ID: ERASMUS -EDU-2022-CBHE
- ▶ Topic ID: ERASMUS -EDU-2022-CBHE-STRAND-1  
ERASMUS -EDU-2022-CBHE-STRAND-2  
ERASMUS -EDU-2022-CBHE-STRAND-3

## ■ Who?

- ✓ Proposals must be created and submitted by a contact person of the coordinating organization.

## ■ When?

**Deadline: 17 February 2022 - 17:00 (Brussels time)**



Applicants are highly recommended to submit proposals as early as possible and at least 48 hours prior to the call deadline.





# Preliminary steps

- Consult the [How to find and apply for funding opportunities](#) presentation



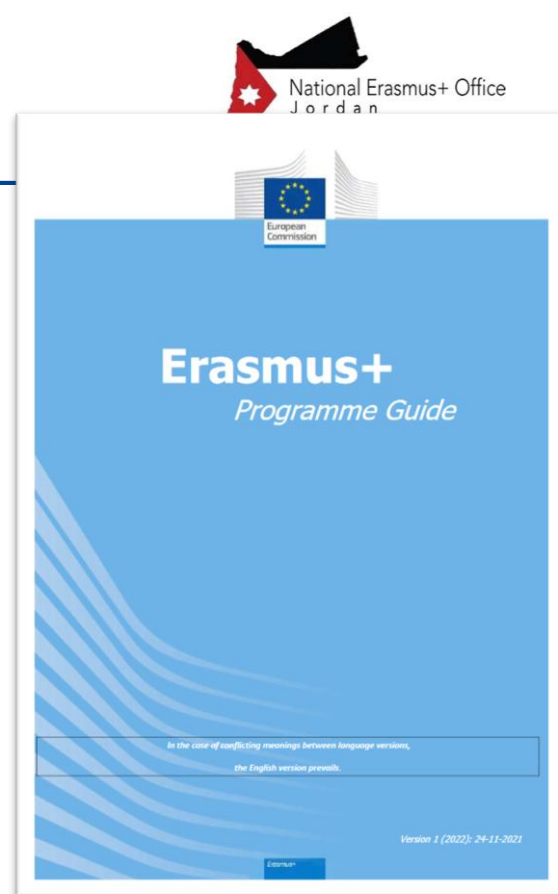
- Get more guidance on how the Funding and Tender Opportunities portal works on the [F&TP online manual](#) and the [User Guide of the Submission System](#).
- Read carefully the information on the [Roles and access rights](#) and decide the persons who will manage the application.





# Get prepared

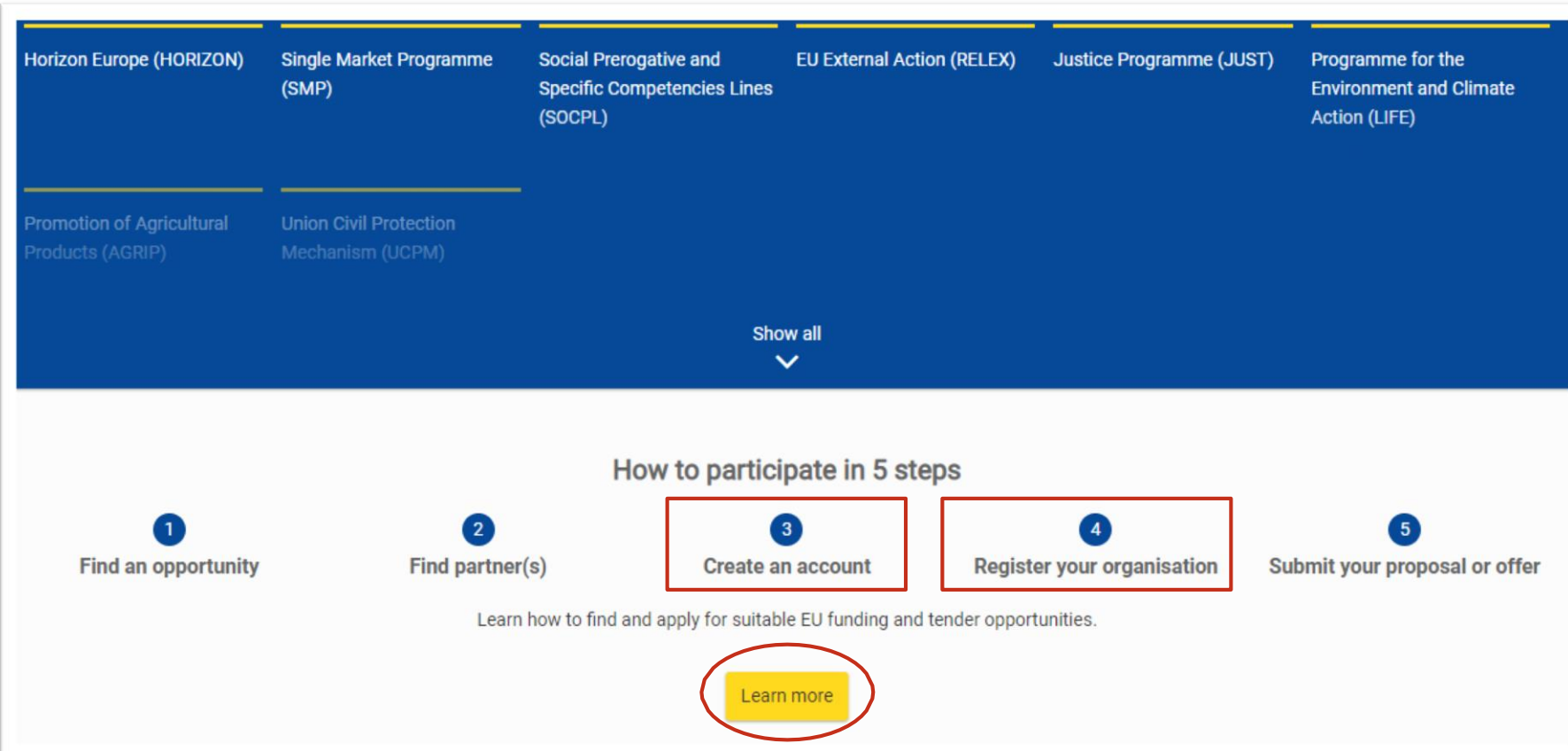
- Read carefully all the **call documents**: [Erasmus+ Programme Guide](#), application templates and specific instructions published in the F&TP
- Read carefully the information on the [Regional priorities](#) published in FTOP.
- Plan your project and **define your work plan**: Work packages, milestones, deliverables
- Create an **EU Login account**: to be able to submit a proposal, you must register on the Portal for an [EU Login account](#)
- Make sure your organisation has a valid **Participant Identification Code (PIC)**. If not, get one via the [Participant Register](#)





# Get prepared

- ▶ To create your **EU Login account** and **register your organisation**, click on the **steps 3 and 4** of the EU programmes on the F&TP homepage.



The screenshot displays a grid of EU programmes and a 5-step participation guide. The programmes listed are:

- Horizon Europe (HORIZON)
- Single Market Programme (SMP)
- Social Prerogative and Specific Competencies Lines (SOCPL)
- EU External Action (RELEX)
- Justice Programme (JUST)
- Programme for the Environment and Climate Action (LIFE)
- Promotion of Agricultural Products (AGRIP)
- Union Civil Protection Mechanism (UCPM)

A "Show all" button with a downward arrow is located below the programme list.

The "How to participate in 5 steps" section includes:

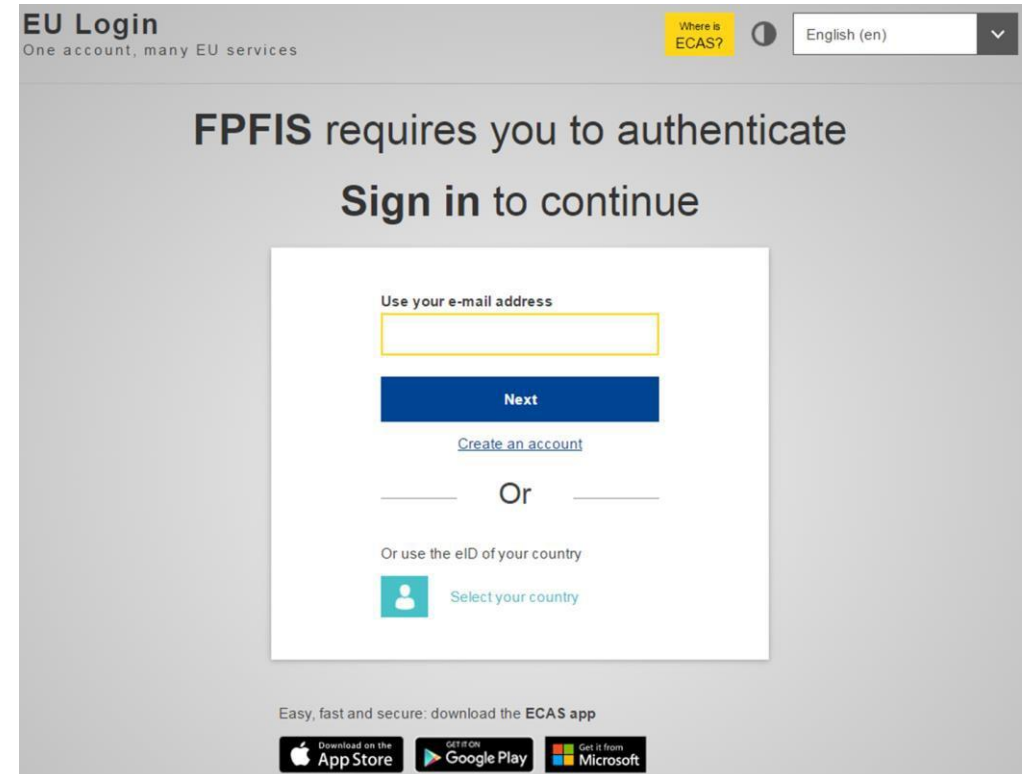
- 1 Find an opportunity
- 2 Find partner(s)
- 3 Create an account
- 4 Register your organisation
- 5 Submit your proposal or offer

Below the steps, it says: "Learn how to find and apply for suitable EU funding and tender opportunities." A yellow "Learn more" button is circled in red.



# How to participate

- To apply, you will need the following:
  1. You, as the coordinator and organiser of the project, must have a **valid EU Login account**.
  2. Your organisation must have a **9-digit PIC** (Participant Identification Code). You receive this when you register your organization.
- You will be prompted to enter your EU Login details in order to start or update your application.

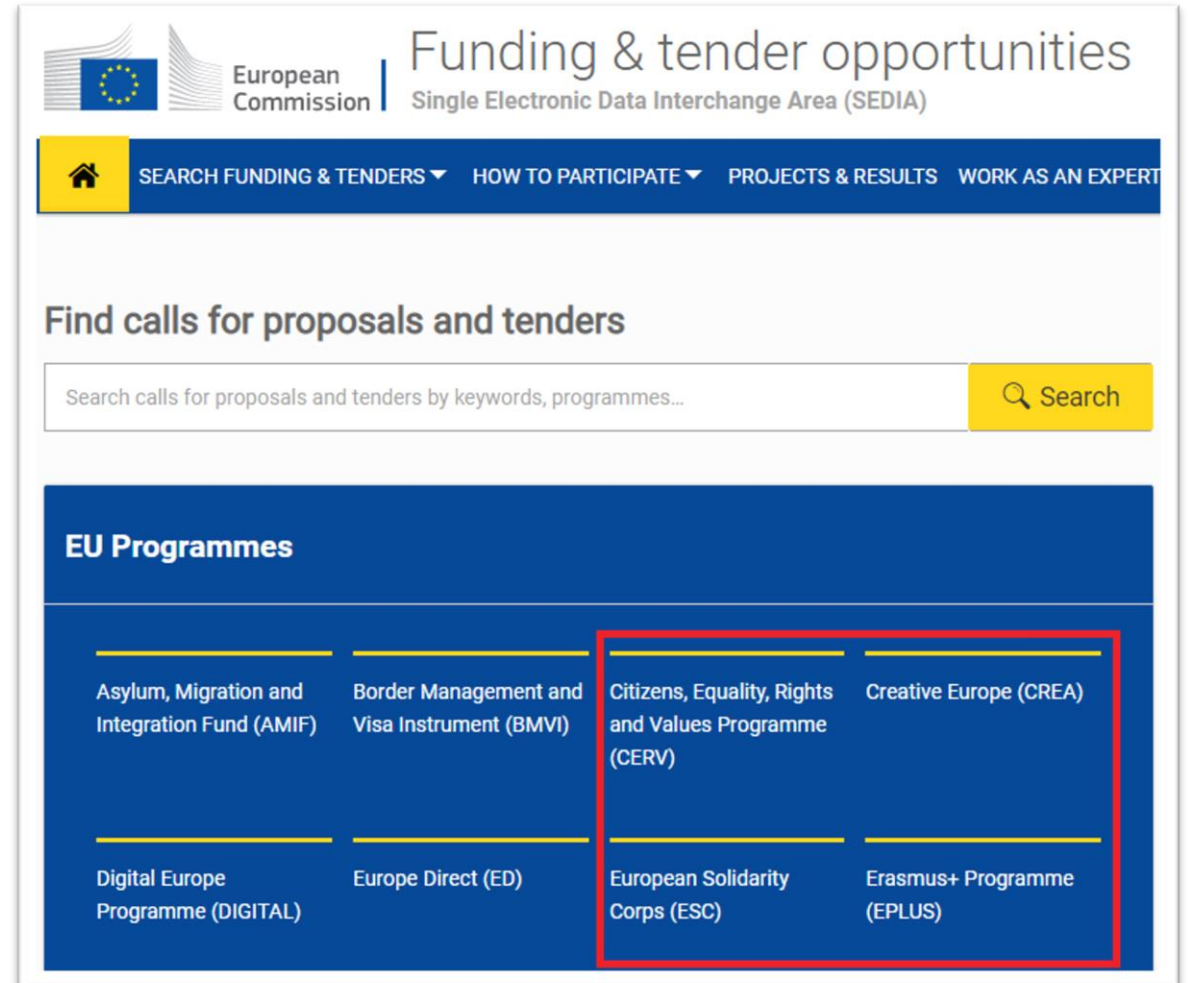


The screenshot shows the 'EU Login' interface. At the top, it says 'EU Login' and 'One account, many EU services'. There is a 'Where is ECAS?' button and a language dropdown set to 'English (en)'. The main heading reads 'FPFIS requires you to authenticate' and 'Sign in to continue'. Below this is a form with a text input field labeled 'Use your e-mail address'. A blue 'Next' button is below the input field, with a link for 'Create an account' underneath. Below the 'Next' button is the word 'Or' flanked by horizontal lines. Underneath that is the text 'Or use the eID of your country' and a button with a person icon labeled 'Select your country'. At the bottom, there is a banner that says 'Easy, fast and secure: download the ECAS app' with icons for 'Download on the App Store', 'GET IT ON Google Play', and 'Get it from Microsoft'.



# Start your application

- ▶ Calls for proposals are listed by funding programme. EACEA's four funding programmes are:
  - ▶ **Erasmus+**
  - ▶ Creative Europe
  - ▶ the European Solidarity Corps
  - ▶ the Citizens, Equality, Rights and Values programme (CERV)
- ▶ You can find these on the F&TP homepage.



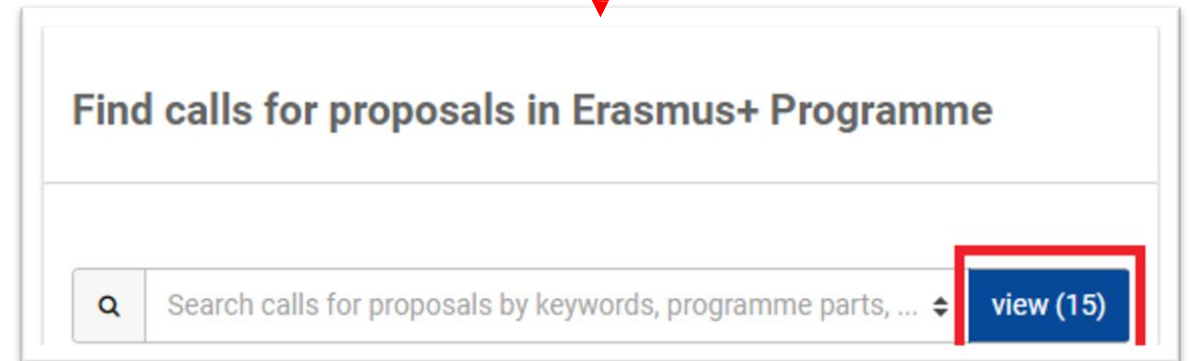
The screenshot shows the 'Funding & tender opportunities' page on the European Commission's Single Electronic Data Interchange Area (SEDIA). The page features a search bar with the placeholder text 'Search calls for proposals and tenders by keywords, programmes...' and a yellow 'Search' button. Below the search bar, there is a section titled 'EU Programmes' which lists various funding programmes in a grid format. The programmes listed are: Asylum, Migration and Integration Fund (AMIF); Border Management and Visa Instrument (BMVI); Citizens, Equality, Rights and Values Programme (CERV); Creative Europe (CREA); Digital Europe Programme (DIGITAL); Europe Direct (ED); European Solidarity Corps (ESC); and Erasmus+ Programme (EPLUS). The CERV and EPLUS programmes are highlighted with a red border.

EU Programmes			
Asylum, Migration and Integration Fund (AMIF)	Border Management and Visa Instrument (BMVI)	Citizens, Equality, Rights and Values Programme (CERV)	Creative Europe (CREA)
Digital Europe Programme (DIGITAL)	Europe Direct (ED)	European Solidarity Corps (ESC)	Erasmus+ Programme (EPLUS)



# Start your application

- ▶ Click on the programme Erasmus+.
- ▶ This will take you to the ‘programme page’.
- ▶ Scroll down to ‘Find calls for proposals’ and click on ‘view’ to see which funding opportunities are available:
  - ▶ **Call ID:** ERASMUS -EDU-2022-CBHE
  - ▶ **Topic ID:** ERASMUS -EDU-2022-CBHE-STRAND-1  
ERASMUS -EDU-2022-CBHE-STRAND-2  
ERASMUS -EDU-2022-CBHE-STRAND-3





- ▶ You will now see a list of all the 3 programme's calls for CBHE proposals listed under 'Funding and tenders'. Each call shows an opening date and a deadline.

The screenshot shows the 'Funding & tender opportunities' portal. The search bar contains 'ERASMUS-EDU-2022-CBHE'. The results are filtered to show 3 grants. The three strands are:

- Strand 1 - Fostering access to cooperation in higher education**
- Strand 2 - Partnerships for transformation in higher education**
- Strand 3 - Structural reform projects**

Strand	Programme	ID	Types of action	Deadline model	Opening date	Deadline date
Strand 1 - Fostering access to cooperation in higher education	Erasmus+ Programme (ERASMUS)	ERASMUS-EDU-2022-CBHE-STRAND-1	ERASMUS Lump Sum Grants	single-stage	25 November 2021	17 February 2022 17:00:00 Brussels time
Strand 2 - Partnerships for transformation in higher education	Erasmus+ Programme (ERASMUS)	ERASMUS-EDU-2022-CBHE-STRAND-2	ERASMUS Lump Sum Grants	single-stage	25 November 2021	17 February 2022 17:00:00 Brussels time
Strand 3 - Structural reform projects	Erasmus+ Programme (ERASMUS)	ERASMUS-EDU-2022-CBHE-STRAND-3	ERASMUS Lump Sum Grants	single-stage	25 November 2021	17 February 2022 17:00:00 Brussels time

- ▶ You can enter keywords into the search bar to refine your search.
- ▶ Make your choice among the 3 strands..
- ▶ Click on a call to find out more about it.





# Start your application

**General information**

Topic description

Conditions and documents

Submission service


Topic related FAQ

Get support

Call information

Call updates

Funded project list

 [Go back to search results](#)

**Topic conditions and documents**

**1. Eligible countries:** See section 5 of the Call Document and list of countries participating at <http://eacea.ec.europa.eu/creative-europe/library/eligibility-organisations-non-eu-c/>

Full information and documents related to the call are available at: [Portal Reference](#)

**2. Eligibility and admissibility conditions:**

**Admissibility:** see section 4 of the Call Document

**Start submission**

**START SUBMISSION**

**Topic related FAQ**

There are no FAQ related to this topic.

- ▶ Read all the information relating to the call. This should give you all the information you need in order to apply.
- ▶ If you are ready to apply, click on 'start submission'.





# How to participate

European Commission | Funding: Submission Service

Login
  Topic selection
  Create proposal
  Participants
  Proposal forms
  Submit

## Create proposal

**TEST MODE**

**Deadline**  
 17 February 2022 17:00:00 Brussels Local Time

**Warning:** Please submit your proposal at the latest **48 hours before the deadline** (to avoid system congestion or system incompatibility issues). Late proposals will not be accepted. Don't wait until the end because you are worried about confidentiality – we will not open the proposals before the deadline. You can submit the proposal as many times as you wish up until the deadline. Each new submitted version will replace the previous one.

**Find your organisation**

PIC  Short name

[Search for your organisation](#)

**Your role**

Please indicate your role in this proposal

Main contact  
 Contact person

**Your proposal**

Please choose an acronym for your proposal.

It will appear also in the "General Information" section of the Application Form Part A and can also be updated there.

Acronym

Short Summary

[SAVE AND GO TO NEXT STEP](#)

**Download Part B templates**

[Download part B templates](#)

**Support & Helpdesk**

[Online Manual](#)
[IT How To](#)

[IT Helpdesk](#)
[FAQ](#)

**Service Desk:**

[EC-FUNDING-TENDER-SERVICE-DESK@ec.europa.eu](mailto:EC-FUNDING-TENDER-SERVICE-DESK@ec.europa.eu)  
 +32 2 29 92222

- ▶ You can now begin your application.
- ▶ You will need to enter your PIC in the box shown in red.



# How to participate

European Commission | Funding: Submission Service

Progress: Login ✓, Topic selection ✓, Create proposal ✓, **Participants** (red pin), Proposal forms, Submit

### Participants

**TEST MODE**

**Deadline**  
17 February 2022 17:00:00 Brussels Local Time

**Call data:**  
Call: ERASMUS-EDU-2022-CBHE  
Topic: ERASMUS-EDU-2022-CBHE-STRAND-1  
Type of action: ERASMUS-LS  
Type of MGA: ERASMUS-AG-LS

**Proposal data:**  
Acronym: QDQDQ  
Draft ID: SEP-210815298

**Coordinator:**  
1 Baird Consulting SCS  
Uccle, BE  
PIC: 956444445  
Eugenio DELFINO - Main contact

**Partner:**  
2 Test Camelia-Valeria  
Brussels, BE  
PIC: 913842918  
sSs SsSs - Main contact

Buttons: Add Partner +, Add Associated partner +, SAVE, SAVE AND GO TO NEXT STEP, NEXT

- ▶ Add partners to the proposal. You will have to search for them using their PIC, and follow the same steps as before.



The application form is structured in 3 parts:

## ■ Part A - Administrative Forms

Contains general information about the project, data on the applicant organisation and contact persons

## ■ Part B - Technical description & annexes

Contains the narrative part of the project, the work packages, milestones & deliverables. Detailed budget table is an annex of Part B

## ■ Part C - Administrative forms

Tick boxes related to the proposal's general objective(s) and indicators specific to the CBHE action (No of impacted students, No of new study programmes, No of involved/trained staff, etc.)

- ▶ Complete Parts A & C directly on the Portal
- ▶ Prepare Part B in advance and upload it together with the mandatory annexes



# Application package: Part A - Administrative forms

■ Use the icon  to access the administrative forms

Table of contents		
Section	Title	Action
1	General information	<a href="#">Show</a>
2	Participants	<a href="#">Show</a>
3	Budget	<a href="#">Show</a>



- ✓ Section 1 **General information**: provide general information about the project
- ✓ Section 2 **Participants**: provide information about the **list of participating organisations with PIC number**, the department(s) involved and contact persons
- ✓ Section 3 **Budget**: encode total budget per partner



## Application package: Part B – Technical description & annexes

- Part B must be prepared in advance using the templates downloaded from the system



- There are only 2 mandatory documents to be uploaded:
  - ✓ Part B
  - ✓ Annex 1 “Detailed budget table”

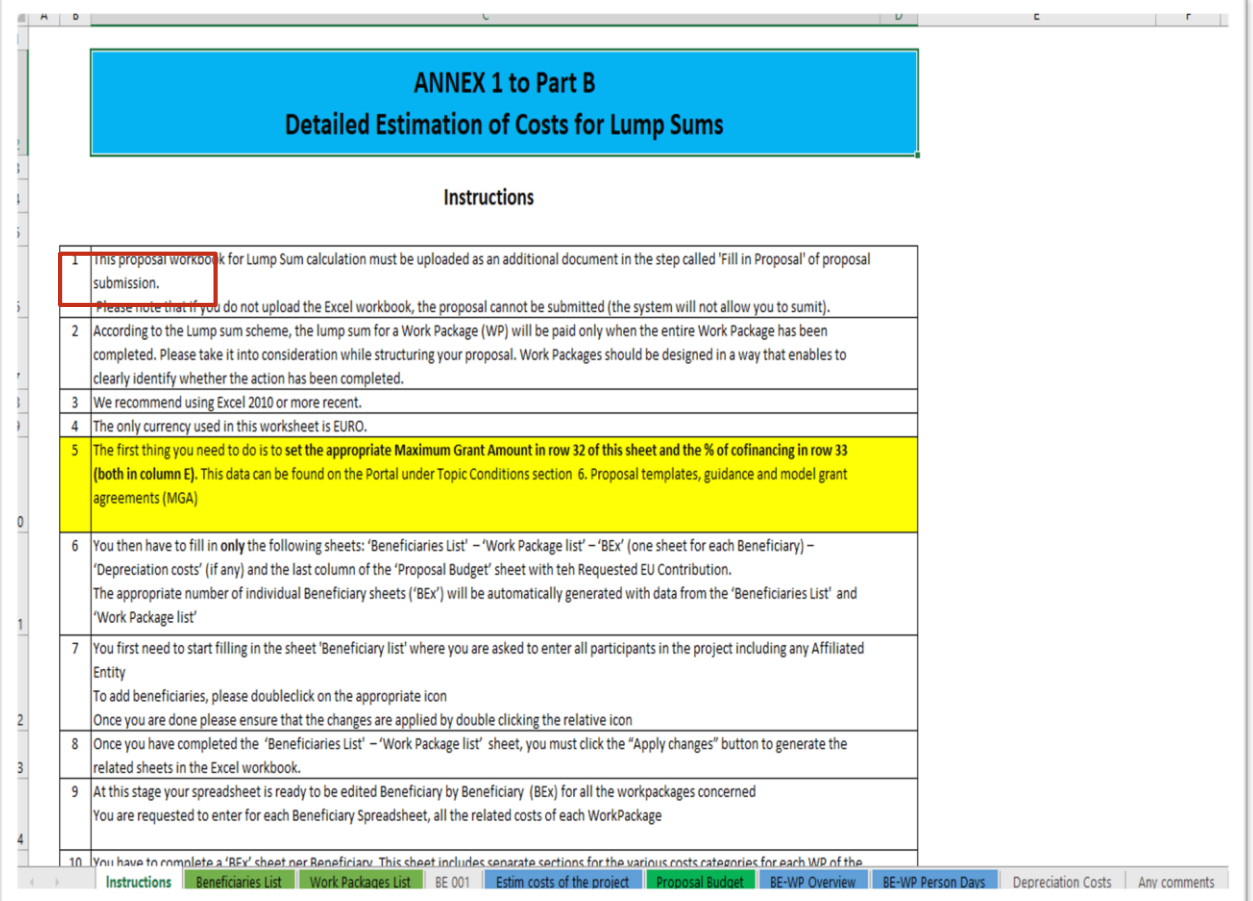
No other additional annexes are required.



# Application package: Annex1 to Part B: Budget Overview

- ▶ Applicants will need to fill in the Budget Table (Annex 1 to Part B – Detailed Estimation of Costs for Lump Sums)
- ▶ Important: **Read the Instructions!**
- ▶ Budget table contains information on:
  - Beneficiaries List
  - Work Package
  - Estimated costs
  - Proposed budget

**There will be separate presentation on budget**



**ANNEX 1 to Part B**  
**Detailed Estimation of Costs for Lump Sums**

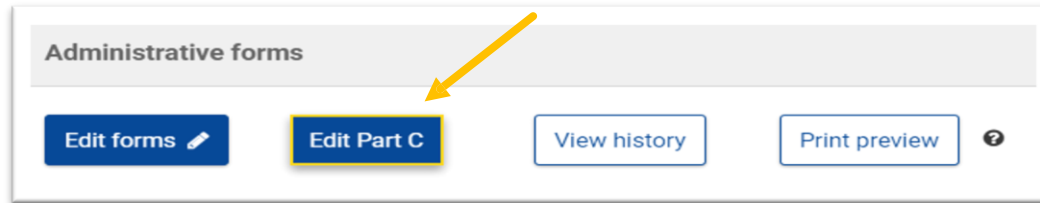
**Instructions**

- 1 This proposal workbook for Lump Sum calculation must be uploaded as an additional document in the step called 'Fill in Proposal' of proposal submission.  
Please note that if you do not upload the Excel workbook, the proposal cannot be submitted (the system will not allow you to submit).
- 2 According to the Lump sum scheme, the lump sum for a Work Package (WP) will be paid only when the entire Work Package has been completed. Please take it into consideration while structuring your proposal. Work Packages should be designed in a way that enables to clearly identify whether the action has been completed.
- 3 We recommend using Excel 2010 or more recent.
- 4 The only currency used in this worksheet is EURO.
- 5 The first thing you need to do is to set the appropriate Maximum Grant Amount in row 32 of this sheet and the % of cofinancing in row 33 (both in column E). This data can be found on the Portal under Topic Conditions section 6. Proposal templates, guidance and model grant agreements (MGA)
- 6 You then have to fill in **only** the following sheets: 'Beneficiaries List' – 'Work Package list' – 'BEx' (one sheet for each Beneficiary) – 'Depreciation costs' (if any) and the last column of the 'Proposal Budget' sheet with the Requested EU Contribution. The appropriate number of individual Beneficiary sheets ('BEx') will be automatically generated with data from the 'Beneficiaries List' and 'Work Package list'
- 7 You first need to start filling in the sheet 'Beneficiary list' where you are asked to enter all participants in the project including any Affiliated Entity  
To add beneficiaries, please doubleclick on the appropriate icon  
Once you are done please ensure that the changes are applied by double clicking the relative icon
- 8 Once you have completed the 'Beneficiaries List' – 'Work Package list' sheet, you must click the "Apply changes" button to generate the related sheets in the Excel workbook.
- 9 At this stage your spreadsheet is ready to be edited Beneficiary by Beneficiary (BEx) for all the workpackages concerned  
You are requested to enter for each Beneficiary Spreadsheet, all the related costs of each WorkPackage
- 10 You have to complete a 'BEx' sheet per Beneficiary. This sheet includes separate sections for the various costs categories for each WP of the

Instructions | Beneficiaries List | Work Packages List | BE 001 | Estim costs of the project | Proposal Budget | BE-WP Overview | BE-WP Person Days | Depreciation Costs | Any comments



# Application package: Part C – Administrative forms



In this part, applicants will have to provide:

- ✓ The proposal's general objective(s),
- ✓ Indicators specific to the CBHE action



# Validate & Submit your proposal

- Edit your draft proposal as many times as you need to complete/correct information.
- Run a validation of your draft proposal to make sure it meets the requirements and that no information is missing



VALIDATE



SUBMIT

- Errors and warnings will be listed at the end of the form.



Show Error

Errors mean that mandatory information is missing and the proposal cannot be submitted until these errors are corrected



Show Error



Show Warning

Warning messages do not block submission, but they indicate missing information. Ideally, these should be addressed by correcting the information provided



Show Warning

- After submission, you can still edit and update the proposal at any time before the deadline. However, if you change the content you will need to re-submit for the changes to be reflected.





Funded by the  
Erasmus+ Programme  
of the European Union



# LEAR (legal entity appointed representative)

Programming period 2021-2027



# LEAR (legal entity appointed representative)

- To participate, your organisation will need to have a LEAR (legal entity appointed representative).
- For organisations (not individuals), the LEAR is a person formally appointed by the legal representative of the organisation to perform certain tasks on behalf of their organisation.



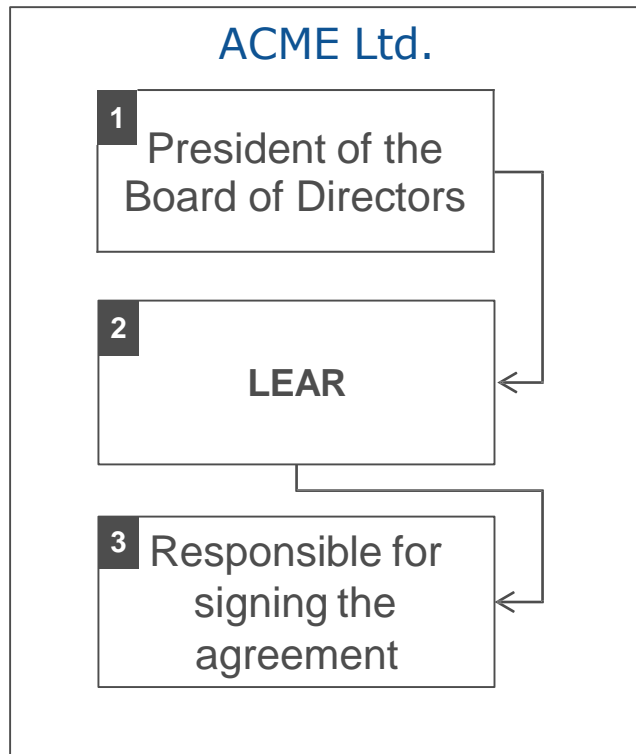
# LEAR (legal entity appointed representative)

- The LEAR role is key. The LEAR is formally nominated to manage your organisation's use of the Portal and thus bears the final responsibility for all your actions in the Portal. Once validated, the LEAR will be responsible for:
  - keeping an overview of all the proposals/projects/contracts your organisation is involved in;
  - managing all the legal and financial information about your organization;
  - managing the access rights at organisation-level (and read-only access at project-level);
  - appointing the persons that will be able to electronically sign grants/contracts (Legal Signatories — LSIGNs) and cost claims/invoices (Financial Signatories — FSIGNs).



# LEAR (legal entity appointed representative)

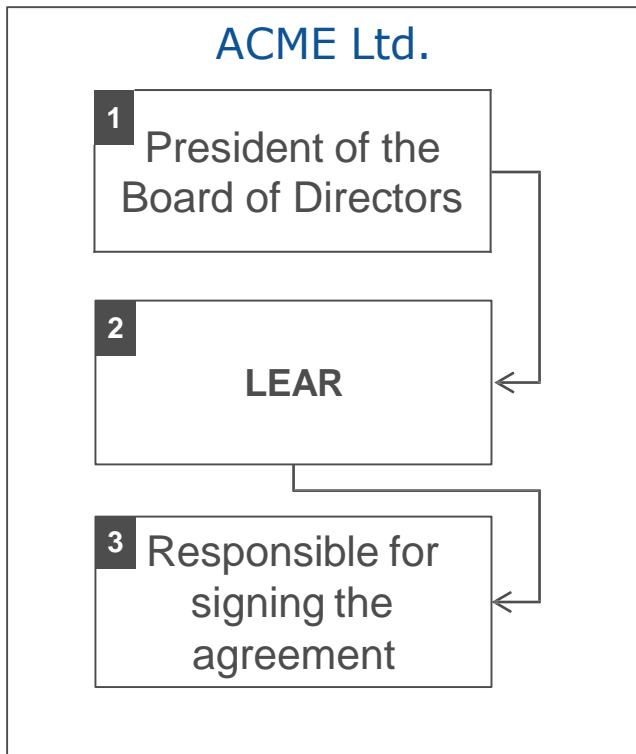
The LEAR allocates the role(s) of who signs the agreement in the system.



- 1 I, in my capacity as *President of the Board of Directors* and authorised to legally represent my organisation, **have appointed** as our legal entity appointed representative (LEAR) Ms XXXX
- 2 Ms XXXX enters and updates the names of the colleagues authorised to act as legal representatives and signatories for the organisation.
- 3 **Finally, this is the person who ultimately signs the Agreement.**



# LEAR (legal entity appointed representative)



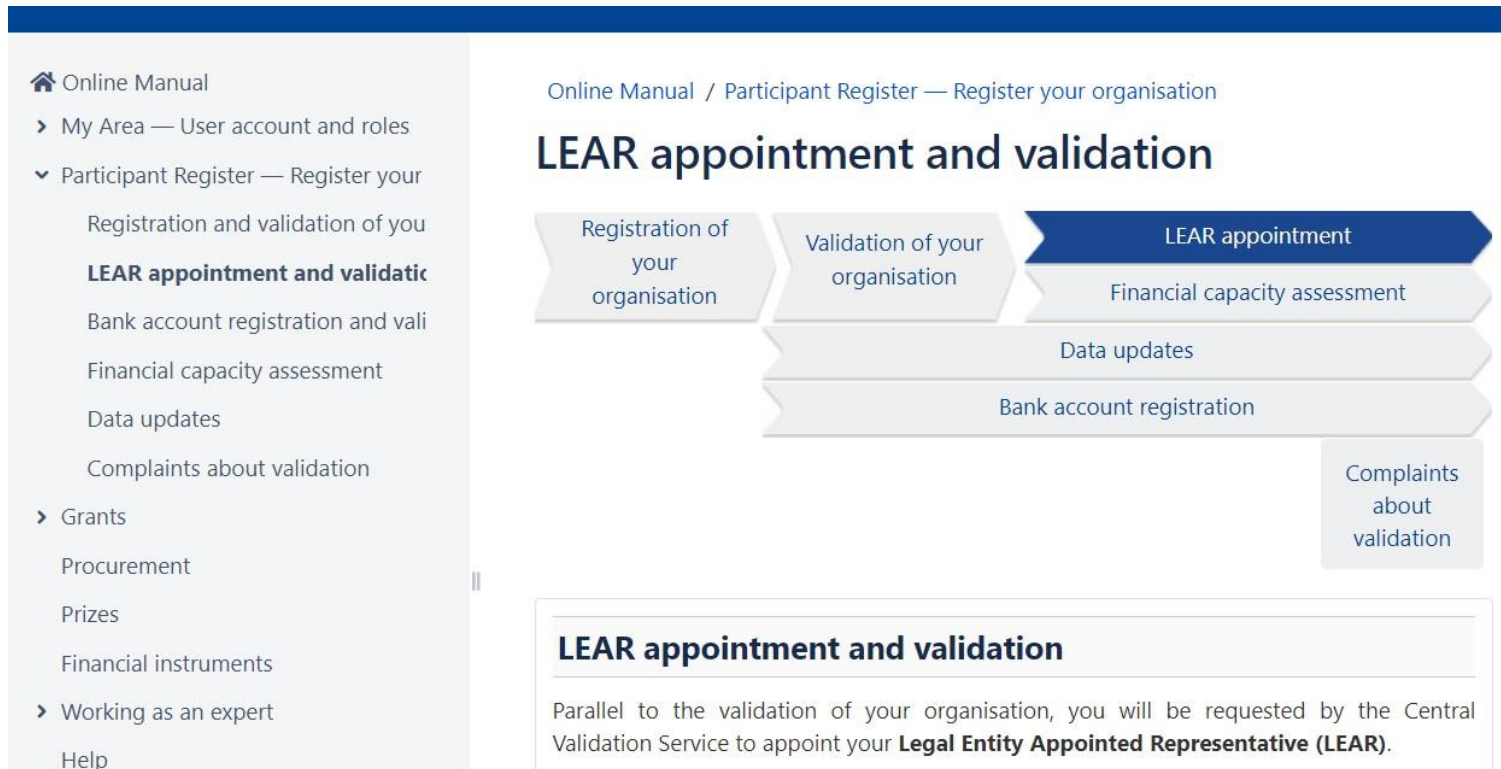
- **This is the most difficult** person to identify. He or she will be scrutinised to check whether he or she can indeed represent the organisation.
- Official documents will have to be provided to the European Commission's validation authority for verification.

**Often, however, the same person has the 3 roles.**



# LEAR (legal entity appointed representative)

- You can find full details on appointing and validating the LEAR in the F&TP online manual [here: https://webgate.ec.europa.eu/funding-tenders-opportunities/display/OM/LEAR+appointment+and+validation](https://webgate.ec.europa.eu/funding-tenders-opportunities/display/OM/LEAR+appointment+and+validation)



The screenshot shows a web page with a navigation menu on the left and a main content area on the right. The navigation menu includes: Online Manual, My Area — User account and roles, Participant Register — Register your organisation (expanded), Registration and validation of you, LEAR appointment and validation (highlighted), Bank account registration and vali, Financial capacity assessment, Data updates, Complaints about validation, Grants, Procurement, Prizes, Financial instruments, Working as an expert, and Help. The main content area has a breadcrumb trail: Online Manual / Participant Register — Register your organisation. The title is "LEAR appointment and validation". A process flow diagram shows three main steps: "Registration of your organisation", "Validation of your organisation", and "LEAR appointment". Below these are sub-steps: "Financial capacity assessment", "Data updates", and "Bank account registration". A "Complaints about validation" box is also present. A text box at the bottom explains that parallel to the validation of your organisation, you will be requested by the Central Validation Service to appoint your **Legal Entity Appointed Representative (LEAR)**.

Online Manual / Participant Register — Register your organisation

## LEAR appointment and validation

Registration of your organisation    Validation of your organisation    **LEAR appointment**

Financial capacity assessment

Data updates

Bank account registration

Complaints about validation

### LEAR appointment and validation

Parallel to the validation of your organisation, you will be requested by the Central Validation Service to appoint your **Legal Entity Appointed Representative (LEAR)**.



# Useful links

- [F&TP online manual: https://webgate.ec.europa.eu/funding-tenders-opportunities/display/OM/Online+Manual](https://webgate.ec.europa.eu/funding-tenders-opportunities/display/OM/Online+Manual)
- [How to participate: https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/how-to-participate/1](https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/how-to-participate/1)
- [F&TP support section: https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/support](https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/support)
- EACEA website 'How to get a grant':  
[https://www.eacea.ec.europa.eu/grants/how-get-grant\\_en](https://www.eacea.ec.europa.eu/grants/how-get-grant_en)



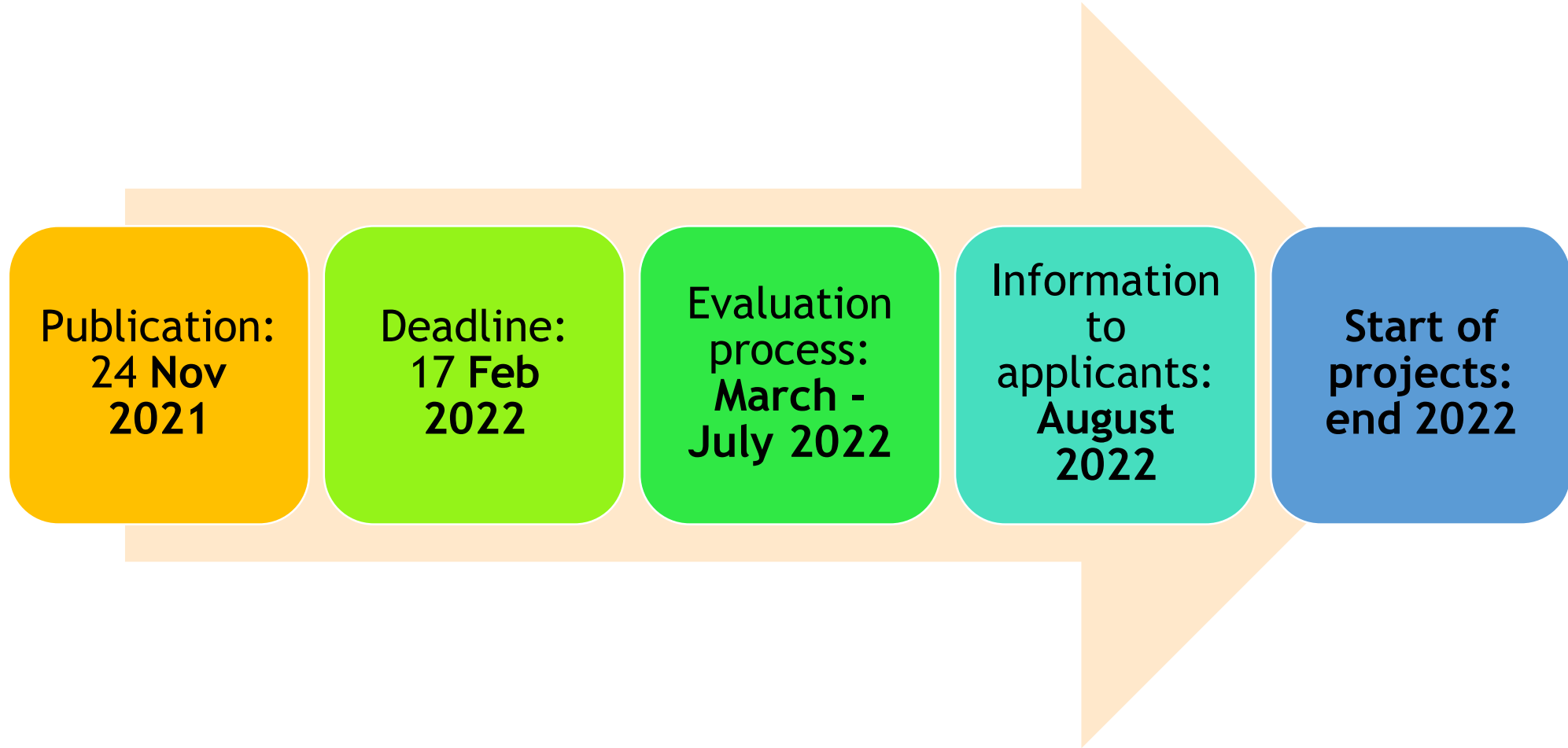
# Partner search tool

- <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/partner-search>





# Timeline





Wish You All the Best For Your Future