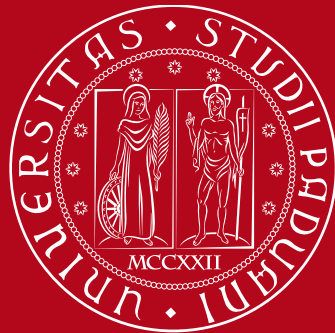


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Info Session Erasmus+ Capacity Building KA2 – Capacity Building for HE

Area Relazioni Internazionali
15 Dicembre 2022

Il webinar inizierà tra pochi minuti

Agenda

- Saluti istituzionali
- Erasmus+ Key Action 2: Cooperation among organisations and institutions - Capacity Building
- Suggerimenti per scrivere una proposta di successo
- Q&A time

Erasmus+ 2021-2027: overview

General objective

- Supporting educational, professional and personal development of people of all ages in education, training, youth and sport, in Europe and beyond

Participating countries

- 33 Programme Countries + international activities open to the rest of the World

3 Key Actions

- Mobility – Cooperation – Policy Development

Implementing mode

- Indirect (National Agencies) and Direct (EAC/EACEA)



Erasmus 2021-2027: Horizontal Priorities

- More inclusive
- More environmentally friendly
- More digital
- More international

Erasmus+ Programme 2021-2027



Key Actions

KA1

Learning
Mobility
for
Individuals

KA2

Cooperation
for Innovation
& Good
practices

KA3

Support
for
Policy
reform

**Jean Monnet
Actions**

Context

- Support the **relevance, quality, modernisation** and responsiveness of HEIs for socio-economic recovery, growth and prosperity
- Build **alliances** for regional or intra-regional cooperation
- Share **best-practices, pilot** new approaches, methodologies and initiatives built on country ownership → mutual learning among EU and not-EU institutions
- **React to recent trends**, e.g. globalization, development, fragility, and rising social, economic and environmental inequalities, COVID-19 → address regional issues
- Align with "Sustainable Development Goals" and Paris Agreement
- Ensure equity, accessibility and **inclusion**
- Strengthen **employability**
- Global interventions to strengthen the wider economic and social ecosystems

CBHE - Logica di intervento

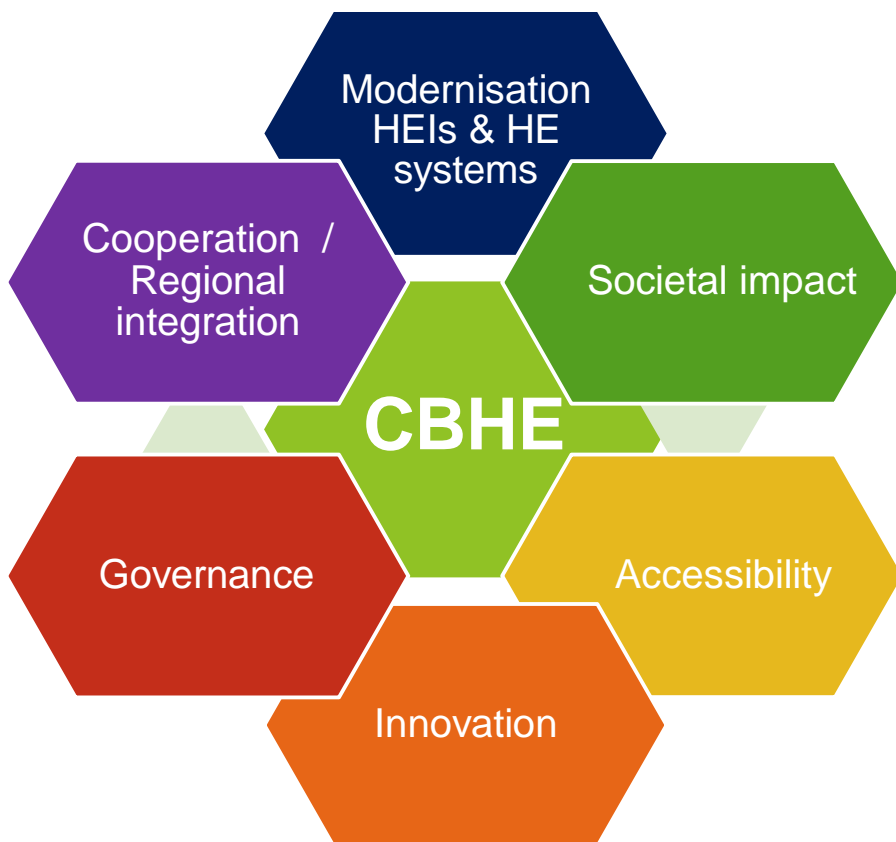
Focus on the needs of the third countries not associated to the Erasmus+ Programme (not for high-income countries)

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

CBHE – General objectives & priorities

Objectives



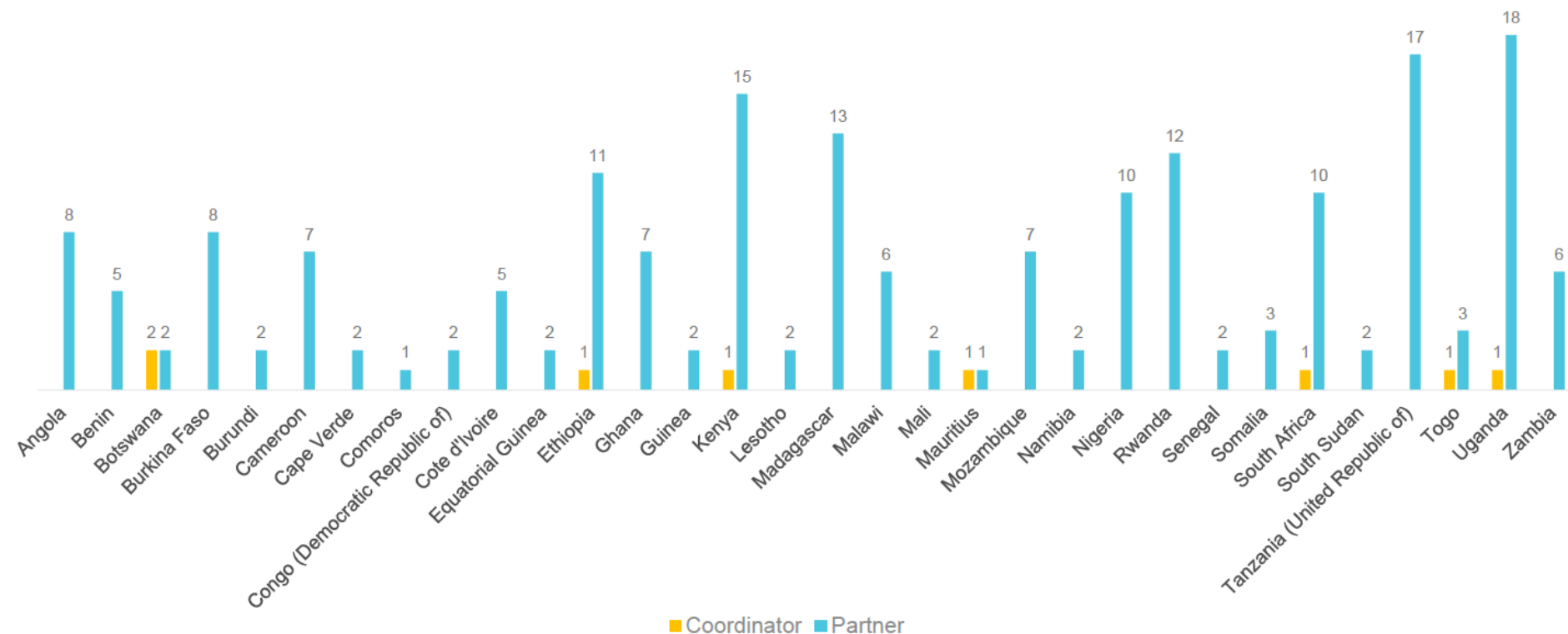
Priorities



Indicative available budget and n° of projects (call 2022)

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	8.797.600	1.759.520	4	4.926.660	6	2.111.420	2
Region 4 Russian Federation	4.657.550	2.189.050	5	2.468.500	3	0	0
NOT ELIGIBLE							
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	27.086.320	10.834.530	27	10.834.530	13	5.417.260	5
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
2022 CBHE indicative budget and n° of projects to be funded	104.055.300	31.312.610	74	55.606.800	68	17.135.890	16

Region 9 in 2022 selection



Many countries have still no participation in Erasmus+ projects

Available budget (call 2023)

Region 1 Western Balkans: EUR 12.720.474

Region 2 Neighbourhood East: EUR 20.988.310

+

Region 2 Neighbourhood East - Education digital environment for Ukraine: EUR 5.000.000 (only strand 3)

NEW

Region 3 South-Mediterranean countries: EUR 9.041.775

Region 5 Asia: EUR 21.165.532

Region 6 Central Asia: EUR 5.590.345

Region 7 Middle East: EUR 1.225.152

Region 8 Pacific: EUR 490.770

Region 9 Sub-Saharan Africa: EUR 28.360.063

Region 10 Latin America: EUR 10.847.300

Region 11 Caribbean: EUR 1.461.869

Total 2023 CBHE indicative budget: EUR 116.891.590

CBHE - Regional priorities

- **GREEN DEAL:** Regions 1, 2, 3, 5, 6, 7, 8, 9, 10, 11
- **DIGITAL TRANSFORMATION:** Regions 1, 2, 3, 5, 9, 10
- **INTEGRATION OF MIGRANTS:** Regions 1, 2, 3, 5, 9
- **GOVERNANCE, PEACE, SECURITY AND HUMAN DEVELOPMENT:** Regions 1, 2, 3, 5, 9, 10, 11
- **SUSTAINABLE GROWTH AND JOBS:** Regions 1, 2, 3, 5, 6, 7, 8, 9, 10, 11

In the application form, the selection of at least ONE PRIORITY is mandatory

CBHE - Consortium

GEOGRAPHICAL SCOPE

- National projects
- Multi-country regional projects
- Multi-country cross-regional projects



min. 2 programme countries (1 HEI per country) + min. 2 HEIs per partner country



For WESTERN BALKANS, LATIN AMERICA and CARIBBEAN: ONLY MULTI-COUNTRY PROJECTS! (min. 2 partner countries)

WHO CAN APPLY

HEIs or Association of HEIs from programme or partner countries



Please note: the number of applicants from partner countries must be equal or higher than the number of applicants from programme countries

KA2 - Capacity Building: types

- **Strand 1:** Fostering access to cooperation in Higher Education
 - Duration: 24 – 36 months
 - Budget: 200 – 400 K EUR lump-sum
- **Strand 2:** Partnerships for transformation (former “Joint Projects”)
 - Duration: 24 – 36 months
 - Budget: 400 – 800 K EUR lump-sum
- **Strand 3:** Structural Reform Projects, with HE Ministries involved as full partners
 - Duration: 36 – 48 months
 - Budget: 800 K – 1 M EUR lump-sum

Strand 1: Fostering access to cooperation in HE

Target groups

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

Enhance management or administrative capacities

- Reforming and modernising university governance
- International Relation Offices
- Quality Assurance
- Capacity (mobility, evaluation, planning, etc.)

Ensure high quality and relevant education

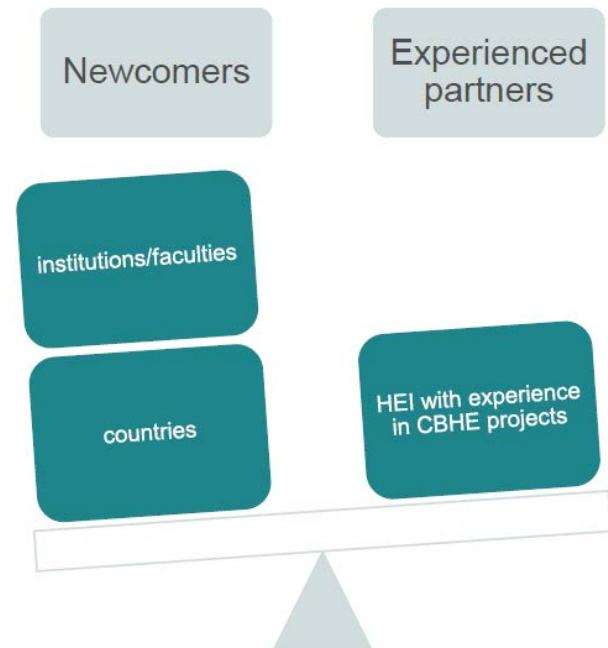
- modules or **study programmes**, technical or professional orientations of programmes
- developing capacities for **postgraduate student and academic staff** as well as promoting postgraduate students and/or staff mobility;
- implementing **training courses for HEI staff**
- Increasing the **accessibility** of individuals with fewer opportunities

Small-size activities to start cooperation / internationalisation

Strand 1: Fostering access to cooperation in HE

Aims:

- Facilitate access to newcomers
- First step for participating organisations to enhance and increase means to reach out to people with fewer opportunities
- Reduce the internationalization gap of HEIs from the same country/region
- Fostering social inclusion



Strand 2: Partnerships for transformation

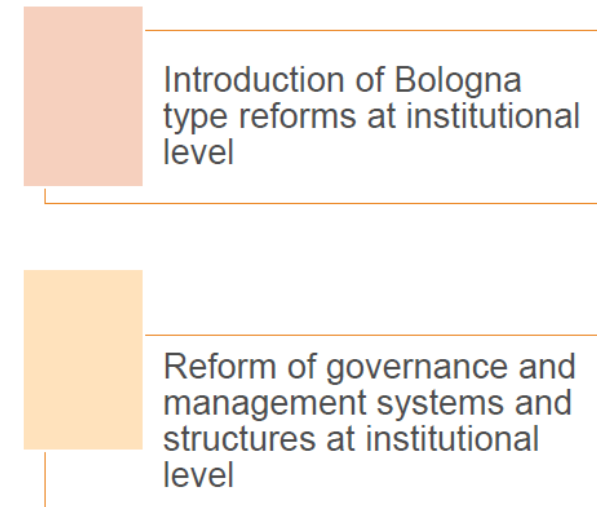
Target groups

- 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

Innovation in higher education



Promoting reforms of HEIs



Strand 3: Structural Reform Projects

(including strengthening the education digital environment for Ukraine*)

Promoting reforms and innovation of HE system

Target groups HEIs National Ministry for higher education (HE) Research institutions Other relevant authorities and stakeholders in the field of HE	Mutual learning between public authorities of the countries involved	Promote inclusive Higher Education systems	Increase capacities of bodies in charge of Higher Education	Identify synergies with ongoing EU initiatives
	Foster national ownership	Efficient and effective policy making	Foster common regional strategies in Higher Education	Introduction of funding mechanisms

* If you are interested in this action, please contact the P&P Sector separately

Lump sum II approach

Proposal → detailed estimation of costs and split of the lump sum per WP and per beneficiary (Excel file)

Evaluators assess cost details during evaluation and make recommendations if needed

Once approved, lump sum is fixed during the project implementation

No need for financial reporting, BUT random audits still happen

Lump sum II approach

BASIC PRINCIPLES

- Simplification
- Reduction of administrative burden
- More friendly for newcomers
- Focus on performance and project activities → Payment upon completion of activities

BASIC RULES

- Real costs
- Staff categories: not predefined → I can choose up to 5 categories that apply to all partners
- Equipment → only depreciation can be declared in the budget
- Co-financing: 10% of total project cost

How to apply

- **Where?**

[European Commission's Funding & Tender Opportunities Portal – FTOP](#)

Call ID: ERASMUS -EDU-2023-CBHE

Topic ID: ERASMUS -EDU-2023-CBHE-STRAND-1

ERASMUS -EDU-2023-CBHE-STRAND-2

ERASMUS -EDU-2023-CBHE-STRAND-3

- **Who?**

Proposals must be created and submitted by the contact person of the coordinating organization

- **When?**

Deadline: 16 February 2023 – 17:00 (Brussels time)



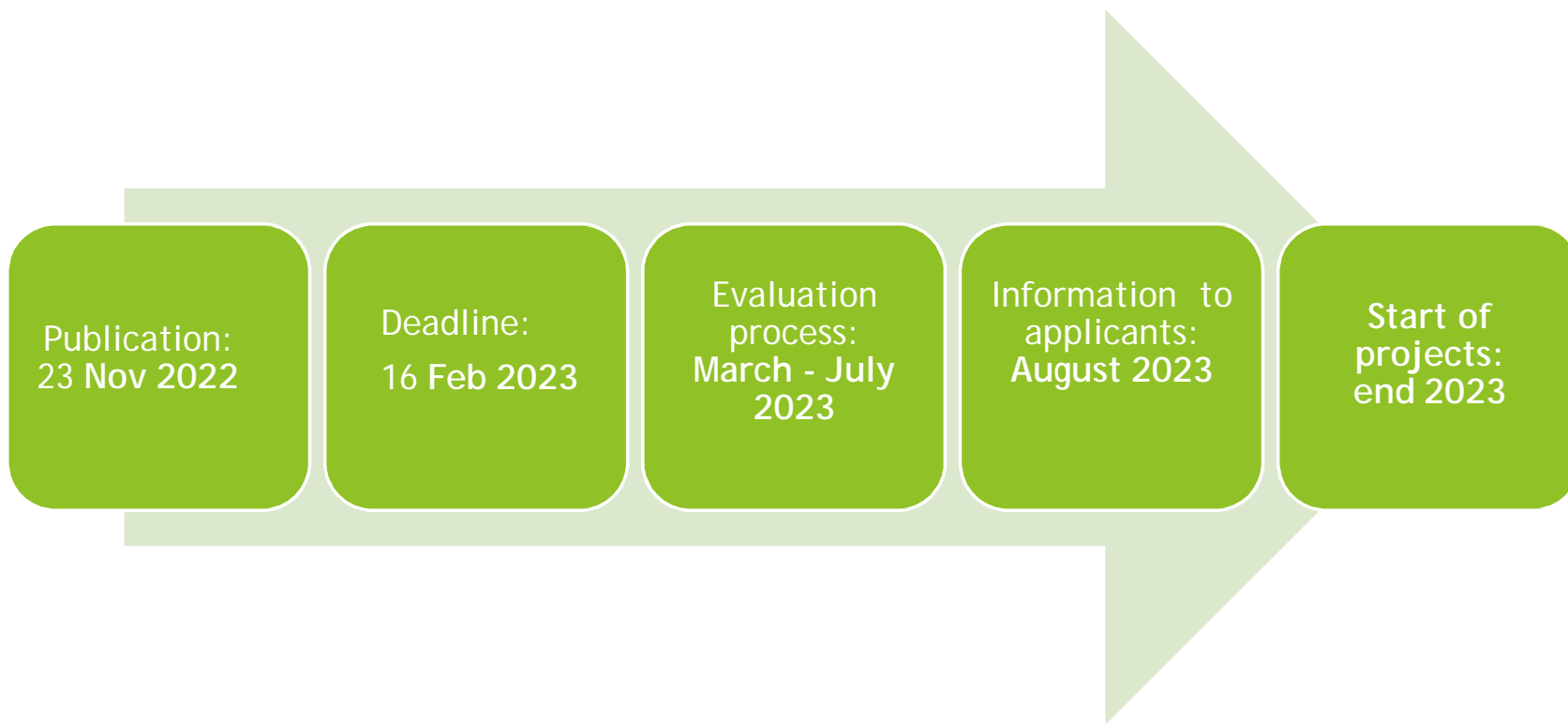
- **What?**

Proposal's length max 140 pages

No mandates to be signed by partners

Signature of Declaration of Honour directly on FTOP by Director of Dept.

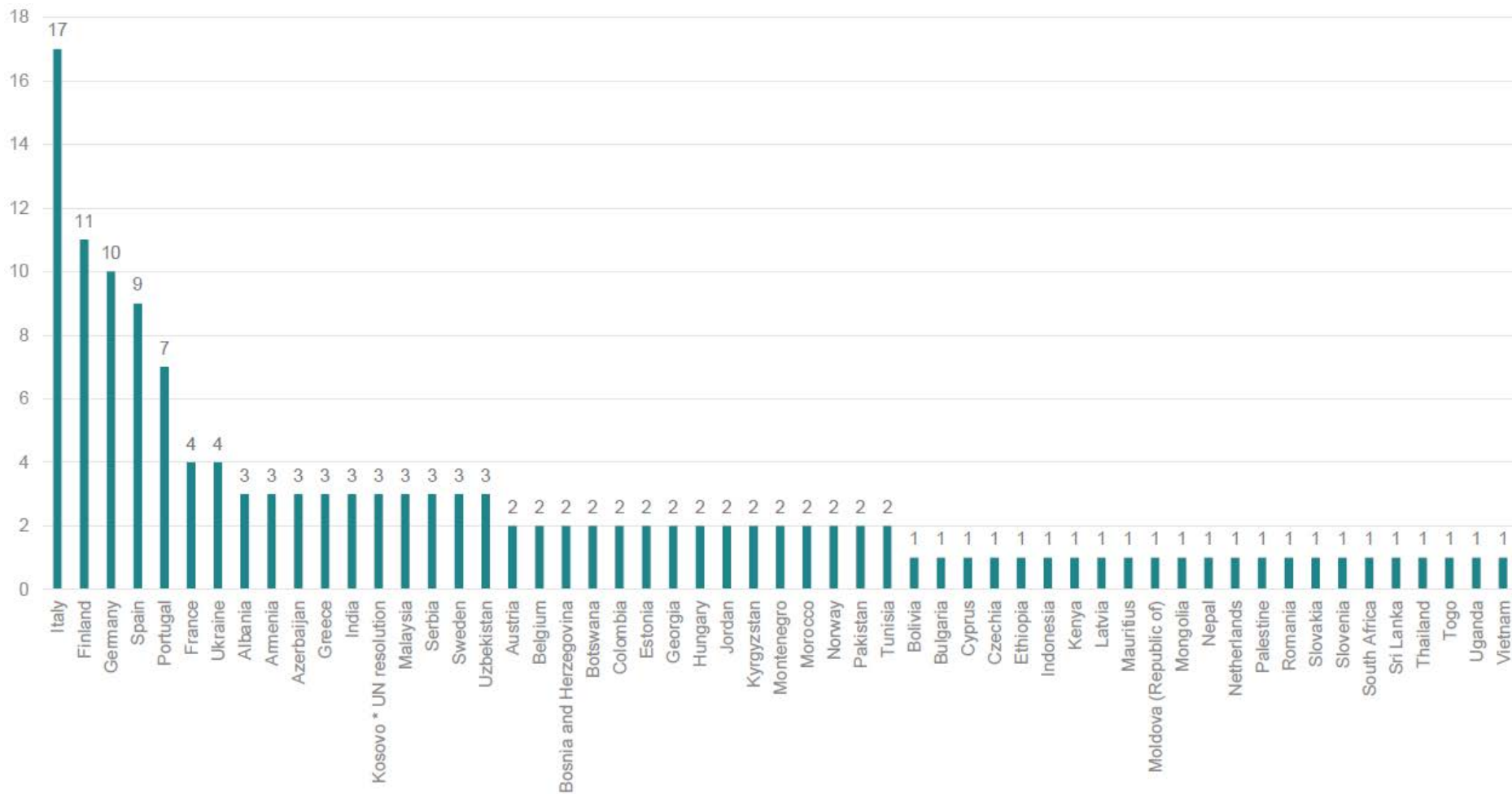
Expected Timeline



Results Call 2022

		Strand 1	Strand 2	Strand 3				
Region		Indicative n° national/regional projects	Indicative n° national/regional projects	Indicative n° national/regional projects	Total n° national/regional projects	Total indicative budget national/regional projects	Total indicative budget cross- regional projects	Grand total indicative budget 2022 CBHE
Region 1	Western Balkans	6	13	0	19	11.609.080,99 €	398.907,27 €	12.007.988,26 €
Region 2	Neighbourhood East	3	13	5	21	14.735.640,05 €	876.830,06 €	15.612.470,11 €
Region 3	South- Mediterranean countries	1	5	3	9	7.058.784,00 €	1.350.102,50 €	8.408.886,50 €
Region 4	Russian Federation							
Region 5	Asia	5	25	0	30	20.334.436,71 €	235.872,33 €	20.570.309,04 €
Region 6	Central Asia	1	6	1	8	5.348.544,70 €	411.380,00 €	5.759.924,70 €
Region 7	Middle East	1			1	399.507,00 €	0,00 €	399.507,00 €
Region 8	Pacific	0			0	0,00 €	0,00 €	0,00 €
Region 9	Sub-Saharan Africa	7	25	4	36	25.594.786,60 €	1.225.743,83 €	26.820.530,43 €
Region 10	Latin America	3	12	0	15	10.149.353,29 €	0,00 €	10.149.353,29 €
Region 11	Caribbean	0	0		0	0,00 €	0,00 €	0,00 €
Total national/regional projects		27	99	13	139	95.230.133,34 €		
Cross-regional		Indicative n° cross-regional projects	Indicative n° cross-regional projects	Indicative n° cross-regional projects	Total n° cross-regional projects	Total indicative budget cross-regional projects		
Cross-regional projects		0	6	0	6	4.498.835,99 €	4.498.835,99 €	
Grand total 2022 CBHE		27	105	13	145	99.728.969,33 €		99.728.969,33 €

Results Call 2022 (coordinator per country)



Results Call 2022 – focus on Italy

PARTICIPATION IN AWARDED PROJECTS (145)					
	Higher or Secondary Education	Other	Private for Profit	Research Organisation	Grand Total
Coordinator	16			1	17
Participant	35	4	2	4	45
Participant - AP		1	1		2
Grand Total	51	5	3	5	64

PARTICIPATION IN SUBMITTED APPLICATIONS (620)					
	Higher or Secondary Education	Other	Private for Profit	Research Organisation	Grand Total
Coordinator	40	1		4	45
Participant	160	22	7	14	203
Participant - AP	1	6	3		10
Grand Total	201	29	10	18	258

CBHE - Grant award decision

Elements:

- ranking list base on quality assessment by independent experts
- consultation process with EU Delegations of target countries
- budget available for each Region and strand
- need to achieve a sufficient geographical representation within a Region
- compliance with the requirements applicable to specific Regions



Consultation with EU Delegations

- Recognition of HEIs by the national competent authorities
- Feasibility of the project in the local context of the third country(ies)
- The project is contributing to the local needs in the priority area
- Overlapping with existing initiatives in the chosen thematic area funded by the EU Delegation, national or international donors

CBHE - Eligibility criteria



Who can apply?

Types of organisations

Number and profile of participating organisations

Duration of the project

Grant size

CBHE - 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



- Min score → 60 points in total + min. half of the max points for each award criterion
- Ex aequo proposals → priority to projects scoring highest under the criterion "Relevance of the project" and then "Sustainability, impact and dissemination of the expected results"

Award criterion 1: Relevance of the projects

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
- Objectives are clearly defined, specific, measurable, achievable, realistic
- Objectives address issues relevant to the participating organisations and the HE system of the target country

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: avoid most common weaknesses



- **Draw an Institution-specific need analysis** → e.g. needs of remote HEIs are not the same of HEIs located in capital cities, differentiation among partner countries, etc
- **Draft a factual and complete need analysis** → use recent data sources (statistics from an official publication, findings from a survey on a specific topic), with clear link to the planned project outcomes
- **Identify with good precision the target groups and beneficiaries in the Partner Country(ies)** → this helps in demonstrating and assessing the potential impact of the project
- **Identify the priority addressed by your project and link it with the Partner Country national or institutional strategy** → make sure your proposal shows clearly how both its objectives and results address the chosen priority, as application not addressing national or regional priorities cannot be funded
- Involve other Ministries than Ministry for HE when appropriate for the subject
- Carefully **involve key stakeholders in the sector** to ensure good results, exploitation and sustainability → **consult the National Erasmus+ Office in target Country(ies)** to verify country-specific priorities. They also have a role in the proposal evaluation

Award criterion 2: 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

PROJECT DESIGN & IMPLEMENTATION: avoid most common weaknesses



- **Avoid a too long preparation phase** → a sound and thorough need analysis is done at application phase
- **List clearly all outputs** that will be created, or updated by your project, including the necessary elements to assess the potential impact
- Ensure **consistency** between the Logical Framework Matrix (LFM), the Work Plan and the Work Packages description → avoid patchwork + dedicate time for final proof reading
- Ensure **cost-effectiveness** and budget consistency with the Work Plan
- **Avoid generic equipment** → precise and specific the equipment demonstrates you have reflected on the matter and come to clear conclusions → avoid buying only laptops, printers, video-conference systems

Award criterion 3: Quality of the partnerships and the cooperation arrangements

Management

- Solid arrangements are foreseen
- Timelines, governance structures, collaboration arrangements and responsibilities are 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 & COOPERATION: avoid most common weaknesses



- Present partners' staff focusing on the **specific expertise related to the project** → avoid generic presentation and provide facts and figures
- **Ownership of results and sustainability** are guaranteed by number and profile of people involved in partner countries institutions → involve a sufficient number of staff + newcomers + mix of senior and junior staff
- **Balanced distribution** of responsibilities, tasks and budget → dominant coordinator does not guarantee ownership across the consortium
- Describe with precision the **management arrangements** (decision-making process, bodies to be established, communication channels) → demonstrate awareness of possible difficulties in international and cross cultural projects + consortium is ready to start immediately the activities
- **Communication** is never too much → consider planning also periodical bilateral sessions

Award criterion 4: Sustainability, impact and dissemination of project results

Exploitation

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

Dissemination

- Clear and efficient plan for the dissemination of results, appropriate activities, timing, tools and channels
- Reaching out and attracting relevant stakeholders within and after the project's funding time

Impact

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

Open access

- Materials, documents and media produced are freely available and promoted through open licenses and without disproportionate restrictions

Sustainability

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

SUSTAINABILITY, IMPACT & DISSEMINATION: avoid most common weaknesses



- Describe concretely the **measures** ensuring that the project results will last beyond the project lifetime
- Demonstrate the project impact at different levels: individual, institutional, and policy level → specific measures should be envisaged for each level
- Explain the concrete benefits to the target groups at various levels, and the beneficial changes brought by the project
- Involve the National or local authorities in the dissemination activities, also if they are not project partners



STEPS FOR A SUCCESSFUL PROPOSAL

What is a good application ?

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 (sustainability)
- ✓ ready to start immediately after approval

IMPLEMENTATION ↔ **PREPARATION**



General Tips (i)

1. **Start** now!
2. **Read** all the relevant **information** to make sure you have clear what is expected from you and to consider the specificities of each Country:
 - i. [Erasmus+ Programme Guide](#)
 - ii. [EACEA website](#)
 - iii. [National Agency website](#)
 - iv. Erasmus+ Office website in the targeted third Country(ies)
 - v. Website of [EU Delegations](#) in the targeted third Country(ies) / Region
 - vi. Guidelines
 - vii. Consult colleagues with previous experience

General Tips (ii)

3. **Choose your idea**, define the main elements, and structure them:
 - i. Project **objectives** → relate to:
 - a. your institution's and the partners' priorities and strategies
 - b. the Erasmus+ and the specific call objectives, priorities and requirements
 - c. other EU strategic documents
 - d. previous project(s)
 - e. the capacities of your staff and partners
 - ii. **Target groups**: are final beneficiaries clearly identified?
 - iii. **Need analysis**: understand the starting scenario, and relate it to your target group → are proposed activities the most suitable to answer their needs?
 - iv. Check previously selected projects and avoid overlapping with existing projects in the same subject area/priorities → be innovative
 - v. **Partners** & complementary expertise

General Tips (iii)

4. **Build a strong consortium**
 - i. Are all the required skills and competencies present in the consortium? → **complementarity**, not redundancy!
 - ii. Choose **partners you know!**
 - iii. Project implementation is based on mutual **trust** and **shared** objectives
 - iv. Do not underestimate cultural diversity within your consortium
 - v. Does everyone have a **clear role**, consistent with his/her competencies?
 - vi. Is there a **team** (rather than a single contact) for each partner institution? → If the contact person changes, that partner still has to work
 - vii. Consider **geographical balance**



General Tips (iv)

5. Create a **budget** and **define it bottom-up**: tasks → effort needed → costs. Check regularly its consistency while advancing on with your Work Plan
6. Write your **proposal together with your partners**. Plan your working steps with a clear and realistic time-frame, design a communication and dissemination strategy keeping in mind your purpose → a **pre-proposal meeting** is usually very useful!
7. Ask for **support from the governance bodies** of involved HEIs
8. Involve all the departments in your HEI that might contribute to your project from the beginning
9. Consider the project **impact & sustainability**: what impact does my project intends to create? Is it transnational? How can it be measured? Is it sustainable?
10. Don't forget about **final polishing** to ensure consistency

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 and short sentences
- **Explicit**: do not take anything for granted; do not assume experts will always understand; avoid abbreviations or explain them the 1st 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

Erasmus+ @ Unipd: we are here to help!

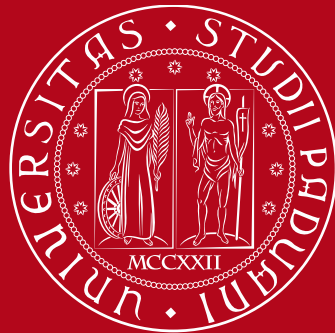
Proposal preparation

- Need one-to-one support as coordinator?
 - i. contact the P&P Unit possibly 2 months prior to the deadline presenting the project concept note
 - ii. [Guida ai servizi di Europrogettazione](#)
- Not in need of support?
 - i. send the P&P Unit the project abstract, the list of partners, the budget once the submission is completed
 - ii. if you are the coordinator, inform the P&P Unit asap → max 2 funded projects per funding scheme allowed as coordinators

Contacts

- **Projects & Partnerships Unit:** international.projects@unipd.it

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Area Relazioni Internazionali
15 Dicembre 2022

Grazie per l'attenzione !