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

<table>
<thead>
<tr>
<th>General objective</th>
<th>Participating countries</th>
<th>3 Key Actions</th>
<th>Implementing mode</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Supporting educational, professional and personal development of people of all ages in education, training, youth and sport, in Europe and beyond</td>
<td>• 33 Programme Countries + international activities open to the rest of the World</td>
<td>• Mobility – Cooperation – Policy Development</td>
<td>• Indirect (National Agencies) and Direct (EAC/EACEA)</td>
</tr>
</tbody>
</table>
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
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

- Modernisation HEIs & HE systems
- Societal impact
- Cooperation / Regional integration
- Governance
- Accessibility
- Innovation

Priorities

- Green Deal
- Digital Transformation
- Migration and Mobility
- Governance, peace, security and development
- Sustainable growth and jobs

address the one(s) relevant for your chosen region(s)
## Indicative available budget and n° of projects (call 2022)

<table>
<thead>
<tr>
<th>Regions</th>
<th>2022 CBHE budget</th>
<th>Indicative budget for strand 1</th>
<th>Indicative n° of projects to be funded</th>
<th>Indicative budget for strand 2</th>
<th>Indicative n° of projects funded</th>
<th>Indicative budget for strand 3</th>
<th>Indicative n° of projects funded</th>
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</table>

**NOT ELIGIBLE**

### 2022 CBHE indicative budget and n° of projects to be funded

<table>
<thead>
<tr>
<th></th>
<th>2022 CBHE budget</th>
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<th>Indicative n° of projects funded</th>
<th>Indicative budget for strand 3</th>
<th>Indicative n° of projects funded</th>
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<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>104.055.300</strong></td>
<td><strong>31.312.610</strong></td>
<td><strong>74</strong></td>
<td><strong>55.606.800</strong></td>
<td><strong>68</strong></td>
<td><strong>17.135.890</strong></td>
<td><strong>16</strong></td>
</tr>
</tbody>
</table>
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)
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

**Innovation in higher education**

- Design of innovative curricula
- Innovative learning and teaching methods
- Active engagement with the business world and with research

**Promoting reforms of HEIs**

- Introduction of Bologna type reforms at institutional level
- Reform of governance and management systems and structures at institutional level

**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
Strand 3: Structural Reform Projects
(including strengthening the education digital environment for Ukraine*)

Promoting reforms and innovation of HE system

- 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

- **Publication:** 23 Nov 2022
- **Deadline:** 16 Feb 2023
- **Evaluation process:** March - July 2023
- **Information to applicants:** August 2023
- **Start of projects:** end 2023
## Results Call 2022

<table>
<thead>
<tr>
<th>Region</th>
<th>Strand 1</th>
<th>Strand 2</th>
<th>Strand 3</th>
<th>Total n° national/regional projects</th>
<th>Total indicative budget national/regional projects</th>
<th>Total indicative budget cross-regional projects</th>
<th>Grand total indicative budget 2022 CBHE</th>
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<tbody>
<tr>
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<td><strong>Total national/regional projects</strong></td>
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<th>Cross-regional projects</th>
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<th>Indicative n° cross-regional projects</th>
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**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)

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<th>Category</th>
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<th>Other</th>
<th>Private for Profit</th>
<th>Research Organisation</th>
<th>Grand Total</th>
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#### Participation in Submitted Applications (620)

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</table>
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

<table>
<thead>
<tr>
<th>Exploitation</th>
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</thead>
<tbody>
<tr>
<td>• How the outcomes of the project will be used by the partners and other stakeholders</td>
</tr>
<tr>
<td>• How multiplier effects will be ensured</td>
</tr>
<tr>
<td>• Provide means to measure exploitation within the project funding time and after</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Dissemination</th>
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<tbody>
<tr>
<td>• Clear and efficient plan for the dissemination of results, appropriate activities, timing, tools and channels</td>
</tr>
<tr>
<td>• Reaching out and attracting relevant stakeholders within and after the project’s funding time</td>
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<table>
<thead>
<tr>
<th>Impact</th>
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<tbody>
<tr>
<td>• Tangible impact on target groups and relevant stakeholders at local, national or regional level</td>
</tr>
<tr>
<td>• Indicators to monitor progress and assess the expected impact at individual, institutional and systemic level</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Open access</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Materials, documents and media produced are freely available and promoted through open licenses and without disproportionate restrictions</td>
</tr>
</tbody>
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<table>
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<tr>
<th>Sustainability</th>
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<tbody>
<tr>
<td>• How the project results will be sustained financially and institutionally</td>
</tr>
<tr>
<td>• How the local ownership will be ensured</td>
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</tbody>
</table>
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
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
Info Session Erasmus+ Capacity Building
KA2 – Capacity Building for HE

Area Relazioni Internazionali
15 Dicembre 2022

Grazie per l’attenzione!