European Commission

ERASMUS+

Key Action 2

Capacity Building in the field of Higher Education (CBHE)

Recommendations for preparing a CBHE good proposal

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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

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

Never forget that ...

- the CBHE action is <u>not</u> about excellence

- CBHE <u>targets</u> partner countries ➡ the role of Programme countries institutions has to fit in the picture accordingly

- Partner country universities should prioritize **quality** over **quantity**

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

Prospecting phase

1: Identify needs

2: Evaluate what is possible to achieve with a CBHE project

3: Identify target groups

4: Identify potential partners

...and Writing phase

3 MUST-DO:

❖ **Describe and Quantify**

❖ **Ensure Cost-effectiveness**

❖ **Involve as many colleagues as possible with different profiles**

CBHE documentation:

The following documentation is available on the EACEA Erasmus+ website: https://eacea.ec.europa.eu/erasmus-plus/funding/capacity-building-in-the-field-of-higher-education-2020_en

- ✓ Erasmus+ Programme Guide;
- ✓ Call for proposals;
- ✓ CBHE priorities;
- ✓ Budget allocation;
- ✓ E-form and attachments;
- ✓ **The instructions for completing the Application Package**;
- ✓ List of CBHE selected projects;
- ✓ Frequently Asked Questions.

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Capacity Building in the field of higher education 2020

Share

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STATUS	DEADLINE	CALL REFERENCE
OPEN	• 05/02/20 - 17:00 (CET/CEST, Brussels time)	EAC/A02/2019

Call notice

Guidelines

How to apply

Eforms

Annexes

Contacts

The announcement of the Erasmus+ Call for Proposals 2019 - EAC/A02/2019 was published on 05/11/2019 in the Official Journal No 2019/C 373/06 in all official languages of the European Union.

What is new in the 2020 Call for the CBHE action?

1. Syria is not allowed to participate in Structural Projects
2. Region 8 – Latin America: Organisations from Chile and Uruguay are eligible as full partners in proposals addressing Region 8, Latin America, but **not as applicant or coordinating institution**
3. New cross-cutting priority on climate change In line with the policy framework and priorities set by the European Commission

Identify needs 1/2

Identify the problem/need(s) precisely and concretely

- Use concrete **facts** and **recent** data
- Demonstrate short, medium and long term view

Make sure that it is indeed a need

- Check on site
- Consult local institutions and studies
- Consider previous and running projects

Share and discuss with

- Counterparts in local HEIs including management, staff (academic and administrative), students
- Local economic actors
- EU and local offices

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- A good application **starts locally**: nobody better than partner HEIs know what is really necessary to make positive changes in their HE sector
- **Do not recycle projects** from other countries/regions
- **Do not accept projects** which are proposed to you **without having extensive exchanges** on the scope, activities and working modalities
- Draft a **separate** need analysis for **each institution**

Identify partners

Identify the institutions which can

- provide the expertise you need to face the identified needs and challenges
- provide a team working without significant linguistic barriers
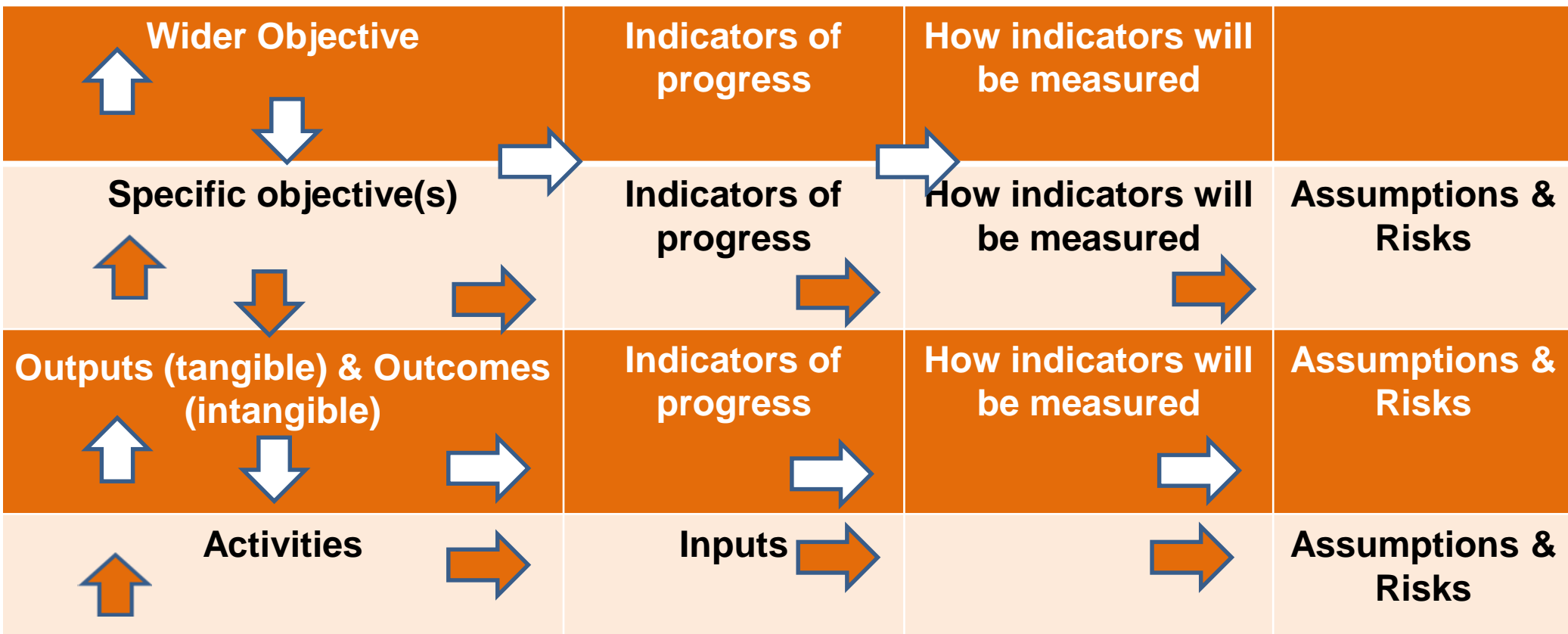- play a role in the dissemination and sustainability of the project results

Make sure they can efficiently be involved in the project

- Assess their genuine interest
- Assess their capacities and capabilities
- Discuss timing and responsibilities

Identify the best form of involvement

- Partners or associated partners
- Management provisions
- Communications means and frequency

Ensure coherence in the Logical Framework Matrix logic:

Wider Objective	**Indicators of progress**	**How indicators will be measured**	
Specific objective(s)	**Indicators of progress**	**How indicators will be measured**	**Assumptions & Risks**
Outputs (tangible) & Outcomes (intangible)	**Indicators of progress**	**How indicators will be measured**	**Assumptions & Risks**
Activities	**Inputs**		**Assumptions & Risks**

Ensure coherence in LFM intervention logic:

Medium, long run To reduce unemployment of graduates in Ethiopia	**% of graduates employement 10 months after the new diploma**	**Regional and university statistic**	
Expected at the end of the project Creation of 8 new curricula addressing professional profiles requested by the labour market	**25 students enrolled in each new curriculum**	**How indicators will be measured**	**Assumptions & Risks**
Accreditation and implementation of 8 new Bachelors co-designed by academia and enterprises (2 x HEIs) Creation of new teaching materials Students placement system	**20 teachers trained in each HEI** **20% of e-learning courses** **20 new manuels drafted** **All enrolled students having attended an internship**	**How indicators will be measured**	**Assumptions & Risks**

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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

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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 make 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 <u>clearly</u> how both its objectives and results address the chose priority as application not addressing national or regional priorities cannot be funded.

- **Involve other Ministries than MES when appropriate for the subject**

Without key stakeholders in the sector you cannot ensure good results

Design 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 or updated courses you intend to create**

Even if your project is not formally labelled Curriculum Development, even if you have selected the type "Strengthening relations with the economic sector", 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

AVOID MOST COMMON WEAKNESSES

- **Ensure consistency between the LFM, the work plans and the WP description**

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 Programme Countries, 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 printing, 1 video-conference system for each HEIs means the consortium has not seriously addressed the matter

Quality of the partnership and cooperation arrangements

Partnership and cooperation arrangements

- **Activities of the Partner Organisation and expertise of its 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

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 MES

☞ GENERAL KEY MESSAGES

- **Avoid overlapping** with existing projects in the same subject area/priorities

- **Invest on the ownership of the projects objectives and results**: need to empower the Partner Country partners from the early stages of the application preparation

- **Avoid academic tourism**

- **Upgrading of Partner Country staff's skills** is a complex task and cannot be achieved in one go. Plan sequential training taking place at regular intervals in partner countries (reaching more people at a lower cost)

- **Use external experts who are specialists of the subject you address and have a fresh look** (not involved in other CBHE projects)

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 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

- ***How to apply ?***

  - Applications to be **submitted to EACEA** using an ***eForm with attachments***

- ***When ?***

  - **Deadline: by the 5 February 2019 at 17:00 o'clock (Brussels time)**

  Applicants are strongly advised to submit their application well in advance of the deadline, thus avoiding last-minute submission.

- ***What has to be sent?***
  eForm: Consortium composition and basic project data
  + compulsory attachments:

- Description of the project (Word or .pdf format)

- Budget table (Excel format)

- Declaration on honour and Partners' Mandates (.pdf format)

- Other relevant annexes (Word or .pdf format)

SUCCESS

Wish You All the Best For Your Future