![Erasmus+ logo]

Application and selection procedures
Call 2020 (EAC/A02/2019)

Instructions for completing the application package

Erasmus+
KA2 – Cooperation for innovation and the exchange of good practices

Capacity Building in the field of Higher Education (CBHE)

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1 INTRODUCTION

This document is intended to help applicants for the *Capacity Building in the field of Higher Education of the Erasmus+ Programme* to find the information they need to complete their applications and to prepare their proposals. It should not be used for any other type of action. In order to prepare and submit an application, applicants need to refer to a range of documents. Information that is contained in the documents listed below will not be repeated in these instructions, although references are made where appropriate:

The Legal Base:
http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:347:0050:0073:EN:PDF
This provides you with the rationale for the Erasmus + Programme and emphasises its aims and priorities.

The Call for Proposals:
https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.C_.2019.373.01.0012.01.ENG&toc=OJ:C:2019:373:TOC
This is the official notification of the General call for proposals. It is a short document that provides, inter alia, information on the countries that can participate, budgetary details and deadlines.

The Programme Guide:
https://ec.europa.eu/programmes/erasmus-plus/resources/programme-guide_en

This is the *key document* covering definitions and rules for all actions included in the Erasmus+ General Call for Proposals. Here you will find general information regarding the content and management of the programme and specific information on the *Capacity Building in the field of Higher Education* action.

Please always consult the relevant sections of the Programme Guide before preparing your application!

The document has the following structure:

- Introduction
- Part A – General Information about the Erasmus+ Programme
- Part B – Information about the actions covered by this guide
- Part C – Information for applicants
- Annex I – Additional rules and information relating to the actions covered by the Programme Guide
- Annex II – Dissemination and exploitation of results
- Annex III – Glossary of terms
- Annex IV – Useful references and contact details

The Programme guide contains the complete funding framework including rules relating to project budgets, explanations on the assessment procedures and information on dissemination and exploitation strategies. This document also provides information on the different eligibility, exclusion and selection criteria that are applicable to each application.

Please consult in particular:
- Part B – Capacity Building in the field of higher education
- Part C – Information for applicants
- Annex I – Capacity Building in the field of higher education (specific rules)

The Proposal Submission User Guide:
http://eacea.ec.europa.eu/documents/eforms_en
The User Guide is a technical document that will guide you through the process of creating completing and submitting an application eForm. In this document, you will also find information on technical requirements and recommended settings.

The Expert Guide:
https://eacea.ec.europa.eu/erasmus-plus/library/guide-for-experts-quality-assessment-for-erasmus-plus-centralised-actions_en
This is the Guide prepared for the external experts, who will assist the Agency in the assessment of applications. It provides applicants with a complete overview of how the award criteria will be used and how the scoring will work. It should help applicants to draft responses to the questions in the application form in such a way that they address the main issues for the call.

Frequently Asked Questions (FAQs):
Available under the tab "Guidelines": https://eacea.ec.europa.eu/erasmus-plus/funding/capacity-building-in-the-field-of-higher-education-2020_en

The Agency publishes the answers to questions that are frequently asked by potential applicants. It is very important for applicants to refer to these to ensure that they benefit from clarification that has been asked for by other applicants and provided by the Commission or the Agency. These FAQs are made public to ensure that all applicants are treated fair way and that they all have access to the same information. The FAQs include clarification on eligibility and clarifications of aspects of the official (legal) documentation. The FAQs will be updated regularly on our website until the deadline for submission.

2   ABOUT THE CALL, THE APPLICATION PROCEDURE AND THE SELECTION PROCEDURE

2.1   What is new in the 2020 Call for Erasmus+ Capacity Building in Higher Education (CBHE)?

1. **Syria** may not participate in Structural Projects

2. **Chile and Uruguay: 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 for Erasmus+, a new cross-cutting priority on climate has been introduced.

    Under this priority, special attention will be given to projects addressing 'climate change prevention, adaption and mitigation strategies'.

4. A **justification** must be provided in the compulsory annex "Detailed description of the Project" if the proposed project must start on a particular date.

5. The template for the **detailed budget** of the action has been updated to reflect recent changes

6. A new model for the **Declaration on Honour** is provided to comply with the new financial regulations of the European Union. The template is available in the CBHE funding section of the EACEA website and must be used.

A fair, equal and transparent assessment of applications will only be possible if they are submitted using the latest template versions published for the current call for proposals. For this reason, only applications using the latest templates provided for this call can be admitted and are eligible.

Any application using earlier versions of the mentioned templates will hence be excluded.

2.2   Purpose and structure of these instructions

The purpose of this document is to offer guidance on the **content of the application form**, the application procedure and the rules that must be respected. It does not replace the specific *"Proposal Submission User Guide"* which provides guidance on the technical aspects of completing and submitting the eForm, including details of the eForm Technical Helpdesk to answer any technical questions that applicants may have.

These detailed instructions follow the same order as the Application Form itself. It includes general information regarding the application package contents and submission, detailed information on the assessment grids that will be used by the experts to evaluate the project proposals as well as a summary of the selection process.

Applicants who do not refer to these notes or who do not follow the instructions and guidance in them, risk submitting an incomplete or incorrect application, and therefore significantly reducing the chances of their application being successful.

2.3 Contents of the Application Package

The Application Package consists of the following documents:
- → eForm (administrative and general information)
- → Detailed description of the project (MS Word document)
- → Detailed Budget tables (Excel document)
- → Declaration on Honour & Mandates (scan to PDF)
- → Supporting document related to section C.4 - Exceptional cases (optional)

You can download all documents of the application package from the website of the Executive Agency, under the sections "eForm" and "Annexes":

https://eacea.ec.europa.eu/erasmus-plus/funding/capacity-building-in-the-field-of-higher-education-2020_en

Please find below a summary of these documents. All documents of the application package must be duly completed using the templates specifically made available on the Agency's website for this call and attached to the electronic application form.

Incomplete applications or applications not using the latest templates provided for this call will not be accepted.

2.3.1 Electronic application form (eForm - administrative and general information)

The eForm consists of the following parts:
- − Part A
- − Part B
- − Part C
- − Compulsory attachments

Part A: Identification of the applicant and other organisations participating in the project (administrative information)
- − **Partner number "P1"** is the applicant organisation and the following sections should be completed:
  A.1. Organisation – will be generated automatically, based on the data filled in the Participant Portal
  A.2 Person responsible for the management of the application (contact person)
  A.3 Person authorised to represent the organisation in legally binding agreements (legal representative)

- − **Partner number "P2" to "Pn"** are the partners and affiliated (if any) and the following sections should be completed:
  A.1. Organisation – this will be automatically generated, based on the data filled in the Participant Portal
  A.2 Legal representative/contact person – please indicate here the contact details of the person responsible for the project in the partner organisation.

Please note that 'Associated Partners' should not be added in the eForm but. Instead and if applicable, they should be indicated in the Detailed Project Description (Section D.1 – Organisations and Activities, List of Associated Partners).

Part B: Description of the project (general information)
B.1 Summary of the project
B.2 Topics addressed by the application

B.3 Dates and languages
    B.3.1 Dates and duration of the project
    B.3.2 Language for Grant Agreement and Communication with the Agency

Part C: Specific information related to Capacity Building in Higher Education action
    C.1 Aims and objectives addressed
    C.2 Specific objectives of the project as indicated in the Logical Framework Matrix
    C.3 Project themes and priorities addressed by the application
    C.4 Partner countries and Regions involved in the project
    C.5 Special Mobility Strand: **Not applicable as of the 2018 Call for proposals**
    C.6 Grant requested
    C.7 CBHE Indicators

Compulsory attachments
    Only one attachment per Annex is possible. The maximum size of all attachments together cannot exceed 10 MB
    – Detailed Project Description (DOC, DOCX, PDF, RTF, ODT)
    – Detailed Budget (XLS, XLSX, XLSM, ODS)
    – Declaration on Honour + Mandates (PDF, TIF, JPG)
    – Supporting document related to section C.4-Exception cases (PDF, TIF, JPG)

2.3.2 Detailed description of the project (MS Word document)

D – Relevance of the project
E – Quality of the project design and Implementation
    Logical Framework Matrix
    Workplan
    Work packages
F – Quality of the project team and cooperation arrangements
G – Impact and sustainability
I – Other EU Grants

2.3.3 Detailed Budget tables (Excel document)

Standard Excel tables containing details of all planned expenditure and revenues. It contains tabs covering the following tables:
    – Overview
    – Staff costs
    – Travel Costs + Exceptional Travel Costs and Costs of Stay
    – Equipment Costs
    – Sub-contracting Costs
    – Co-financing
    – Breakdown and project funding
    – Indicative rates

2.3.4 Declaration on Honour & Mandates

These documents must be completed, signed, scanned and merged in a single document (PDF, TIFF, JPEG). A single file including the declaration on honour and all mandates provided by the partners must then be attached to the eForm.

If any of the above parts of the application package are not submitted, not complete or not signed, the application may not be accepted.

2.3.5 **Supporting document related to section C.4 - Exceptional cases**

This document shall be attached to the eForm **only** in case of exception to the rule concerning Partner Countries where the number of Higher Education Institutions is lower than 5 in the whole country or cases where one single institution represents more than 50% of the overall student population of the country.

The document *must* contain a confirmation from the Ministry responsible for Higher Education of the country falling into this exception.

2.4 Deadlines and submission of the Application Package

Applications must be submitted **by 5 February 2020, 17:00 CET (Brussels time**).

Once the eForm and annexes have been submitted, a reference number is automatically generated on the eForm. In addition, a notification message will be sent by email to the contact person of the applicant organisation (or coordinating organisation, if applicable) using the e-mail address indicated in the eForm, section A.2.

Please make sure you submit your application in conformity with the instructions provided in the Erasmus+ Programme Guide 2020 and this document, notably:

- The application must be completed electronically and submitted online (no paper, no handwritten submissions, or submissions completed using a typewriter will be accepted).

- The application package must be complete as defined in this Guide

- No information or documents other than the Application Package can be sent. Any further documents will not be taken into consideration in the evaluation of the application.

- No changes to the application can be made after the deadline for proposal submission. However, if there is a need to clarify certain administrative aspects (e.g. contact details) the applicant may be contacted by the Agency for this purpose.

- Please note the date and time of the online submission. **Applicants are strongly advised to submit their application well in advance of the deadline** and to keep the acknowledgement of receipt generated by the submission system.

- If you experience any technical problems during the submission, please contact the eForm Helpdesk immediately (eacea-helpdesk@ec.europa.eu).

- If you have questions on the content of the eForm and the Annexes, please contact the CBHE helpdesk (EACEA-EPLUS-CBHE@ec.europa.eu).

Detailed information about the submission and selection procedure can be found in Part C of the Erasmus+ Programme Guide 2020.

For more information on how to generate, complete and submit the electronic application form, please also consult the proposal submission guide available on the CBHE funding page on the EACEA website.

2.5   Selection procedure

Before the selection decision is taken, applications submitted electronically to the Executive Agency by the deadline defined in the Call for proposals are subject to an evaluation against eligibility, exclusion, selection and award criteria.

The overall evaluation process is overseen by an **Evaluation Committee** composed of representatives from the Executive Agency and from the related Directorates-Generals of the European Commission, as well as from the European External Action Service. The main role of the Evaluation Committee is to
   a) to ensure a fair evaluation of all applications submitted in full respect of equal treatment; the committee may be assisted by external experts;
   b) make a proposal to the Agency's Authorising Officer on the list of applications which could receive EU funding; and
   c) to explain how it came to that proposal on the basis of the selection and award criteria.

The process consists of the following steps:

2.5.1   Verification of eligibility, exclusion and selection Criteria

The Evaluation Committee (or the delegated staff/services) check the compliance of the applications with the **eligibility criteria** indicated in the Erasmus+ Programme Guide of the Call and validate the list of eligible applications. Although the eForm is configured to ensure that most of the eligibility criteria can be automatically checked, the verification of the status, profile and type of participating organisations is done by the Evaluation Committee , in consultation (where applicable) with the competent authorities locally (such as the EU Delegations, national accreditation bodies, etc.).
Applicants may be contacted during the selection process, if necessary, for clarifications related to the submission procedure (e.g., in the event of obvious clerical errors).

Applicants of ineligible proposals will be notified in writing. Any communication will be sent to the Legal representative of the applicant organisation indicated in the electronic application form.

Only applications that fulfil all the eligibility criteria can be considered for a grant and are the subject of an in-depth academic, technical and financial evaluation.

As far as the **exclusion criteria** are concerned, the 'Declaration of Honour', which must be signed by the legal representative of the applicant organisation, is considered as part of the application and the validity of its signature is verified during the eligibility check. Any information received during or after the selection process that may contradict the statements provided in the Declaration will be analysed by the Evaluation Committee and can lead to the rejection of the proposal or the termination of the agreement if the latter has already been selected.

Through the **selection criteria**, the Evaluation Committee verifies if applicants have sufficient and stable technical and financial capacities to implement the project. Public bodies are not subject to a verification of their financial capacity.

For detailed information regarding the verification of the eligibility, exclusion and selection criteria please consult Part C of the Erasmus+ Programme Guide 2020.

2.5.2 Evaluation of the Award Criteria

Step 1

The Evaluation Committee is assisted by external experts who assess the proposals against the award criteria published in the call for proposals. Their role is to advise the Evaluation Committee on the quality of the applications. Experts are recruited on the basis of their expertise (i.e. professional background, academic profile, experiences in higher education and project cycle management, foreign languages skills, horizontal and transversal skills, experience in international cooperation projects, knowledge of specific subject areas or regions, etc.) taking into account the need to achieve a balanced representation of the experts included in the evaluation panel for what concerns their profile, country of origin or gender. Experts are bound by confidentiality and must not have a conflict of interest at the time of their appointment. A declaration that no such conflict exists and is part of their signed contract. Furthermore, they must also inform the Agency if such a conflict should arise in any of the applications they have been allocated so that appropriate mitigating measures may be taken (such as to assign the assessment to another expert, to exclude the expert from some part of the work etc.).

The evaluation is the same for both types of CBHE projects, Joint Projects and Structural Projects. The experts are invited to the Agency for a briefing to ensure a common interpretation and understanding of the award criteria and a comprehensive understanding of the evaluation procedure and timetable. After this briefing session, experts proceed with the evaluation in remote under the close supervision and assistance of the Evaluation Committee . A specific on-line tool enables the experts and the Agency to access projects' data and to exchange information during the evaluation process. For each award criterion, experts are required to provide a score and a comment.

Each application is assessed by two different experts who are required to provide first an individual assessment and, afterwards, a consolidated assessment reflecting their joint opinion on the proposal. When a consensus cannot be reached between the two experts, or when there is substantial discrepancy in the scores given by the two experts in their individual assessment, a third independent expert is designated and the consolidated assessment is performed by the two experts out of three who gave the closest scores.

While the individual assessment takes place in remote, the consolidation assessment covering both the common scores and comments provided by the two experts takes place during the final meeting with experts at the Agency premises under the supervision of the Evaluation Committee.

In order to be considered for funding, proposals must score at least 60 points out of 100. Furthermore, they must score 50% of the maximum allocated points under the award criterion "Relevance of the project" (i.e. minimum 15 points out of 30).

Depending on the countries involved in the project, **national, regional and cross cutting priorities** are defined for both categories of projects (Joint Projects and Structural Projects). Projects will have to demonstrate how and to what extent they address these priorities areas. Proposals not respecting the national/regional priorities will not be considered for funding (i.e. scored less than 50% under the "relevance of the project" award criterion) (see Erasmus+ Programme Guide 2020, page 166).

Proposals meeting the above quality requirements will be ranked in descending order of their total scores. In order to proceed to Step 2, a list of applications per Region of two times the estimated number of funded projects (based on the available regional budget) - will be established for the consultation to the EU Delegations on the feasibility in the local context of the Partner Country(ies).

More information on the experts' assessment procedure and methodology can be found in the Expert Guide available at the Guide for experts on quality assessment for Erasmus+ centralised actions web page (Erasmus+ / Library section).

Step 2

In full respect of the principles of confidentiality, non-conflict of interest and data protection, the EU Delegations give an opinion on the project's feasibility in the local context of the partner country or countries or Region(s).

While respecting the above mentioned principles of confidentiality, equal treatment and absence of conflict interest, the EU Delegation may consult local stakeholders (e.g. national authorities, National Erasmus+ Offices) in order to prepare their opinion.

As a result of Step 2, a number of proposals considered feasible in the targeted Regions will be formally recommended for funding, in accordance with the ranking in descendant order within the limits of the available budget per regional envelope and up to a maximum of three project proposals per applicant organisation overall. In addition, attention will be given to ensuring a sufficient geographical representation within a Region in terms of number of projects per country.

2.5.3 Final decision

The Capacity Building in Higher Education action is carried out within the context of the priorities of the European Union's Agenda for Change. In this context, the Evaluation Committee must take into account the need for geographical representation and diversity, as well as the increased differentiation between developing countries when considering the final list of projects to be funded.

Considering the development objectives of the action in favour of the eligible Partner Countries (see section "Eligible countries" in Part A of the Erasmus+ Programme Guide), at the end of the evaluation procedure the Evaluation Committee proposes to the Agency's Authorising Officer in charge of taking the grant award decision the final list of proposals to be granted considering:

- the ranking list resulting from the assessment against award criteria including the feedback from the consultation process;

- the budget available for each of the Regions covered by the call, as defined in the financial instruments of the EU external action - see the list published on the Agency's website for the CBHE Call (https://eacea.ec.europa.eu/erasmus-plus/funding/capacity-building-in-the-field-of-higher-education-2020_en under Guidelines);

- the need to achieve a sufficient geographical representation within a Region in terms of number of projects per partner country, within the limits of the available budget and provided that quality is guaranteed. This implies that, within a given Region, each country concerned benefits from a fair/minimal share of the regional budgetary envelope;

- Cross-cutting priorities will be considered at selection stage for deciding between proposals of similar quality.

- For both National and Multi-country projects, preference will be given to projects focussing on subject areas insufficiently covered by past or existing projects.

The CBHE action allows inter and cross-regional (i.e. multi-country projects involving more than one Region) cooperation. This implies though that when a cross-regional application is selected (because of its high merits for one of the Regions covered by the partnership), all institutions participating in the proposal will be funded as well and the grant will be provided by the different regional envelopes reflecting the partnership composition.

The combination of two or more of the above-mentioned factors explains why, in the frame of the available budget for each Region, a proposal may be rejected even though placed rather high on the ranking list for the Region concerned.

Examples:

1. Applications involving more countries from the same Region (example for "geographical representation within a region").

    E.g.:

    If in a given Region only the first best 5 applications can be funded with the regional envelope, and country "X" from the Region is not represented amongst the first 5 applications, but is listed the 7th on the ranking list, the Evaluation Committee may recommend it for funding, provided that the proposal's quality is acceptable, to ensure that country "X" takes a minimal share from the regional envelope, in line with the political objectives of the CBHE action. As a consequence, one of the proposals ranked higher has to be dropped.

2. Applications involving countries from different Regions (cross-regional). The funding of a cross regional application implies that sufficient budget is available for each Region that participates in the application. If for one of the Regions the budget envelope has been exhausted (because of the highly ranked applications from this Region), it is not possible to select a cross-regional proposal since institutions from this Region would remain without funding

    E.g.:

    A cross-regional application involves partner institutions from three different Regions: Region 1 (Western Balkans), Region 2 (Eastern Partnership) and Region 6 (Asia). The total budget requested in this application will therefore be the sum of the three regional budgets:

    Budget Region 1 + Budget Region 2 + Budget Region 3 = Total requested project grant

    If the regional budget envelope for Region 2 has been exhausted (e.g. by very good national/regional applications in the respective Region), the cross sectorial application cannot be selected for funding because:

    − *The cross regional application cannot be implemented partially (without Region 2) as this would not allow implementing the (total) work programme.*

    − *A modification of the application after the submission deadline (in order to change the partnership composition and work programme) would violate the principal of equal treatment and fairness of the evaluation procedure.*

    − *Substantial changes to the application after the experts' evaluation would put into doubt the result obtained by the original application. The modified application does not correspond any more to the original application on which experts gave an opinion.*

Finally, applicants should be reminded that <u>a maximum of three proposals per applicant organisation can be recommended for funding</u> (see [Erasmus+ Programme Guide 2020](#), page 168).

2.5.4 Notification

The Legal Representative of the applicant organisation will receive an email explaining when the notification letter is available in the Funding & Tender Portal[1] and how to access to it.

It is the responsibility of the applicant to submit the correct email address of the Legal Representative in the electronic application form (eForm).

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[1] https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/participant-register

If the formal notification in the Funding & Tender Opportunities Portal is not opened for a period of more than 10 days the Agency will consider the formal notification acknowledged.

3   THE APPLICATION PACKAGE - THE APPLICATION FORM

The application <u>must</u> be submitted online using the specific eForm for the CBHE action. There are two different eForms for Joint and for Structural Projects. Please note that after you have generated an eForm for Joint Projects or Structural Projects, it is not possible to change the type of the project. If you decide to change the project type, you will need to re-start the creation of the eForm from the beginning.

The eForm is an Adobe development and applicants should ensure that they have the *latest version* of the Adobe Acrobat Reader installed on the computer they will use to complete and submit the application. The form must be generated via the [EACEA's participation portal](#).

A set of validations available in the eForm help making sure that applicants have the greatest possible chance of submitting an eligible application. The eForm will not allow you to submit the application unless *all* mandatory information has been provided and the consortium composition formally complies with the relevant rules.

Use the validation button to automatically a check that your eForm is complete and ready for submission. Please also test your connectivity and verify that technically you can submit your eForm well before the deadline. You can do so by clicking on the Test your connection button at any moment during the preparation of your application.

For additional information on how to fill out the eForm and on the technical requirements, please consult the eForm User Guide, which is published along with the eForm. We strongly recommend you to read the User Guide carefully before you start completing the eForm.

Before starting your application:

1. read the Programme Guide and the Call for Proposal carefully;
2. check the compliance with the Programme criteria;
3. check the financial conditions;
4. make sure that all organisations involved in the application are register in the [Participant Register](#) of the [Funding & Tender Opportunities Portal](#) and have a 9-digit Participant Identification Code (PIC). Before starting a new registration, please always [check whether your organisation has already been registered](#). If so, no need to register it again;
5. make sure that you have an [EU Login](#) (formerly ECAS) account. If you already have an EU Login account, you may use it for the application. If not, create a fresh EU Login account.

Registration in the Participant Register of the Funding & Tender Opportunities Portal

All organisations involved in a grant application must be register in the [Participant Register](#) of the [Funding & Tender Opportunities Portal](#) and have a 9-digit Participant Identification Code (PIC), which will also be required to set up the partnership in the electronic application form.

Organisations/groups that have already obtained a PIC through their participation in other EU programmes do not need to register again. The PIC obtained from this previous registration is valid also for applying under Erasmus+. If you are not sure whether that is the case, please follow the following steps:

Step 1: Check whether your organisation has already been registered in the Participant Register
- Check with your legal representative's office whether a validated PIC already exists for your organisation.
- Check in the **List of validated PICs** of organisations already participating in selected CBHE projects available on the [CBHE funding page](#)
- Before starting a new registration, please also use the search function of the Participant Register to [check whether your organisation has already been registered](#).

− If you are sure that your organisation does not have a PIC yet, please register in the Participant Register of the Funding & Tender Opportunities Portal. Please also consult the online manual online manual "Register in the Participant Register"

Step 2: Check whether your partners are already registered in the Participant Register

− Contact your partner organisations and ask them for their validated PIC

− If your contact person in the partner organisation is not aware whether a validated PIC already exists, please ask them to

o check with their legal representative's office whether a validated PIC already exists

o check in the List of validated PICs of organisations already participating in selected CBHE projects. 📄 🇬🇧

o search the Participant Register to check whether their organisation has already been registered.

− If your partner confirms that they **already have a PIC,** please check the status of that code. PIC statutes can be either "validated", "declared" or "sleeping". If the status is "validated", you may immediately use this code when creating the electronic application form. If the status is "Declared" or "Sleeping", your partner should identify within their organisation the person who has the access credentials to this registration and make sure this person will still be available for the contracting process. If this is not possible and the status of the PIC is "sleeping" it is advisable to register a fresh PIC for the application. Please ask your partner to share information about the creation and access to the new PIC with their legal representative's office.

− If your partner organisation confirms that **they do not have a PIC** yet, please ask them

→ to obtain an EU Login (formerly ECAS) , unless they already have one, and

→ to register their organisation in the Participant Register of the Funding & Tender Opportunities Portal. Please ask your partner to share information about the creation and access to the new PIC with their legal representative's office.

→ to consult the online manual online manual "Register in the Participant Register"

− **Please do not register any of your partner organisations on their behalf.**

If a proposal is selected, the validation service of the European Commission will contact all newly registered organisations directly via the portal and ask them to submit documents required for the validation of their legal entity. The successful validation of all partners in the project consortium is a precondition for signing a grant agreement. If an organisation is either not aware of their account in the Participant Register or does not have access to that account, because they did not create it themselves, the validation process – and hence the signature of the grant agreement - can be significantly delayed.

Check for Erasmus Charter of HEIs from Programme Countries

HEIs from Programme Countries participating in CBHE action must hold the Erasmus Charter for Higher Education (ECHE). Please verify that you will be using the PICs from the **list of Erasmus Charter holders**.

3.1 Cover page of the application form

Programme :	Erasmus+
Key Action :	Cooperation for innovation and the exchange of good practices
Action :	Capacity Building in higher education
Action Type :	Joint Projects Or Structural Proiects
Call for Proposals :	EAC-A03-2018
Deadline for submission :	07/02/2019 12:00 midday (Brussels time)
Project title * :	
Project acronym * :	
Language used to complete the form * :	

Nine fields appear on the cover page of the eForm. The first six fields are automatically completed. You should choose a project **title** that will be meaningful to someone who knows nothing about the content of the project and an **acronym**. The **acronym** must not exceed 7 characters. The acronym can contain letters (Latin characters only), numbers and common punctuation marks.

The language used to complete the form is chosen from a drop-down list. It must be an official EU language and must be a language that is understood by all the members of your consortium. The application form must be completed in **one language only**. Do not provide information on individual Partners in various languages as the experts selected to assess your application will not necessarily be able to understand the various languages used.

List of partner organisations:

Once the eForm is generated, the second page of PDF file (and before validation) will show a list of messages informing the eligibility of the partnership. Comments in green mean that the composition of the project respects the eligibility/minimum requirements. Errors in red mean that the consortium does not fulfil the requirement and it is necessary to add/modify information/partner(s).

In the example below, the role has not been yet identified; this comment will switch into green once the role is selected in Part A of each participant.

Your list of partner organisations is not valid. It should respect the rule(s) below:	
Valid	Participating organisations from Libya and Syria (Region 3) as well as from the Russian Federation (Region 4) cannot act as applicants.
Valid	The participating organisations should be from one of the following eligible countries: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Former Yugoslav Republic of Macedonia, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Turkey, United Kingdom, Afghanistan, Albania, Algeria, Angola, Antigua and Barbuda, Argentina, Armenia, Azerbaijan, Bahamas, Bangladesh, Barbados, Belarus, Belize, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Burkina Faso, Burundi, Cambodia, Cameroon, Cape Verde, Central African Republic, Chad, China (People's Republic of), Colombia, Comoros, Congo (Brazzaville), Congo (Kinshasa), Cook Islands, Costa Rica, Cote d'Ivoire, Cuba, Djibouti, Dominica, Dominican Republic, Ecuador, Egypt, El Salvador, Equatorial Guinea, Eritrea, Ethiopia, Fiji, Gabon, Gambia, Georgia, Ghana, Grenada, Guatemala, Guinea, Guinea-Bissau, Guyana, Haiti, Honduras, India, Indonesia, Iran (Islamic Republic of), Iraq, Israel, Jamaica, Jordan, Kazakhstan, Kenya, Kiribati, Korea (Democratic People's Republic of), Kosovo * UN resolution, Kyrgyzstan, Lao (People's Democratic Republic), Lebanon, Lesotho, Liberia, Libya, Madagascar, Malawi, Malaysia, Maldives, Mali, Marshall Islands, Mauritania, Mauritius, Mexico, Micronesia (Federated States of), Moldova (Republic of), Mongolia, Montenegro, Morocco, Mozambique, Myanmar, Namibia, Nauru, Nepal, Nicaragua, Niger, Nigeria, Niue, Pakistan, Palau, Palestine, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Russian Federation, Rwanda, Samoa, Sao Tome and Principe, Senegal, Serbia, Seychelles, Sierra Leone, Solomon Islands, Somalia, South Africa, South Sudan, Sri Lanka, St Kitts and Nevis, St Lucia, St Vincent and the Grenadines, Sudan, Suriname, Swaziland, Syrian Arab Republic, Tajikistan, Tanzania (United Republic of), Thailand, Timor Leste, Togo, Tonga, Trinidad and Tobago, Tunisia, Turkmenistan, Tuvalu, Uganda, Ukraine, Uzbekistan, Vanuatu, Venezuela, Viet Nam, Yemen, Zambia, Zimbabwe
Not valid	The role of each participating organisation should be introduced.
Valid	The project should include partners from at least 2 Programme countries with role of Applicant or Partner. Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Former Yugoslav Republic of Macedonia, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Turkey, United Kingdom
Not valid	The project should include at least 1 HEI from 2 Programme Countries. These HEIs should have the role of Applicant or Partner organisation.
Not valid	Projects addressing one Partner Country only (national projects) must include a minimum of 3 HEIs (cf. Type of organisation) from this Partner Country. These HEIs should have the role of Applicant or Partner organisation.

3.2   Part A. Completion of organisation data

Most fields in part A.1 are completed automatically (shaded ones), based on the information you provided while registering your organisation in the EAC/EACEA Participant Portal. The applicant organisation has to complete in part A.1 only the field "Role in the application" (e.g., Partner or Affiliated partner) and the field "Type of Organisation" by choosing an available option from a drop-down list.

Affiliated Entities

The notion of "Affiliated Entities" has been introduced in the 2018 Erasmus+ Programme Guide for the centralised actions in order to give more transparency to the use of the grant by the consortium partners performing the activities during the project implementation. This approach will make the declaration of the expenditure by the beneficiaries easier and more transparent.

Affiliated Entities are organisations which contribute to the achievement of the project's objectives and activities. They must be identified in the grant applications and satisfy the requirements as described in Annex III (Glossary of terms) of the E+ Programme Guide.

I. Identification of Affiliated Entities

For the Capacity Building in Higher Education action, typical "Affiliated Entities" are:

- **The members of associations (e.g. of Higher Education Institutions / Rectors conferences etc.)**
  The Association of HEI is the partner receiving the funding. This partner may need the contribution from some of its members (which can have own legal entities), to work under the control of the Association on the project and receive funding for the work done, via the Association.
  Affiliation will have to be proven on the basis of statutes or equivalent acts that show the structural link between the Association and its members.

- **Foundations or other entities linked to Higher Education Institutions (e.g. NGOs, University Hospitals, decentralised research centres, etc.)**
  Foundations or other entities may be related to HEIs in particular to assist the HEIs with certain services for which costs need to be covered. They have their own legal entity, but may be linked to the HEI by a common governance structure or legal relationship.
  The HEI will act as applicant/partner receiving the funding whilst for example the foundation will be the affiliated entity and receive funding for the work done, via the HEI.
  Affiliation will have to be proven on the basis of statutes or equivalent acts that show the structural link between the partner and its affiliate.

Considering the development objectives of the Capacity Building in Higher Education action in favor of eligible Partner Countries of the world, the impact of the project results are expected <u>at institutional level</u> of the participating organisations. Therefore

- **Faculties/schools/colleges/departments/centres/institutes or any other components,** which are <u>parts of higher education institutions</u> **but established as autonomous legal entities,** are only considered eligible as a partner (beneficiary) institution (even if they have a PIC - Participant Identification Code) if they can provide a specific project-related statement signed by the Rector/President of the higher education institution ***authorising them to commit the whole institution.***

II. Practical steps:

1) Input of data in the eForm

The pre-condition for the eligibility of project costs incurred by affiliated entities of beneficiaries is to identify these affiliated entities at application stage. This will be done in the first part of the eForm – "List of participating organisations" – as follows:

List of participating organisations

Partner no	PIC	Role	Organisation Name	City	Country
P1	957228011	Applicant Organisation	AGUAS DO ALGARVE SA	FARO	Portugal
P2	961532483	Affiliated	Siemens Italy	FIRENZE	Italy
P3	961746465	Partner Organisation	Italian Biocatalysis Center	PAVIA PV	Italy
P4	999977172	Affiliated	KUL	CAMBRIDGE	United Kingdom
P5	999974262	Partner Organisation	UNIVERSITY OF BRISTOL	BRISTOL	United Kingdom

Once an applicant introduces partner organisations for the project in the eForm, the role "Affiliated Entity" in a drop-down menu must be attributed to those organisations falling into this category.

NB: A PIC is required in order to introduce an Affiliated Entity into the eForm (= list of participating organisations), but the validation of the PIC is not necessary.

Once an Affiliated entity has been encoded in the eForm, an additional table will be generated automatically in Part C of the eForm in which the name of the Affiliated entity will appear; the applicant then needs to choose from a drop-down menu the name of the applicant/partner organisation to which this entity is affiliated (see below table).

Affiliated entity	Name of the applicant/partner organisation to which this entity is affiliated
Siemens Italy	AGUAS DO ALGARVE SA
KUL	UNIVERSITY OF BRISTOL

2) Validation

Affiliated Entities must fulfil the eligibility and non-exclusion criteria for participating institutions, even though they do not count for the calculation of the minimum number of Higher Education Institutions required for the composition of the consortia.

3) Contracting

If the application is selected for funding:
- Affiliated entities will be integrated into the grant agreement.
- Affiliated Entities do not have to provide a mandate. However, the verification of the structural link between the partner and its affiliated entities will be done before the signature of the Grant agreement (i.e., on the basis of statutes or equivalent acts that applicants may be requested to provide).

Erasmus Charter for Higher Education (ECHE): Given the requirement for HEIs in Programme Country to be holders of an Erasmus Charter, the PIC of the HEIs must be the one corresponding to the Erasmus Charter for Higher Education indicated under "Accreditation number". The accreditation number linked to the PIC

will automatically appear. The organisation will be considered eligible only if the accreditation number is indicated in the eForm.

A.1 Organisation

Partner number :	P1	PIC number :	960782479
Role in the application * :		Applicant Organisation	
Full name of the organisation in Latin characters :		UNIVERSIDADE NOVA DE LISBOA	
Business name :		UNL	
Accreditation type :		Erasmus Charter for Higher Education	
Accreditation number :		29191-EPP-1-2014-1-PT-EPPKA3-ECHE	
Status :		Public	
Non Profit Organisation :		Yes	
NGO :		No	
Type of organisation * :		Higher education institution (tertiary level)	
Registration date :		1977-08-11	
Registration location :		Lisboa	

For partner one (P1) the role of "Applicant Organisation" is predefined, therefore it will appear automatically in the eForm and it cannot be changed. If you need to change the "Applicant Organisation", a new eForm has to be created. As of P2 to Pn, please insert the "Role in the application" choosing from the drop down menu: **Partner Organisation** or **Affiliated Partner**, depending on the involvement of the respective organisation in the project.

Associated Partners will have a limited role in the project, will not sign a Mandate as they will not receive a share from the project grant, and consequently will not be included in the list of partners annexed to the Grant Agreement. Associated Partners shall be identified only in the Detailed Description of the Project (MS Word Document, section F.4)

In the section A.2, complete **the title, family name, first name, role in the organisation and e-mail address** of the person who is responsible for the management of the application (contact person) in your organisation. Please make sure to provide a correct and valid e-mail address that must be valid during the whole period of the selection process and contracting period. It should also be working properly and checked regularly. This part has to be completed for the Applicant Organisation and other participating organisations applying for actions with a multi-beneficiary grant agreement.

If the **«contact person»** has a different address from the registered address of the organisation, check the corresponding box and provide the address and telephone number.

A.2 Person responsible for the management of the application (contact person)

Title * :

Family name * :

First name * :

Department / Faculty :

Role in the organisation * :

E-mail address * :

☐ Check this box if the address is different from the address provided in section A.1

Section A.3 will have to be filled in for the applicant organisation. If the **Legal Representative** has a different address from the registered address, check the corresponding box to access the fields necessary to provide this information.

The Legal Representative must be the same as the one who signs the Declaration of Honour and indicated in the Mandates signed by partners. The position/function of the Legal Representative (for higher education institutions/Rector/Vice-rector; President/Vice-president/Chancellor/Vice-chancellor) must be clearly indicated on all application-related documents.

If the application is successful, the Legal Representative will be also required to sign the Grant Agreement and other associated documents. If the application is signed by a different person, or if it is discovered in later stages of the selection or during contracting that the person identified as the Legal representative does not have the authority to sign, the application may be declared ineligible: an invalid signature could lead therefore to the rejection of the application.

A.3 Person authorised to represent the organisation in legally binding agreements (legal representative)

Title * :

Family name * :

First name * :

Department / Faculty :

Role in the organisation * :

E-mail address * :

☐ Check this box if the address is different from the address provided in section A.1

The list of partners in page 2 of the eForm is completed automatically after the inclusion of all the partners' role in section A and provides an overview of the entered information.

List of partner organisations

P1	934959042	Applicant Organisation	Test	Oulu	Finland
P2	949893647	Partner Organisation	test	dfghdfghdfgh	Algeria
P3	949678016	Affiliated entity	Test 2	Zagreb	Croatia

Please note that you can modify/update the list of partners after the first generation of the eForm, **BUT you cannot modify <u>the applicant organisation</u>. If the applicant has to be changed, you will have to create a new eForm.**

Here below is the warning message you will receive before creating the form:

3.3 Part B. Description of the project

Part B.1, **summary of the project**, invites applicants to provide key information on their application. The applicant organisation has to indicate the language of the summary choosing one of the different options. For dissemination purposes, the abstract must be provided in English in a second version, if the initial language chosen was different from English.

For successful applications, this section will be reproduced in the form of an abstract. Applicants should therefore ensure that the text gives a concrete overview of the work the consortium plans to undertake following the structure proposed in the form.

Please note that due to database limitations, the indicated character limit cannot be exceeded. The provided text will be cut when exceeding the limit.

3.4 Priorities of the E+ Programme

In Part B.2, the field of education that will benefit from the activities/outcomes will be automatically selected for CBHE.

However, you will have to choose between one and three choices among the available topics that your proposal is addressing.

Topics *:
Please identify in the box below, which of the topics this application addresses (minimum 1, maximum 3 choices)

- ☐ Agriculture, forestry and fisheries
- ☐ ICT - new technologies - digital competences
- ☐ Creativity and culture
- ☐ Disabilities - special needs
- ☐ Access for disadvantaged
- ☐ Early School Leaving / combating failure in education
- ☐ Economic and financial affairs (incl. funding issues)
- ☐ Social dialogue
- ☐ Labour market issues incl. career guidance / youth unemployment
- ☐ Energy and resources
- ☐ Enterprise, industry and SMEs (incl. entrepreneurship)
- ☐ Environment and climate change
- ☐ Ethics, religion and philosophy (incl. Inter-religious dialogue)
- ☐ Gender equality / equal opportunities
- ☐ Health and wellbeing
- ☐ Home and justice affairs (human rights and rule of law)
- ☐ Inclusion – equity
- ☐ Intercultural/intergenerational education and (lifelong)learning
- ☐ International cooperation, international relations, development cooperation
- ☐ Key Competences (incl. mathematics and literacy) - basic skills

3.5   Dates and languages

B.3 Dates and Languages

B.3.1 Dates and duration of the project

Start date *: 15/01/2020   End date :   Duration (months) *: _____

15/11/2019
15/01/2020

B.3.2 Language for Grant Agreement and Communication with the Agency   English

In Part B.3.1 there are two options of start date: 15/11/2020 or 15/01/20210, so you only have to select the **start date** and the **duration** of the project which can be either 36 or 24 months (choose from the drop-

down menu). The end date will be automatically calculated. The date range will define the period during which costs are eligible for funding in the event the proposal is successful.

Please note that, in accordance with Article 193 of the "Financial Regulation Applicable to the General Budget of the Union", grants cannot be awarded retroactively. This means that activities covered by the grant can only be implemented as from the date on which the last party has signed the grant agreement.

As it might not in all cases be possible to sign the grant agreement for a selected proposal before the start date indicated in the application, the project planning should ideally cater for this possibility.

If your work plan does not allow for the necessary flexibility to adapt to such an event and/or if you have scheduled activities that must start on a particular date in the very early phase of the proposed action, you should provide a justification. The justification should explain the reasons why the activities in question cannot be postponed if the contract is not signed by 15 November 2020 or 15 January 2021) and need to take place on the foreseen date.

If this is the case for your project, you should provide the following information in the compulsory annex "Detailed description of the project":

- **the date on which the consortium would need to start its project** activities covered by the grant. Only from this date on costs covered by the EU grant can be incurred;

- **a detailed justification**. The justification should explain why the activities foreseen (and their corresponding costs) cannot be delayed and why such a delay would jeopardise the project's implementation.

In Section B.3.2, for your information, you find **the language** in which the **Grant Agreement** will be issued if your application is selected for funding. The same language will be used in all official communication with the Agency.

3.6 Part C: Specific information related to Capacity Building in Higher Education projects

The **section C.1** refers to the aims and objectives of the Erasmus+ Capacity Building in Higher Education action. Please tick the boxes that correspond at best to your project and then describe how the project intends to address the respective aims and objectives.

Part C. Specific information related to Capacity Building in HE Projects

C.1 Aims and objectives addressed
Please identify in the box below, which aims and objectives of the Capacity building Action this application addresses (maximum 2 choices)

Aims and Objectives

- ☐ Support the modernisation, accessibility and internationalisation of the higher education field in the eligible Partner Countries.
- ☐ Support eligible Partner Countries to address the challenges facing their higher education institutions and systems, including those of quality, relevance, equity of access, planning, delivery, management, governance.
- ☐ Contribute to the cooperation between the EU and the eligible Partner Countries (and amongst the eligible Partner Countries).
- ☐ Promote voluntary convergence with EU developments in higher education.
- ☐ Promote people to people contacts, intercultural awareness and understanding.

Please identify in the box below, which actions will contribute to the above mentioned aims and objectives (maximum 2 choices):

Actions

- ☐ Improve the quality of higher education and enhance its relevance for the labour market and society.
- ☐ Improve the level of competences and skills in HEIs by developing new and innovative education programmes.
- ☐ Enhance the management, governance and innovation capacities, as well as the internationalisation of HEIs.
- ☐ Increase the capacities of national authorities to modernise their higher education systems, by supporting to the definition, implementation and monitoring of reform policies.
- ☐ Foster regional integration and cooperation across different regions of the world through joint initiatives, sharing of good practices and cooperation.

Describe briefly how your project addresses these aims and objectives (max 500 characters) * :

In **section C.2**, please list the specific objectives of your project defined in line with the Programme action objectives selected above.

C.2 Specific objectives of the project as indicated in the Logical Framework Matrix (max 1.000 characters) * :

Depending on the type of project selected, **in section C.3** the corresponding blocks of themes are displayed.

For Joint Projects, you have the possibility to choose only <u>one</u> out of three different types of activities:
- – Curriculum development
- – Modernisation of governance, management and functioning of HEIs
- – Strengthening of relations between HEIs and the wider economic and social environment

For Structural Projects, you may choose only <u>one</u> out of the two different types of activities:
- – Modernisation of policies, governance and management of higher education systems;
- – Strengthening of relations between higher education systems and the wider economic and social environment.

Please note that the choice of priority/ies listed below must fully correspond to the National and/or Regional priorities defined for the country/ies or Regions addressed by the project. Please verify your choice with the detailed tables under *"National and Regional priorities applying to CBHE Partner Countries and regions"* published on the KA2 – Capacity Building in Higher Education webpage under section

"Guidelines": https://eacea.ec.europa.eu/erasmus-plus/funding/capacity-building-in-the-field-of-higher-education-2020_en

Activating a project type (of activities), the corresponding categories of priority areas will be shown. For example, if the project addresses **Curriculum development (only for Joint Projects)**, the priorities listed under Category 1 will appear:

C.3 Project themes and priorities addressed by this application

Please identify the Action Specific activities this application addresses * :

- ⦿ Curriculum development
- ○ Modernisation of governance, management and functioning of HEIs
- ○ Strengthening of relations between HEIs and the wider economic and social environment

Please indicate in the tick boxes below, which of the National and/or Regional Priorities established for the Capacity Building in Higher Education Programme action that this application addresses

Category 1 – Curriculum Development (only 1 choice)

○ Education	○ Mathematics and statistics
○ Arts	○ Information and Communication Technologies (ICTs)
○ Humanities (except languages)	○ Engineering and engineering trades
○ Languages	○ Manufacturing and processing
○ Social and behavioural science	○ Architecture and construction
○ Journalism and information	○ Agriculture, forestry, fisheries and veterinary
○ Business and administration	○ Health
○ Law	○ Welfare
○ Biological and related sciences	○ Personal services
○ Environment	○ Transport services
○ Physical sciences	○ Security services

If the project involves a multidisciplinary / interdisciplinary approach, please select from the above listed subject areas the academic discipline which is dominant amongst the others in the project. In the text box below, please list all the disciplines addressed by the intended multidisciplinary/interdisciplinary curriculum.

If the proposal is a Joint Project within the theme **"Modernisation of governance, management and functioning of HEIs"**, the priorities in the category 2 are applicable.

- ○ Curriculum development
- ⦿ Modernisation of governance, management and functioning of HEIs
- ○ Strengthening of relations between HEIs and the wider economic and social environment

Category 2 - Improving management and operation of higher education institutions (only 1 choice) *

- ☐ Governance, strategic planning and management of HEIs
- ☐ University services
- ☐ Internationalisation of HEIs
- ☐ Quality assurance processes and mechanisms
- ☐ Equity, access to and democratisation of HE
- ☐ Development of research and innovative capacities

If the proposal is a Joint Project within the theme **"Strengthening of relations between HEIs and the wider economic and social environment"**, the priorities in the category 3 are applicable.

○ Curriculum development
○ Modernisation of governance, management and functioning of HEIs
◉ Strengthening of relations between HEIs and the wider economic and social environment

*Category 3 - Developing the Higher Education sector within society at large (only 1 choice) ***

☐ *Lifelong learning, continuing education*

☐ *Non-University sector at tertiary education level*

☐ *Development of school and vocational education at post-secondary non-tertiary education level*

☐ *University-enterprise cooperation, entrepreneurship and employability of graduates*

☐ *Recognition of qualifications and Qualification frameworks*

☐ *Knowledge triangle, innovation*

☐ *New technologies in HE*

☐ *Definition, implementation and monitoring of the reform policies*

NB: Proposals must be well focused on the needs identified at the level of each Partner Country institution. When choosing the priorities addressed by the proposal , make sure *that they are common* to all the Partner Countries and are clearly addressing the needs of each of the Partner Countries involved.

In **section C.4**, please indicate the category of the project, "national" or "regional" and make sure that all the countries participating in the project are properly indicated in the respective checkboxes. If the project addresses countries from more than one region, the button "cross-regional" will be automatically checked. In the next column, please specify which are the Partner Country/ies involved from the respective region(s).

C.4 Partner countries and regions involved in the project

Type of project * :
◉ National project
○ Multi-country project

	Please click the regions involved:		Please specify the partner countries involved
☐	**Region 1 Western Balkans**	Albania, Bosnia and Herzegovina, Kosovo*, Montenegro	
☐	**Region 2 Eastern Partnership countries**	Armenia, Azerbaijan, Belarus, Georgia, Moldova, Territory of Ukraine as recognised by international law.	
☐	**Region 3 South-Mediterranean countries**	Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine**, Syria, Tunisia.	
☐	**Region 4**	Territory of Russia as recognised by international law.	NOT APPLICABLE
☐	**Region 6 Asia**	Afghanistan, Bangladesh, Bhutan, Cambodia, China, DPR Korea, India, Indonesia, Laos, Malaysia, Maldives, Mongolia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam.	
☐	**Region 7 Central Asia**	Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan.	
☐	**Region 8 Latin America**	Argentina, Bolivia, Brazil, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Venezuela.	NOT APPLICABLE
☐	**Region 9**	Iran, Iraq, Yemen.	
☐	**Region 10**	South Africa	

Only for the exception case where one Partner country is represented by only one HEI

If the application falls under the exception to the rule regarding the minimum number of HEIs per Partner Country, then you should tick this option. By selecting this option, the attachment related to the exception will become a mandatory field, and only after attaching the document the application will be valid for submission (see Section 3.7 below).

> ONLY for EXCEPTION CASE where one Partner Country is represented by only one HEI or other exceptional situation approved by the EACEA (e.g. when the legal entity of a University is located in a different country than the participating University)
>
> ☐ This application falls under the exception to the rule of eligibility regarding the minimum number of HEIs per Partner country.
>
> I hereby confirm that the concerned partner country(ies) fall(s) under the exception to the rule concerning Partner Countries where the number of higher education institutions is lower than 5 in the whole country or cases where one single institution represents more than 50% of the overall student population of the country.
> In this respect, I attach the confirmation from the Ministry responsible for HE in this country in the specific attachment section at the end of this eForm.
> For any other situation of exception, I attach the recent email confirmation received from the EACEA-CBHE team.

Section C.5, Special mobility strand does not apply from 2018 Call onwards.

> **C.5 Special mobility strand**
>
> Not Applicable

Section C.6, **Grant requested**, invites applicants to complete **budgetary figures for the project costs.**
The information required is linked to the funding principle of the KA2 – Capacity Building in the field of Higher Education action. The estimated amounts given for each heading must correspond to the totals in the Detailed Budget (Excel tables attached to this eForm) which detail the budget breakdown for each category of expenditure.

This table should be completed only after the duration has been input (above) and after the Excel budget sheets have been completed and validated: the amounts in the Excel tables and in the budget summary must be identical. All budgetary information must be provided in Euro.

C.6 Grant requested

EU Grant requested for the project activities		
1. Staff costs		Cannot exceed 40% of total
2. Travel costs and exceptional travel costs		
3. Costs of stay		
4. Equipment		Cannot exceed 30% of total
5. Subcontracting		Cannot exceed 10% of total
6. Exceptional costs		
TOTAL	0,00 €	Must be higher than or equal to 500.000€ and less than or equal to 1.000.000 €

Distribution of the grant by organisation

The following table needs to be completed, listing the amount of the grant requested by participating organisation.

The total indicated has to be identical to the total grant requested above, and to the total grant requested in the Excel budget sheets (please cross-check with the Table 1 of the Detailed Budget Excel table).

Distribution of grant by organisation

Partner n°	PIC code	Partner Name	Grant requested
P1	934959042	Test	
P2	949678016	Test 2	
		Total grant requested	

Section C.7 – CBHE indicators[2]

In this part the applicant should provide **statistical information** on the planned project **activities** and **expected outcomes**. This requires the applicant to engage into an exercise where they aim to forecast the expected impact of the project.

The questions can be answered through multiple-choice answers (tick box) or by providing an absolute number (n°) or a percentage (%). In addition, the applicant should provide, where requested, values to the indicators as following:


```
not applicable
to a very small extent
to a small extent
to a high extent
to a very high extent
totally accomplished
```

The mix of statistics and indicators aims at reflecting the specificities of the project and thus serves to provide basic information on the project objectives and performance during the implementation period.

Applicants should note that not all the indicators are applicable to all types of projects. When this is the case, there is a possibility to choose option –"**Not applicable**".

The statistical figures and the values of indicators will be considered as baseline figures for assessing the performance and progress of the project. However, one should note that the performance analysis will not rest only on statistics and indicators but will be complemented by an on-going comprehensive and in-depth overall global assessment of the project progress during its lifetime.

C. 7. 1 Project implementation

General Aspects

Type of equipment to be acquired

---

[2] **Indicators** can be defined as "Sign-posts" that will be used to assess the success, track the progress and measure the performance of the project towards its objectives and finally its impact.

General Aspects

Type of equipment to be acquired * :

☐ *books and pedagogic material*   ☐ *audio-visual equipment*

☐ *computers and software*   ☐ *lab material*

☐ *other*

Indicate the type(s) of equipment to be purchased (multiple choices possible)

For Curriculum development projects *(Only Curriculum development projects should fill in this part.)*

For Curriculum Development projects

Extent to which courses will be updated (/developed/accredited) in line with Bologna principles * : | totally accomplished ▾ |

Expected number of new/updated courses to be DEVELOPED * :   _____

Expected number of new/updated courses to be RECOGNISED/ACCREDITED * :   _____

Expected number of new/updated courses to be IMPLEMENTED/DELIVERED * :   _____

Level of new(/updated) courses * :

☐ *Short cycle*   ☐ *1st cycle (e.g. Bachelor)*

☐ *2st cycle (e.g. Master)*   ☐ *3rd cycle (e.g. Doctoral)*

☐ *Vocational Education and Training*

Type of recognition * :

☐ *HEI Degree*   ☐ *National Degree*

☐ *Multiple Degree*   ☐ *Joint Degree*

Volume (in ECTS) of new/updated courses * :   _____

The new study programme includes * :

☐ *Placements/internships for students*   ☐ *Career orientation services*

☐ *Career development measures*

Number of planned (/expected) learners / trainees enrolled (per intake / course delivery) * :   _____

Type of skills/competence developed * :

☐ *Transversal/behavioural skills*   ☐ *Technical /academic /scientific / research skills*

☐ *Linguistic competences*

% of the new curriculum planned to be taught in foreign language of the the total of new curriculum developed by the project * :   [_____]

→ Scale <u>to which extent the new/updated curricula will be implemented in accordance with the Bologna principles</u>[3] (i.e. will be part of the BA, MA, PhD study cycle, will be translated in learning outcomes and credits, will be compatible with a qualification framework, will be included in a Diploma supplement, will be the object of quality assurance measures in accordance with the ESG,

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[3] The Partner Countries that are signatories of the Bologna Accords are Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Georgia, Kazakhstan, Republic of North Macedonia, Moldova, Montenegro, Russia and Ukraine.

etc.). **Values other than "totally accomplished" should be explained in the relevant section of the "Detailed Description of the Project" annexed to the eForm**.

→ Indicate (in absolute figures) how many new or updated courses are expected to be developed at the end of the project.

→ In principle, at application stage, the next two questions (number of courses to be recognised/accredited and number of courses to be implemented/delivered) should be answered with the same figure provided in the previous question. It is only at a later stage (progress and final report stages), that the application figures will be compared with the actual results. If different figures are provided, the reason for it should be explained in the relevant section of the "Detailed Description of the Project" annexed to the eForm.

→ Choose from the boxes the level of the courses to be updated/developed (multiple choice possible).

→ Choose the type of recognition that will apply to the newly developed/updated courses. They will be part of or constitute a full:

- Higher education Degree (leading to the delivery of an institutional diploma or certificate)

- National Degree (leading to the delivery of a national diploma)

- Multiple Degree (leading to the delivery of two or more national diplomas)

→ Joint Degree (leading to the delivery of one diploma recognised as a national degree in at least two participating countries).

→ Indicate the total number of ECTS credits of the developed/updated courses

→ Select the activities that will be included in the newly developed/updated courses (multiple choices possible).

→ Provide the total figure of learners/trainees to be enrolled in the newly developed/updated courses (one intake only).

→ Choose from the boxes (multiple choices possible) the type(s) of skills that will be acquired in the newly developed/updated courses.

→ If applicable, indicate the percentage of the newly developed/updated courses that will be delivered in a foreign language (not the official language(s) of the Partner Countries).

Training and mobility activities

For Training/Mobility Activities

Expected number of partner country "HEIs' students" to be trained * :   _____

Expected number of partner country "HEIs' academic staff" to be trained * :   _____

Expected number of partner country "HEIs' administrative staff" to be trained * :   _____

Expected number of partner country "non-HEI individuals" to be trained (priv. sector, NGOs, civil servants, etc.) * :   _____

Provide estimated numbers of direct beneficiaries who will be trained during the project period (higher education students and staff, non-higher education individuals).

C.7.2 Impact and sustainability

In this section, applicants are asked to estimate the expected impact of their project in the Partner Countries (PC), the impact among the project participants and by dissemination to a larger group of stakeholders (multiplier effect).

Individual level

Impact at individual level

To what extent will attention be given to vulnerable groups * :

Number of direct beneficiaries in the Partner country(ies) per year: academic staff from HEIs * :

Number of direct beneficiaries in the PCs (/year): administrative staff from HEIs * :

Number of direct beneficiaries in the PCs (/year): HE students * :

Number of direct beneficiaries in the PCs (/year): non HE individuals * :

→ If applicable, indicate to what extent the project works with vulnerable/disadvantaged groups (disadvantaged populations for gender, religious, economic, etc. reasons; minorities; disabled people with special needs; refugees; displaced people; etc.).

→ Estimate the number of individuals (within and outside the partnership) who on a yearly basis will be concerned by (informed about, benefit from) the project results.

Institutional level

Impact at institutional level

To what extent will the project results have an impact at institutional level: for instance new courses / strategies (policies, regulations) / services (units, centres) * :

Potential of planned project measures to contribute to new national cooperation activities in the Partner countries HEIs as a result of the project (Memorandum of Understanding / research projects / joint publications /participation in networks or associations etc.) * :

Potential of project to contribute to new international cooperation activities in the Partner countries HEIs as a result of the project (international agreements / Memorandum of Understanding /research projects / joint publications /participation in networks or associations, etc.) * :

→ Scale to what extent your project activities will affect institutional practices, attitudes, strategies, regulations, services, etc.

→ Scale to what extent you expect the project to feed into new **national cooperation activities** in the participating partner country or countries. Is it expected that the project will result in signing new (or developing/extending existing), bilateral/multilateral partnership agreements, joint research activities, joint/double degree programmes, joint teacher training/teaching exchange, new students exchanges or that the partner HEIs will join new HE or professional networks as a result of the project?

→ Scale to what extent you expect the project to feed into new **international cooperation activities** between the participating partner country or countries and other partner or programme countries.

Impact on the Higher Education sector in the *Partner Countries*

Impact on the HE Sector

Potential of project to contribute to new (/updated) national or regional policies /laws/ regulations in HE * :

Potential of project to contribute to the establishment (/ further development) of external bodies (/associations /agencies) * :

Potential of project to contribute to improve the excellence/ competitiveness/ attractiveness of the Higher Education institutions * :

Innovative character of the planned results (i.e. the courses developed; the new tools, services, procedures delivered; the strategies implemented for reaching the target groups; etc.) * :

→ Indicate to what extent the project activities are expected to <u>contribute to national or regional policies /laws/ regulations</u> in the higher educator sector of the participating Partner Countries.

→ Estimate to what extent the project aims at establishing or <u>developing further external bodies</u>/associations/agencies through the project activities.

→ Indicate to what extent the project would contribute to <u>improve the excellence/ competitiveness/attractiveness of the partner country Higher Education institutions involved</u>.

→ Estimate the <u>innovative character of the expected project results (</u>i.e. the courses developed; the new tools, services, procedures delivered, bodies, strategies implemented for reaching the target groups; etc.) Innovation in the capacity building action relates to new concepts, tools or methods put in place to improve higher education in general. Also certain aspects of the project can be considered as innovative in relation to the local context of the partner country (e.g. through bringing improvements in certain fields by broadening the sphere of influence of the higher education sector).

Impact in the society as a whole

Impact on the society as a whole

Potential of the project to pay particular attention to least developed countries * :

Potential of the project to engage Partner Countries HEIs in new means of cooperation with employers and other stakeholders (e.g. NGOs, associations, etc.) * :

To what extent the project is planning measures to contribute to improving lifelong learning approaches in the Partner Country HEIs * :

→ To what extent does the project <u>pay attention to least developed countries</u>[4]**.**

→ Estimate the project potential to engage Partner Countries HEIs in <u>new means of cooperation with employers and other stakeholders (e.g. NGOs, associations, civil society etc.</u>).

→ To what extent is the project planning measures to <u>contribute to improving lifelong learning approaches in the Partner Country HEIs</u> (e.g. access to HE for non-traditional, part time learners, recognition of non-formal or informal learning, increase in offer of tailor made programmes through working learning or distance learning agreements, contribution to continuous professional development, etc.).

Sustainability

Sustainability

To what extent does the project plan foresee institutional support for Partner Country HEIs to sustain project results * :

Planned measures to collect Sources of financial (/logistic) support for sustaining the project results from * :

☐ *Partner HEIs* ☐ *Public authorities in Partner countries*

☐ *NGOs* ☐ *Private sector*

☐ *European Union* ☐ *Other*

→ Estimate to what extent the project counts on the <u>institutional support of its Partner Country HEIs to sustain the project results</u>.

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[4] List of Least Developed Countries (as of March 2018). UN Committee of development Policy: Afghanistan, Angola, Bangladesh, Benin, Bhutan, Burkina Faso, Burundi, Cambodia, Central African Republic, Chad, Comoros, Dem. Rep of Congo, Djibouti, Eritrea, Ethiopia, Gambia, Guinea, Guinea-Bissau, Haiti, Kiribati, Lao People's Dem. Republic, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Myanmar, Nepal, Niger, Rwanda, Sao Tome and Principe, Senegal, Sierra Leone, Solomon Islands, Somalia, South Sudan, Sudan, Timor-Leste, Togo, Tuvalu, Uganda, United Rep. of Tanzania, Vanuatu, Yemen, Zambia.

→ Select (multiple choice possible) <u>the specific sources for financial and logistic support</u> for sustaining the project results.

C.7.3 Quality of Partnership and cooperation

C.7.3 Quality of partnership & cooperation

Involvement of students in the project implementation * :

Involvement of non-educational stakeholders in the project implementation * :

→ To what extent are <u>students involved in the project implementation</u> (project meetings, evaluation of curricula, quality assurance, dissemination, etc.)?

→ To what extent are <u>non-educational stakeholders involved in the project implementation</u> (through its design, evaluation, testing, dissemination, support to sustainability, etc.)?

C.7.4 Relevance in relation to project objective

C.7.4 Relevance in relation to project objectives

To what extent the project contributes to the policy objectives of the Partner Countries * :

Project potential to promote EU's horizontal policies * :

- [ ] Agriculture, fisheries and foods
- [ ] Business
- [ ] Climate action
- [ ] Cross-cutting policies
- [ ] Culture, education and youth
- [ ] Economy, finance and tax
- [ ] Employment and social rights
- [ ] Energy and natural resources
- [ ] Environment, consumers and health
- [ ] External relations and foreign affairs
- [ ] Justice, home affairs and citizens' rights
- [ ] Regions and local development
- [ ] Science and technology
- [ ] Transport and travel

→ To what extent will the project results contribute to the policy objectives of the Partner Countries and Higher Education institutions (e.g. are the specific project objectives and activities in line with and/or addressing the national development plans)?

→ Project's potential to promote EU's horizontal policies: this point relates to the project results meeting the EU policy objectives i.e. to what extent the project is aligned with the EU policy objectives. For instance, to what extent does the project fit into the 2011 Agenda for Change or is likely to contribute to EU's environmental policy through a focus on the water management. In the same token, the project of curriculum development may strive to take into consideration the Bologna principles in their educational reforms.

Section C.8, List of Affiliated Entities

In this section you will choose from the drop-down list the name of the applicant/partner organisation to which each entity is affiliated (see above, Section 3.2, Part A. Completion of organisation data)

C.8 List of affiliated entities

Affiliated entity	Name of the applicant/partner organisation to which this entity is affiliated

3.7 Attachments

Attachments

Only one attachment per annex is possible.

The maximum size of all attachments together cannot exceed 10 MB.

Please use mandatory templates as described on the website.

Detailed Project Description (DOC, DOCX, PDF, RTF, ODT)*

Attach a document

Detailed Budget (XLS, XLSX, XLSM, ODS)*

Attach a document

Declaration on Honour + Mandates (PDF, TIF, JPG)*

Attach a document

Supporting document related to section C.4-Exception cases (PDF, TIF, JPG)*

Attach a document

A complete application also requires additional documents to be completed and sent along with the present eForm. Once Parts A, B and C have been completed you must upload to the eForm the following attachments that should been prepared beforehand:

- Detailed description of the project (WORD)
- Detailed budget tables (EXCEL)
- Declaration of Honour by Legal Representative of Applicant Organisation + the Mandates (PDF)
  The Declaration of Honour must be completed only by the Applicant Organisation, whilst the Mandates must be signed by each full partner from P1 to Pn (excluding the Applicant Organisation and affiliated entities). These documents have to be scanned together and <u>attached in one single document</u>.

- Supporting document related to section C.4 if applicable.

Please make sure that the amount of grant requested in the Declaration of Honour is identical to the amount indicated in the field "EU Grant requested" of the budget summary and in the excel budget tables.

These documents are available on the EACEA, KA2 – Capacity Building in Higher Education webpage under Section "Annexes": https://eacea.ec.europa.eu/erasmus-plus/funding/capacity-building-in-the-field-of-higher-education-2020_en

An error message will appear if you do not upload all of these attachments, or if the total size of the 3 attachments exceeds 10 MB.

Finally, in **Application's reference(s),** you will indicate whether this application has already been submitted under a previous Call for Proposals. This will allow evaluators to assess to what extent the project uses the previous experiences to build up a new proposal and to what extent the new contribution innovative is compared to previous initiatives.

4 THE APPLICATION PACKAGE - COMPULSORY ATTACHMENTS

4.1 Detailed description of the project (Word annex)

Please note that since 2019 there are two different templates available and you should use the one corresponding to your type of proposal. There is one form for *Joint Projects* and another one for *Structural projects*.

If you do not select the correct type, you will not be able to provide the necessary information for the evaluators to assess your proposal. In such a case, it will not be possible to assess the proposal.

The "Detailed description of the project" must be completed in **ONE** language only (the same language you have used for the eForm). The language used to complete the project description must be an official EU language and must be understood and spoken by all members of your project consortium.

This is also in line with the 'Declaration of Honour' stating that all the partners should have agreed to the content of the application and should have confirmed their intention to carry out the tasks described. In addition, it is important that the application is compiled in one language only, as the experts assessing the application should be able to understand the language in which it is written.

All text fields in **all sections are mandatory**. For adding information in new columns/rows of the tables, please use the copy-paste function of your computer.

The **maximum number of characters** is indicated under each section (spaces do not count). You have to respect it in order to avoid potential problems during the submission of your application.

Please use the text at the beginning of this document to provide a brief but precise justification if you have scheduled activities that must start on a particular date in the very early phase of the proposed action. The justification should explain the reasons why the activities in question cannot be postponed and need to take place on the foreseen dates.

This justification is required in order to comply with the financial regulations of the European Union in cases where – for a variety of reasons – it should not be possible to sign the grant agreement for a selected proposal before the start date indicated in the application.

Ideally, though, the project planning should cater for such an event by allowing for the necessary flexibility.

4.1.1 Part D. Relevance of the Project

In this section all information related the relevance of the project must be detailed. Most of the questions are common for both type of projects with slight differences in questions D.1, D.2 and D.5

D.1 "Why does the consortium undertake this project?"

This section should provide the local, regional and/or national problems/issues the project intends to addressed/tackle for
 – each of the participating Partner Countries for what concerns **Structural Projects** and **Joint projects**
 – each of the participating Partner Country institutions for what concerns **Joint Projects**,

The section should also contain an explanation on the qualitative and quantitative results obtained through the needs analysis carried out in each of the Partner Country(/ies) institutions as well as a clear definition of target groups and their needs per Partner Country(/ies) institutions. Under this section explain also how the project addresses the relevant national and/or regional thematic priorities.

D.2 "Aims and objectives"

This section should present the project aims and objectives in relation to the problems and needs identified in section D.1. Under this section, please explain: how the planned activities and expected results meet the identified needs; how the project objectives fit in with the modernisation and internationalisation agenda of the targeted higher education institutions in Partner Countries and with the development strategy for higher education in each Partner Country. Pay attention to the issues of inclusion, diversity and socio-economically disadvantaged participants and/or organisations in the Partner Countries, and especially make clear if the project is addressing/involving migrants and/or refugees.

Please note that for **Structural Projects**, particular attention should be paid to the expected impact at national level or in the higher education system, as well as on the expected contribution of the project to the HE reform processes in the Partner Country(/ies) concerned.

D.3 "Innovative character"

While projects can be built on the experience gained in previous or existing projects, it is important to demonstrate their originality and their added value as compared to what has already taken place (or been supported) in the thematic area, the sector, the institutions and/or the Partner Country (/ies) concerned.

D.4 "European added value"

The European added value should refer to the relevance/rationale of the participating Programme Country institutions to address the Partner Country (/ies) needs, as well as to the justification for an Erasmus+ grant application.

D.5 "Cross-regional cooperation"

Cross-regional projects are usually more ambitious and more complex to implement. In this context, this section should justify in detail the need for and the added value of such a cross-regional cooperation in each of the Partner Countries involved.

4.1.2 Part E. Quality of the Project Design and implementation

E.1 "Project activities and methodology"

Please detail the activities and the working methodology to be used for achieving the objectives. Explain how they represent the most appropriate ones to achieve the envisaged results and how feasible are at national level. This section will play an important role in the assessment of the quality of the work programme and the project activities foreseen.

For **Structural Projects**, you should select from the list provided the activities targeted by the project.

E.2 "Quality control and monitoring"

The applicant should describe the mechanisms put in place for ensuring the monitoring of the project quality, and how these quality assurance activities will be carried on all project dimensions including its concrete outcomes.

E.3 "Budget and cost effectiveness"

The applicant is asked to provide explanations as regards the achievement of results within the available budget and in an economical way. Furthermore the financial administration to be applied within the partnership during the execution phase of the project should be illustrated (e.g. principles of allocation of funds to each partner, financial follow-up, etc.)

For projects including **exceptional travel costs**, the rationale and methodology used for estimating these costs need to be justified.

For each of the Partner Country Higher Education institution concerned, the need for the specific **equipment** will have to be justified together with the direct relation between this equipment and the project content and its results. The estimated timeframe for purchasing and estimated place of installation must be provided.

E.4 "Logical Framework Matrix (LFM)"

In order to plan and structure the project's objectives, outcomes and activities as thoroughly as possible, you are expected to complete a Logical Framework Matrix (LFM) of maximum of 2 pages, which represents a synthesis of the project. The LFM is a tool that provides an overview of the project and can assist in the design, planning, implementation and monitoring of a project. Please use the template which is provided in the Word part of application form.

Details provided in the table should complement the information previously explained in the project narrative parts, in particular Part D and E.

In addition to the project overview, which summarises the objectives and activities in the first column, you are requested to provide other details, such as indicators of progress, risks and assumptions and how to mitigate the identified risks.

Wider objective:
Give an indication of the medium/long-term aim that the project is designed to contribute to.
Example: To ensure that the targeted Partner Country university is in a position to offer education that meets the changing needs of the economic environment.

Specific project Objective/s:
The specific objective(s) should indicate what is expected to have been achieved by the end of the project. The objective(s) of your project should be "SMART": Specific, Measurable, Accurate, Realistic and Time-bound.
Example: To bring undergraduate curricula, teaching methods and library facilities at the Faculty of Economics of the University of xxx into line with the Bologna requirements by December xxx.

Deliverables (Outcomes – Outputs):
The deliverables (in terms of outcomes or outputs) to be produced during project implementation should be listed in concrete terms. They should be logically linked to one of the work packages and they should be specific and realistic in relation to the duration of the project, as well as measurable, in so far as this is possible.

Deliverables reflect the final RESULTS and should not be mistaken with activities. The deliverables focus on what the consortium wish to achieve by different (not necessarily listed) activities.
For example: "Consortium meeting" should not be listed as a "deliverable", but rather as an activity. The deliverable from this activity could be rather "consolidated work plan", "financial sustainability plan", which are the actual results of a consortium meeting, etc.

Inputs:
Here you should indicate only a summary of resources necessary for the achievement of each work package or key activity. The detailed inputs are already being asked in Section F of the eForm under each work package and, more detailed, in the Excel tables (worksheets 3 to 8) together with the related costs.

Please use a clear reference number system to link each of the inputs to work packages and deliverables in the first column of the LFM and in coherence with the reference numbers in the Work plan (Excel Table).

> *Example: For a development-type work package (DEV): Review and analysis of existing educational programme in XXX and the recent advances in education in this field.*
> *Inputs:*
> - *Staff: xxx days partner 1, xxx days partner 2, xxx days partner 3, xxx days of ext. experts (etc.)*
> - *Mobility: xxx flows (average xxx days each)*
> - *Equipment*

Indicators of progress and Ways to measure the indicators:
Indicators (second column of the LFM) are the "sign-posts" that will be used to measure the performance of the project throughout its life-cycle. These preliminary indicators are likely to be reviewed or supplemented by more specific indicators, once a project is underway. Indicators should be specific in terms of quantity, quality, time and target group and measurable *(e.g. "50 students enrolled in the first year", "increased number of students following the course"; "improved teaching tools…").*

Indicators provide a basis for the monitoring of the project's progress and should therefore be considered as an ongoing evaluation mechanism for the project.

The third column of the LFM should then indicate the ways to measure whether the fixed indicators have been met (anything that can be considered as "evidence", i.e., reports, surveys, official documents – however they should be specific to the related indicator)

> *Example 1 (quantitative indicators):*
> *Indicator: 200 students enrolled in the new Master Course; or increased number of students by 2015*
> *How indicator will be measured: University registry; officially published data, etc.*
>
> *Example 2 (qualitative indicators):*
> *Indicator: Improved IT services for delivery of the eLearning course*
> *How indicator will be measured: Satisfaction survey*

Assumptions and risks:
Please mention in this section any factors (that is, situations, events, conditions or decisions) which are necessary for the success of the project activities, outcomes or objectives, but which are not directly under the control of the partnership. You should see these as situations or events that you think might occur. The more these situations/events are beyond the control of the partnership, the greater the risk posed to the project if they occur.

> *Example: "…that accreditation of the new curriculum might not be granted by the national authorities".*

For the risks identified, which are internal to the partnership (e.g. lack of EU language skills of Partner Country university staff, lack of interest from students, lack of time of university teaching staff, etc.) the partnership should foresee and indicate in the application means and activities to counteract those risks.

How the risks will be mitigated:
Please mention the measures to be taken to mitigate the risks identified.

E.5 "Work Plan"

Please complete a <u>one-page work plan for each project year</u> indicating the duration of the activities (in weeks), the deadlines for each outcome and the location in which the activities will take place. Please use the symbol = for activities carried out in Programme Countries and X for activities carried out in Partner

Countries, indicating the number of weeks in the respective months (e.g. 2= means an activity of two weeks in a Programme Country; 3X means an activity of 3 weeks in a Partner Country.

E.6 "Work Packages"

Before submitting your application, please ensure that the information provided in this section is coherent with all other relevant parts of the application.

Note in particular that experts will use the work packages to evaluate the criteria relating to the Quality of the Work Programme, European Added Value and the quality of the Dissemination and Valorisation Plan (Dissemination and Exploitation of Results). Additionally they will compare the content of the work packages with the information provided in the budget tables to assess the cost-benefit; they will verify against the Logical Framework Matrix how the project has considered the assumptions and risks related to each package of activities.

There are **5 types of work packages**:
1. Preparation
2. Management
3. Development (Implementation, i.e., the substance of the work planned including production, testing, etc.)
4. Quality Plan (Quality Assurance and monitoring)
5. Dissemination and Exploitation of results.

Under each of the 5 types of work package, at least one specific work package must be identified. Applications that fail to present this minimum cannot be considered further.

Description of work packages, outcomes and activities

Work package No: Give a number to each of your work packages (e.g.: 1, 2, 3…or WP1, WP2, WP3, etc.)
Work package title: Allocate a short title to each work package.
Related assumptions and risks: Any factors (that is, situations, events, conditions or decisions) which are necessary for the success of the project activities and outcomes, but which are not directly under the control of the partnership, have to be considered as likely to occur. Make sure that the information provided here is consistent with the project Logical Framework Matrix.
After having defined the work package number, title and type, related assumptions and risks, each work package should be described in more detail.

This description should provide, *inter alia*, the aims and objectives of the work package, how the partners involved will organise their work, milestones and overall approaches, an overview of the monitoring and evaluation of the work undertaken within the work packages, performance indicators and the relationship/linkages with other work packages and with the overall coordination of the project. This description can also make reference to any bodies outside the formal partnership that will be involved. Please list also **tasks** which should be performed during the implementation of the Work Package.

Considering that the consortia is requested to undertake a deep needs analysis at institutional, national and regional level, before submitting the project proposal, the duration of the work package "Preparation" should be around 3-4 months.

Provide a **start and end date** of the activities described.

Each Work Package should identify a Lead partner (P1 to Pn) who is responsible for the delivery of the work package and also all the other partner organisations involved in the Work Package. Indicate the country where the partner is located and the short name. In the next sequence, list the partners (P1 to Pn) which are involved in the activities within the respective Work Package.

Each Work Package should also identify the necessary costs to carry out the activities planned. Justification must be provided if travel costs are necessary.

For **subcontracting costs**, applicants must explain why the task cannot be performed by any of the partners. Please note that subcontracting tasks to external bodies should be very occasional. The specific competences and particular expertise needed to reach the project objectives should be found in the consortium.

Deliverables/Results/Outcomes

Describe the deliverables related to each Work Package.
Please select the **type of deliverable** using one of the following headings:
- Teaching material
- Learning material
- Training material
- Event
- Report
- Service/Product

The sub-section **description** should provide a short and concrete description of the output(s) (e.g. course, training material, study, conference, seminar, discussion document, report, dissemination strategy, DVD, audio-clips, etc.) that will be developed or adapted during the particular Work Package. In case the deliverable/results/outcomes will be developed in several work packages, they should be allocated to the work package in which it will be finished, however you should indicate the Work Packages involved.

The due date provides for the month/year when the deliverable/results/outcome can be obtained. Please indicate the language(s) in which the deliverable/results/outcome will be available (for events - conferences, training events seminars - this will be the working language(s); for published learning materials, this will be the language(s) of presentation).

Target groups:
For each output/outcome a target group must be clearly identified. A target group is composed of the direct beneficiaries of the activity and could typically include one or more of the following: Academic staff of a given department, university administrative staff, students, trainees participating in a training course, etc. This is particularly important for projects in which several Partner Country institutions are involved. If any of our target groups cannot be identified in the drop down list of general categories, please select "other" and provide a short explanation.

Please indicate the **dissemination level** using one of the following headings:
- Department/Faculty level
- Institution level
- Local
- Regional level
- National level
- International level

Please note that it is possible that a single Work Package produces more than one outcome (for example a specification, web-pages, a manual and training material all related but targeted to different users). In this case the different outcomes should be clearly described in this section. Copy the "Deliverables/results/outcomes" table as many times as necessary.

E.7 "Consortium partners involved and resources required"

Please complete the table summing up all resources necessary to complete the work packages in terms of workload. Please note that these figures are the basis for calculating the grant for the project. They have to

be introduced in the "Detailed budget" excel tables (compulsory annex) to calculate the contributions by partner and the total project grant.

Each work package should identify the partner (P1 to Pn) involved in the delivery of the work and indicate the country where the partner is located as well as its short name or acronym. The specific role and task of the partner should then be described briefly. The allocation of tasks should be consistent with the information provided on each partner organisation in the Application package. Experts will be looking at the task allocation to find evidence of effective partnership working and particularly an appropriate balance of work across the partner organisations and across the countries represented in the consortium.

The number of days invested by each partner organisation should correspond with the information provided in the budget tables, and will be checked by experts to ensure the coherence between the work plan and the provisional budget. Add/delete rows as necessary. Ensure that the table is completed with the totals requested. Category 1 staff relates to Managers, category 2 to Teacher/Trainer/Researcher category 3 to Technician, and category 4 to Administrative staff. Please see Erasmus+ Programme Guide 2020, Part B, Capacity Building in the field of higher education, the Table A (amounts in Euro per day) for staff in Programme Country and Table B for staff in Partner Countries.

4.1.3   Part F. Quality of the Project Team and Cooperation Arrangements

F.1 "Background of partnership and the proposal preparation"

In this section applicant must describe the history of cooperation that lead to the proposal; i.e. : how it was developed, how the programme and partner country organisations have been contributing to it, the role of and the benefit expected by non-academic partners, if any.

For **Structural Projects**, applicant must explain the role and the involvement of the Ministry responsible for higher education in each of the participating Partner Countries.

F.2 "Cooperation arrangements, management and communication"

In this section the applicant must explain in detail the organisational arrangements agreed by the consortium in order to implement the project. The description must include: the division of tasks among partners, the allocation of resources for each activity, the way the ownership of the project is insured in each of the participating organisations, the decision making process applied during the project implementation and the conflict resolution measures in place.

F.3 "Organisation and activities"

This section **must be completed separately by each organisation participating in the proposal** (applicant, partners and its affiliated organisations). Copy the table and paste as necessary to provide the information for each partner.
Insert a partner number (starting from P1 for the applicant organisation, followed by P2 to Pn and respecting the same order as used in Part A of the eForm), and indicate the name of the respective organisation in the text field.

For Joint Projects:

F.3.1 "Aims and activities of the organisation"
This section should provide a brief presentation of the organisation relating to the area covered by the project. In addition, Partner Country HEIs **must** provide additional information regarding the organisation's profile and it previous participation in Capacity Building in Higher Education projects.

F.3.2 "Role of organisation in the project"

F.3.3 "Curriculum development project"
This question must be answered **by Partner Country HEIs only**.
If the proposal concerns a "curriculum development" (as indicated in section C.3 of the e-Form) activities, this section must contain all the details related to the new or updated courses you intend to develop including the corresponding credits for each subject. Copy and paste as many tables as you need. Please note that this is the main part allowing the experts to assess the outputs/deliverables and their potential impact on the institutions and students. Therefore, if this part is not completed in an appropriate and clear way the the score of the concerned criteria will be lowered accordingly.

F.3.4 "Modernisation of governance, management and functioning of HEIs"
This question must be answered **by Higher Education institutions located in Partner Countries only.**
If you are applying for this type of project (as indicated in section C.3 of the e-Form) the organisation must clearly describe the activities to be carried out during the project. If applicable, details must be provided on the centre(s) the project will help to create (new or updated, location, staff trained, procedures to be created/updated, etc.)

F.3.5 "Strengthening of relations between HEIs and the wider economic and social environment"
This question must be answered **by Partner Country institutions only.**
If you are applying for this type of project (as indicated in section C.3 of the e-Form), the organisation must clearly and specifically describe how the project will contribute to strengthen the relation between the academic sector and to socio-economic environment (specifying the sector(s) as well as the profile and estimated number of the target groups concerned).

F.3.6 "Expected results and impact"
This question must be answered **by Partner Country institutions only**.

F.3.7 "Operational capacity: skills and expertise of key staff involved in the project"
For each partner country institution the table must include a "résumé" of the specific expertise of each of the key staff involved in the project. It will be used to ascertain the quality of the overall partnership. In the space provided you will need to the name of staff and summarise his/her skills/experience relevant for the project domain, thereby listing any references to recent publications where applicable.
This section is a very important element in the assessment of the operational capacity as well as the quality of the project team and the cooperation arrangements put in place. It should be completed in the same language as the rest of the application form (and not, for example, in the languages of the respective partners).

For Structural Projects:

F.3.3 "Expected results and impact"
See F.3.6 described above.

F.3.4 "Operational capacity: skills and expertise of key staff involved in the project"
See F.3.7 described above.

F.4 "List of Associated Partners"
In this table applicants must identify the name and details of the organisations that will be associated in the project.

4.1.4 Part G. Impact and Sustainability

In section **G.1** "**Expected impact of the project**", applicants are requested to elaborate how the project outputs will benefit the addressed target groups (including the consortium partners themselves). Also it

needs to be explained how the consortium intends to reach these target groups while the project is running and after the project is finished.

List in the table the intended project results, who will benefit of these results (at national/regional level) and how these results will impact these beneficiaries.

In the **"Overview of short and long term impact indicators"** applicants are asked to highlight the long-term expected effects on actors, structures, sectors or systems of the project. Please list impact, target group(s), qualitative and quantitative indicators in the tables.

For Structural Projects only, applicants must explain the expected impact of the project on the Higher Education system(s) in the Partner Countries involved and explain how the project intends to promote reforms at national level.

Section **G.2** addresses the "**Dissemination and exploitation strategy**". Please describe how dissemination will be organised in order to ensure that positive results will be made available both within and outside the partner country institutions during the life of the project. Provide details about the target groups, the means of communications to reach them, the timing for these communications and the indicators to measure the effectiveness of the means of communication.

Although dissemination and exploitation of results are closely related, they are distinct processes. While the mechanisms for dissemination and exploitation often overlap, dissemination (information provision and awareness raising) can take place from the beginning of a project and intensify as results become available, but full exploitation (mainstreaming and multiplication of results) can happen only when it becomes possible to transfer what has been learnt into new policies and improved practices. Please describe how exploitation activities ensure optimal use of the results (see E+ programme Guide). You can also consult the *Erasmus+ platform for dissemination and exploitation of project results*:
http://ec.europa.eu/programmes/erasmus-plus/projects/

In section **G.3** "**Sustainability**", applicants should describe how the impact of the project will be sustained beyond its lifetime. Applicants should indicate each of the sustainable outcomes of the project, the strategy and the resources necessary to ensure the sustainability of these results and the source(s) from which these resources will be obtained.

To anticipate the sustainability you are expected to outline the project's activities or results which are supposed to last and/or be disseminated after the end of the EU funding. Sustainability may not concern all the aspects of a project. In each project some activities or outputs may be maintained, while others may not be so necessary to maintain. A project can therefore be considered as sustainable if relevant activities are pursued and outputs are maintained or developed after the end of the EU funding.

4.1.5 Part H – Other EU grants

Please list the projects for which the applicant and the partner organisations have received financial support of EU programmes or initiatives in the past.

Please list the EU grant applications submitted by the applicant and the partner organisations. Please indicate the amount requested and the EU programme concerned.

4.2 Detailed budget tables (Excel document)

NB: The form has been provided with formulas and validation functionalities in order to ease your work of filling in the required data and calculating the budget on different budget headings, according to the maximum rates provided in the Erasmus+ Programme Guide for CBHE. Therefore, parts of the excel forms are protected and must not be changed in any case. You may see a security warning message saying that macros have been disabled. To

access the set functionalities in the document you must **ENABLE CONTENT** or **ENABLE MACROS**.

If it still happens that you cannot use "arrows" to select items from the drop down menus, check the setting of your Excel document as follows:

When the file is open and that you have "enable content" (if necessary), go to "File" => "Options" => "Advanced" => "Display option for this workbook" => For objects, show: click "**All**".
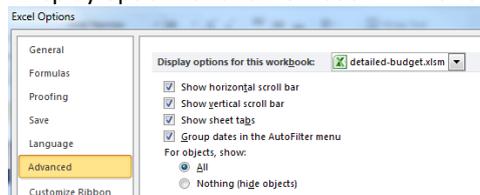
Tips applying to these tables:

- fill in only the columns/rows/cells coloured in blue; all fields coloured in blue <u>are mandatory</u>
- Select from the drop-down list included in pink cells; all fields coloured in pink are mandatory;
- insert the required information/value (text or figures, <u>even if 0</u>), otherwise the system will not recognise the information and will give "error" at the end of each row in each individual table;
- respect the instructions/messages shown when you click the arrow in the cell;
- avoid copy-pasting words/sentences; if you use copy-pasting, make sure you respect the wording, spelling and the style used in the whole table;
- whenever figures in decimal are possible, respect the number of decimals shown in the "message";
- stay connected on Internet especially when filling in the travel/mobility related tables, so that you can easily use the "Distance calculator" facility;
- identify correctly the "distance band" using the "Distance calculator", please check well the countries belong to the chosen cities and visualise the choice of cities on the map.

Once the tables are completed, check once again if the budget summary on the first table, "Overview" is correct (no value is in red). You may save the document as **.xlsx** and macros will disappear from your final document.

Would you meet any difficulty with filling in the forms, please contact the CBHE helpdesk: EACEA-EPLUS-CBHE@ec.europa.eu.

Overview

This table is a summary of the project budget. You must fill in only the <u>columns coloured in blue</u>:

- o **Action** (Joint Project or Structural project – choose from the drop-down menu)
- o **Duration** (number of months): 36 months or 24 months (choose from the drop-down menu); no intermediate value is possible
- o Encode the project **Acronym** and full **Title**
- o Encode then the name of **Partner organisations** and **Country following the Partners numbering assigned in the eForm.**

Costs for affiliated entities shall be encoded for the Partner organisation to which they are affiliated.

Erasmus+
Key Action 2: Cooperation for innovation and the exchange of good practices
Capacity Building in the field of higher education

Before completing this table please read carefully the instructions available on the EACEA website	
CALL FOR PROPOSALS 2019 – EAC/A03/2018 - Erasmus+ Programme (2018/C 384/04)	
Programme guide and instructions for applicants	

Action		Please select Action Type
Duration number of months		Please select duration
Project Acronym		Please fill in Project Acronym
Project Title		

EU GRANT REQUESTED FROM THE EUROPEAN UNION (in EUR)

1. Staff Costs	0,00	Cannot exceed 40% of total Grant requested	Please check data in Tab '1. Staff Costs'
2. Travel Costs	0,00		Please check data in Tab '2-3-6. Travel&Costs of Stay'
3. Costs of Stay	0,00		Please check data in Tab '2-3-6. Travel&Costs of Stay'
4. Equipment Costs	0,00	Cannot exceed 30% of Total Grant requested	Please check data in Tab '4. Equipment Costs'
5. Subcontracting Costs	0,00	Cannot exceed 10% of Total Grant requested	Please check data in Tab '5. Subcontracting Costs'
6. Exceptional Costs	0,00		Please check data in Tab '2-3-6. Travel&Costs of Stay'
Total Grant requested from the European Union	0,00	Should be equal or above EUR 500.000,00 and cannot exceed EUR 1.000.000,00	

DISTRIBUTION OF THE GRANT BY ORGANISATION (in EUR)

Partner N°	Name of Partner	Country	PR/PA	1. Staff Costs	2. Travel Costs	3. Costs of Stay	4. Equipment Costs	5. Subcontracting Costs	6. Exceptional Costs	Total Costs (in EUR)
P1				-	-	-	-	-	-	-
P2				-	-	-	-	-	-	-
P3				-	-	-	-	-	-	-
P4				-	-	-	-	-	-	-
P5				-	-	-	-	-	-	-
P6				-	-	-	-	-	-	-
P7				-	-	-	-	-	-	-
P8				-	-	-	-	-	-	-
P9				-	-	-	-	-	-	-
P10				-	-	-	-	-	-	-
P11				-	-	-	-	-	-	-
P12				-	-	-	-	-	-	-

All the other values will be filled in automatically once you fill in the subsequent tables.

NB: If the ceilings in the Summary table are not respected, they will appear in red. Furthermore, you will have to copy this table in section C.7 of the eForm. If you copy the table with invalid values, the submission of the eForm will be blocked.

4.2.1 Staff costs

Please fill in the columns coloured in blue and pink. Pink fields are mandatory ones.

Click on the arrow to choose the work packages in which different partners are involved, and then insert the partner Number (P1-Pn). The "Name of the partner" and "Country" (column 3 and 4) will be automatically completed with the corresponding names (as encoded in the first table, "Overview"). Encode then the number of days per partner organisation in each of the four categories of staff. Where not applicable, please insert 0, otherwise the calculation at the end of the row is not possible and the word "error" will be displayed in red.

You do not need to copy-paste any information, as most of the data are embedded in the form. If you do copy-paste different words, please make sure that they are spelled exactly as in the drop-down menus; otherwise the information cannot be considered for automatic calculation.

Add rows or delete rows as necessary clicking on the corresponding buttons in the upper side of the page. The total will be automatically calculated and displayed on the left upper side of the table.

4.2.2 Travel costs and costs of stay

Please fill in the columns coloured in pink/blue. Use the arrows to choose options from the drop-down menus or encode value as indicated when clicking on the cell. Use the "Distance calculator" button on the left upper side of the sheet to find the right band of "travel distance", and then insert the band distance corresponding to the travel.

Add rows or delete rows as necessary clicking on the corresponding buttons in the upper side of the page. The total will be automatically calculated and displayed on the left upper side of the table.

Exceptional travel costs: If the standard unit cost contribution is not sufficient to support the travel costs; applicants will be allowed to claim financial support under the budget heading "exceptional costs" (up to a maximum of 80% of total eligible costs). This will be allowed provided that applicants can justify that the standard funding rules (based on unit costs per travel distance band) do not cover at least 65% of the travel costs of participants. If awarded, the exceptional costs for expensive travel replace the standard travel grant.

In column L of the table you will select the option "Replace unit costs with exceptional costs" if you want to claim travel costs as "exceptional travel cost for expensive travel" instead of the standard unit cost.

4.2.3   Equipment costs

Fill in the columns coloured in pink. Use the arrows to choose options from the drop-down menus or encode value as indicated when clicking on the cell. Add rows or delete rows as necessary clicking on the corresponding buttons in the upper side of the page. Please note that equipment is not eligible for partner organisations from Programme Countries, therefore this option has been blocked in the form.

Please be aware that only Higher Education Institutions from Partner Countries are eligible to claim equipment costs. As the table technically allows selecting any Partner Country organisation, please make sure that only HEIs are included.

The total will be automatically calculated and displayed on the left upper side of the table.

4.2.4 Subcontracting costs

Fill in the fields coloured in pink. Use the arrows to choose options from the drop-down menus or encode value as indicated when clicking on the cell. Add, delete or duplicate rows as necessary clicking on the corresponding buttons in the upper side of the page. The total will be automatically reported on the left upper side of the table. Please note that this budget heading is limited to 10% of the total grant. If this limit is exceeded, the figure will appear in red on the Overview page.

4.2.5 Co-financing

Fill in the columns fields coloured in pink. Use the arrows to choose options from the drop-down menus or encode value as indicated when clicking on the cell.
This table is for information only. The co-financing will not be taken into account in the calculation of the grant but will be considered to assess partners' contribution to the accomplishment of the project.

4.2.6 Breakdown and project funding

Three break-down tables will appear in the end as a conclusion of your budget structure and distribution. This is fully populated with the data inserted in the previous tables; you do not have to introduce any figure.

Budget Breakdown by Workpackage / Budget Headings

WorkPackage	1. Staff Costs	2. Travel Costs	3. Costs of Stay	4. Equipment Costs	5. Subcontracting Costs	6. Exceptional Costs	Total (EUR)
Preparation	-	1.440,00	3.840,00	-	-	-	5.280,00
Development	-	-	-	-	-	-	-
Quality Plan	-	-	-	-	-	-	-
Dissemination & Exploitation	-	-	-	-	-	-	-
Management	-	-	-	-	-	-	-
Total	-	1.440,00	3.840,00	-	-	-	5.280,00

Budget Breakdown by Programme or Partner Countries / Budget Headings

Countries	1. Staff Costs	2. Travel Costs + Exceptional Travel Costs	3. Costs of Stay	4. Equipment Costs	5. Subcontracting Costs	Total (EUR)
Programme Countries	-	1.440,00	3.840,00	-	-	5.280,00
Partner Countries	-	-	-	-	-	-
Total	-	1.440,00	3.840,00	-	-	5.280,00

Budget Breakdown by Partner / Work Package

Partner N°	Preparation	Development	Quality Plan	Dissemination & Exploitation	Management	Total (EUR)
P1	-	-	-	-	-	-
P2	5.280,00	-	-	-	-	5.280,00
P3	-	-	-	-	-	-
P4	-	-	-	-	-	-
P5	-	-	-	-	-	-

4.2.7   Unit costs & funding rules

The tables on this worksheet are purely indicative, to allow you check the information whilst filling in different tables, if you want so. The information can be easily visualised on the computer screens. It is advisable that you do not print this page, as it contains a lot of condensed information fixed to fit the computer screen and therefore it will appear hardly readable in printed form. If you prefer having the indicative rates in printed form, please better refer to the Erasmus+ Programme Guide 2020, pages 170-174.

4.3   Declaration on honour signed by the legal representative of the applicant organisation & mandate letters provided by the partners in the project consortium

A Declaration on Honour (in format PDF, TIFF, JPEG) must be attached and signed by beneficiaries applying for a community grant. The declaration must cover all partners in the project consortium.

4.3.1   Declaration on honour

This document must be signed by the legal representative of the applicant organisation on behalf of all organisations involved in the project and their affiliated entities.

This declaration certifies that the applicant and all organisations involved in the project as well as their affiliated entities
  − are eligible in accordance with the criteria set out in the specific call for proposals;
  − have the required financial and operational capacity as set out in the specific call for proposals ;
  − have not received any other Union funding to carry out the action subject of the grant application and
  − commit to declare immediately to the Agency any other such Union funding they would receive until the end of the action

Moreover, the declaration certifies that neither the applicant nor any of the organisations involved in the project or their affiliated entities are in a situation covered by the exclusion criteria listed in Part C of the Erasmus+ Programme Guide as well as the declaration itself.

4.3.2 Mandates

Co-beneficiaries must submit **mandates - signed between the coordinator and each co-beneficiary** - confirming that they grant power of attorney to the coordinator to act in their name and for their account in signing the eventual agreement and its possible subsequent riders with the Education, Audiovisual and Culture Executive Agency. By signing the mandate, the co-beneficiary accepts all the provisions of the above mentioned Grant Agreement and agrees to provide the documents or information that may be required for the right maintenance of the project accounts under responsibility of the coordinator.

The mandate will be an annex to the Grant Agreement and has therefore legal force. The template provided by the Agency must be used in all cases without any modifications or adjustments.

- Where the partner is a higher education institution, the mandate must be signed by the legal representative (rector, vice-rector, president or vice-president)

- Where the partner is another type of legal entity, the mandate must be signed by the highest official representing that entity; i.e. the secretary-general, chairperson, executive director or their deputies.

It is compulsory to use the template of Declaration on Honour and the template of Mandate that are available from Section "Annexes" of the CBHE funding page at: https://eacea.ec.europa.eu/erasmus-plus/funding/capacity-building-in-the-field-of-higher-education-2020_en

Mandates submitted for previous Calls, other applications or other EU actions will not be accepted.

5   GLOSSARY

Affiliated Entity
The following can be considered Affiliated Entities (in accordance with Art. 122 of the Financial Regulation):
- legal entities having a legal or capital link with beneficiaries; this link is neither limited to the action nor established for the sole purpose of its implementation;
- several entities which satisfy the criteria for being awarded a grant and together form one entity which may be treated as the sole beneficiary, including where the entity is specifically established for the purpose of implementing the action.

The Affiliated Entities must comply with the eligibility and non-exclusion criteria, and where applicable also with the selection criteria applying to applicants.

Applicant/Coordinating organisation
It is an organisation that submits a grant application on behalf of a consortium, partnership or network of participating organisations; the applicant represents and acts on behalf of the group of participating organisation in its relations with the Education, Audiovisual and Culture Executive Agency (EACEA); if the grant application is selected, the Applicant will become the beneficiary (see Beneficiary definition below) and will sign the grant agreement on behalf of the participating organisations.

Beneficiary (grant-holder, grant-coordinator, project coordinator) and co-Beneficiary
The beneficiary (also referred to as "main beneficiary" or "coordinating organisation" or "grant-holder" or "grant-coordinator") is the organisation that, on behalf of the consortium/partnership/network of participating organisation, has signed an agreement with the Agency; the Beneficiary has the primary legal responsibility towards the Agency for the proper execution of the agreement; it is also responsible for the day-to-day coordination and management of the project and for the usage of the Community funds allocated to the project.

Bologna Process
The Bologna Process is the intergovernmental process aiming at creating a European Higher Education Area by 2010 in which students can choose from a wide and transparent range of high quality courses and benefit from smooth recognition procedures. Since 1998, seven ministerial meetings devoted to mapping out the Bologna Process have been held in different European cities, namely Paris (at the Sorbonne University), Bologna, Prague, Berlin, Bergen, London, Leuven/Louvain. Since 1999 an increasing number of countries have joined the process.
The Bologna process is a major reform process to provide responses to issues such as the public responsibility for higher education and research, higher education governance and quality, the social dimension of higher education and research, and the values and roles of higher education and research in modern, globalized, and increasingly complex societies.

The Bologna Declaration of June 1999 has put in motion a series of reforms needed to make European Higher Education more compatible and comparable, more competitive and more attractive for Europeans and for students and scholars from other continents. The three priorities of the Bologna process are: Introduction of the three cycle system (bachelor/master/doctorate), quality assurance and recognition of qualifications and periods of study.

Consortium
The group of partners involved in a CBHE Joint Project or in a Structural Project.

Consortium member (partner)
Any university, industry, company or institution involved in a CBHE Project.

Coordinating organisation (see applicant)

Development cooperation instrument (DCI)
Under this instrument, the European Communities finance measures aimed at supporting geographic cooperation with the developing countries included in the list of aid recipients of the Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD/DAC). Its aim is to improve development cooperation whose objectives are poverty reduction, sustainable economic and social development and the smooth and gradual integration of developing countries into the world economy.
The Community's development cooperation policy is guided by the Millennium Development Goals (MDGs) and the "European Consensus" provides the general framework for action.

Diploma Supplement (DS)

A document attached to a higher education diploma, which aims to improve international transparency and facilitate academic and professional recognition of qualifications (diplomas, degrees, certificates, etc.). Developed by the European Commission, the Council of Europe and UNESCO/CEPES, the DS consists of eight sections describing in a widely spoken European language the nature, level, context, content and status of the studies that were pursued and successfully completed. The DS provides additional information on the national higher education system concerned, so that the qualification is considered in relation to its own educational context.

Dissemination
Dissemination is defined as a planned process of providing information on the quality, relevance and effectiveness of the results of programmes and initiatives to key actors. It occurs as and when the results of programmes and initiatives become available.

Double or Multiple Degree
Double or Multiple Degree are two or more national diplomas issued by two or more higher education institutions and recognised officially in the countries where the degree-awarding institutions are located.

EU Delegations
The EU Delegations are the diplomatic representation of the European Commission throughout the world. It is a global network encompassing all continents which is essential to the promotion of European Union policies, interests and values around the world.

Enterprises
Enterprises are entities performing all types of economic activity in the public and private sector, irrespective of legal status, size or the economic sector in which they operate, including the social economy (including NGOs). They may include autonomous business organisations, chambers of commerce and industry and/or their equivalents, professional associations, social partners and the training bodies of those.

European Commission
The European Commission is the European Union's primary executive body. It initiates legislative proposals and also acts as manager and executor of the European Community's common policies, including the European Community's external assistance programmes.

European Credit Transfer and Accumulation System (ECTS)
A student-centred system based on the student workload required to achieve the objectives of a programme – objectives increasingly specified in terms of learning outcomes and competencies to be acquired. ECTS was established initially for credit transfer to facilitate the recognition of periods of study abroad. More recently, it has been developing into an accumulation system to be implemented in all programmes at institutional, regional, national and European levels. The key features of ECTS are:

- The convention that 60 credits measure the workload of a full-time student during one academic year. The student workload of a full-time study programme in Europe is usually spread over 36/40 weeks a year, in which case one credit corresponds to 25-30 working hours. Workload relates to the notional time in which an average learner might expect to achieve the required learning outcomes.

- The link with learning outcomes, which are sets of competencies expressing what the student will know, understand or be able to do on completion of a process of learning, regardless of its length. Credits in ECTS can only be obtained on completion of the work required and appropriate assessment of the learning outcomes achieved.

- The allocation of ECTS credits is based on the official length of a study programme cycle. The total workload necessary to obtain a first-cycle degree lasting officially three or four years is expressed as 180 or 240 credits.

- Student workload in ECTS includes the time spent in attending lectures and seminars, carrying out independent study, and preparing and taking examinations, etc.

- Credits are allocated to all educational components of a study programme (such as modules, courses, placements, dissertation work, etc.) and reflect the quantity of work each component requires in relation to the total quantity of work necessary to complete a full year of study in the programme concerned.

European Higher Education Area
The European Higher Education Area is a common qualification framework which is expected to emerge from the Bologna process.

European Neighbourhood Instrument (ENI)

The European Neighbourhood Instrument (ENI) is the financial arm of the European Neighbourhood Policy, the EU's foreign policy towards its neighbours to the East and to the South. The main objective of the ENI is the mutual interest of the EU and its neighbours in promoting reform, the rule of law, stable democracies and prosperity – prosperity, security and stability - throughout the neighbourhood of the enlarged European Union. The ENI is a "policy driven" instrument that operates in the framework of the existing bilateral agreements between the Community and the neighbouring countries.

European Parliament
The European Parliament is the directly elected expression of political will of the peoples of the European Union. Together with the Council, the Parliament adopts legislation, approves the European Union's budget and monitors the execution of the European Union's common policies.

European Qualifications Framework for lifelong learning (EQF)
The EQF is a common European reference framework which links countries' qualifications systems together, acting as a translation device to make qualifications more readable and understandable across different countries and systems in Europe. It has two principal aims: to promote citizens' mobility between countries and to facilitate their lifelong learning.

The EQF relates different countries' national qualifications systems and frameworks (see National Qualifications Framework - NQF) together around a common European reference, namely the eight reference levels. The levels span the full scale of qualifications, from basic (Level 1, for example school leaving certificates) to advanced (Level 8, for example Doctorates) levels. As an instrument for the promotion of lifelong learning, the EQF encompasses all levels of qualifications acquired in general, vocational as well as academic education and training. Additionally, the framework addresses qualifications acquired in initial and continuing education and training. The eight reference levels are described in terms of learning outcomes (see Learning outcome).

Exploitation of results
Exploitation consists of "mainstreaming" and "multiplication". Mainstreaming is the planned process of transferring the successful results of programmes and initiatives to appropriate decision-makers. Multiplication is the planned process of convincing individual end-users to adopt and/or apply the results of programmes and initiatives.

Grant-holder (see beneficiary)

Grant coordinator (see beneficiary)

Higher Education
Higher Education corresponds to all types of courses of study, or sets of courses of study, training or training for research at the post-secondary level which are recognized by the relevant national authorities of a participating country as belonging to its higher education system.

Higher Education Institution (HEI)
A higher education institution is a state recognised post-secondary educational and vocational training establishment, which offers, within the framework of advanced education and training, qualifications or diplomas of that level, regardless of what such an establishment is called ("university" or "polytechnic", "college" or "institute").

Individual Experts
Individual Experts are individuals invited to participate in specific CBHE project activities at the request of the consortium members and who are not employed by any of the consortium member institutions.

Instrument for Pre-Accession Assistance (IPA)
The Instrument for Pre-Accession Assistance (IPA) is the Community's financial instrument for the pre-accession process. Assistance is provided on the basis of the European Partnerships of the potential candidate countries and the Accession Partnerships of the candidate countries, namely the Western Balkans and Turkey. IPA is a flexible instrument and provides assistance which depends on the progress made by the beneficiary countries and their needs as shown in the Commission's evaluations and annual strategy papers.

International Contact Point (ICP)
International contact points (ICP) are contact and information points located in each of the Erasmus+ Programme Countries. They inform the public about the programme, offer assistance and advice to potential applicants and actual participants; they can provide useful information about the particularities of national education systems, visas requirements, credit transfers, and other tools. ICPs are supported by the authorities of the countries concerned.

Joint Degree

A joint degree is a single diploma issued by at least two higher education institutions offering an integrated programme and recognised officially in the countries where the degree-awarding institutions are located.

Learning outcome

A learning outcome is defined as a statement of what a learner knows, understands and is able to do on completion of a learning process. This concept emphasises the results of learning rather than focusing on inputs such as length of study. Learning outcomes are specified in three categories – as knowledge, skills and competence. As a result, qualifications capture a broad scope of learning outcomes, including theoretical knowledge, practical and technical skills, and social competences where the ability to work with others is crucial.

Lifelong learning (LLL)

Lifelong learning is a term that is widely used in a variety of contexts. It recognises that learning is not confined to childhood or the classroom, but takes place throughout life and in a wide range of situations (including workplace).

Lisbon Strategy

During the meeting of the European Council in Lisbon (March 2000), the EU Heads of State or Government launched the "Lisbon Strategy" aimed at making the European Union (EU) the most competitive economy in the world and achieving full employment by 2010. This strategy, developed at subsequent meetings of the European Council, rests on three pillars:

- An economic pillar preparing the ground for the transition to a competitive, dynamic, knowledge-based economy. Emphasis is placed on the need to adapt constantly to changes in the information society and to boost research and development.

- A social pillar designed to modernise the European social model by investing in human resources and combating social exclusion. The Member States are expected to invest in education and training, and to conduct an active policy for employment, making it easier to move to a knowledge economy.

- An environmental pillar, which was added at the Göteborg European Council meeting in June 2001, draws attention to the fact that economic growth must be decoupled from the use of natural resources.

Education is seen as a major element in that process and the ambition is to make Europe a world leader in the quality of the education and training it provides. This ambition leads to the modernisation of Europe's education and training systems.

The goals of the Lisbon Strategy and their implications for higher education are closely linked with the objectives of the Bologna Process. Areas where these goals affect higher education systems include in particular: enhancing quality in HE across Europe; removing barriers to student and teacher mobility; promoting lifelong learning and guidance; and encouraging language learning.

Mediterranean countries

The term refers to the following countries: Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Syria, Palestine and Tunisia.

Mobility

Mobility means moving physically to another country, in order to undertake study, work experience, research, other learning or teaching or research activity or related administrative activity, supported as appropriate by preparation in the host language.

National Qualifications Framework (higher education) (NQF)

A National qualifications framework is the single description, at national level or a particular level of an education system. In particular it clarifies and explains the relationship between higher education qualifications. National qualifications frameworks are internationally understood and clearly describe all qualifications and other learning achievements in higher education and relate them coherently to each other (see also European Qualifications Framework for lifelong learning - EQF).

National Erasmus+ Office (NEO)

National Erasmus+ Offices are contact and information points located in each of the Partner Country. They inform the public about the programme, offer assistance and advice to potential applicants and actual participants and provide feedback on programme implementation to the Commission and might be consulted during the selection process; they can provide useful information about the particularities of national education systems, visas requirements, credit

transfers, and other tools. NEOs are financially supported by Erasmus+ KA2 - Capacity Building in Higher Education action.

Partner (see consortium member or partner)

Partner Countries
These are countries which do not participate fully in the Erasmus+ Programme, but which may take part (as partners or applicants) in certain Actions of the Programme. The list of Erasmus+ Partner Countries is described in Part A of this Guide, section "Who can participate in the Erasmus+ Programme".

Programme Countries
The term "Programme Countries" is used for EU and non EU countries that have established a National Agency which participate fully in the Erasmus+ Programme. The list of Erasmus+ Programme Countries is described in Part A of this Guide, section "Who can participate in the Erasmus+ Programme".

Project coordinator (see beneficiary)

Promotion and awareness raising
Promotion and awareness raising is used primarily in the context of publicising the existence of programmes and initiatives, their aims, objectives and activities and the availability of funding for given purposes. This definition excludes the publicising of results. As such, promotion and raising awareness occurs primarily before and during the actual implementation of the programmes or initiatives.

Quality assurance
This is an all-embracing term referring to an ongoing, continuous process of evaluating (assessing, monitoring, guaranteeing, maintaining, and improving) the quality of a higher education system, institution or programme.

University (see Higher Education Institutions)

Western Balkan countries
Corresponds geographically to the following countries: Albania, Bosnia and Herzegovina, Croatia, Republic of North Macedonia, Montenegro, as well as Kosovo under UNSC Resolution 1244/99.

See also Annex III of the [Erasmus+ Programme Guide 2020](#).