ERASMUS+ Key Action 2

Capacity Building in the field of Higher Education

How to Prepare a Competitive Project Proposal

**National Erasmus+ Office – Jordan: http://erasmus-plus.org.jo/en/**

December 2019

- ✓ **Project and project proposal**

- ✓ Elements of a proposal

- ✓ Relevance of the project

- ✓ National and/or Regional Priorities

- ✓ Quality of the project design and implementation

- ✓ Project description, logical framework matrix (LFM)

- ✓ Preparing the budget

- ✓ Quality of the project team and cooperation arrangements

- ✓ Impact and Sustainability

- ✓ Eligibility criteria and award criteria

- ✓ Hands-on practical working groups/ Presenting work groups outputs and peer review

- ✓ Factors of success and tips to bear in mind

- ✓ References

From a project idea to a successful proposal
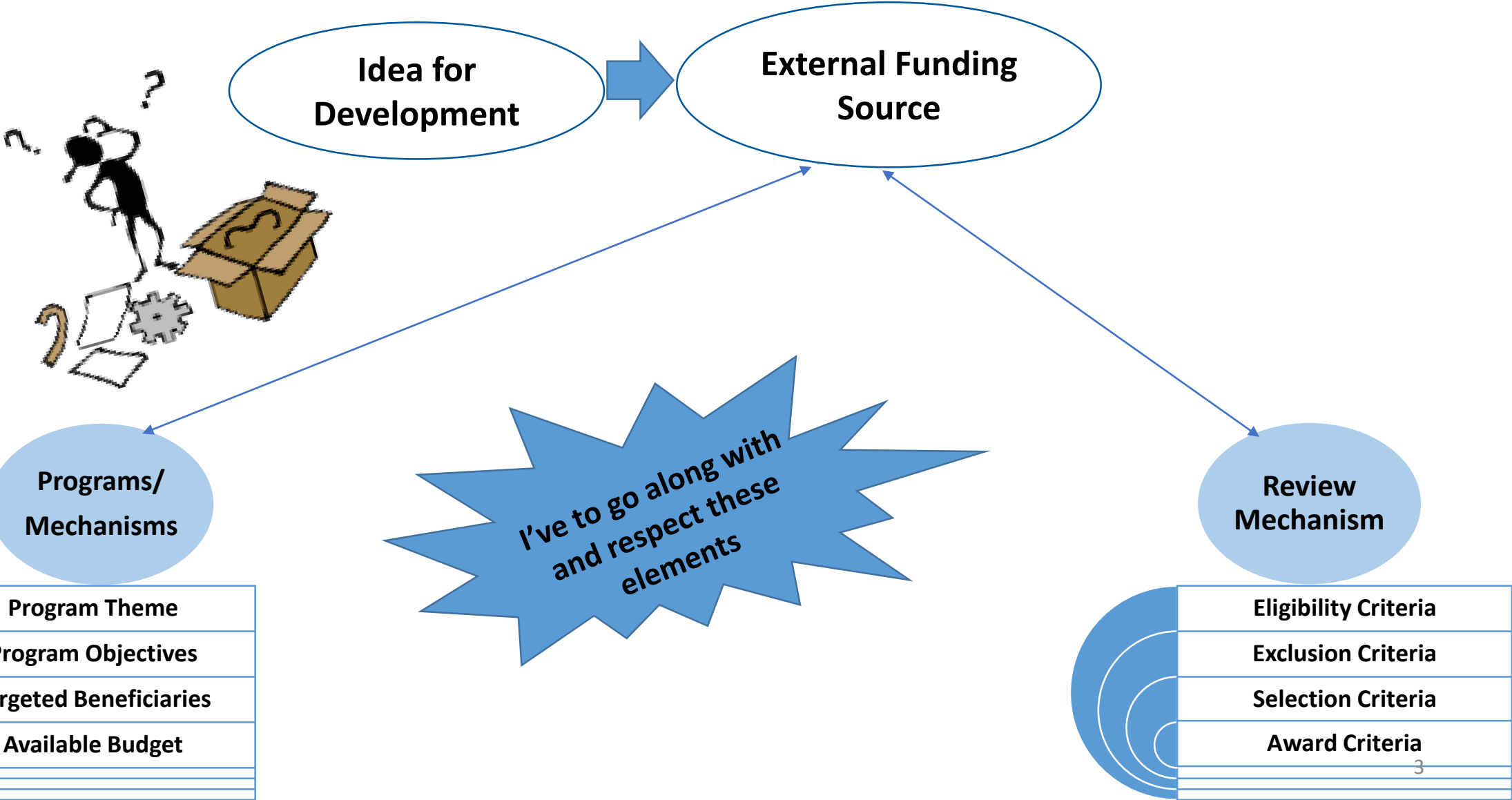
A **successful proposal** <u>demonstrates</u> that the combination of all its elements will produce **concrete and sustainable results** for the benefit of all the parties concerned.

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A project can be defined as a series of activities and tasks that:
- has a specific objective to be completed within certain specifications
- has defined **start** and **end** dates
- has funding limits
- Consume resources (i.e., money, people, equipment)
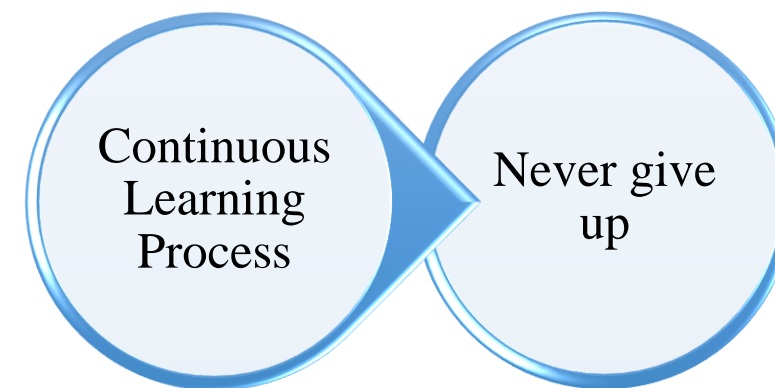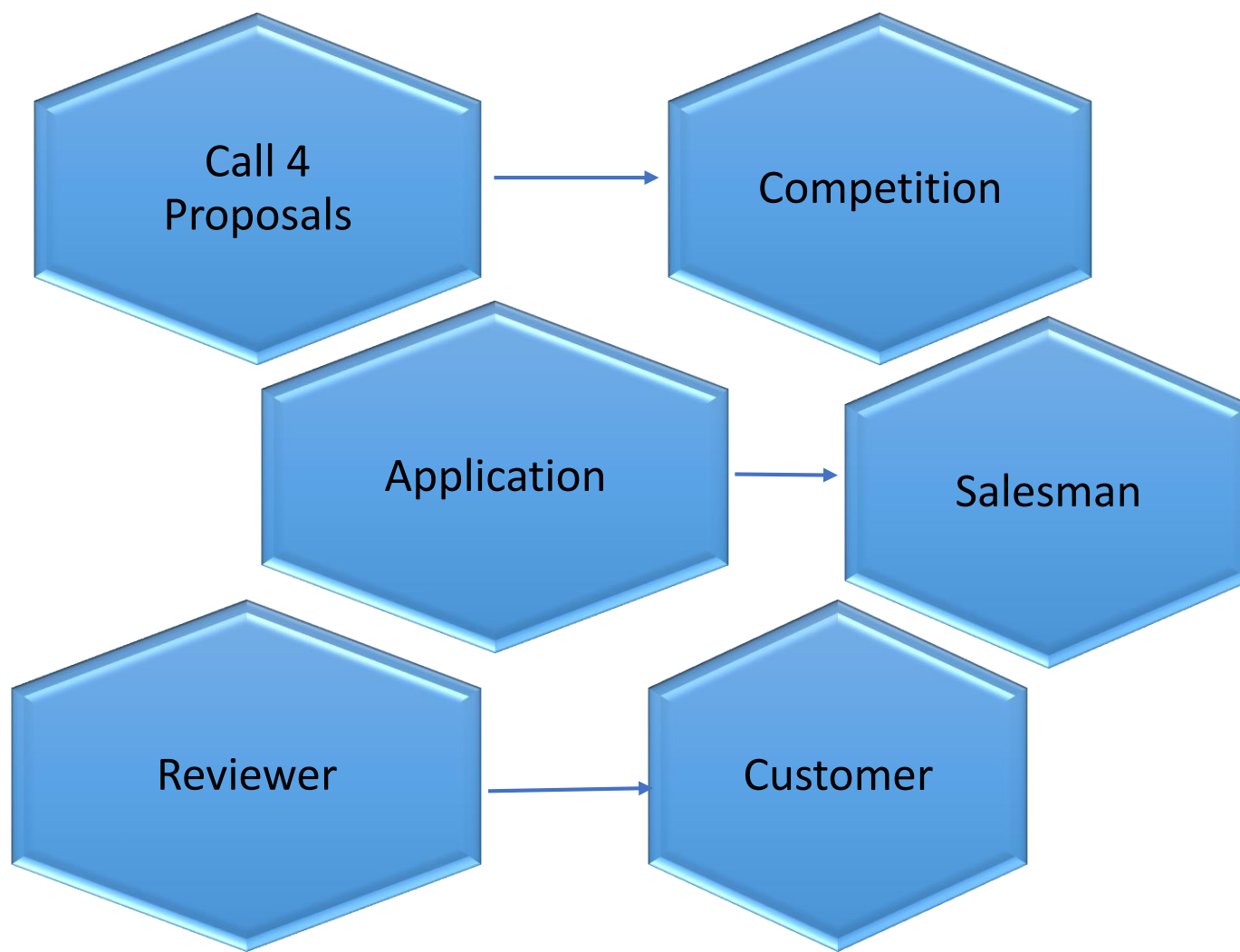
What is a project proposal?

It is...
- a complex, risky job
- composed of different modules
- usually is based on a contract where the delivery of results is requested

A Proposal …

Call 4 Proposals → Competition

Application → Salesman

Reviewer → Customer

Continuous Learning Process → Never give up

Think about the Review Process

Do reviewers read every word? → Time Constraints → Clear Answers → Attention Grabbing → First Paragraph/Page

What will be accomplished?

Why is it worth accomplishing?

How will the accomplishments be measured?

Think about the Reviewers

Why reviewers offer their services?

Technical

Non Technical

How will your project enhance your field?

How will your project enhance education?
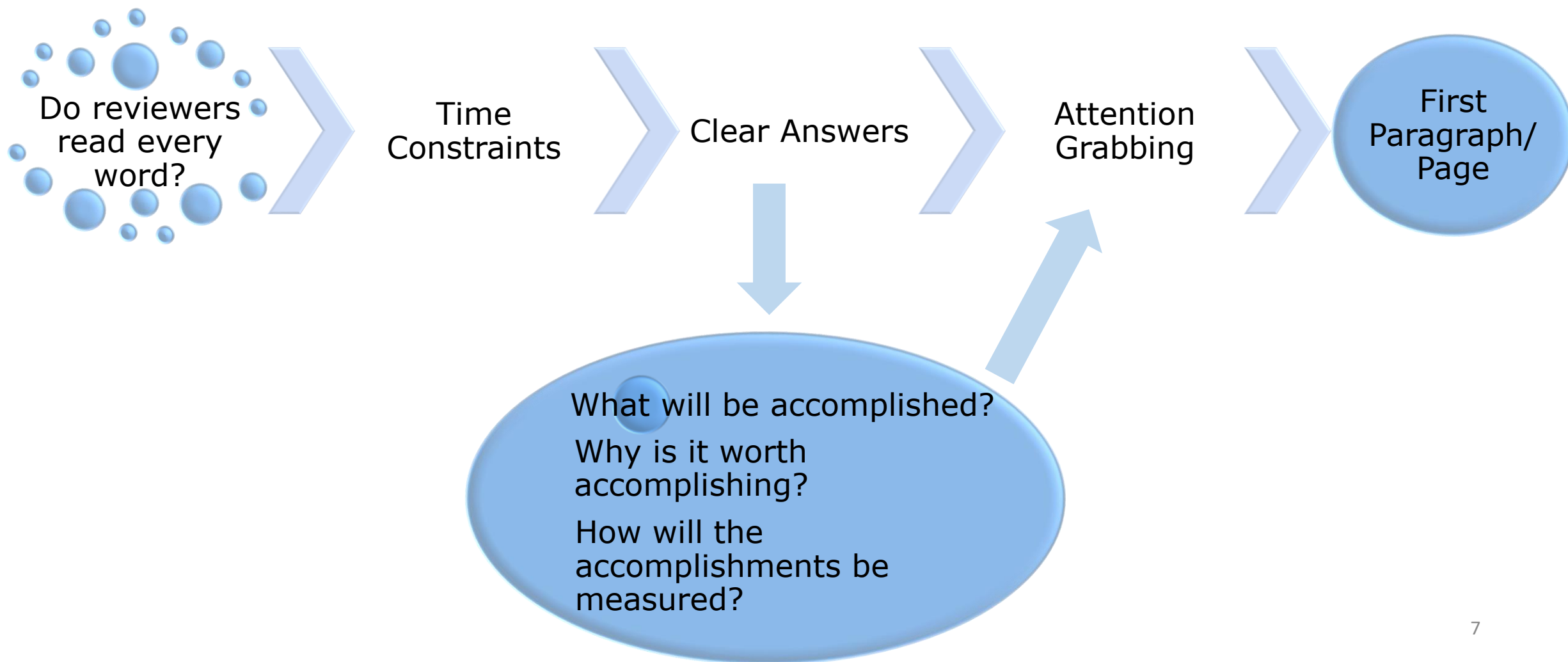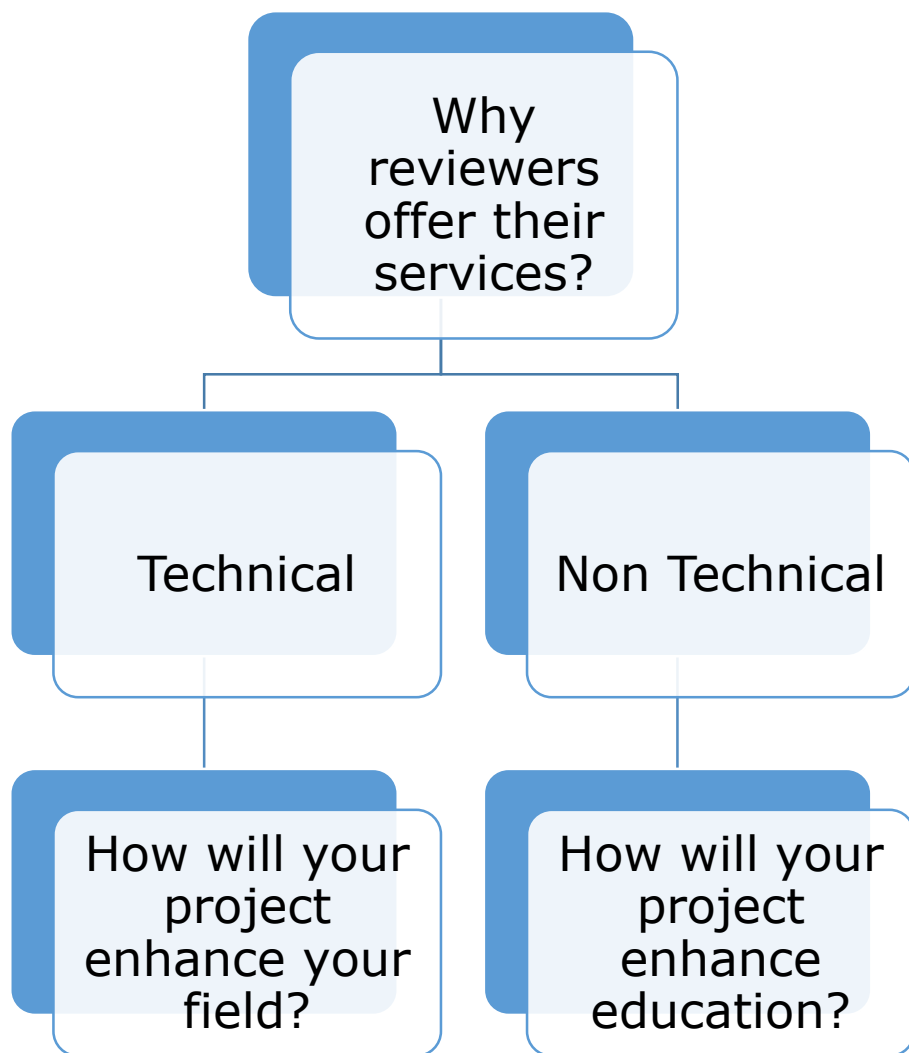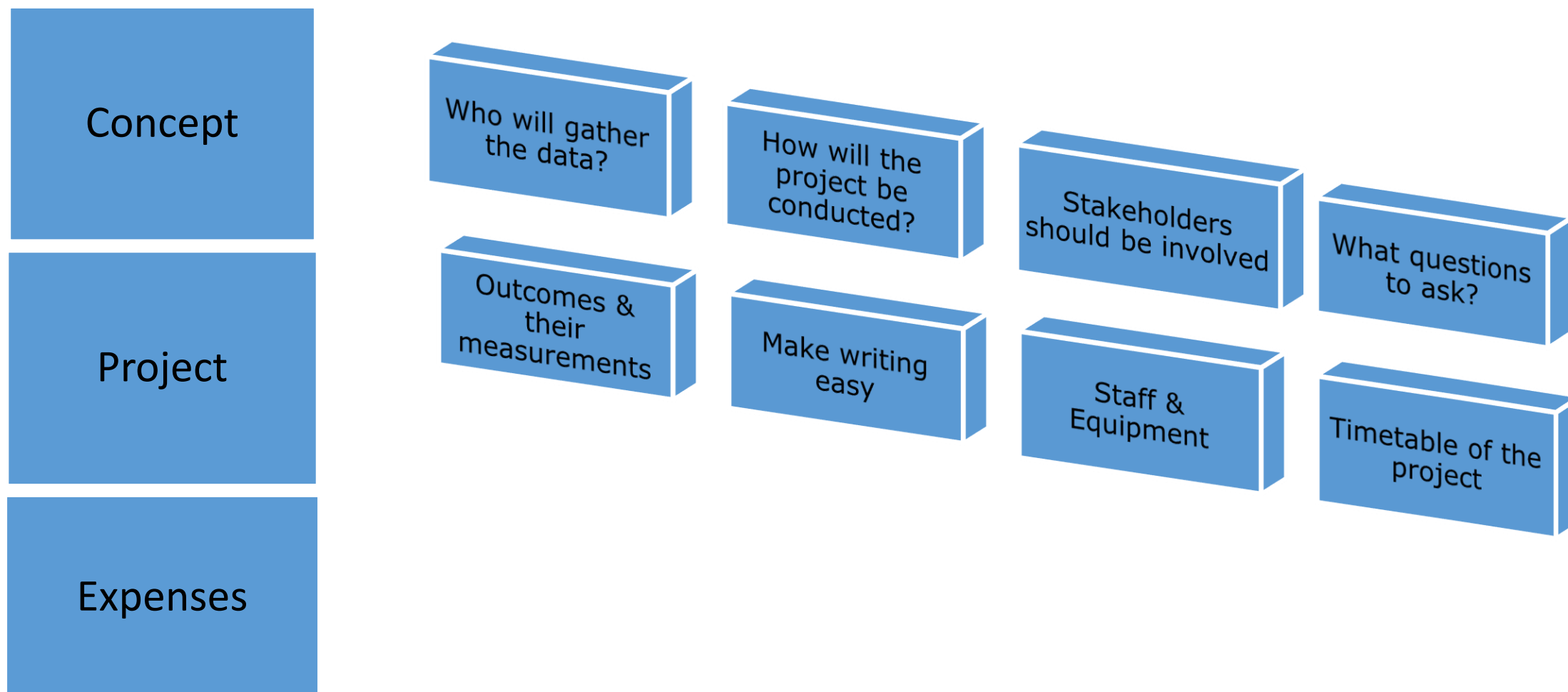
➢ **Simple/straightforward writing**

➢ **Show enthusiasm**

Do **NOT** fatigue the reviewers

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Gathering Background Information

Concept

Project

Expenses

Who will gather the data?

How will the project be conducted?

Stakeholders should be involved

What questions to ask?

Outcomes & their measurements

Make writing easy

Staff & Equipment

Timetable of the project

Or in plain English…

o What do you want to do?
o Why do you want to do it?
o Why is it important?
o Who has done similar work?
o How are you going to do it?
o How long will it take?
o Why now?
o Why me?

✓ Project and project proposal

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✓ Factors of success and tips to bear in mind

✓ References

Elements that make a project proposal!!

- Project title & acronym

- Applicant/ Grant holder

- Consortium/Project partners

- Description of the project/ Summary

- **Relevance of Project/ Why?**

✓ Needs analysis/ Target groups

✓ National and/or Regional Priorities

✓ Aims and objectives (Wider & specific)

✓ Innovative character and previous experience

✓ European added value and cross regional cooperation

- **Quality of the project design and implementation**

✓ Project activities and methodology

✓ Quality control and monitoring

✓ Budget and cost effectiveness

✓ Logical Framework Matrix

✓ Project work plan and work packages

- Quality of the project team and cooperation arrangements

✓ Background of partnership and proposal preparation

✓ Cooperation arrangements, communication and management

✓ Organizations and activities

- Impact and Sustainability

✓ Dissemination and exploitation

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**ACCEPTANCE
eForm**

Erasmus+

Form version : 1.4.0.4 EN Adobe Reader version : 17.01130106

National Erasmus+ Office
Jordan

KA2 - Cooperation for innovation and the exchange of good practices

Capacity Building in Higher Education

Before you begin completing this eForm:

- Test your connection to the Agency's online submission service. Click on the 'Test your connection' button in the footer of the eForm. This is not to submit your form but merely to test that your software settings and internet connection allow an application to be submitted. If having clicked on this button, you do not receive a confirmation that your connection was successful, please consult the 'Known Issues' section of the eForm homepage. Here you can find, amongst other things, advice on internet settings and Adobe (Reader or Acrobat) security settings, either of which can prevent a successful connection to the Agency's online submission service. Please note that, if after performing a successful test, you move your eForm to a different computer or upgrade your version of Adobe Reader, you will need to perform the test again. This is because the original test result will no longer be valid. For a fuller description of how the 'Test your connection' function works please consult the eForm User Guide.

- Check that you have the latest available version of the eForm. In the event of a significant eForm problem arising, the Agency may decide to make available an updated i.e. corrected version of the eForm. The latest version number of each eForm is displayed on the eForm homepage whilst specific details of any problem and its impact would be published on the funding opportunity webpage of the programme concerned.

These resources and other useful links can be found in a table located at the end of this eForm. *Click to access table.*

Programme :	Erasmus+
Key Action :	Cooperation for innovation and the exchange of good practices
Action :	Capacity Building in higher education
Action Type :	Joint Projects
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 * :	

Annexes:

- Detailed description of the project

- Budget table

- Declaration of Honor

- Mandates

Project title & acronym

- Introducing Recent Electrical Engineering Developments into undergraduate curriculum (IREEDER)

- eMaster in Water Resources Engineering (eMWRE)

- Establishment of Intercalated Program in Basic Medical Sciences in Jordan (iBMS-JO)

- MEDiterranean countries: Towards Internationalization at Home (MED2IaH)

- Developing a Multidisciplinary Diploma on Art Therapy in Health Education (HEALING)

- Neurodevelopmental Care for Refugees (NeuCaRe)

- Traditional craft Heritage training, design and marketing in Jordan and Syria (HANDS)

- Enhancing Teaching, Learning and Graduate Employability through University-Enterprise Cooperation (ELEGANT)

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Description of the project / Summary

Most Important

Snapshot of what follows

I just need the main ideas

- **Problem & Solution**
- **Reason of the Project**
- **Outputs / Results**
- **Impact**

Remember: **Attention Grabbing**

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Relevance of the project / Why?

The Problem

Actual Situation

GAP

Desired Situation

What is causing the gap?

How might the gap be closed?

Questionnaire, Interviews, etc.

Many gaps will not be solved by training

Needs Analysis

The picture you paint should not be so ugly that the solution appears hopeless.

The reviewer will wonder whether an investment in a solution will be worthwhile.

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Erasmus+ CBHE Jordan Priorities: Category 1- 10 Subject Areas (for curriculum development projects)
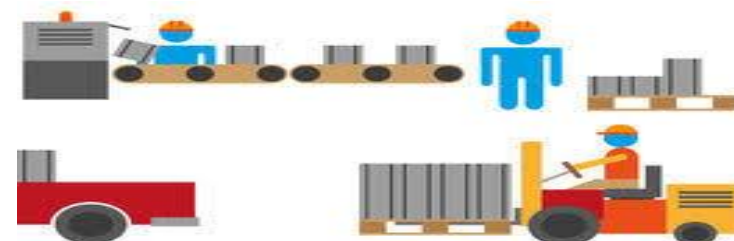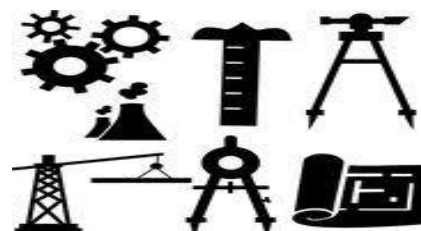
CBHE Jordan Priorities:
Categories 2- Improving management and operation of Higher Education Institutions
Category 3 - Developing the higher education sector within society at large

6 steps to Good Project Proposal

1. Context

2. Needs Analysis

3. Wider Objective

4. Specific Objective(s)

5. Phases, Work Plan, Activities, Inputs, etc.

6. Dissemination & Sustainability, Quality Control, Budget, etc.

Constraints

✓ **Partners**

✓ **Assumptions**

✓ **Risks**

✓ **Resources**

✓ **Time Frame**

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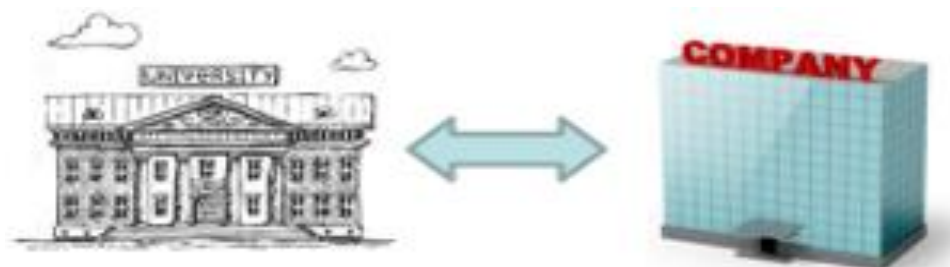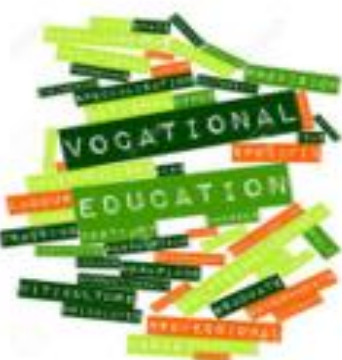
Innovative Character and previous experience

- Avoid criticizing others.
- Show that you are aware and in good terms with others.
- Funding agencies are interested in collaboration **(why no collaboration)?**
- Your work should at least complement and NOT duplicate others.

✓ Project and project proposal

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Project Description (Goal/ Aim ← → Objective)

- Goal: Conceptual – more abstract.
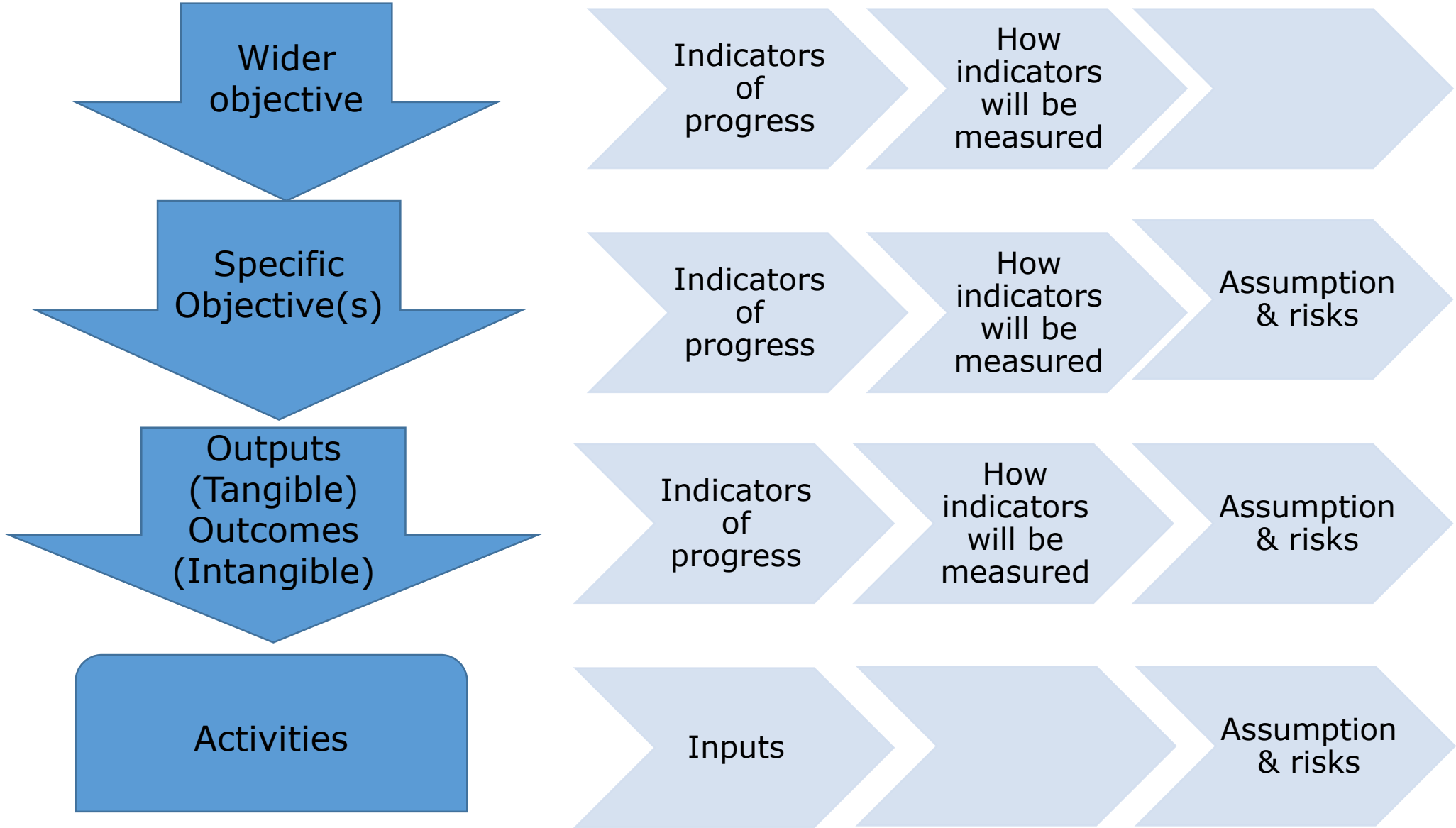- Objective: measurable outcomes of the project

(Specific– Measurable– Achievable– Realistic– Time Bound)

SMART

- **Example:**
  - Goal/ Aim: Our evening computer classes will help students make better use of computers.
  - Objective: Our evening six months computer classes will help 20 participating students to sit for the International Computer Driving License (ICDL) and make better use of computers.

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Logical Framework Matrix (LFM)

E.4 Logical Framework Matrix – LFM

Wider Objective: *What is the general objective, to which the project will contribute?*	**Indicators of progress:** *What are the key indicators related to the wider objective?*	**How indicators will be measured:** *What are the sources of information on these indicators?*		
Specific Project Objective/s: *What are the specific objectives, which the project shall achieve?*	**Indicators of progress:** *What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objectives are achieved?*	**How indicators will be measured:** *What are the sources of information that exist and can be collected? What are the methods required to get this information?*	**Assumptions & risks** *What are the factors and conditions not under the direct control of the project, which are necessary to achieve these objectives? What risks have to be considered?*	**How the risks will be mitigated:**
Outputs (tangible) and Outcomes (intangible): *Please provide the list of concrete DELIVERABLES - outputs/outcomes (grouped in Work packages), leading to the specific objective/s.:*	**Indicators of progress:** *What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?*	**How indicators will be measured:** *What are the sources of information on these indicators?*	**Assumptions & risks** *What external factors and conditions must be realised to obtain the expected outcomes and results on schedule?*	**How the risks will be mitigated:**
Activities: *What are the key activities to be carried out (grouped in Work packages) and in what sequence in order to produce the expected results?*	**Inputs:** *What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications etc.?*		**Assumptions |& risks** *What pre-conditions are required before the project starts? What conditions outside the project's direct control have to be present for the implementation of the planned activities?*	**How the risks will be mitigated:**

Wider objective(s)

- Expected result of the project expressed in terms of consequences
- Longer term impact of the project
- To which wider objective will the project contribute?

The LFM should answer:

- Does the LFM provide a good and concise overview of the project?
- Is this overview consistent with the following sections?

Example of a Wider Objective:

- To reform the rehabilitation sciences' higher education in Jordan through the establishment of a new interdisciplinary master program in rehabilitation sciences, that is benchmarked to high quality similar programs in Europe and responsive to national and regional needs.

Indicators of progress & their measurement

- **Indicator of progress** = Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a project.
  - Indicators must be specific and measurable
  - Ambitious but realistic targets and deadlines should be defined
  - Participation of key stakeholders in their definition is important because they are then more likely to understand and use them for management decision making

- **How indicators will be measured** = Sources and means of verification to check whether the indicators have been met
  - Information sources that are effectively available and reliable (Publications, Documents, Decisions, National / Institutional Statistics, UNESCO Reports etc.)
  - Methods to collect the information needed to assess the indicators (Monitoring, market study, questionnaires, interviews, etc.)

- Indicators allow to monitor the progress in the implementation of a project and to take necessary measures in case of difficulties

How to Create
Delightful Progress Indicators
That Do Not Annoy Users

Example for a Wider Objective: Indicators of progress & their measurement

Wider objective

Indicators of progress

How indicators will be measured

To reform the rehabilitation sciences' higher education in Jordan through the establishment of a new interdisciplinary master program in rehabilitation sciences, that is benchmarked to high quality similar programs in Europe and responsive to national and regional needs

- The new program is an active program that links academia, clinical practice and evidence-based science

- Integration of an interdisciplinary concept of rehabilitation services delivery

- Modernization of rehabilitation sciences' education, clinical practice and research

Report of program graduates who are recognized nationally and internationally as 'interdisciplinary' rehabilitation professionals equipped with 'clinical reasoning' and are highly employable

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Specific objectives

- Expected result of the project expressed in terms of results which will contribute to the achievement of the overall/ wider objective
- Initial impact, short term, of the project
- Which specific objectives should be achieved to contribute to the wider objective?

The LFM should answer:

- Are the wider objective and specific objective(s) logically connected?
- Are the project specific objectives clear, measurable and realistic?

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Example for **Specific** **Objectives**

- To improve the quality of higher education in rehabilitation sciences through the establishment of an interdisciplinary master program in rehabilitation sciences

- To improve the delivery of evidence-based clinical rehabilitation practice in Jordan

- To build the rehabilitation sciences teaching capacity at local consortium members

- To reform rehabilitation sciences' educational pedagogies through the establishment of an online clinical education system

- To build an international network of highly qualified rehabilitation sciences' professionals, through mobility of instructors, clinicians and students

Example for Specific Objectives: Indicators of progress & their measurement

Specific objectives

Indicators of progress

How indicators will be measured

- *To improve the quality of higher education in rehabilitation sciences through the establishment of an interdisciplinary master program in rehabilitation sciences*

- *To improve the delivery of evidence-based clinical rehabilitation practice in Jordan*

- *To build the rehabilitation sciences teaching capacity at local consortium members*

- A new master's program will be established and launched to public.
- National accreditation of the new master program
- High caliber students attending program and graduating with clinical reasoning and research skills.
- Enhanced quality of rehabilitation services in Jordan leading to improved clients' outcomes measures.
- Establishment of an interdisciplinary evidence-based curriculum.

- Official program approval.
- Copy of program curriculum design and detailed syllabi
- National accreditation document
- High students' satisfaction with the program
- Interdisciplinary protocols applied and adopted in clinical settings.
- Copy of national rehabilitation needs and priorities document.
- A list of on-going and/or published clinical rehabilitation studies is being conducted

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Assumption and risks

Assumption → Do nothing → No Consequence
Risk → Do nothing → Issue
I'm scary!

- **Assumptions = Desired situation**
  if an assumption is formulated in a negative way, it becomes a risk

- **Risks = External factors outside the control of the project**, but that are critical for the achievement of its objective

- Assumptions and risks analysis = elaboration of hypotheses about factors or risks which could affect the progress or success of the project

- The assumptions and risks analysis allows to identify, or to give the means to identify, the risks that could be faced and to take the necessary measure as early as possible
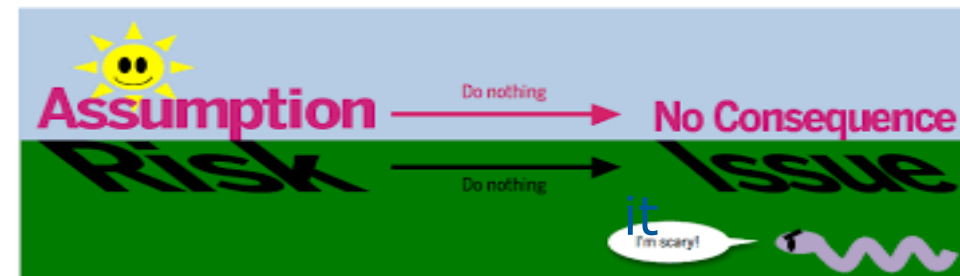
Guiding questions:
- What are the assumptions required for the achievement of the project?
- What are the risks that should be taken into account?
- What are the possible measures to limit or prevent these risks?
- Have these measures been translated in project activities whenever possible?

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Example for Specific Objectives: Assumptions and Risks

Assumptions & risks:
• What are the factors and conditions not under the direct control of the project, which are necessary to achieve these objectives? What risks have to be considered?

• SO1: To improve the quality of higher education in rehabilitation sciences through the establishment of an interdisciplinary master program in rehabilitation sciences

  ➢ Delay in establishment of program curriculum

  ➢ Disagreement on program curricular design and/or professional tracks.

• SO2: To build the rehabilitation sciences teaching capacity at the local consortium members

  ➢ Delay in the procurement of laboratory equipment.

  ➢ Delay in launching the program

  ➢ Reluctance of consortium partners to participate in all project activities and all proposed activities as set in the original project proposal

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Outputs and outcomes

**Outputs** = the products, capital goods and services which result from a project – *tangible*

Outcomes = the likely or achieved short-term and medium-term effects of project's outputs – *intangible*

The LFM should answer:
- Are the outcomes / outputs going to lead to the planned specific objectives?
- Are all outcomes and outputs quantified?
- Are there concrete dates / deadlines quoted?

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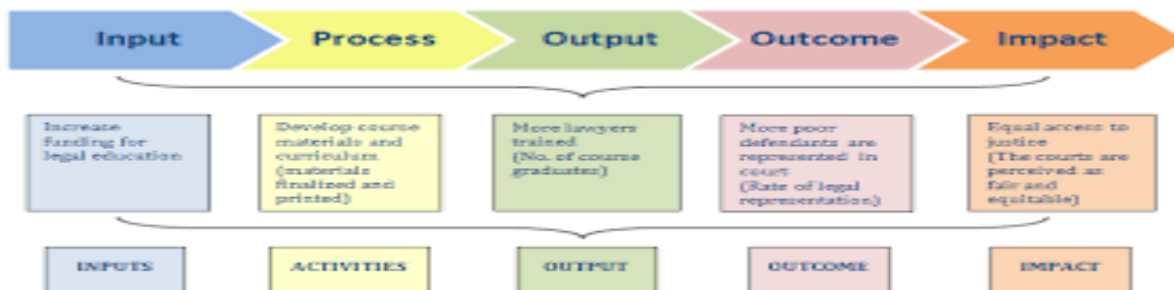
E.5 Work Plan

Please use the model provided below. Applicants are expected to complete a one-page work plan for each project year.
For each year of your proposal, please complete a work plan indicating the deadlines for each outcome and the period and location in which your activities will take place. Please create additional work plan tables if further space is needed.

The same reference and sub-reference numbers as used in the logical framework matrix must be assigned to each outcome and related activities.

Activity carried out in the Programme Country: = (E.g. activity in France for two weeks in the first month of the project 2= under M1)
Activity carried out in the Partner Country (ies):   X (E.g., activity in Tunisia for three weeks in the second month of the project: 3X under M2)

WORKPLAN for project year 1

Ref.nr/ Sub-ref nr	Activities Title	Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12

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What, when and where

- 12 months
first idea,
discuss with
colleagues,
publish

- 9 months
preliminary data

- 6 months
initial draft
work outline

- 5 months
comments from
colleagues

- 4 months
request
approval

- 2 months
write according
to guidelines;
budget details

- 1 months
complete draft,
official format

- 2 weeks
final version,
proof read,
test evaluate

- 1 week
signatures,
submission

0   2   4   6   8   10   12   14   16   18 months

deadline   negotiation

partner meeting

budget
negotiations

fine tuning
make it look one proposal

E.6 Work packages

Please enter the different project activities you intend to carry out in your project. Make sure that the information in this section is consistent with the project Logical Framework Matrix.

Work package type and ref.nr	PREPARATION		1
Title			
Related assumptions and risks			
Description			
Tasks			
Estimated Start Date (dd-mm-yyyy)		Estimated End Date (dd-mm-yyyy)	
Lead Organisation			
Participating Organisation			
Costs Please explain the necessary costs for this WP: What travels are necessary? If equipment is requested, explain why it is required. If subcontracting is necessary, explain why the task cannot be performed by the partner.			

Work packages:

1. PREPARATION
2. DEVELOPMENT
3. QUALITY PLAN
4. DISSIMINATION & EXPLOITATION
5. MANAGEMENT

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Time Frames

- **Be realistic**

Applicants tend to underestimate how long the project implementation will take
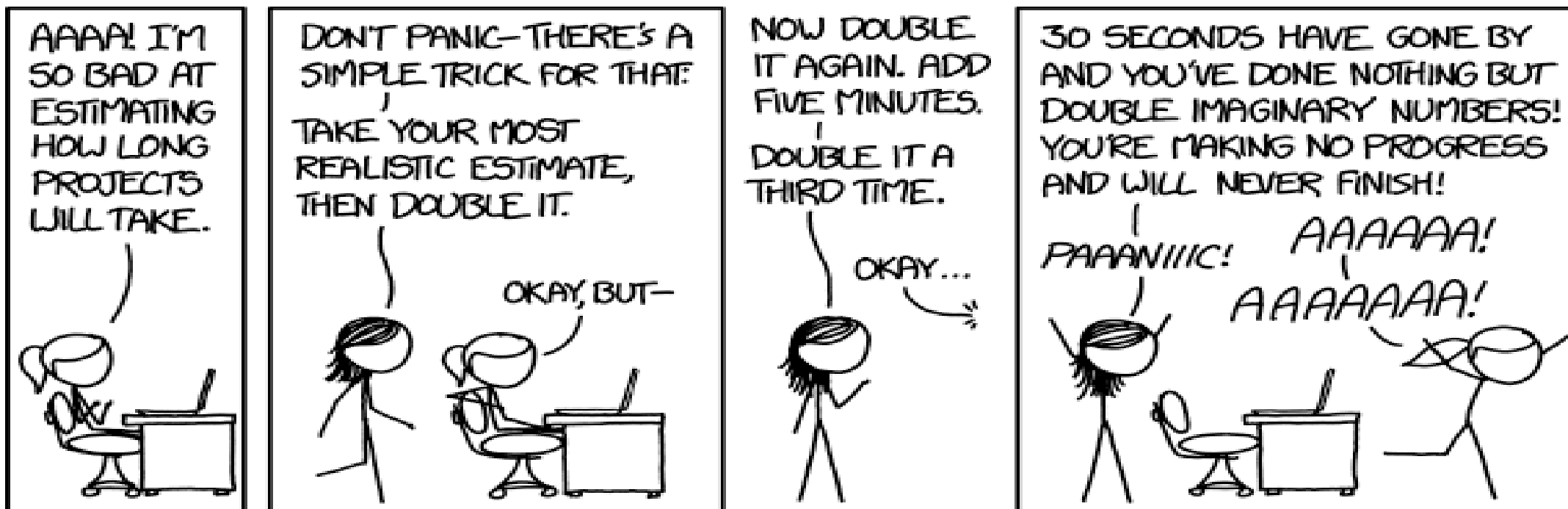
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Before completing this table please read carefully the instructions available on the EACEA website
CALL FOR PROPOSALS 2019 – EAC/A03/2018 - Erasmus+ Programme (2018/C 384/04)
Programme guide and instructions for applicants

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 Europe	0.00	Should be equal or above EUR 500.000,00 and cannot exc	

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				-	-	-	-	-	-	-
P13				-	-	-	-	-	-	-
P14				-	-	-	-	-	-	-
P15				-	-	-	-	-	-	-
P16				-	-	-	-	-	-	-
P17				-	-	-	-	-	-	-
P18				-	-	-	-	-	-	-
P19				-	-	-	-	-	-	-
P20				-	-	-	-	-	-	-

Click arrow to select Country

Overview | 1. Staff costs | 2-3-6. Travel&Costs of Stay | 4. Equipment Costs | 5. Subcontracting Costs | Co-financing | Breakdown & Proje …

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✓ References

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NEW

Consortium structure

National Projects
(1 Partner Country only + min. 2 Programme Countries)

STRUCTURAL PROJECTS:
Partner Country Ministries for HE must participate

Multi-Country Projects
(≥ 2 Partner Countries+ min. 2 Programme Countries)

Min.1 HEI from each Programme Country

Min.1 HEI from each Programme Country

Min.3 HEI from the Partner Country

Min.2 HEI from each Partner Country

Exception Syria, Libya, Russia Latin America

At least as many Partner Country HEIs as Programme Country HEIs

At least as many Partner Country HEIs as Programme Country HEIs

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Jordan

Presentation of the consortium/ project partners

- **Background of partnership and proposal preparation**
- **Cooperation arrangements, communication and management**

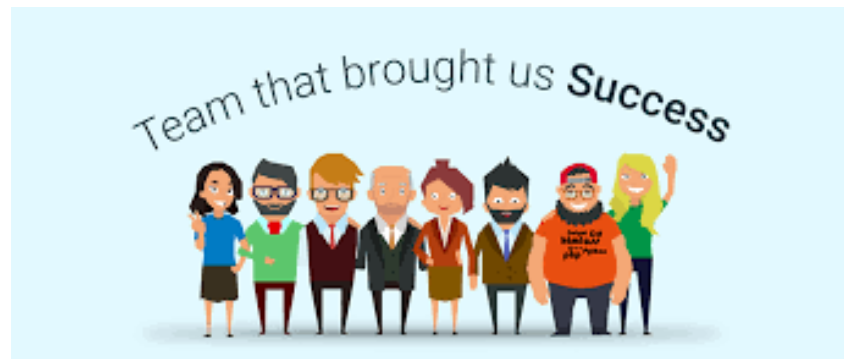**Organizations and activities: Justification of the consortium**

- **Presentation of each consortium member and each individual expert**
  - ✓Specific capacity and expertise to concretely contribute to the achievement of the project's objectives
  - ✓Previous experience in the field
  - ✓Existing cooperation
  - ✓Organizations and activities

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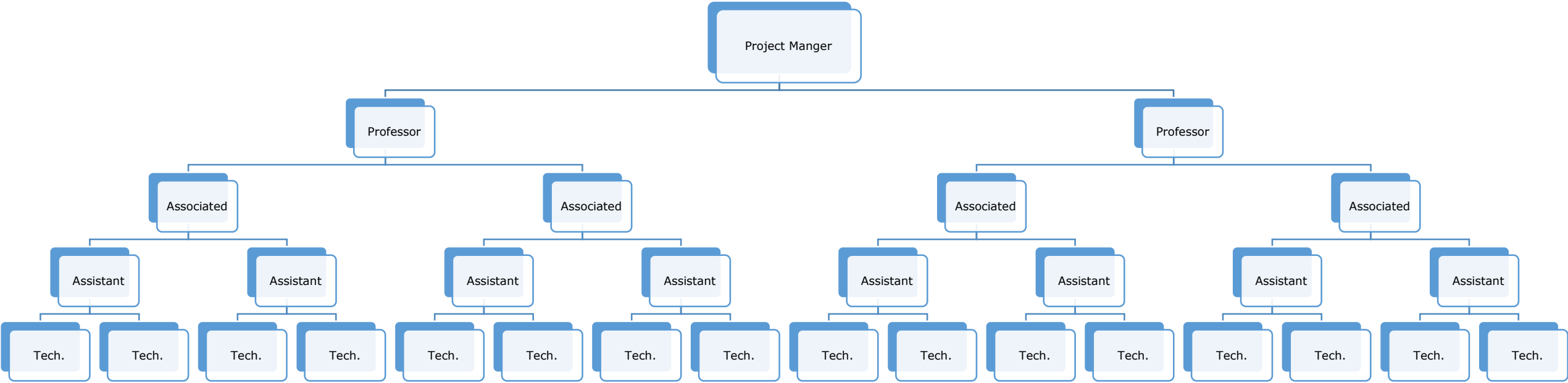Jordan

Project management

The organization of the implementation of the project and the division of tasks between the partners. Explanation of the allocation of resources for each activity. How the tasks are distributed amongst the partners and how project ownership will be ensured.

Management

- **Number – Qualification**: Specific Assignments
- **PM** (Qualifications, especially for large projects)

Tracking Responsibilities

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Team Work

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GLASBERGEN

"We've got 57 team managers, 36 project coordinators, and 63 concept implementors— not bad for a company with only 18 employees!"

"There is no 'i' in team. As leader of this team, I want that changed."

Example for a consortium of partners and their involvement

National project:

Partner country (Jordan)

1. Jordan University of Science & Technology (JUST): Grant-holder = Management

2. The University of Jordan (UJ).

3. Hashemite University (HaU).

Programme countries HEIs:

4. Oxford Brookes University (OBU), UK: Interdisciplinary clinical rehabilitation capacity training for staff

5. Hacettepe University (HU), Turkey: Program curriculum and design (QA)

6. Escola Superior de Saúde do Alcoitão (ESSA), Portugal: Rehabilitation online education system

✓ Project and project proposal

✓ **Elements of a proposal**

✓ Relevance of the project

✓ National and/or Regional Priorities

✓ Quality of the project design and implementation

✓ Project description, logical framework matrix (LFM)

✓ Preparing the budget

✓ Quality of the project team and cooperation arrangements

✓ **Impact and Sustainability**

✓ Eligibility criteria and award criteria

✓ Hands-on practical working groups/ Presenting work groups outputs and peer review

✓ Factors of success and tips to bear in mind

✓ References

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Impact

PART G – Impact and Sustainability

G.1 Expected impact of the project

Please explain which target groups will use the project outputs /products /results. Describe how the target groups will be reached and involved during the life of the project and afterwards and how the project will benefit the target group at local, regional, national and/or regional level. Please structure your description according to the different levels of impact and stakeholders.

#	Project results	Who will they impact at national, regional level?	How?
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

Please insert rows as necessary

Impact is defined as the effect of the project on its wider environment and its contribution to the achievement of the project's overall objective as well as to changes, positive, negative or neutral, at different levels:

- Impact at individual level
- Impact at institutional level
- Impact on the HE sector
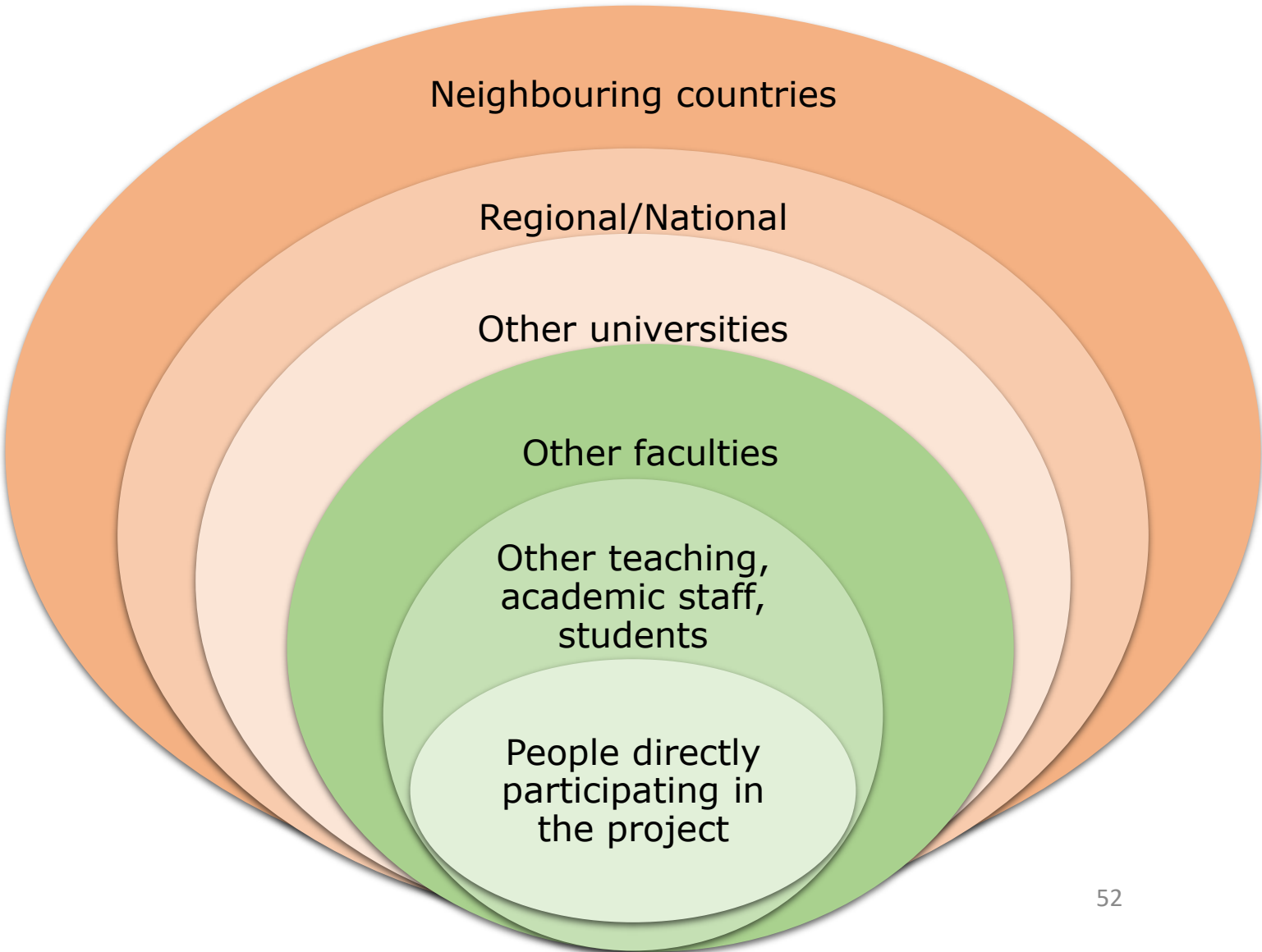- Impact on the society as a whole

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Dissemination

G.2 Dissemination and exploitation strategy

Please explain how the dissemination will be organised during and after the project's lifetime. Define each target group and what communication channels will be used to reach them and when.

Target Group	Means of Communication to Reach These Target Groups	When	Indicators to measure the effectiveness of the means of communication

Please insert rows as necessary

Neighbouring countries

Regional/National

Other universities

Other faculties

Other teaching, academic staff, students

People directly participating in the project

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Sustainability

G.3 Sustainability

Explain how exploitation activities will ensure optimal use of the results within the project's lifetime and afterwards. Explain how the impact of the project will be sustained beyond its lifetime. Please list the outcomes that you consider sustainable and describe the strategy to ensure their long lasting use beyond the project's lifetime. Also explain how the results will be mainstreamed and multiplied at national/regional level. Describe the strategy foreseen to attract co-funding and other forms of non-EU support for the project.

Sustainable Outcomes	Strategy to ensure their sustainability	Resources necessary to achieve this	Where will these resources be obtained?

- **Funding agencies do not commit to funding forever.**
- **Education enhancement projects do not have finite time period.**
  - Capacity building (Young Staff Training)
  - Institution Commitment (Cost sharing – Approval of courses/curricula)
  - Commitment of other sources of funding (Industry)

- ✓ Project and project proposal

- ✓ Elements of a proposal

- ✓ Relevance of the project

- ✓ National and/or Regional Priorities

- ✓ Quality of the project design and implementation

- ✓ Project description, logical framework matrix (LFM)

- ✓ Preparing the budget

- ✓ Quality of the project team and cooperation arrangements

- ✓ Impact and Sustainability

- ✓ **Eligibility criteria and award criteria**

- ✓ Hands-on practical working groups/ Presenting work groups outputs and peer review

- ✓ Factors of success and tips to bear in mind

- ✓ References

Common requirements for all Erasmus+ International dimension – Centralised Actions

➢ Submission on-line to EACEA
➢ eForm (& Annexes)
➢ Criteria

❖ Eligibility Criteria
✓ Exclusion Criteria
✓ Selection Criteria
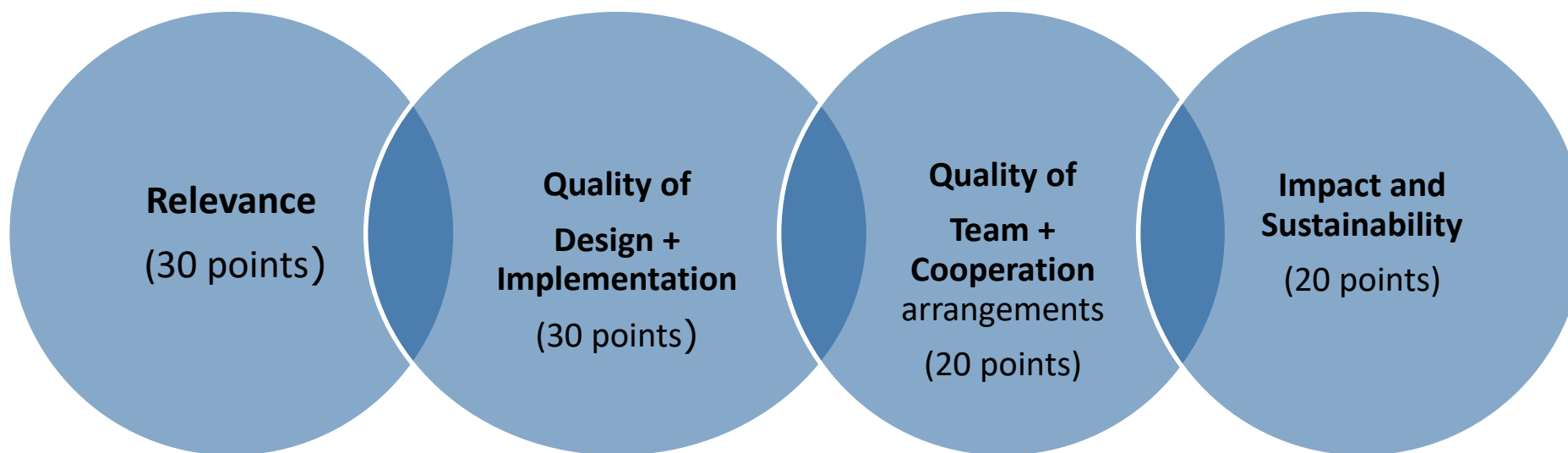❖ Award Criteria

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Eligibility criteria

Most of eligibility criteria (see E+ Programme Guide – CBHE action) are featured in the e-form; following criteria are double checked by the Agency staff:

➢ Formal submission requirements

➢ Grant size (and duration)

➢ Applicant, Partners and Partnership requirements (number of partners, status of the grant applicant & partners, etc.)

It does not matter how well the project has been designed if it does not fulfil the eligibility criteria: this will lead to the **automatic rejection** of the proposal
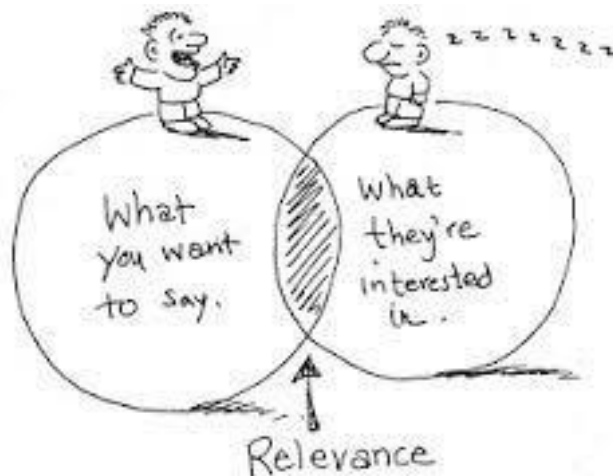
What is assessed? Award Criteria

Relevance (30 points)

Quality of Design + Implementation (30 points)

Quality of Team + Cooperation arrangements (20 points)

Impact and Sustainability (20 points)

To be considered for funding, proposals must score at least 60 points in total and out of these points at least 15 points for "Relevance"

Award Criteria

Relevance

> How clearly the project addresses **the Programme objectives and National / Regional priorities (thematic or geographical) and development needs**

> **Needs analysis** and presentation of specific problems addressed

> Definition of **target groups**

> What is **innovative or complementary to other projects**

> **European added value of the project:** why similar results could not be achieved through national, regional or local funding

KEY MESSAGE

Relevance

A preliminary needs analysis before writing a proposal (only a more in-depth analysis planned in the project)

Specific needs / problems at all relevant levels:

–**Regional** (where applicable)**:** common needs

–**national level:** each of the Partner Countries involved

–**institutional level:** each of the participating Partner Organizations

–**individual level:** students, staff, …

Weaknesses: Missing Evidence to underpin a needs analysis and specific data sources (statistics such as unemployment rates from an official publication, findings from a survey on a specific topic)

KEY MESSAGE   Relevance

- **Identify (and quantify) clearly the target groups / beneficiaries in the Partner Country/ies**

Weaknesses: target groups identified vaguely and / or not quantified or difficult to demonstrate (and assess) the impact of the project

- **Identify the priority and link them with the Partner Country national or institutional strategy/ies**

Weaknesses: Projects which DO NOT CLEARLY ADDRESS the priorities are NOT FUNDED. Make sure your proposal shows how both its objectives and results address the chosen priorities.

Award Criteria

Quality of Design and Implementation

➢ What are your **wider and specific objectives**?

➢ **Consistency between project objectives, activities and expected results**

➢ **Work plan / implementation schedule**

➢ **Budget and cost-effectiveness**

➢ Overall consistency of the project and project **methodology**

➢ **Quality measures/assurance** of the project and

Risk management/contingency measures

KEY MESSAGE   Quality assurance

External QA: external evaluation of the project; accreditation of a programme/course by a national body

Internal QA: on-going monitoring; approval of a programme course by a faculty / department body; internal review of outputs by a Project Quality Committee; a satisfaction survey among project participants

QA mechanisms

➢ academic and administrative/management aspects of the project

➢ results (e.g. a newly developed / modernised programme / course), and processes (e.g. project management)

Award Criteria

Quality of Team and Cooperation

➢ Specify the **partners expertise, competences and roles in the project**

➢ Underline **complementary skills,** directly relating to the planned project activities

➢ **Distribution of tasks,** including active participation of Partner Country institutions

➢ **Cooperation, effective communication and project management arrangements**

➢ **Planned measures to ensure communication**

➢ **Ensure regional dimension**

KEY MESSAGE   Partners and Key Staff

☞ Partners to be chosen on the basis of their **specific and complementary expertise. NEWCOMERS are recommended**

☞ **More than 1 key staff member** at each Partner Organization to avoid the risk of unavailability

☞ Complementarity of key staff at the Partner organisations covering expertise in **both academic/content-related aspects** of the project and **project management**

☞ **Presentation** of the Partners and their key staff:

▪ focus on the activities of the Partner Organisations and the expertise of staff which are **specifically related to the project**,

▪ **complementarity between the Partners** and their expertise to be highlighted

KEY MESSAGE   Management

- **Management arrangements** <u>at all relevant levels</u>: international / project level, national / Partner Country level and institutional / local level (each Partner Organisation)

- **Decision-making process:** who will take decisions on what matters, and how (e.g. consensus or majority voting)

- **Bodies** to be established at each relevant level: composition and specific responsibilities of each body and relationships between them

- **Mechanisms for resolving conflicts among the Partners**

Important to ensure and demonstrate in the proposal that:

> *<u>all Partner Organisations</u> are involved in the project management body and decision-making as <u>equal partners</u>*

> *the role of the Applicant / Coordinator is not too dominant ➔ a sense of ownership across the consortium*

Award Criteria

Impact and sustainability

- ➢ **Expected impact:** at different levels

- ➢ **Dissemination strategy** including outputs to be disseminated, target groups, dissemination tools & activities

- ➢ **Sustainability** at three levels including **financial, institutional and political**

- ➢ **Evidence of impact:** institutional / national level at the Partner Countries

KEY MESSAGE   A good sustainability strategy

✓ ⇨ **specifies the project results** to be maintained and **activities** to be continued after the end of project funding

✓ ⇨ envisages **specific measures** to ensure **sustainability at 3 levels**: institutional, financial and policy levels

✓ ⇨ plans such activities **as early as possible** in the project

✓ ⇨ involves **faculty / institutional and / or national authorities** (if they are not represented in the project) to ensure their support for project results (e.g. through regular update meetings or consultations)

Key messages

- **Avoid overlapping** with existing projects in the same subject area/priorities
- **Ensure to bring an innovative approach**: be innovative in the content and methodologies described in your application.
- **Work out possible synergies** to be developed in the project implementation
- **Invest on the ownership of the projects objectives and results**: need to empower the Partner Country partners from the early stages of the proposal preparation
- **Special attention** will be given to proposals:
- ❖ Involving **the least developed countries**
- ❖ Involving **universities in more remote areas**
- ❖ Targeting **disadvantaged students from poor socio-economic backgrounds**
- ❖ Targeting students with **special needs**

Special attention

➢ **Special attention will be given to proposals:**

- **Involving the least developed countries**

- **Involving universities in more remote areas**

- **Targeting disadvantaged students from poor socio-economic backgrounds**

- **Targeting students with special needs**

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Specific issues for E+ Capacity Building for Higher Education

Award criteria

Relevance of the project – 30 pts	➢ The national/regional priorities are addressed ➢ Focus on Partner Country needs
Quality of the project design and implementation – 30 pts	➢ Academic / training content and the pedagogical approach ➢ Consistency between project objectives, methodology, activities, and budget proposed ➢ Coherence with the LFM ➢ Clearly identified challenges/risks of the project and mitigating actions proposed
Quality of the project team and the cooperation arrangements – 20 pts	➢ Regional dimension and diversity
Impact and dissemination – 20 pts	➢ Accreditation of new courses, study programmes etc.

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What is assessed? - Award Decision

EACEA takes decision based on:

uccessful project

Evaluation Committee's recommendation, taking into account:

- ranking list on quality established by external experts
- the results from the consultation process
- the budget available for each region
- the need to achieve a geographical balance within a region
- sufficient coverage of the priorities

Roadmap for 2020 CBHE Call

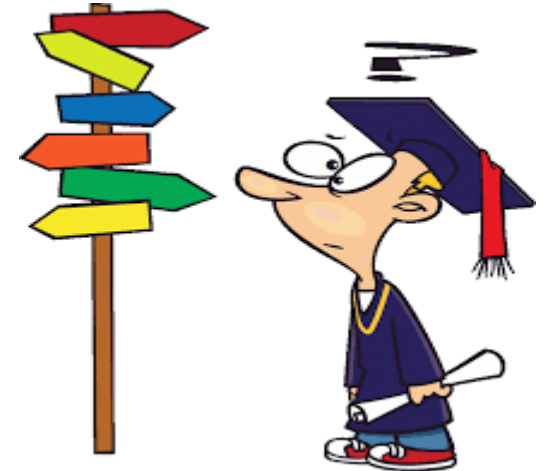| Steps	Date
Publication Erasmus+ CBHE Call for Proposals	November 2019
Deadline for submission of applications	**February 2020**
Verification of eligibility of project proposals	February – March 2020
Assessment of projects by experts (remotely)	March – May 2020
Consultation procedure	June 2020
Evaluation Committee for selection of projects	July 2020
Sending for signature of Award decision by Agency AO	July 2020
Notification of applicants & publication of results	August 2020
Preparation and signature of grant agreements	August-September 2020
Start of eligibility period	15 November 2020 or 15 January 2021

✓ Project and project proposal

✓ Elements of a proposal

✓ Relevance of the project

✓ National and/or Regional Priorities

✓ Quality of the project design and implementation

✓ Project description, logical framework matrix (LFM)

✓ Preparing the budget

✓ Quality of the project team and cooperation arrangements

✓ Impact and Sustainability

✓ Eligibility criteria and award criteria

✓ Hands-on practical working groups/ Presenting work groups outputs and peer review

✓ **Factors of success and tips to bear in mind**

✓ References

Factors of Success

Be friends - open up your heart!

TIPS TO CREATE BETTER

PROJECT PROPOSALS

PROJECTMANAGER.com

PLAN AHEAD

GET ATTENTION

BE PRECISE

CLEAR GOAL

HISTORIC DATA

✓ Start as early as possible

✓ Set a realistic time-frame for project preparation (including reception of Mandates from partners)

✓ Get information on technical requirements for on-line submission as early as possible

✓ Establish methodology: who will develop what part (narrative, financial, attachments, etc.)

✓ Decide on the communication strategy

✓ Decide WHO will write the draft; complete the eForm; submit the eForm and attachments

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Bear in mind

9 Projects enhance cooperation among partners through exchange of students and teachers and may initiate new projects

4 Projects build the capacities of the staff & connect teaching institutions, companies, universities and NGOs in the different fields, in order to exchange information, knowledge and expertise

5 University staff from different units (such as the Deanship of Research, Financial department, Computer Center, Media, Public and Cultural Relations Unit) are well involved in the projects and work to achieve the project deliverables.

3 Partners should always talk about the project and involve more people & disseminate the results to build on

1 Plan ahead is best practice

8 Disseminating the results to maximize the impact and sustainability of final outcomes

7 Equipment is instrumental to the objectives of the project and should therefore be purchased at the beginning of the project implementation period

6 Courses must be officially accredited before piloting

2 Full understanding of all management levels on the scope of the project is important

10 Good Project = good idea + cooperative partners

Bear in Mind

References

Erasmus+ website - EACEA

http://ec.europa.eu/programmes/erasmus-plus/opportunities/organisations_en

Capacity Building in the Field of Higher Education 2019

Call notice, Guidelines, How to apply, E-forms, Annexes, Contacts

https://eacea.ec.europa.eu/erasmus-plus/funding/capacity-building-higher-education-2019_en

E-tutorials on the international dimension in Higher Education

https://eacea.ec.europa.eu/erasmus-plus/introduction-international-dimension-erasmus-plus_en

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Hands on practical working groups & peer review

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Thank You