

Part 1: Training

How to design a good proposal?

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

At first you need a concrete project idea in line with the CBHE objectives; once the idea is defined, start locally in your institution consulting colleagues and departments with experience in international projects;

Find the right partners for establishing an international partnership based on trust and shared objectives;

Read the entire CBHE documentation available;

Consult the Erasmus+ National Agencies, the National Erasmus+ Offices and the EU Delegations on the specificities of their Countries.

Project Idea

To be competitive, the project idea should:

Fit with the CBHE objectives, priorities and requirements;

Reflect the internationalisation strategy of your institution and of your partners;

Be supported by the hierarchy of your institution and benefit from the previous institutional experience in CBHE but also in other international projects;

Be innovative in comparison with other existing CBHE projects.

Start locally

Check the internationalisation strategy of your institution and of your partners;

Ask for the support of the hierarchy of your institution;

Check if your colleagues have previous experience in CBHE or in other international projects;

Involve all the departments that might contribute to your project from the beginning;

Ask your partners to follow the same approach.

Consult the other Erasmus+ actors:

Erasmus+ National Agencies in the Programme Countries:

https://eacea.ec.europa.eu/erasmus-plus/contacts/international-erasmus-plus-contactpoints_en

EU Delegations:

https://eeas.europa.eu/headquarters/headquarters-homepage/area/geo_en



Eligibility Criteria

Who can apply?

Types of organisations

Number and profile of participating organisations

Duration of the project

Grant size

Overarching Priorities

Green deal

- enabling a profound change in institutions and peoples' behaviour and skills

Digital transformation

- Smart, digital technology in the poorest countries by building foundations for digital skills

Inclusion and diversity

- making education systems more equitable

Governance, peace, security and human development

- laying the foundations for strengthening active citizenship and building specific expertise of future policy-makers in areas such as democracy, human rights and multilateralism (Values)

Sustainable growth & Jobs

- foundational skills, 'soft' skills (e.g. problem solving, communication), and Science, Technology, Engineering, Arts and Maths (STEAM), Education and employability

Overarching Priorities for Regions 1-3

- ▶ Green deal
- ▶ Digital transformation
- ▶ Migration and Mobility
- ▶ Governance, peace, security and human development
- ▶ Sustainable growth and jobs

- ▶ For more details on regional priorities:

Funding and Tender Opportunities Portal (FTOP):

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home>

Priorities: overarching & per Region (for Strand 1 and 2)

Applicants define the priorities they are addressing in Part C of the application form

► EU NEIGHBOURING REGIONS – REGIONS 1 TO 4

Western Balkans, Neighbourhood East, **South-Mediterranean countries**, Russian Federation

- One of the overarching priorities of the European Union (**one choice only**)
- One of the sub-priorities related to the overarching priority chosen (**one choice only**)

Award Criteria

Relevance of the project

Max 30 points

Quality of the project design and implementation

Max 30 points

Quality of the partnership and the cooperation arrangements

Max 20 points

Sustainability, impact and dissemination of the expected results

Max 20 points

Award Criteria – Relevance of the project

Purpose

- Relevant to objectives and activities of CBHE and specificities of the Strand,
- Adequate response to current needs of the target country(ies) or Region(s) and of the target groups,
- The extent to which the proposal addresses the EU overarching priorities.

Objectives

- Based on a sound needs analysis; clearly defined, specific, measurable, achievable, realistic,
- They address issues relevant to the participating organisations and development strategies for higher education in the eligible third countries not associated to the programme.

Link to EU policy and initiatives

- The proposal takes into account and enhances complementarity/synergies with other interventions funded by the EU and other entities.

EU added value

- The proposal demonstrates that similar results could not be achieved without the cooperation of HEIs from the EU Mem.

AVOID MOST COMMON WEAKNESSES



Make an Institution-specific need analysis

A generic need analysis which does not differentiate between different partner countries involved, nor between different HEIs in the same country



Draft a factual and complete need analysis

Need analysis without specific and recent data sources (statistics from an official publication, findings from a survey on a specific topic), without a clear link to the planned outcomes

AVOID MOST COMMON WEAKNESSES



Identify with good precision the target groups/beneficiaries in the Partner Country/ies

Target groups identified vaguely and/or not quantified makes it difficult to demonstrate (and assess) the potential impact of the project



Identify the priority addressed by your project and link it with the Partner Country national or institutional strategy/ies

Make sure your proposal shows clearly how both its objectives and results address the chose priority as application not addressing national or regional priorities cannot be funded.



Involve other Ministries than MHE when appropriate for the subject

Without key stakeholders in the sector, you cannot ensure good results

Award Criteria – Quality of the project design and implementation

Coherence

- Consistency between project objectives, methodology, activities and the budget proposed,
- Coherent and comprehensive set of appropriate activities to meet the identified needs and the expected results.

Methodology

- The logic of the intervention is of good quality, planned outputs and outcomes are coherent and feasible, and key assumptions and risks have been clearly identified.

Work plan

- Quality and effectiveness of the work plan are in line with their objectives and the deliverables,
- The relation between the resources and the expected results is adequate and the work plan is realistic, with well-defined activities, time-lines, clear deliverables and milestones.

Budget

- Cost efficiency and appropriate financial resources for a successful implementation of the project,
- The estimated budget is neither overestimated nor underestimated.

Quality control

- Control measures (continuous quality evaluation, peer reviews, benchmarking activities, mitigating actions etc.) and quality
- Indicators ensure a project implementation of high quality.

Environmental sustainability

- The project is designed in an eco-friendly way.

AVOID MOST COMMON WEAKNESSES



Avoid a too long preparation phase

A sound and thorough need analysis done at application stage, the preparation phase cannot last many months



List all new/updated courses you intend to create

Even if your project is not formally labelled Curriculum Development, you need to list clearly all subjects that will be created, updated, upgraded by your project, including the necessary elements to assess the potential impact such as:

- ECTS (or other credits) attributed to each subject
- In which faculties/schools/institutes it will be taught/delivered
- Mandatory or optional subject

AVOID MOST COMMON WEAKNESSES



Ensure consistency between the LFM, the Work Plan and the WP descriptions

Many times, the various parts are written by different persons without a final revision and discrepancies are evident (in the duration of activities, content, etc)



Ensure cost-effectiveness

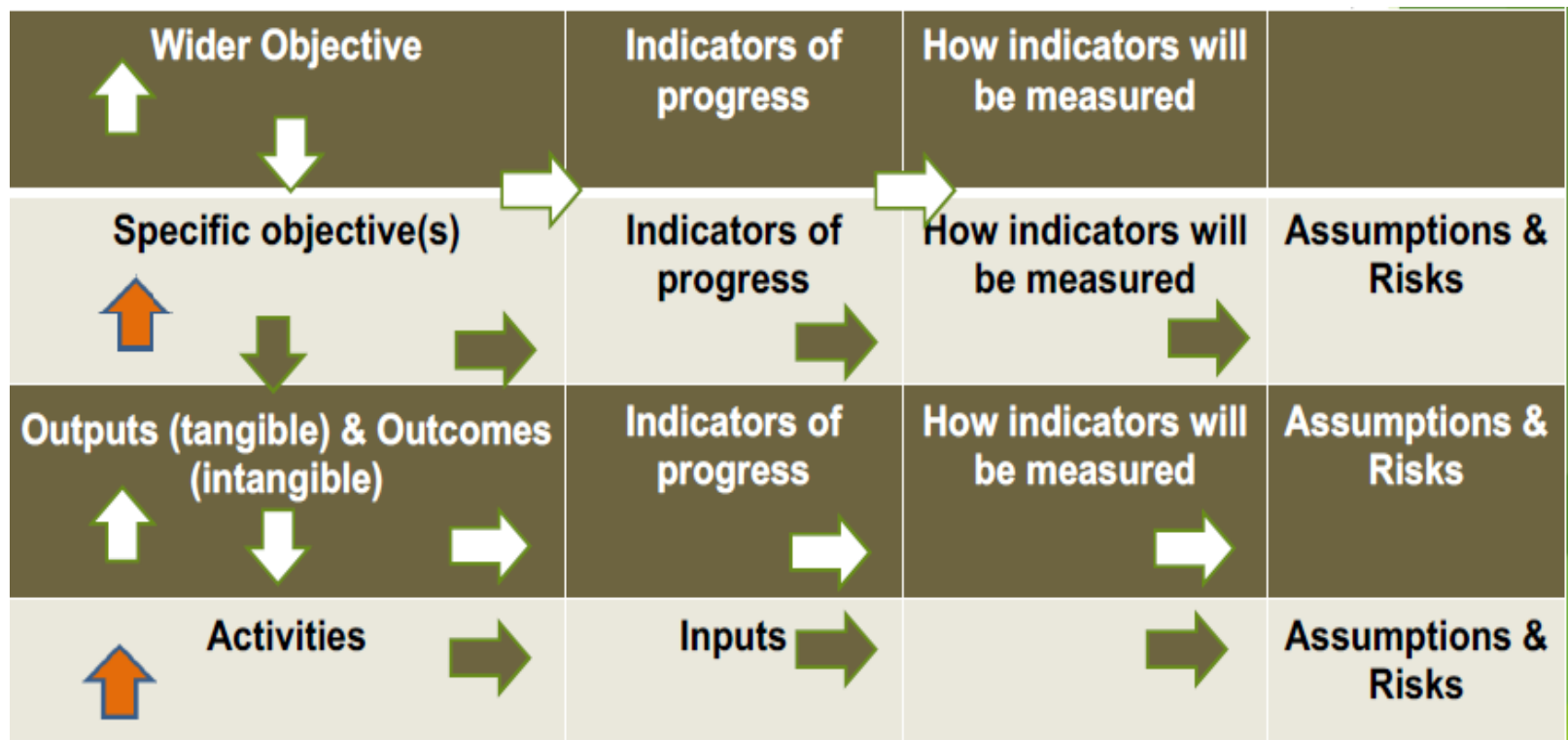
Budget is inappropriate in one or more chapters. Ex: too many meetings or training events in Programme Countries, too many days for quality assurance



Avoid generic equipment

Precise and specific equipment demonstrates you have reflected on the matter and come to clear conclusions. By experience we know that foreseeing 10 pc, 1 printer, 1 video-conference system for each HEIs means the consortium has not seriously addressed the matter

Ensure Coherence in the Logical Framework Matrix logic



Award Criteria – Quality of the partnership and the cooperation arrangements

Management

- Solid arrangements are foreseen,
- Timelines, governance structures, collaboration arrangements and responsibilities well defined and realistic.

Composition

- Appropriate mix of organisations with the necessary competences relevant to the objectives of the proposal and to the specificities of the Strand,
- most appropriate and diverse range of non-academic partners.

Tasks

- Roles and tasks are assigned on the basis of the specific know-how, profiles and experience of each partner.

Collaboration

- Effective mechanisms to ensure efficient collaboration, communication and conflict resolution between the partner organisations and any other relevant stakeholders.

Commitment

- The contribution from the project partners is significant, pertinent and complementary,
- the proposal demonstrates the partners' involvement, commitment and ownership of the project's specific objectives and results, in particular from the third countries not associated to the programme.

AVOID MOST COMMON WEAKNESSES



Expertise of Partners' staff should focus on what is specifically related to the project

Presentation of the partners and their key staff are generic, we find the same presentation of the university in all the submitted applications, regardless of the subject, faculty or department involved. Presentations are more convincing if customised and providing facts and figures specifically related to the project.



Ownership of results is guaranteed by the number and profile of people involved in partner countries institutions

A sufficient number of staff should be involved at each partner country institution. In general, teams are not enough staffed and we observe the same staff in many different projects. Newcomers are recommended. A mix of senior and junior staff is highly recommended.

AVOID MOST COMMON WEAKNESSES



Ensure a balanced distribution of responsibilities, tasks and budget

The role of the Applicant/Coordinator is often too dominant and does not guarantee a sense of ownership across the consortium



Describe with precision the management arrangements (decision-making process, bodies to be established, communication channels)

No specific provisions on this matter demonstrate lack of awareness in the consortium about the difficulties of international and cross-cultural projects and/or an insufficient preparation of the consortium to start immediately the activities.



Communication is never too much

A significant part of the problems incurred by projects depends on insufficient communication. In addition to general/global communication, consider planning also periodical bilateral sessions with each partner

Award Criteria – Sustainability, impact and dissemination of the expected results

Exploitation

- How the outcomes of the project will be used by the partners and other stakeholders; how multiplier effects will be ensured, and it provides means to measure exploitation within the project funding time and after.

Dissemination

- Clear and efficient plan for the dissemination of results, appropriate activities and their timing, tools and channels to be spread effectively to all relevant stakeholders and non-participating audience, reaching out and attracting relevant stakeholders to the outcomes within and after the project's funding time.

Impact

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

Open access

- Materials, documents and media produced freely available and promoted through open licenses and without disproportionate limitations.

Sustainability

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

AVOID MOST COMMON WEAKNESSES



Describe concretely the measures ensuring that the results of the project will last beyond the project lifetime

The impact of the project has to be demonstrated at different levels: institutional, financial and policy level. Specific measures should be envisaged for **each** level.



Involve the Ministry for dissemination also if it is not a partner

For dissemination or mainstreaming of results it is logical to involve the MoHE

A COMPETITIVE APPLICATION...

- Demonstrates that the **combination of all its elements** will produce **concrete and sustainable results** for the benefit of all the parties concerned
- has been **prepared and agreed jointly** by all **consortium Partners**
- has received the **full institutional commitment** and support of **all consortium partners**
- is **ready to start** immediately after the selection decision

KEY WORDS for a competitive application

- **Coherent** in its entirety; avoid contradictions; avoid "patchwork"
- **Concrete:** use examples, justify your statements, bring evidence
- **Clear:** follow the questions and answer them in the right order
- **Simple language:** Even complex subjects can be explained in a plain language. Keep most sentences 10-15 words long.
- **Explicit:** do not take anything for granted; do not assume experts will always understand; avoid abbreviations or explain them the 1st time
- **Rigorous:** the application is the basis on which your project will be implemented; it is also the cornerstone of your partnership commitment
- **Focused:** stick to what is asked
- **Complete:** ensure you have followed all the instructions and that the proposal fulfils all the mandatory requirements

Q & A

