Application and selection procedures

Call 2018 (EAC/A05/2017)

Instructions for completing the Application Package

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 KA2 – 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 projects. 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 other 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:
This provides you with the rationale for the Erasmus + Programme and emphasises its aims and priorities. Applicants who can create projects that address the needs expressed in this document are already in a positive position.

The Call for Proposals:
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:
http://ec.europa.eu/programmes/erasmus-plus/resources/programme-guide
This is a key document covering definitions and rules for all the actions included in the General Call for Proposals. In it you will find general information regarding the content and management of the programme and specific information on KA2 – Capacity Building in the field of Higher Education projects. You should not attempt to make an application without referring to the relevant sections of the Programme Guide!

It is structured as follows:

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

This text provides 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 applied to each application through the selection procedure.

This is a technical user guide that you will need to follow to ensure that you register your organisations correctly and complete the electronic application form correctly and under optimal conditions.

The Expert Guide:
This is the guide prepared for the experts who will be assessing 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):
The Agency publishes the answers to questions that are frequently asked by potential applicants. It is very important for applicants to refer to these regularly to ensure that they benefit from clarification that has been asked for by other applicants and provided by the Commission or Agency. These FAQs are made public to ensure that all applicants are treated fairly with respect to having access to the same information. The FAQs include clarification on eligibility and interpretations /clarification 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 Innovations introduced for the Erasmus+ Capacity Building in Higher Education (CBHE)

- The Special Mobility Strand (SMS) has been removed.
- There are three National and Regional priority areas instead of four and they have been revised.
- The minimum number of Programme Countries required in a consortium has been decreased from three countries to two.
- Future CBHE projects will be offered two options for the start of the eligibility period: 15 November 2018 or 15 January 2019.
- The notion of "affiliated entities" has been introduced (Erasmus+ Programme Guide, p.160 and p.313)
- The exceptional costs for travels have been introduced and grant rate for the highest travel band has been increased to €1,500.

2.2 Presentation and organisation 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. 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.

This introduction 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.

2.3 Contents of the Application Package

The Application Package consists of the following documents and must be downloaded from the website of the Executive Agency, under the sections "eForm" and "Annexes":
The contents of these documents are summarised below. Each of these must be completed and submitted as instructed for the application to be acceptable.

**eFORM (administrative and general information)**

**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 – will be generated automatically, 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 identified in the eForm but, if applicable, 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 Priorities of the E+ Programme
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 Projects**

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
Applications' reference(s)
Compulsory attachments

**Detailed description of the project (MS Word document)**

D - Quality of the project team and the cooperation arrangements
   List of Associated Partners
E - Project characteristics and relevance
F - Quality of the project design and implementation
G - Impact, dissemination and exploitation, sustainability
   Logical Framework Matrix
   Workplan
H - Work packages
I - Other EU Grants

**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

**Declaration on Honour & Mandates**

These documents must be completed, signed, scanned, saved in a single document (PDF, TIFF, JPEG) and 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.

**Supporting document related to section C.4 - Exception 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.

### 2.4 Deadlines and submission of the Application Package

Applications must be submitted according to the instructions in the User Guide, **by 8 February 2018, at 12:00 CET (midday) Brussels time** on the day of the deadline.

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) to the e-mail address indicated in the eForm, section A.2. Please ensure that the presentation of the package conforms to the instructions printed in the Call for Proposals, notably:
The application should be completed electronically by computer 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 point 2.3 above.

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 has expired. However, if there is a need to clarify certain administrative aspects (e.g. contact details); the applicant may be contacted 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 confirmation of submission of the application in the 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 Programme Guide, page 244.

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 foresees the following steps:

(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 so as 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 Agency’s staff, in consultation (where applicable) with the competent authorities locally (such as the EU Delegations, national accreditation bodies, etc.). This consultation concerns mainly the official recognition of higher education institutions in their local context.

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 are notified by e-mail sent to the Legal Representative and to the contact person.

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 in order to implement the project. The task will be completed by the Evaluation Committee after the evaluation of the award criteria (see (2) below) and before the award decision. Public bodies are not subject to verification of their financial capacity.

For detailed information regarding the verification of the eligibility, exclusion and selection criteria please consult Part C of the Programme Guide, p.245).

(2) Evaluation of the Award Criteria

- Experts' ranking list

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 of the world, 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 session so as to ensure a common interpretation 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 Agency staff. 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 in 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 total 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 Programme Guide, page 163).

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).

- **Consultation procedure**

Following the experts' assessment, the Evaluation Committee establishes a ranking of eligible proposals per region and submits the proposals ranked with the highest scores to the EU Delegations who are consulted on the relevance and feasibility of the project in the local context.

In full respect of the principles of confidentiality, non-conflict of interest and data protection, the EU Delegations give an opinion on the relevance of the project proposal to the particular needs and feasibility constraints of the partner country or countries or region(s) (including synergy with any other initiatives and avoidance of duplication).

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.

The results from the consultation process are counted in the score under the award criterion "Relevance of the project".

(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 projects to be granted considering:

- the ranking list resulting from the assessment against award criteria including the feedback from the consultation process (see point 2 above);
- 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 CBHE Call
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 envelope;

- the need to ensure that the overall results of the selection guarantees a sufficient coverage of the priorities of the Action.

The CBHE action allows inter and cross-regional (i.e. 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 project 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")

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 shall recommend it for funding, provided that the project 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 projects ranked higher has to be dropped.

2 – Applications involving countries from different regions (cross-regional). The funding of a cross regional application implies that for each region that participates in the application sufficient budget is available. 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.

Example:

A cross sectoral 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:

\[
\text{Budget Region 1} + \text{Budget Region 2} + \text{Budget Region 3} = \text{Total requested project grant}
\]

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 a maximum of three project proposals per applicant organisation can be recommended for funding (see Programme Guide, page 164).

The notification of results will be done only by electronic mail. It is the applicant’s responsibility to provide a correct and valid e-mail address in their application forms which must be valid during the whole period of the selection process and contracting period. It should also be working properly and checked regularly.
3. THE APPLICATION PACKAGE - THE APPLICATION FORM

The application must be submitted by eForm. The eForm is an Adobe development and applicants should ensure that they can install Adobe version 9 or higher on the computer they will be using to complete the application form. The form is downloaded onto a local computer and completed remotely. Once the text is ready and the attachments are linked to the application, it has to be submitted using an internet connection.

The eForm is constructed to ensure that applicants have the greatest chance of submitting an eligible application. Therefore you will find that submission will be impossible unless all mandatory fields are completed. Full details of these are available in the Proposal submission User Guide (further referred to as "User Guide"), which is published alongside the eForm. It is strongly recommended to read the User Guide before you start completing the eForm. A lot of processes are explained in detail in the User Guide, and without this knowledge you may have problems completing the form.

Before starting to complete an eForm, all participating organisations of an application need to be registered in the EAC/EACEA Participant Portal. This process is explained in the User Guide. Without the proper registration of participating organisations, you will not be able to complete the eForm. Given that each applicant organisation should use only one PIC code, please first check with your legal representative's office whether such a PIC number has already been created for your organisation. For Programme Countries, please make sure that the PIC number corresponds to the higher education institutions holding the Erasmus Charter for Higher Education (ECHE).

Chose the eForm of the action you want to apply for from the Application eForm homepage (https://eacea.ec.europa.eu/PPMT/), according to the specific action type: Joint Projects or Structural Projects. Please note that once you make your choice (Joint Projects or Structural Projects) you cannot change the type of the project. Would you intend changing the project type, you have to re-start the creation of the eForm from the beginning.

In a next step, you need to provide the registration codes (PICs) of all organisations participating in your proposal. During this step, you are also required to identify the applicant organisation (for details, please see the User Guide).

Please, note that, all fields marked with * are mandatory. This applies for all parts of the eForm.

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 Projects
Call for Proposals: EAC-A05-2017
Deadline for submission: 08/02/2018 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.

<table>
<thead>
<tr>
<th>Valid</th>
<th>Participating organisations from Libya and Syria (Region 3) as well as from the Russian Federation (Region 4) cannot act as applicants.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>The participating organisations should be from one of the following eligible countries:</td>
</tr>
<tr>
<td></td>
<td>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, Chile, 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, Nue, 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, Uruguay, Ukraine, Uruguay, Uzbekistan, Vanuatu, Venezuela, Viet Nam, Yemen, Zambia, Zimbabwe</td>
</tr>
<tr>
<td>Not valid</td>
<td>The role of each participating organisation should be introduced.</td>
</tr>
<tr>
<td>Valid</td>
<td>The project should include partners from at least 2 Programme countries with role of Applicant or Partner.</td>
</tr>
<tr>
<td>Valid</td>
<td>The project should include at least 1 HEI from 2 Programme Countries. These HEIs should have the role of Applicant or Partner organisation.</td>
</tr>
<tr>
<td>Not valid</td>
<td>The project must include at least as many Partner Country HEIs as there are Programme Country HEIs. These HEIs should have the role of Applicant or Partner organisation.</td>
</tr>
<tr>
<td>Not valid</td>
<td>Projects addressing two or more Partner Countries (multi-country projects) must include a minimum of 2 HEIs (cf. Type of organisation) from each of the Partner Countries. These HEIs should have the role of Applicant or Partner organisation.</td>
</tr>
</tbody>
</table>
3.2 Part A. Completion of organisation data

Most fields in part A1 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 favour of eligible Partner Countries of the world, the impact of the project results are expected at institutional level of the participating organisations. Therefore

- **Faculties/schools/colleges/departments/centres/institutes or any other components,** which are parts of higher education institutions 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:

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

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).

<table>
<thead>
<tr>
<th>Affiliated entity</th>
<th>Name of the applicant/partner organisation to which this entity is affiliated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Siemens Italy</td>
<td>AGUAS DO ALGARVE SA</td>
</tr>
<tr>
<td>KUL</td>
<td>UNIVERSITY OF BRISTOL</td>
</tr>
</tbody>
</table>

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) Contractualisation

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 entity/ies will be done at application stage (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

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

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 the "Applicant Organisation" needs to change, 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 Project Description (MS Word Document, section D.1)

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 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)

<table>
<thead>
<tr>
<th>Title *:</th>
<th>Family name *:</th>
<th>First name *:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Department / Faculty:

<table>
<thead>
<tr>
<th>Role in the organisation *:</th>
<th>E-mail address *:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

☐ 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 also be 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)

<table>
<thead>
<tr>
<th>Title *:</th>
<th>Family name *:</th>
<th>First name *:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Department / Faculty:

<table>
<thead>
<tr>
<th>Role in the organisation *:</th>
<th>E-mail address *:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

☐ 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.

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>P1</td>
<td>934959042</td>
<td>Applicant Organisation</td>
<td>Test</td>
<td>Oulu</td>
</tr>
<tr>
<td>P2</td>
<td>949893647</td>
<td>Partner Organisation</td>
<td>test</td>
<td>dfghdfghdfgh</td>
</tr>
<tr>
<td>P3</td>
<td>949678016</td>
<td>Affiliated entity</td>
<td>Test 2</td>
<td>Zagreb</td>
</tr>
</tbody>
</table>

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

Here is below the warning message they receive before creating the form:
3.3 Part B. Description of the project

Part B. Description of the project

B.1 Summary of the project (max 2,000 characters). Please note that this information may be used for dissemination purposes.

For successful applications, this section will be published, as presented below, in compendia etc. You should therefore ensure that it gives a concrete overview of the work your consortium plans to undertake including:

- The reason for your project
- Concise description of the outputs, results and/or products (including where relevant key pedagogical strategies, media used, language versions, etc.)
- The impact envisaged

Please indicate the language of the summary *:

Please provide your summary *:

Please provide your summary in English *:

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 language 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 should not 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.

B.2 Priorities

The field of education that will benefit from the activities / outcomes:

Higher education
3.5 Dates and languages

**B.3 Dates and Languages**

**B.3.1 Dates and duration of the project**

<table>
<thead>
<tr>
<th>Start date</th>
<th>End date</th>
<th>Duration (months)</th>
</tr>
</thead>
<tbody>
<tr>
<td>15/11/2018</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15/01/2019</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**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: 15/11/2018 or 15/01/2019, 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.

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 the official communication with the Agency.

3.6 Part C: Specific information related to Capacity Building in HE 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.

**C.1 Aims and objectives addressed**

Please identify in the box below, which aims of the Capacity building Action this application addresses (maximum 2 choices)

- [ ] Aims
  - 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 of the objectives this application addresses (maximum 2 choices)

- [ ] Objectives
  - 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 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 ticked 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 one 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 one 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":

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
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: Projects must be well focused on the needs identified at the level of each Partner Country institution. When choosing the priorities addressed by the project, make sure that they are common to all the Partner Countries and 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 regions, 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

<table>
<thead>
<tr>
<th>Type of project *:</th>
<th>Please click the regions involved:</th>
<th>Please specify the partner countries involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>National project</td>
<td>☐ Region 1 Western Balkans: Albania, Bosnia and Herzegovina, Kosovo*, Montenegro, Serbia.</td>
<td></td>
</tr>
<tr>
<td>Multi-country project</td>
<td>☐ Region 2 Eastern Partnership countries</td>
<td>Armenia, Azerbaijan, Belarus, Georgia, Moldova, Territory of Ukraine as recognized by international law.</td>
</tr>
<tr>
<td>National project</td>
<td>☐ Region 3 South Mediterranean countries</td>
<td>Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine**, Syria, Tunisia.</td>
</tr>
<tr>
<td>National project</td>
<td>☐ Region 4</td>
<td>Territory of Russia as recognized by international law.</td>
</tr>
<tr>
<td>National project</td>
<td>☐ Region 6 Asia</td>
<td>Afghanistan, Bangladesh, Bhutan, Cambodia, China, DPR Korea, India, Indonesia, Laos, Maldives, Mongolia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam.</td>
</tr>
<tr>
<td>National project</td>
<td>☐ Region 7 Central Asia</td>
<td>Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan.</td>
</tr>
<tr>
<td>National project</td>
<td>☐ Region 8 Latin America</td>
<td>Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela.</td>
</tr>
<tr>
<td>National project</td>
<td>☐ Region 9</td>
<td>Iran, Iraq, Yemen.</td>
</tr>
<tr>
<td>National project</td>
<td>☐ Region 10</td>
<td>South Africa</td>
</tr>
</tbody>
</table>

*Only for 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).
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.

Please encode the total amount for travel costs including the exceptional travel costs under the budget heading 2 (if applicable):

<table>
<thead>
<tr>
<th>EU Grant requested for the project activities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Staff costs</td>
<td>Cannot exceed 40% of total</td>
</tr>
<tr>
<td>2. Travel costs and exceptional travel costs</td>
<td></td>
</tr>
<tr>
<td>3. Costs of stay</td>
<td></td>
</tr>
<tr>
<td>4. Equipment</td>
<td>Cannot exceed 30% of total</td>
</tr>
<tr>
<td>5. Subcontracting</td>
<td>Cannot exceed 10% of total</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>0,00 €</td>
</tr>
</tbody>
</table>

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).
Section C.7 – CBHE Project Descriptors and outcome indicators

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

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

1 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.
### For Curriculum Development projects

**For Curriculum Development projects**

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

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

- Expected number of new/updated courses to be **RECOGNISED/ACREDITED** *:

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

Level of new/(updated) courses *:

- [ ] Short cycle
- [ ] 1st cycle (e.g. Bachelor)
- [ ] 2nd 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 to which extent the new/updated curricula will be implemented in accordance with the Bologna principles** (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, etc.). **Values other than "totally accomplished" should be explained in the relevant section of the "Detailed Project Description" 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.**

---

2 The Partner Countries that are signatories of the Bologna Accords are Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Georgia, Kazakhstan, Macedonia, Moldova, Montenegro, Russia, Serbia and Ukraine.
If different figures are provided, the reason for it should be explained in the relevant section of the "Detailed Project Description" annexed to the eForm.

- Choose from the tick 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 complete:
  - 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 **activity/ies that will be included in the newly developed/updated courses** (multiple choice possible).
- Provide the total **figure of learners/trainees to be enrolled in the newly developed/updated courses** (one intake only).
- Choose from the tick 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 Country/ies).

**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** (higher education students and staff, non higher education individuals) who will be trained during the project period.

**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), among the project participants as well 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 Country/ies**

**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 contribute to national or regional policies/laws/regulations in the higher educator sector of the participating Partner Country/ies.

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

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

Estimate the innovative character of the expected project results (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**

- 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 pay attention to least developed countries?

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

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

- 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 institutional support of its Partner Country HEIs to sustain the project results.

➢ Select (multiple choice possible) the specific sources for financial and logistic support for sustaining the project results.

C.7.3 Quality of Partnership and cooperation

C.7.3 Quality of partnership & cooperation

➢ To what extent are students involved in the project implementation (project meetings, evaluation of curricula, quality assurance, dissemination, etc.)?

➢ To what extent are non-educational stakeholders involved in the project implementation (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 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

<table>
<thead>
<tr>
<th>Affiliated entity</th>
<th>Name of the applicant/partner organisation to which this entity is affiliated</th>
</tr>
</thead>
</table>

3.7 Attachments

Attachments

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)*

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 attached in one single document.
- Supporting document related to section C.4 if applicable.

Please ensure also 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-higher-education-2018_en](https://eacea.ec.europa.eu/erasmus-plus/funding/capacity-building-higher-education-2018_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.

**Application's reference(s)**

Has this or a similar application already been submitted under a previous call for proposals?

- [ ] Yes
- [ ] No

Please provide the first 6 digits of the reference number of the previous (last) application.* :

<table>
<thead>
<tr>
<th>Submission number :</th>
</tr>
</thead>
<tbody>
<tr>
<td>000000000</td>
</tr>
</tbody>
</table>

Submit this form
4. THE APPLICATION PACKAGE - COMPULSORY ATTACHMENTS

4.1 Detailed Description of the project (Word annex)

Please note: This form must be completed in ONE language only (the same language as used in the eForm part). The language used to complete the project description must be an official EU language and must be a language that is understood by all the members of your 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 obligatory. 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. If the maximum number of characters is exceeded, the assessment of your proposal will only take into account the information provided up to this maximum. The information exceeding the word limit will therefore not be assessed.

Part D. Organisation and activities

Please ensure that the information provided in this section covers, where relevant, any specific criteria relating to organisation types for Capacity Building in the field of Higher Education projects (see Erasmus+ Programme Guide, Part B, p. 157-170 for details).

This section must be completed for each organisation involved in the consortium. The information provided in Part D will be used specifically in relation to the assessment of the “Quality of the project team and the cooperation arrangements” and the Operational Capacity of the partnership.

D.1.1 “Aims and activities of the organisation”

The description in this section should provide a brief presentation of each organisation, its role in the project and the operational/financial management activities that will be carried on by this organisation. Insert a partner number (starting from P1 for the applicant organisation, followed by P2-Pn and respecting the same order that is used in the eForm part), and indicate the name of the respective organisation in the text field.

D.1.2 “Operational capacity: skills and expertise of key staff involved in the project”

This table should include a résumé of the specific expertise of each of the key staff involved in the project in each organisation. It will be used instead of a CV for these staff to ascertain the quality of the overall partnership. In the spaces provided you will need to input the names of all key staff and then 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 award criteria relating to the operational capacity, 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).
Please note:

- Each organisation participating in the project consortium (applicant and partners) must complete separately Part D.1.1-D.1.2 of the form. The name of each organisation has to be indicated following the respective partner number.

- The number allocated to each organisation (P1, P2, P3, etc.) should be used, where required, throughout the form respecting the same number used in the eForm part.

List of Associated partners

Please fill in the list of Associated partners, if any.

D.2 "Cooperation arrangements, management and communication"

This section is divided into two sub-sections and the information only needs to be completed once by the applicant organisation.

D.2.1 "Project management" - The applicant must explain the overall structure of the management, thereby making specific references to the structure of the partnership, the decision-making process, and the methods for communication and reporting within the consortium.

D.2.2. "Cooperation and communication arrangements of the consortium" - the applicant organisation must explain how the overall project management will be implemented, how the task will be divided between the partners and the resources allocated for each task.

Part E. Project characteristics and relevance

E.1 “Why does the consortium wish to undertake this project?”

Under this section it is very important to describe the reasons for undertaking the project and to set-up the consortium, and for showing the consortium knowledge in the field of operation. The applicant should also explain any synergies with other fields of operation. The description should help experts to assess the level of preparedness for the implementation of the project initiative and for addressing relevant needs.

The section is divided into several sub-sections where the following information should be described in detail:

- the rationale and background of the project, including specific needs/problems/challenges that it intends to address,
- the specific references to previous results of projects and initiatives on which the application is based (if applicable) and how the new projects build on these results.

If your proposal is based on the results of one or more previous projects, you must provide references to these projects in the respective table. Quote the full reference number of your project (e.g. the EU grant agreement number), the name of the Programme and complete the various sub-sections of the table provided.

E.2 Rationale for the setting-up of the consortium

Please describe the reasons for setting-up the consortium and the available competencies/expertise of its members relating to the planned activities.

E.3 European added value

Explain to what extent the project brings a European added value. The description should make clear why similar results could not be achieved through national, regional or local funding.
E.4 Innovative character
Please describe in detail in what the project is innovative and/or complementary to other initiatives or projects already carried out under the present or past actions.

Part F. Quality of the project design and implementation

In section F.1 "Aims and Objectives" the applicant is asked to state the concrete aims and objectives of the project in relation to the background analysis provided in section E.1 and in relation to the specific needs to be addressed. This section should thus outline how the project intends to tackle the need for action, which was previously analysed, in order to improve the situation (or deficiencies) in the project domain. **The needs analysis must be provided for each of the Partner Countries involved in the project.**

The chosen National or Regional priorities (according to the type of project) must clearly address the identified needs at the level of each Partner Country institution.

Section F.2. "Project activities and Methodology" demands the applicant to elaborate on the methodological approach applied within the project. This illustrates how the consortium will proceed to achieve the envisaged objectives, and how the progress of the project activities can be assessed against milestones and measurable indicators. This section will play an important role in the assessment of the quality of the work programme and the project activities foreseen.

"Budget and cost effectiveness" needs to be addressed in section F.3. 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.).

In section F.4 "Quality control and Monitoring" the applicant should describe what mechanisms have been put in place for ensuring the quality of the project and how the evaluation will be carried out, as well as any methodology to verify the outcome of the actions.

Part G. Impact, dissemination and exploitation, sustainability

In section G.1 "Expected impact of the project", applicants are requested to elaborate how the project outputs will affect 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.

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 its project. Please list impact, qualitative and quantitative indicators in the table.

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. Describe what kind of dissemination actions the partnership envisages in order to make the outcomes available to groups not directly involved in the project. This could include information sessions, training exercises or the involvement of policy-makers not belonging to the partnership.

In addition, if the project produces educational material, it should be clearly indicated how this material would be made freely accessible through the use of open licences.
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 the following section, G.3 “Sustainability”, applicants should describe how the impact of the project will be sustained beyond its lifetime. 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 co-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. Please explain also the strategy for attracting other forms of support and co-funding to the project.

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 E, F and G.

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.

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 eventual RESULT 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. 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, such as lack of EU language skills of Partner Country university staff, lack of interest from students, lack of time of university teaching staff, the partnership should foresee and indicate in the application means and activities to counteract those risks.

Workplan:
Please complete a one-page work plan for each project year.
For each year of your project proposal, please complete a work plan indicating the duration of activities (in weeks), the deadlines for each outcome and the location in which your 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.

**Part H. 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:
- Preparation
- Management
- Development (Implementation, i.e., the substance of the work planned including production, testing, etc.)
- Quality Plan (Quality Assurance and monitoring)
- Dissemination and Exploitation of results.

At least one work package must be elaborated for each of the 5 work package types listed above. Applications that fail to present this minimum cannot be considered further.

**H.1 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.

Provide a start date in terms of a number. For a project of 24-month duration, starting in January, a work package beginning in April should be defined as "4". One ending in June should be defined as "6". This means that the work packages remain relevant even if the planned starting date of the project changes for some reason. The duration of a work package cannot exceed the number of months stated in E+ Programme Guide for the specific Action you are applying under.
Each Work Package should identify a Lead partner (P1-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-Pn) which are involved in the activities within the respective Work Package.

**Deliverables/Results/Outcomes**

Describe the deliverables related to each Work Package. The field “Type of deliverable/results/outcomes” needs to contain a short but concrete description of the type of outputs (e.g. course, training material, study, conference, seminar, discussion document, report, dissemination strategy, DVD, audio-clips, etc.). 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 detailed description of the outcomes 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 in which the deliverable/results/outcome will be available. Please indicate the media of the deliverable using one of the following headings:

- Paper publication
- Electronic published in media (CD, DVD, memory stick, etc.)
- Electronic published on-line
- Other (please specify).

**Language issues:**
Specify the languages in which teaching/learning/training/communication materials are produced and can be accessed: 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. Please quantify your target group and state precisely who they are and where they are located (e.g.: 5 librarians of university A; 20 teachers, 25 students from the institutions B, C and D; 10 administrators at the Ministry of Education; 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.

It is possible that a single Work Package will produce more than one outcome (for example a specification, web-pages, a manual and training material all related but destined for different users). In this event the different elements should be clearly described in this section. Copy the "Deliverables/results/outcomes" table as many times as necessary.

Please indicate the dissemination level using one of the following headings:

- Department/Faculty level
- Institution level
- Local
• Regional level
• National level
• International level

H.2. Explanation of work package expenditures
In this section, you are asked to provide information concerning the support which will be needed for implementing the specific Work Packages.

H.3 Consortium partners involved and resources required is a 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 a Lead partner (P1 – Pn) who is responsible for the delivery of the work package, and indicate the country where the partner is located as well as its short name. The role and task of the lead 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 Programme Guide, 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.

Overview of subcontracted tasks
List all tasks that you intend to subcontract to external bodies. 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.

Part I – Other EU grants

Please list the projects for which the applicant organisation, or any partner organisation, has received financial support of EU programmes or initiatives during the last calendar year.

Please list EU grant applications submitted by your organisation, or by any partner organisation, for the same/similar/closely linked project during the last calendar year. 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 are mandatory
- 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, even if 0), 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.

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**Overview**

This table is a summary of the project budget. You must fill in only the columns coloured in blue:
- **Action** (Joint Project or Structural project – choose from the drop-down menu)
- **Duration** (number of months): 36 months or 24 months (choose from the drop-down menu); no intermediate value is possible
- Encode the project **Acronym** and full **Title**
- 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.
Before completing this table please read carefully the instructions available on the EACEA website
CALL FOR PROPOSALS 2018 – EACAS5/2017 – Erasmus+ Programme (2017/C 391/04)

Programme guide and instructions for applicants

### 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.

<table>
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<tbody>
<tr>
<td>P1</td>
<td>University 1</td>
<td>Belgium</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>P2</td>
<td>University 2</td>
<td></td>
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<tr>
<td>P3</td>
<td>University 3</td>
<td>Vietnam</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**2-3. 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 would be allowed provided that applicants can justify that the standard funding rules (based on contribution to unit costs per travel distance band) do not cover at least 65% of the travel costs of participants. 

The estimated total amount of exceptional costs shall be indicated on the upper right hand side of the table. 

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. 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.

5. 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.

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.
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.

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<td>-</td>
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<td>4,040.00</td>
<td>-</td>
<td>1,500.00</td>
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<tr>
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<td>-</td>
<td>3,000.00</td>
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<td>-</td>
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<tr>
<td>Total</td>
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<td>4,020.00</td>
<td>4,040.00</td>
<td>-</td>
<td>1,500.00</td>
<td>115,500.00</td>
</tr>
</tbody>
</table>

Unit costs & Funding Rule

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 Programme Guide, pages 167-170.

4.3 Declaration of Honour by the Legal Representative of the Applicant Organisation & Mandates

A Declaration on Honour (in format PDF, TIFF, JPEG) should be attached and signed by beneficiaries applying for a community grant.

Declaration on Honour

The document certifies that all information contained in the application, including the project description, is correct, to the best knowledge of the person identified as legal representative of the applicant organisation, who is familiar with the contents of the application form and annexes. The Declaration confirms that the applicant organisation has the financial and operational capacity to complete the proposed project. The legal representative of the applicant organisation takes note that, under the provisions of the Financial Regulations applicable to the general budget of the European Union, grants may not be awarded to applicants who are in any of the situations defined in the “exclusion criteria”.

Please note that the total grant amount indicated in the Declaration must correspond with the one indicated in the eForm (section C.6) and in the budget tables in annex.

The Declaration of Honour should be printed, signed by the legal representative, scanned together with the partners’ mandates and attached to the eForm.
**Mandate**

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, chairman, executive director or their deputies.

It is compulsory to use the template of Declaration on Honour and the template of Mandate that can be downloaded from Section "Annexes" on the following link: [https://eacea.ec.europa.eu/erasmus-plus/funding/capacity-building-higher-education-2018_en](https://eacea.ec.europa.eu/erasmus-plus/funding/capacity-building-higher-education-2018_en)

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**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, the Former Yugoslav Republic of Macedonia, Montenegro, Serbia, as well as Kosovo under UNSC Resolution 1244/99.

See also Annex III of the Erasmus+ Programme Guide.