



Capacity Building in Higher Education

How to submit a competitive proposal

*European Education and Culture
Executive Agency*

EACEA A4

Agenda

10:00-10:30	Capacity Building in the field of Higher Education: what is new?
10:30-11:15	How to prepare a competitive project proposal? <ul style="list-style-type: none">- Award criteria- Tips and lessons learnt
11:15-11:45	Financing and submission
11:45-12:30	Questions and answers

**What should I
know?**

Purpose

Focus on the needs of the third countries not associated to the E+ programme

Targeting the priorities of the third countries not associated to the programme and matching them with the EU priorities for these countries

Maximising benefit to third countries not associated to the Programme

Strand 1. Fostering access to cooperation in Higher Education



Target groups

HEIs from least developed countries

HEIs located in remote regions

Newcomers or less experienced

Individuals with fewer opportunities.

Enhance management or administrative capacities

Reforming and modernising university governance

International Relation Offices

Quality Assurance

Capacity (mobility, evaluation, planning, etc.)

Ensure high quality and relevant education

modules or **study programmes**, technical or professional orientations of programmes

developing capacities for **postgraduate student and academic staff** as well as promoting postgraduate students and/or staff mobility;

implementing **training courses for HEI staff**

Increasing the **accessibility** of individuals with fewer opportunities

Strand 2. Partnerships for transformation in HE

Target groups

HEIs

Local actors with a link to industry and business sectors

Individuals: students, staff, learners in general

Bodies responsible for HE at local and national level

Innovation in higher education

Design of innovative curricula

Innovative learning and teaching methods

Active engagement with the business world and with research

Promoting reforms of HEIs

Introduction of Bologna type reforms at institutional level

Reform of governance and management systems and structures at institutional level

Erasmus+ CBHE Promotion activities

- The **international dimension** of the **Erasmus+ Programme**: focus on **newcomers (25/11/2022)**

https://www.eacea.ec.europa.eu/news-events/events/online-info-session-international-dimension-erasmus-programme-2022-11-25_en

- The **international dimension** of the **Erasmus+ Programme**: focus on **Latin America and Caribbean (29/11/2022)**:

https://www.eacea.ec.europa.eu/news-events/events/online-info-session-international-dimension-erasmus-programme-focus-latin-america-and-caribbean-2022-11-29_en

- The **international dimension** of the **Erasmus+ Programme**: focus on **Sub-Saharan Africa (01/12/2022)**:

https://www.eacea.ec.europa.eu/news-events/events/online-info-session-international-dimension-erasmus-programme-focus-sub-saharan-africa-2022-12-01_en

- Infoday on **Erasmus+ Capacity Building in Higher Education (09/12/2022)**:

https://www.eacea.ec.europa.eu/news-events/events/online-info-session-erasmus-programme-capacity-building-higher-education-2022-12-09_en

Useful links for preparing an application

- **Erasmus+ Call and Programme Guide:**

<https://erasmus-plus.ec.europa.eu/erasmus-programme-guide>

- **Funding & tender opportunities portal (FTOP):**

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/programmes/erasmus2027>

- **Application form template:**

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/erasmus/temp-form/af/af_erasmus-bb-lsii_en.pdf

- **Logical Framework Matrix:**

https://www.eacea.ec.europa.eu/erasmus-capacity-building-higher-education-cbhe_en

What worked well

- Most of the Regions had sufficient number of applications
- Sufficient number of applications per each overarching priority
- Good/very good quality of applications in some regions
- Efforts to introduce innovation/newcomers

What can be improved

Eligibility :

- min 2 HEIs from **each** third country not associated to the programme
- min 1 HEI from **each** from countries associated to the programme

Budget :

- Incoherence budget Part A and Table XLS
- excessive increase of staff costs/ unbalanced distribution among partners
- overestimated budget compared to the outcomes
- Some items not justified

What can be improved

- Discrepancies between KPI in part B and part C
- Confusion between tasks/milestones/deliverables
- LFM missing or not completed as requested
- Weak needs analysis
- Innovation not visible
- Missing or too little newcomers / not well justified
- No equipment for new comers and to support specific needs of the institutions
- Huge networks => high number of partners in partnerships

What's NEW

Eligibility

- Min. 1 third country from Latin America and another one from Caribbean when both regions are involved

Budget

- Subcontracting max 10%
- Equipment max 35% - no depreciation
- XLS table improved

Strengthening the education digital environment for Ukraine

- ▶ Part of the Erasmus+ CBHE new Call, under Strand 3
- ▶ It will support the creation of an open education digital environment to offer quality higher education for students fleeing from Ukraine or internally displaced students - as well as educational opportunities for the wide Ukrainian community abroad - based on cooperation between Ukrainian and other European universities and academic staff
- ▶ **The EU grant will be EUR 5 000 000 for only one project**
- ▶ For more information, please read the [Erasmus+ Programme Guide](#) and the CBHE Call information in FTOP [Search Funding & Tenders \(europa.eu\)](#).

Few messages

- ▶ A number of African countries still to participate in CBHE
- ▶ Ensure participation for Pacific and Caribbean
- ▶ Focus on LDC countries in Asia and LA
- ▶ Feasibility of CBHE projects in countries with complex political situation
- ▶ Overarching priorities to cover in particular: Governance, peace, security and human development and Migration and Mobility
- ▶ Enlarge the range of themes - ex: humanities

Points to consider when writing a proposal in HE



What is a successful application ?

It is not just succeeding in being selected, but in delivering the expected results

- ✓ leading to an effective implementation
- ✓ producing the expected changes
- ✓ keeping the results alive after the funding period

Smooth implementation highly depends on the amount of time you invest in the preparation, as at this stage you are able to wipe out many potential obstacles

A COMPETITIVE APPLICATION...

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

Ask and answer the following questions

WHY is the proposal of interest?

WHAT exactly is your idea?

WHO will do the work (are you credible)?

HOW will you do it?

What are we looking for ?

- Simple / ambitious proposals that correspond to the needs of third countries not associated to the Programme and regional priorities
- Results that make a difference on several levels: impact
- Coherence and effectiveness of the work plan executed by a competent team

How to write and plan your application

- Start early
- Read the call text thoroughly
- Understand the context of the call
- Discuss your idea with your colleagues
- Involve your administration

Networking

- Without EU partners is an impossible arena
- Use your network
- Conferences
- Find the **right partners**
- Consult the **Erasmus+ National Agencies, the National Erasmus+ Offices, National Erasmus focal points and the EU Delegations**

Terminology

Objectives is what you will achieve in the project period

Implementation is how you will do your project in the project period

A task refers to any work that has a definite outcome associated with it

Deliverables are the products/results of your project

A milestone is a significant step in the successful production of a deliverable

Impact is spreading (**dissemination**) and use (**exploitation**) of your results during and after project

Communication is everything you do to inform about and get attention to your project during the project period

Innovation

The successful exploitation of project results which when *used* produce *benefits and* satisfy needs

- Innovation potential - how much benefit?
- Innovation capacity - can your results stimulate further innovation or be used in other areas?
- Innovation management - what does it take to successfully implement your results?

Innovation in higher education

Design of innovative curricula or introducing innovative elements in the existing curricula

Innovative learning and teaching methods (i.e. learner-centred and real problem-based teaching)

Active engagement with the business world and with research: organisation of educational programmes and activities **with** and **within** enterprises

Network effectively on the international scene on scientific and technological innovation

Award criteria

Relevance of the project
max 30 points

Quality of the project design and implementation
max 30 points

Quality of the partnership and the cooperation arrangements
max 20 points

Sustainability, impact and dissemination of the expected results
max 20 points

- ▶ To be considered for funding, proposals must score at least 60 points in total and at least half of the maximum points for each award criterion.
- ▶ In case of ex aequo proposals, priority will be given to projects scoring highest under the criterion "Relevance of the project" and then "Sustainability, impact and dissemination of the expected results".

Award criteria

Relevance of the project

Purpose

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

Objectives

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

Link to EU policy and initiatives

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

EU added value

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

Relevance

Set the Stage - Lay Out the Problem (*“Who Cares?”*)

- ▶ Get the reviewer interested at the outset
- ▶ Identify the importance—stress the need per country and institution in third country
- ▶ Summarize the state of the art
- ▶ Describe technical challenges to solving the problem and potential benefits

State the theme - Your Solution

- ▶ Describe the concept and establish credibility
- ▶ Describe your project’s fundamental purpose

Create a Vision (*“So What?”*)

- ▶ Show how your work will advance the field

Award criteria

Quality of the project design and implementation

Coherence

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

Methodology

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

Work plan

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

Budget

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

Quality control

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

Environmental sustainability

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

Concept and methodology

Clarify your **methodology** for the different project activities in view of demonstrating it is **appropriate** to the objectives and **feasible**:

- ▶ How the teams will be constituted in the beneficiary countries
- ▶ Which target groups will be involved
- ▶ How the teacher training will be implemented (face-to-face, hybrid, T-o-T)
- ▶ How and when the students will be involved
- ▶ If you will use surveys, benchmarking, self-assessments
- ▶ Why the chosen methodology would be the most appropriate for your planned goals
- ▶ How it supports the capacity building process and the third country's ownership of results

Project Management, Quality assurance and monitoring

- ▶ You need to demonstrate how the consortium is able to organise and monitor the planned activities, ensure their quality and deliver on time the expected results.
- ▶ Here you must insert the Logical Framework Matrix (LFM) that is a separate document. You need to complete it and copy/paste in this section

Ensure coherence in LFM intervention logic

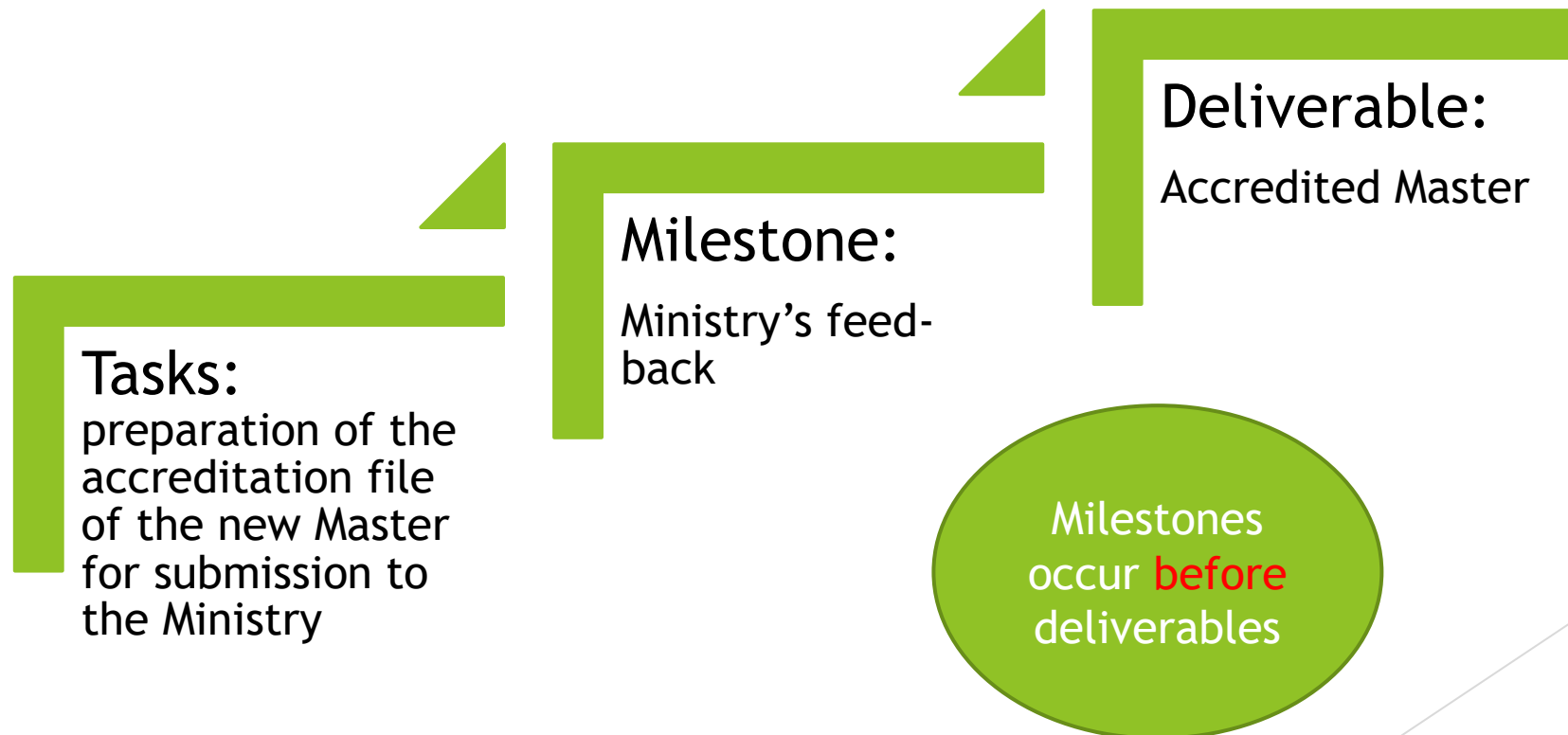
NARRATIVE SUMMARY OF THE INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS AND PREREQUISITES
Goal (general objective) <i>Identify the broader objective to which this project contributes</i>			
Purpose (specific Objectives) <i>List the specific objectives that projects shall achieve</i>			
Outputs (deliverables) <i>List the deliverables (grouped in work packages) that the project is committed to produce. These must be stated as results.</i>			
Activities: <i>List the key activities to be carried out (grouped in work packages) and in what sequence, in order to produce the expected results.</i>			



NARRATIVE SUMMARY OF THE INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS AND PREREQUISITES
<p>Goal (general objective) <i>To contribute to unemployment reduction in Ethiopia</i></p>	<p>Comparison between the employment rate of graduates from the new curricula and graduates in general</p>	<p>National and regional statistics on graduates' employment</p>	<ul style="list-style-type: none"> - Geopolitical stability of the country - Availability of the business sector to co-design the new curricula
<p>Purpose (specific Objectives) <i>Create new curricula addressing professional profiles requested in the Ethiopian labour market</i></p>	<p>% of graduates employed after 6 months and 1 year from Diploma</p>	<p>Statistics from each university</p>	<ul style="list-style-type: none"> - Interest of the Ministry in fostering digital courses and supporting the e-platform - Ministry favouring agreements with business for effective students' placement
<p>Outputs (deliverables) <i>WP 3: Accreditation of 8 new bachelors (2 x HEI) jointly designed by academia and business</i> <i>WP 4: Upgraded skills for 20 academic staff x HEI</i> <i>WP5: Implementation of a students' placement system</i> <i>WP 6: Creation of a learning platform to deliver some digital modules</i> <i>WP 7: Recruitment of 50% of the students among vulnerable groups (such as internal displaced people, girls, students with physical handicap)</i> <i>WP 8: Creation of a system keeping track of students' employment after graduation</i></p>	<ul style="list-style-type: none"> - 200 students enrolled in the first edition of the 8 new degrees - 20 teachers trained in each HEI - 20% of e-learning courses - 20 new textbooks drafted - 75% of the enrolled students having attended an internship before graduation 		<p>Rectangular Snip</p>

Tasks, milestones and deliverables

For curriculum development proposals



Tasks, milestones and deliverables

For curriculum development proposals

Task: preparation of the new textbooks:

- Mixed groups of teachers dealing with 2 subjects;
- Collection of teaching materials and case studies;
- Workshops led by an expert;
- Team work in the different groups

Milestone:

Peer-review

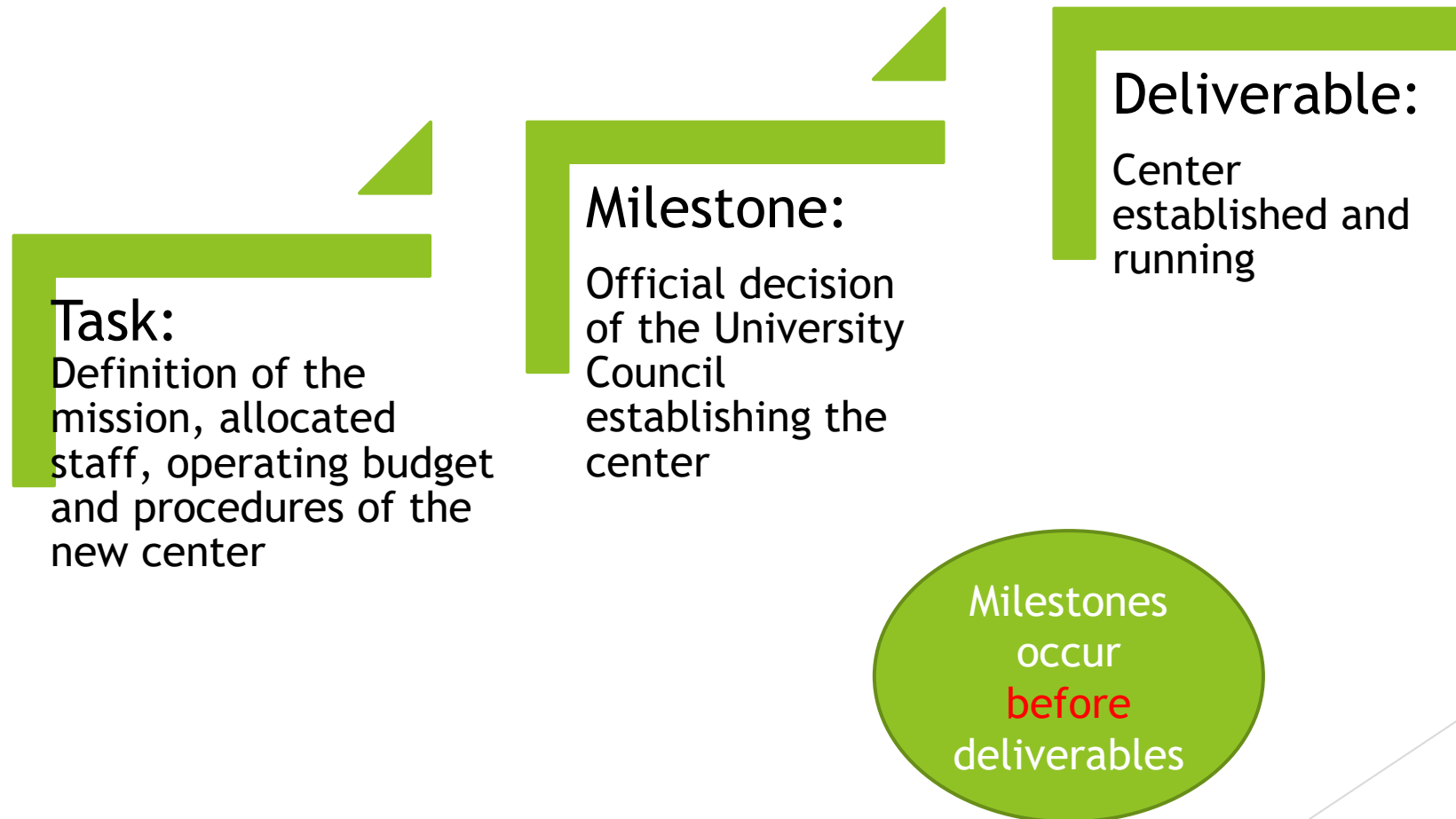
Deliverable:

New textbooks developed and used by the students

Milestones occur **before** deliverables

Tasks, milestones and deliverables

For proposals creating a new service/structure/center



Please use clear terminology

- ▶ Curriculum = Study Programme = Degree
- ▶ Course = Subject = Module

Please provide credits

- ▶ Indicate total n° of credits for the Study Programmes (ECTS or other systems)
- ▶ Indicate the n° of credits for each new/updated course

Work Packages

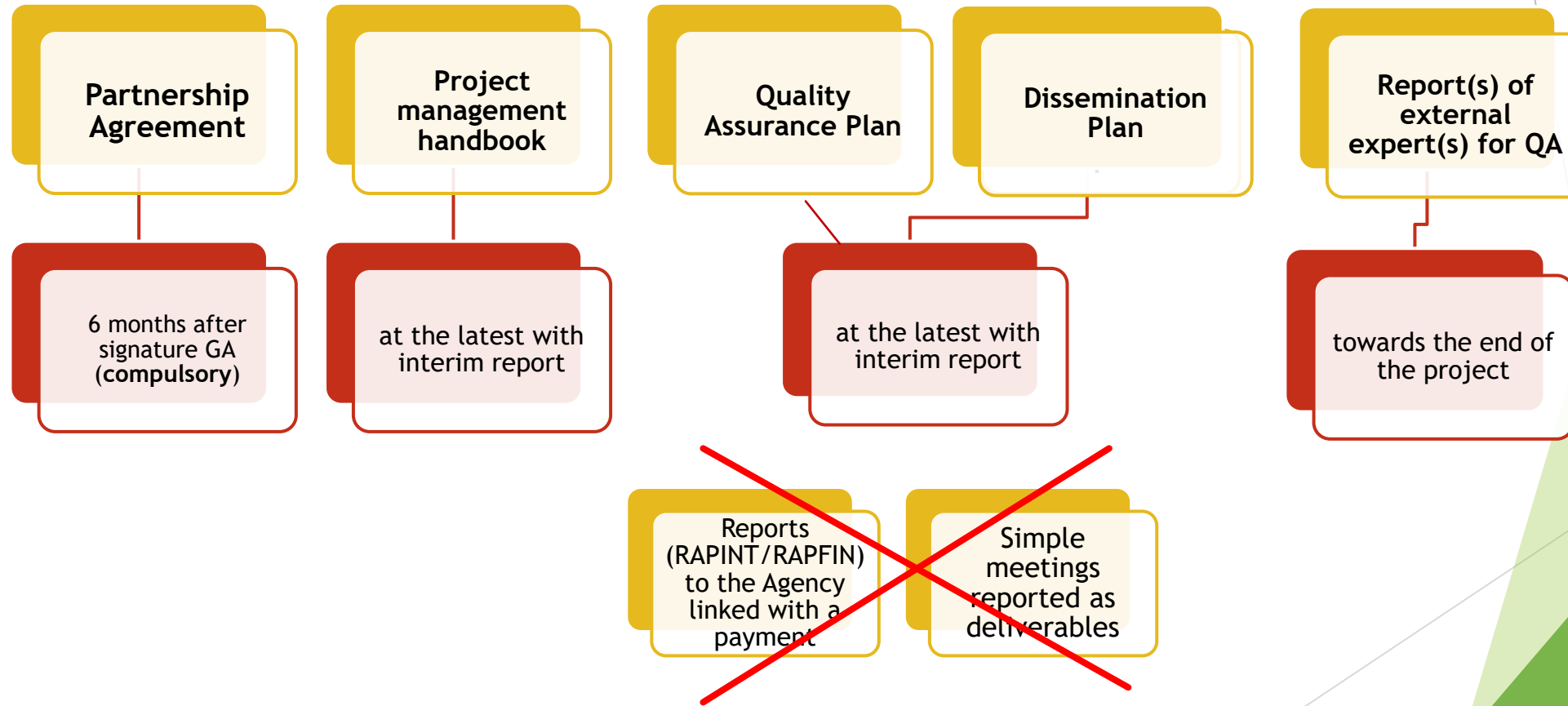
- ▶ They are the building blocks of the proposal: a correct identification of WPs makes the project manageable and efficient
- ▶ On average, between 6 and 12
- ▶ A WP devoted to Quality Assurance is possible, but not compulsory, this aspect can be dealt within the WP Management
- ▶ A WP devoted to Preparation/Preparatory measures is possible, but not compulsory
- ▶ Dissemination activities and Sustainability measures can be grouped in one single WP or form two different WPs
- ▶ Creating a single WP gathering all travels and mobilities NOT Recommended

Avoid discrepancies between the global timetable and the description of each WP

- ▶ The same number of Tasks (= activities) listed in a WP must be reported in the global timetable/overview.
- ▶ The same duration must be reported. Ex: from M 8 to M 24 means that there are NO activities in this WP after months 24, i.e. the last deliverable of this WP is due on M 24.
- ▶ For the global timetable, please use the correct chart:
 - ❖ the first one, with Months, is only for projects of 2 years;
 - ❖ the second one, with Quarters, is for projects of more than 2 years.

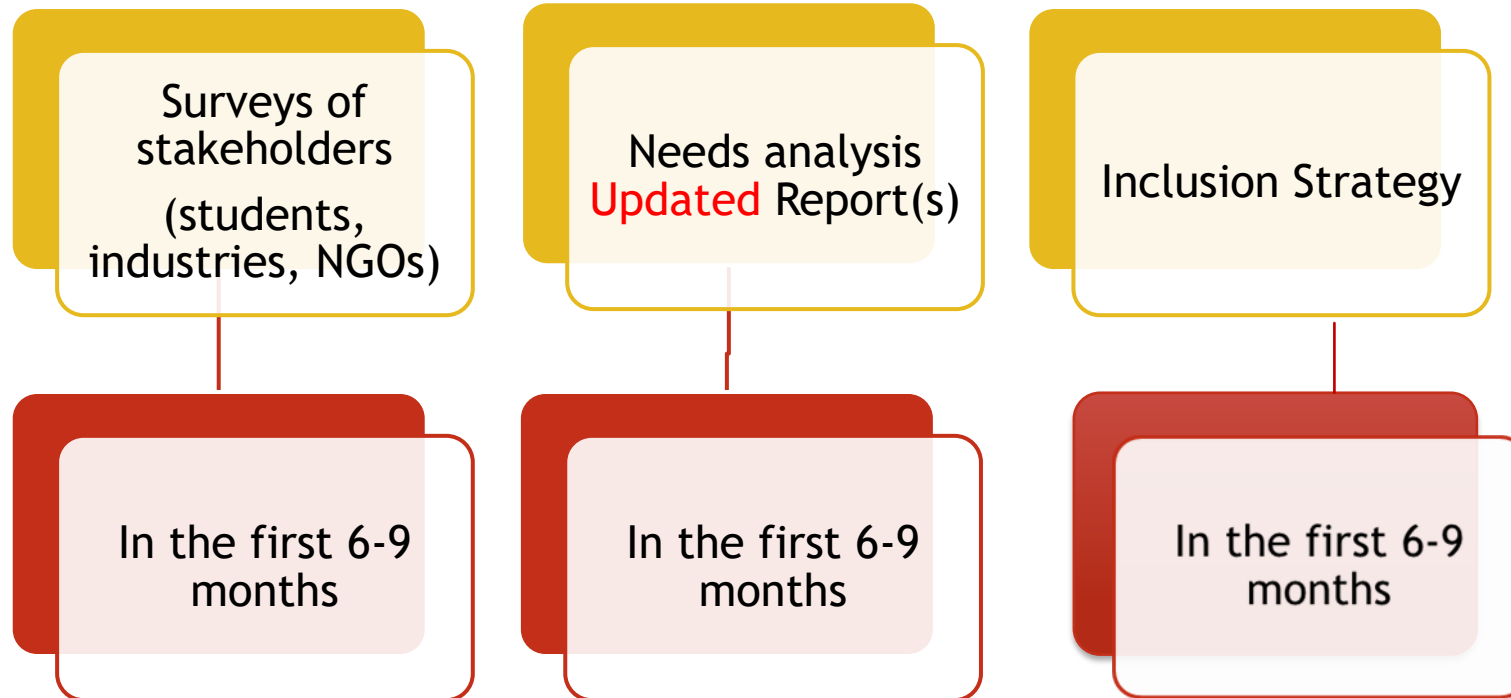
Examples of deliverables

WP Management



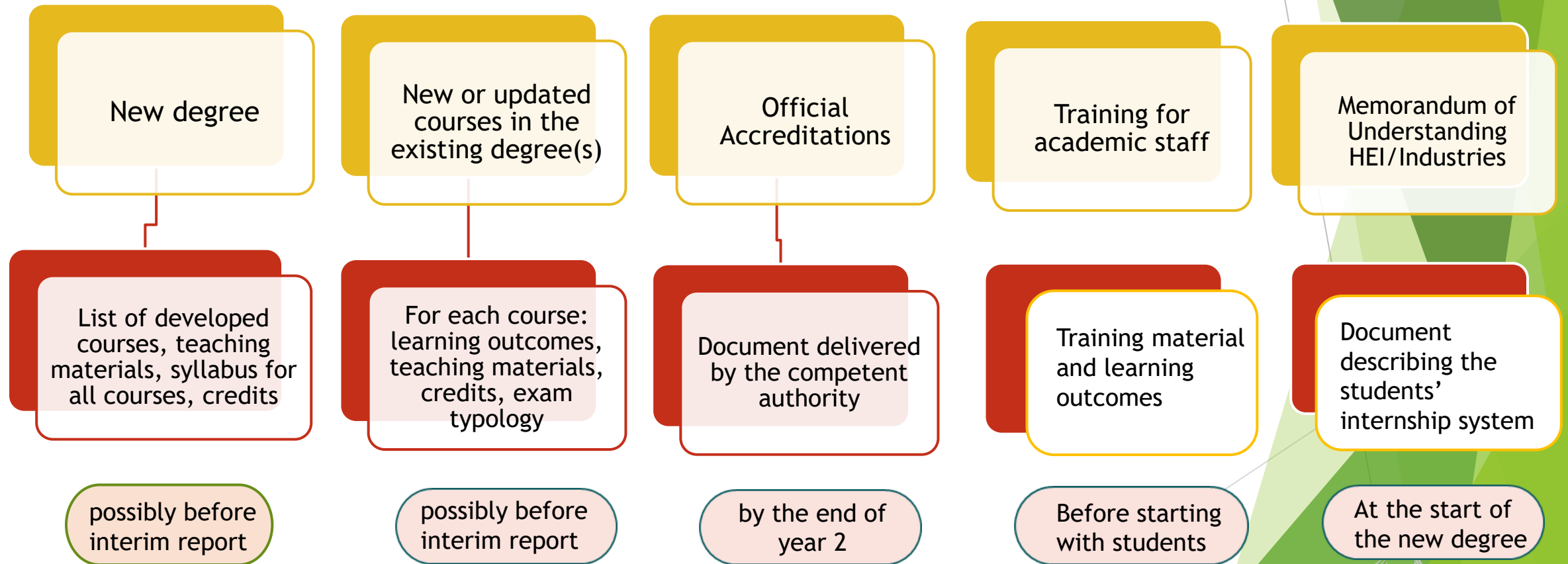
Examples of deliverables

WP Preparatory Measures



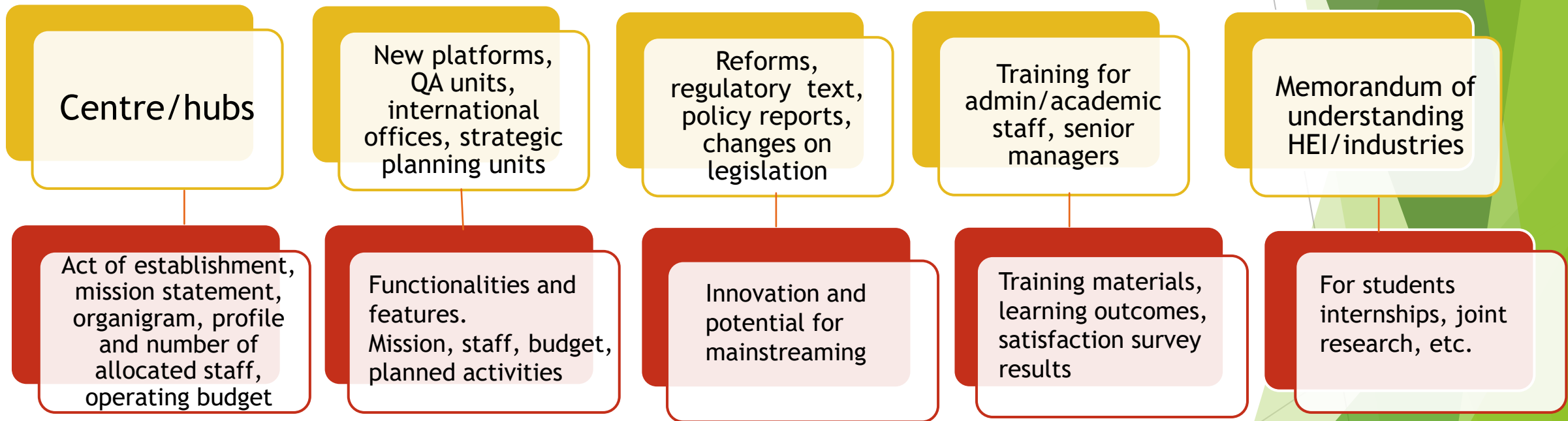
Examples of deliverables

WP Development - 'Curriculum development' proposals



Examples of deliverables

WP Development - 'HEI Governance' proposals



Examples of deliverables

WP Development - 'Higher Education Reform' proposals

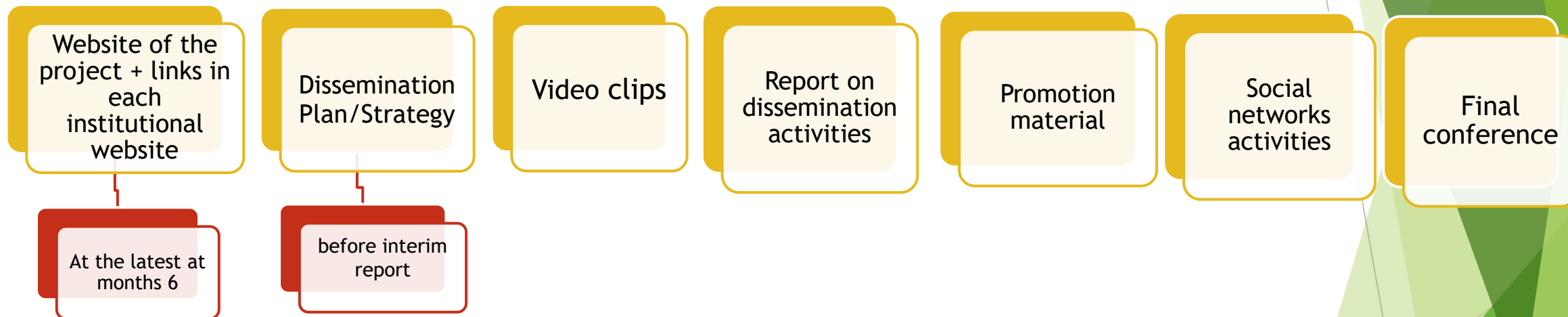
change in
legislation,
introduction of
new policies

services/platforms
at
national/country
level

guidelines,
national
strategies, papers

Examples of deliverables

WP Dissemination



Examples of deliverables

WP Impact and sustainability

Plan for sustainability
(action plan, indicators, available budget)

Report on measurement of KPI in LFM
(quantitative and qualitative)

Memorandum of Understanding
with companies, sectoral agencies, NGOs, etc.

Project teams, staff, experts

- ▶ Do not insert CV, our call does not require it
- ▶ For European institutions insert the **staff who will be actively involved in the project** to demonstrate appropriate expertise in the area where the knowledge transfer is necessary
- ▶ For Third countries HEIs, ensure an appropriate mix of profiles: senior and junior academic staff, researchers.

Cost effectiveness and financial management

- ▶ Demonstrate why your planned budget is cost-effective
- ▶ Without entering into many details, explain the measures you will implement to ensure a sound financial management
- ▶ Pay attention to a balanced mix of presential and on-line activities
- ▶ Present a fair distribution of the grant among the different partners
- ▶ Very often Management WP is inflated, too high
- ▶ For countries participating to the capacity building action since decades, we encourage the acquisition of specialised equipment
- ▶ Remember that CBHE action does NOT finance long mobilities (more than one semester) neither of students nor of staff

Risk management

- ▶ We live in uncertain times with a number of unlikely events that did happen
- ▶ You should demonstrate:
 - Realistic analysis in assessing the likelihood (low-medium-high) that a risk occurs
 - Anticipation capacities
 - Adaptation and flexibility in finding appropriate mitigation strategies

Award criteria

Quality of the partnership and the cooperation arrangements

Management

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

Composition

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

Tasks

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

Collaboration

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

Commitment

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

Management

Management structure and procedures

- ▶ Describe the organisational structure and the decision-making
- ▶ Describe how effective innovation management will be addressed in the management structure and work plan.

Consortium as a whole

- ▶ Describe the consortium. How will it match the project's objectives? How do the members complement one another? In what way does each of them contribute to the project?

Award criteria

Sustainability, impact and dissemination of the expected results

Exploitation

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

Dissemination

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

Impact

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

Open access

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

Sustainability

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

Impact

Maximising impact

► Impact on institutions

modernization of HEIs and reforming HE

► Impact on economy

Development of third countries, creation of jobs

► Societal impact

public policy and society

Impact and timing

► Short term changes in

knowledge, skills, aspirations, attitudes, awareness

► Medium term changes in

behaviour, practices, procedures, values, decision making

Long term changes in

policies, legislation, economy, society, technology, environment

Impact

- What is the **expected impact** of the project? And does this answer the expected impact of the call text? Be specific and quantify...
- Provide a draft “**plan for the dissemination and exploitation**” of the project's results during and after its end
- Outline the **strategy for knowledge management and protection**. Include measures to provide Open Access
- What is the social and **societal benefit** of the project?
- Communication: How will you bring the results **to the audiences** (to whom, why, how, and when)?

Dissemination

How are you disseminating your results?

scientific publications, books, website, workshops, conferences, portal, lectures, media (newspapers, magazines, TV, radio), social media

Be as concrete as possible

name the publications/conferences, mention expected dates, types as well as size of audiences

Identify your target groups

academics, students, politicians, public/private sector, organisations, press etc.

Detailed Budget Table

FILL IN THE VALUES BELOW BEFORE STARTING:

Insert the name of your call :	
Insert the acronym of your project :	
Maximum grant amount for the EU contribution as stipulated in the call :	400.000,00 €
Maximum cofinancing rate as stipulated in the call :	90,00%

The document which will be created with format .XLSX will be saved in the same folder where this workbook .XLSM is currently placed.

Create XLSX document

Double-Click to activate

...).
Please, note that this definition is common to all Work Packages for all Beneficiaries.

A. DIRECT PERSONNEL COSTS
A1. Employees (or equivalent) person months (you can change the types based on your structure)
Senior Professor
Junior Professor
Technician
Administrative staff
Manager

Insert the beneficiaries and the WPs

List of Beneficiaries and Affiliated Entities				Actions (double-click to activate)	
BE NR/AE	BE/TP name	Acronym	Country	APPLY CHANGES	Add a Beneficiary
BE 001		UVR	DE	Remove this Beneficiary	Add an Affiliated Entity
BE 002		UPB	FR	Remove this Beneficiary	Add an Affiliated Entity
BE 003		UMS	DZ	Remove this Beneficiary	Add an Affiliated Entity
BE 004		UBS	DZ	Remove this Beneficiary	Add an Affiliated Entity
BE 005		USTEB	DZ	Remove this Beneficiary	Add an Affiliated Entity

List of Work Packages		Actions (double-click to activate)	
WP Nbr	WP Label	APPLY CHANGES	Add a Work Package
WP 001	Management	Remove this Work Package	
WP 002	Preparatory Measures	Remove this Work Package	
WP 003	Definition of the New Master	Remove this Work Package	
WP 004	Preparation of the Laboratories	Remove this Work Package	
WP 005	Training of academic staff	Remove this Work Package	
WP 006	Creation of the e-learning platform	Remove this Work Package	
WP 007	Accreditation	Remove this Work Package	
WP 008	Student selection and Master delivery	Remove this Work Package	
WP 009	Quality Assurance measures	Remove this Work Package	
WP 010	Dissemination and Exploitation of Results	Remove this Work Package	



	BE 001	BE 001			BE 001
		UNITS	COST PER UNIT	BENEFICIARY TOTAL COSTS	
Total WORK PACKAGES:					
WP 001	A. DIRECT PERSONNEL COSTS				-
	A1. Employees (or equivalent) person months				-
		Senior teacher			-
		Junior teacher			-
		Technician			-
		Administrative staff			-
		Manager			-
		A.2 Natural persons under direct contract			-
		A.3 Seconded persons			-
		A.4 SME Owners without salary			-
		A.5 Volunteers			-
		B. Subcontracting costs			-
		C. Purchase costs			-
		C.1 Travel and subsistence per travel or day			-
		Travel			-
		Accommodation			-
		Subsistence			-
		C.2 Equipment (please refer to the Depreciation Cost sheet)			-
		C.3 Other goods, works and services			-
		Consumables			-
	Services for Meetings, Seminars			-	
	Services for communication/promotion/dissemination			-	
	Website			-	
	Artistic Fees			-	
	Other (please specify details under worksheet "Comments")			-	
	D. Other cost categories			-	
	D.1 Financial support to third parties			-	
	TOTAL DIRECT COSTS INCLUDING SUBCONTRACTING (A+B+C+D)			-	
	E. Indirect costs 7% (rounded to zero decimals)			-	
	TOTAL COSTS (A+B+C+D+E) -			-	



Rates to be used for Volunteers, SME owners, travel, hotel and per diem

WF 001	BE 001 ACME Ltd.	BE 001		BE 001 / AE 001			BE 001 BE+AE TOTAL COSTS
		ACME Ltd.		Spin Off ACME			
		UNITS	COST PER UNIT	BENEFICIARY TOTAL COSTS	UNITS	COST PER UNIT	
	Total WORK PACKAGES:			73.250		26.750	100.000
	Design						
	A. DIRECT PERSONNEL COSTS			25.000		25.000	50.000
	A1. Employees (or equivalent) man days			25.000		25.000	50.000
	Type 1			-		-	-
	Type 2	50	500	25.000	50	500	50.000
	Type 3			-		-	-
	Type 4			-		-	-
	Other			-		-	-
	A.2 Natural persons under direct contract			-		-	-
	A.3 Seconded persons			-		-	-
	A.4 SME Owners without salary			-		-	-
	A.5 Volunteers			-		-	-
	B. Subcontracting costs			-		-	-
	C. Purchase costs			43.458		-	43.458
	C.1 Travel and subsistence per travel or day			-		-	-
	Travel			-		-	-
	Accommodation			-		-	-
	Subsistence			-		-	-
	C.2 Equipment (please refer to the Depreciation Cost sheet)			-		-	-
	C.3 Other goods, works and services			43.458		-	43.458
	Consumables			-		-	-
	Services for Meetings, Seminars, Events			-		-	-
	Services for communication/promotion/dissemination			-		-	-
	Website			-		-	-
	Fees (artistic, speakers, writing, cast, rights, etc)			-		-	-
	Production costs and technical costs of prototyping			-		-	-
	Short-term rental of surfaces, venues or studios (eg for productions, rehearsals, events etc.)			-		-	-
	Other	1	43.458	43.458		-	43.458
	D. Other cost categories			-		-	-
	D.1 Financial support to third parties			-		-	-
	TOTAL DIRECT COSTS INCLUDING SUBCONTRACTING (A+B+C+D)			68.458		25.000	93.458
	E. Indirect costs 7% (rounded to zero decimals)			4.792		1.750	6.542
	TOTAL COSTS (A+B+C+D+E)			73.250		26.750	100.000

You can find them in the following Communications of the European Commission:

- **Volunteers.** See C(2019) 2646
- **SME owners.** See C(2020) 7115
- **Travel, hotel, per diem.** See C(2021) 35

KEY WORDS for a competitive application

Coherent in its entirety

- avoid contradictions; avoid "patchwork"

Concrete

- use examples, justify your statements, bring evidence

Clear

- follow the questions and answer them in the right order

Simple language

- also complex subjects can be explained in a plain language. Keep most sentences 10-15 words long.

Explicit

- do not take anything for granted; do not assume experts will always understand; avoid abbreviations or explain them the 1st time

Rigorous

- the application is the basis on which your project will be implemented; it is also the cornerstone of your partnership commitment

Focused

- stick to what is asked

Complete

- ensure you have followed all the instructions and that the proposal fulfils all the mandatory requirements

Finally.....

- ▶ It is all about writing a GOOD STORY
- ▶ Start in time and structure the writing process!
- ▶ Involve your administration from start
- ▶ Remember for whom you're writing!
- ▶ Create a logical link between objectives, WPs, deliverables and resources
- ▶ Identify the users of your results
- ▶ Pinpoint the social/societal benefits
- ▶ Recognise connections between your proposal and funding policies

**Don't
Forget!**



motivation
is what gets you started.

commitment
is what keeps you going.



Wish You All the Best For Your Future

Thank you



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