

Action Type - KA220-HED

# Cooperation Partnerships in Higher Education

## Call 2023

### Parcerias de Cooperação

### Ensino Superior

### KA 220-HED

*(Documento de apoio à submissão)*

*O presente documento efetua um percurso pelo formulário de candidatura integrando e alertando, em cada parte do processo de preenchimento de dados, para a informação disponível no **“Guia do Programa Erasmus+”** (2023), assim como no **“Handbook on the lump sum funding model - Key Action 2 Partnerships for Cooperation”** (Erasmus+ Programme - Call 2023)*

[PM<sup>2</sup> project management methodology](#)

[Versão em pt](#)

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# 1. Context

**Application details** Submit PDF

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- Context**
- Participating Organisations
  - UNIVERSIDADE DE EVORA (E10201614 - PT)
  - Partner Organisations
- Relevance of the project
- Partnership and cooperation arrangements
- Project design and implementation
- Impact
- Project Summary
- Annexes (0)
- Checklist

**Context**

**Project Title \***  
Please complete... (250)

**Project Title in English \***  
Please complete... (250)  
*The field is mandatory.*

**Project Acronym**  
Example subtitle (234)

**Project Start Date (dd/mm/yyyy) \*** 01/09/2022

**Project total Duration (Months) \*** 20

**Project End Date (dd/mm/yyyy)** 30/04/2024

**National Agency of the Applicant Organisation \***  
PT01 - Agência Nacional Erasmus+ Educação e Formação

**Language used to fill in the form \***  
Portuguese

For further details about the available Erasmus+ National Agencies, please consult the following page: [List of National Agencies](#)

**Project lump sum \***  
250000

## 1.1. Applicant organisation

(exemplo)

OID	Legal name	Country	Region	City	Website
E10201614	UNIVERSIDADE DE EVORA	Portugal	Alentejo	EVORA	<a href="http://www.uevora.pt">www.uevora.pt</a>

## 2. Participating Organisations

### 2.2. Applicant Organisation

#### 2.2.1. Applicant details

#### 2.2.2. Profile

#### 2.2.3. Accreditation

#### 2.2.4. Background and experience

- Please briefly present the organisation (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners)
- What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

## 3. Relevance of the project

### 3.1. Priorities and Topics

- Please select the most relevant priority according to the objectives of your project.
- If relevant, please select up to two additional priorities according to the objectives of your project.
- How does the project address the selected priorities?
- Please select up to three topics addressed by your project

## 3.2. Project description

- A. Please describe the motivation for your project and explain why it should be funded.
- B. What are the objectives you would like to achieve and concrete results you would like to produce? How are these objectives linked to the priorities you have selected?
- C. What makes your proposal innovative?
- D. How is this project complementary to other initiatives already carried out by the participating organisations?
- E. How is your proposal suitable for creating synergies between different fields of education, training, youth and sport or how does it have a strong potential impact on one or more of those fields?
- F. How does the proposal bring added value at European level through results that would not be attained by activities carried out in a single country?

## 3.3. Needs analysis

- A. What needs do you want to address by implementing your project?
- B. What are the target groups of the project?
- C. How did you identify the needs of your partnership and those of your target groups?
- D. How will this project address these needs?

## 4. Partnership and cooperation arrangements

### 4.1. Partnership composition

*Quadro de identificação de organizações parceiras no projeto*

Organisation ID	Legal name	Country	City	Organisation type	Newcomer
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### 4.2. Cooperation arrangements

- A. How did you form your partnership? How does the mix of participating organisations complement each other and what will be the added value of their collaboration in the framework of the project? If applicable, please list and describe the associated partners involved in the project.
- B. What is the task allocation and how does it reflect the commitment and active contribution of all participating organisations (including the associated partners, if applicable)?
- C. Describe the mechanism for coordination and communication between the participating organisations (including the associated partners, if applicable)

## 5. Project design and implementation

### 5.1. Work package n°1 'Project Management'

- A. How will the progress, quality and achievement of project activities be monitored? Please give information about the involved staff, as well as the timing and frequency of the monitoring activities.
- B. How will you ensure proper budget control and time management in your project?
- C. What are your plans for handling risks for project implementation (e.g. delays, budget, conflicts, etc.)?
- D. How will you ensure that the activities are designed in an accessible and inclusive way?
- E. How does the project incorporate the use of digital tools and learning methods to complement the physical activities and to improve cooperation between partner organisations?
- F. How does the project incorporate green practices in different project phases?
- G. Grant amount allocated to the work package n° 1 'Project Management' (whole number with no decimals).

### 5.2. Other work packages

#### 5.2.1. Work package n°1 – (Choose a name ...)

- A. What are the specific objectives of this work package and how do they contribute to the general objectives of the project?
- B. What will be the main results of this work package?
- C. What qualitative and quantitative indicators will you use to measure the level of the achievement of the work package objectives and the quality of the results?
- D. Please describe the tasks and responsibilities of each partner organisation in the work package.
- E. Please explain how the grant amount attributed to this work package constitutes a cost-effective use of the budget

#### 5.2.1.1. Activities - (1 – Choose a name)

Activity title	Venue	Estimated start date:	Estimated end date:	Leading Organisation	Participating Organisations	Amount allocated to activity (whole number) (EUR)	Expected results
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#### 5.2.1.2. Description of the activities

- A. Describe the content of the proposed activities.
- B. Explain how this activity is going to help reach the WP objectives.
- C. Describe the expected results of the activities.
- D. Expected number and profile of participants.

## 5.3. Budget Summary

This section provides a summary of the estimated project budget. The table is automatically completed taking into account the described work packages and their estimated cost.

## 6. Impact

- A. How are you going to assess if the project objectives have been achieved?
- B. Explain how you will ensure the sustainability of the project: How will the participation in this project contribute to the development of the involved organisations in the long-term? Do you plan to continue using the project results or implement some of the activities after the project's end?
- C. Please describe the potential wider impact of your project: Will the impact be equally spread among the involved organisations? What is the potential impact of the project on each participating organisation as a whole? Are there other groups or organisations at local, regional, national or European level that will benefit from your project? Please explain how.
- D. Please describe your plans for sharing and promoting the project results: How do you intend to make the results of your project known within your partnership, in your local communities and in the wider public? Who are the main target groups you intend to share your results with?

## 7. Project Summary

- A. Objectives: What do you want to achieve by implementing the project?
- B. Implementation: What activities are you going to implement?
- C. Results: What project results and other outcomes do you expect your project to have?
- D. Please provide a translation in English. This summary will be publicly available in case your project is awarded.
- E. Objectives: What do you want to achieve by implementing the project?
- F. Implementation: What activities are you going to implement?
- G. Results: What project results and other outcomes do you expect your project to have?

## 8. Annexes

### 8.1. Declaration on Honour

### 8.2. Mandates

### 8.3. Other Documents

## 9. Checklist

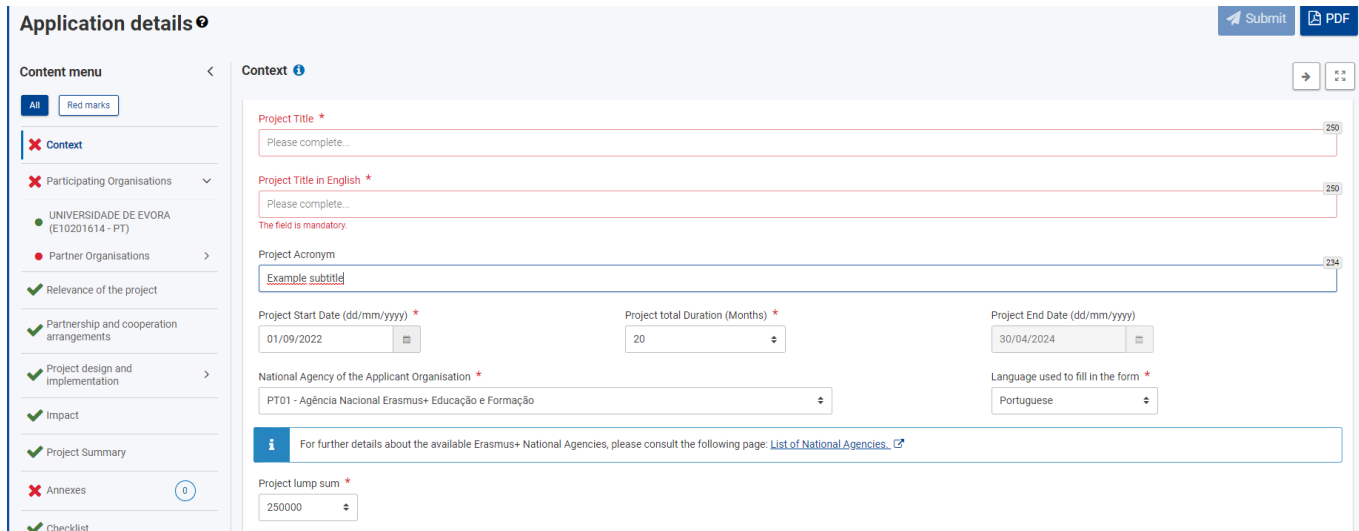
## 1. Context

Field	Higher Education <i>(a escolher de uma Dropdown)</i>
Project Title	<i>(a preencher pela entidade)</i>
Project Title in English	<i>(a preencher pela entidade)</i>
Project Acronym	<i>(a preencher pela entidade)</i>

Project Start Date (dd/mm/yyyy)	Project total Duration (Months)	Project End Date (dd/mm/yyyy)	National Agency of the Applicant Organisation	Language used to fill in the form
01/09/2022 <i>(data inicial a preencher a partir do calendário)</i>	<i>A preencher de uma Dropdown (até 36 meses)</i>	<i>é preenchido automaticamente a partir da duração em meses escolhida</i>	<i>(escolher)</i> PT01 - Agência Nacional Erasmus+ Educação e Formação	<i>(escolher a língua a partir de uma Dropdown)</i>

For further details about the available Erasmus+ National Agencies, please consult the following page: [List of National Agencies](#).

Project lump sum *(a escolher a partir dropdown 120.000 / 250.000 / 400.000)*



**Application details** Submit PDF

**Content menu**

- All
- Red marks
- Context**
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  - UNIVERSIDADE DE EVORA (E10201614 - PT)
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- Relevance of the project
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**Context**

Project Title \*  
Please complete... (250)

Project Title in English \*  
Please complete... (250)  
The field is mandatory.

Project Acronym  
Example subtitle (234)

Project Start Date (dd/mm/yyyy) \*  
01/09/2022

Project total Duration (Months) \*  
20

Project End Date (dd/mm/yyyy)  
30/04/2024

National Agency of the Applicant Organisation \*  
PT01 - Agência Nacional Erasmus+ Educação e Formação

Language used to fill in the form \*  
Portuguese

**i** For further details about the available Erasmus+ National Agencies, please consult the following page: [List of National Agencies](#).

Project lump sum \*  
250000

## 1.1. Applicant organisation

OID	Legal name	Country	Region	City	Website
E10201614	UNIVERSIDADE DE EVORA	Portugal	Alentejo	EVORA	<a href="http://www.uevora.pt">www.uevora.pt</a>

*Nota: Ao colocar um código de OID válido os restantes dados (campos) são automaticamente preenchidos – ver exemplo em cima.*

*O mesmo acontece para as “Partner organisations” – ver exemplo abaixo*

## Associated persons

Please complete this information about key persons in your organisation who will be implementing the project.

The **legal representative** is the person with authorisation to represent the organisation in legal agreements and contracts.

The **Primary contact person** is the first contact point for everything that has to do with implementation of mobility activities. You can also add other contact persons.

If needed, one person can have more than one role. For example, a legal representative can also be the primary contact person. However, you need to name at least two different persons to make sure it is always possible to contact the organisation even if one of them is not available.

Please note that information related to Associated Persons will be automatically transferred to your National Agency but not available in PDF.

**Atenção:** a Plataforma só guarda contatos de pessoas diferentes se associados a números de telefone e emails diferentes. Caso contrário assume como sendo a mesma pessoa.

## 1.2. Partner organisations

OID	Legal name	Country	Region	City	Website
E10085179	VVV-Venlo BV	Netherlands	Limburg (NL)	Venlo	<a href="http://www.vvv-venlo.nl">www.vvv-venlo.nl</a>
E10085190	Sozial-kulturelle Vereinigung "Meridian" e.V.	Germany	SACHSEN-ANHALT	Magdeburg	<a href="http://www.meridian-magdeburg.de">www.meridian-magdeburg.de</a>
E10085200	IES Delgado Hernández	Spain	Andalucía	Bollullos par del Condado	<a href="http://institutodh.net">institutodh.net</a>

## 2. Participating Organisations

To complete this section, you **will need your organisation's identification number (OID)**. Since 2019, the Organisation ID has replaced the Participant Identification Code (PIC) as unique identifier for actions managed by the Erasmus+ National Agencies.

If your organisation has previously participated in Erasmus+ with a PIC number, an OID has been assigned to it automatically. In that case, you must not register your organisation again. Follow this link to find the OID that has been assigned to your PIC: [Organisation Registration System](#)

You can also visit the same page to register a new organisation that never had a PIC or an OID, or to update existing information about your organisation.

### 2.1. UNIVERSIDADE DE EVORA (E10201614 - PT) - *Exemplo*

Applicant organisation OID	Legal name	Country
E10201614	UNIVERSIDADE DE EVORA	Portugal

#### Applicant details

Legal name	UNIVERSIDADE DE EVORA
Country	Portugal
Region	Alentejo
City	EVORA
Website	www.uevora.pt

#### Profile

Type of Organisation	Higher education institution (tertiary level)
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#### Accreditation

Accreditation Type	Accreditation Reference
Erasmus Charter for Higher Education	101015039

#### 2.1.4. Background and experience

Please briefly present the organisation (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners)

(4000)

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

(4000)

## 2.2. Partner Organisations

*Para cada uma das entidades parceiras do projeto – Partner Organisations - são solicitados os elementos, em baixo (Exemplo de 3 “Partner organisations” e a seguir dados por parceiro identificado no projeto, preenchidos automaticamente pela plataforma)*

Partner organisation OID	Legal name	Country
E10085179	VVV-Venlo BV	Netherlands
E10085190	Sozial-kulturelle Vereinigung "Meridian" e.V.	Germany
E10085200	IES Delgado Hernández	Spain

### VVV-Venlo BV (E10085179 - NL)

#### Partner organisation details

Legal name	VVV-Venlo BV
Country	Netherlands
Region	Limburg (NL)
City	Venlo
Website	www.vvv-venlo.nl

#### Profile

Type of Organisation	Higher education institution (tertiary level)
----------------------	---

#### Accreditation

Accreditation Type	Accreditation Reference

The field Accreditation Reference below is empty instead of showing your Erasmus Code, meaning that the Organisation ID you entered is not linked to your Erasmus Code. Please go to the most recent list of Organisation IDs and corresponding Erasmus Codes and replace the Organisation ID: [weblink](#)

## 2.2.4. Background and experience

Please briefly present the organisation (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners).

4000

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

4000

Action Type	As Applicant		As Partner or Consortium Member	
	Number of project applications	Number of granted projects	Number of project applications	Number of granted projects
No past participation has been found for Organisation ID: E10085179 - NL				
Newcomer organisation		Yes		
Less experienced organisation		Yes		

A Plataforma gera um Quadro com o historial da entidade parceira com os dados acima.

### PARTE B – Formulário de Candidatura

PART B – Technical Discription	Guia do Programa Erasmus + Critérios de Atribuição
<b>RELEVANCE</b> <ul style="list-style-type: none"> <li>Background and general objectives</li> <li>Need analysis and specific objectives</li> <li>Complementarity with other actions innovation – European added value</li> </ul>	<b>RELEVÂNCIA</b> (Máximo 25 pontos) <ul style="list-style-type: none"> <li>Análise de necessidades</li> <li>Objetivos e Prioridades da Ação</li> <li>Adequabilidade das Parcerias</li> <li>Inovação, Sinergias, Complementaridade</li> <li>Valor acrescentado a nível da UE</li> </ul>
<b>QUALITY</b> PROJECT DESING AND METHODOLOGY <ul style="list-style-type: none"> <li>Concept and methodology</li> <li>Project management, quality assurance and monitoring evaluation strategy</li> <li>Project teams, staff and experts</li> <li>Cost effectiveness and financial management</li> <li>Risk management</li> </ul>	<b>QUALIDADE DA CONCEÇÃO E DA EXECUÇÃO DO PROJETO</b> (Máximo 30 Pontos) <ul style="list-style-type: none"> <li>Objetivos</li> <li>Planeamento</li> <li>Metodologia</li> <li>Inclusão</li> <li>Digital</li> <li>Práticas ecológicas</li> </ul>
<b>PARTNERSHIP AND COOPERATION ARRANGEMENTS</b> <ul style="list-style-type: none"> <li>Consortium set-up</li> <li>Consortium management and decision-making</li> </ul>	<b>QUALIDADE DA PARCERIA E DOS MECANISMOS DE COOPERAÇÃO</b> (Máximo 20 Pontos) <ul style="list-style-type: none"> <li>Combinação adequada de organizações</li> <li>Composição geográfica</li> <li>Coordenação &amp; Acordos de Cooperação</li> <li>Nível de envolvimento dos parceiros</li> </ul>
<ul style="list-style-type: none"> <li><b>IMPACT</b> <ul style="list-style-type: none"> <li>Impact and dissemination</li> <li>Communication, dissemination and visibility</li> <li>Sustainability and continuation</li> </ul> </li> </ul>	<b>IMPACTO</b> (Máximo 25 Pontos) <ul style="list-style-type: none"> <li>Impacto</li> <li>Disseminação</li> <li>Sustentabilidade</li> </ul>

## 3. Relevance of the project

### 3.1. Priorities and Topics

Please select the most relevant priority according to the objectives of your project.

Escolher uma prioridade

**Please select priority**

HORIZONTAL: Addressing digital transformation through development of digital readiness, resilience and capacity  
HORIZONTAL: Common values, civic engagement and participation  
HORIZONTAL: Environment and fight against climate change  
HORIZONTAL: Inclusion and diversity in all fields of education, training, youth and sport  
HE: Building inclusive higher education systems  
HE: Developing STEM/STEAM in higher education, in particular women participation in STEM  
HE: Promoting inter-connected higher education systems  
HE: Rewarding excellence in learning, teaching and skills development  
HE: Stimulating innovative learning and teaching practices  
HE: Supporting digital and green capabilities of the higher education sector

If relevant, please select up to two additional priorities according to the objectives of your project.

**Escolher no máximo duas prioridades adicionais****Please select priority**

HORIZONTAL: Addressing digital transformation through development of digital readiness, resilience and capacity  
HORIZONTAL: Common values, civic engagement and participation  
HORIZONTAL: Environment and fight against climate change  
HORIZONTAL: Inclusion and diversity in all fields of education, training, youth and sport  
HE: Building inclusive higher education systems  
HE: Developing STEM/STEAM in higher education, in particular women participation in STEM  
HE: Promoting inter-connected higher education systems  
HE: Rewarding excellence in learning, teaching and skills development  
HE: Stimulating innovative learning and teaching practices  
HE: Supporting digital and green capabilities of the higher education sector

How does the project address the selected priorities?

3000

Please select up to three topics addressed by your project

**Escolher no máximo três da Dropbox (existem muitas opções colocadas por ordem alfabética)****Que vão desde...**

Active ageing  
Agriculture, forestry and fisheries  
Awareness about the European Union  
Bridging intercultural, intergenerational and social divide  
Career guidance  
Cooperation between educational institutions and business  
Creating new, innovative or joint curricula or courses

**Até...**

Soft skills  
Support for European and regional innovation and smart specialisation strategies  
Tackling Geographical remoteness and involving rural areas  
Teaching and learning of foreign languages  
Work-based learning  
Youth employability  
Youth policy development

## 3.2. Project description

Guia Erasmus + Versão 1 (2023)

### CRITÉRIO RELEVÂNCIA

Medida em que:

**A proposta é relevante para os objetivos e as prioridades da ação.**

Além disso, **a proposta será considerada altamente relevante:**

- Se abordar a prioridade «**inclusão e diversidade**»,
- No caso dos projetos geridos pelas agências nacionais Erasmus+ a nível descentralizado: **se abordar uma ou várias «prioridades europeias no contexto nacional»**, conforme divulgadas pela agência nacional;
- O **perfil, a experiência e as atividades** das organizações participantes sejam **relevantes** para o domínio da candidatura;
- A proposta baseia-se numa **análise genuína e apropriada das necessidades**;
- A proposta é **adequada para criar sinergias entre os diferentes domínios da educação, da formação, da juventude e do desporto** ou tem potencialmente um **forte impacto num ou mais destes domínios**;
- A proposta é **inovadora**;
- A proposta **complementa outras iniciativas já executadas pelas organizações participantes**;
- A proposta **proporciona um valor acrescentado a nível da UE através de resultados que não seriam obtidos por atividades realizadas apenas num país**.

Please describe the motivation for your project and explain why it should be funded.

3000

What are the objectives you would like to achieve and concrete results you would like to produce? How are these objectives linked to the priorities you have selected?

3000

What makes your proposal innovative?

2000

A proposta é inovadora

How is this project complementary to other initiatives already carried out by the participating organisations?

2000

A proposta complementa outras iniciativas já executadas pelas organizações participantes;

How is your proposal suitable for creating synergies between different fields of education, training, youth and sport or how does it have a strong potential impact on one or more of those fields?

3000

A proposta é adequada para criar sinergias entre os diferentes domínios da educação, da formação, da juventude e do desporto ou tem potencialmente um forte impacto num ou mais destes domínios;

How does the proposal bring added value at European level through results that would not be attained by activities carried out in a single country?

2000

A proposta proporciona um valor acrescentado a nível da UE através de resultados que não seriam obtidos por atividades realizadas apenas num país.

### 3.3. Needs analysis

Handbook on the lump sum funding model – 2023

#### Needs analysis

*An evidence-based needs analysis is key to the good planning and implementation of a project. Needs can be defined as desired changes in the context in which an organisation is functioning. Once a number of needs have been identified, their analysis consists of two main aspects:*

- a) *ranking the needs in terms of expected benefits for the organisation;*

*Based on the expected benefits, needs can be categorised as follows:*

- a. **Primary:** *These needs must be addressed in order to complete the project successfully;*
  - b. **Secondary:** *these needs can be addressed if project resources allow to;*
  - c. **Side effects:** *These needs could be positively affected by the project but will not be addressed directly.*
- b) *In the formulation of the project proposal, the main needs identified shall be operationalised by comparing the initial situation with the desired one (also known as “gap analysis”). As described in the following section, the formulation of general and specific objectives shall correspond to the description of all the conditions needed in order to fill the gap identified in the needs assessment. In this process, the expected benefits should be compared with the expected costs (cost-effectiveness).*

*Once project needs are identified and before they are translated into objectives, applicants shall carry out an initial assessment of the overall cost of project, aimed to quantify the financial support required and hence the lump sum amount to be requested as a grant.*

What needs do you want to address by implementing your project?

3000

What are the target groups of the project?

2000

How did you identify the needs of your partnership and those of your target groups?

2000

How will this project address these needs?

2000

## 4. Partnership and cooperation arrangements

### 4.1. Partnership composition

Handbook on the lump sum funding model – 2023

Partnerships for cooperation supported under Erasmus+ allow organisations and institutions to increase the quality and relevance of their activities in the fields of education, training, youth and sport.

#### Objectives

Partnerships for cooperation aim at:

- ✓ **Increasing quality in the work, activities and practices of organisations and institutions involved, opening up to new actors, not naturally included within one sector;**
- ✓ **Building capacity of organisations to work transnationally and across sectors;**
- ✓ **Addressing common needs and priorities in the fields of education, training, youth and sport;**
- ✓ **Enabling transformation and change (at individual, organisational or sectoral level), leading to**
- ✓ **improvements and new approaches, in proportion to the context of each organisation.**

#### Exemplo de Quadro de identificação de organizações parceiras num projeto

Organisation ID	Legal name	Country	City	Organisation type	Newcomer
E10201614	UNIVERSIDADE DE EVORA	Portugal	EVORA	Higher education institution (tertiary level)	
E10085179	VVV-Venlo BV	Netherlands	Venlo	Higher education institution (tertiary level)	
E10085190	Sozial-kulturelle Vereinigung "Meridian" e.V.	Germany	Magdeburg		
E10085200	IES Delgado Hernández	Spain	Bollullos par del Condado		

## 4.2. Cooperation arrangements

Guia Erasmus + Versão 1 (2023):

### CRITÉRIO QUALIDADE DA PARCERIA E DOS MECANISMOS DE COOPERAÇÃO

Medida em que:

- O projeto **envolve uma combinação adequada de organizações participantes em termos de perfil**, incluindo organizações locais comunitárias, experiência anterior com o Programa e conhecimentos especializados para alcançar com êxito todos os objetivos do projeto;
- O projeto **inclui novos intervenientes e organizações menos experientes na ação**;
- A proposta de **distribuição de tarefas demonstra o empenho e o contributo ativo de todas as organizações participantes**;
- A proposta **prevê mecanismos eficazes de coordenação e comunicação entre as organizações participantes, bem como com outras partes interessadas**;

Se aplicável, a medida em que o envolvimento de uma organização participante de um **país terceiro não associado ao Programa acrescenta um valor essencial ao projeto (se esta condição não for preenchida, a organização participante de um país terceiro não associado ao Programa será excluída da proposta de projeto na fase de avaliação)**.

How did you form your partnership? How does the mix of participating organisations complement each other and what will be the added value of their collaboration in the framework of the project? If applicable, please list and describe the associated partners involved in the project.

3000

What is the task allocation and how does it reflect the commitment and active contribution of all participating organisations (including the associated partners, if applicable)?

3000

Describe the mechanism for coordination and communication between the participating organisations (including the associated partners, if applicable)

3000

## 5. Project design and implementation

Guia Erasmus + Versão 1 (2023)

### CRIAR UM PROJETO

Um projeto de parceria de cooperação é composto por quatro fases, que começam mesmo antes da proposta do projeto ser selecionada para financiamento: planeamento, preparação, execução e acompanhamento. As organizações participantes e os participantes envolvidos nas atividades devem assumir um papel ativo em todas estas fases para assim melhorarem a sua experiência de aprendizagem.

- **Planeamento** (definir necessidades, objetivos, resultados da aprendizagem e do projeto, formatos das atividades, calendário, etc.);

- **Preparação** [planeamento das atividades, desenvolvimento do programa de trabalho, mecanismos práticos, confirmação do(s) grupo(s)-alvo das atividades previstas, celebração de acordos com os parceiros, etc.];
- **Realização das atividades;**
- **Acompanhamento** (avaliação das atividades e do seu impacto a diferentes níveis, partilha e utilização dos resultados do projeto).

As parcerias de cooperação podem incluir a organização de atividades transnacionais de aprendizagem, ensino ou formação para indivíduos e grupos de indivíduos, na medida em que acrescentem valor para a consecução dos objetivos do projeto. O formato, a finalidade, o tipo e o número de participantes nas atividades propostas serão descritos e justificados como parte da candidatura do projeto.

#### **ASPETOS HORIZONTAIS A CONSIDERAR AQUANDO DA CONCEÇÃO DO SEU PROJETO:**

Para além de satisfazer os critérios formais e definir um acordo de cooperação sustentável com todos os parceiros do projeto, os seguintes elementos podem contribuir para aumentar o impacto e a execução qualitativa das parcerias de cooperação ao longo das diferentes fases do projeto. Os candidatos devem ter em conta estas oportunidades e dimensões aquando da conceção dos projetos de parceria de cooperação.

#### **Sustentabilidade ambiental**

Os projetos devem ser concebidos de modo a respeitar o ambiente e devem integrar práticas ecológicas em todas as suas vertentes. Aquando da conceção do projeto, as organizações e os participantes devem adotar uma abordagem respeitadora do ambiente, que incentive todos aqueles que estejam envolvidos no projeto a debater e aprender algo sobre as questões ambientais, refletindo sobre o que pode ser feito a diferentes níveis para ajudar as organizações e os participantes a encontrarem formas alternativas e mais ecológicas de executarem as atividades do projeto.

#### **Inclusão e diversidade**

O Programa Erasmus+ procura promover a igualdade de oportunidades e de acesso, a inclusão e a equidade em todas as suas ações.

Para pôr em prática estes princípios, foi concebida uma **Estratégia para a Inclusão e a Diversidade** com vista a melhorar a forma de fazer chegar estes princípios aos participantes oriundos dos mais diversos contextos, **em especial os que têm menos oportunidades** e que enfrentam mais obstáculos para participar em projetos europeus.

As organizações devem conceber projetos com atividades acessíveis e inclusivas, tendo em conta os pontos de vista dos participantes com menos oportunidades e procurando envolvê-los na tomada de decisão ao longo de todo o processo.

#### **Dimensão digital**

A cooperação virtual e a experimentação com oportunidades virtuais e de aprendizagem mista são fundamentais para o êxito das parcerias de cooperação

#### **Pacote de trabalho /Work Package (WP)**

- Um pacote de trabalho (WP) define-se como um **conjunto de atividades** que contribui para a consecução de objetivos específicos comuns.

- *A associação a objetivos e resultados tangíveis específicos deverá ser claramente descrita para cada WP.*
- *É recomendado que os candidatos dividam os respetivos projetos em cinco pacotes de trabalho, no máximo, incluindo um sobre a **Gestão do Projeto (Project Management)***
- *A percentagem do montante fixo afeto ao **WP Gestão do Projeto** deverá ser, no máximo, **20 % do total**.*
- *O **WP de Gestão do Projeto** destina-se a abranger as atividades horizontais que são necessárias para a execução do projeto, como:
  - *Monitorização,*
  - *Coordenação,*
  - *Comunicação,*
  - *Avaliação e*
  - *Gestão dos riscos.**O cumprimento destes requisitos deve seguir o princípio da **proporcionalidade**: quanto maior o montante solicitado, maior a expectativa de que a metodologia do projeto seja precisa e abrangente.**
- *É permitida a subcontratação de serviços, desde que não abranja as atividades essenciais das quais depende diretamente a consecução dos objetivos da ação. Nesses casos, o montante orçamentado para a subcontratação deve ser incluído na descrição das atividades abrangidas pelo subcontrato.*  
*Além disso, a subcontratação deve ser justificada pela natureza da ação e o **montante não pode exceder 20 % do montante total da subvenção***

### **Quality of the project design and implementation** Guia Programa E+ 2023 pág. 230

The extent to which:

- *the project objectives are clearly defined, realistic and address needs and goals of the participating organisations and the needs of their target groups;*
- *the proposed methodology is clear, adequate and feasible:*
  - *the project work plan is clear, complete and effective, including appropriate phases for preparation, implementation and sharing project results;*
  - *the project is cost-effective and allocates appropriate resources to each activity;*
  - *the project proposes appropriate quality control, monitoring and evaluation measures to ensure that the project implementation is of high quality, completed in time and on budget;*
- *the activities are designed in an accessible and inclusive way and are open to people with fewer opportunities.*
- *the project incorporates the use of digital tools and learning methods to complement their physical activities, and to improve the cooperation between partner organisations.*
  - *If Erasmus+ online platforms are available in the field(s) of the participating organisations: the extent to which the project makes use of Erasmus+ online platforms (European School Education Platform, including eTwinning, EPALE, European Youth Portal, EU Youth Strategy Platform) as tools for preparation, implementation and follow-up of the project activities.*
- *The project is designed in an eco-friendly way and incorporates green practices in different project phases*
- 

If the project plans training, teaching or learning activities:

- *the extent to which these activities are appropriate for the project's objectives and involve the appropriate profile and number of participants;*
- *the quality of practical arrangements, management and support modalities in learning, teaching and training activities;*
- *the quality of arrangements for the recognition and validation of participants' learning outcomes, in line with European transparency and recognition tools and principles.*

## 5.1. Work package n°1 'Project Management'

### Handbook on the lump sum funding model – 2023

The single lump sum shall be used to cover **all costs related to the implementation of eligible activities falling within the scope of Erasmus+ Key Action 2 Partnerships for Cooperation, such as for example:**

- **Project management** (planning, finances, coordination and communication between partners, monitoring and supervision, etc.)
- Learning activities
- Teaching and training activities
- Meetings and events
- Project deliverables (publications, materials, documents, tools, products, etc.)
- Activities aimed at sharing project's results

**Typical costs linked to such activities would be:** travel and subsistence; equipment; costs for publication and editing of materials; IT development (such as creating a website); staff and human resources costs; administrative costs; etc.

Please note that any activity can be accepted when considered relevant for the project and compliant with the eligibility criteria.

If an application presents activities that are deemed not relevant to achieving the objectives of the programme or are disproportionate in terms of costs, the project might be either ranked with a low scoring during the selection phase or even rejected.

If the budget of a proposal is considered inadequate, there is no possibility to "downgrade" the proposal to a lower lump sum amount: the proposal will just not be selected.

How will the progress, quality and achievement of project activities be monitored? Please give information about the involved staff, as well as the timing and frequency of the monitoring activities.

3000

How will you ensure proper budget control and time management in your project?

3000

What are your plans for handling risks for project implementation (e.g. delays, budget, conflicts, etc.)?

3000

How will you ensure that the activities are designed in an accessible and inclusive way?

3000

*As organizações devem conceber projetos com atividades acessíveis e inclusivas, tendo em conta os pontos de vista dos participantes com menos oportunidades e procurando envolvê-los na tomada de decisão ao longo de todo o processo.*

How does the project incorporate the use of digital tools and learning methods to complement the physical activities and to improve cooperation between partner organisations?

3000

*A cooperação virtual e a experimentação com oportunidades virtuais e de aprendizagem mista são fundamentais para o êxito das parcerias de cooperação*

How does the project incorporate green practices in different project phases?

3000

*Os projetos devem ser concebidos de modo a respeitar o ambiente e devem integrar práticas ecológicas em todas as suas vertentes. Aquando da conceção do projeto, as organizações e os participantes devem adotar uma abordagem respeitadora do ambiente, que incentive todos aqueles que estejam envolvidos no projeto a debater e aprender algo sobre as questões ambientais, refletindo sobre o que pode ser feito a diferentes níveis para ajudar as organizações e os participantes a encontrarem formas alternativas e mais ecológicas de executarem as atividades do projeto.*

Grant amount allocated to the work package n° 1 'Project Management' (whole number with no decimals).

**Atenção - WP Gestão do Projeto deverá ser, no máximo, 20 % do total.**

## 5.2. Other work packages

Handbook on the lump sum funding model – 2023

*The description of all other work packages shall include a reference to the relevant specific objectives, illustrate the activities and deliverables proposed and clearly show how such activities are contributing to the achievement of the objectives. The description of the expected results shall be supported by a system of quantitative and qualitative indicators enabling to assess the performance of the project and the relevance of each activity*

### APPLICATION

*In Cooperation Partnerships, the project description shall make a distinction between one work package dedicated to **project management** and **other work packages for implementation of the project activities**. The budget allocation between the work package for project management and the other work packages shall be indicated in the application form.*

Project management	Work package
<ul style="list-style-type: none"> <li>• Project methodology</li> <li>• Organisation of the partnership</li> <li>• Budget management</li> <li>• Timeline</li> </ul>	<ul style="list-style-type: none"> <li>• Objectives</li> <li>• Activities/Deliverables</li> <li>• Quantitative result indicator</li> <li>• Qualitative result indicator</li> </ul>

Each project shall include a standard work package for **project management** and additional work packages for **project implementation**.

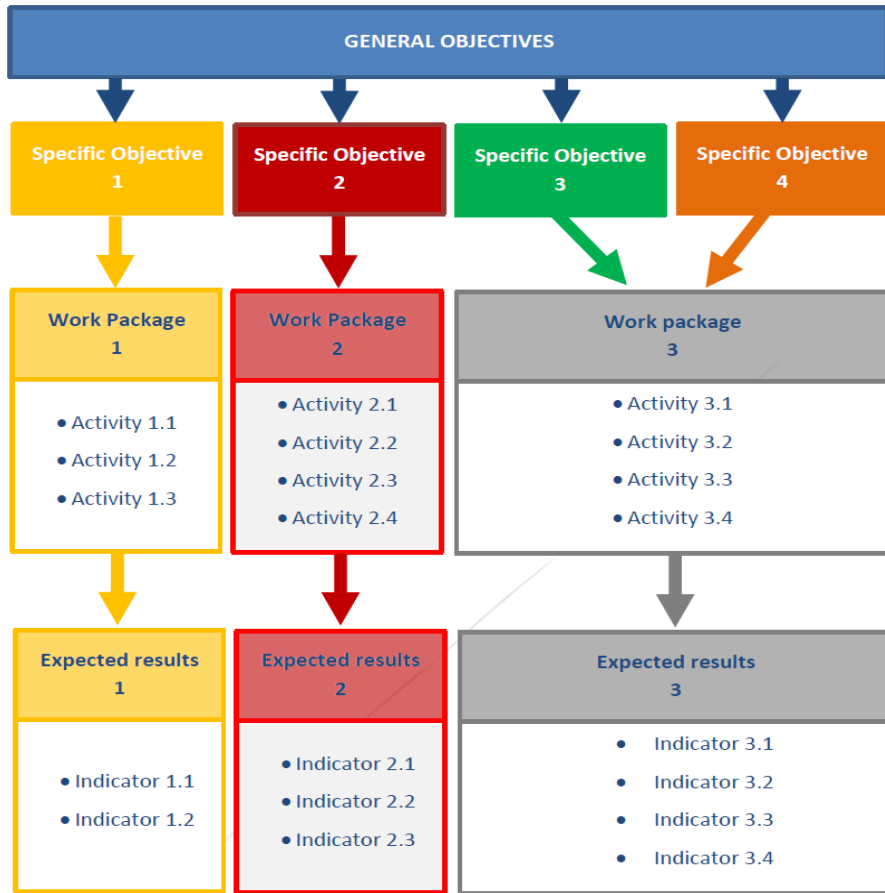
The description of the **project management** work package shall include a project management **methodology** with a clear **distribution of tasks** and the **financial arrangements among partners**, a **detailed timeline** with **milestones** and **main deliverables**, the **monitoring and control system** and **the tools** put in place to ensure a **timely implementation** of the project activities.

The **project management** work package **can represent maximum 20% of the budget** **and does not require the indication of specific objectives**, as it is considered to contribute horizontally to all the objectives of the project.

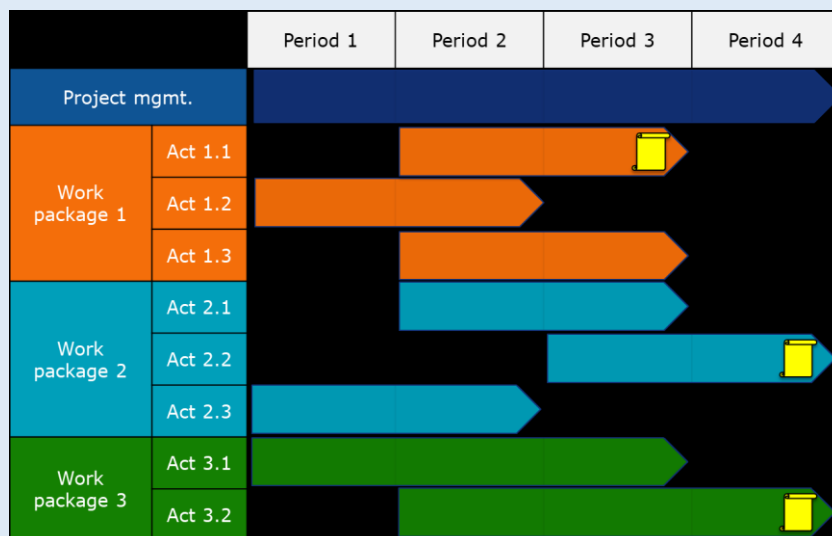
The **description of each of the other work packages should include** the following information:

- Title:
- Allocated budget:
- Specific objectives:
- Activities:
- Expected results:
- Estimated start and end date:
- Quantitative result indicators:
- Qualitative result indicators:
- Targets (value of the indicators at the end of the activity):

**LOGICAL FRAMEWORK**



In order to support the evaluation process, a **Gantt chart can be included in the application form (upload annex)**, presenting the timeline for all activities and deadlines for deliverables within the work packages, as in the example provided below. The chart can be complemented with a descriptive part.



The **distribution of the budget shall be presented at the level of work package**, as in the example below. In addition, applicants can also indicate the allocation at the level of activities.

	Coordinator	Partner 1	Partner 2	Partner 3	Total
<b>PM</b>	40.000	20.000	10.000	10.000	80.000
<b>WP 1</b>	50.000	20.000	30.000	20.000	120.000
<b>WP 2</b>	10.000	50.000	70.000	30.000	160.000
<b>WP 3</b>	10.000	15.000	5.000	10.000	40.000
<b>Total</b>	110.000	105.000	115.000	70.000	<b>400.000</b>

Please note that it is recommended to split your projects in a **maximum of 5 work packages**, including the one on project management.

Work package id	Title	Number of activities	Grant (EUR)
1			
2			
3			
<i>Total</i>			

### 5.2.1. Work package n°2 – (Choose a name ...)

What are the specific objectives of this work package and how do they contribute to the general objectives of the project?

2000

Handbook on the lump sum funding model – 2023

#### Objectives setting

Having defined project needs and quantified the required financial support, applicants shall set the project objectives.

A general objective can be set as a summary of the desired benefits to be achieved with the project and in line with the Action's priorities set out in the call for proposals.

The general objective shall then be detailed into more specific and operational objectives, constituting the purposes of the concrete activities carried out in the framework of the project.

Project objectives should be Specific, Measurable, Achievable, Relevant and Time-bound (i.e. 'S.M.A.R.T')<sup>1</sup>

<sup>1</sup> Based on the European Commission Better Regulation toolbox #16 – How to set objectives -

[https://ec.europa.eu/info/sites/info/files/file\\_import/better-regulation-toolbox-16\\_en\\_0.pdf](https://ec.europa.eu/info/sites/info/files/file_import/better-regulation-toolbox-16_en_0.pdf)

#### What are S.M.A.R.T. objectives?

##### Specific

Objectives should be precise and concrete enough not to be open to varying interpretations by different people.

<b>Measurable</b>	Objectives should define a desired future state in measurable terms, to allow verification of their achievement. Such objectives are either quantified or based on a combination of description and scoring scales.
<b>Achievable</b>	Project aims should be set at a level which is ambitious but at the same time realistically achievable.
<b>Relevant</b>	The objectives should be directly linked to the problem and its root causes.
<b>Time-bound</b>	Objectives should be related to a fixed date or precise time period to allow an evaluation of their achievement.

*Under the new funding model, it is particularly important to show a clear correlation between objectives, activities carried out and results achieved, as this constitutes the logical framework used in the quality assessment of projects. The quality assessment, in turn, constitutes the basis for payments and financial corrections.*

What will be the main results of this work package?

2000

What qualitative and quantitative indicators will you use to measure the level of the achievement of the work package objectives and the quality of the results?

2000

Handbook on the lump sum funding model – 2023

**INDICATORS**

Applicants for Cooperation Partnerships are requested to describe each work package with an indication of specific objectives, targets, qualitative and quantitative result indicators. This section provides methodological guidance for the selection of a set of indicators to support the assessment of the results achieved by the project.

**What is an indicator?**

An indicator is the measurement of a value in view of an objective to be met. An indicator can be quantitative or qualitative:

- **Quantitative:** defines measurable information about quantities, facts, and can be mathematically verified;
- **Qualitative:** describes events, reasons, causes, effects, experiences etc. Qualitative indicators can be made quantitative through scoring methods

Quantitative and qualitative indicators complement each other: in addition to quantities and facts, it is also important to measure qualitative elements, so that the assessment on the achievement (or non-achievement) of objective is not purely mechanical. Annex 2 to the present document provides a list of indicators used in projects funded under the 2014-2020 Erasmus+ programme.

There are two main kinds of indicators:

- **Elementary Indicators:** provide basic information on which other indicators can be built  
 o Ex: Number of trainees, number of participants to a meeting, number of visits to a website, etc.
- **Derived indicators:** based on the calculation of the ratio between two elementary indicators  
 Ex: number of students who passed a test, participants to a conference who presented a paper, visitors to a website who downloaded a document, % budget used, etc.

**Indicator ≠ Target**

An indicator is the measurement of a value at any moment in time. **A target is the desired value of the indicator** when the action is completed.

Example:

o Target: 1000 visits to the website by December 2020

o Indicator: 500 visits in July; 750 in October; 1100 in December

**How many indicators?**

There should be *enough indicators so that all the major results of the project are covered, but not too many, so that the measurement of indicators requires more effort than the actual project activities.*

A list with examples of result indicators used in the previous programmes can be found in **Annex 2 - How to build your indicators:**

**Are your indicators “RACER”?**

- Relevant** Closely linked to the objective to be achieved. They should not be overambitious and measure the right thing
- Accepted** The definition of the indicator and the way it is measured should be agreed by all partners and responsibilities should be clearly attributed
- Credible** Not ambiguous and verifiable, also for external observers
- Easy** Data collection should be easy and not expensive. The information provided by the indicator should be easily understandable
- Robust** The value of the indicator is not easy to manipulate

**Examples of indicators**

(ver mais exemplos no “Annex 2” do “Handbook on the lump sum funding model”)

	Quantitative	Qualitative
<b>Number of</b>	<ul style="list-style-type: none"> <li>• Participants in events, meetings, training activities, etc.</li> <li>• Partner meeting reports</li> <li>• Public events connected with objectives and results of the project</li> <li>• Registrations to e-learning courses</li> <li>• Hits at the project website</li> <li>• Unique visitors to websites</li> <li>• Visits to project's blog and documents downloaded</li> <li>• Public and private entities to which project's results are shared</li> <li>• Stakeholders and multipliers reached through the networking activities of the partners</li> <li>• Manuals in different languages</li> <li>• Certificates developed and their use in the participating countries</li> </ul>	<ul style="list-style-type: none"> <li>• How to improve media literacy by, for example, rating the information in the net, validating the resources, carrying out intelligent searching, etc.</li> <li>• Satisfaction level of the participating institutions</li> <li>• Participants' satisfaction in training activities</li> <li>• Satisfaction of participants with the provided educational materials and guest lecturers</li> <li>• Improved competences of the partners to teach intercultural competences</li> <li>• Quality and extent of the evaluation reports from participants</li> <li>• Involvement of the partners in the project activities through the lead-partners and quality of the results</li> <li>• Teachers with improved skills in curriculum delivery, employing a wider range of classroom strategies, evidenced in observations of teaching</li> </ul>

Please describe the tasks and responsibilities of each partner organisation in the work package.

2000

Please explain how the grant amount attributed to this work package constitutes a cost-effective use of the budget

4000

**5.2.1.1. Activities - (1 – Choose a name)**

In the following sections, you are asked to provide details about each activity of the work package.

You are asked to provide information about each planned activity as a whole (e.g. its venue, duration, etc.), to define the activity's lead organisation, and optionally to list the other participating organisations. The lead organisation is typically the one organising the activity. The other participating organisations are all other project partners who will also take part in the particular activity. The estimated activity start and end dates can be changed during implementation.

Please specify each of the planned project activities in the table below

No campo "Activity title" (250)  
 No campo "Expected results" (250)  
 (exemplos)

Activity title	Venue	Estimated start date:	Estimated end date:	Leading Organisation	Participating Organisations	Amount allocated to activity (whole number) (EUR)	Expected results
AS	Germany	08/11/2022	18/01/2023	VVV-Venlo BV (E10085179 - NL)	UNIVERSIDADE DE EVORA (E10201614 - PT) Sozial-kulturelle Vereinigung "Meridian" e.V. (E10085190 - DE) IES Delgado Hernández (E10085200 - ES)	30 000,00	-Inçln j j +
BS	Portugal	01/06/2023	04/06/2023	UNIVERSIDADE DE EVORA (E10201614 - PT)	VVV-Venlo BV (E10085179 - NL) Sozial-kulturelle Vereinigung "Meridian" e.V. (E10085190 - DE) IES Delgado Hernández (E10085200 - ES)	30 000,00	¶llk ó ´ +po +o

### 5.2.1.2. Description of the activities

Describe the content of the proposed activities.

2000

Explain how this activity is going to help reach the WP objectives.

2000

Describe the expected results of the activities.

2000

Sugestão → Utilizar a metodologia SMART

- **Específico (Specific):** o que exatamente se pretende alcançar com o trabalho?
- **Mensurável (Measurable):** como avaliará se atingiu ou não os resultados principais?
- **Alcançável (Achievable):** o resultado principal poderia ser razoavelmente atingido? Lembre-se de que mesmo as metas ambiciosas devem ser passíveis de alcançar.
- **Realista (Realistic):** com os recursos e tempo à sua disposição, o resultado principal é uma meta realista?
- **Com prazos determinados (Time-bound):** o resultado principal conta com um cronograma e uma data final claros?

Expected number and profile of participants.

2000

Please keep in mind that the Erasmus+ Programme is offering co-financing for your project. This means that the EU grant can only cover a part of the project costs, while the rest must be covered by the participating organisations either in form of additional funding, or in form of invested goods, services and work.

## 5.3. Budget Summary

This section provides a summary of the estimated project budget. The table is automatically completed taking into account the described work packages and their estimated cost.

*(Exemplo)*

Budget Items	Allocated amount (EUR)
Work package n°1 'Project Management'	50 000,00
Work package n°1 - International events	60 000,00
Work package n°2 - D	140 000,00
<b>Total</b>	<b>250 000,00</b>

### Distribution of the grant amount among participating organisations

WP	Coordinator (EUR)	Partner 1 (EUR)	Partner 2 (EUR)	Partner 3 (EUR)	Total (EUR)
Work package n°1 'Project Management'	20 000,00	10 000,00	10 000,00	10 000,00	50 000,00
Work package n°1 - International events	15 000,00	15 000,00	15 000,00	15 000,00	60 000,00
Work package n°2 - D	50 000,00	30 000,00	30 000,00	30 000,00	140 000,00
<b>Total</b>	<b>85 000,00</b>	<b>55 000,00</b>	<b>55 000,00</b>	<b>55 000,00</b>	<b>250 000,00</b>
<b>Project lump sum (EUR)</b>					<b>250 000,00</b>

## 6. Impact

Guia Erasmus + 2023

### CRITÉRIO IMPACTO

Medida em que:

- A proposta de projeto **inclui medidas concretas e lógicas para integrar os resultados do projeto no trabalho habitual das organizações participantes;**
- O projeto **tem potencial para ter um impacto positivo nos seus participantes e nas organizações participantes, bem como na comunidade em geral;**
- Os **resultados esperados do projeto têm potencial para serem utilizados fora das organizações participantes no projeto durante e depois do período de vigência do projeto e a nível local, regional, nacional ou europeu;**
- A proposta de projeto **inclui medidas concretas e eficazes para divulgar os resultados do projeto dentro das organizações participantes, partilhar os resultados com outras organizações e o público, bem como reconhecer publicamente o financiamento da União Europeia;**
- Caso seja pertinente, a medida em que a **proposta descreve de que forma os materiais, documentos e suportes para comunicação apresentados serão disponibilizados gratuitamente e promovidos através de licenças abertas, sem limitações desproporcionadas.**

A proposta de projeto **inclui medidas concretas e eficazes para assegurar a sustentabilidade do projeto, a respetiva capacidade para continuar a ter impacto e para gerar resultados depois de esgotada a subvenção da UE.**

How are you going to assess if the project objectives have been achieved?

3000

Explain how you will ensure the sustainability of the project: How will the participation in this project contribute to the development of the involved organisations in the long-term? Do you plan to continue using the project results or implement some of the activities after the project's end?

3000

Please describe the potential wider impact of your project: Will the impact be equally spread among the involved organisations? What is the potential impact of the project on each participating organisation as a whole? Are there other groups or organisations at local, regional, national or European level that will benefit from your project? Please explain how.

3000

Please describe your plans for sharing and promoting the project results: How do you intend to make the results of your project known within your partnership, in your local communities and in the wider public? Who are the main target groups you intend to share your results with?

3000

## 7. Project Summary

**Please provide a short summary of your project.** Please be aware that this section (or parts of it) may be used by the European Commission, Executive Agency or National Agencies in their publications. **It will also feed the Erasmus+ Project Results Platform.**

Be concise and clear and mention at least the following elements: **context/background of project; objectives of your project; number and profile of participants; description of activities; methodology to be used in carrying out the project; a short description of the results and impact envisaged and finally the potential longer-term benefits. The summary will be publicly available in case your project is awarded.**

In view of further publication on the Erasmus+ Project Results Platform, please also be aware that a comprehensive public summary of project results will be requested at report stage(s). Final payment provisions in the contract will be linked to the availability of such summary.

Objectives: What do you want to achieve by implementing the project?

500

Implementation: What activities are you going to implement?

500

Results: What project results and other outcomes do you expect your project to have?

500

Please provide a translation in English. This summary will be publicly available in case your project is awarded.

500

Objectives: What do you want to achieve by implementing the project?

500

Implementation: What activities are you going to implement?

500

Results: What project results and other outcomes do you expect your project to have?

500

## 8. Annexes

The maximum size of a file is 15 MB and the maximum total size is 100 MB.

### 8.1 Declaration on Honour

Please download the Declaration on Honour, print it, have it signed by the legal representative and attach.

*A "Declaration on Honour" está preparada para download já pré-preenchida com os dados que foram anteriormente introduzidos.  
(exemplo abaixo)*

**Declaration on honour** <sup>[1]</sup>

The undersigned Soares João, representing:

Full official name: UNIVERSIDADE DE EVORA  
Official legal form: PESSOA COLECTIVA DE UTILIDADE PUBLICA  
Statutory registration number: 501201920  
Full official address: LARGO DOS COLEGIAIS 2 7000 803 EVORA Portugal  
Vat registration number: PT501201920  
(\*the person\*)

[which has been authorised to sign the present declaration on behalf of the following other persons <sup>[2]</sup> as described in the submitted application form under the section 'Consortium members']

1. declares that [the] [each] person <sup>[3]</sup> is eligible in accordance with the criteria set out in the specific call for proposals;
2. declares that [the] [each] person has the required financial and operational capacity as set out in the specific call for proposals;
3. declares that [the] [each] person has not received any other Union funding to carry out the action subject of this grant application and commits to declare immediately to the National Agency any other such Union funding it would receive until the end of the action.
4. [if applicable in the case of projects in the field of youth] declares that the participants involved in the activities fall in the age limits defined by the Programme.

**IF ANY OF THE ABOVE REQUIREMENTS IS NOT SATISFIED, PLEASE INDICATE IN ANNEX TO THIS DECLARATION WHICH AND THE NAME OF THE CONCERNED PERSON WITH A BRIEF EXPLANATION.**

**I – SITUATIONS OF EXCLUSION CONCERNING THE PERSON**

5. declares that [the] [each] person is not in one of the following situations. **If yes, please indicate in annex to this declaration which situation and the name(s) of the concerned person with a brief explanation.**
- a. it is bankrupt, subject to insolvency or winding-up procedures, its assets are being administered by a liquidator or by a court, it is in an arrangement with creditors, its business activities are suspended or it is in any analogous situation arising from a similar procedure provided for under Union or national law;
  - b. it has been established by a final judgement or a final administrative decision that it is in breach of its obligations relating to the payment of taxes or social security contributions in accordance with the applicable law;
  - c. it has been established by a final judgement or a final administrative decision that it is guilty of grave professional misconduct by having violated applicable laws or regulations or ethical standards of the profession to which the person belongs, or by having engaged in any wrongful conduct which has an impact on its professional credibility where such conduct denotes wrongful intent or gross negligence, including, in particular, any of the following:
    - i. fraudulently or negligently misrepresenting information required for the verification of the absence of grounds for exclusion or the fulfilment of eligibility and selection criteria or in the performance of a contract, an agreement or a grant decision;
    - ii. entering into agreement with other persons with the aim of distorting competition;
    - iii. violating intellectual property rights;
    - iv. attempting to influence the decision-making process of the Commission/ the Agency during the award procedure;
    - v. attempting to obtain confidential information that may confer upon it undue advantages in the award procedure;
  - d. it has been established by a final judgement that it is guilty of any of the following:
    - i. fraud, within the meaning of Article 3 of Directive (EU) 2017/1371 and Article 1 of the Convention on the protection of the European Communities' financial interests, drawn up by the Council Act of 26 July 1995;
    - ii. corruption, as defined in Article 4(2) of Directive (EU) 2017/1371 or active corruption within the meaning of Article 3 of the Convention on the fight against corruption involving officials of the European Communities or officials of Member States of the European Union, drawn up by the Council Act of 26 May 1997, or conduct referred to in Article 2(1) of Council Framework Decision 2003/568/JHA, or

## 8.2. Mandates


Please download the mandates, have them signed by the legal representatives and attach them here. You can add a maximum of 90 documents.

Please ensure that mandates are valid before submitting them to the National Agency. Mandates shall be provided at the latest before the signature of the grant agreement.

*A plataforma gera um "Mandate" por cada organização parceira. Deverá efetuar o download, uma vez que os mesmos estão já pré-preenchidos com os dados que foram anteriormente introduzidos.*

(exemplo abaixo)

**Nesta fase da candidatura não é imperativo ter os Mandates assinados pelos parceiros, no entanto caso seja aceite a candidatura, o contrato só será assinado após apresentação/submissão na plataforma de todos os Mandates assinados.**  
Preferencialmente deverão ser submetidos com a candidatura.

 Erasmus+

Call 2022 Round 1 KA2  
KA220-HED - Cooperation partnerships in higher education  
Form ID KA220-HED-51BCA748 Deadline (Brussels Time) 23 Mar 2022 12:00:00

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**MANDATE**

I, the undersigned,

representing,

VVV-Venlo BV [VVV-Venlo BV]  
Higher education institution (tertiary level)  
000024116386  
Kaldenkerkerweg 182 5900AX Venlo  
NL851265200B01

hereinafter referred to as "the partner organisation" or "my organisation",

for the purposes of participating in the project under the Erasmus+ programme (hereinafter referred to as "the project")

hereby:

1. Mandate

UNIVERSIDADE DE EVORA [UNIVERSIDADE DE EVORA] Higher education institution (tertiary level)  
501201920  
LARGO DOS COLEGIAIS 2 7000 803 EVORA  
PT501201920

represented by Soares João,

(hereinafter referred to as "the coordinator")

To submit in my name and on behalf of my organisation the project application for funding within the Erasmus+ programme to PT01 - Agência Nacional Erasmus+ Educação e Formação in Portugal

hereinafter referred to as "the National Agency"

In case the project is granted by the National Agency, to sign in my name and on behalf of my organisation the grant agreement and its possible subsequent amendments with the National Agency.

2. Mandate the coordinator to act on behalf of my organisation in compliance with the grant agreement.

I hereby confirm that I accept all terms and conditions of the grant agreement and, in particular, all provisions affecting the coordinator and the other beneficiaries. In particular, I acknowledge that, by virtue of this mandate, the coordinator alone is entitled to receive funds from the National Agency and distribute the amounts corresponding to my organisation's participation in the project.

I certify that the information related to my organisation contained in this application is correct and that my organisation has not received/applied for any other EU funding to carry out the activity which is the subject of this project application.

I hereby accept that my organisation will do everything in its power to help the coordinator fulfil its obligations under the grant agreement, and in particular, to provide to the coordinator, on its request, documents or information may be required in relation to the grant agreement.

I hereby declare that the organisation I represent is not in any of the situations of exclusion set out in the project application and that it has the operational and financial capacity to complete the proposed action or work programme as set out in the project application.

I hereby declare to agree on behalf of my organisation that the provisions of the grant agreement shall take precedence over any other agreement between my organisation and the coordinator that may have an effect on the implementation of the grant agreement, including this mandate.

This mandate shall be annexed to the [project application](#) KA220-HED-51BCA748 and shall form an integral part of the grant agreement in case the project is selected for funding.

### 8.3. Other Documents

If needed, please attach any other relevant documents (**a maximum of 9 documents**). Please use clear file names.

If you have any additional questions, please contact your National Agency. You can find their contact details here: [List of National Agencies](#).

**File Name** File Size (kB)

**Total Size (kB)** 0

**Total Size (kB)** 0

## 9. Checklist

Before submitting your application form to the National Agency, please make sure that:

- ✓ It fulfills the eligibility criteria listed in the [Programme Guide](#).
- ✓ All relevant fields in the application form have been completed.
- ✓ You have chosen the correct National Agency of the country in which your organisation is established. Currently selected NA is: **PT01 - Agência Nacional Erasmus+ Educação e Formação**

### Protection of Personal Data

Please read our privacy statement to understand how we process and protect [your personal data](#)

Please also keep in mind the following:

**Mandates** of each partner to the applicant, signed by both parties, **should be submitted latest before the signature of the grant agreement.**

**If the application is approved for funding, signed mandates will be considered as a condition for signature** of the grant agreement.

The documents proving the legal status of the applicant must be uploaded in the Organisation Registration System, here: [Organisation Registration System](#)