



Latin American Call

EACEA 13/09

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Anila Troshani
Erasmus Mundus External Cooperation Window
Executive Agency for Education, Audiovisual and Culture



Latin American Call (EACEA 13/09)

- **Deadline: 15th October 2009**
- 4 Partnerships
- Budget: 12,7 million Euro (**3,175 million / Partnership**)
- Minimum mobility flow: 548 individuals (**137 individuals / Partnership**)
- **Mobility start: latest 1st of September 2010**



5 Geographical Lots:

- Lot 17b: Brazil, Paraguay, Uruguay
- Lot 18b: Argentina, Bolivia, Peru
- **Lot 19b: Ecuador, Venezuela, Chile & Cuba**
- **Lot 20b: Honduras, Guatemala, Nicaragua, El Salvador & Mexico**
- **Lot 21b: Colombia, Costa Rica & Panama**



- **5 European universities** having subscribed an Erasmus Charter from at least 3 European Countries
- **At least 2 universities from each country in the corresponding geographical lot**, one of which must be public. In addition, partnerships are encouraged to include partners or associate universities located in the least developed regions of the respective country (refer to table)
- **Maximum size is limited to 20 partners**



Type of Mobility	Indicative Distribution
Undergraduates	35%
Masters	25%
Doctorates	20%
Post-doctorate Fellowships	10%
Academic Staff	10%



Type of individual mobility	TARGET GROUP I		TARGET GROUP II	TARGET GROUP III
	EU/ other European partners	Third-country partners		
Undergraduate	From 1 acad. semester to 1 acad. Year (max 10 months)	From 1 acad. semester to 1 acad. Year (max 10 months)	Not applicable	From 1 acad. semester to 3 acad. Years (max 34 months)
Master	From 1 acad. semester to 1 acad. Year (max 10 months)	From 1 acad. semester to 2 acad. Years (max 22 months)	From 1 acad. semester to 2 acad. Years (max 22 months)	From 1 acad. semester to 2 acad. Years (max 22 months)
Doctorate	6 -34 months		6 -34 months	6 -34 months
Post doctorate	6 -10 months		6 -10 months	6 -10 months
Academic Staff	1 -3 months		Not applicable	Not applicable



Regional Needs and **Thematic Fields** of Study:

EACEA 13/09 is launched with the specific aim of accomplishing the objectives identified in cooperation with the Latin America region. (fields of study/lot ---> 4.1 in the call)



1. Organisation of the mobility

2. Implementation of the mobility

2.1 Subsistence allowances

2.2 Travel costs

2.3 Tuition fees

2.4 Insurance



- Lump sum for organisation of the Mobility
(Flat rate of 10.000€ per eligible participating institution)

 - Unit costs to cover the implementation of the Mobility
 - Travel costs (in accordance with distance: from 250 to 2,500 €)
 - Monthly allowance (from 1,000 to 2,500 €)
 - Tuition fees (from « fee waiver » to 5,000 € / a.y.)
 - Insurance costs (75 € / month abroad)
- + Budget preparation with Excel tool : Annex A



Memorandum of Understanding



The **memorandum of understanding** is a document describing the multilateral agreement between the partners. It expresses a convergence of will between the partners, indicating an intended common line of action.

- **Define role and involvement of partners**
- **Define specific academic arrangements**
- **Definition of procedures for selection of candidates**



Visibility strategy

- Wide Publication and solid Visibility on the opportunities available and identification of appropriate measures in the partner institutions (Group I) and non partner ones (Group II and III)
- Wide geographical coverage
- Partners are major educational centres of excellence for their respective regions
- **EC Delegations** and EU embassies
- E-mails to contacts and alumni
- The United Nation High Commission for Refugees (**UNHCR**) for refugee camps in (Target Group 3)
- Building and promoting a dedicated website
- Alumni association





Transparent and fair selection mechanisms

- Process must be transparent, fair and auditable
- Process must respect the letter and spirit of ECW
- Clearly the selection can be subject to nepotism, fraud and corruption
- Contractual obligations
 - Gender balance
 - Vulnerable groups (TG3)
 - Institutional building
 - Brain drain
 - Excellence
- Equal allocation across partners - if possible





Academic recognition

Academic recognition by the home university for the study period spent in the host university (including examinations or other assessments)

- Agree on system for grading and marks –before the implementation of the mobility
- Provide for transcripts and credit transfer (ECTS) or other compatible system
- Agree on Diplomas and degree recognition
- Provide Diploma Supplement





Sustainability strategy

Exchanges should favour the creation of durable links with Third-countries and respond to the social, economical and political needs of Third-countries concerned

- **Analyse impact on target groups**
- **Multiplier effects and capitalisation of project results and dissemination activities**
- **Develop a strategy for brain drain prevention**





1. Operational Capacity & Expertise (10%)

- Do applicant and partners have sufficient experience in the management of international cooperation projects of this size?
- Do they have sufficient technical expertise & management capacity to implement the eligible criteria?



"Partners from less developed regions have not much experience in international cooperation. The partnership consists of ...partners with enough technical experience and management capacity to implement the activities envisaged"



"European partners have a large experience, but no details are provided for Latin American universities"



2. Relevance (25%)

- Degree of relevance to the objectives of the call & how do the expected results contribute to the objectives of the call
- Degree of relevance to the particular needs & constraints of the target groups and country/ies (thematic needs, equal opportunities, gender balance, social equity, brain-drain)
- Balanced geographical coverage

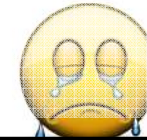


"The proposal fully addresses the specific objectives...it is comprehensively explained how the project will work at academic level as well as to contribute to the socio-economic development"

"special focus on students coming from indigenous groups"

"backed by the commitment of the local HE authorities"

« ...action opposing the risk of brain-drain »



"several objectives of the call not mentioned"

"the declared main aim is the harmonization of the European and Latin American HEI which looks too ambitious for a project based on mobility"

"results are overestimated"

"the needs and constraints of the countries are not well developed"



3. Methodology (50%)

- Solid internal management (efficient communication)
- Balanced partners' level of involvement & participation (Memorandum of Understanding, application, selection, admission & exam procedures,...)
- Clear & justified relation between the mobility flows and the thematic expertise of the partner institutions & the profile of the students
- Academic recognition & practical arrangements for receiving incoming students
- Visibility & Awareness rising; monitoring & quality control, etc...



"transparent structure in operational level and decision making"

"more information on management strategy is needed"

"Specific tasks of the partners well defined "

Comprehensive description of application and selection procedures"

"the partnership has agreed to develop a learning Platform which may be really helpful for students"



"the involvement of each of the partners is not detailed"

"No details about the distribution of grants among the partners"

"the process will be monitored and evaluated only internally in each institution"

"More details needed about visa procedures... and language provisions "



4. Sustainability (15%)

- Impact on its target groups and at institutional level
- Multiplier effects and plan for capitalisation of the project results and dissemination activities

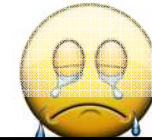


"the commitment of governmental institutions and prominent associates ensures impact at individual institutional level"

"clear strategy for dissemination of project results and important role of associates in this framework"

"The measures proposed to limit the risk of brain drain seem effective and reasonable"

"



"No information how the results will be disseminated"

"The information provided about the impact are very general, no reference is given about what exactly one or the other institution can offer"

"Brain drain is tackled but the general policy is left in the hands of governments"



Success can not be guaranteed, but there are some pitfalls that partners should be aware of:

- Be aware of possible difficulties in designing the mobility flows between the partners, divergencies (and solutions) on issues such as credit recognition mechanisms between the participating institutions
- Focus mainly in the thematic fields defined in the Call although the needs of partners might slightly differ



Pay explicit attention to:

- cooperation mechanisms among the partners , explore synergies and complementarities and make them explicit so that added value of the cooperation becomes clear

- student recruitment strategies,

- sustainability of project results and dissemination of project outcomes.

- impact at individual and institutional level – capacity building of non EU partners to manage international projects

Incorporating these issues into the application and effectively addressing them in the project are critical success factors for the project. Also, include concrete milestones to keep up with planning



- Ideally, one person should be appointed to coordinate the planning of all activities. However, to avoid creating a situation where the project's success is dependent upon one individual at each of the participating institutions, it is recommended that a team-based approach to project management be adopted right from the start.

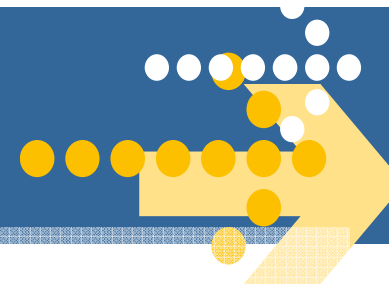


- draw on the experience and the capacity of partners who have been involved in earlier or other international grant programmes
- make clear how the non EU partners without such experience will manage the project



- **Have your project clearly in mind before**
 - starting to read the Guide in detail
 - starting to complete the application form
- **Submitting a good proposal is the easy part.** Implementing an excellent trans-national joint programme is much more difficult.
 - Ensure you have the **full support of your institutions**
 - Ensure a good **balance of responsibilities and tasks between partners.**
- Get **advice from colleagues** experienced in joint programmes (in EM or other programmes)
- Pay attention to the **details**
- Be **concrete** / give **examples** / avoid vague statements
- **Do not assume**; what is in your mind and not in the application cannot be assessed.
- **Use tables, graphics, flowcharts** to illustrate your programme structure, the mobility tracks, the organisational aspects, etc.

A good proposal is:



- **Coherent** in its entirety (contradictions are lethal!)
- **Simple** : a few well chosen words can often replace a long and vague explanation
- **Evidence Based** : use examples, justify your needs analysis, bring proofs
- **Clear** : the expert should not end his/her reading with an headache ! Follow the application form questions and answer them in the right order
- **Explicit** : do not take anything for granted; experts cannot read your mind
- **Rigorous** : the application is the basis on which your joint programme will be build and monitored; it is also the cornerstone of your institutional commitment
- **Circumscribed** : stick to what is asked.
- **Complete** : ensure (twice) you have followed all the submission instructions attached to the application and that the form is duly signed
IN ORIGINAL



- Create collegial atmosphere and respect within the partnership, make clear the roles at an early stages of the project
- Flexibility
- Taking responsibility and be committed
- **Building sustainable relationships**
- A partnership of cooperation



Provision of services to the new comers:

- International relations office
- Assistance for obtaining visa
- **Welcoming and hosting students and scholars**
- **Housing facilities**
- **Coaching and Counselling**
- Welfare Services
- Languages Courses
- Social Integration



- Visa is a responsibility of MS and Third countries governments
- Visa is key obstacle which requires joint efforts from the different actors involved in the management of the programme to overcome the obstacle
- European level: EC directive 2004/114/E concerning students and researchers mobility - transposed to 27 EU countries national legislations
- Agency : supports by issuing individual letters and promoting the programme in MS and Third countries
- EC Delegations key players in promoting the programme in 3rd countries and supporting Visa applications by liaising with MS consulates and students



Contractual management

1. Grant Agreement

2. Reporting obligations:

- Annual interim reports
- Mobility list

3. Administrative and financial handbook (Management tool)



THANK YOU !

