

ENNE Blended training course on Erasmus KA2 project proposals writing

Online Workshop materials

Laura Cremonte - EGInA



ERASMUS+ PRIORITIES, a short recap:

HORIZONTAL

- Inclusion and diversity - in all sectors
- Environment and fight against climate change
- Digital transformation, resilience and e-skills to projects
- Common European values, civic engagement and participation.

SECTOR SPECIFIC in the field of VET

- Adapting vocational education and training to labour market needs
- Increasing the flexibility of opportunities in vocational education and training
- Contributing to innovation in vocational education and training
- Increasing attractiveness of VET
- Improving quality assurance in vocational education and training
- Creation and implementation of internationalisation strategies for VET providers

Creating the partnership: the first step for a successful project

- It is important to have a balanced consortium, in terms of:
 - previous experience in EU projects (newcomers are welcome!),
 - geographical coverage,
 - specific experience in the field of the project
- In a KA2 Cooperation partnership: min 3 organisations from 3 countries
- In a KA2 Small-scale partnership: min 2 organisations



PIF: partner information form

GENERAL INFORMATION

- Contains all the main information the writing partner will need to enter data into the platform
- Important and mandatory Information are:
 - OID number
 - Address of the organisation
 - Name, telephone number and email of LEGAL REPRESENTATIVE and MAIN CONTACT PERSON

BACKGROUND & EXPERIENCE

- It is important to adapt your organisation description to the topic/objectives of the project: you should give a general idea of your organisation and why it is the *most suitable* for that specific project.
- Important to emphasise the strengths.
- Add 2/3 staff member with a short description of their role and background.

PARTNER ORGANISATION – INFORMATION

GENERAL INFORMATION

PIC	
Organisation ID - OID	
Full legal name (National Language)	
Full legal name (Latin characters)	
Acronym	
National ID (if applicable)	
Department (if applicable)	
Address	
Country	
P.O. Box	
Post Code	
CEDEX	
City	
Website	
Email	
Telephone 1	
Telephone 2	
Fax	

PROFILE

Type of Organisation (Please select)	Higher education institution (tertiary level)
Is your Organisation a public body?	Yes
Is your Organisation a non-profit?	Yes

LEGAL REPRESENTATIVE

Title	
Gender	
First Name	
Family Name	
Department	
Position	
Email	
Telephone	

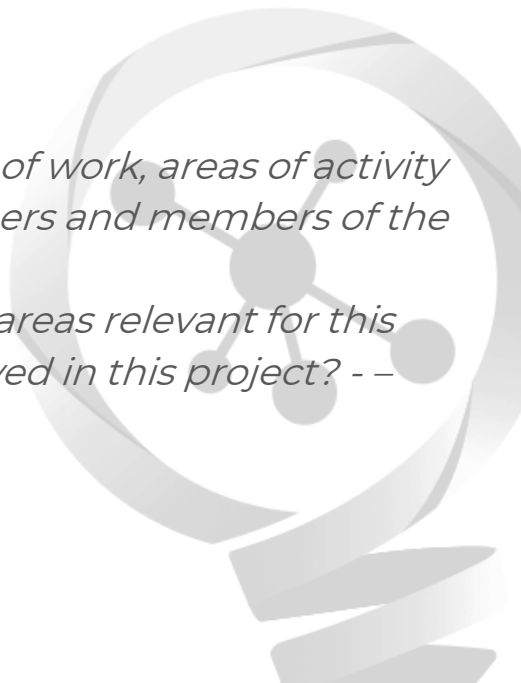
CONTACT PERSON

Title	
Gender	
First Name	
Family Name	
Department	
Position	
Email	
Telephone	

PIF: background & experience

KA2 Cooperation Partnerships

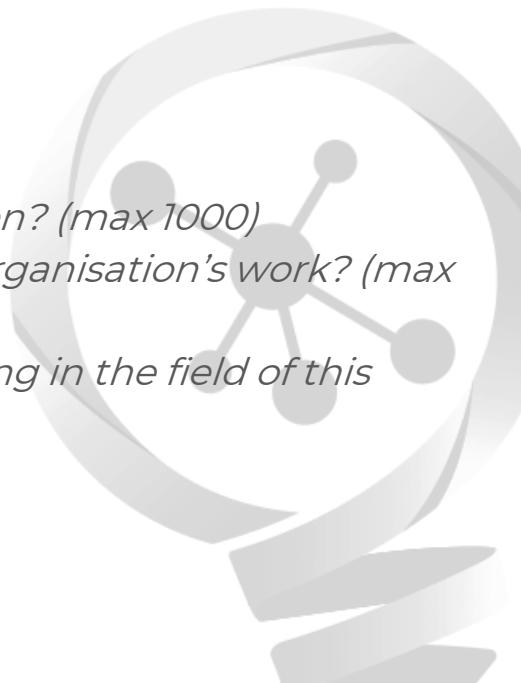
- Answer to 2 questions:
- *Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group) – 4000 characters*
- *What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project? - – 4000 characters*



PIF: background & experience

KA2 Small-scale Partnerships

- Answer to:
- *What are the organisation's main activities? (max 1000)*
- *What are the organisation's activities in the field of this application? (max 1000)*
- *What profiles and age groups of learners are concerned by the organisation's work? (max 1000)*
- *How many years of experience does the organisation have working in the field of this application? (no max)*



Other important information

- REACH-OUT POTENTIAL:

how many people does your organisation reach through its dissemination/communication channels?

- NETWORKING:

Local partners or partners from your networks that can be involved for implementing the activities or become associated partners.

- PREVIOUS PROJECTS (ERASMUS+): from this year it is automatic!



Table with previous applications

No more need to fill in the table!



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
VET learner and staff mobility (KA102)	7	1	2	1
Adult education staff mobility (KA104)	4	1	0	0
Strategic Partnerships addressing more than one field (KA200)	0	0	5	1
Strategic Partnerships for school education (KA201)	2	1	26	3
Strategic Partnerships for vocational education and training (KA202)	3	0	56	9
Strategic Partnerships for higher education (KA203)	0	0	13	3
Strategic Partnerships for adult education (KA204)	3	0	42	8
Strategic Partnerships for youth (KA205)	2	0	51	3
Strategic Partnerships for adult education (KA226)	1	0	9	0
Strategic Partnerships for youth (KA227)	1	0	16	0

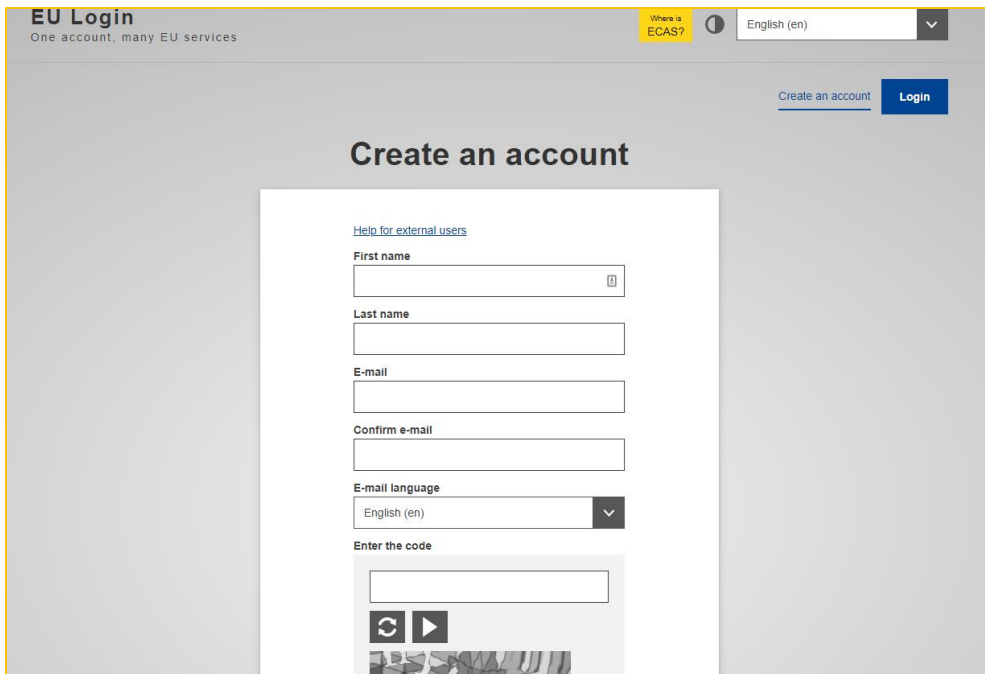
☒ I understand and agree that the National Agency can use the information it has about my organisation's previous participation to assess my organisation's capacity to implement activities under this application.

How to get the OID

- To get an OID you have to be registered on the Erasmus+ main platform, called Webgate.
- It is a 2-steps procedure:
 - First, you have to register yourself here (personal registration):
<https://webgate.ec.europa.eu/cas/eim/external/register.cgi>
 - Then you have to register your organisation here:
<https://webgate.ec.europa.eu/erasmus-esc/index/>



Creation of the account (Personal Registration)



EU Login
One account, many EU services

Where is ECAS? English (en)

[Create an account](#) **Login**

Create an account

[Help for external users](#)

First name



Last name

E-mail

Confirm e-mail

E-mail language

Enter the code

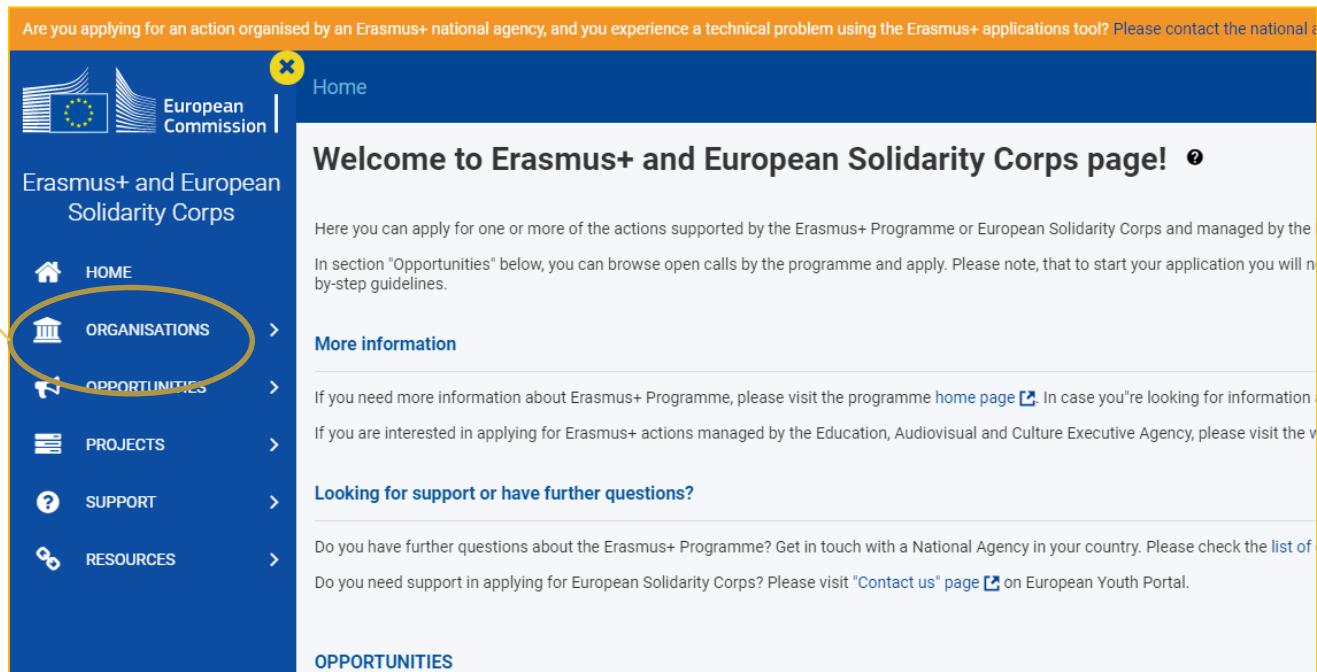
 



Registration of the Organisation

First you will be asked to check if your organisation does already exist

Are you applying for an action organised by an Erasmus+ national agency, and you experience a technical problem using the Erasmus+ applications tool? Please contact the national agency.



Home

European Commission

Erasmus+ and European Solidarity Corps

- HOME
- ORGANISATIONS**
- OPPORTUNITIES
- PROJECTS
- SUPPORT
- RESOURCES

Welcome to Erasmus+ and European Solidarity Corps page!

Here you can apply for one or more of the actions supported by the Erasmus+ Programme or European Solidarity Corps and managed by the National Agency in your country.

In section "Opportunities" below, you can browse open calls by the programme and apply. Please note, that to start your application you will need to follow the by-step guidelines.

More information

If you need more information about Erasmus+ Programme, please visit the programme [home page](#). In case you're looking for information about the European Solidarity Corps, please visit the [European Solidarity Corps page](#).

If you are interested in applying for Erasmus+ actions managed by the Education, Audiovisual and Culture Executive Agency, please visit the [Erasmus+ page](#).

Looking for support or have further questions?

Do you have further questions about the Erasmus+ Programme? Get in touch with a National Agency in your country. Please check the [list of National Agencies](#).

Do you need support in applying for European Solidarity Corps? Please visit "[Contact us](#)" page on European Youth Portal.

OPPORTUNITIES

CHECK IF MY ORGANISATION EXISTS IN THE SYSTEM

Advanced search

Q scuola ponzio X Search

> Search results

✖ No organisation found

Active filters: scuola ponzio X
Reset all

I HAVE FOUND MY ORGANISATION

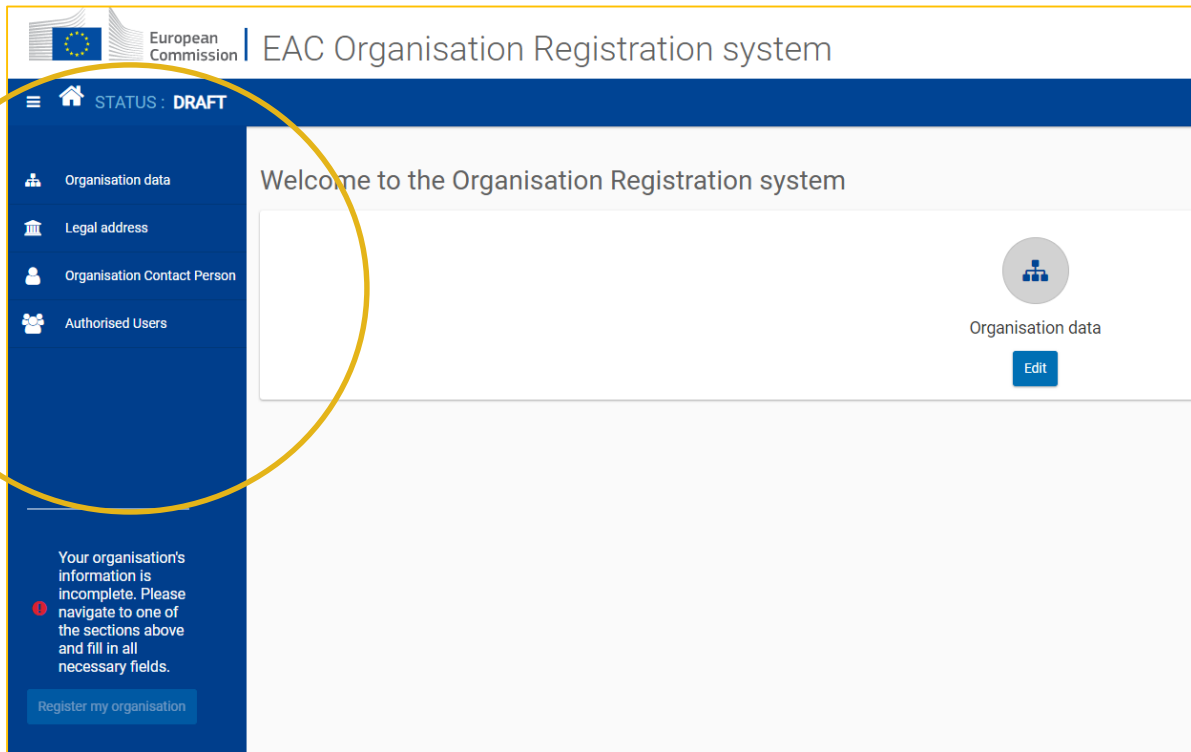
If you find your organisation, you can use the OID for the application. Please visit the [My Organisations](#) page for further options and instructions to modify your organisational data.

I COULDN'T FIND MY ORGANISATION

If, however, you cannot find your organisation in the search results, please register it by clicking here. + Register a new Organisation

If your organisation does not exist, you can finally register it!

Now you can
enter your
organisation's
details and the
OID will be
automatically
assigned.



The screenshot shows the 'EAC Organisation Registration system' interface. At the top, there is a header with the European Commission logo and the title 'EAC Organisation Registration system'. Below the header, a blue navigation bar displays 'STATUS : DRAFT'. A left sidebar menu contains the following items: 'Organisation data', 'Legal address', 'Organisation Contact Person', and 'Authorised Users'. A yellow circle highlights this sidebar menu, with an arrow pointing from the text box on the left to it. The main content area shows a 'Welcome to the Organisation Registration system' message. On the right, there is a section for 'Organisation data' with an 'Edit' button. At the bottom of the sidebar, a message states: 'Your organisation's information is incomplete. Please navigate to one of the sections above and fill in all necessary fields.' Below this message is a button labeled 'Register my organisation'.

Requested Data

Organisation
 Organisation data

PIC ⓘ ⓘ 9

Legal name * ⓘ ⓘ 500

Business name ⓘ ⓘ 500

Legal status ⓘ ☐ International organisation

* ⓘ ☐ a natural person ☐ a legal person

ⓘ ☐ sme

Official language * ⓘ ⓘ

Establishment/registration country * ⓘ ⓘ

Region ⓘ ⓘ

Legal form * ⓘ ⓘ

VAT number * ⓘ ⓘ 80

☐ VAT number not applicable

Registration number ⓘ ⓘ 100

Registration date ⓘ ⓘ

Registration authority ⓘ ⓘ 500

After completing this part, you will be able to access the following parts, where you will be asked to indicate the contact person, the address, the persons authorised to modify the data.

- Legal address
- Organisation Contact Person
- Authorised Users

...if the project is approved



You'll be asked to add official documents, such as:

- copy of the original registered document (i.e. bearing the stamp of a notary or Revenue Office) of the organisation's Statute, or similar official registration document;
- Tax code or VAT number certificate issued by the Revenue Office in the name of the current legal representative;
- Entitlement form in non-editable format available here http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal-entities_en.cfm#it, filled in and signed by the legal representative in office;
- Financial Identification form in non-editable format available here http://ec.europa.eu/budget/library/contracts_grants/info_contracts/financial_id/fich_sign_ba_gb_it.pdf, correctly filled in and signed by the legal representative;
- Copy of a recent bank statement if the bank identification form lacks the bank's stamp and signature.

OBJECTIVES & PRIORITIES



A Cooperation Partnership project consists of **four stages**, which start even before the project proposal is selected for funding: planning, preparation, implementation and follow-up. Participating organisations and participants involved in the activities should take an active role in all those stages and thus enhancing their learning experience.

- Planning (define the needs, objectives, project and learning outcomes, activity formats, schedule etc.);
- preparation (planning of the activities, development of work programme, practical arrangements, confirmation of the target group(s) of envisaged activities, set up of agreements with partners etc.);
- implementation of activities;
- follow-up (evaluation of the activities and their impact at different levels, sharing and use of the project's results).



WE ARE
HERE

Project objectives in the Part of the form «PROJECT DESCRIPTION»

SMALL SCALE

What are the **concrete objectives** you would like to achieve **and outcomes** or results you would like to realise? How are these objectives linked to the priorities you have selected?
(max 3000)

COOPERATION PARTNERSHIPS

Please explain the context and the **concrete objectives** of your project.
(max 4000)

What **outcomes**, including project results when relevant, are expected during the project and on its completion?
(max 4000)

How should be the project objectives?

- What is **the aim** of our project? The project:
 - is based on the needs,
 - is directed to the target group/groups and
 - wants to achieve something.
- There is a difference between the general objective and the specific objectives:
 - **GO**: it identifies, in general terms, what is to be accomplished by the project and what is expected to be achieved.
 - **SO**: they identify in greater details the specific aims of the project: they are the breakdown of the general objective into smaller logically connected parts.



How should be the project objectives? – *From the Programme Guide*

...the project objectives are:

- clearly defined,
- realistic and
- address needs and goals of the participating organisations and
- the needs of their target groups;



From the Tree of needs to the Tree of solutions

- It's a tree-shaped diagram in which the trunk represents the focal problem, the roots represent its causes and the branches its effects.
- Such a problem tree creates a logical hierarchy of causes and effects and visualizes the links between them.
- It creates a summary picture of the existing negative situation.
- Reformulate the negative situations into positive situations that are desirable and realistically achievable
- E.g. *"teenager drop out"*, is converted into *"teenagers complete the school"*

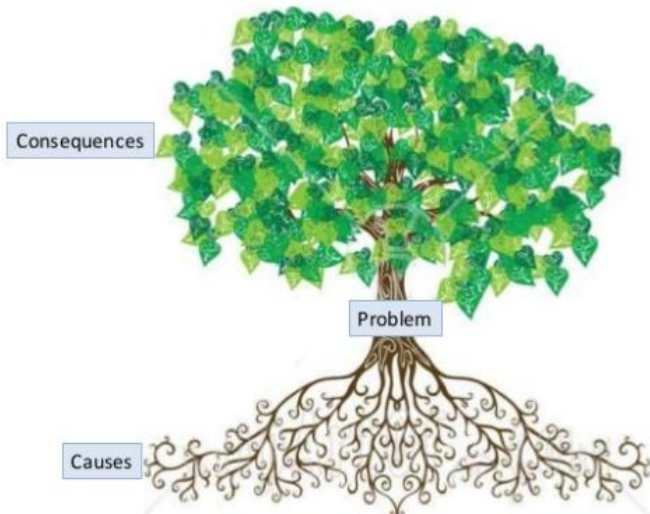


MAIN GOAL

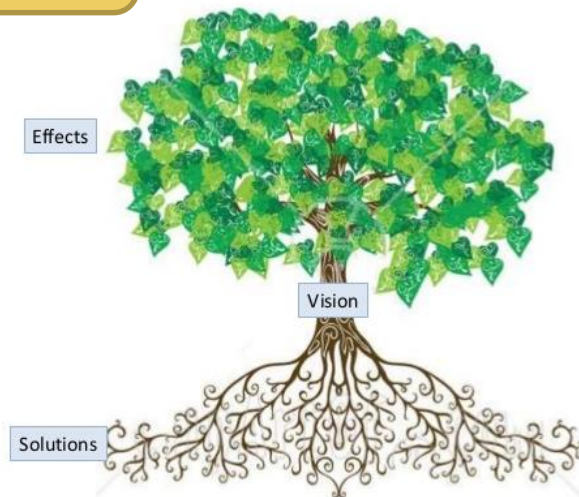


OBJECTIVE: offering students useful tools to succeed in their school career through...

TREE OF PROBLEMS



TREE OF SOLUTIONS



The priorities – *from the Programme Guide*

“On a yearly basis, the European Commission sets common priorities and objectives to be pursued at the level of the Erasmus+ Programme in different fields of education, training, youth and sport. Therefore, apart from developing capacities of organisations involved in the project, partnerships for cooperation aim at contributing with their results toward achieving the priorities.

Projects are therefore requested to frame their work in relation to one or more of these priorities and to select them at application stage. When formulating project proposals, it is also recommended to consult the results produced by previously funded projects based on similar priorities, to ensure consistency and avoid duplications, as well as to progressively build on existent results and contribute to the joint development of the different fields.” (p. 168)

Explain how your project idea matches the objectives and priorities of the funding program.

To do that you can use

- Statistics
- Publications

TIP: NEVER use general statements



ACTIVITIES & PROJECT RESULTS



Workplan - the logical-temporal sequence of project activities

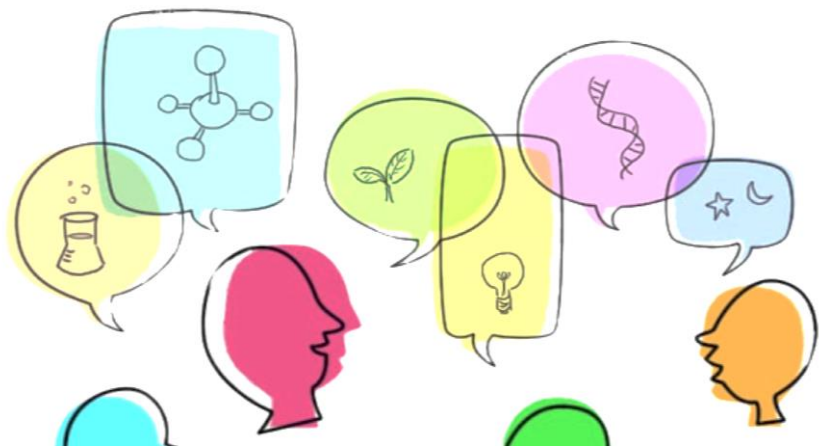
- KA2 small-scale
- Duration 6 - 24 months
- The GANTT/Timetable will reflect MOSTLY the division in ACTIVITIES – you can structure them in «Working Packages» (lump sum system)
- KA2 cooperation partnerships
- Duration 12 – 36 months
- The GANTT/Timetable will reflect the division of the project in
 - PROJECT RESULTS (Staff working days)
 - TPMs: TRANSNATIONAL PROJECT MEETINGS
 - LTTA: LEARNING TEACHING TRAINING ACTIVITIES
 - MULTIPLIER EVENTS

How to define a good timetable?

- Set the «**milestones**» of your project: these are relevant check-points of the planned activities, when you reach an important progression.
- Schedule the **international meetings** to coincide with these particular check-points or when moving from one important activity to another: partners have to discuss the development and progress of activities and consider how to proceed (do not exceed in TPMs! Monthly On-line meeting can be foreseen!)
- **LTTA**: they shouldn't be the focus of the project – they have to be linked with the project objectives or results (*if the focus of your project is transnational learning activities and mobilities ONLY → KA1*)

Transversal activities

- **MANAGEMENT & DISSEMINATION** are transversal activities which last for the whole duration of the project!
- Also in this case it is important to define milestones or deliverables (e.g.: at the beginning of the project you'll set the management handbook and the dissemination plan at local, national and international level)



Multiplier Events



- Are not mandatory
- Are useful if you want to share the results of your project or one particular activity/project result with a specific public (stakeholders, etc.)
- They are scheduled often at the end of the project
- Fixed costs: 100 euro for national participant / 200 euro for international participant

KA2 GANTT: template

PROJECT TIMETABLE																								
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
PROJECT TITLE:	F-22	M-22	A-22	M-22	J-22	J-22	A-22	S-22	O-22	N-22	D-22	J-23	F-23	M-23	A-23	M-23	J-23	J-23	A-23	S-23	O-23	N-23	D-23	J-24
Project activity*																								
PROJECT MANAGEMENT AND IMPLEMENTATION ACTIVITIES																								
PM1 - Preparation of the Project Management Handbook																								
PM2 - Signature of the Partnership Agreements																								
PM3 - Project progress and financial reporting																								
PM4 - Design of the Monitoring and Evaluation plan																								
PM5 - Ongoing monitoring and evaluation of project activities																								
PM6 - Production of evaluation reports																								
PM7 - Design of the Communication and Exploitation plan																								
PM8 - Graphic coordinated image and project website																								
PM9 - Ongoing dissemination and exploitation activities																								
PM10 - Dissemination reporting																								
PROJECT RESULTS/ACTIVITIES																								
PR1																								
PR2-A1																								
PR2-A2																								
PR2-A3																								
PR2																								

Consider
the whole
duration of
your project

each activity
will be
divided into
sub-activities
or tasks
allocated to
the partners

- Here you have to define when you are going to have these specific activities: TPMs, ME, LTТА

[illegible]

SMALL SCALE COOPERATION PROJECTS

In a SMALL SCALE KA2 project, the partners collaborate on different activities, which are defined in the Programme Guide as follows:

“All the activities of a Small-scale Partnership must take place in the countries of the organisations participating in the project. In addition, if duly justified in relation to the objectives or implementation of the project, activities can also take place at the seat of an Institution of the European Union, even if in the project there are no participating organisations from the country that hosts the Institution.

In the following sections, you are asked to **provide details about each project activity**.

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 include in the section below **all planned activities and indicate the grant amount allocated to each one**. Keep in mind that **the total amount should be equal to the project lump sum requested.”**

PROPOSAL SECTIONS

Activity Details

Please complete the following table

Activity Title	Venue	Estimated start date	Estimated end date	Leading Organisation	Participating Organisations	Grant amount allocated to the activity
	(max 250)					



Following questions (2000 characters each)

- Describe the content of the proposed activity.
- Describe the target group for this activity. Who is going to take part and who is going to benefit from the results?
- Explain how is this activity going to help to reach the project objectives.
- Describe the expected results of the activity
- Please explain how did you determine the grant amount allocated to this activity?
- Grant amount allocated to the activity.



COOPERATION PARTNERSHIPS

- The project budget and timetable are defined by:
- **PROJECT RESULTS:** each project result (former Intellectual Outputs) will consist of a number of tasks with specific duration (e.g. M1-M6)
- Project results are TANGIBLE RESULTS
- The tasks are defined by the staff effort = staff working days: how many days do we need to develop the specific task/deliverable?
- Project results and tasks must be interconnected logically, so that the beginning and the end coincide with the successive steps

- Of course you have to include also:
- TPMs: TRANSNATIONAL PROJECT MEETINGS
- LTTA: LEARNING TEACHING TRAINING ACTIVITIES
- MULTIPLIER EVENTS



What is the dissemination of an Erasmus+ project???



KA210 – Small Scale Partnerships

- Have you used or do you plan to use Erasmus+ platforms for preparation, implementation or follow-up of your project? If yes, please describe how.
(Max 3000)



You can include DISSEMINATION
under the ACTIVITIES session

KA220 – Cooperation Partnerships

Sharing, Promotion and Use of the Project's Results

You are requested to make plans for the dissemination of your project results. Please provide answers to the questions below.

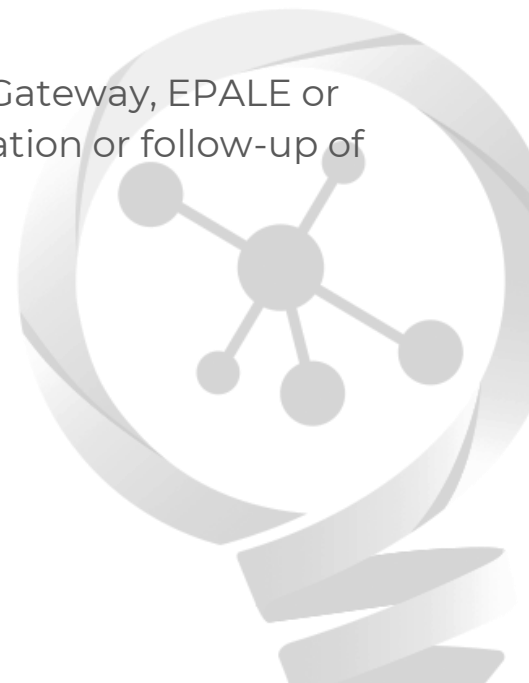
- What will be the **target groups** of your sharing and promotion activities **inside and outside** your partnership? Please define in particular your target audience(s) at **local/regional/national/European/international level** and motivate your choice. (Max. 4000 characters)
- Which activities will you and your partner carry out in order to share the results of your project beyond your partnership?
- Who will be responsible for the sharing and promotion activities within your partnership and which specific expertise do they have in this area? What resources will you make available to allow for the proper implementation of your sharing and promotion plans? (max 4000)

KA220 – Cooperation Partnerships

- Erasmus+ has an **open access requirement** for all materials developed through its projects. If your project is producing tangible project results, please describe how you intend to ensure free access for the public to a digital form of this material. If you intend to put any limitation on the use of the open licence, please specify the reasons, extent and nature of this limitation. (Max. 4000 characters)
- How will you ensure that the project's results **will remain available and will be used by others?** (Max. 4000 characters)
- *NOT MANDATORY:* If relevant, please provide any other information you consider appropriate to give a full understanding of your sharing and promotion plan and its expected impact (e.g. how you have identified which results are most relevant to share and promote; how you will ensure the involvement of all partners; how you see synergies with other stakeholders, etc.) (max 4000)

KA220 – Cooperation Partnerships

- Under “IMPLEMENTATION”
- Have you used or do you plan to use eTwinning, School Education Gateway, EPAL or the Erasmus+ Project Results Platform for preparation, implementation or follow-up of your project? If yes, please describe how. (Max. 4000 characters)



TIPS FOR WRITING THE DISSEMINATION PARAGRAPHS

- IDENTIFY DIFFERENT TARGET GROUPS
- IDENTIFY DIFFERENT AND TARGETED ACTIVITIES
- DEFINE THE «REACH-OUT POTENTIAL» OF YOUR PARTNERSHIP
- DEFINE ROLES IN THE PARTNERSHIP (stress out why one of the partners is the most suitable for this activity)
- INCLUDE THE USE OF SOCIAL MEDIA
- REFLECT ON DEVELOPING A WEBSITE OR NOT
- ALWAYS INCLUDE AS FIRST STEP THE DEFINITION OF A DISSEMINATION PLAN (to be shared during first meeting)





Think about including your project's participants (students, teachers, etc.) in dissemination activities!

To give Dissemination activities
an innovative and original
approach

To foster **PARTICIPATION** in all
project's phases

For more insights and tips, you can check:

<https://www.teacheracademy.eu/erasmus-plus/projects-dissemination/>

https://www.na-bibb.de/fileadmin/user_upload/na-bibb.de/Dokumente/06_Metanavigation/02_Service/Publikationen_Warenkorb/Verbreitungshandbuch_EN_Web.pdf

USE OF THE PLATFORMS

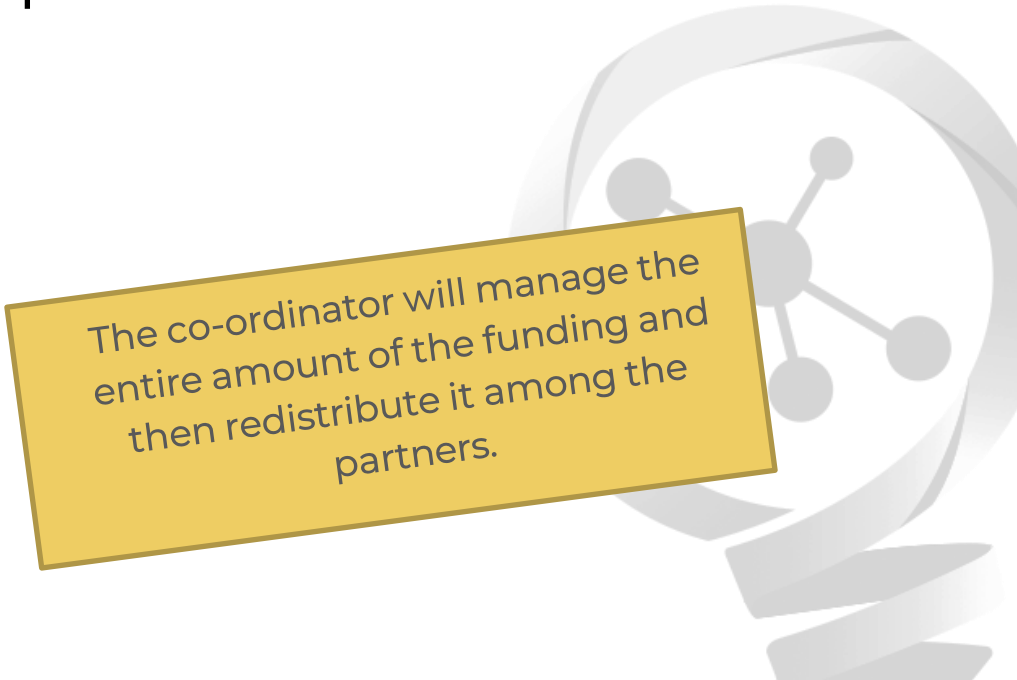


Budget rules differ A LOT in KA210 and KA220!



Let's start with KA210 – Small Scale Partnerships

- You have to choose on a lump sum budget:
 - 30.000
 - 60.000

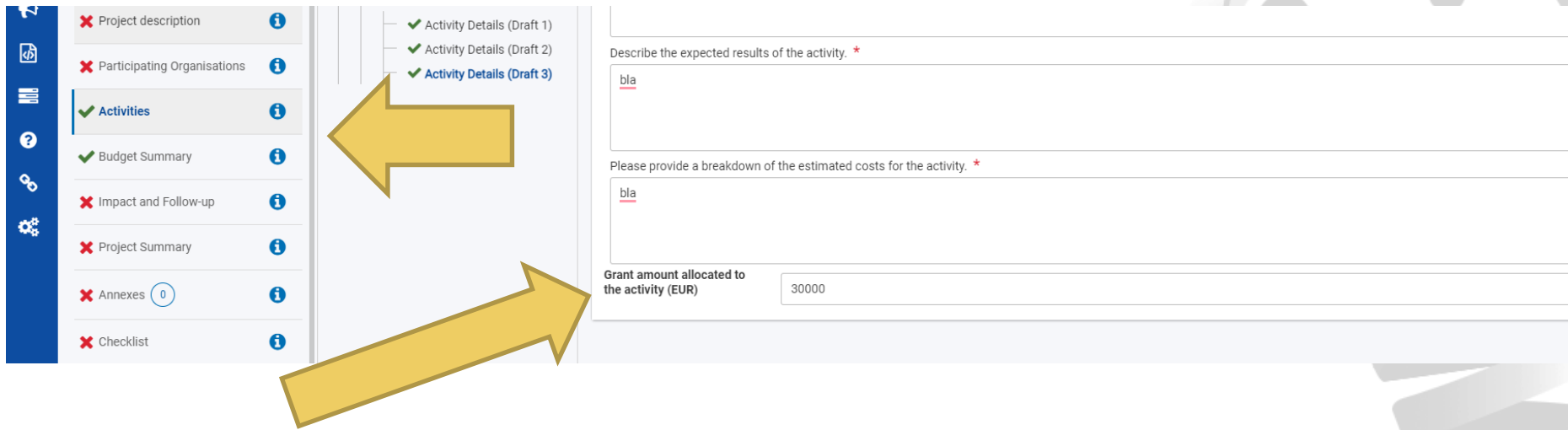


The co-ordinator will manage the entire amount of the funding and then redistribute it among the partners.

The budget is strictly connected with the ACTIVITIES

You will have to define the grant allocated to the activity and then answer to:

- Please provide a breakdown of the estimated costs for the activity. (Max 4000)



Project description

Participating Organisations

✓ Activities

✓ Budget Summary

✗ Impact and Follow-up

✗ Project Summary

✗ Annexes 0

✗ Checklist

✓ Activity Details (Draft 1)

✓ Activity Details (Draft 2)

✓ Activity Details (Draft 3)

Describe the expected results of the activity. *

bla

Please provide a breakdown of the estimated costs for the activity. *

bla

Grant amount allocated to the activity (EUR)

30000

At the end, you'll have a Budget Table that provides a summary of the estimated project budget. The table is automatically completed taking into account the described project activities and their estimated cost.

Home

Build

Tools

Help

Menu

Settings

Help

Help

Help

Help

Help

Help

Content menu

✗ Context

✗ Priorities and Topics

✗ Project description

✗ Participating Organisations

✓ Activities

✓ **Budget Summary**

✗ Impact and Follow-up

✗ Project Summary

✗ Annexes 0

✗ Checklist

Sharing

Budget Summary

Budget Summary

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

Activities	Grant amount allocated to the activity (EUR)
Draft 1	10000
Draft 2	20000
Draft 3	30000
Total (EUR)	60000

Project Lump sum *

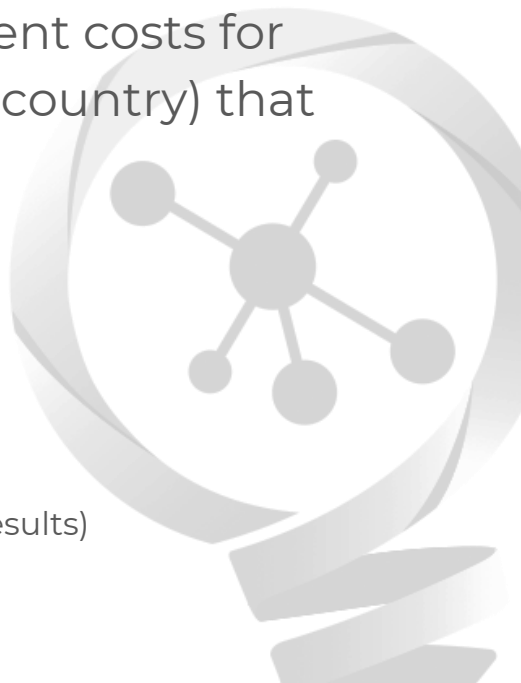
60000

- Some budget items you can include, as example:
 - Travel costs
 - Subsistence costs
 - Costs related to the activity (for example rental of a venue)



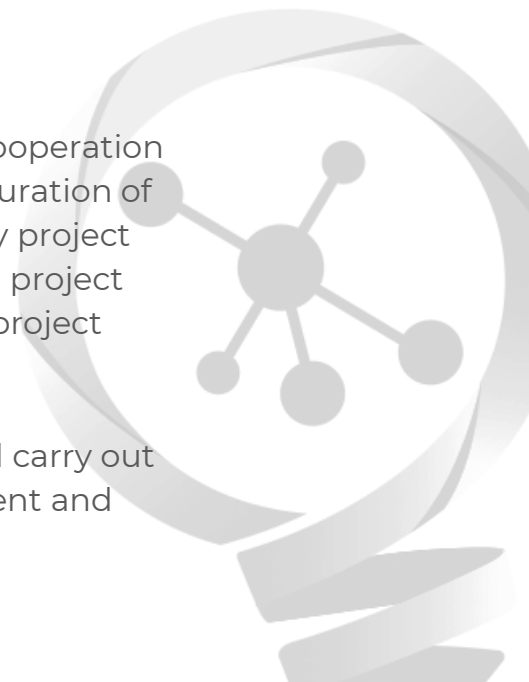
KA220 – Cooperation Partnerships

- The budget of a KA220 is based on fixed costs (different costs for groups of countries, based on overall income of that country) that cover the following categories:
 - MANAGEMENT
 - TRAVEL COSTS (USE OF THE DISTANCE CALCULATOR FOR DISTANCES)
 - SUBSISTENCE (calculate on days and persons)
 - STAFF COSTS for the development of the PROJECT RESULTS (tangible results)
 - SPECIAL COSTS / EXCEPTIONAL COSTS



Funds for Management

- 3000 Euro/year for partners and 6000/year for coordinator
- Funds for "Project Management and Implementation" are provided to all Cooperation Partnerships based on the number of participating organisations and the duration of the project. The purpose of these funds is to cover diverse expenses that any project may incur, such as planning, communication between partners, small-scale project materials, virtual cooperation, local project activities, promotion, sharing of project results and other similar activities not covered by other types of funding.
- Please provide detailed information about the project activities that you will carry out with the support of the grant requested under the item "Project Management and Implementation"



Travel and subsistence costs

- They are included for both Transnational project Meetings and Learning Teaching Training activities
- Distance band to be defined using the Distance Calculator:

<https://erasmus-plus.ec.europa.eu/resources-and-tools/distance-calculator>

- You will be asked to state how many participants for how many days for each activity



Staff costs

- Based on fixed rates for different roles:
 - Managers (EUR)
 - Teachers / Trainers / Researchers (EUR)
 - Technicians (EUR)
 - Administrative Support Staff (EUR)
- *TIP: we usually do not include Managers and Administrative staff, as some Agencies do not like it: you already have budget for management! So, if you decide to include these roles, you have to duly justify what they do more than what they are supposed to do anyway (project management)*



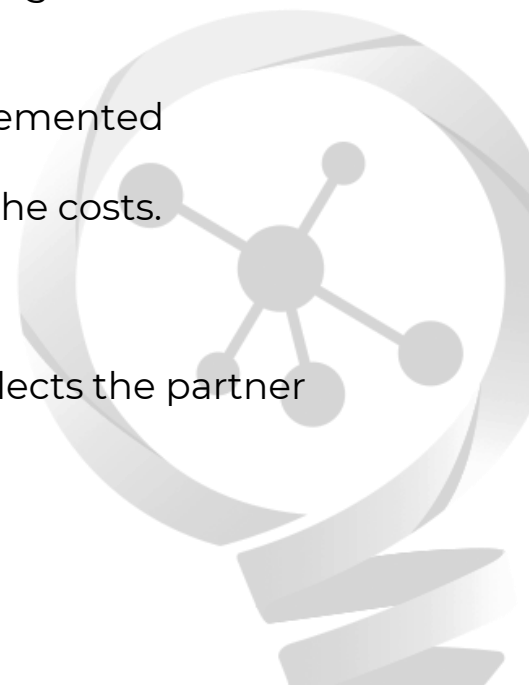
Special and Exceptional Costs

- SPECIAL COSTS
 - Real costs (not fixed sums)
 - They cover expenses related to the inclusion of participants with fewer opportunities and their accompanying person that are not covered under other costs categories
 - 100% funded
- EXCEPTIONAL COSTS
 - Such as Bank Guarantee
 - 80% funded



TIPS

- Check the congruency between activities and budget: different budget items should be related to specific objectives, outputs and/or outcomes.
- The budget plan needs to be adequate for the activities to be implemented
- Try to be as realistic and economical as possible when calculating the costs.
- The project needs to provide good value for money!
- Ensure that the distribution of the funds within the partnership reflects the partner institutions' role and tasks
- Do not overestimate staff costs



Благодаря

Obrigado!

Dank u!

Thank you!

Grazie!

Merci!



Danke!