



## Education, Audiovisual and Culture Executive Agency

Erasmus+ : Higher Education - International Capacity Building

Brussels,  
ARES(2017)

**Prof. Hernán Alberto Bacarini**  
**Universidad Nacional de Luján**  
**Universidad Nacional de Luján**  
**Rutas 5 Y Aveda Constitución**  
**AR-6700 Lujan**

*hbacarini@gmail.com*

**Subject: Erasmus+ Capacity Building in Higher Education - Call for Proposals  
EAC/A03/2016 – Selection Results**

**Your application: 585739-EPP-1-2017-1-AR-EPPKA2-CBHE-JP  
Technology and Innovation Management Master**

Dear Prof. Bacarini,

You have submitted an application to the Erasmus+ programme, 2017 call for proposals for the action specified above. The call for proposals closed on 9/02/2017. The Education, Audiovisual and Culture Executive Agency (EACEA) received 756 eligible applications for this call.

I am writing to inform you about the selection decision taken by the Head of Department of the Agency, acting in her capacity as authorising officer, based on the recommendations of an Evaluation Committee assisted by external experts.

The selection decision is based on the quality of the application, its relative position in comparison to the other applications submitted and the budget available. Applications were assessed on a scale from 0 to 100 and were ranked by Region according to merit. In addition, and in line with the provision of the Programme Guide regarding the definition of the list of projects recommended for funding, the Evaluation Committee has also taken into account the results of the consultation with the EU Delegations in the Partner Countries. Lastly, the selection decision took into account the geographical balance within a region in terms of the number of projects per country (within the limits of the available budget), the need to ensure that the overall results of the selection guarantees a sufficient coverage of the priorities of the Action and the respect of the condition that an applicant organisation cannot receive more than three grants under this Call.

I am pleased to inform you that your application has been selected for EU co-funding.

The table below provides you with an indication where your proposal was situated. Your application was considered as Group I.

Groups		Number (%)
I	Applications of very good quality (score higher than 75 points out of 100)	135 applications (17,9 %)
II	Applications of good quality (score between 60 and 75 points out of 100)	464 applications (61,4 %)
III	Applications of weak quality (score less than 60 points)	157 applications (20,8%)

For your information, out of the 756 applications eligible 149 have been selected for funding and 19 have been placed on a reserve list<sup>1</sup>.

The list of all selected projects and success rates by Regions will be published on the website of the Executive Agency, when all applicants have been notified about the selection results: ([http://eacea.ec.europa.eu/erasmus-plus/selection-results\\_en](http://eacea.ec.europa.eu/erasmus-plus/selection-results_en)).

Attached to this letter (Annex I), you will find an evaluation report based on the opinion of the external experts. Please take into account that most of the evaluation reports were written by non-native speakers. The Executive Agency will not elaborate further on these assessments.

The maximum amount of funding to be awarded to your project is **999.784,50 €**.


However, all proposals recommended for funding shall undergo a financial verification of eligible costs. Consequently this maximum grant amount may be reduced and will be communicated to you before signing the grant agreement.

The process of awarding a grant can only be finalised once the Executive Agency has received and analysed the documents as requested in the list of documents to be submitted (see Appendix). The documentation specified must be submitted as soon as possible and no later than 15 September 2017.

This letter does not represent a financial or legal commitment of the Executive Agency. The offer of an award is confirmed only when the legal representative of the Executive Agency signs the Grant Agreement associated with this application.

Please do not hesitate to contact us should you have any further questions..

Yours sincerely,



Ralf RAHDERS  
Head of Unit

Contact: [eacea-eplus-cbhe-projects@ec.europa.eu](mailto:eacea-eplus-cbhe-projects@ec.europa.eu)

---

<sup>1</sup> However, please note that success rates are different by Regions. Details are published on the Agency's website: [http://eacea.ec.europa.eu/erasmus-plus/selection-results\\_en](http://eacea.ec.europa.eu/erasmus-plus/selection-results_en)

## **Information on legal remedies**

If you believe that you have been adversely affected by an error or irregularity committed as part of the selection procedure, you may request a review of the Agency's decision, clearly stating the reasons for disagreement, preferably within one month of receiving this letter, by writing to the following postal address or e-mail:

EACEA  
Director  
Office J59 07/05  
Avenue du Bourget, 1  
B – 1049 Brussels  
[EACEA-REDRESS@ec.europa.eu](mailto:EACEA-REDRESS@ec.europa.eu)

You will find information on other means of redress under the following link:  
[https://eacea.ec.europa.eu/about-eacea/legal-remedies-0\\_en](https://eacea.ec.europa.eu/about-eacea/legal-remedies-0_en)

Please note that any request you make and any reply from the Agency will not have the purpose or the effect of suspending the time-limit for launching other means of redress.

Should you experience problems accessing the link, please contact the Agency at [EACEA-REDRESS@ec.europa.eu](mailto:EACEA-REDRESS@ec.europa.eu)

### Appendix:

- I. Evaluation report
- II. List of documents to be submitted



Evaluation Report  
ERASMUS + Capacity-building in Higher Education  
Call for proposals EAC/A03/2016

Proposal number:	<b>585739-EPP-1-2017-1-AR-EPPKA2-CBHE-JP</b>
Proposal title:	<b>Technology and Innovation Management Master</b>
Applicant organisation:	<b>Universidad Nacional de Lujan</b>

### Award Criteria

#### Relevance of the project

This proposal aims to make a significant contribution to high education by proposing a specific Master's programme to form innovative managers, researchers and local developers, and at the same time providing a strict connection with industry and society within the framework of a blended learning approach. The main aim is to allow small and medium-sized enterprises and other types of companies or institutions to identify good practices and new behaviours to face innovation challenges. The Master's degree students shall be capable of dealing with innovation in traditional sectors, but also in relation to advanced technologies, such as nanotechnology, biotech and information and communication technology, with particular attention to the environmental problems in order to achieve sustainable solutions. The rationale behind the project is adequately explained, particularly in relation to the aims for developing an international area of competences. Therefore, this proposal meets the objectives of the Capacity Building Call.

Thematic and regional priorities are adequately addressed and follow two aspects: curriculum development (Category A) approaching complex science and technology interactions in priority subject areas including applied physical sciences, engineering, agriculture and environmental sciences; and modernisation of learning and teaching tools using advanced information technology, internationalisation, university-enterprise cooperation, knowledge triangle with innovation and regional and cross-regional international cooperation (categories B and D).

The application contains a set of well-defined objectives and presents an adequate analysis of the needs of the target groups in the region. These objectives will enable the implementing partners to better serve the labour market and society at large, whilst improving the quality of studies in the region. However, the proposal could have provided clearer examples of how the envisaged increase in collaboration between stakeholders will be carried out, and how it will be achieved through developing competences and behaviours from a training and/or educational perspective at the graduate level.

The project inscribes itself in the modernisation, development and internationalisation strategy of the targeted higher education institutions, as it is supported by a solid group of higher education institutions which have expressed their interest towards the curriculum development in the selected field of operation. This interest is also in line with the European Union Horizon 2020 (particularly regarding research and innovation).

The general and specific objectives of the project are clear, realistic and appropriate, based on a needs

analysis of complex situations related to the innovative knowledge society, including the existence of a gap between knowledge generation and transformation processes of knowledge into products, services, procedures, methodologies and better standards of life for citizens.

The project is complementary to a series of other international initiatives in which some of the project partners have previously participated. The proposal has a degree of innovation. The planned utilisation of intangible e-tools blended within an information and technology platform is noteworthy. Nonetheless, the innovative aspects of the current proposal could have been more convincingly outlined. It is not clear how innovative an evidence-based approach integrated into current technology and innovation studies in Latin America might be. In addition, the innovation section of the proposal is only briefly presented.

The application provides evidence that the aims and objectives would be difficult to meet through national, regional or local funding, particularly given the extent to which the European institutions can provide expert assistance in the development of innovation models in higher education institutions. However, this important aspect could have been further elaborated in the proposal.

The proposal received a very positive feedback on "Relevance" from the consulted EU Delegation(s).

### **Quality of the project design and implementation**

The activities proposed over the lifetime of the project are sound, sufficient, and adequately organised. The project is well designed and should achieve the ambitious objectives. In order to strengthen scientific cooperation and increase the knowledge and technology transfer between the European Union and Latin America, the project will encourage the sharing of experiences using renewed blended learning tools in the fields of technology and innovation management.

The proposed methodology is complex and innovative. In the first phase, the analysis of the needs of small and medium-sized enterprises will be considered to inform the curriculum development and the inclusion of tailor-made e-tools and gaming tools, as well as the proposed design of an observatory with methodologies for gathering and structuring information. The methodological strategies are innovative and will support the achievement of benchmarks and of the anticipated results of the project. The rationale behind the project is clear and of use to the target countries. However, the content of the project is not comprehensively outlined and lacks details, for example, a research agenda, Master's programme, virtual courses.

The project is cost-effective in terms of the number of people trained to carry out the teaching. Most of the budget goes to mobility, with low costs in staff and equipment in comparison with the cost of travel and stay. The budget has an even distribution of funds and relies very much on co-funding of each of the institutions and associate partners involved. In this co-funding, multilingual interpretation costs should be considered.

The overall project design ensures consistency between project objectives, methodology, activities, and budget proposed. All these aspects are appropriately considered, logical, feasible, and sequentially well-structured.

The work plan has clear phases of preparation, development, dissemination, quality monitoring and management. It is based on realistic timelines, with appropriate deliverables and concrete milestones and clearly established qualitative and quantitative indicators, demonstrating a logical and sound planning capacity on the part of the consortium. The work plan will be implemented over a three-year period with concrete deliverables in all project phases. All steps are accompanied by quality assurance actions and managerial oversight. The different and complementary actions are to take place in parallel throughout the full lifespan of this project. The dissemination efforts in this project are noteworthy and have the potential to provide good internal and external outreach. However, the proposal does not clearly outline plans for official accreditation of the proposed new curriculum. In addition, multilingual translation should be considered.

The proposal clearly mentions the project's challenges and risks, but the mitigating actions are often unclear. Quality control measures are in place, including an external financial audit. The indicators mentioned to verify and measure the outcomes of the project are fairly detailed and objectively quantifiable. The project gives clear and precise indicators to assess its results at the end of the project's lifetime.

### **Quality of the project team and the cooperation arrangements**

The project involves a very strong partnership of partner country and programme institutions with complementary capacities. It has been set up as a natural extension of three previous projects financed by the European Commission. Some of the partners have developed a cooperative and participative model for innovation in the field of nanotechnology and environmental applications, combining different approaches and instruments for producing innovation such as technology surveillance, market intelligence, cooperative innovation models, different liaison methodologies between universities and society, sustainability and circular economy. All partners have very specific experience in higher education in the field of technology and innovation. All the universities have a long experience with distance and blended learning education.

The project team has the necessary knowledge skills, experience, thematic expertise in technology and innovation management, as well as higher education institutional support, including certification procedures, to deliver all aspects of the project.

The project includes non-academic partners from government, industry and the regulatory sector . They will strengthen the project in terms of their experiences and provide specific expertise. For example, the assistance with accreditation, innovation in the ceramic sector, technology transfer to agri-business, development of gaming tools. However, there are no associated partners from Peru, which diminishes the wider reach and extent of the project.

The project shows a fair distribution of responsibilities and tasks, demonstrating the commitment and active contribution of all participating organisations in relation to their specific expertise and capacities.

Appropriate mechanisms have been planned to ensure good coordination, as well as the flow of communication and the effectiveness of the decision-making procedure through three different levels (Governing Council, Executive Committee and Project Coordination). These structures are appropriate to the projects' dimension, the application explains their different roles and responsibilities well. All partners (European Union and Latin America) will be actively involved in the decision-making process. Potential conflict resolution is satisfactorily addressed in the quality plan, although it could have been further explained.

Each of the participating organisations from the Partner Countries involved in the consortium is satisfactorily involved in the implementation of the actions and decision making.

All partners have benefited from previous capacity building actions in the past.

### **Impact and sustainability**

The project aims to have a clear impact on the capacities of the participating organisations as it will develop new courses and programmes. Such approaches tend to increase the employability of students as well as the quality of their studies. The impacts are adequately outlined and appropriate.

There are very good measures to assess the effective impact achieved by the project through a precise list of indicators. The application duly mentions the potential multiplier effects outside the participating organisations, although this aspect could have been further discussed.

The dissemination plan is appropriate and will be achieved with adequate modern tools and resources . The plan includes the setting-up of an e-Learning platform and the distribution of the project results.

All partners are involved in the dissemination actions. A dedicated website, chat rooms, video lectures, social exchange will ensure the necessary dissemination of the project's results internally and externally.

The sustainability strategy is appropriate. It will focus on three different levels: institutional, financial, and policy level sustainability, although the application could have provided more comprehensive details regarding each. The key sustainability aspects include the commitment of the partners towards the continuation of the project. In fact, the intended collaborative network of partners will continue sharing good practices, co-creating new methodologies and setting up training activities. However, the application does not clearly mention if the partners will enforce sustainability beyond the projects' lifetime, for example, via a partnership agreement, or what concrete strategies will enable the project to become self-sufficient, attract co-funding, and other forms of support.

**Quality of the design and implementation of the Special Mobility Action**

Not applicable

**GROUP**

**I**