

In the following sections of the application form, you will need to explain how your institution will fulfil the ECHE principles if the Charter is awarded. You are encouraged to consult the [ECHE Guidelines](#) for support in completing this application.

Please note that your Erasmus+ National Agency will monitor your Erasmus Policy Statement and your answers to the questions given in the application. The Erasmus+ National Agency reserves the right to request more information on your activities and propose supplementary measures, for the purposes of monitoring and implementing the Charter principles by your institution.

## 1. ERASMUS POLICY STATEMENT (EPS)

### 1.1 Erasmus activities included in your EPS

In this section, you need to tick the Erasmus activities covered by your Erasmus Policy Statement. Please select those activities that your HEI intends to implement during the entire duration of the Programme.

#### Erasmus Key Action 1 (KA1) - Learning mobility:

The mobility of higher education students and staff ☒

#### Erasmus Key Action 2 (KA2) - Cooperation among organisations and institutions:

Partnerships for Cooperation and exchanges of practices ☒

Partnerships for Excellence – European Universities ☐

Partnerships for Excellence - Erasmus Mundus Joint Master Degrees ☐

Partnerships for Innovation ☒

#### Erasmus Key Action 3 (KA3):

Erasmus Key Action 3 (KA3) - Support to policy development and cooperation: ☐

### 1.2 Erasmus Policy statement (EPS): your strategy

Your Erasmus Policy Statement should reflect how you intended to implement Erasmus after the award of the ECHE. Should you wish to add additional activities in the future, you will need to amend your Erasmus Policy Statement and inform your Erasmus National Agency.

What would you like to achieve by participating in the Erasmus Programme? How does your participation in the Erasmus Programme fit into your institutional internationalisation and modernisation strategy?

(Please reflect on the objectives of your participation. Please explain how you expect the participation in Erasmus to contribute towards modernising your institution, as well as on the

goal of building a European Education Area<sup>1</sup> and explain the policy objectives you intend to pursue).

Original language (and translation into EN, FR or DE if the EPS is not in one of these languages)

Overall strategy of our institution sets directions for our HEI's modernization in the period from 2021 to 2026 and is built around five priority areas (Holistic education of best practice initiators; Inspiring and open environment allowing effective exchange; Contribution to the resolution of society-wide problems; Enabling every stakeholder to achieve his/her maximum potential; Systematically seeking ways to improving ourselves). These priority areas are carefully selected to create a framework that allows us to get closer to our vision, which is a world, where our alumni and partners have capacities, are willing and are allowed to change the practice of helping professions to create a more equal world, especially with the respect to the situation of the most vulnerable members of the society.

Our internationalisation strategy is derived from the overall strategy and eventually contributes to the goals in all five priority areas, all activities are led by our priority areas. In a nutshell, the internationalisation strategy includes three main aims:

- to extend and consolidate network of cooperating organizations in order to make the cooperation mutually beneficial and establish solid long-term strategic partnership for the key areas of the vision. (strong foundation through key partners)
- to diversify international cooperation to organize projects concerning student and staff mobilities, capacity building and innovation transfer based on preferences, needs and strategic goals of stakeholders (individualization allowing needs-driven development)
- to continue in building diverse (geographically, sectorally and thematically) network to improve the quality of higher education in (international) social and humanitarian work: traineeships in vulnerable contexts, joint projects with European and international partners from all sectors, capacity building and exchange with practitioners (thematic intersectoral exchange)

In order to ensure achievement of these aims, the international strategy is built on following principles based on our lessons learned, good practice and evaluation results:

1) Activities, projects and opportunities in general are identified, planned and carried out primarily on the basis of needs that arise from all stakeholders' development goals. As for the opportunities offered by our (potential) partners, we carefully evaluate the relevance to our strategy and conduct cost benefit analysis in wider sense to reflect potential positive impact on all involved partners. The specific projects shall not be driven by the availability of resources but by the potential impact and its relevance.

2) Partners are chosen based on needs analysis, previous contact and/or good references, quality requirements and their specific assets in order to assure and improve quality of higher education in offered study programmes. The partnerships are established after mutual agreement on roles and benefits of key stakeholders.

3) Partnerships are established in order to constantly build diverse network in terms of geographical and thematic orientation. Geographically, we aim to cooperate with partners in both developed and developing countries which is based on the content of our study programmes (charitable and social work, international social and humanitarian work). Both kinds of partnerships can contribute in good practice and innovation transfer as well as improvement of higher education in humanitarian and social work. Orientation in various developing countries situation is necessary, therefore we intend to cooperate with countries mainly in Latin America, Africa, South-East Asia. In developed countries, we cooperate with organizations and institutions focused on social work with different target groups, especially immigrants, hence we aim to cooperation with European Education Area countries as well as North America and Australia.

4) Objectives for mobility activities are set in four perspectives: benefits of partner organizations, participants, our institution and the sector.

a. Firstly, we aim to contribute to the partners' outcomes quality improvement through the capacity building projects, knowledge alliances, innovation transfers and mobilities built on the mutual agreement among partners and joint needs analysis.

<sup>1</sup> For more information on the priorities of the European Education Area, such as recognition, digital skills, common values and inclusive education, please consult the following website:

[https://ec.europa.eu/education/education-in-the-eu/european-education-area\\_en](https://ec.europa.eu/education/education-in-the-eu/european-education-area_en)

b. In terms of participant benefits, objectives can be seen in enlarging their experience in a different environment and improvement of their language skills. This can help students and staff to gain specific knowledge and acquire new skills in order to better perform their tasks and to ensure their higher employability as well as contribute to the competency building for improvement of the social and humanitarian work professions. Mobility can also form participant's attitudes to be more tolerant and cooperative, they are prepared to work in globalized society.

c. Our institution's objectives are in addition to the aforementioned five priority areas, specifically to improve quality of the provided courses and offered study programmes through international mobilities and innovation transfers. We want to achieve better quality of our alumni in order to allow them to be more employable and useful for the society. In addition, we want to develop competencies of our staff and contribute to the growth of knowledge due to action research and direct society involvement projects. Target groups of mobility activities are mainly students (especially disadvantaged), staff and experts from abroad.

d. We also contribute to the sector development aiming at validation and dissemination of international projects' outcomes, promoting and mediating international cooperation in social and humanitarian work, linking higher cross sector cooperation among education institutions, research and local companies and organizations.

The Erasmus programme is a cornerstone of our internationalisation activities and allows us to effectively and efficiently contribute to all abovementioned goals, while we constantly critically reflect on the validity of our programmes, partnerships and ways of cooperation, seek efficient and sustainable ways to achieve discussed goals without constant support from external resources. This is an evidence-based practice that allowed us to launch or maintain several sustainable partnerships with timely exit strategy from delivery dependent on the financial support (e.g. on-line cooperation whenever possible). Therefore, our participation in Erasmus allows us to start effective partnerships, build world-class competences of individuals and align institution's development to the top-quality international benchmarks.

With growing globalisation of the Czech and European society and taking into account insecurities in contemporary world, we acknowledge the importance of European Education Area and we intend to be contributing both to joint (European) identity and promoting respect to diversity. Competences that create a foundation to our specialization (international social and humanitarian work) are gradually contributing to create social cohesion through the support to the most vulnerable ones as well as sensitisation of the majority. Our approach as well as the nature of our specialisation led us to the belief that despite unpredictable future job market, the sustainable economic growth as well as effective human cooperation can be supported by quality education built on generic competences applicable in any future context (complex problem resolution, diverse teamwork, creativity and interdisciplinary cooperation). Therefore, through participation in Erasmus programme, we aim to contribute especially to value-based and inclusive education and systematic strengthening of key competences for lifelong learning.

Please reflect on the Erasmus actions you would like to take part in and explain how they will be implemented in practice at your institution. Please explain how your institution's participation in these actions will contribute to achieving the objectives of your institutional strategy.

Original language (and translation into EN, FR or DE if the EPS is not in one of these languages)

International cooperation projects and mobilities in teaching and training are proposed and implemented based on needs analysis of our institution, potential partners and beneficiaries. As a narrowly focused and small professional higher education institution, we want to share our know-how and experience in teaching and training in order to contribute to the development of the sector (charitable and social work, international social and humanitarian work) and professional higher education quality improvement. Primarily we are interested in involvement (as coordinators or partners) in projects in following areas:

- partnerships and mobilities with both academia and organizations to bridge the gap between theory and practice in our fields and provide a good practice example to others.
- partnerships and mobilities with other European Education Area institutions to allow effective experience sharing since our specialization is unique in the Czech Republic.
- partnerships and mobilities outside European Education Area to enable building on local knowledge from all parts of the world, especially the most vulnerable countries.

- trainings for professionals from both European Education Area and partner countries in international social and humanitarian work.
- study programmes or short cycles for non-EU students, related to social and/or humanitarian work.
- traineeship arrangement for students and/or professionals abroad in local social services, community based and non-governmental organizations (and vice versa).
- capacity strengthening and direct implementation projects in non-EU countries.

Prior to the project implementation, in depth needs analysis as well as feasibility study and communication with key stakeholders are to be carried out specifically for respective project aims, which is allowed by small size and coordinated approach at our institution. Sustainable funding scheme has to be found and implemented in order to achieve goals of our involvement and external resources are utilised only for that projects that could not be otherwise implemented.

These specific project aims can be ensured by participation in mobility activities and cooperation projects. Taking into consideration current Erasmus actions, our internalisation strategy and the specificities of our HEI (professional higher education, focus on social, charitable, international social and humanitarian work), priority will be given to the participation in mobility activities (especially student mobility for traineeships, outgoing staff mobilities and incoming staff mobilities for professionals from the non-governmental organizations, student mobilities for studies whenever effective) and cooperation projects (especially those leading to network building and joint practical courses development) – both in Programme and Partner Countries, where possible. In practice, each mobility is planned taking into account individual needs (for instance specialization and preference for students, prior experience and professional development goals for staff), all involved institutions' strategic objectives (especially capacity strengthening needs for hosting organization and competency-based curriculum/work plan for sending organization. Principles for practical implementation of cooperation projects are described in the section above.

Management of individual mobilities and projects is guided by our established procedures arising from our 20 years experience of LLP implementation, described in final reports annually and recognized by the National Agency (procedure check with excellent results in 2012, quality award for best international project in higher education in 2019). Since the scope of this application is limited and micro-level management is not specifically asked for, only a very brief outline of our management follows in this paragraph. Individual mobilities will be organised in line with our evidence-based quality management system, i.e. each participant will get thorough preparation (linguistic, cultural, safety and security, professional development, PR and visibility, psychological support, conflict resolution and communication), including peer to peer support from former participants and/or ambassadors. During the mobility there is mentoring from both hosting and sending organization, structured along the learning/training agreements individual objectives and taking into account professional as well as personal wellbeing of the participant (referrals to other support services are immediately available), peer to peer support is functioning as well as integration support. After each mobility, results are validated and disseminated with the support of the supervisor/mentor, identified opportunities for further development and action plan from the point of view of the participant and both hosting and sending organization, the results are disseminated as described in other sections of this application. From the human resource point of view, there is a deputy director for international cooperation, institutional coordinator, officer and assistant, at the same time, all other staff are encouraged to bring their own project ideas and coordination of various international activities is distributed among majority of the teaching staff members based on their expertise and interest (there is an account manager for each country, people responsible for initiatives such as international student conferences, remote cooperation with US partners, or international network representation). These staff members' effort is recognised and supported by the management and enables coordinated and participatory approach to international cooperation at our institution.

It is foreseen that participation in the abovementioned actions and projects will jointly contribute to:

- Achieving all three internationalisation objectives, since we will be allowed to carefully select the purpose of each individual mobility and project with respect to the consolidated network, capacity strengthening for new partnerships as well as intersectoral cooperation in addition to traditional inter-university exchange.
- Achieving goals in all five priority areas of our overall strategy, since we will be able to:
  - o find and promote best practice as well as complement our strengths with external capacities to ensure holistic education of best practice initiators;
  - o contribute to both internal and external broadening of horizons to create inspiring and open environment allowing effective exchange;
  - o cooperation on shared challenges of contemporary society while building the effective approach on diverse contexts and approaches, which will eventually contribute to

resolution of society-wide problems;

- create opportunities to students as well as practitioners and beneficiaries from marginalised groups to learn from each other and access world-class knowledge. This should enable every stakeholder to achieve his/her maximum potential;
- by reaching out to the partners and other stakeholders and by genuine interest in experience of our project partners as well as each individual experience we will systematically seek ways to improving ourselves.

What is the envisaged impact of your participation in the Erasmus+ Programme on your institution?

Please reflect on targets, as well as qualitative and quantitative indicators in monitoring this impact (such as mobility targets for student/staff mobility, quality of the implementation, support for participants on mobility, increased involvement in cooperation projects (under the KA2 action), sustainability/long-term impact of projects etc.) You are encouraged to offer an indicative timeline for achieving the targets related to the Erasmus+ actions.

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The theory of change/logical framework for implementation of our Erasmus+ activities in the following period is derived from the overall and internationalization strategy of our HEI.

Expected results (representing impact of respective efforts at various levels) are identified at three levels: overall impact (corresponding to the vision), goals (corresponding to the priority areas), outcomes (corresponding to the strategic objectives and internationalization objectives) and outputs (representing immediate results of the actions taken).

At the overall impact level, targets are set more broadly and they cannot be fully measured and/or the results fully attributed to our endeavour (since there are many external factors). However, these targets are important to guide us in the implementation of all individual activities in order not to lose the big picture of where we are heading to. There are three main targets:

- Our alumni and partners have possibility to support better quality of life for all members of the society, especially the most vulnerable ones.
- Our alumni and partners are willing to support better quality of life for all members of the society, especially the most vulnerable ones.
- Our alumni and partners have capacity to support better quality of life for all members of the society, especially the most vulnerable ones.

First one refers to enabling environment, second to the affective capacities and third one to the cognitive abilities. All three will be measured indirectly but triangulated by self-reporting, equality indicators and expert interviews.

At the goals level, there are five main targets/results, corresponding to our institution's strategic priorities:

- Best practice is identified and promoted in our field of study, research and actions. Capacities of all involved actors are complemented with each other. (indicators at the end of the period: 90% partners reported added value from participation in our activities and projects within the frame of Erasmus+ programme; 10 best practice dissemination events annually to target various audience: students, staff, practitioners, decision-makers)
- Internal and external actors' horizons broadened. (indicators at the end of the implementation period: 90% mobility participants reported new competencies, 90% of involved partners reported positive impact on new knowledge, topics and insights brought by participation in projects and activities; positive student and management evaluation in qualitative terms on impact of Erasmus activities on inspiration and open environment at the HEIs/organizations).
- Shared challenges of contemporary society in relevant partner countries are identified and coordinated and contextualised approach to tackle them is developed (indicators at the end of the implementation period: 100% of projects and activities take into consideration macro-level, 5 problems shared across two and more partner countries are identified, 70% of local partners

involved in international projects report improved understanding of the national challenges)

- Opportunities to students as well as practitioners and beneficiaries from marginalised groups are created to enable learning from each other (indicators at the end of the implementation period: 150 individuals having opportunity to unique needs based mobility, 25 local partner organizations will have access to the knowledge and content generated by the Erasmus+ projects and activities, 100% of interested individualised from marginalised groups will receive individualised support to enable their participation)
- Joint efforts will be made together with partners and participant to identify lessons learned and the most efficient ways to proceed in achieving the intended objectives of individual mobilities and specific projects (indicators at the end of the implementation period: 100% mobilities and activities will be evaluated jointly with the partner and participant, 90% of outgoing mobilities and activities will be related to our competence based education model)

At the outcome level, the focus is given to the internationalisation strategy objectives:

- Our network of cooperating organizations will be consolidated and extended in order to make the cooperation mutually beneficial and establish solid long-term strategic partnership for the key areas of the vision, thus building a strong foundation through key partners (indicators: 10 strategic partners with mutual exchange every year, a strategic partner will be identified for each of our strategic priority)
- International cooperation is diversified to organize projects concerning student and staff mobilities, capacity building and innovation transfer based on preferences, needs and strategic goals of stakeholders, thus enabling individualization through needs-driven development (indicators: 15 new partners, 70% of mobility participants will report that the designed mobility was his/her first or second choice, 6 invited professionals from non-governmental sector)
- Diverse (geographically, sectorally and thematically) network is built to improve the quality of higher education in (international) social and humanitarian work: traineeships in vulnerable contexts, joint projects with European and international partners from all sectors, capacity building and exchange with practitioners (indicators: 50% of partners will be out of the academia, partners in 35 countries, including at least one representative from Latin America, South-East Europe, Sub-Saharan Africa and South-East Asia, 50% of partners with scope of their activities beyond social and humanitarian work but able to relate to them)

As for the outputs, targets and indicators are simplified and synthesised into following list due to the limited scope of this application:

- 70% of staff members will take part in any of the Erasmus+ activity
- 35 student mobilities annually, 12 staff mobilities annually
- 100% mobilities will be individually planned and supported by the professional staff
- 90% of participants will report satisfaction with the quality of support
- 80% satisfaction of the National Agency with the project implementation (found in final report and other evaluations)
- Number of projects in which we participate will double within the period of implementation.
- 80% of cooperation projects will be able to continue to achieve the most significant results in long term with gradual reduction of external resources.

All indicators are set for the final year of the implementation period for the sake of clarity and in order to ensure this document to be brief. However, our approach to results-based management builds on:

- At the launch of the programme, precise baseline data collection and analysis will be carried out with respect to the results expected and their indicators.
- Targets might be updated, if the current situation shows significant deviation from the time of the application
- Annual targets are set to represent 15% of increase from the baseline value annually, leading to full achievement of the final target.