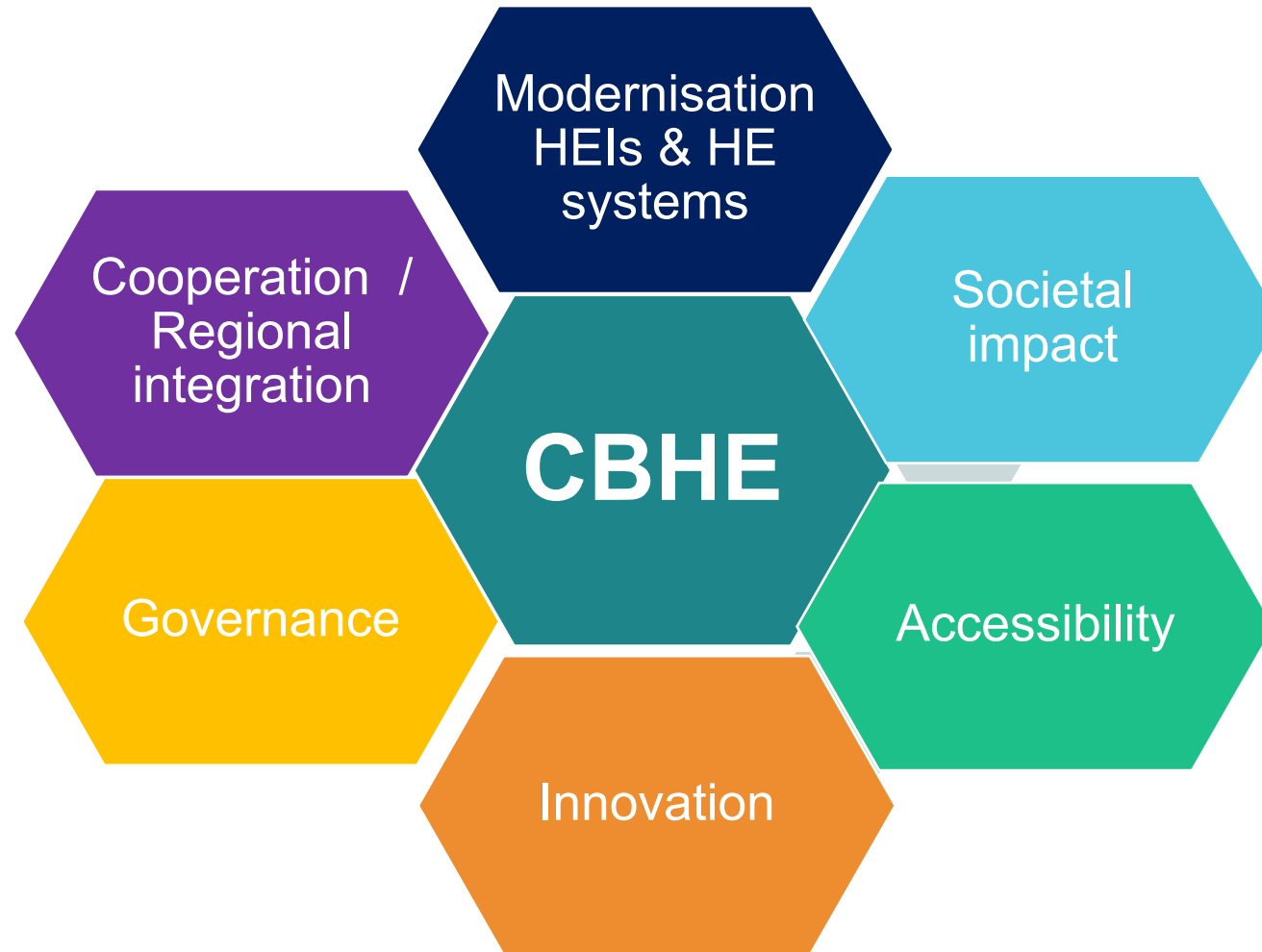


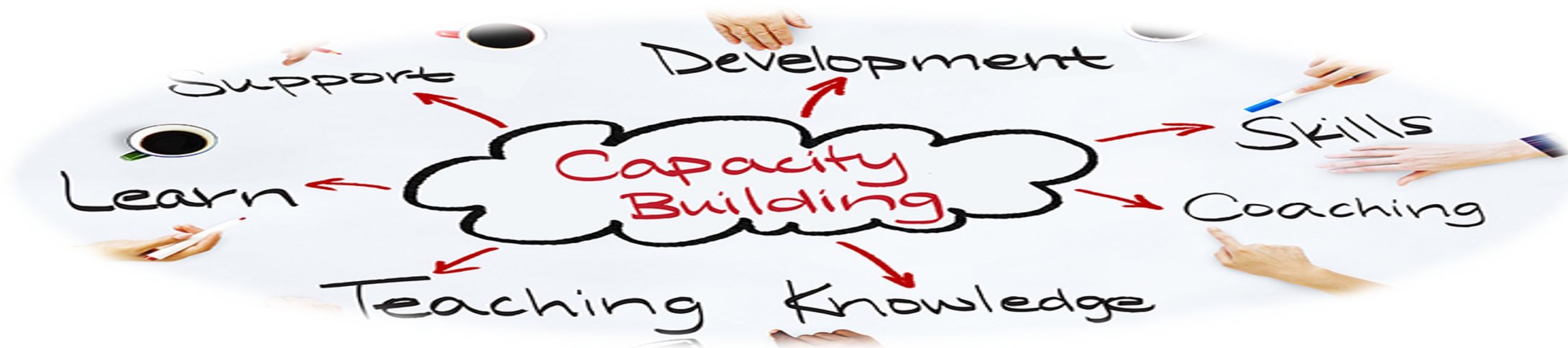


Erasmus+ Capacity Building in Higher Education (CBHE)

Objectives



Purpose



Focus on the needs

of the third countries not associated to the E+ programme

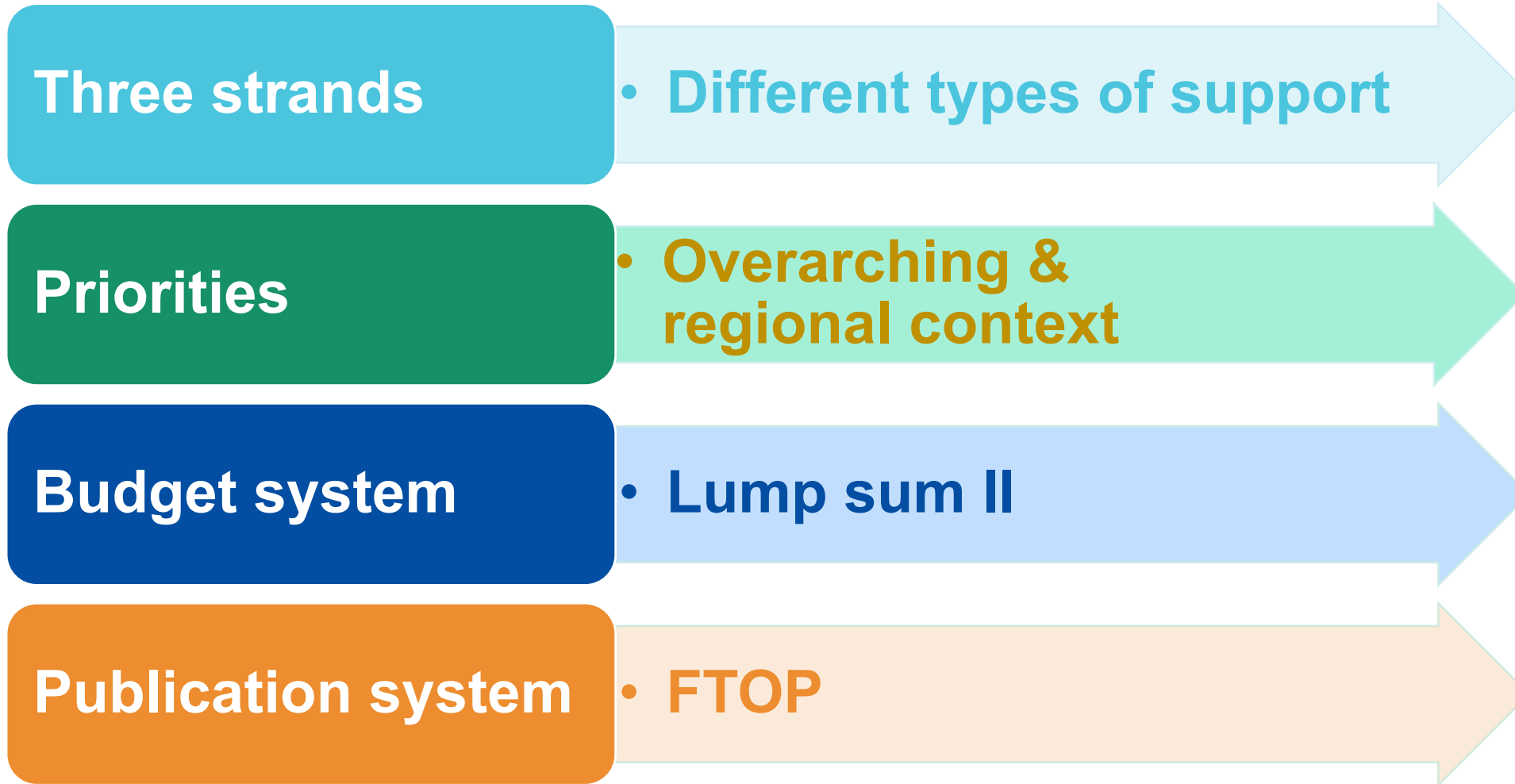
Targeting priorities

of the third countries not associated to the E+ programme and matching them with the EU priorities

Maximising benefit

of third countries not associated to the E+ Programme

CBHE main features



Overarching priorities

Green deal

Regions: 1, 2, 3, 5a, 6, 7a, 8a, 9, 10, 11

Digital transformation

Regions: 1, 2, 3, 5a, 9, 10

Integration of migrants

Regions: 1, 2, 3, 9

Governance, peace, security and human development

Regions: 1, 2, 3, 5a, 9, 10, 11

Sustainable growth and jobs

Regions: 1, 2, 3, 5a, 6, 7a, 8a, 9, 10, 11

Overarching priorities – example of topics

Green Deal

- environmental challenges
- biodiversity
- agri-food value chains
- climate awareness, sustainability and resilience
- green and efficient energy
- sustainable transport

Digital transformation

- digital technology
- business digitalisation
- digital economy
- artificial intelligence
- digital skills and pedagogy
- distance learning

Integration of migrants

- access to education to migrants
- recognition of degrees and credentials
- support for academic, social, physical and psychological development

Governance, peace, security and human development

- health and well being
- public policies
- protection of human rights
- peace and security
- respect for diversity
- tolerance
- gender equality

Sustainable growth and jobs

- entrepreneurship
- uptake of STEAM skills
- prevent brain drain
- links with labour market
- address school dropouts

Overarching priorities – example of projects

- HOST-EG - Fostering sustainable growth and employment by building higher education capacities in hospitality and tourism management in Equatorial Guinea

Sustainable growth and jobs

- DigiGrad Africa - Internationalisation and Digitalisation of Graduate Training and Research for the Attainment of African Regional and Global Development Goals

Digital transformation

- CHAIN - Cooperation for Holistic Agriculture Innovation Nests in Sub-Saharan Africa

Green Deal

- ANSWER- Advance iNclusion for Students With disabilities on higher Education in Rwanda

Integration of migrants

- eMAMA - Developing Post Graduate Training Programme for Maternal Mental Health in Sub-Saharan Africa

Governance, peace, security and human development

Three types of CBHE projects

National projects	Multi-country regional projects	Multi-country cross-regional projects
HEIs from <u>one</u> third country not associated to the Erasmus+ Programme	HEIs from <u>several countries</u> not associated to the Erasmus+ Programme from <u>one Region</u>	HEIs from countries not associated to the Erasmus+ Programme belonging to <u>several Regions</u>
<ul style="list-style-type: none">- At least 2 EU Member States or third countries associated to the Erasmus+ Programme. Among them, each participating country must involve at least 1 HEI.- For third countries not associated to the Erasmus+ Programme participation, specific eligibility criteria should be checked in the Programme Guide (per Region, Strand and type of project).		

Three Strands:

Strand 1:

Fostering access to cooperation in higher education

- Projects can last 24 or 36 months
- Funding between EUR 200.000 and EUR 400.000 per project

Strand 2:

Partnerships for transformation in higher education

- Projects can last 24 or 36 months
- Funding between EUR 400.000 and EUR 800.000 per project

Strand 3:

Structural reform projects

- Projects can last 36 or 48 months
- Funding between EUR 600.000 and EUR 1.000.000 per project
- Involvement of the Ministry

Strand 1. Fostering access to cooperation in Higher Education

Target groups

- HEIs from least developed countries
- HEIs located in remote regions
- Newcomers or less experienced
- Individuals with fewer opportunities.

Enhance management or administrative capacities

- Reforming and modernising university governance
- International Relation Offices
- Quality Assurance
- Capacity (mobility, evaluation, planning, etc.)

Ensure high quality and relevant education

- modules or **study programmes**, technical or professional orientations of programmes
- developing capacities **for postgraduate student and academic staff** as well as promoting postgraduate students and/or staff mobility;
- implementing **training courses for HEI staff**
- Increasing the **accessibility** of individuals with fewer opportunities

Strand 2. Partnerships for transformation in HE

Target groups

HEIs

Local actors with a link to industry and business sectors

Individuals: students, staff, learners in general

Bodies responsible for HE at local and national level

Innovation in higher education

Design of innovative curricula

Innovative learning and teaching methods

Active engagement with the business world and with research

Promoting reforms of HEIs

Introduction of Bologna type reforms at institutional level

Reform of governance and management systems and structures at institutional level

Strand 3. Structural reform projects

Promoting reforms and innovation of HE system

Target groups

HEIs
**National
Ministry for
higher
education (HE)**
Research
institutions
Other relevant
authorities and
stakeholders in
the field of HE

Mutual learning between public authorities of the countries involved	Promote inclusive Higher Education systems	Increase capacities of bodies in charge of Higher Education	Identify synergies with ongoing EU initiatives
Foster national ownership	Efficient and effective policy making	Foster common regional strategies in Higher Education	Introduction of funding mechanisms

Novelties in 2024 call for proposals

Reduction n° of page of application (max.70 pages for Part B)

Eligibility criteria

Specific budget for cross-regional proposals

Approach for the consultation of the EU Delegations

Who can participate?

Who can apply as coordinator?

- Higher Education Institutions (HEIs) or organisations of HEIs
- Applicant must be established in an EU Member State or third country associated to the Erasmus+ programme or in an eligible third country not associated to Erasmus+ programme
- The applicant applies on behalf of all organisations involved in the proposal

Who can participate as partner?

- Organisations or institutions active in the labour market or in the fields of education, training and youth may also participate, but not as coordinator.

Specific rules per Region, per Strand and per type of project should be checked.

Minimum partnership composition (1)

NATIONAL PROJECTS (open only for Regions 2, 3, 5a, 6, 7a, 8a, 9)

- **Strand 1 and Strand 2**
 - **at least 2** EU Member States or third countries associated to the Programme
 - each of these countries must involve **at least 1 HEI**
 - **only 1** eligible third country not associated to the Programme
 - involving **at least 2 HEIs***

Exception: In third countries not associated to the Programme where the number of HEIs recognised by the competent national authorities is lower than 5 in the whole country, or in cases where one single institution represents more than 50% of the overall student population of the country, applications counting only one HEI from those countries will be accepted.

Minimum partnership composition (2)

MULTI-COUNTRY PROJECTS (open for all eligible Regions)

- **Strand 1 and Strand 2**
 - **at least 2** EU Member States or third countries associated to the Programme
 - each of these countries must involve **at least 1 HEI**
 - **at least 2** eligible third countries not associated to the Programme
 - each of these countries must involve **at least 2 HEIs***

Exception: In third countries not associated to the Programme where the number of HEIs recognised by the competent national authorities is lower than 5 in the whole country, or in cases where one single institution represents more than 50% of the overall student population of the country, applications counting only one HEI from those countries will be accepted.

Minimum partnership composition (3)

Strand 3

- **at least 2** EU Member States or third countries associated to the Programme
 - each of these countries must involve **at least 1 HEI**

NATIONAL PROJECTS (open for all eligible Regions)

- **only 1** eligible third country not associated to the Programme

MULTI-COUNTRY PROJECTS (open for all eligible Regions)

- **at least 2** eligible third countries not associated to the Programme
- ❖ **each** participating eligible third country not associated to the Programme must involve:
 - **at least 2 HEIs***
 - **national competent authority** (e.g Ministry) responsible for higher education

Exception: In third countries not associated to the Programme where the number of HEIs recognised by the competent national authorities is lower than 5 in the whole country, or in cases where one single institution represents more than 50% of the overall student population of the country, applications counting only one HEI from those countries will be accepted.

2024 CBHE indicative available budget and n° of projects (FTOP)

Regions	Indicative 2024 CBHE budget	Strand 1	Indicative n° of projects	Strand 2	Indicative n° of projects	Strand 3	Indicative n° of projects
Region 1 Western Balkans	11.613.668	4.593.668	11	4.320.000	5	2.700.000	2
Region 2 Neighbourhood East	12.666.143	4.926.143	12	5.040.000	6	2.700.000	2
Region 3 South-Mediterranean countries	7.984.883	4.104.883	10	2.880.000	3	1.000.000	1
Region 5a Asia	17.789.182	3.749.182	9	12.240.000	15	1.800.000	1
Region 6 Central Asia	4.923.200	1.043.200	2	2.880.000	3	1.000.000	1
Region 7a Middle East	720.000	720.000	1				
Region 8a Pacific	400.000	400.000	1				
Region 9 Sub-Saharan Africa	22.790.669	8.210.669	20	10.080.000	12	4.500.000	4
Region 10 Latin America	8.667.780	927.780	2	5.940.000	7	1.800.000	1
Region 11 Caribbean	720.000	720.000	1				
2024 CBHE indicative budget and n° of projects to be funded (national / regional)	88.275.525	29.395.525	69	43.380.000	51	15.500.000	12
2024 CBHE indicative budget and n° of projects to be funded (cross-regional)	9.541.725	≈ 12 proposals					
Indicative 2024 CBHE budget	97.817.250	≈ 144 proposals					

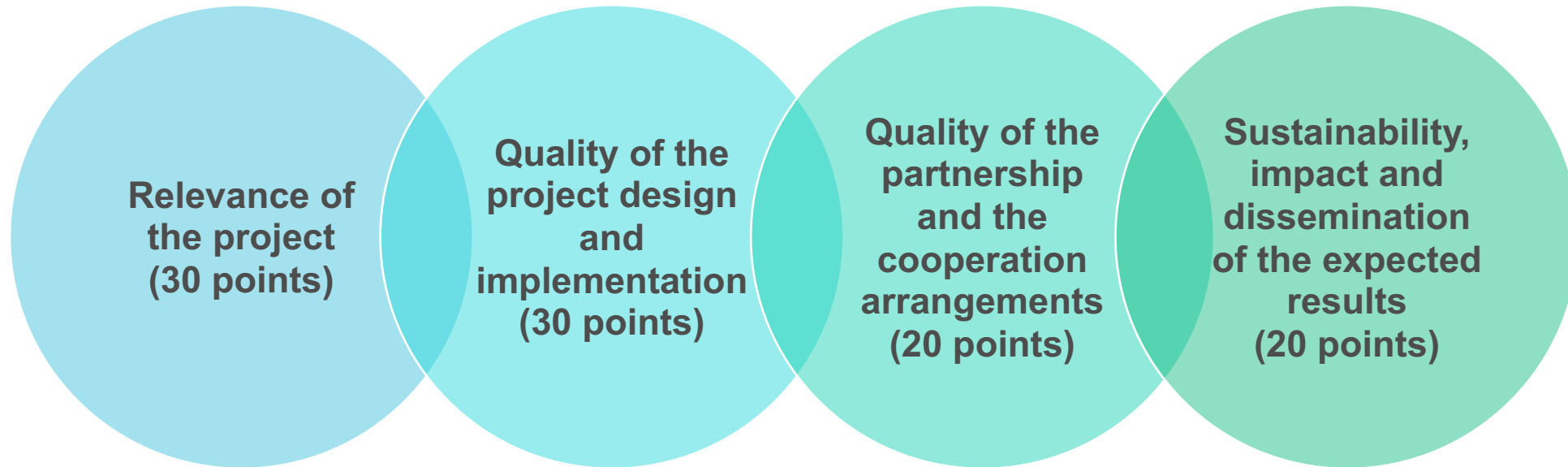
Lump sum II: approach – basic principles

Applicants must define **work packages** and **detailed estimation of costs** for each work package **per beneficiary**

Evaluators assess cost details during the evaluation and make recommendations if needed.

Based on this, the EU grant in the form of **lump sum** is fixed **during grant agreement preparation**

Award criteria



- Proposals must score **at least 60/100 points** in total to be selected
- **At least half of the maximum points** for each award criterion
- Additional considerations apply to determine priority among equal scoring proposals

Award criteria

Relevance of the project

Purpose

- Relevant to objectives and activities of CBHE and specificities of the Strand,
- Adequate response to current needs of the target country(ies) or Region(s) and of the target groups,
- The extent to which the proposal addresses the EU overarching priorities.

Objectives

- Based on a sound needs analysis; clearly defined, specific, measurable, achievable, realistic,
- They address issues relevant to the participating organisations and development strategies for higher education in the eligible third countries not associated to the Programme.

Link to EU policy and initiatives

- The proposal takes into account and enhances complementarity/synergies with other interventions funded by the EU and other entities.

EU added value

- The proposal demonstrates that similar results could not be achieved without the cooperation of HEIs from the EU Member States or third countries associated to the Programme and without the EU funding

Award criteria

Quality of the project design and implementation

Coherence

- Consistency between project objectives, methodology, activities and the budget proposed,
- Coherent and comprehensive set of appropriate activities to meet the identified needs and the expected results.

Methodology

- The logic of the intervention is of good quality, planned outputs and outcomes are coherent and feasible, and key assumptions and risks have been clearly identified.

Work plan

- Quality and effectiveness of the work plan are in line with their objectives and the deliverables,
- The relation between the resources and the expected results is adequate and the work plan is realistic, with well-defined activities, time-lines, clear deliverables and milestones.

Budget

- Cost efficiency and appropriate financial resources for a successful implementation of the project,
- The estimated budget is neither overestimated nor underestimated.

Quality control

- Control measures (continuous quality evaluation, peer reviews, benchmarking activities, mitigating actions etc.) and quality indicators ensure a project implementation of high quality.

Environmental sustainability

- The project is designed in an eco-friendly way.

Award criteria

Quality of the partnership and the cooperation arrangements

Management

- Solid arrangements are foreseen,
- Timelines, governance structures, collaboration arrangements and responsibilities well defined and realistic.

Composition

- Appropriate mix of organisations with the necessary competences relevant to the objectives of the proposal and to the specificities of the Strand,
- most appropriate and diverse range of non-academic partners.

Tasks

- Roles and tasks are assigned on the basis of the specific know-how, profiles and experience of each partner.

Collaboration

- Effective mechanisms to ensure efficient collaboration, communication and conflict resolution between the partner organisations and any other relevant stakeholders.

Commitment

- The contribution from the project partners is significant, pertinent and complementary,
- the proposal demonstrates the partners' involvement, commitment and ownership of the project's specific objectives and results, in particular from the third countries not associated to the Programme.

Award criteria

Sustainability, impact and dissemination of the expected results

Exploitation

- How the outcomes of the project will be used by the partners and other stakeholders; how multiplier effects will be ensured and it provides means to measure exploitation within the project funding time and after.

Dissemination

- Clear and efficient plan for the dissemination of results, appropriate activities and their timing, tools and channels to be spread effectively to all relevant stakeholders and non-participating audience, reaching out and attracting relevant stakeholders to the outcomes within and after the project's funding time.

Impact

- Tangible impact on its target groups and relevant stakeholders at local, national or regional level,
- Measures, goals and indicators to monitor progress and assess the expected impact at individual, institutional and systemic level.

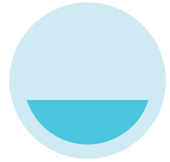
Open access

- Materials, documents and media produced freely available and promoted through open licenses and without disproportionate limitations.

Sustainability

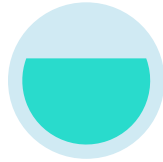
- How the project results will be sustained financially and institutionally and how the local ownership will be ensured.

Application Forms



Part A

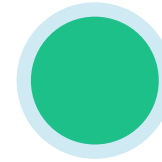
Administrative Information on the applicants



Part B

1. Description of Action (do not forget to embed LFM !)

2. Detailed Budget Table (Excel File)



Part C

Key Performance Indicators (KPI)

What are we looking for ?

- Clear and ambitious proposals that correspond to the needs of your countries and your institution
- Activities in line with EU overarching priorities and your countries' strategic priorities/needs
- Results that make a difference on several levels: impact
- Coherence and effectiveness of the work plan executed by a competent team

To be improved

- **Discrepancies** between part B and part C (2 pages with KPI)
- **Confusion between tasks / milestones / indicators / deliverables**
- **Logical Framework Matrix (LMF)** missing or not correctly completed
- **Weak needs analysis**
- **Poor risk assessment**
- **Budget insufficiently detailed** with too high share of Staff Costs
- **Accreditation not considered** for curriculum projects

To be improved

- **Impact assessment indicators missing or not correctly identified**
- **The workflow needs → objectives → activities → budget → results remains, often, insufficiently articulated**
- **Equipment for newcomers often not planned**
- **Too limited purchase of specialised equipment vs generic material (laptops, photocopiers, etc.)**
- **In Strand 1 missing or too few newcomers, not well justified**
- **In Strand 2 lack of involvement of non-academic partners and innovation not visible**
- **In Strand 3 national impact not clearly identified**

To be improved - budget

- Pay attention to **copy to Part A the very exact amounts of the Detailed Budget Table (Excel)**
- Need to ensure **value for money**: reflect **objectively** if the outcomes you propose are worth the amount you request
- **No depreciation**: the whole amount of the equipment is supported by the grant, provided it is purchased 12 months before the end of the project
- **Staff costs inflated** (both in quantity and in monthly rate)
- **Do not include financial audit costs** (not eligible)

KEY WORDS for a competitive application

- **Coherent**

Concrete in its entirety; avoid contradictions; avoid "patchwork" : use examples, justify your statements, bring evidence

- **Clear** : follow the questions and answer them in the right order

- **Simple language** : Also complex subjects can be explained in a plain language. Keep most sentences 10-15 words long.

- **Explicit** : do not take anything for granted; do not assume experts will always understand; avoid abbreviations or explain them the 1st time

- **Rigorous** : the application is the basis on which your project will be implemented; it is also the cornerstone of your partnership commitment • **Focused** : stick to what is asked

- **Complete** : ensure you have followed all the instructions and that the proposal fulfils all the mandatory requirements

Regions eligible for CBHE

Western Balkans (Region 1)	Albania, Bosnia and Herzegovina, Kosovo*, Montenegro
Neighbourhood East (Region 2)	Armenia, Azerbaijan, Georgia, Moldova, Ukraine*
South-Mediterranean countries (Region 3)	Algeria, Egypt, Israel*, Jordan, Lebanon, Libya, Morocco, Palestine*, Syria**, Tunisia
Asia (Region 5a)	Bangladesh, Bhutan, Cambodia, China, DPR Korea, India, Indonesia, Laos, Malaysia, Maldives, Mongolia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, Vietnam
Central Asia (Region 6)	Afghanistan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
Middle East (Region 7a)	Iran, Iraq, Yemen
Pacific (Region 8a)	Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu, Vanuatu
Sub-Saharan Africa (Region 9)	Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cabo Verde, Central African Republic, Chad, Comoros, Congo, Congo - Democratic Republic of the, Côte d'Ivoire, Djibouti, Equatorial Guinea, Eritrea, Eswatini, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, South Sudan, Sudan, Tanzania, Togo, Uganda, Zambia, Zimbabwe
Latin America (Region 10)	Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay and Venezuela
Caribbean (Region 11)	Antigua & Barbuda, Bahamas, Barbados, Belize, Cuba, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, St Kitts and Nevis, St Lucia, St Vincent & Grenadines, Suriname, Trinidad & Tobago

* As defined in the Programme Guide

** Exception: Organisations from Syria are not eligible to participate in Strand 3

How to submit a proposal?

- Where?

Applications must be submitted through the European Commission's Funding & Tender Opportunities Portal (F&TP) using the Portal Submission System:

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home>

- Who?

Proposals must be created and submitted by a contact person of the coordinating organisation

- When?

Publication: October/November 2024

Deadline: February 2025

Applicants are highly recommended to submit proposals as early as possible and at least 48 hours prior to the call deadline.

Useful links for preparing your application

- **Erasmus+ Call and Programme Guide:**

<https://erasmus-plus.ec.europa.eu/erasmus-programme-guide>

- **Funding & tender opportunities portal (FTOP):**

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/programmes/erasmus2027>

- **Logical Framework Matrix:**

https://www.eacea.ec.europa.eu/erasmus-capacity-building-higher-education-cbhe-2024_en

Thank you

EACEA-EPLUS-CBHE@ec.europa.eu



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SHARING: ERASMUS+ CAPACITY BUILDING in HIGHER EDUCATION

Rosmini Omar

Azman Hashim International Business
School



How We Start..



THE PROPOSAL



THE IDEAS & WRITERS

**Build Your
Inner-flying-
team**



**VALUE CHAIN OF
PARTNERS**

Work Packages

Capacity Building



Development



Current Gaps

Management & Coordination



Quality Control



Dissemination & Sustainability



Our Humble Experiences..

SCALE

ANGEL

FAB

INDUSTRY 4.0

FOODI

REPESEA



-EXCELLENCE

Be **A**ware!

Be **A**uthentic!

TO
BEGIN



Know your
Compass

Stay
Agile

DURING ANY
PROJECT

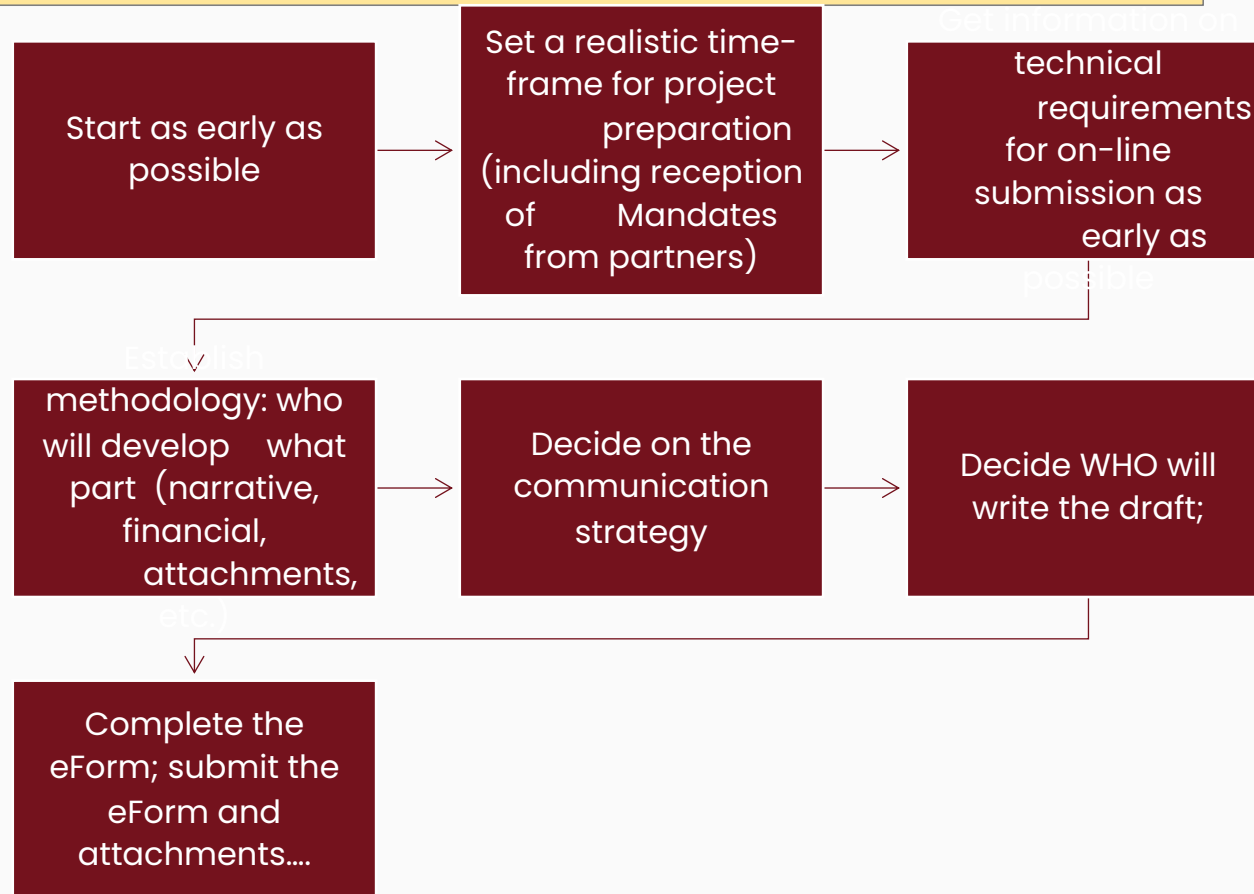
Continue
Accelerating!

TOWARDS THE ENDING..

What Works for me & team :



General suggestions for the smooth preparation of the proposal!



THANK YOU



UTM
UNIVERSITI TEKNOLOGI MALAYSIA

Kerana Tuhan untuk Manusia