



# Capacity Building in Higher Education: what's new?

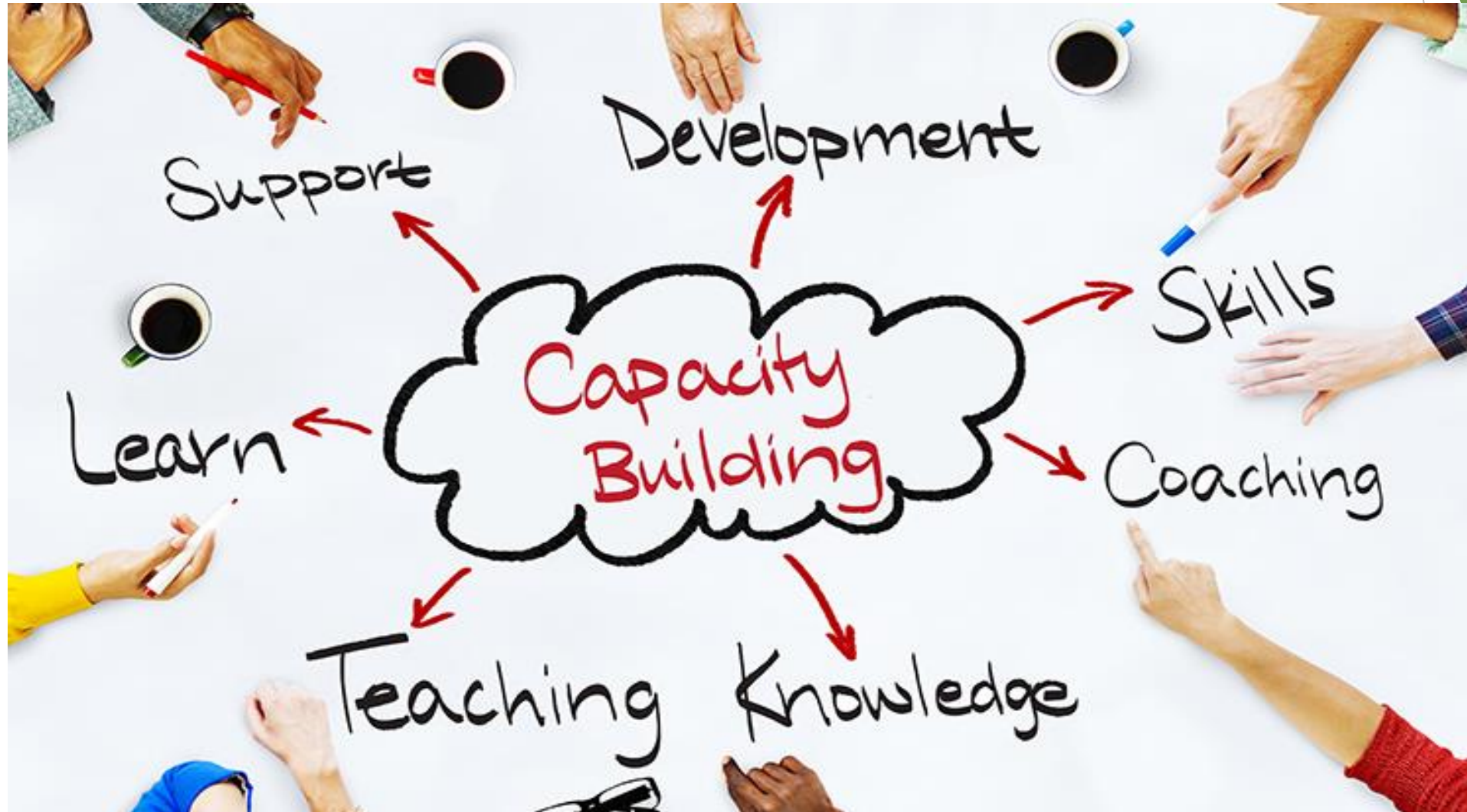
Italian Erasmus+ Infoday

21 January 2022

*European Education and Culture  
Executive Agency*

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# What is it about?



# Purpose

**Focus on the needs** of the third countries not associated to the Erasmus+ Programme

**Targeting the priorities** of the third countries not associated to the Erasmus+ Programme and matching them with the EU priorities for these countries

**Maximising benefit** to third countries not associated to the Erasmus+ Programme

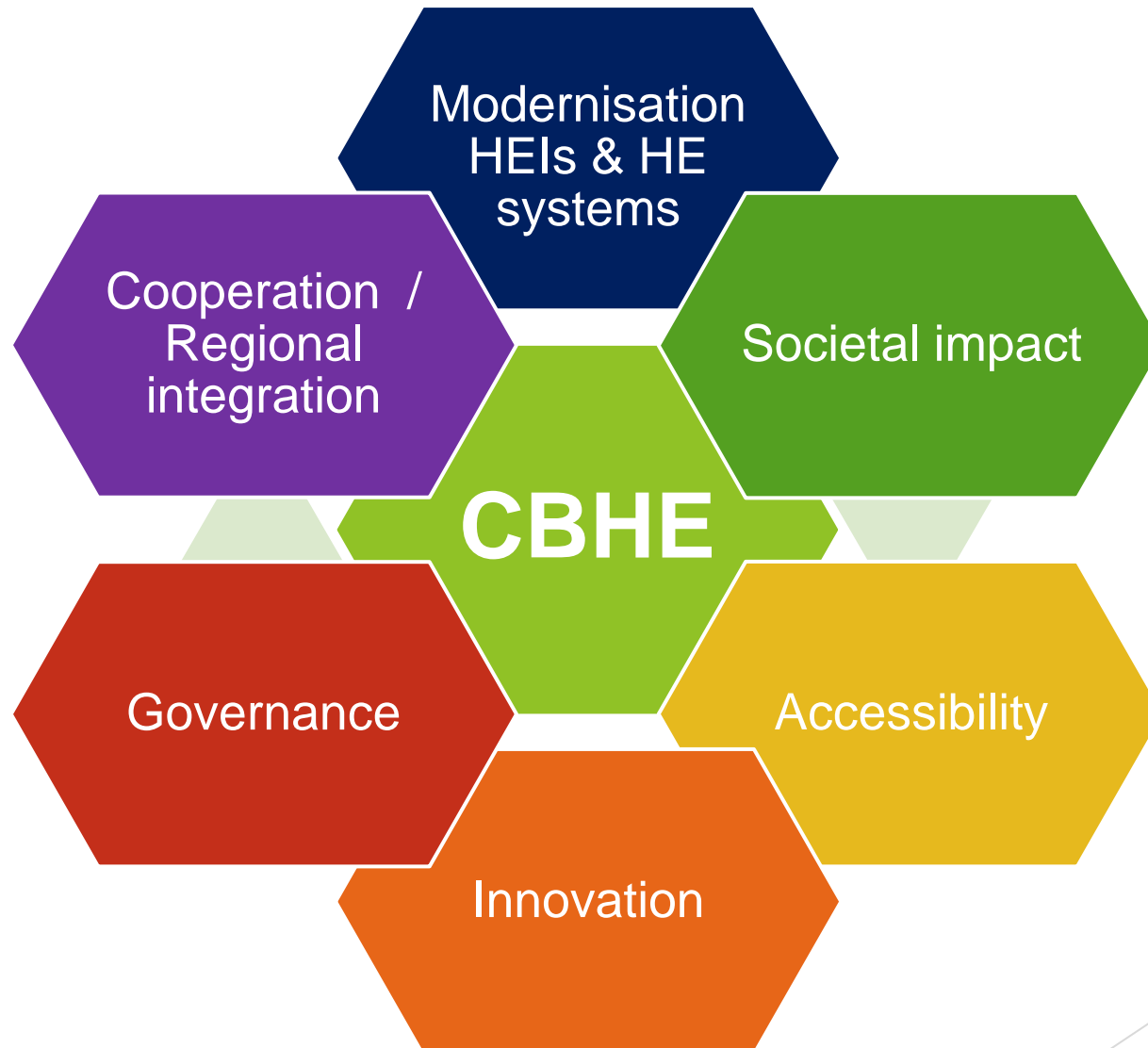
# Context (1)

- Supports the relevance, quality, modernisation and responsiveness of Higher Education Institutions for **socio-economic recovery, growth and prosperity**.
- Reacts to recent trends, in particular economic globalisation, but also the recent decline in **human development, fragility, and rising social, economic and environmental inequalities** exacerbated by the COVID-19 crisis.
- Aligned with the **'Sustainable Development Goals' (SDGs)** and the **Paris Agreement**.

## Context (2)

- Ensures **equity, accessibility** and **inclusion**, system strengthening and **capacity building**, as well as **employability** transversally across the action.
- **Global interventions** that take into account governance, management and the **strengthening of higher education's wider economic and social ecosystems**.
- Addresses **regional issues**, build alliances and coalitions, pilot new approaches and initiatives built on **country ownership**.

# Objectives



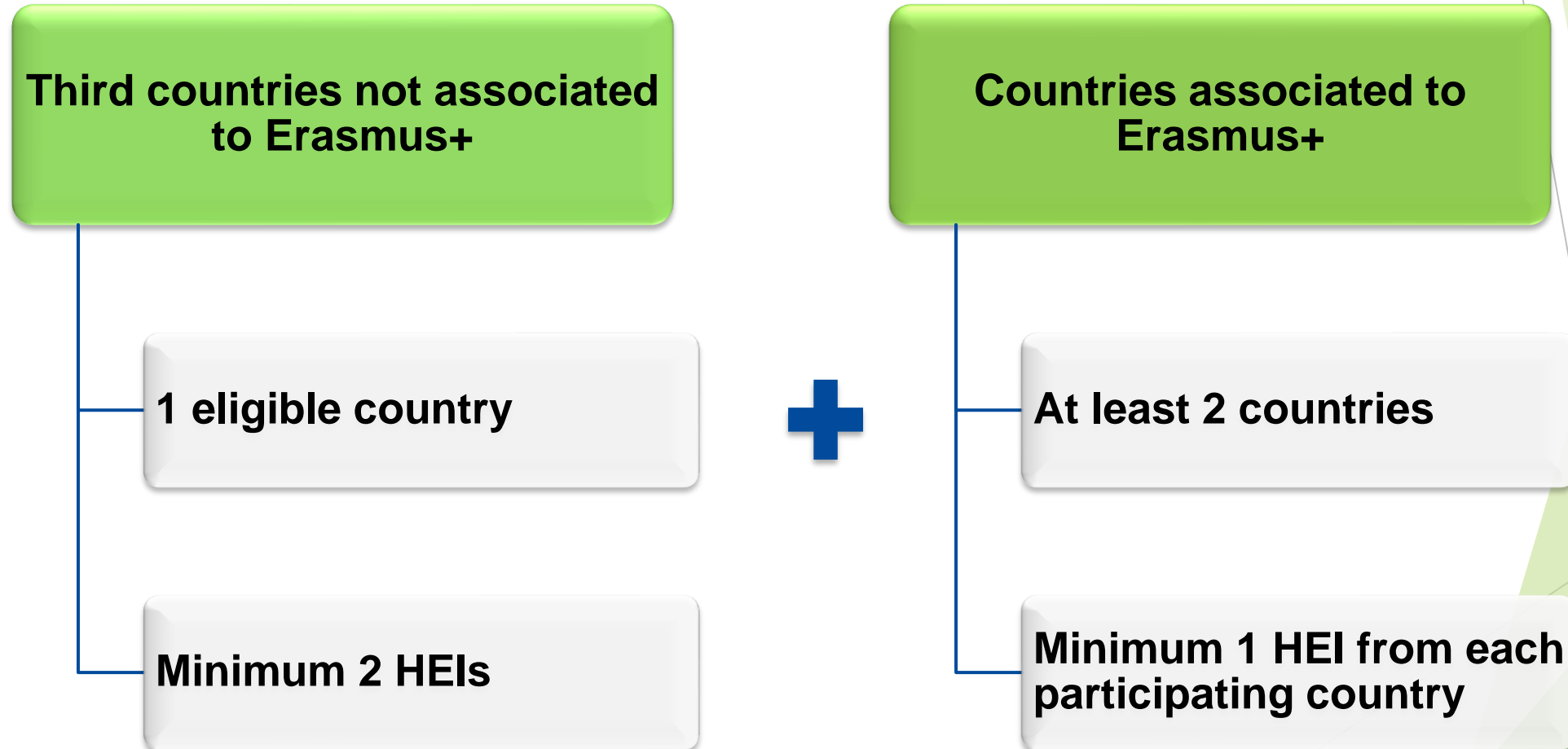
# Types of CBHE projects

# Three types of CBHE projects

National projects	Multi-country regional projects	Multi-country cross-regional projects
HEIs from one third country not associated to the Erasmus+ Programme	HEIs from several countries not associated to the Erasmus+ Programme from one Region	HEIs from countries not associated to the Erasmus+ Programme belonging to several Regions
At least 2 HEIs from two countries associated to Erasmus+ (EU Member States and other Programme countries)		



# National projects: eligibility criteria



# Multi-country projects: eligibility criteria

**Third countries not associated to Erasmus+**

*Same Region (regional projects)*

*Different Regions (cross-regional projects)*

**Minimum 2 eligible countries**

**Minimum 2 HEIs from each eligible country**

**Countries associated to Erasmus+**

**Minimum 2 countries**

**Minimum 1 HEI from each country**



# Eligible applicant

## Who can apply?

- ▶ Higher Education Institutions (HEIs) or
- ▶ Associations or organisations of HEIs

## What else?

Applicant must be established in a EU Member state or third country associated to the Erasmus+ programme (*Programme Country*), or in an eligible third country not associated to Erasmus+ programme (*Partner Country*)

**The applicant applies on behalf of all participating organisations involved in the proposal**



**Exception:** organisations from Syria (Region 3) and the Russian Federation (Region 4) cannot act as applicants.

# Eligible partners

## What types of organisations are eligible?

- ▶ any public or private organisation recognised as **HEI** by the competent authorities of their country(ies)
- ▶ any public or private organisation **active in the labour market or in the fields of education, training and youth**
- ▶ **Associations or organisations of HEIs** dedicated to the promotion, improvement and reform of higher education as well as to co-operation within Europe and between Europe and other parts of the world
- ▶ **International governmental organisations** on a self-financing basis.

# New features

## Three strands

- a new type of support

## Regional Priorities

- overarching & sub-priorities

## New budget system

- lump sum II

## New publication system

- FTOP

# Three strands

# Strand 1

## Fostering access to cooperation in Higher Education

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Facilitate access to **newcomers**.

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**First step** for participating organisations to **enhance** and **increase** means to reach out to **people with fewer opportunities**.

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**Reduce the internationalisation gap** of HEIs from the same country/region.

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Fostering **social inclusion**.



## Strand 2

# Partnerships for transformation

- Innovation with business involvement to maximize societal impact
- Modernising HEIs by promoting reform
- Introducing practical learning schemes with a link to business
- Implementation of new learning methods
- Innovative curricula linked to business
- Introducing practical learning schemes
- Reform governance and management at HEIs

# Strand 3

## Structural Reform projects

Mutual learning between public authorities of the countries associated to the Programme and those of the third countries

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

# New regional priorities

# Overarching priorities

**Green deal**

**Digital transformation**

**Migration and Mobility**

**Governance, peace, security and human  
development**

**Sustainable growth and jobs**

# Regions

## Region 1 - Western Balkans

Albania, Bosnia and Herzegovina, Kosovo\*, Montenegro

## Region 2 - Neighbourhood East

Armenia, Azerbaijan, Georgia, Moldova, Ukraine - Territory as recognised by international law

## Region 3 - South-Mediterranean countries

Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine\*, Syria, Tunisia

## Region 4 - Russian Federation

Russia - Territory as recognised by international law

## Region 5 - Asia

Bangladesh, Bhutan, Cambodia, China, DPR Korea, India, Indonesia, Laos, Malaysia, Maldives, Mongolia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, Vietnam

## Region 6 - Central Asia

Afghanistan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

## Region 7 - Middle East

Iran, Iraq, Yemen

## Region 8 - Pacific

Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia - Federated States of, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu, Vanuatu

## Region 9 - Sub-Saharan Africa

Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Congo, Congo - Democratic Republic of the, Djibouti, Equatorial Guinea, Eritrea, Eswatini, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Ivory Coast, 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

## Region 10 - Latin America

Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela

## Region 11 - Caribbean

Antigua and Barbuda, Bahamas, Barbados, Belize, Cuba, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Saint Kitts And Nevis, Saint Lucia, Saint Vincent And The Grenadines, Suriname, Trinidad and Tobago



# New budget type

# Lump sum II: approach – basic principles

In the proposal, applicants must provide a detailed estimation of costs and a split of the lump sum per work package and per beneficiary

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

Based on this, the lump sum is fixed during grant preparation

# Indicative available budget and n° of projects

Regions	Indicative 2022 CBHE budget	Indicative budget for strand 1	Indicative n° of projects to be funded	Indicative budget for strand 2	Indicative n° of projects to be funded	Indicative budget for strand 3	Indicative n° of projects to be funded
Region 1 Western Balkans	12.020.010	5.168.610	12	4.808.000	6	2.043.400	2
Region 2 Neighbourhood East	10.971.140	2.084.510	5	5.814.710	7	3.071.920	3
Region 3 South-Mediterranean countries	8.797.600	1.759.520	4	4.926.660	6	2.111.420	2
Region 4 Russian Federation	4.657.550	2.189.050	5	2.468.500	3	0	0
Region 5 Asia	20.876.220	4.175.240	10	14.613.360	18	2.087.620	2
Region 6 Central Asia	5.951.320	1.040.260	2	4.111.060	5	800.000	1
Region 7 Middle East	1.000.000	1.000.000	2	0	0	0	0
Region 8 Pacific	1.000.000	1.000.000	2	0	0	0	0
Region 9 Sub-Saharan Africa	27.086.320	10.834.530	27	10.834.530	13	5.417.260	5
Region 10 Latin America	10.695.140	1.604.270	4	7.486.600	9	1.604.270	1
Region 11 Caribbean	1.000.000	456.620	1	543.380	1	0	0
<b>2022 CBHE indicative budget and n° of projects to be funded</b>	<b>104.055.300</b>	<b>31.312.610</b>	<b>74</b>	<b>55.606.800</b>	<b>68</b>	<b>17.135.890</b>	<b>16</b>



# Duration and funding rules per Strand

## ▶ Strand 1

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

## ▶ Strand 2

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

## ▶ Strand 3

- Projects can last 36 or 48 months
- Funding between EUR 800.000 and EUR 1.000.000 per project

# Lump sum II - Why using lump sums?

## Simplification

- ▶ Funding based on reimbursement of incurred costs remains complex and error-prone
- ▶ Lump sum system **removes obligations on actual cost reporting and financial ex-post audits** - i.e. major reduction of administrative burden

## Focus on performance

- ▶ Shift from focus on financial management and checking costs to **focus on the content of the projects**

# Lump sum II - Basic principles

- ▶ The amount of the lump sum is defined per project based on the estimated budget of the project proposed by the applicant
- ▶ In the proposal, applicants must provide a detailed estimation of costs and a split of the lump sum per work package and per beneficiary
- ▶ Evaluators assess cost details during evaluation and make recommendations if needed
- ▶ Based on this, the lump sum is fixed during grant preparation

# Lump sum II - Basic principles

**Lump sum evaluation and grant agreement follow standard approach as much as possible:**

- ▶ Same evaluation criteria
- ▶ Same pre-financing and payment scheme
- ▶ Reporting periods and technical reporting:
  - ▶ Focusing on completion of work packages (WP)
  - ▶ Costs actually incurred are not relevant

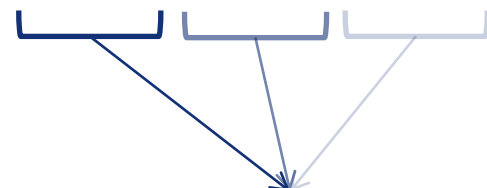
# Lump sum II- Budget allocation

## Annex 2 GA

One lump sum share is fixed in the grant agreement (GA) for each WP and beneficiary (Annex 2 GA, ‘Estimated lump sum breakdown’)

Max. liability of the beneficiary after payment of balance

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	Total
Beneficiary A	250.000			50.000	300.000	250.000		300.000	1.150.000
Beneficiary B		250.000	350.000	50.000			100.000	150.000	900.000
Beneficiary C	100.000	100.000		50.000		280.000			530.000
Beneficiary D		120.000		50.000			100.000	150.000	420.000
Total	350.000	470.000	350.000	200.000	300.000	530.000	200.000	600.000	<b>3.000.000</b>



Share of the lump sum per WP

# Lump sum II - Work Packages

- ▶ Applicants will **structure** their **project in WPs** and reflect this division in the budget attached to the application - (Part B of the Application - Technical description & annexes)



- ▶ Each Work Package will define its **objective, activities, milestones and deliverables**

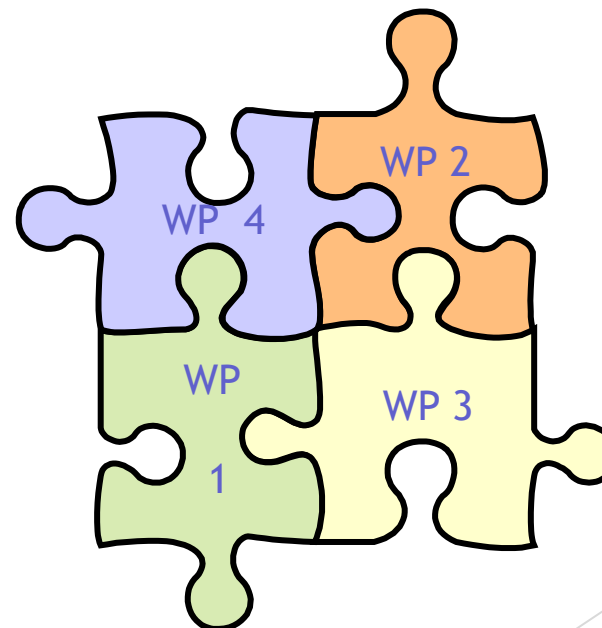


# Lump sum II-

## How to structure your Work packages

*'Work package is a major sub-division of the proposed project'*

**As many as needed but no more than what is manageable**



- ✘ A single activity is not a WP
- ✘ A single task is not a WP
- ✘ A % of progress of work is not a WP (e.g. 50 % of the task)
- ✘ A lapse of time is generally not a WP (e.g. activities of year 1)

# Lump sum II - How to prepare the budget

Applicants must submit an Excel workbook with the detailed estimation of costs

## The purpose of the Excel workbook

- Supporting applicants in preparing their detailed budget estimation
- Allowing evaluators to assess the adequacy between the activities described in the proposal and the proposed resources

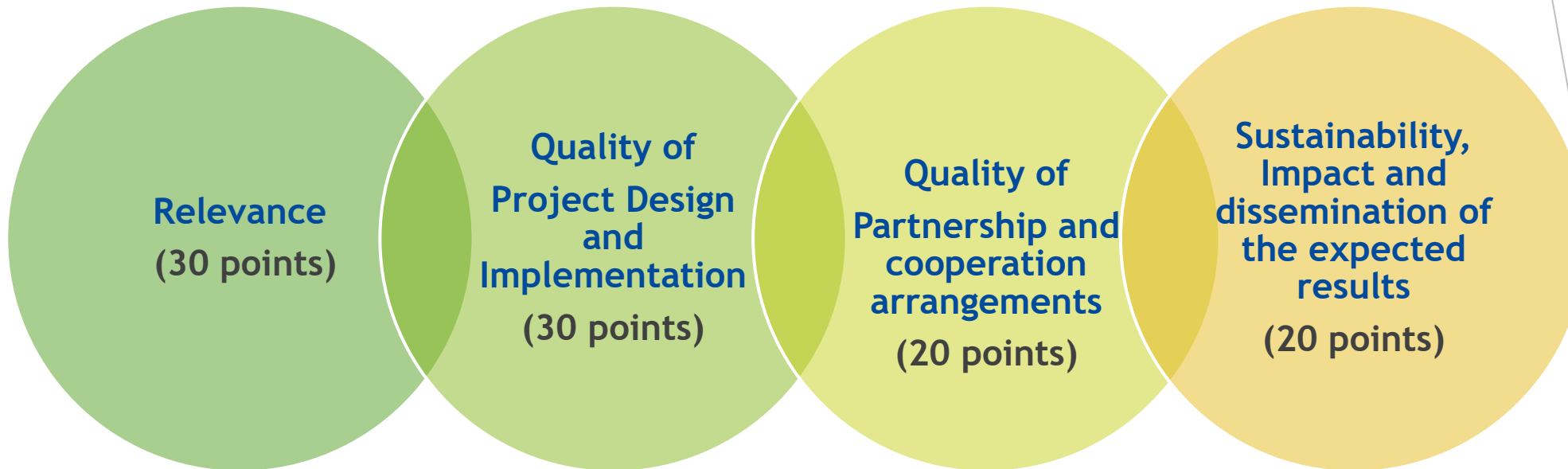


# Lump sum II - How to prepare the budget

- ▶ Estimate your costs as if they should be declared under an actual cost-based grant agreement. Refer to the Annotated Model Grant Agreement
- ▶ Consider the call specifications: co-financing rate, maximum amount of the grant, indirect cost
- ▶ Evaluators may consult statistical, historical or any other appropriate data on costs and resources from comparable previously funded projects
- ▶ Findings of the evaluation may lead to the removal of ineligible costs (outside eligibility period, activities already implemented, eligibility of consortium) or overestimated costs

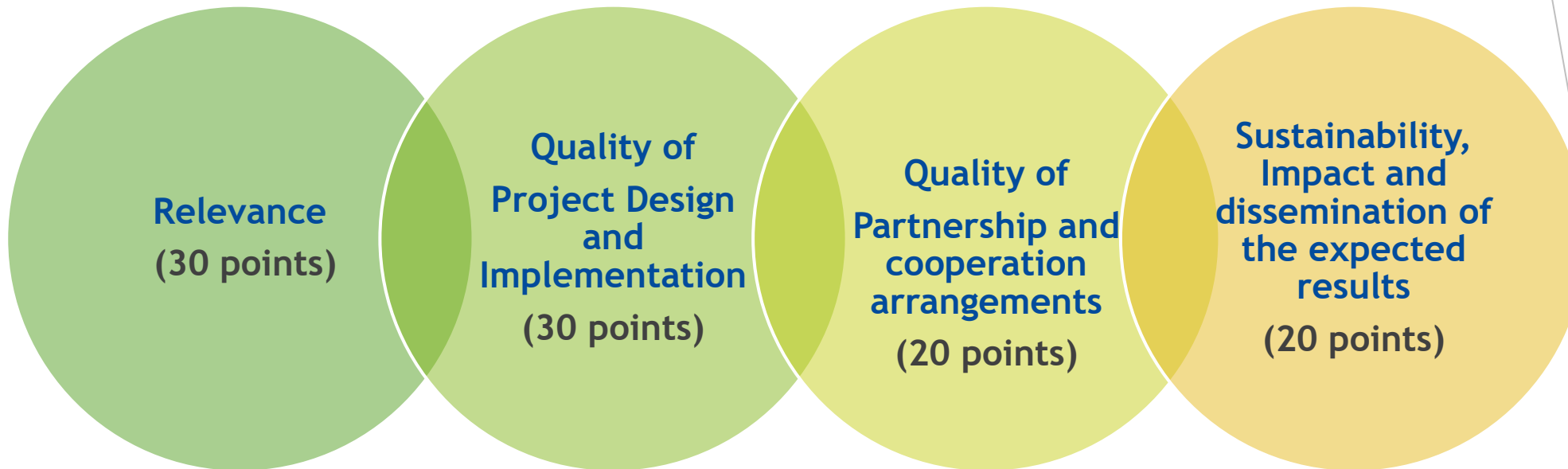
# Award criteria

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- Proposals must score at least **60/100 points** in total to be selected
- **At least half of the maximum points** for each award criterion.
- In case of equal score, priority to proposals scoring highest under "**Relevance of the project**" and then "**Sustainability, impact and dissemination of the expected results**".

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# 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 Mem.

# Overarching priorities

**Green deal**

**Digital transformation**

**Migration and Mobility**

**Governance, peace, security and human development**

**Sustainable growth and jobs**

# Award criteria

## Relevance of the project



Lack of an appropriate needs analysis adapted to the features of the project

Target groups or beneficiaries have not been precisely identified

# 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. LFM is sound and adequate.

### 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.



# Ensure coherence in LFM intervention logic

<p>Medium, long run To reduce unemployment of graduates in Ethiopia</p>	<p>% of graduates employment 10 months after the new diploma</p>	<p>Regional and university statistic</p>	
<p>Expected at the end of the project Creation of 8 new curricula addressing professional profiles requested by the labour market</p>	<p>25 students enrolled in each new curriculum</p>	<p>How indicators will be measured</p>	<p>Assumptions &amp; Risks</p>
<p>Accreditation and implementation of 8 new Bachelors co-designed by academia and enterprises (2 x HEIs) Creation of new teaching materials Students placement system</p>	<p>20 teachers trained in each HEI 20% of e-learning courses 20 new textbooks drafted All enrolled students having attended an internship</p>	<p>How indicators will be measured</p>	<p>Assumptions &amp; Risks</p>
<p>Meetings with enterprises Teachers training Drafting accreditation documents Drafting new manuals Sep up of a placement mechanism</p>	<p>Inputs</p>		<p>Assumptions &amp; Risks</p>

# Award criteria

## Quality of the project design and implementation



Preparation phase is too long

Lack of consistency between the different parts of the proposal

Costs effectiveness of the proposal is not ensured

Unbalanced distribution of budget

# 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

## Quality of the partnership and the cooperation arrangements



The proposal includes staff that will not participate in the project

Unbalanced distribution of responsibilities among the partners

# 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

- **Ensuring a continuous and sustainable response to the existing barriers and the increase of accessibility of students/staff with fewer opportunities to the learning opportunities and resources offered by the HEIs.**
- **Increasing the international cooperation capacities of institutions in third countries not associated to the programme.**
- 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.

# Award criteria

## Sustainability, impact and dissemination of the expected results



**Involve the relevant stakeholders**

**Address sustainability since the beginning**

# KEY WORDS for a competitive application

## Coherent in its entirety

- avoid contradictions; avoid "patchwork"

## Concrete

- 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

# Evaluation procedure



# Grant award decision



# Consultation of EU Delegations

Recognition of HEIs by the national competent authorities



Feasibility of the project in the local context of the third country(ies)



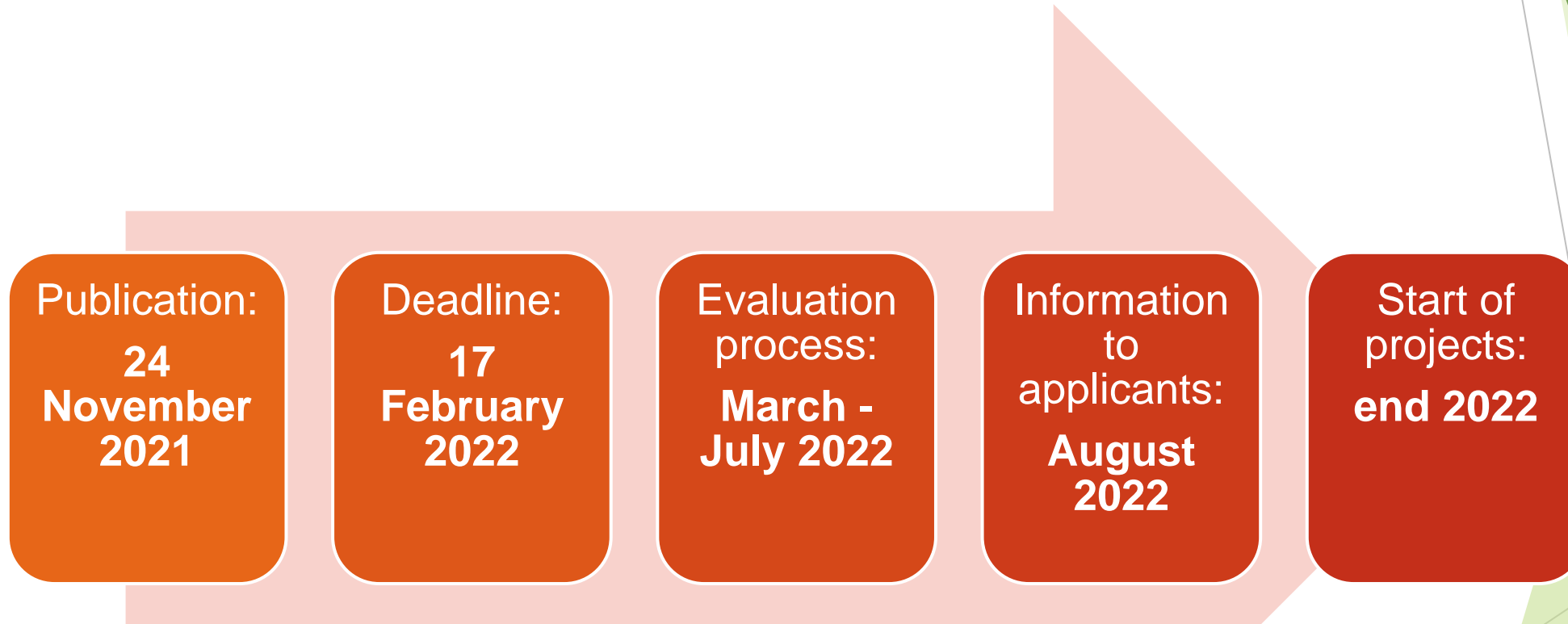
The project is contributing to the local needs in the priority area



Overlapping with existing initiatives in the chosen thematic area funded by the EU Delegation, national or international donors



# Timeline



# How to submit a proposal?

## ■ Where?

Applications must be submitted through the [European Commission's Funding & Tender Opportunities Portal](https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home) (F&TP) using the Portal Submission System:

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

- Call ID: ERASMUS -EDU-2022-CBHE
- Topic ID: ERASMUS -EDU-2022-CBHE-STRAND-1  
ERASMUS -EDU-2022-CBHE-STRAND-2  
ERASMUS -EDU-2022-CBHE-STRAND-3

## ■ Who?

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

## ■ When?

**Deadline: by 17 February 2022 - 17:00 (Brussels time)**



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

# Thank you



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