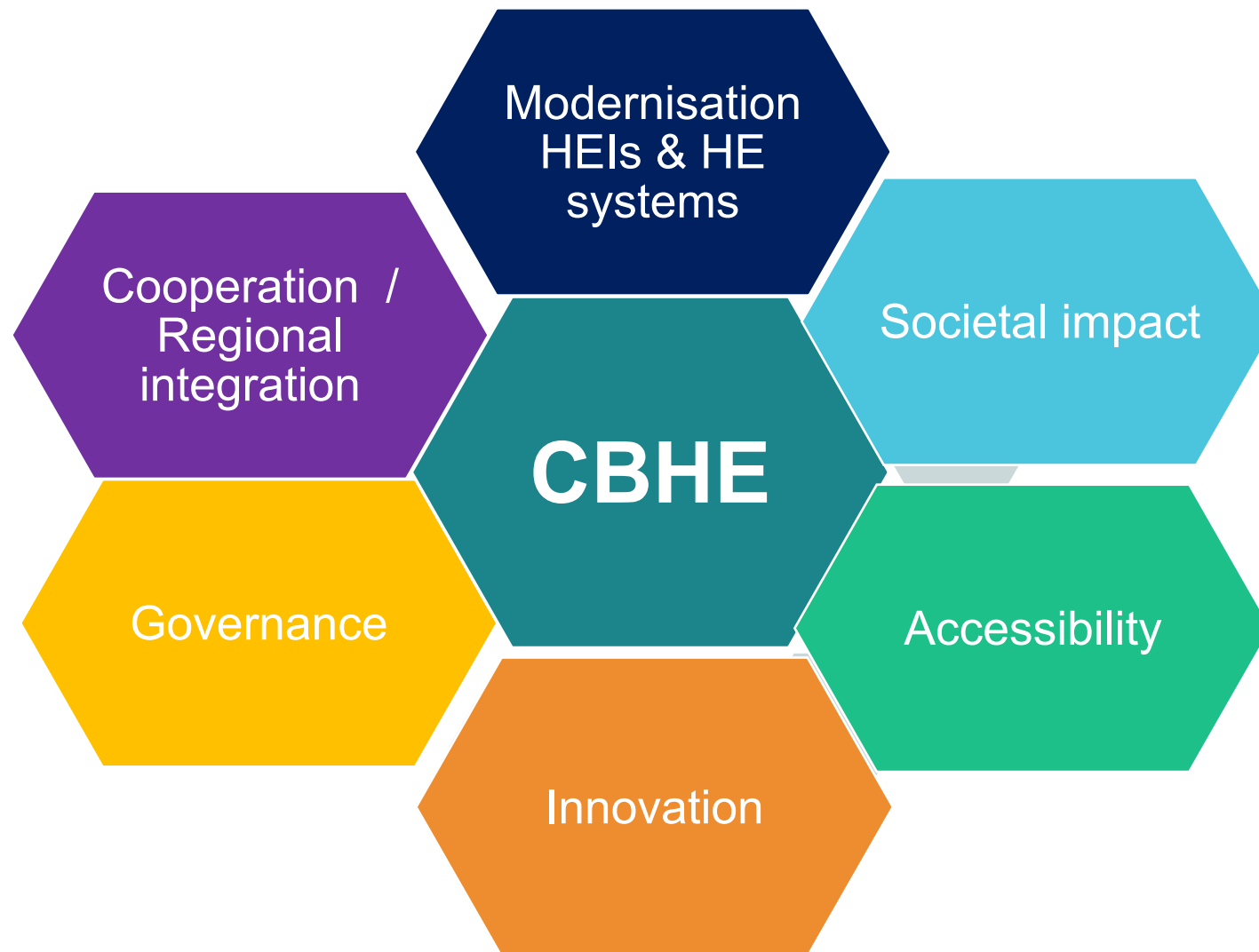# Erasmus+
Capacity Building in Higher Education (CBHE)

General CBHE Infoday

December 21, 2023

National Erasmus+ Office in Kyrgyzstan

Objectives

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

CBHE main features

Three strands
- Different types of support

Priorities
- Overarching & regional context

Budget system
- Lump sum II

Publication system
- FTOP

European Commission

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

European Commission

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

European Commission

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 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).

European Commission

Strand 1
Fostering access to cooperation in higher education

Facilitate access to **newcomers**

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

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

Target groups:

- **HEIs from least developed countries**

- **HEIs located in remote regions/areas**

- **Newcomers or less experienced**

- **Students and staff with fewer opportunities**

European Commission

Strand 2
Partnerships for transformation in higher education

- Innovation in HE targeting labour market and society
- Designing innovative curricula
- Implementation of innovative learning and teaching methods
- Engagement with the business world and research
- Strengthening the HEIs capacities to network
- Modernising HEIs by promoting reform
- Reform governance and management at HEIs

European Commission

Strand 3
Structural reform projects

Promote cooperation and mutual learning with public authorities to foster innovation in the HE sector

Promote inclusive higher education systems allowing access to learning

Increase capacities of HE bodies to modernise the higher education systems

Identify synergies with ongoing EU initiatives

European Commission

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.

Changes may apply in the new Programme Guide.
Specific rules per Region, per Strand and per type of project should be checked.

European Commission

News in 2024 call for proposals

Simplification

Eligibility criteria

Budget distribution (i.e. cross-regional proposals)

Approach for the consultation of the EU Delegations

European Commission

Minimum partnership composition (1)

NATIONAL PROJECTS (open <u>only</u> 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 (minimum 2 participating) 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 (minimum 2 participating) countries must involve **at least 1 HEI**
  - **at least 2** eligible third countries not associated to the Programme
    [?] each of these (minimum 2 participating) 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 (minimum 2 participating) 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.

European Commission

Lump sum II: approach – basic principles

Applicants must define **work packages** and **detailed estimation of costs** for each work package **per beneficiary**
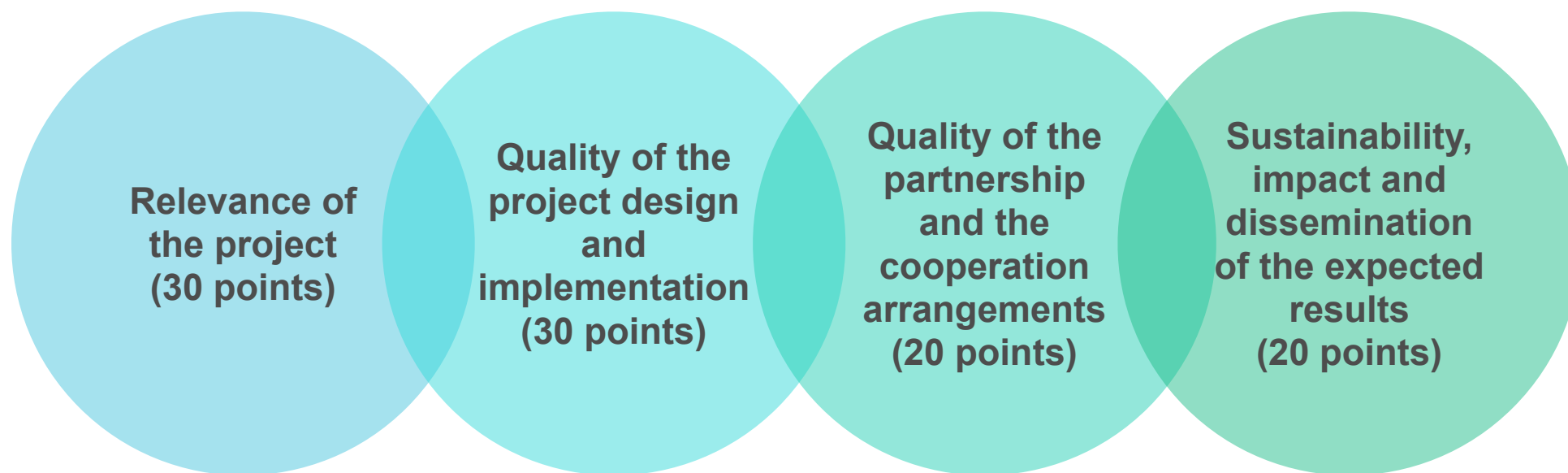
Evaluators assess cost details during the evaluation and make recommendations if needed.

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

European Commission

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					

European Commission

Award criteria

Relevance of the project (30 points)

Quality of the project design and implementation (30 points)

Quality of the partnership and the cooperation arrangements (20 points)

Sustainability, impact and dissemination of the expected results (20 points)

[?] 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

European Commission

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: 28 November 2023

  Deadline: 8 February 2024

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

European Commission

Erasmus+ CBHE 2024 promotion activities

General CBHE Infoday (online) organised by EACEA (30/11/2023)

- Events (europa.eu)

Participation to National Erasmus+ Info-days organised by NAs, NEOs and ENFPs

- https://erasmus-plus.ec.europa.eu/contacts/national-agencies
- Erasmus+ National Focal Points | Erasmus+ (europa.eu)
- National Erasmus+ Offices | Erasmus+ (europa.eu)

European Commission

CBHE 2022 & 2023 - % of selected projects per Strand
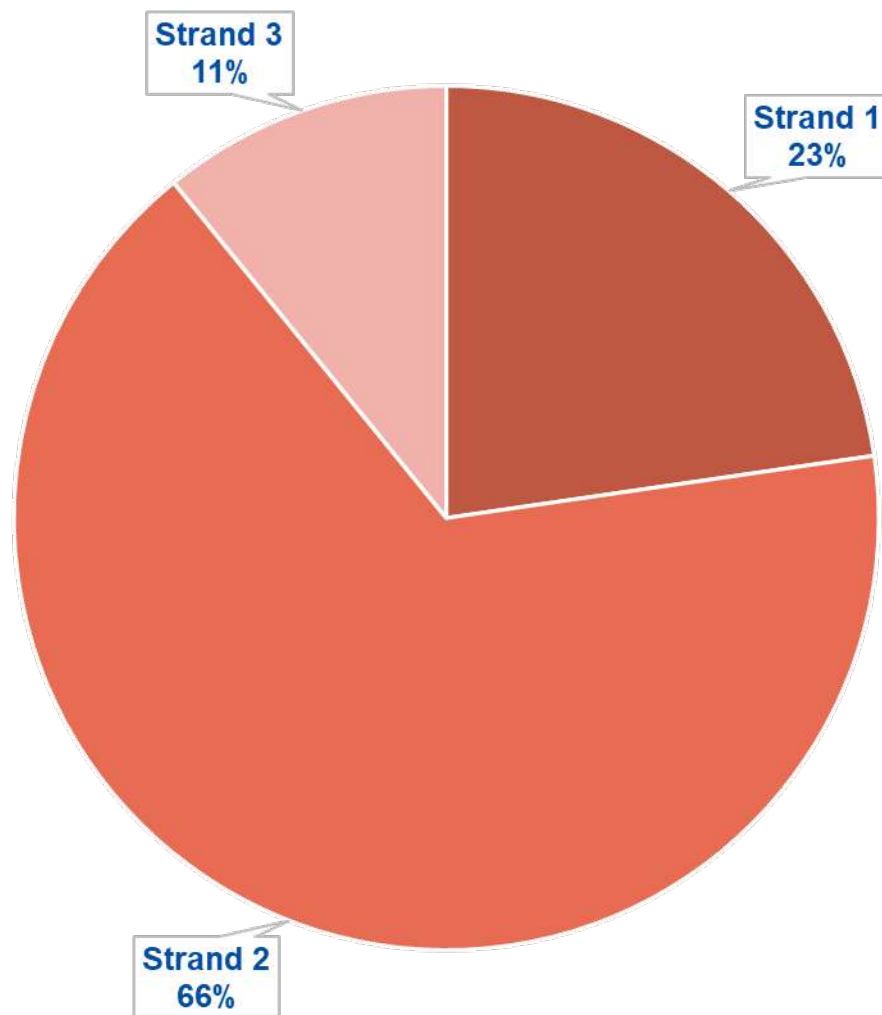
	2022	2023
Applications received	**620**	**790**
Applications selected	**145**	**159**
Success rate	**23%**	**20%**
Role in projects*		
Coordinator	145	159
Full partners & Affiliated entities	1.283	1.430
Total n° of beneficiaries	**1.428**	**1.589**
Average n° of beneficiaries / project	9,8	9,9

*in instances of participation
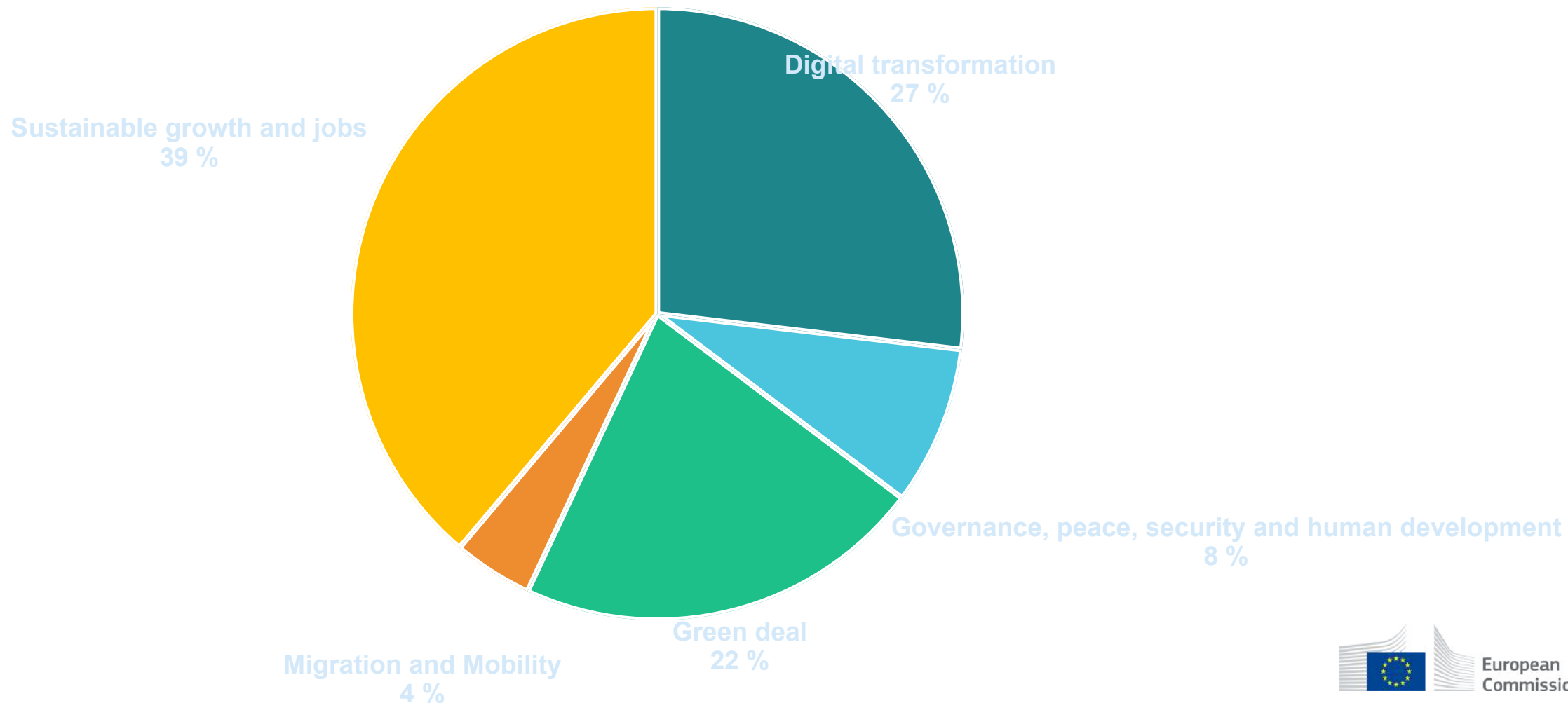
CBHE 2022 & 2023 - Number of selected projects
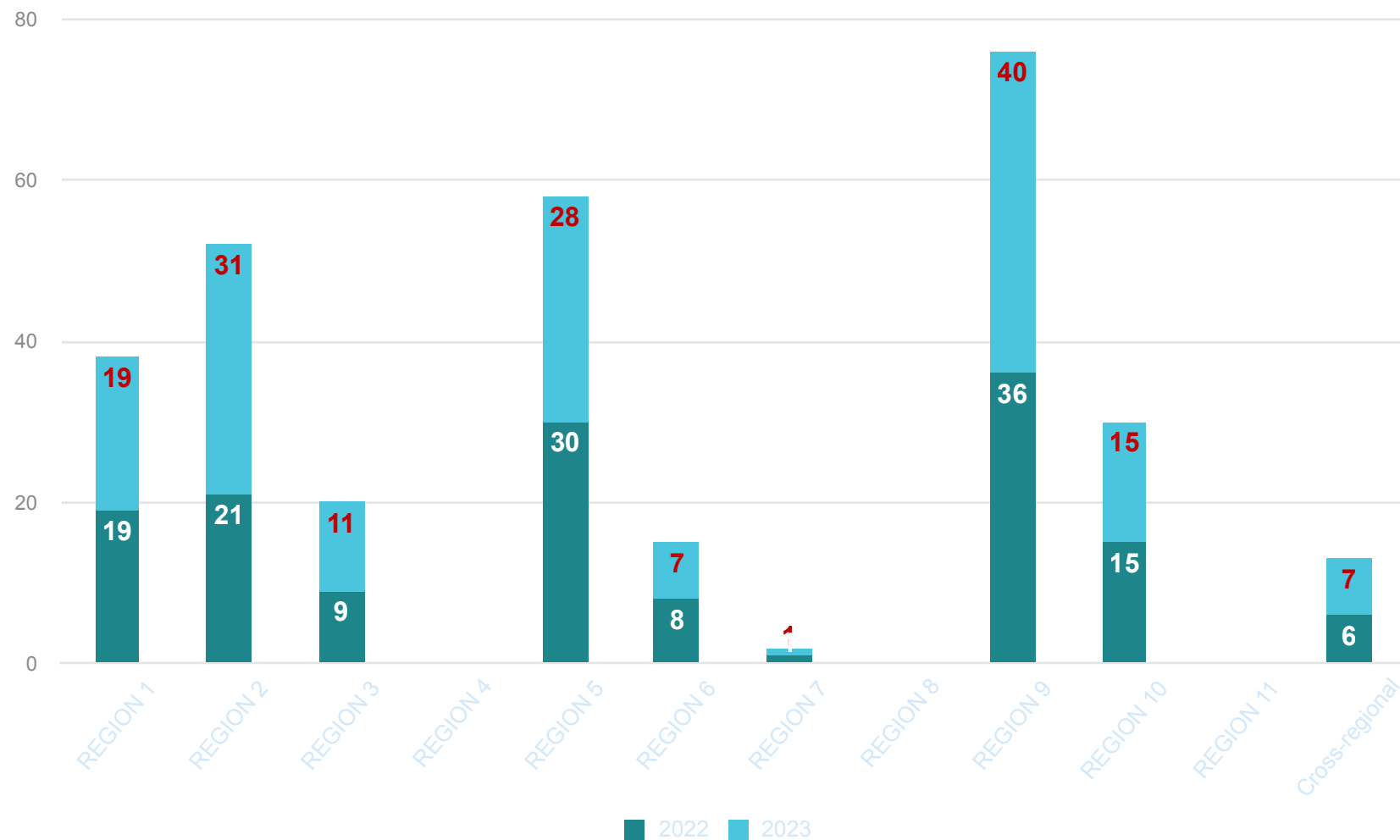
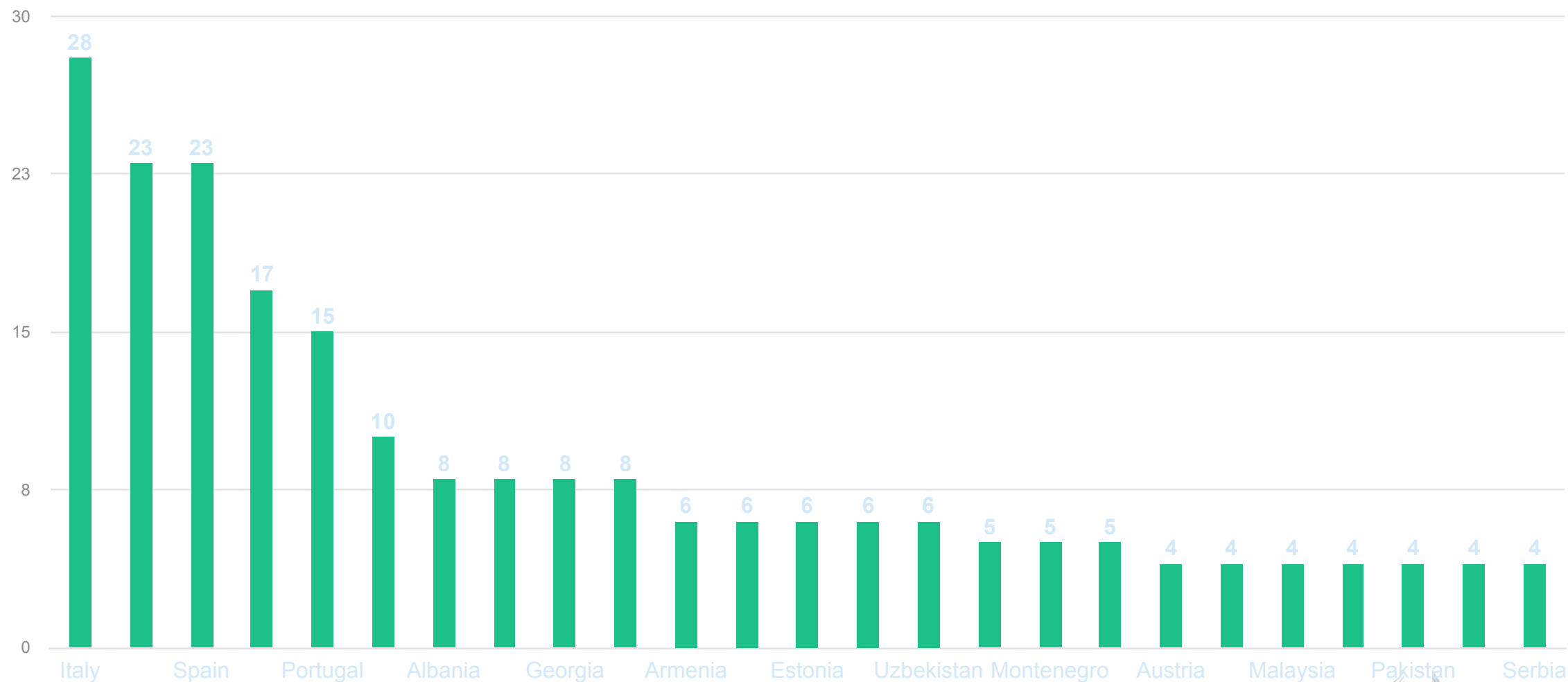| Western Balkans (Region 1) |
| Neighbourhood East (Region 2) |
| South-Mediterranean countries (Region 3) |
| ~~Russian Federation (Region 4)~~ |
| Asia (Region 5) |
| Central Asia (Region 6) |
| Middle East (Region 7) |
| Pacific (Region 8) |
| Sub-Saharan Africa (Region 9) |
| Latin America (Region 10) |
| Caribbean (Region 11) |

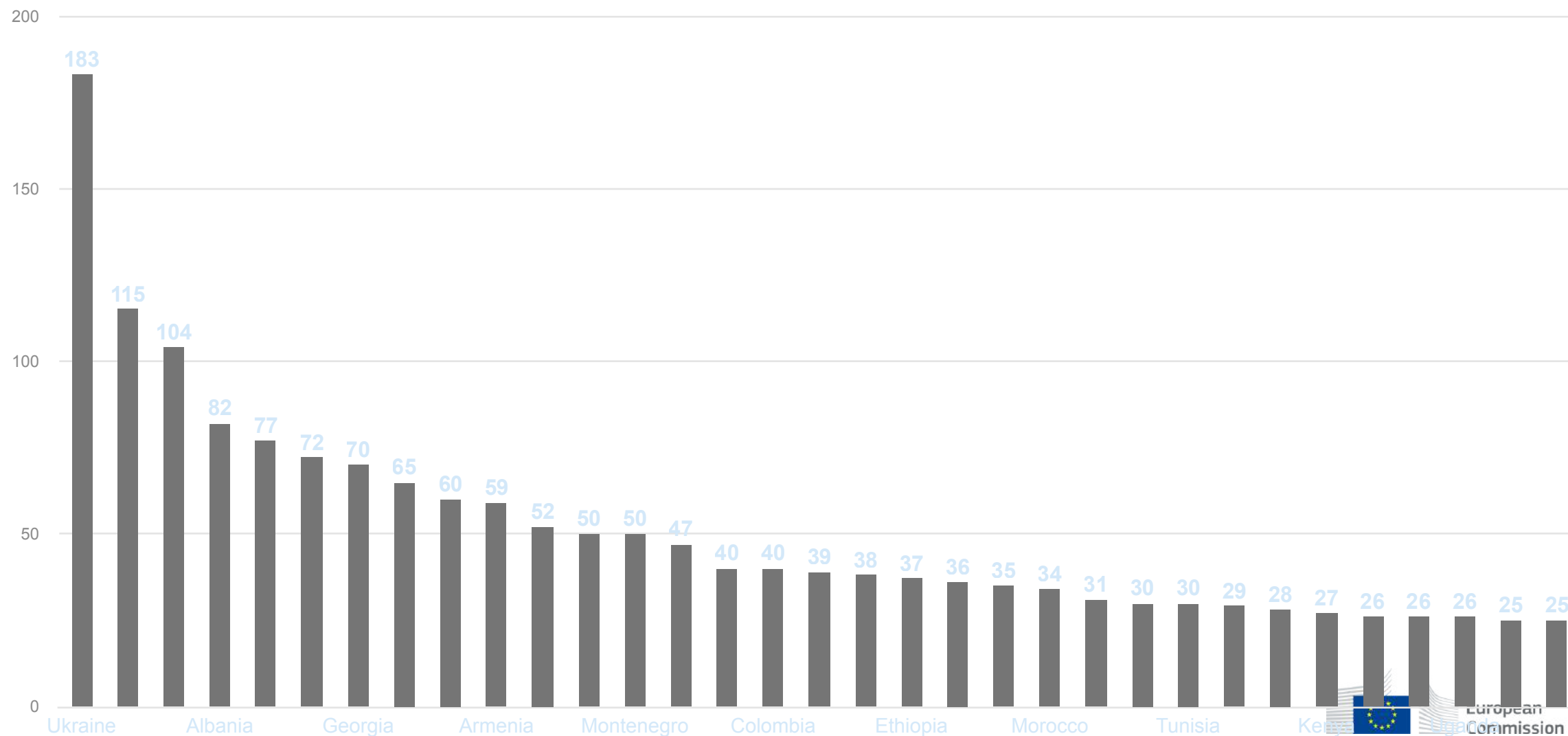Total projects 2022: 145
Total projects 2023: 159

European Commission

CBHE 2022 & 2023 - % of overarching priorities

Digital transformation
27 %

Governance, peace, security and human development
8 %

Green deal
22 %

Migration and Mobility
4 %

Sustainable growth and jobs
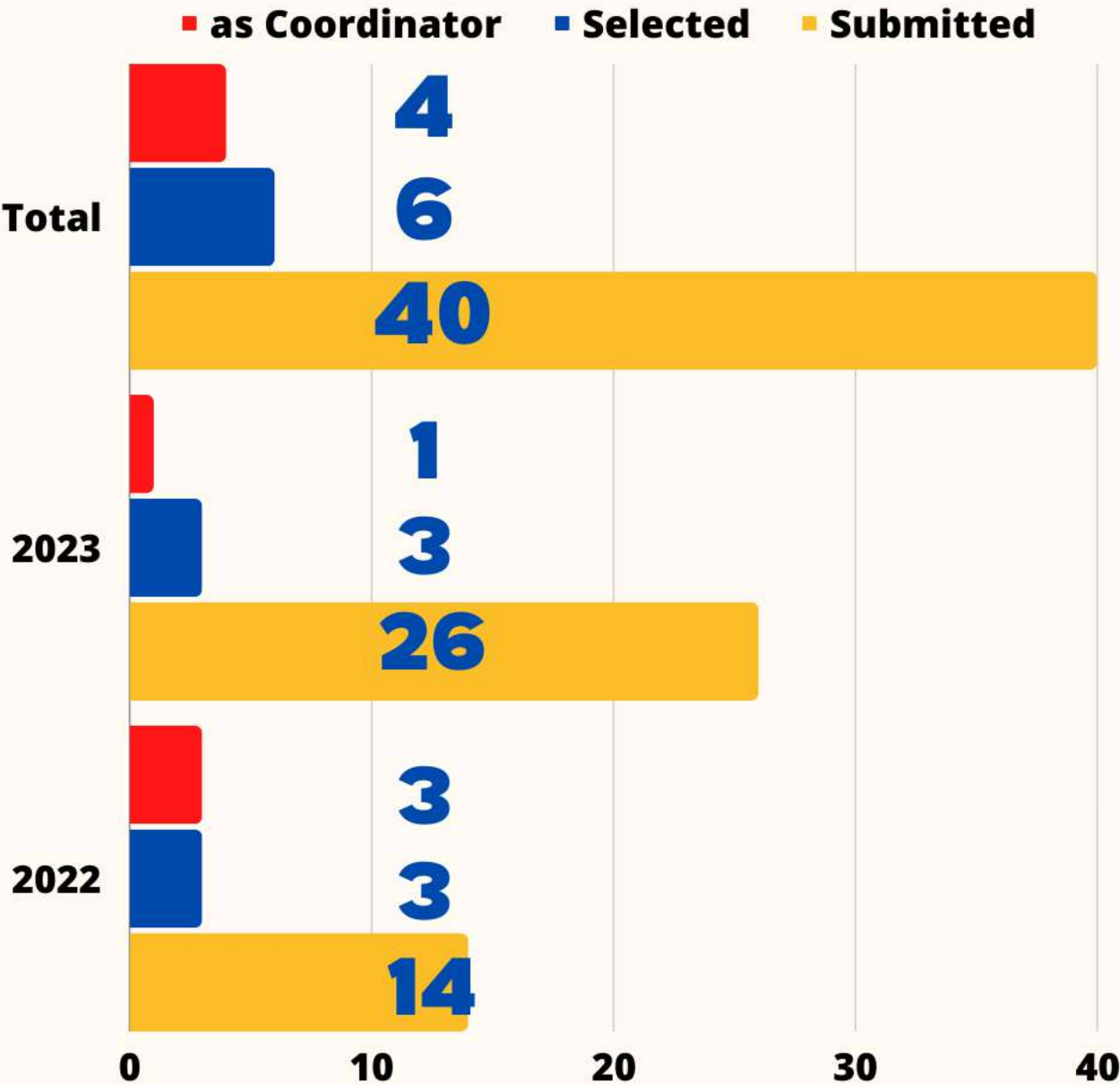39 %

European Commission

CBHE 2022 & 2023 - Top Coordinator countries

CBHE 2022 & 2023 - Top Partner countries

CBHE Results
for Central Asia
2022 - 2023

CBHE results in Kyrgyzstan 2022

Building Educational and Research Capacities in Nutrition and Dietetics in Central Asia (BERNICA)

Grantholder: International School of Medicine Institution

Osh State University

Human Capacity Development for the Water Sector of Central Asia to Strengthen Resilience to Climate Change and Support Sustainable Development, Peace and Security (HWCA)

Grantholder: Diplomatic Academy of the Ministry of Foreign Affairs of the Kyrgyz Republic named after Kazy Dikambaeva

Kyrgyz National Agrarian University n.a K.I. Skryabin

Development of financial autonomy of universities in Kyrgyzstan (DEFA)

Grantholder: Kyrgyz State Technical University n a I. Razzakov

Diplomatic Academy of the Ministry of Foreign Affairs of the Kyrgyz Republic named after Kazy Dikambaeva

Naryn State University n.a. S.Naamatov

International School of Medicine Institution

International University of Kyrgyz Republic

Osh State University

ADAM University

Ala-Too International University

Talas State University

Issyk-Kul State University n.a K.Tynystanov

CBHE results in Kyrgyzstan 2023

Sustainable agriculture, forestry and small-scale livestock production towards climate change

Issyk-Kul State University n.a K.Tynystanov

Naryn State University n.a. S.Naamatov

Green and digital universities for sustainable development of Kyrgyzstan

Ministry of Education and Science of the Kyrgyz Republic

Kyrgyz State Technical University n a I. Razzakov

Bishkek State University named after K. Karasaev. K. Karasaev

Osh State University

Naryn State University n.a. S.Naamatov

I.K. Akhunbaev Kyrgyz state medical academy

International School of Medicine Institution

Issyk-Kul State University n.a K.Tynystanov

Batken State University

Kyrgyz State University named after Ishenaly Arabaev

Grantholder:

Diplomatic Academy of the Ministry of Foreign Affairs of the Kyrgyz Republic named after Kazy Dikambaeva

Purpose and priorities

Purpose

Focus on the needs of the third countries not associated to the E+ programme

Targeting the priorities of the third countries not associated to the programme and matching them with the EU priorities for these countries
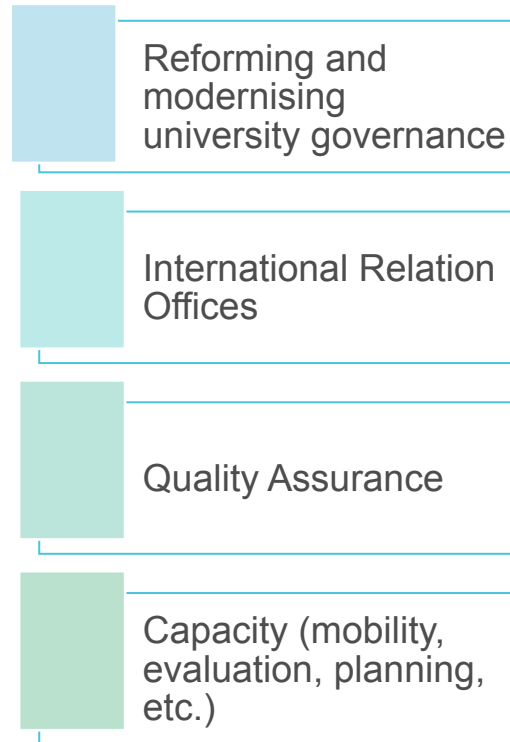
Maximising benefit to third countries not associated to the Programme

European Commission

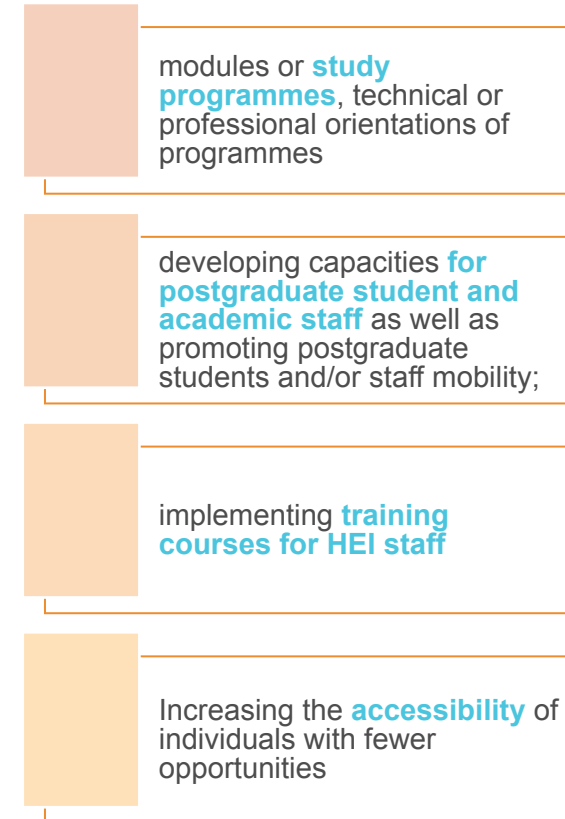# Strand 1. Fostering access to cooperation in Higher Education

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

European Commission

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

European Commission

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

European Commission

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

European Commission

Points to consider when writing a proposal in HE

What is a successful application ?

It is **not** just **succeeding** in **being selected**, but in **delivering the expected results**

✔ leading to an effective implementation

✔ producing the expected changes

✔ keeping the results alive after the funding period

Smooth implementation highly depends on the amount of time invested in the preparation, as at this stage you are able to wipe out many potential obstacles

European Commission

A competitive application…

- Demonstrates that the combination of all its elements will produce **concrete and sustainable results** for the benefit of all the parties concerned and in particular for third countries partners

- has been **prepared and agreed jointly** by all **consortium** partners

- has received the full institutional commitment and support of all consortium partners

- is **ready to start immediately** after the selection decision

European Commission

- Clear and ambitious proposals that correspond to the needs of third countries not associated to the Programme and regional priorities

- 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**

- **Innovation not visible**

- Too **high** share of **Staff Costs**

- No equipment for newcomers

- Too limited purchase of **specialised equipment** vs generic material (laptops, photocopiers, etc.)

- In **Strand 1**, **missing or too few newcomers**, not well justified

Number of students following the courses/study programmes (at Bachelor, Master, PhD level) 4000

Number of students to be trained/involved in the mobility (studying) 0

Number of students/staff females to be involved in the project 3000

Number of students/staff with practical placements 4000

Number of academic staff to be trained 48

Number of university administrative staff to be trained 0

Number of staff from Ministries and other public authorities to be trained 20

Number of people to be trained that are not enrolled in HEIs 20

Higher Education Institutions (HEI) – Cooperation agreement(s)

Is the project going to establish any cooperation agreement(s) with relevant stakeholders?

◉ Yes   ○ No

☑ HEIs not involved in the project
☐ Associations, civil society organisations and NGOs
☑ Public organisations
☐ Local authorities in the third countries not associated to the Erasmus+ programme
☐ Private sector
☐ Social enterprises
☐ Research institutions
☐ Others

Higher Education Institutions (HEI) – Courses/Study programmes/Placements/Structures

Number of new courses 3

Number of new study programs 0

☐ New joint study programmes
☐ New interdisciplinary study programmes
Number of updated courses 10

Number of updated study programmes 6

☐ Updated joint study programmes
☐ Updated interdisciplinary study programmes
Number of study programmes with practical placements 6

Number of new or modernised structures/units/centres/hubs to be created 0

Number of new or modernised labs 4

European Commission

Use consistent terminology

Curriculum = Study Programme =

Degree (Bachelor or Master)

Course = Subject = Module

Terminology is key

Objectives is what you will achieve in the project period

Implementation is how you will do your project in the project period

A task refers to any activity that has a definite outcome associated with it

Deliverables are the final products/results of your project, those justifying spending public money to fund the project

A milestone is a significant step in the successful production of a deliverable

Impact is spreading (**dissemination**) and use (**exploitation**) of your **results** during and after project, including beyond the original consortium

Communication is everything you do to inform about and get attention to your project during the project period

Innovation in higher education

Design of innovative curricula or introducing innovative elements in the existing curricula

Innovative learning and teaching methods (i.e. learner-centred, real problem-based teaching, digital modules)

Active **engagement with the business world and with research:** organisation of educational programmes and activities with and within enterprises

European Commission

CBHE Award criteria

Award criteria

Relevance of the project
max 30 points

Quality of the project design and implementation
max 30 points

Quality of the partnership and the cooperation arrangements
max 20 points

Sustainability, impact and dissemination of the expected results
max 20 points

European Commission

Award criteria

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

European Commission

1. Relevance

1.1 Background and general objectives:

- Describe how the objectives the background and rationale of the project

- How is the project relevant to the scope of the Call?

- How does the project address the general objectives of the Call, including the overarching priorities?

1. Relevance

1.2 Needs analysis and specific objectives

- Describe how the objectives are based on a sounds needs analysis, specifying which challenges the project aims to address

- The needs analysis should cover each participating country and each objectives should be clear, measurable, realistic and achievable

- Define clear and appropriate indicators for measuring the achievement

European Commission

1. Relevance

1.3 Complementarity with other actions and innovation

- Explain how the project builds on the past activities carried out in the past and describe its innovation

- Explain how the activities are complementary to other activities carried out by other organisatins

- Illustrate the transnational dimension and the European added value

European Commission

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.

European Commission

2.1.1 Concept and methodology

- Clarify your methodology for the different project activities in view of demonstrating it is appropriate to the objectives and feasible:
  - Which target groups will be involved

  - How the teacher training will be implemented (face-to-face, hybrid, T-o-T)

  - How and when the students will be involved

  - If you will use surveys, benchmarking, self-assements

- Explain why the chosen methodology would be the most appropriate for your planned goals

- Illustrate how it supports the capacity building process and the third country's ownership of results

2.1.2 Project Management, Quality Assurance and monitoring

- You need to **demonstrate** how the consortium is able to organise and monitor the planned activities, ensure their quality and deliver on time the expected results.

- You must **insert the Logical Framework Matrix** (LFM), that is a document to be downloaded separately. You need to complete it and copy/paste in this section.

European Commission

Ensure coherence in LFM intervention logic

NARRATIVE SUMMARY OF THE INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS AND PREREQUISITES
Goal (general objective) *Identify the broader objective to which this project contributes*			
Purpose (specific Objectives) *List the specific objectives that projects shall achieve*			
Outputs (deliverables) *List the deliverables (grouped in work packages) that the project is committed to produce. These must be stated as results.*			
Activities: *List the key activities to be carried out (grouped in work packages) and in what sequence, in order to produce the expected results.*			

European Commission

NARRATIVE SUMMARY OF THE INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS AND PREREQUISITES
Goal (general objective) *To contribute to unemployment reduction in Ethiopia*	Comparison between the employment rate of graduates from the new curricula and graduates in general	National and regional statistics on graduates' employment	- Geopolitical stability of the country - Availability of the business sector to co-design the new curricula
Purpose (specific Objectives) *Create new curricula addressing professional profiles requested in the Ethiopian labour market*	% of graduates employed after 6 months and 1 year from Diploma	Statistics from each university	- Interest of the Ministry in fostering digital courses and supporting the e-platform - Ministry favouring agreements with business for effective students' placement
Outputs (deliverables) *WP 3: Accreditation of 8 new bachelors (2 x HEI) jointly designed by academia and business* *WP 4: Upgraded skills for 20 academic staff x HEI* *WP5: Implementation of a students' placement system* *WP 6: Creation of a learning platform to deliver some digital modules* *WP 7: Recruitment of 50% of the students among vulnerable groups (such as internal displaced people, girls, students with physical handicap)* *WP 8: Creation of a system keeping track of students' employment after graduation*	- 200 students enrolled in the first edition of the 8 new degrees - 20 teachers trained in each HEI - 20% of e-learning courses - 20 new textbooks drafted - 75% of the enrolled students having attended an internship before graduation		

Indicators must be targeted in terms of **quantity** and **time !**

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2.1.3 Project teams, staff, experts

- Do not insert CV, our call does not require it

- For European institutions insert the **staff who will be actively involved in the project** to demonstrate appropriate expertise in the area where the knowledge transfer is necessary

- For Third countries HEIs, **ensure an appropriate mix of profiles**: **senior and junior academic staff**, researchers.

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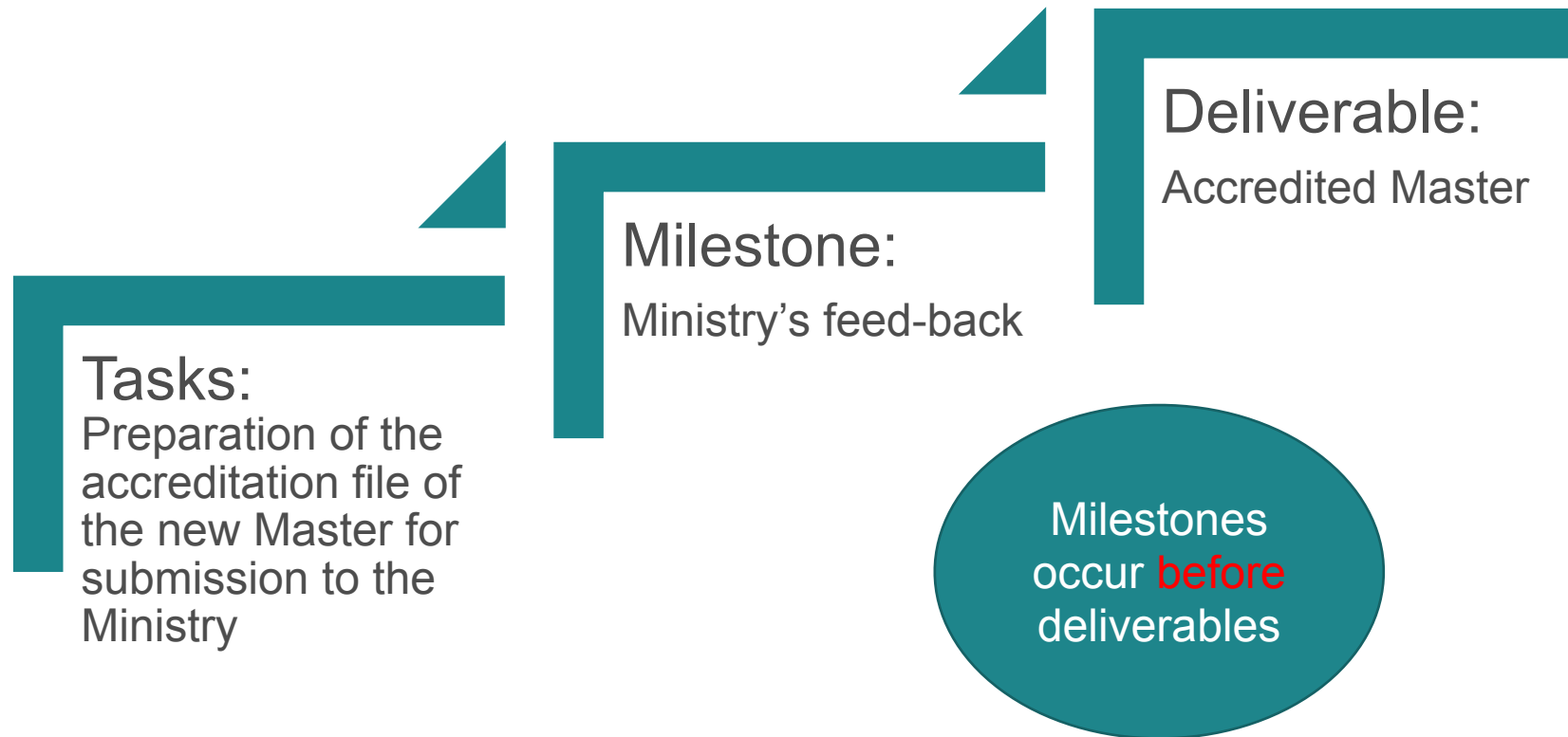# 2.1.4 Cost effectiveness and financial management

- Demonstrate (that is more than just stating) why your planned budget is **cost-effective** (Months/effort)

- Watch the **% of Staff Costs**: if it takes more than half of the budget, reconsider it !

- Pay attention to a **balanced mix of presential and on-line activities**

- Present a **fair distribution of the grant among** the different **partners**

- Very **often Management WP is inflated**, too high

- For countries participating to the capacity building action since decades, we **strongly encourage** the acquisition of **specialised equipment**

- Remember that CBHE action does NOT finance long mobilities (more than one semester) neither of students nor of staff

- Do **not** include **financial audit** costs, nor **equipment for non-HEIs**

2.1.5 Risk management

- We live in uncertain times with a number of unlikely events that did happen

- You should demonstrate:

  - Realistic analysis in assessing the likelihood (low-medium-high) that a risk occurs

  - Anticipation capacities

  - Adaptation and flexibility in finding appropriate mitigation strategies

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Tasks, milestones and deliverables

For curriculum development proposals

Deliverable:
Accredited Master

Milestone:
Ministry's feed-back

Tasks:
Preparation of the accreditation file of the new Master for submission to the Ministry

Milestones occur **before** deliverables

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Tasks, milestones and deliverables

For curriculum development proposals

Task: Preparation of the new textbooks:

- Mixed groups of teachers, each dealing with a subject;
- Collection of teaching materials
- Workshops led by an expert;
- Team work in the different groups;
- Preparation of case studies;

Milestone:

Peer-review within the consortium

Deliverable:

New textbooks developed and used by the students

Milestones occur before deliverables

Tasks, milestones and deliverables

For proposals creating a new service/structure/center

Task:
Definition of the mission, allocated staff, operating budget and procedures of the new center

Milestone:
Official decision of the University Council establishing the new center

Deliverable:
Center established and running

Milestones occur **before** deliverables

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Work Packages

- They are the building blocks of the proposal: a correct identification of WPs makes the project manageable and efficient

- On average, between 6 and 12

- A WP devoted to Quality Assurance is possible, but not compulsory, this aspect can be dealt within the WP Management

- A WP devoted to Preparation/Preparatory measures is admissible, but not compulsory

- Dissemination activities and Sustainibility measures can be grouped in one single WP or form two different WPs

- Creating a single WP gathering all travels and mobilities NOT Recommended

Within a Work Package

- **Duration**: from M 8 to M 24 means there are NO activities and no milestones in this WP after months 24, and all deliverable are due by M 24.

- There are **3 distinct sections**: Tasks, Milestones and Deliverables: avoid **identical wording**, and **same date** in the 3 sections

Ex: **Task:** Establishing the training format, collecting case studies… (M 4-8)

Milestone: Dates and Agenda of the training event agreed and displayed (M 9)

Deliverable: Training Workshop for Nigerian academic staff (M 11)

- **Indicate credits:**

  - ? The **total n° of credits for the Study Programme** (ECTS or other systems)

  - ? The **n° of credits for each new/updated course**

# Avoid discrepancies in different sections

Between the global timetable and the description of each WP

- The **same number of Tasks (= activities)** listed in each WP must be reported in the global timetable/overview at the end

- The **same duration** must be reported in both parts of the application

- For the **global timetable**, pay attention to use the **correct chart**:
  - ❖ the first one, with Months, is only for projects of 2 years
  - ❖ the second one, with Quarters, is for projects of more than 2 years

New/updated curricula have to be taught in year 3

Use a **retro-planning** to define the correct date/month for:

- **Accreditation to be submitted** to the (national) competent authority
- **Accreditation to be delivered** by the competent authority
- **Training** to teachers of new courses **to be implemented**
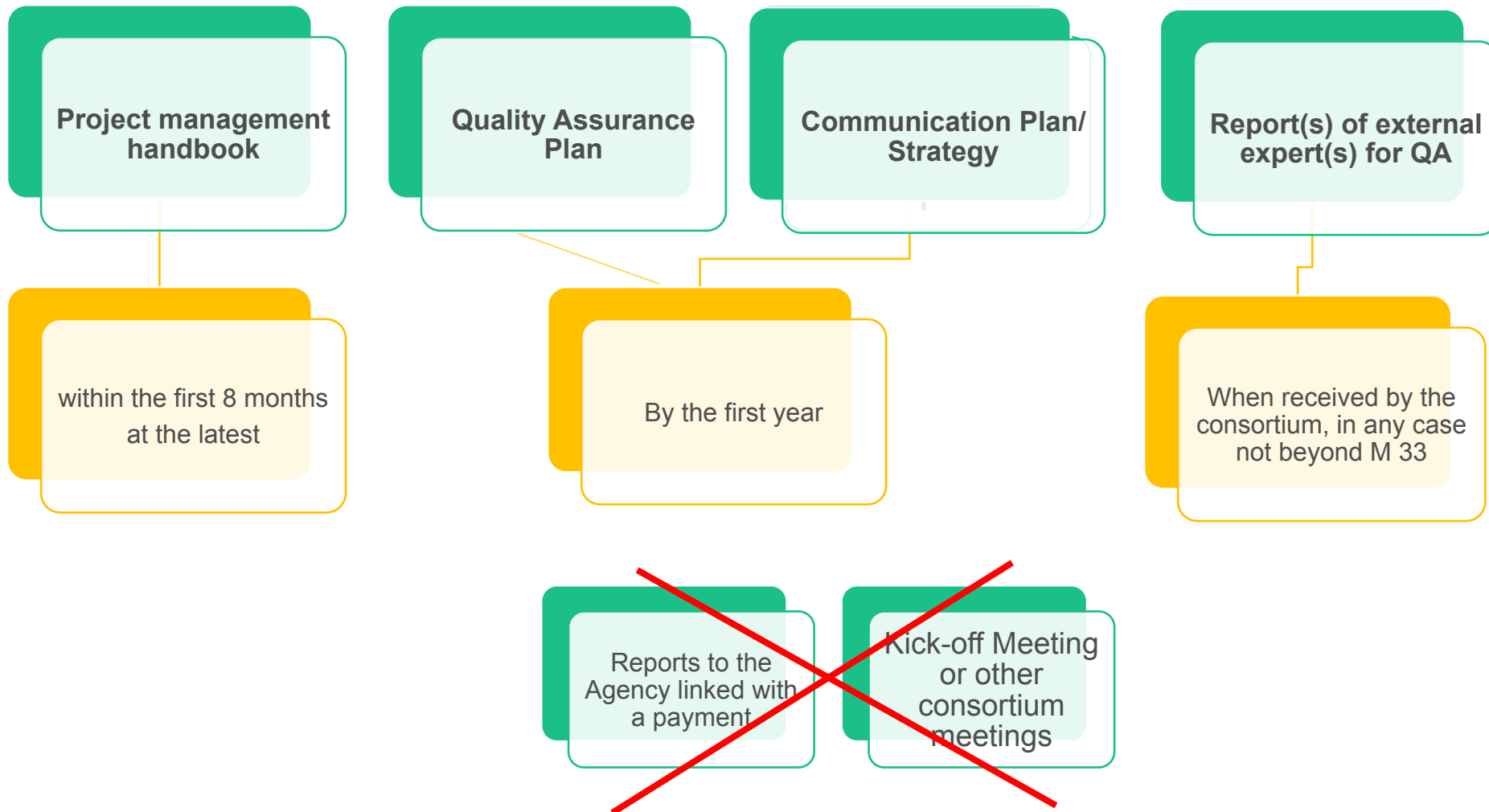- **Syllabi** of new/updated courses to be **ready**

European Commission
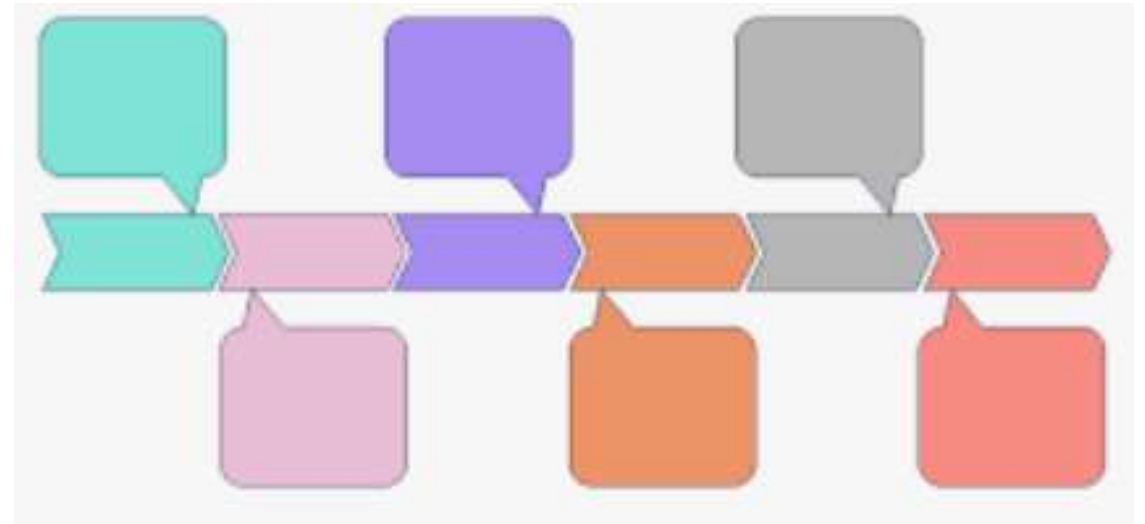
Fill in Subcontracting Table and Events Table

- Entries in the **Subcontracting Table** must be **consistent with**:
  - **1**. What stated in the **last column of Tasks** in each WP
  - **2**. In the Detailed **Budget Excel** file
- **Events Meetings and Mobilities** completed for both in-person and on-line events

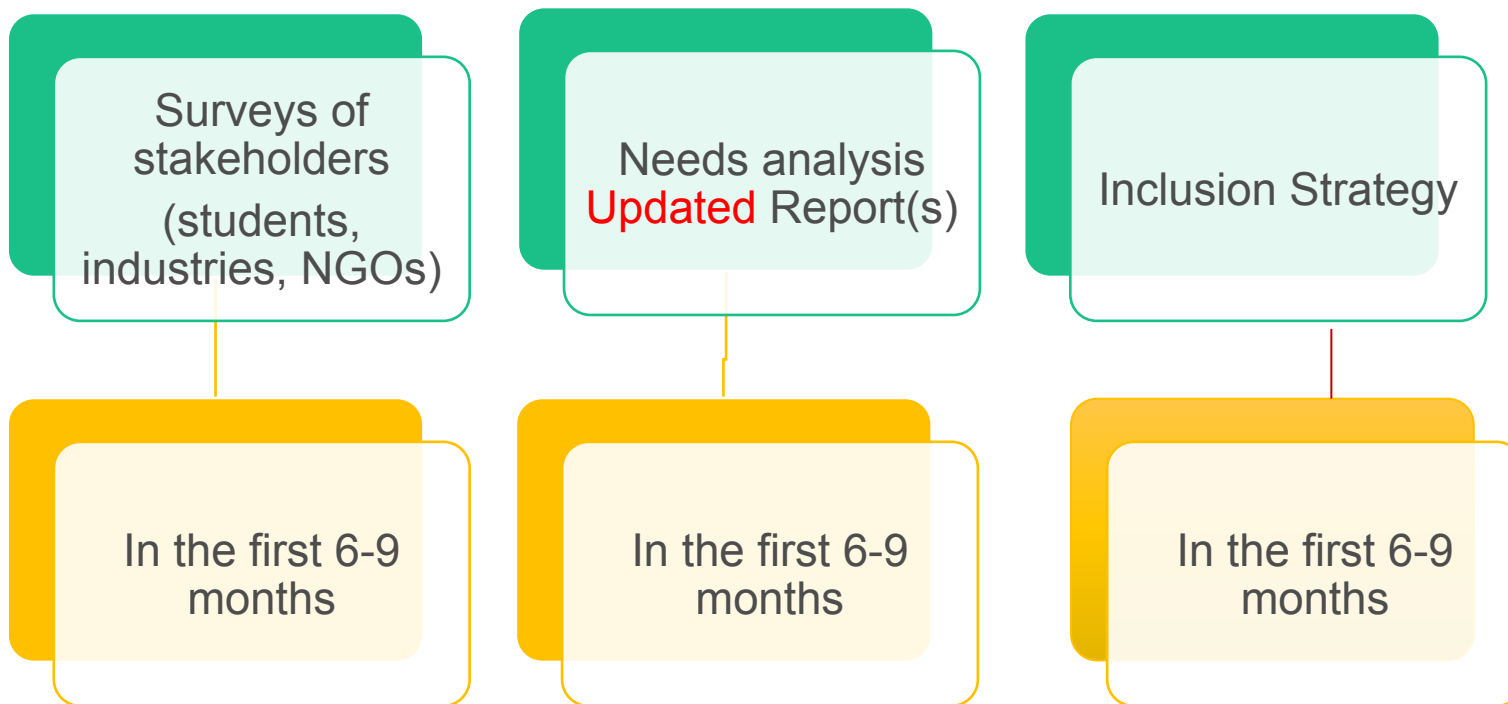| Event No (continuous numbering linked to WP)	Participant	Description						Attendees
		Name	Type	Area	Location	Duration (days)		Number
E1.1	All partners	1. General Meeting (GM)	Project meeting	– Discussion of the project implementation; – Setup of the ToDo list to the next GM, etc.	Online by web meeting	1		30 From the coordinator 4 px from all other partners 3 people each
E2.1	All partners	2. GM	Project meeting	Discussion of the project advancement;	BWU, Belgium	2		10 1 person from each partner except KBU with 2

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Examples of deliverables
WP Management

Project management handbook

within the first 8 months at the latest

Quality Assurance Plan

Communication Plan/ Strategy

By the first year

Report(s) of external expert(s) for QA

When received by the consortium, in any case not beyond M 33

Reports to the Agency linked with a payment

Kick-off Meeting or other consortium meetings

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Examples of deliverables
WP Preparatory Measures (NOT compulsory)

Surveys of stakeholders (students, industries, NGOs)

Needs analysis Updated Report(s)

Inclusion Strategy

In the first 6-9 months

In the first 6-9 months

In the first 6-9 months

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Examples of deliverables
WP Development – 'Curriculum development' proposals

New degree

List of developed courses, teaching materials, syllabus for all courses, credits

possibly before interim report

New or updated courses in the existing degree(s)

For each course: learning outcomes, teaching materials, credits, exam typology

possibly before interim report

Official Accreditations

Document delivered by the competent authority

by the end of year 2

Training for academic staff

Training material and learning outcomes

Before starting with students

Memorandum of Understanding HEI/ Industries

Document describing the students' internship system

At the start of the new degree

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Examples of deliverables
WP Development –'Higher Education Reform' proposals

change in legislation, introduction of new policies

services/platforms at national/country level

guidelines, national strategies, papers

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Examples of deliverables
WP Dissemination

Website of the project + links in each institutional website

At the latest at months 6

Dissemination Plan/Strategy

At interim report

Video clips

Report on dissemination activities

Promotion material

Avoid ephemeral leaflets and gadgets

Social media activities

Bimonthly FaceBook Lives; LinkeDln

Final conference
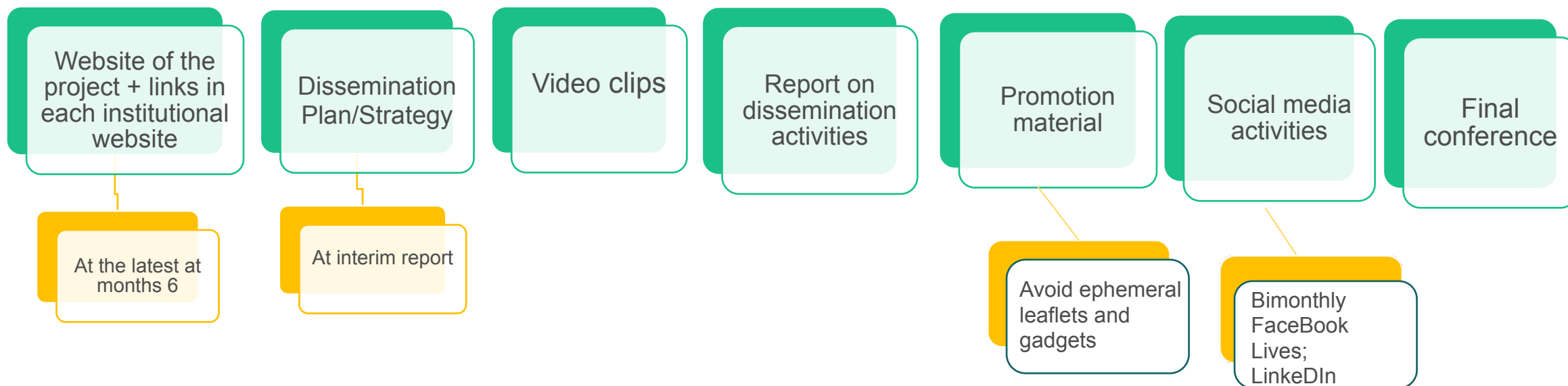
Examples of deliverables
WP Impact and sustainability

Plan for sustainability (action plan, indicators, available budget)

Report on measurement of KPI in LFM (quantitative and qualitative)

Memorandum of Understanding with companies, sectoral agencies, NGOs, etc.

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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.

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2.2 Partnership and cooperation arrangements

2.2.1 Consortium set-up

- Describe the participants and how they will work together

- Explain the contribution of each participant to the project and the complementarities among the partners

2.2.1 Consortium management and decision-making

- Explain the management structure and decision-making mechanisms within the consortium, describing the communication flows and methods for planning and control

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.

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Communication vs **Dissemination**

- Awareness of **objectives**

- Visibility of **project activities**

- Disseminating **results**
scientific publications, books, website, workshops, conferences, social media, media (newspapers, magazines, TV, radio)

✔ Identify your target groups:
academics, students, politicians, public/private sector, press, companies, organisations, agencies, etc.

✔ Be as explicit as possible:
name publications/conferences, expected dates, types and size of audiences

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Impact

Maximasing impact

- **On involved institutions**
  modernisation of HEIs and reform of HE sector

- **On economy**
  Development of third countries, creation of jobs

- **On society**
  On public policies and civils society

Impact and timing

❑ **Short term changes in**: knowledge, skills, aspirations, attitudes, awareness

❑ **Medium term changes in**: behaviour, practices, procedures, values, decision making

❑ **Long term changes in**: policies, legislation, economy, society, technology, environment

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Detailed Budget Table

FILL IN THE VALUES BELOW BEFORE STARTING:

Insert the name of your call :	
Insert the acronym of your project :	
Maximum grant amount for the EU contribution as stipulated in the call :	400.000,00 €
Maximum cofinancing rate as stipulated in the call :	90,00%

The document which will be created with format .XLSX will be saved in the same folder where this workbook .XLSM is currently placed.

Create XLSX document

Double-Click to activate

…).
Please, note that this definition is common to all Work Packages for all Beneficiaries.

A. DIRECT PERSONNEL COSTS

A1. Employees (or equivalent) person months (you can change the types based on your structure)

Senior Professor
Junior Professor
Technician
Administrative staff
Manager

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Insert the beneficiaries (BE) and the WPs

List of Beneficiaries and Affiliated Entities					Actions (double-click to activate)	
BE NR/AE	**BE/TP name**		**Acronym**	**Country**	**APPLY CHANGES**	**Add a Beneficiary**
BE 001			UVR	DE	**Remove this Beneficiary**	Add an Affiliated Entity
BE 002			UPB	FR	**Remove this Beneficiary**	Add an Affiliated Entity
BE 003			UMS	DZ	**Remove this Beneficiary**	Add an Affiliated Entity
BE 004			UBS	DZ	**Remove this Beneficiary**	Add an Affiliated Entity
BE 005			USTEB	DZ	**Remove this Beneficiary**	Add an Affiliated Entity

4	**List of Work Packages**		Actions (double-click to activate)	
5	**WP Nbr**	**WP Label**	**APPLY CHANGES**	Add a Work Package
6	WP 001	Management	Remove this Work Package	
7	WP 002	Preparatory Measures	Remove this Work Package	
8	WP 003	Definition of the New Master	Remove this Work Package	
9	WP 004	Preparation of the Laboratories	Remove this Work Package	
10	WP 005	Training of academic staff	Remove this Work Package	
11	WP 006	Creation of the e-learning platform	Remove this Work Package	
12	WP 007	Accreditation	Remove this Work Package	
13	WP 008	Student selection and Master delivery	Remove this Work Package	
14	WP 009	Quality Assurance mesures	Remove this Work Package	
15	WP 010	Dissemination and Exploitation of Results	Remove this Work Package	

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Rates to be used for Volunteers

You find them in the following Communications of the European Commission:

→ Volunteers. See C(2019) 2646

What can be improved concerning 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)

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

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- It is all about writing a GOOD STORY

- Start in time and structure the writing process

- Recognise the connections between your proposal and funding policies

- Involve your hierarchy and your administration from start

- Involve all your partners from the beginning, including their hierarchies

- Create a logical link between objectives, WPs, deliverables and resources

- Underline the social/societal benefits

- Identify the users of your results

- Identify the impact that you want to obtain

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Few messages

- Some countries are less represented (i.e. in Sub-Saharan Africa)

- Ensure participation for Pacific and Caribbean

- Focus on least developed countries (LDCs) in Asia and Latin America

- Check the feasibility of CBHE projects in countries with complexe political situation

- Overarching priorities should cover all the Regions involved in multi-countries projects

- Focus on overarching priorities that have been less covered in the past (i.e. digital transformation and integration of migrants).

- Enlarge the range of themes – ex: humanities

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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

National Erasmus+Office in Kyrgyzstan and our contacts

GOOD LUCK!

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