

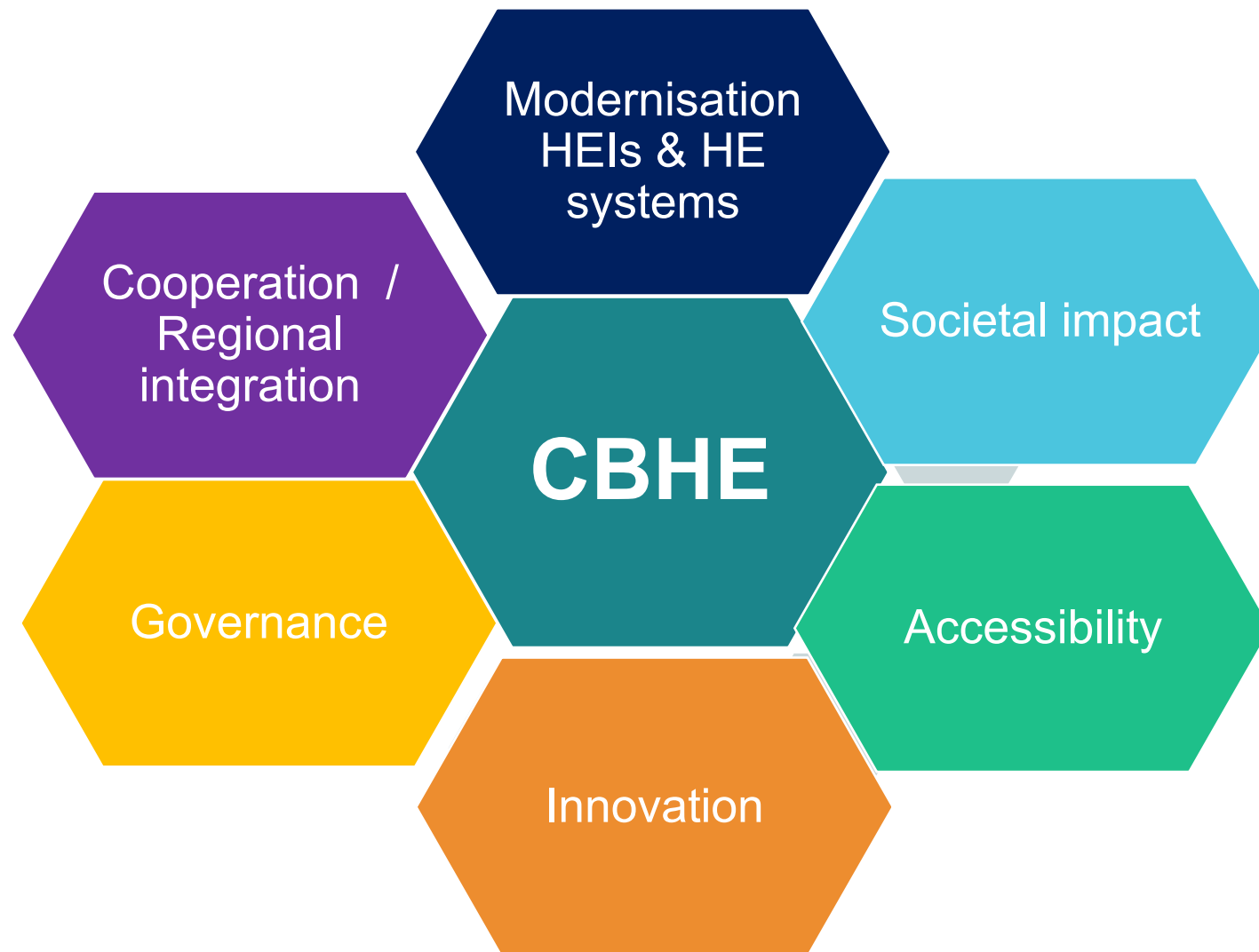


Erasmus+ Capacity Building in Higher Education (CBHE)

30 October 2025

***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

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

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

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>
- 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).		

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.**

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 (**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)

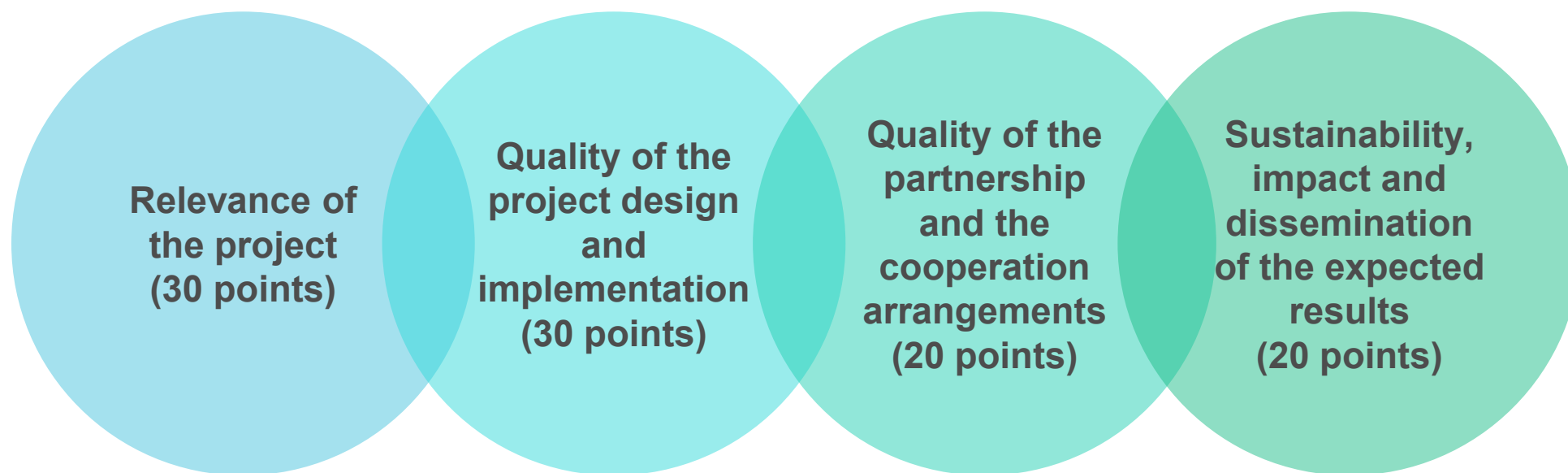
- **only 1** eligible third country not associated to the Programme

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.

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

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.

Priorities



Overarching priorities – example of topics

Green Deal	Digital transformation	Integration of migrants	Governance, peace, security and human development	Sustainable growth and jobs
• environmental challenges • biodiversity • agri-food value chains • climate awareness, sustainability and resilience • green and efficient energy • sustainable transport	• digital technology • business digitalisation • digital economy • artificial intelligence • digital skills and pedagogy • distance learning	• access to education to migrants • recognition of degrees and credentials • support for academic, social, physical and psychological development	• health and well being • public policies • protection of human rights • peace and security • respect for diversity • tolerance • gender equality	• entrepreneurship • uptake of STEAM skills • prevent brain drain • links with labour market • address school dropouts

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

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

What are we looking for ?

- 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**
- **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

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

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

Relevance of the project

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

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.

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-assessments
- 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.

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.

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

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 Sustainability 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**

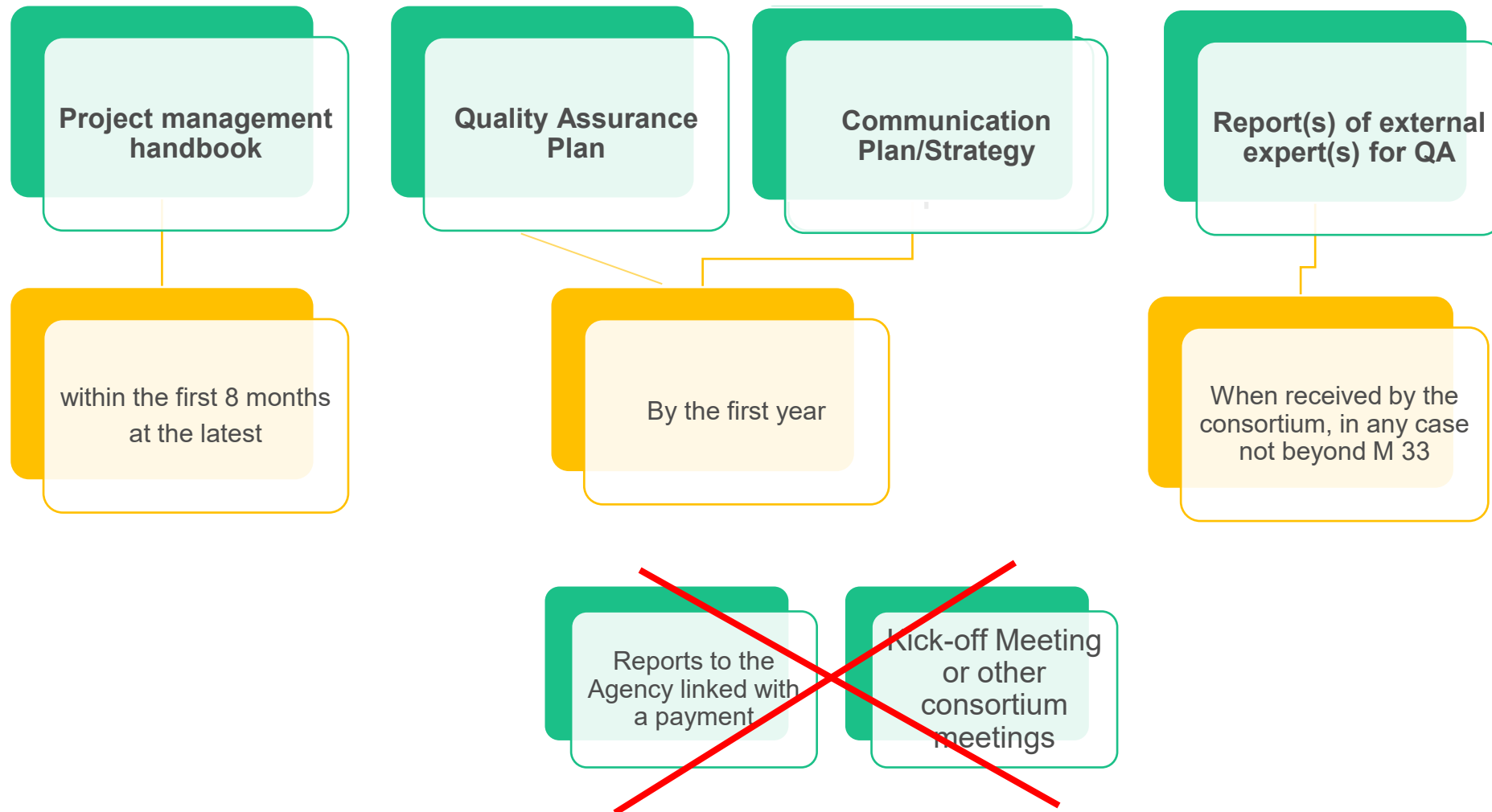
Avoid discrepancies in different sections

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

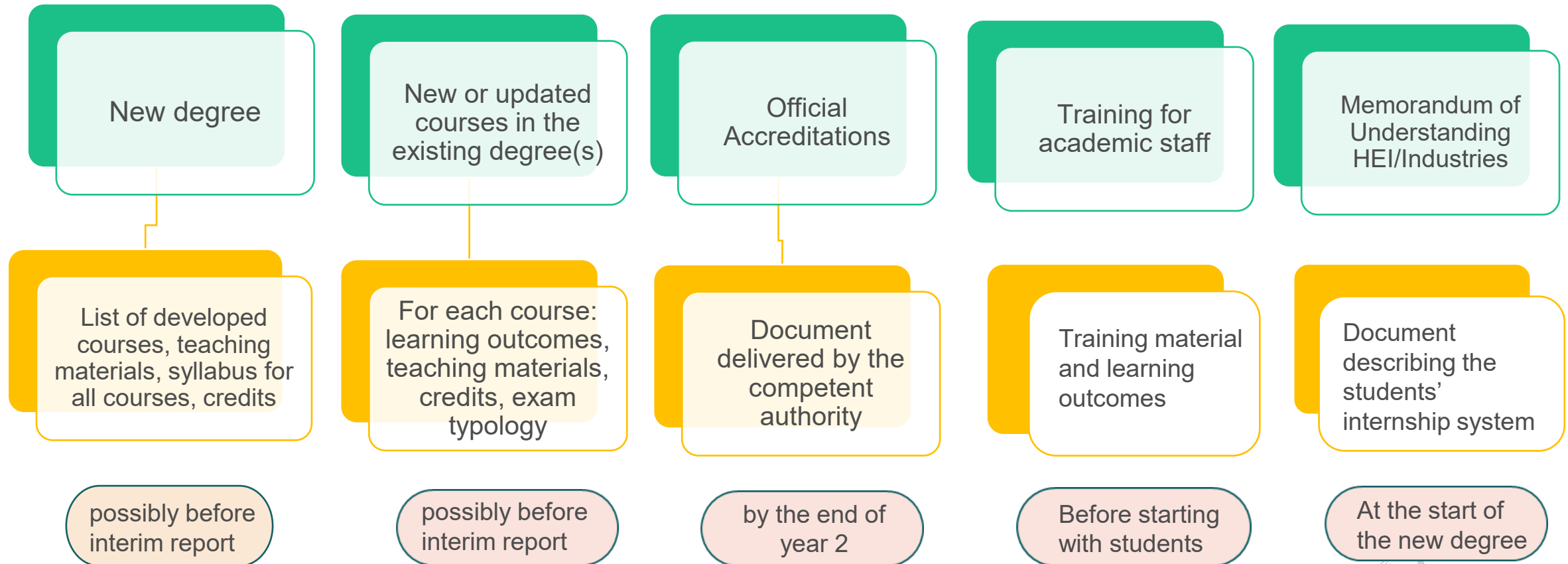
Examples of deliverables

WP Management



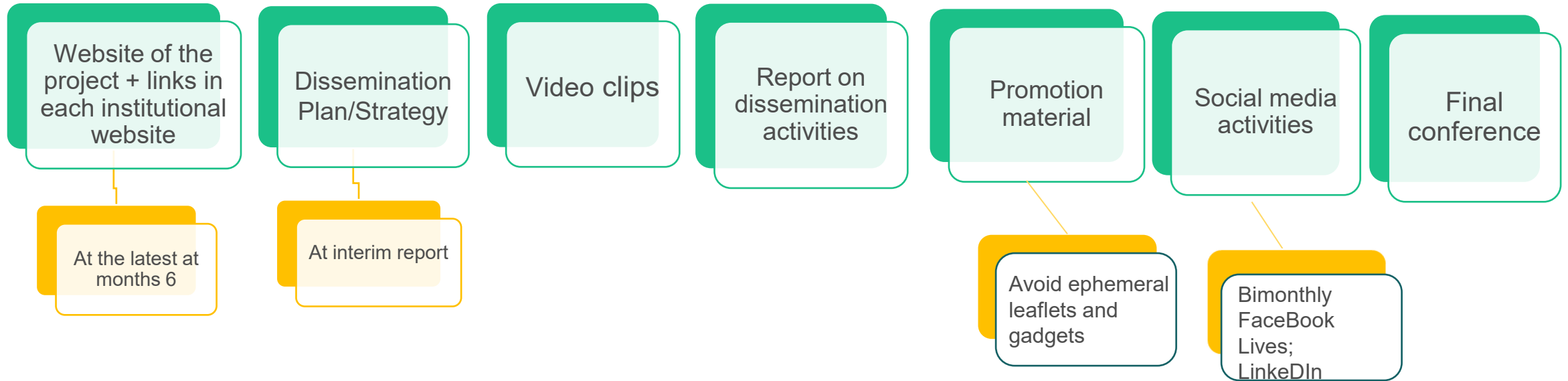
Examples of deliverables

WP Development – ‘Curriculum development’ proposals



Examples of deliverables

WP Dissemination



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.

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.

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

Impact

Maximising 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

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

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>

Thank you!

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