



# Erasmus+ Capacity Building in Higher Education (CBHE) General CBHE Infoday

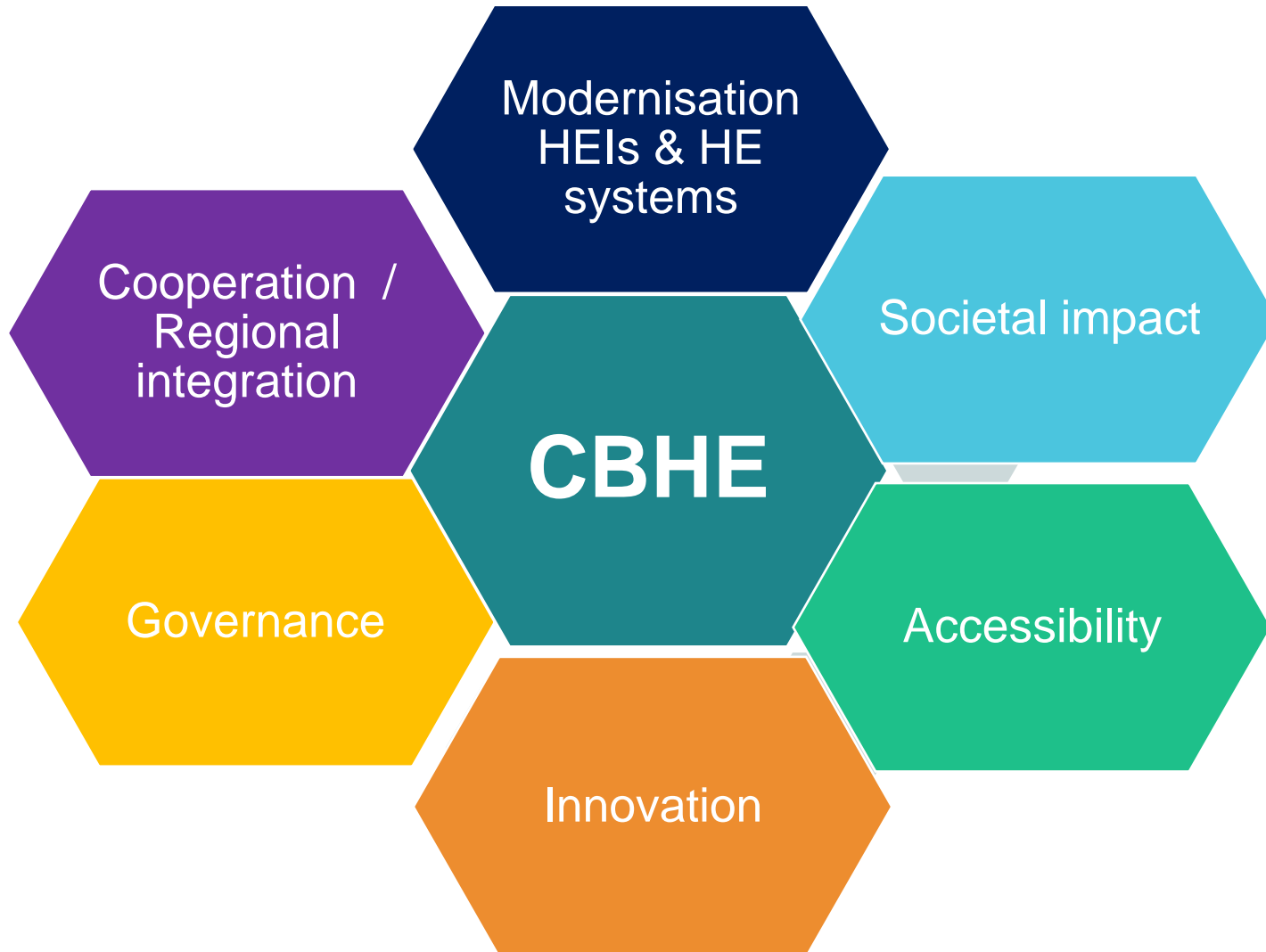
30 November 2023

European Education and Culture  
Executive Agency

# Agenda

10:00- 10:10	<b>Introduction</b> Barbara Gessler - Head of unit EACEA – A4
10:10-10:30	<b>Capacity Building in the field of higher education: what is new?</b> Anastasios Tsirakidis – Head of sector EACEA – A4
10:30-11:45	<b>How to prepare a competitive project proposal? Award criteria, tips and lessons learnt.</b> Carla Giuliatti – Project adviser EACEA – A4 Giordana Bruno - Project adviser EACEA – A4
11:45-12:00	<b>Registration of participants, legal and LEAR validation</b> Pietro Samperi - Legal and Financial adviser REA – D4
11:45-12:30	<b>Questions and answers</b>

# Objectives



# Regions eligible for CBHE

<b>Western Balkans (Region 1)</b>	Albania, Bosnia and Herzegovina, Kosovo*, Montenegro
<b>Neighbourhood East (Region 2)</b>	Armenia, Azerbaijan, Georgia, Moldova, Ukraine*
<b>South-Mediterranean countries (Region 3)</b>	Algeria, Egypt, Israel*, Jordan, Lebanon, Libya, Morocco, Palestine*, Syria**, Tunisia
<b>Asia (Region 5a)</b>	Bangladesh, Bhutan, Cambodia, China, DPR Korea, India, Indonesia, Laos, Malaysia, Maldives, Mongolia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, Vietnam
<b>Central Asia (Region 6)</b>	Afghanistan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
<b>Middle East (Region 7a)</b>	Iran, Iraq, Yemen
<b>Pacific (Region 8a)</b>	Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu, Vanuatu
<b>Sub-Saharan Africa (Region 9)</b>	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
<b>Latin America (Region 10)</b>	Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay and Venezuela
<b>Caribbean (Region 11)</b>	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

# 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>
<ul style="list-style-type: none"><li>- At least <b>2 EU Member States</b> or <b>third countries associated to the Erasmus+ Programme</b>. Among them, each participating country must involve at least <b>1 HEI</b>.</li><li>- For <b>third countries not associated to the Erasmus+ Programme</b> participation, specific eligibility criteria should be checked in the Programme Guide (per Region, Strand and type of project).</li></ul>		



# 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

### Target groups:

- HEIs from least developed countries
- HEIs located in remote regions/areas
- Newcomers or less experienced
- Students and staff with fewer opportunities

## Strand 2

# Partnerships for transformation in higher education



# 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

# 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.**

# News in 2024 call for proposals

**Simplification**

**Eligibility criteria**

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

**Approach for the consultation of the EU Delegations**

# 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.



# Lump sum II: approach – basic principles

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

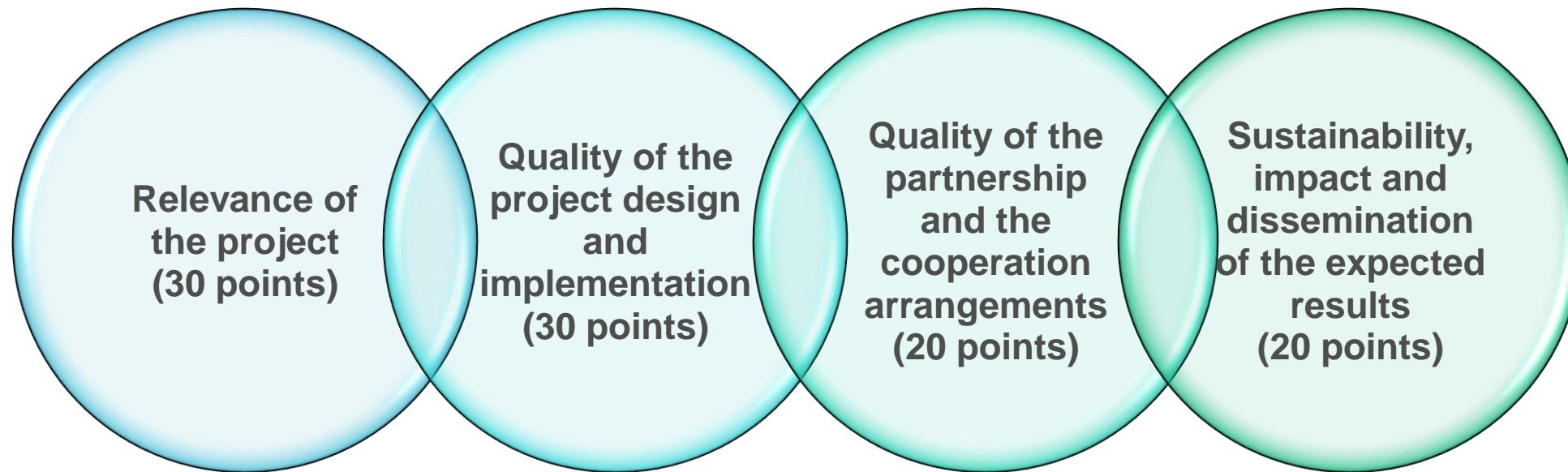
**Evaluators assess cost details during the evaluation** and make recommendations if needed.

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

## 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 5 <sup>a</sup> 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 7 <sup>a</sup> Middle East	720.000	720.000	1				
Region 8 <sup>a</sup> 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				
<b>2024 CBHE indicative budget and n° of projects to be funded (national / regional)</b>	<b>88.275.525</b>	<b>29.395.525</b>	<b>69</b>	<b>43.380.000</b>	<b>51</b>	<b>15.500.000</b>	<b>12</b>
<b>2024 CBHE indicative budget and n° of projects to be funded (cross-regional)</b>	<b>9.541.725</b>	<b>≈ 12 proposals</b>					
<b>Indicative 2024 CBHE budget</b>	<b>97.817.250</b>	<b>≈ 144 proposals</b>					

# 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.

# Erasmus+ CBHE 2024 promotion activities

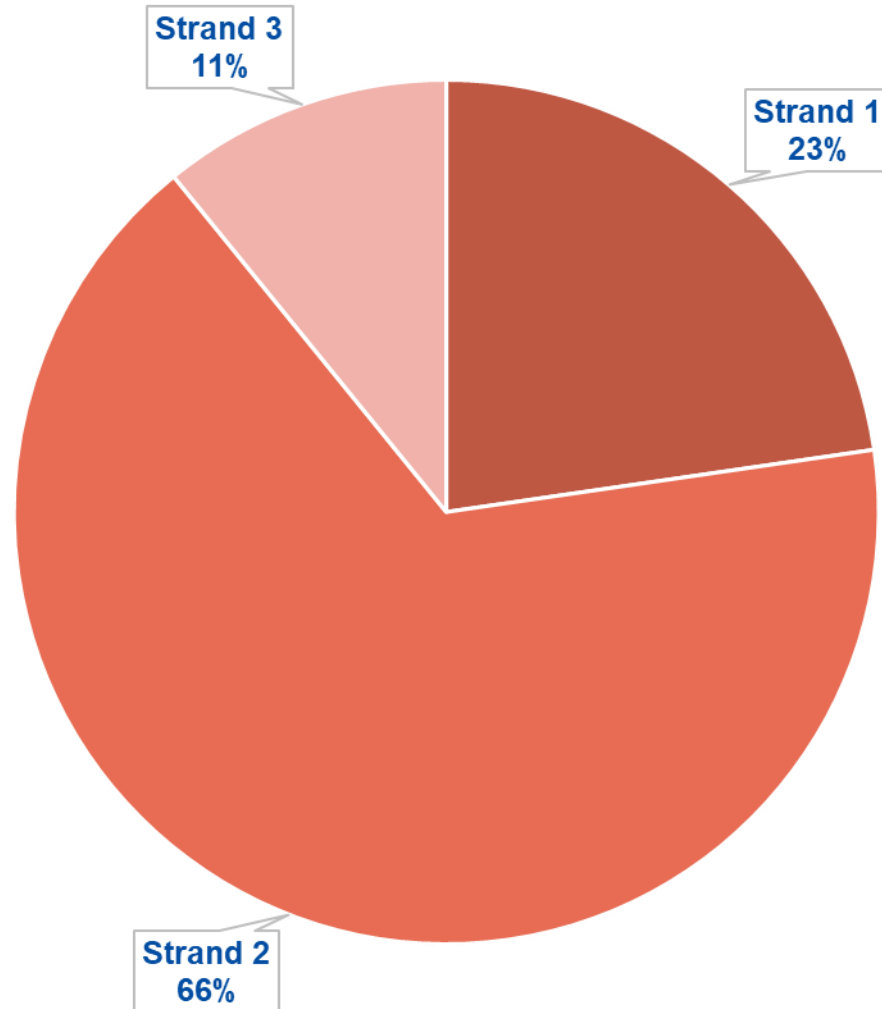
General CBHE Infoday (online) organised by EACEA (30/11/2023)

- [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+ \(europa.eu\)](#)

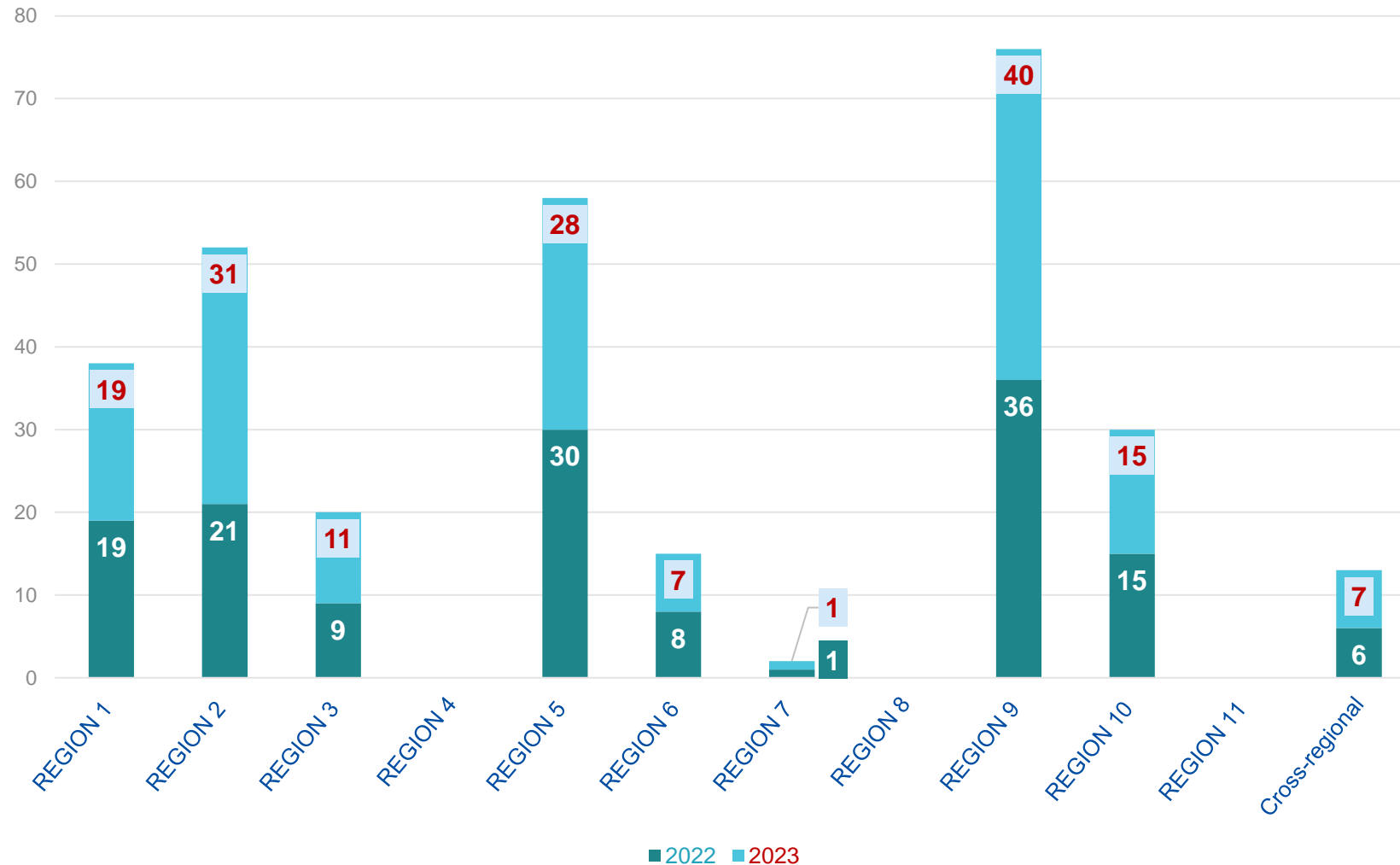
# CBHE 2022 & 2023 - % of selected projects per Strand



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

\*in instances of participation

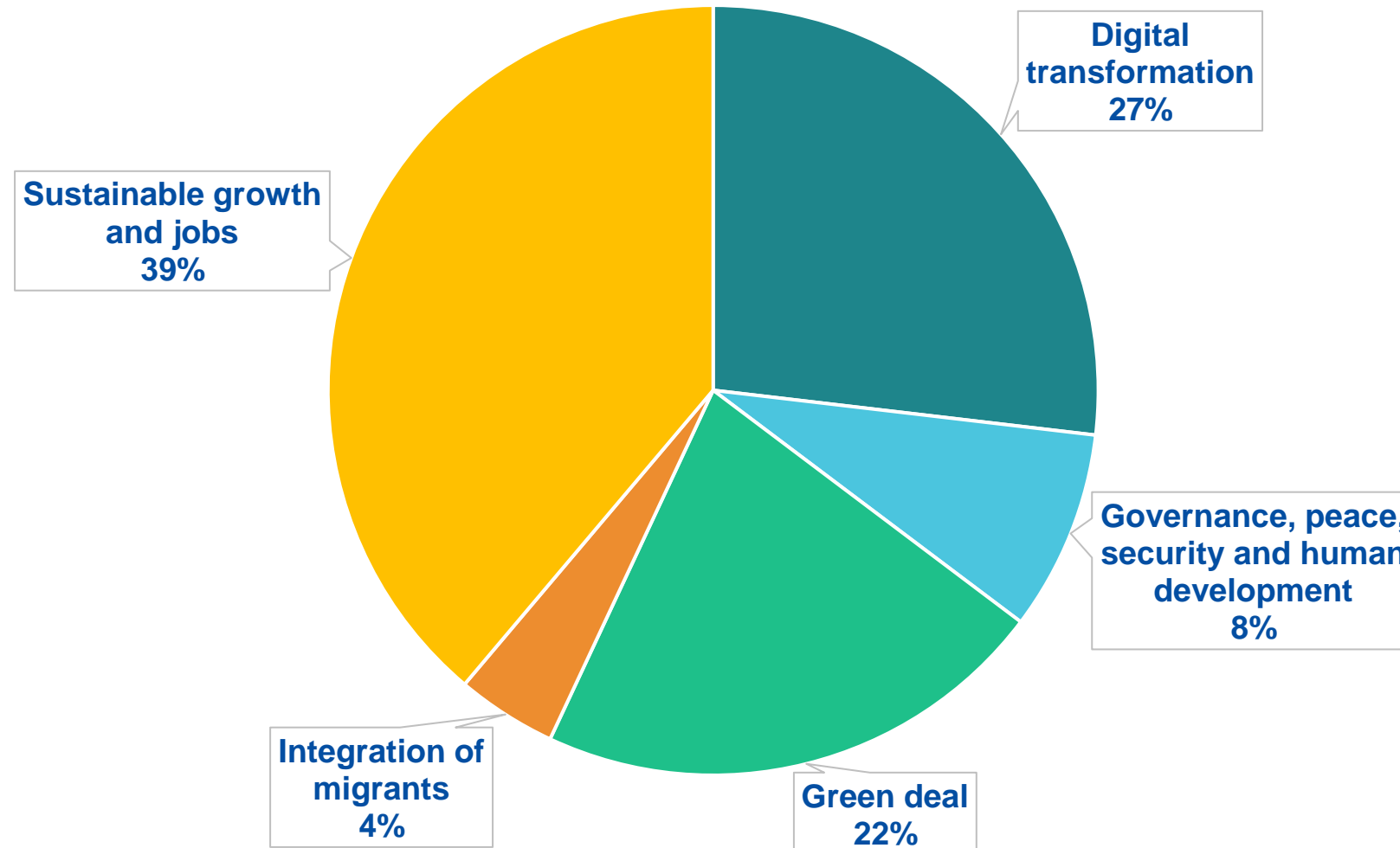
# CBHE 2022 & 2023 - Number of selected projects



- 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)

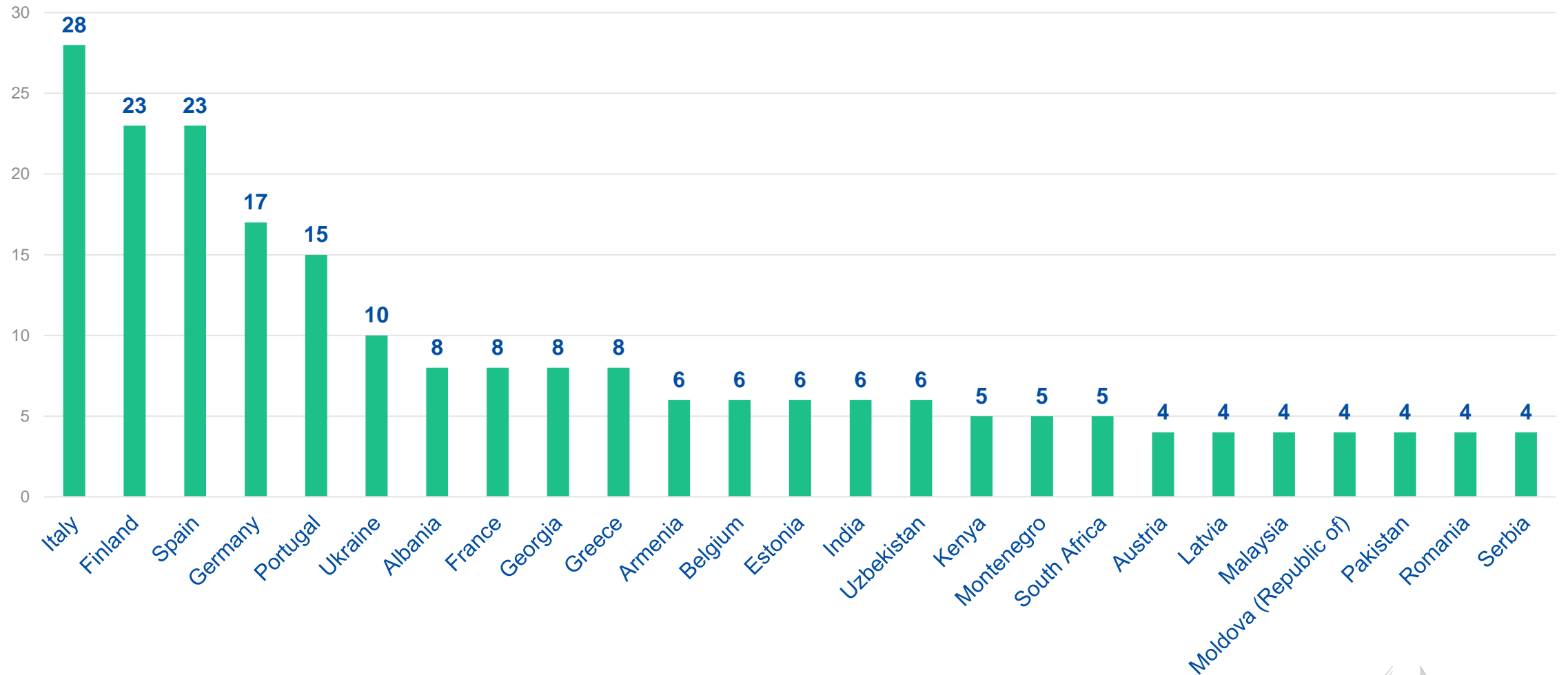
Total projects 2022: 145  
 Total projects 2023: 159

# CBHE 2022 & 2023 - % of overarching priorities

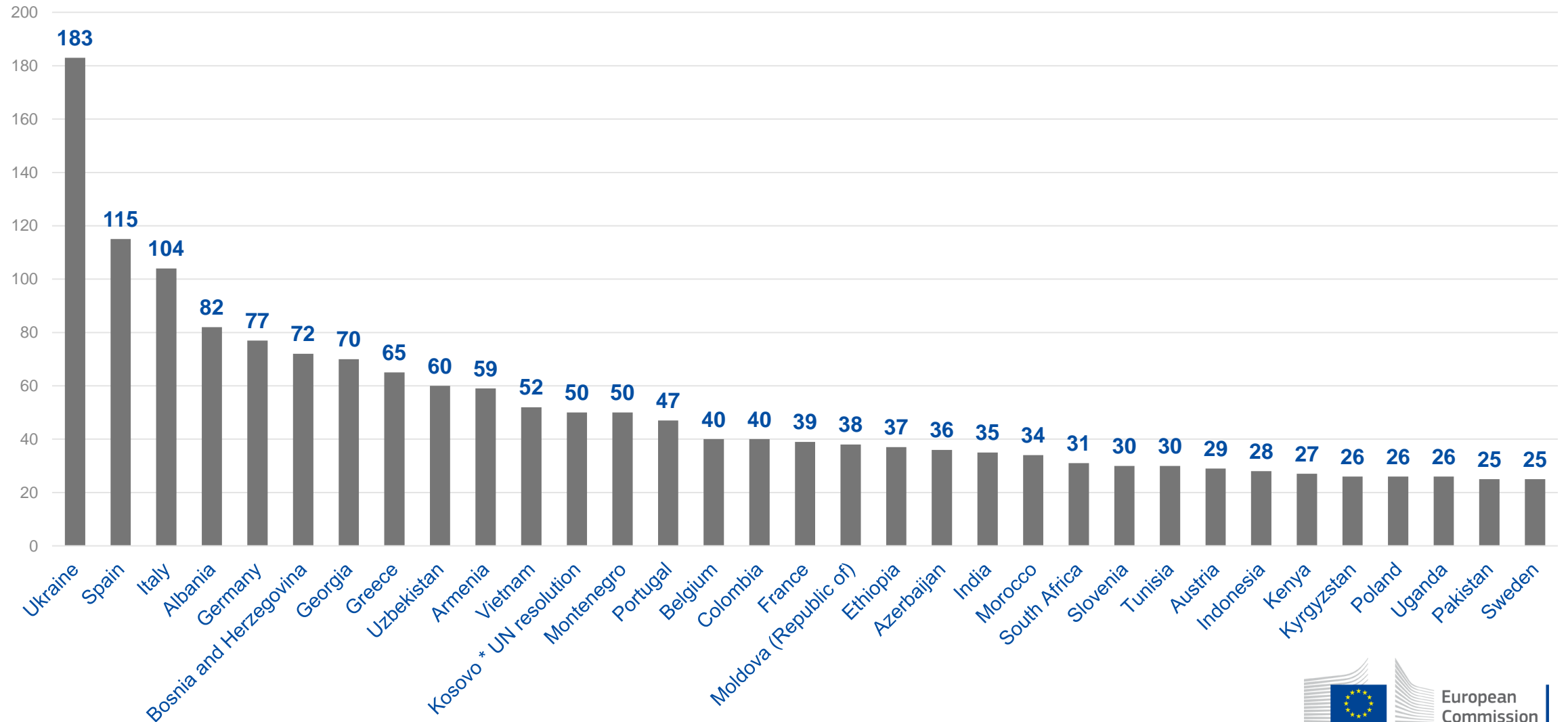




# CBHE 2022 & 2023 - Top Coordinator countries



# CBHE 2022 & 2023 - Top Partner countries



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# 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

# Strand 1. Fostering access to cooperation in Higher Education

**Target groups**

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

*Enhance management or administrative capacities*

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

*Ensure high quality and relevant education*

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

# Strand 2. Partnerships for transformation in HE

## Target groups

HEIs

Local actors with a link to industry and business sectors

Individuals: students, staff, learners in general

Bodies responsible for HE at local and national level

### *Innovation in higher education*

Design of innovative curricula

Innovative learning and teaching methods

Active engagement with the business world and with research

### *Promoting reforms of HEIs*

Introduction of Bologna type reforms at institutional level

Reform of governance and management systems and structures at institutional level

# Strand 3. Structural reform projects

*Promoting reforms and innovation of HE system*

Target groups

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

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

# 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



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# 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**
- 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)

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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

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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

# 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

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# 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

# 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 sound needs analysis, specifying which challenges the project aims to address
- The needs analysis should cover each participating country and each objective should be clear, measurable, realistic and achievable
- Define clear and appropriate indicators for measuring the achievement

# 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 organisations
- Illustrate the transnational dimension and the European added value

# 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.

# Ensure coherence in LFM intervention logic

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

NARRATIVE SUMMARY OF THE INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS AND PREREQUISITES
<p><b>Goal (general objective)</b>  <i>To contribute to unemployment reduction in Ethiopia</i></p>	<p>Comparison between the employment rate of graduates from the new curricula and graduates in general</p>	<p>National and regional statistics on graduates' employment</p>	<ul style="list-style-type: none"> <li>- Geopolitical stability of the country</li> <li>- Availability of the business sector to co-design the new curricula</li> </ul>
<p><b>Purpose (specific Objectives)</b>  <i>Create new curricula addressing professional profiles requested in the Ethiopian labour market</i></p>	<p>% of graduates employed after 6 months and 1 year from Diploma</p>	<p>Statistics from each university</p>	<ul style="list-style-type: none"> <li>- Interest of the Ministry in fostering digital courses and supporting the e-platform</li> <li>- Ministry favouring agreements with business for effective students' placement</li> </ul>
<p><b>Outputs (deliverables)</b>  <i>WP 3: Accreditation of 8 new bachelors (2 x HEI) jointly designed by academia and business</i>  <i>WP 4: Upgraded skills for 20 academic staff x HEI</i>  <i>WP5: Implementation of a students' placement system</i>  <i>WP 6: Creation of a learning platform to deliver some digital modules</i>  <i>WP 7: Recruitment of 50% of the students among vulnerable groups (such as internal displaced people, girls, students with physical handicap)</i>  <i>WP 8: Creation of a system keeping track of students' employment after graduation</i></p>	<ul style="list-style-type: none"> <li>- 200 students enrolled in the first edition of the 8 new degrees</li> <li>- 20 teachers trained in each HEI</li> <li>- 20% of e-learning courses</li> <li>- 20 new textbooks drafted</li> <li>- 75% of the enrolled students having attended an internship before graduation</li> </ul>		

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

## 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

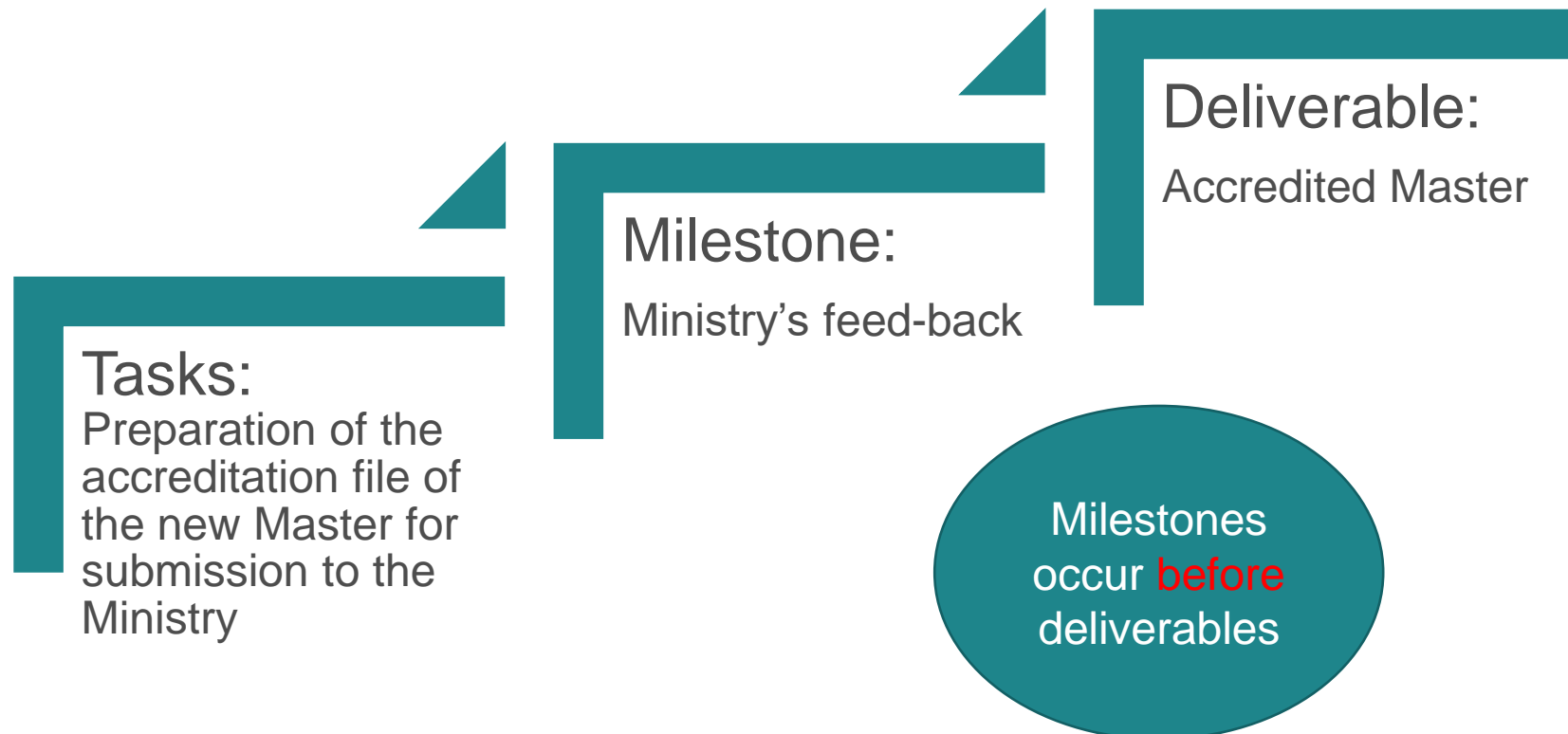
- Demonstrate (that is more than just stating) why your planned budget is **cost-effective** (Months/effort)
- Watch the **% of Staff Costs**: if it takes more than half of the budget, reconsider it !
- Pay attention to a **balanced mix of presential and on-line activities**
- Present a **fair distribution 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

# Tasks, milestones and deliverables

For curriculum development proposals





# 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



# 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

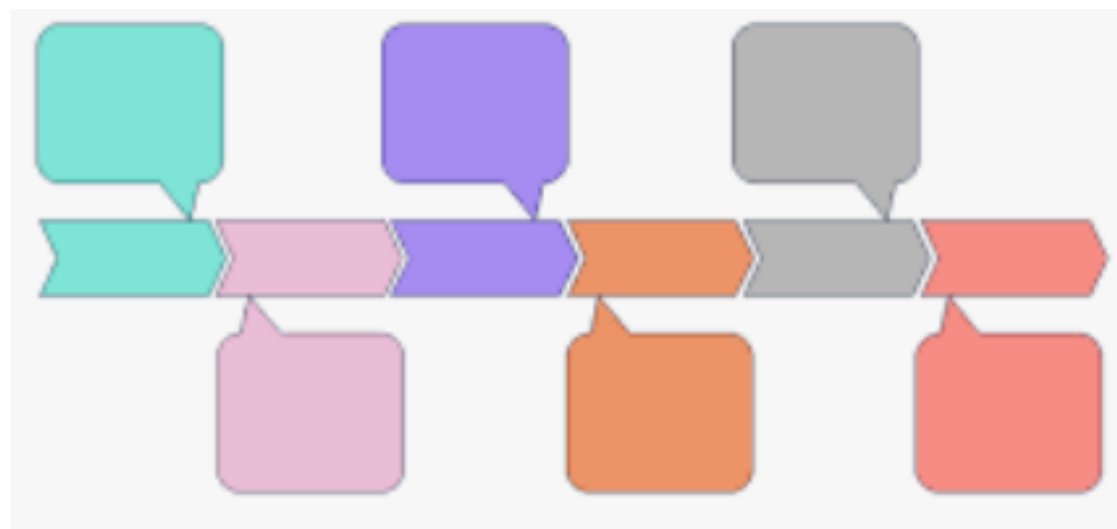
## Between the global timetable and the description of each WP

- 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

# 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**



# 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

# Examples of deliverables

## WP Management





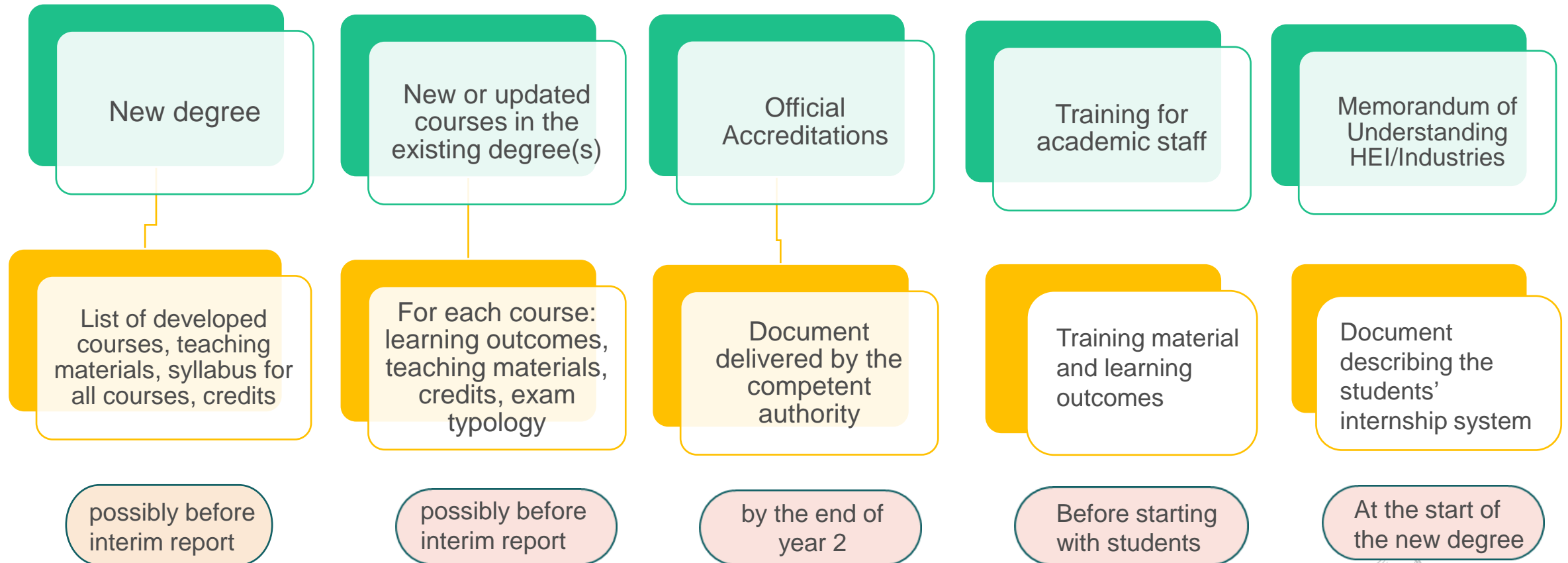
# Examples of deliverables

## WP Preparatory Measures (NOT compulsory)



# Examples of deliverables

## WP Development – ‘Curriculum development’ proposals



# Examples of deliverables

WP Development – ‘Higher Education Reform’ proposals

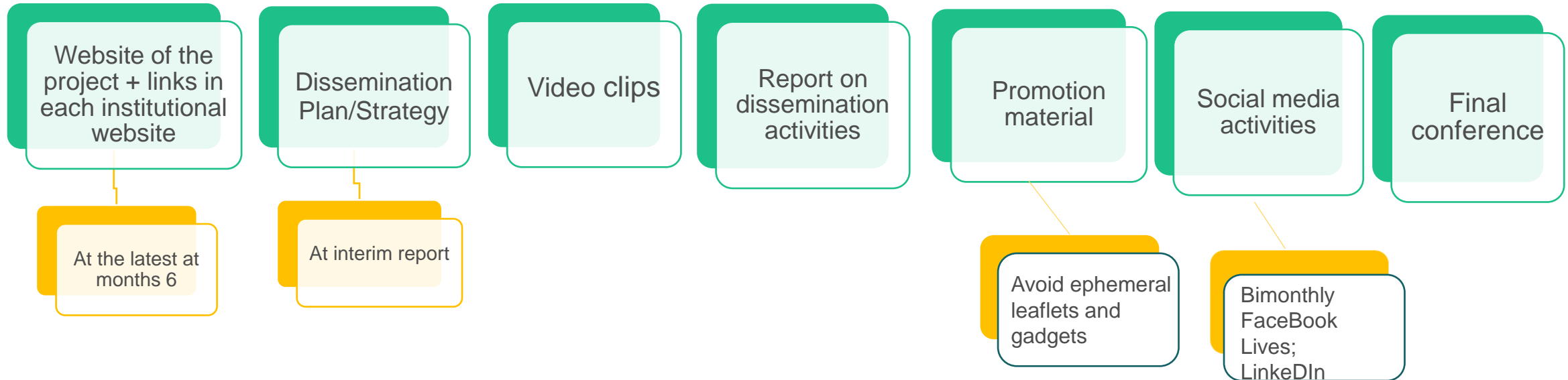
change in  
legislation,  
introduction of  
new policies

services/platforms  
at **national/country**  
level

guidelines,  
national  
strategies, papers

# 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.

## 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.



# 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

# Detailed Budget Table

<i>FILL IN THE VALUES BELOW BEFORE STARTING:</i>	
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

# 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

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

		BE 001			BE 001 BE+AE TOTAL COSTS
		UNITS	COST PER UNIT	BENEFICIARY TOTAL COSTS	
<b>Total WORK PACKAGES:</b>				-	-
<b>WP 001</b>	<b>A. DIRECT PERSONNEL COSTS</b>			-	-
	<b>A1. Employees (or equivalent) person months</b>			-	-
	Senior teacher			-	-
	Junior teacher			-	-
	Technician			-	-
	Administrative staff			-	-
	Manager			-	-
	<b>A.2 Natural persons under direct contract</b>			-	-
	<b>A.3 Seconded persons</b>			-	-
	<b>A.4 SME Owners without salary</b>			-	-
	<b>A.5 Volunteers</b>			-	-
	<b>B. Subcontracting costs</b>			-	-
	<b>C. Purchase costs</b>			-	-
	<b>C.1 Travel and subsistence per travel or day</b>			-	-
	Travel			-	-
	Accommodation			-	-
	Subsistence			-	-
	<b>C.2 Equipment (please refer to the Depreciation Cost sheet)</b>			-	-
	<b>C.3 Other goods, works and services</b>			-	-
	Consumables			-	-
	Services for Meetings, Seminars			-	-
	Services for communication/promotion/dissemination			-	-
	Website			-	-
Artistic Fees			-	-	
Other (please specify details under worksheet "Comments")			-	-	
<b>D. Other cost categories</b>			-	-	
<b>D.1 Financial support to third parties</b>			-	-	
<b>TOTAL DIRECT COSTS INCLUDING SUBCONTRACTING (A+B+C+D)</b>				-	-
<b>E. Indirect costs 7% (rounded to zero decimals)</b>				-	-
<b>TOTAL COSTS (A+B+C+D+E) -</b>				-	-

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

# Finally

- 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



# 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 complex 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

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



Wish You All the Best For Your Future

# Thank you

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