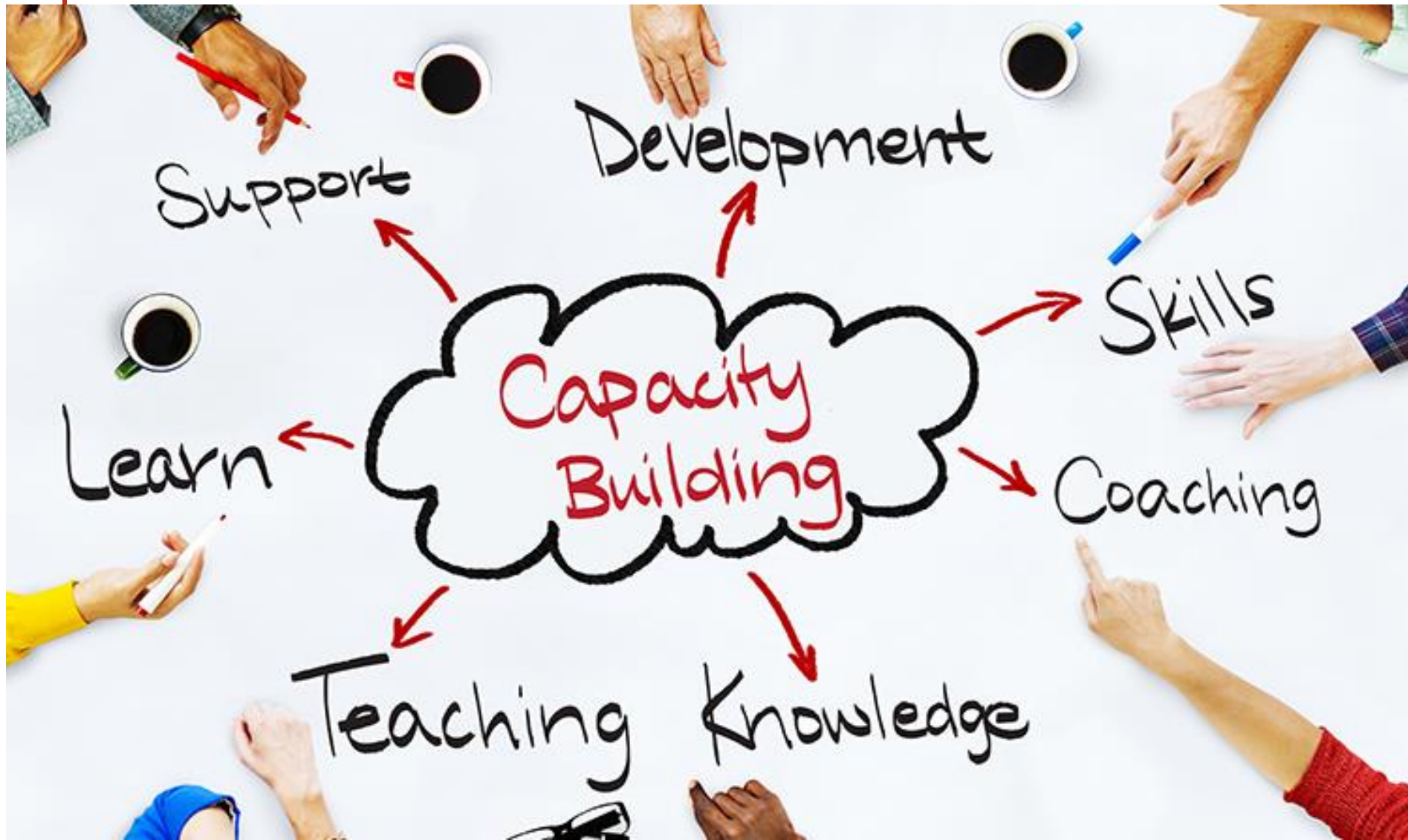# Capacity Building in Higher Education

European Education and Culture Executive Agency

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Context (1)

- ➢ The CBHE action supports the relevance, quality, modernisation and responsiveness of Higher Education Institutions and systems **in third countries not associated to the Erasmus+ Programme** for socio-economic recovery, growth and prosperity.

- ➢ It reacts to recent trends, in particular economic globalisation but also the recent decline in **human development, fragility,** and **rising social, economic** and **environmental inequalities** exacerbated by the COVID-19 crisis.

- ➢ It is aligned with the **'Sustainable Development Goals' (SDGs)** and the **Paris Agreement.**

- ➢ It puts focus on **inclusion, accessibility** and **equity**

European Commission

Context (2)

➤ The action will ensure **equity** and **inclusion**, system strengthening and **capacity building,** as well as **employability** transversally across the action.

➤ **Global interventions** that no longer address only the modernisation of teaching programmes per se, but should also take into account governance, management and the **strengthening of higher education's wider economic and social ecosystems**.

➤ Addressing **regional issues**, building alliances and coalitions, piloting new approaches and initiatives built on **country ownership** will be strongly encouraged.
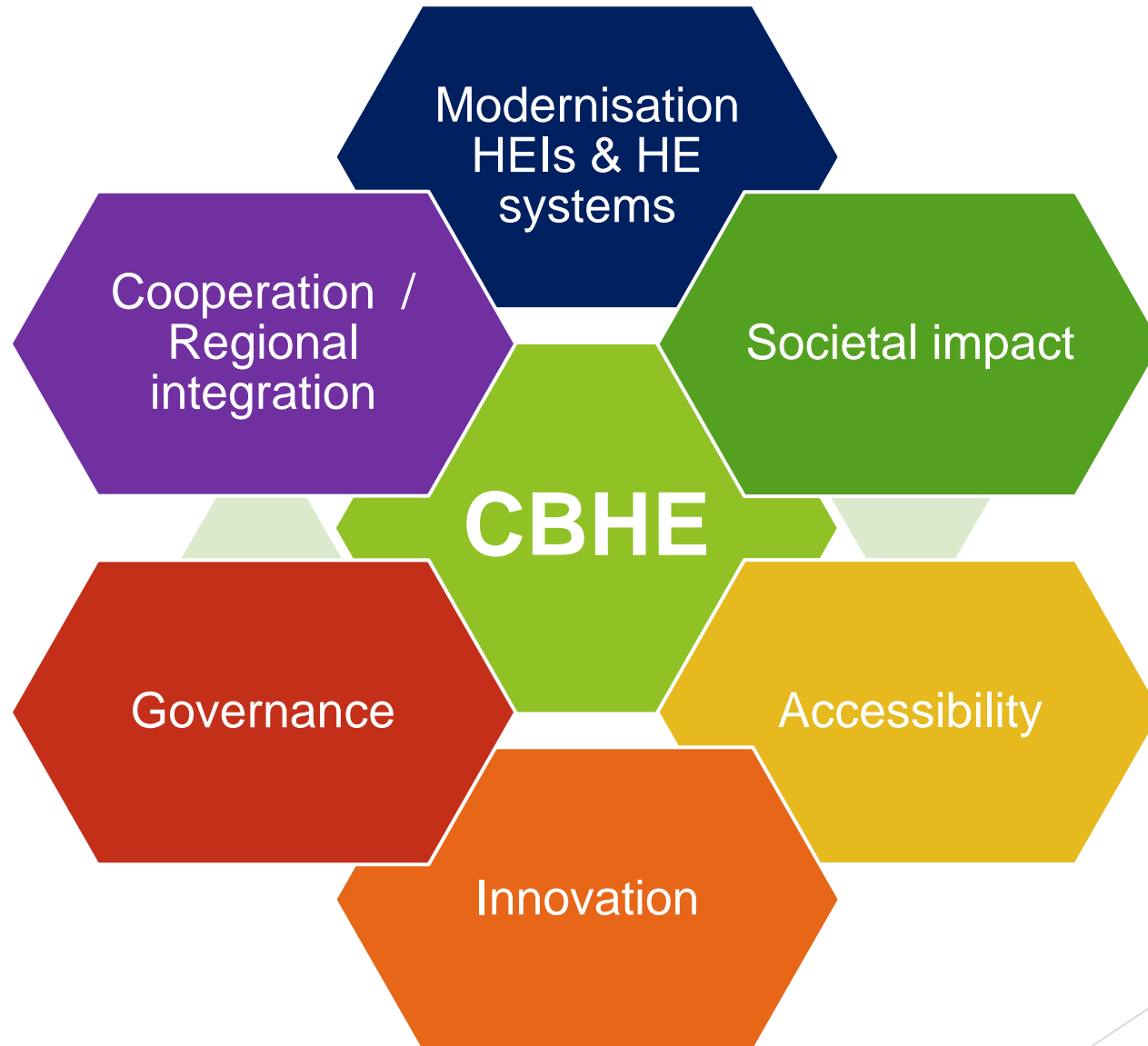
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Purpose

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

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

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

European Commission

Objectives

Modernisation HEIs & HE systems

Cooperation / Regional integration

Societal impact

CBHE

Governance

Accessibility

Innovation

European Commission

New features

Three strands

- a new type of support

New budget system

- Lump sums II

New publication system

- FTOP

European Commission

Three strands

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.

Fostering **social inclusion**.

European Commission

Strand 1 - Fostering access to cooperation in Higher Education

Target groups

- HEIs from least developed countries

- HEIs located in remote regions/areas

- Newcomers or less experienced

- Individuals with fewer opportunities.

Activities

- Enhance management/administrative capacity

- Ensure high quality and relevant education

- Increasing the accessibility of the students/staff with fewer opportunities

Funding and duration

- 24 or 36 months

- 200.000 and 400.000 Euro

European Commission

Enhancing the management/administrative capacity

Reforming and modernising university governance	**reforming and modernising the university governance**, including the enhancement of services in particular for the benefit of students (student guidance, counselling and job orientation etc.);
International Relation Offices	establishing or strengthening **international relations offices** and elaborating internationalisation strategies;
Quality Assurance	establishing new or developing existing **quality assurance units** and processes/strategy within HEIs;
Capacity	creating or increasing the **capacity of planning and evaluation units**;
Mobility	building capacities to **support students and staff mobility activities**.

European Commission

Ensure high quality and relevant education

➢ modules or **study programmes**, technical or professional orientations of programmes

➢ establishing **intensive study programmes** bringing together students and teaching staff from participating HEIs for shorter study periods

➢ developing capacities **for postgraduate student and academic staff** as well as promoting postgraduate students and/or staff mobility

➢ implementing **training courses for HEI staff**

European Commission

Increasing the accessibility of individuals with fewer opportunities

▶ developing **remote and inclusive learning pathways** and opportunities by relying on digital technology and e-learning for vulnerable students

▶ updating the **digital technology to develop specific services** aiming at ensuring equal and fair learning opportunities to students with disabilities

▶ promoting initiatives aiming at **positive discrimination by empowering women and ethnic/religious minorities**

▶ develop initiatives addressing and reducing barriers faced by disadvantaged groups in accessing learning opportunities

▶ contributing to creating **inclusive environments that foster equity and equality,** and that are responsive to the needs of the wider community

European Commission

Strand 2 - Partnerships for transformation

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

European Commission

Strand 2 – Partnerships for transformation

Target groups

- HEIs

- Local actors with a link to industry.

- Individuals – students, staff, learners

- Bodies responsible for HE at local and national level

Activities

- Innovation in higher education

- Promoting reforms in HEIs

Funding and duration

- 24 or 36 months

- 400,000 and 800,000 Euro

European Commission

Innovation in higher education

the **design of innovative curricula** and introducing innovative elements in the existing curricula

the implementation of **innovative learning and teaching methods** (i.e. learner-centred and real problem-based teaching and learning);

the active **engagement with the business world and with research**, the organisation of continuing educational programmes and activities with and within enterprises;

network effectively in research, scientific and technological innovation.

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Promoting reforms in HEIs

Institutional reforms

New governance and management systems and structures, readiness in terms of digital skills, modern university services, quality assurance processes, tools and methods for professionalization and professional development of academic, technical and administrative staff

Development

Development of an entrepreneurial mind-set and improved competencies and skills within the institutions, transversal skills learning, entrepreneurship education and the practical application of entrepreneurial skills

European Commission

Strand 3 - Structural Reform Projects

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

Promote inclusive Higher Education systems

Increase capacities of bodies in charge of Higher Education

Identify synergies with ongoing EU initiatives

Foster national ownership

Efficient and effective policy making

Foster common regional strategies in Higher Education

Introduction of funding mechanisms

European Commission

Strand 3. Structural Reform Projects

Target groups

- National competent authorities in Third Countries not associated to E+
- Higher education sector
- Bodies /associations responsible for HE
- HE inistutions

Funding and duration

- 36 or 48 months

- 800,000 and 1 Million Euros

Activities

- **Policy making**
Policy and expert advice, training on policy issues, establishemnt of representative bodies etc.

- **Implementation of tools**
Quality assurance, credit systems, accreditation procedures, recognition etc.

- **Internationalisation**
Bologna type reforms, surveys and studies etc

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Types of CBHE projects

Three types of CBHE projects

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

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Types of CBHE projects by geographical scope

National projects

Relevance of the proposal: proposals need to be relevant for the country and to the need of all HEIs involved

Balanced involvement and clear benefits for all participating HEIs from third countries not associated to the Erasmus+ Programme

Multi-country projects

Relevance of the proposal: needs to be common to all third countries; Clear justification for involvement of more than one Region in a cross-regional project

Balanced involvement and clear benefits for all participating HEIs from countries associated to the Erasmus+ Programme and HEIs from third country not associated to the Erasmus+ Programme

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New regional priorities

Regions

Region 1 - Western Balkans	Albania, Bosnia and Herzegovina, Kosovo*, Montenegro
Region 2 - Neighbourhood East	Armenia, Azerbaijan, Georgia, Moldova, Ukraine - Territory as recognised by international law
Region 3 - South-Mediterranean countries	Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine*, Syria, Tunisia
Region 4 - Russian Federation	Russia - Territory as recognised by international law
Region 5 - Asia	Bangladesh, Bhutan, Cambodia, China, DPR Korea, India, Indonesia, Laos, Malaysia, Maldives, Mongolia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, Vietnam
Region 6 - Central Asia	Afghanistan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
Region 7 - Middle East	Iran, Iraq, Yemen
Region 8 - Pacific	Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia - Federated States of, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu, Vanuatu
Region 9 - Sub-Saharan Africa	Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Congo, Congo - Democratic Republic of the, Djibouti, Equatorial Guinea, Eritrea, Eswatini, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Ivory Coast, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, South Sudan, Sudan, Tanzania, Togo, Uganda, Zambia, Zimbabwe
Region 10 - Latin America	Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela
Region 11 - Caribbean	Antigua and Barbuda, Bahamas, Barbados, Belize, Cuba, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Saint Kitts And Nevis, Saint Lucia, Saint Vincent And The Grenadines, Suriname, Trinidad and Tobago

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Overarching priorities

Green deal
- enabling a profound change in institutions and peoples' behaviour and skills

Digital transformation
- smart, digital technology in the poorest countries by building foundations for digital skills

Migration and Mobility
- making education systems more equitable, inclusion and diversity

Governance, peace, security and human development
- laying the foundations for strengthening active citizenship and building specific expertise of future policy-makers

Sustainable growth and jobs
- foundational skills, 'soft' skills (e.g. problem solving, communication), and Science, Technology, Engineering, Arts and Maths (STEAM), education and employability

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Priorities: overarching & per Region (for Strand 1 and 2)

Applicants define the priorities they are addressing in Part C of the application form

- ➤ **EU NEIGHBOURING REGIONS – REGIONS 1 TO 4**
  - ▪ **Western Balkans, Neighbourhood East, South-Mediterranean countries, Russian Federation**
- ▶ One of the overarching priorities of the European Union (**one choice only**)
- ▶ One of the sub-priorities related to the overarching priority chosen (**one choice only**)
- • **Exception**: no sub-priorities for Region 4 - Russian Federation

- ➤ **INTERNATIONAL PARTNERSHIP REGIONS – REGIONS 5 TO 11**
  - • **Asia, Central Asia, Middle East, Pacific, Sub-Saharan Africa, Latin America, Caribbean**
- ▶ One of the overarching priorities of the European Union (**one choice only**) as defined for each of those Regions
- ▶ No sub-priorities defined for these Regions

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Regional priorities

Western Balkans
- Green deal; Digital transformation; Migration and mobility; Governance, peace, security and human development; Sustainable growth and jobs

Southern Neighbourhood
- Green deal; Digital transformation; Migration and mobility; Governance, peace, security and human development; Sustainable growth and jobs

Eastern Partnership
- Green deal; Digital transformation; Migration and mobility; Governance, peace, security and human development; Sustainable growth and jobs

Russia
- *Russian organisations will not be allowed to act as applicants for the 2022 CBHE Call*

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Regional priorities

Asia
- Green deal; Digital transformation; Migration and mobility; Governance, peace, security and human development; Sustainable growth and jobs

Central Asia
- Green deal; Sustainable growth and jobs

Middle East
- Green deal; Sustainable growth and jobs

Pacific
- Green deal; Sustainable growth and jobs

Sub-Saharan Africa
- Green deal; Digital transformation; Migration and mobility; Governance, peace, security and human development; Sustainable growth and jobs

Latin America
- Green deal; Digital transformation; Governance, peace, security and human development; Sustainable growth and jobs

Caribbean
- Green deal; Sustainable growth and jobs; Governance, peace, security and human development

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New budget type

Indicative available budget and n° of projects

Regions	Indicative 2022 CBHE budget	Indicative budget for strand 1	Indicative n° of projects to be funded	Indicative budget for strand 2	Indicative n° of projects to be funded	Indicative budget for strand 3	Indicative n° of projects to be funded
Region 1 Western Balkans	12.019.000	5.168.000	12	4.808.000	6	2.043.000	2
Region 2 Neighbourhood East	10.969.000	2.084.000	5	5.814.000	7	3.071.000	3
Region 3 South-Mediterranean countries	8.796.000	1.759.000	4	4.926.000	6	2.111.000	2
Region 4 Russian Federation	4.657.000	2.189.000	5	2.468.000	3	0	0
Region 5 Asia	20.875.000	4.175.000	10	14.613.000	18	2.087.000	2
Region 6 Central Asia	5.950.000	1.050.000	2	4.100.000	5	800.000	1
Region 7 Middle East	1.000.000	1.000.000	2	0	0	0	0
Region 8 Pacific	1.000.000	1.000.000	2	0	0	0	0
Region 9 Sub-Saharan Africa	27.085.000	10.834.000	27	10.834.000	13	5.417.000	5
Region 10 Latin America	10.694.000	1.604.000	4	7.486.000	9	1.604.000	1
Region 11 Caribbean	1.000.000	457.000	1	543.000	1	0	0
2022 CBHE indicative budget and n° of projects to be funded	**104.045.000**	**31.320.000**	**74**	**55.592.000**	**68**	**17.133.000**	**16**

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Duration and funding rules per Strand

▶ **Strand 1**

- Projects can last 24 or 36 months

- Funding between EUR 200.000 and EUR 400.000 per project

▶ **Strand 2**

- Projects can last 24 or 36 months

- Funding between EUR 400.000 and EUR 800.000 per project

▶ **Strand 3**

- Projects can last 36 or 48 months

- Funding between EUR 800.000 and EUR 1.000.000 per project

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Lump sum II: approach – basic principles

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

Evaluators assess cost details during evaluation and make recommendations if needed

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

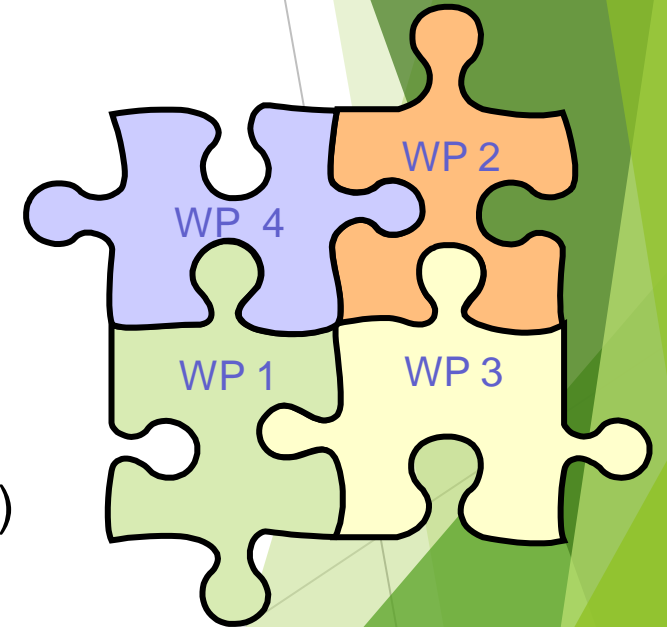European Commission

Lump sum II: work packages (1)

As many as needed but no more than what is manageable

'Work package means a major sub-division of the proposed project.'
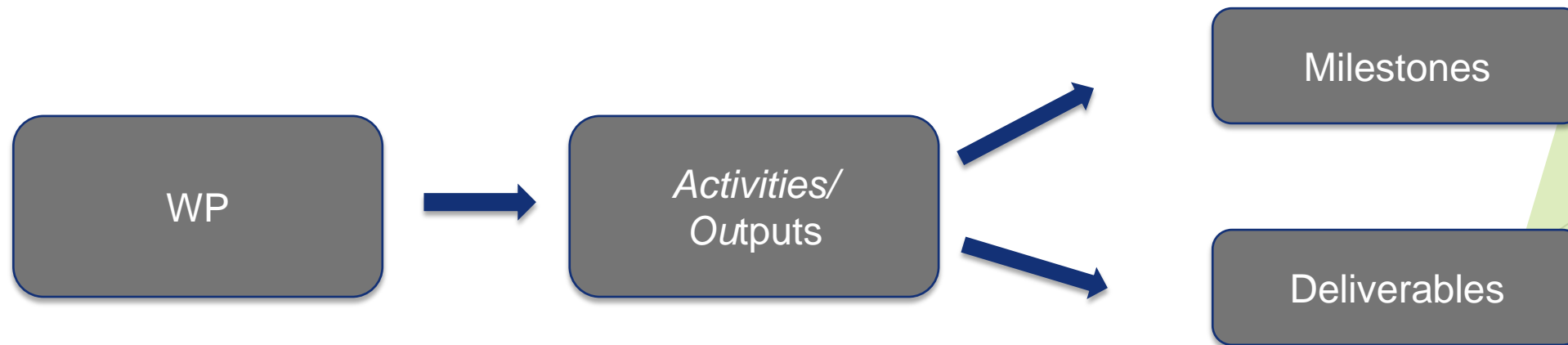
Therefore:

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

Horizontal work packages (e.g. management, dissemination and exploitation, etc.) may be approached differently

Disclaimer: Information not legally binding

Lump sum II: work packages (2)

➢ Applicants will divide their projects in WPs and reflect this division in the budget attached to the applications

➢ Each work package will define the activities/outputs and the corresponding deliverables

```
WP  →  Activities/Outputs  →  Milestones
                            →  Deliverables
```

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Application procedure

Application form

▶ **Administrative Forms (Part A)**

- Structured administrative information generated by the IT system
- Based on the information entered into the Portal Submission System
- Choose relevant Keywords
- Manual encoding of the total budget per Beneficiary as calculated by the Lump Sum calculator (excel table)

▶ **Technical Description (Part B)**

- Narrative technical description of the project (page limit of 120 pages)
- To be uploaded as PDF in the Portal Submission System
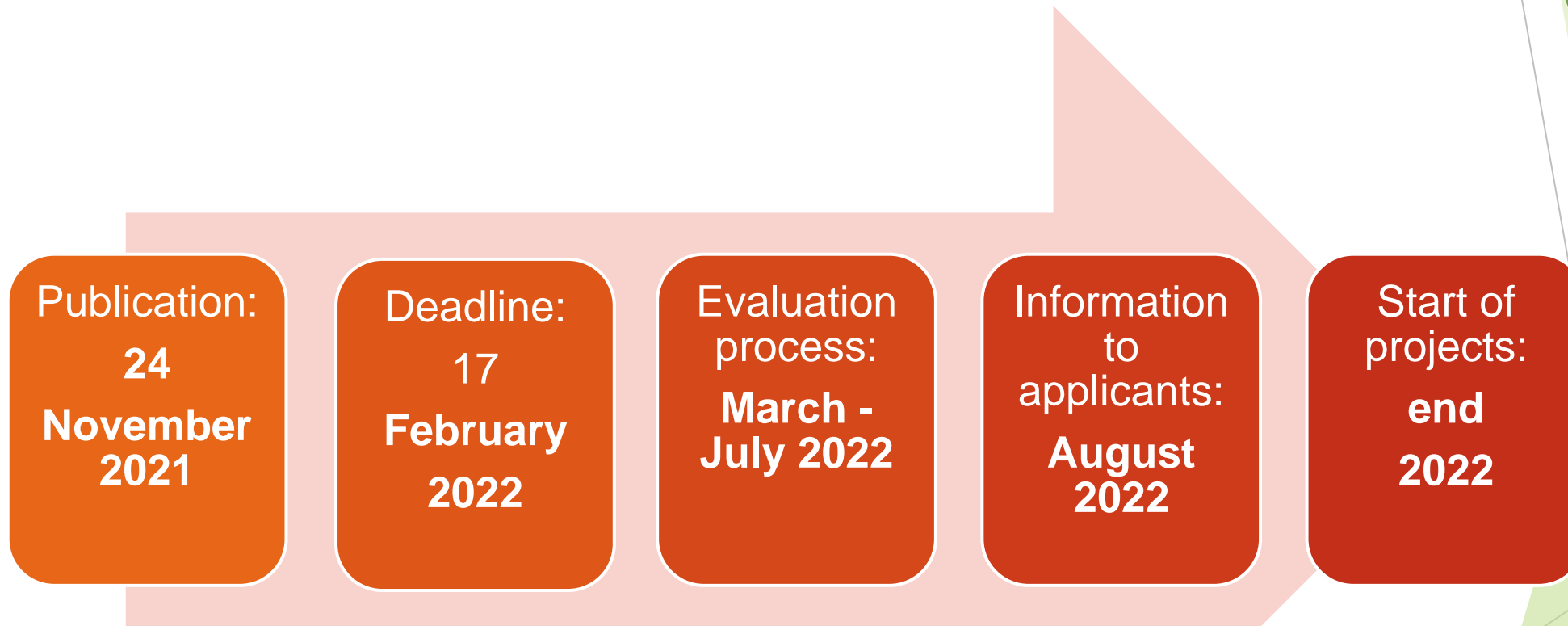- Detailed budget table/calculator (annex 1 to Part B)

▶ **Objectives, Priorities, Regions, Indicators (Part C)**

- Tailor-made tick-boxes

How to apply

➤ The call will be published in F&TOPortal: https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home

➤ Regional priorities will be published in F&TOPortal

➤ Check for **eligibility** and **award criteria** in the Erasmus+ Programme Guide (published 24 November 2021)

Timeline

Publication: **24 November 2021**

Deadline: **17 February 2022**

Evaluation process: **March - July 2022**

Information to applicants: **August 2022**

Start of projects: **end 2022**

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Evaluation procedure

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

▶ To be considered for funding, proposals must score at least 60 points in total and at least half of the maximum points for each award criterion.

▶ In case of ex aequo proposals, priority will be given to projects scoring highest under the criterion "Relevance of the project" and then "Sustainability, impact and dissemination of the expected results".

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Grant award procedure

EACCA takes a grant award decision based on:

Evaluation Committee's recommendation, taking into account:

- *ranking list on quality established by independent experts*

- *consultation process with EU Delegations*

- *the budget available for each Region and strand*

- *the need to achieve a geographical balance within a Region*

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Consultation of EU Delegations

Recognition of HEIs by the national competent authorities

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

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

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

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Thank you

European Commission