



# Capacity Building in Higher Education

Erasmus+ Information Day in Uzbekistan

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*European Education and Culture  
Executive Agency*

*María-Sol Domínguez Parrado*

# Context

- 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**

# Context

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

**Global interventions** which 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, strengthening **country ownership** will be strongly encouraged.

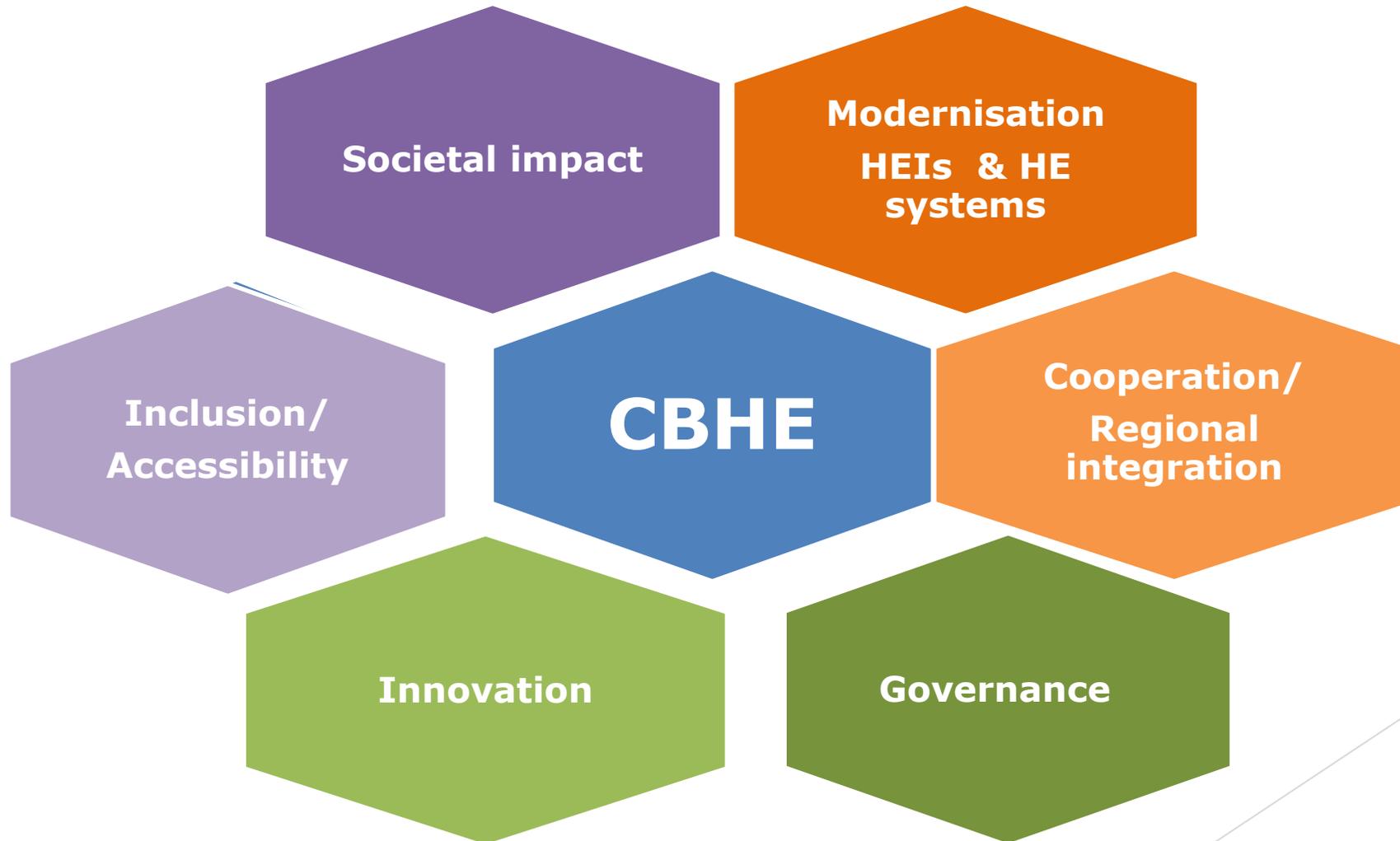
# Purpose

**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

# Objectives



# New features

Three strands

- a new type of support

New budget system

- Lump sums II

New publication system

- FTOP

# Three strands

# Strand 1. Fostering access to cooperation in Higher Education

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Facilitate access to newcomers.

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

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

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Fostering social inclusion.

# Strand 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

# 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**.

## 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**

# 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

# 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.
- Reform governance and management at HEIs.

# 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

# 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.

# 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

# 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

# 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 institutions

## Funding and duration

- 36 or 48 months
- 800,000 and 1 Million Euros

## Activities

- **Policy making**  
Policy and expert advice, training on policy issues, establishment of representative bodies etc.
- **Implementation of tools**  
Quality assurance, credit systems, accreditation procedures, recognition, etc.
- **Internationalisation**  
Bologna type reforms, surveys and studies, etc.

# Types of 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 institutions from two countries associated to Erasmus+ (EU Member States and associated countries)		

# Types of CBHE projects by geographical scope

## National

- 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 third country HEIs not associated to E+

## Multi-country

- 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 third country HEIs not associated to E+

# New regional priorities

# Overarching priorities

## Smart

- digital technology in the poorest countries by building foundations for digital skills

## Green deal

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

## Inclusion and diversity

- making education systems more equitable

## Values

- laying the foundations for strengthening active citizenship and building specific expertise of future policy-makers in areas such as democracy, human rights and multilateralism

## Growth & Jobs

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

# 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

# Regions

Western Balkans (Region 1)	Albania, Bosnia and Herzegovina, Kosovo, Montenegro
Neighbourhood East (Region 2)	Armenia, Azerbaijan, Belarus, Georgia, Moldova, Territory of Ukraine as recognised by international law
South-Mediterranean countries (Region 3)	Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria, Tunisia
Russian Federation (Region 4)	Territory of Russia as recognised by international law
Asia (Region 5)	Bangladesh, Bhutan, Cambodia, China, DPR Korea, India, Indonesia, Laos, Malaysia, Maldives, Mongolia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand and Vietnam High income countries: Brunei, Hong Kong, Japan, Korea, Macao, Singapore and Taiwan
Central Asia (Region 6)	Afghanistan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
Middle East (Region 7)	Iran, Iraq, Yemen High income countries: Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, United Arab Emirates
Pacific (Region 8)	Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu, Vanuatu High income countries: Australia, New Zealand
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 and Trinidad & Tobago



# New budget type

# Budget Overview

- Applicants will need to fill in the Budget Table (Annex 1 to Part B – Detailed Estimation of Costs for Lump Sums)
- Important: Read the Instructions!
- Budget table contains information on:
  - Beneficiaries List
  - Work Package
  - Estimated costs
  - Proposed budget

	A	B	C	D	E	F
1			<b>ANNEX 1 to Part B</b>			
2			<b>Detailed Estimation of Costs for Lump Sums</b>			
3						
4			<b>Instructions</b>			
5						
6	1		This proposal workbook for Lump Sum calculation must be uploaded as an additional document in the step called 'Fill in Proposal' of proposal submission. Please note that if you do not upload the Excel workbook, the proposal cannot be submitted (the system will not allow you to submit).			
7	2		According to the Lump sum scheme, the lump sum for a Work Package (WP) will be paid only when the entire Work Package has been completed. Please take it into consideration while structuring your proposal. Work Packages should be designed in a way that enables to clearly identify whether the action has been completed.			
8	3		We recommend using Excel 2010 or more recent.			
9	4		The only currency used in this worksheet is EURO.			
10	5		The first thing you need to do is to set the appropriate Maximum Grant Amount in row 32 of this sheet and the % of cofinancing in row 33 (both in column E). This data can be found on the Portal under Topic Conditions section 6. Proposal templates, guidance and model grant agreements (MGA)			
11	6		You then have to fill in <b>only</b> the following sheets: 'Beneficiaries List' – 'Work Package list' – 'BEX' (one sheet for each Beneficiary) – 'Depreciation costs' (if any) and the last column of the 'Proposal Budget' sheet with the Requested EU Contribution. The appropriate number of individual Beneficiary sheets ('BEX') will be automatically generated with data from the 'Beneficiaries List' and 'Work Package List'			
12	7		You first need to start filling in the sheet 'Beneficiary list' where you are asked to enter all participants in the project including any Affiliated Entity To add beneficiaries, please doubleclick on the appropriate icon Once you are done please ensure that the changes are applied by double clicking the relative icon			
13	8		Once you have completed the 'Beneficiaries List' – 'Work Package List' sheet, you must click the "Apply changes" button to generate the related sheets in the Excel workbook.			
14	9		At this stage your spreadsheet is ready to be edited Beneficiary by Beneficiary (BEX) for all the workpackages concerned You are requested to enter for each Beneficiary Spreadsheet, all the related costs of each WorkPackage			
14	10		You have to complete a 'BEX' sheet per Beneficiary. This sheet includes separate sections for the various costs categories for each WP of the			

# Budget Overview

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

# 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

# Lump sum II- work packages

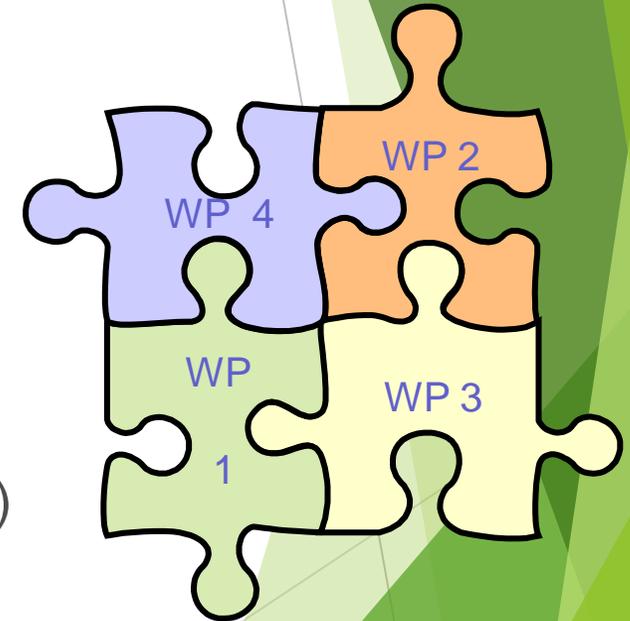
**As many as needed but no more than what is manageable**

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

Therefore:

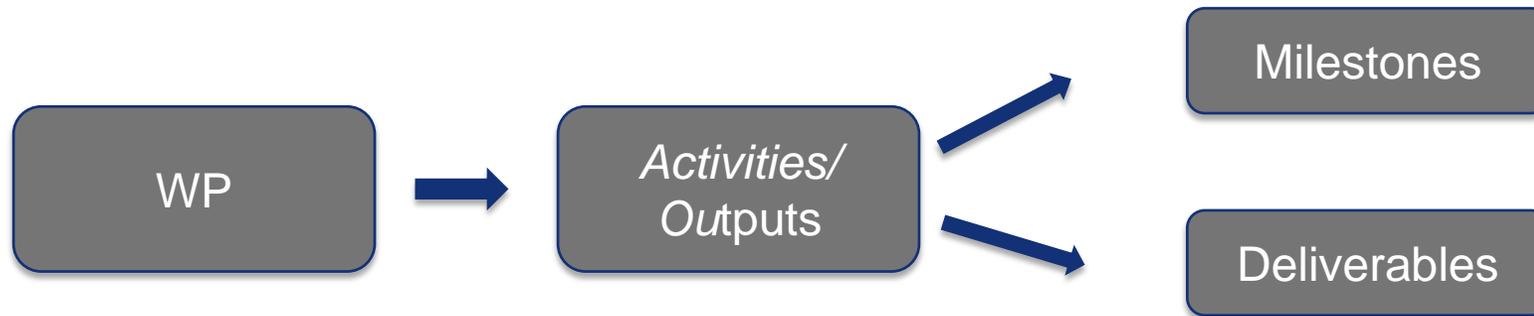
- ✘ A single activity is not a WP
- ✘ A single task is not a WP
- ✘ A % of progress of work is not a WP (e.g. 50 % of the tests)
- ✘ A lapse of time is generally not a WP (e.g. activities of year 1)

Horizontal work packages (e.g.: Management, Dissemination and Exploitation, etc.) may be approached differently



# Lump sum II - work packages

- 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.



# Application & Evaluation Procedure

# How to apply

## ■ Where?

- ✓ Applications must be submitted through the [European Commission's Funding & Tender Opportunities Portal](#) (F&TP) using the Portal Submission System.

## ■ Who?

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

## ■ When?

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



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

# Award criteria

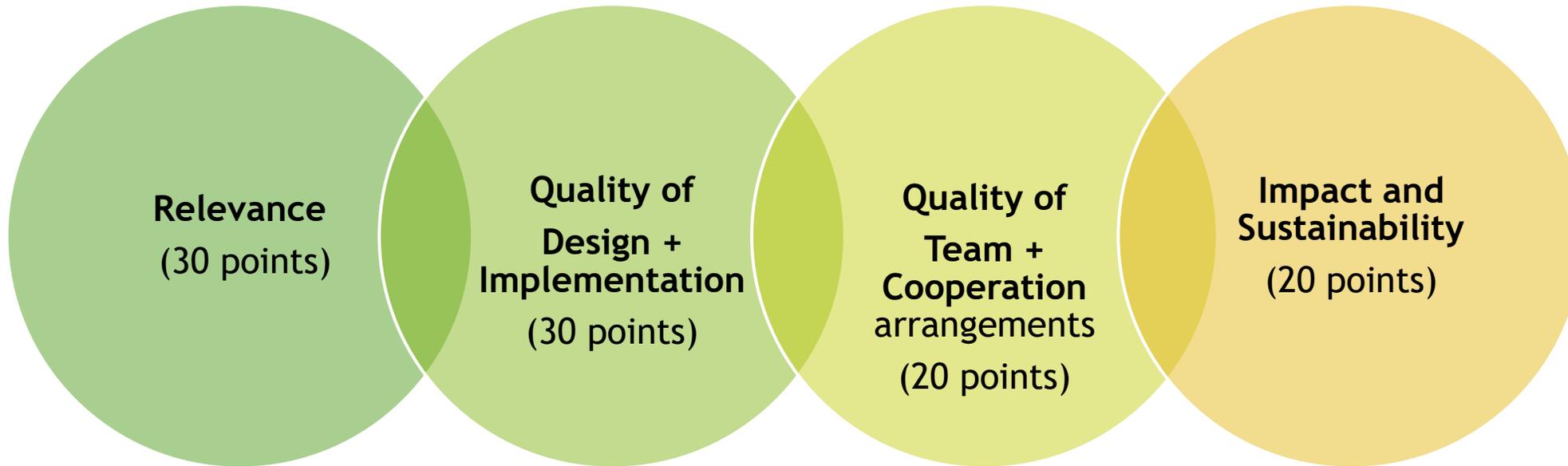
Relevance of the project

Quality of the project design and implementation

Quality of the partnership and the cooperation arrangements

Sustainability, impact and dissemination of the expected results

# Award criteria



- ▶ 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".

# What is assessed? Award procedure

EACEA 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

# Consultation of EU Delegations

Recognition of HEIs by the national competent authorities



The project addresses the needs of the target country/ies



Overlapping with existing initiatives



# Timeline

Publication:  
24  
November  
2021

Deadline: 17  
February -  
March 2022

Evaluation  
process:  
March - July  
2022

Information  
to  
applicants:  
**August** 2022

Start of  
projects:  
end 2022

# Thank you



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