



# Capacity Building in Higher Education

 National Office **PS**

 Erasmus+



# Session Objectives

- Enhance the capacity of a newcomer university in writing competitive proposals
- Present regional priorities
- Present Erasmus+ project types (CBHE, VET, ICM)
- Address audience questions and suggestions

# Priorities and Core Themes



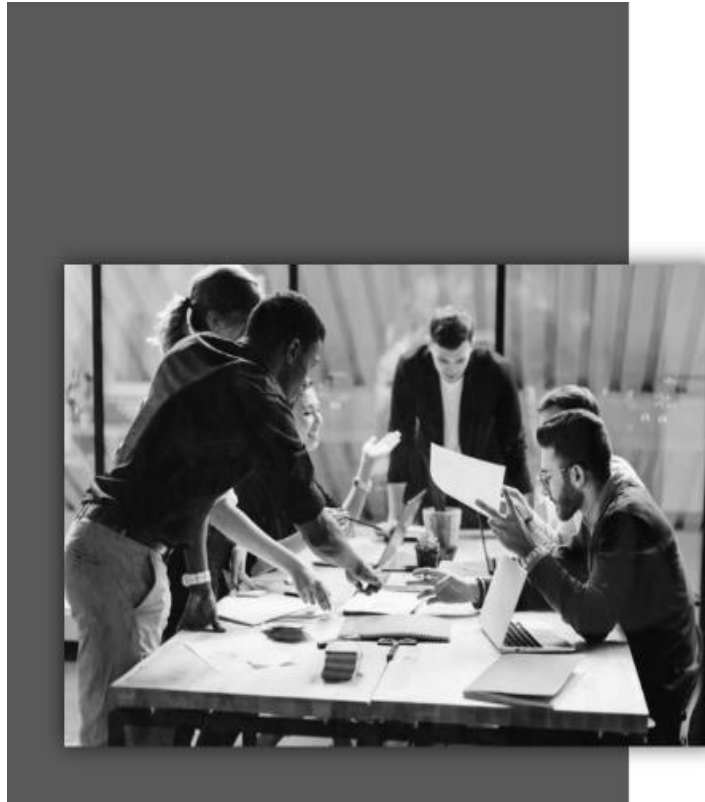
# Priority Areas for the EU Commission's Work on International Partnerships in the Field of Education:

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Aim to cover more than one  
priority

- **Green deal**: contribute to a successful green and sustainable global economic recovery (including climate change, environment and energy);
- **Digital transformation**: performing digital education ecosystems, improving digital skills and competences;
- **Migration and mobility**: recognition of qualifications, legal pathways, integration of migrants and displaced persons;
- **Governance, peace, security and human development**: human rights, democracy, fundamental values, citizenship, youth, gender, access and inclusion;
- **Sustainable growth and jobs**: skills, entrepreneurship, employability, links to the labour market and jobs creation.

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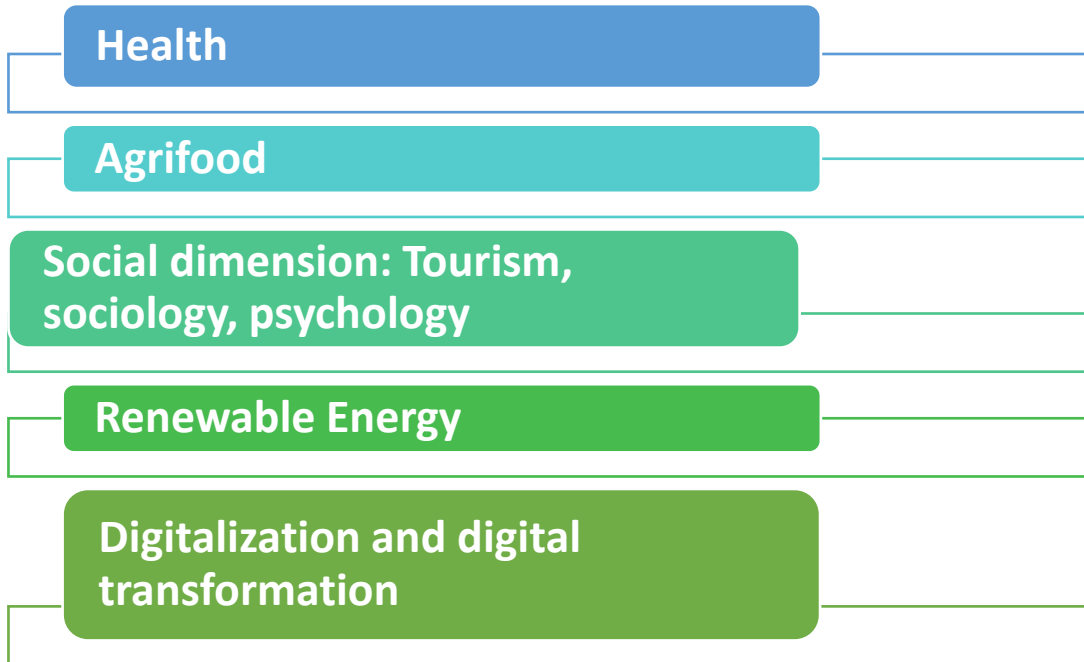
## Core Values

- Skills
- TEVT
- Equity
- Innovation
- Inclusive Education
- Green

## Palestine priorities:

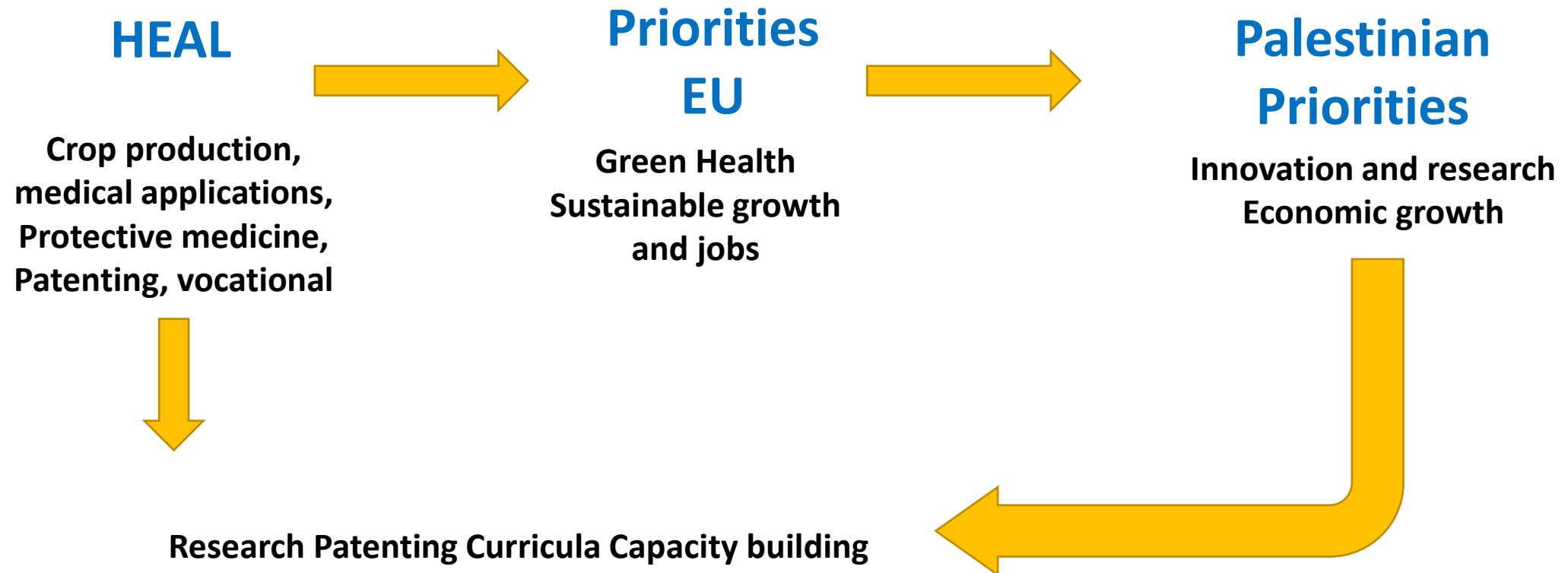
- Youth Employment including links with the market
- Internationalization of the higher education in Palestine
- Digital Transformation
- Vocational higher education programs (dual studies & short trainings)

# Priority Sectors



Your key objectives should be aligned to national priorities

# Example





# Capacity Building in Higher Education

# What is Capacity Building in HE (CBHE)?

CBHE supports the modernisation and development of HEIs and educational systems in the **Third Countries not associated to the Erasmus+ programme.**

# Capacity Building in HE (CBHE)- General Objectives

- International cooperation projects based on multilateral partnerships between organizations active in the field of Higher Education
- Supports the **relevance, quality, modernisation of HEIs and systems** in third countries not associated to the Erasmus + programme
- Focus on **Inclusion, accessibility and equity**
- Strengthening of higher education's wider economic and social ecosystems
- **Projects addressing regional issues**, building alliances and coalitions, piloting new approaches and initiatives will be strongly encouraged

# Objectives – Specific

- Improve the **quality of higher education in third countries** not associated to the programme and enhance its **relevance for the labor market** and society;
- Improve competences, **skills and employability** of students by developing new and innovative education programmes;
- Promote **inclusive education**, equality, equity, non-discrimination;
- Enhance quality assurance, management, governance, innovation, **digital and entrepreneurial capacities, and internationalization of Higher Education Institutions (HEIs)**;
- Increase the **capacities of HEIs, bodies in charge of HE and competent authorities** to modernize their higher education systems;
- Improve training of teachers and continuous professional development;
- Stimulate cooperation of institutions and exchange of good practices;
- Foster cooperation across different regions of the world

# Types of Projects

## National:

- Only ONE 3<sup>rd</sup> Country (2 HEIs +
- 2 EU (1 HEI each)

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## Multicountry:

- 2 3<sup>rd</sup> countries (2 HEI each)  
 2 EU & associated countries (1HEI each)

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## Strand3

- 2 EU (1 HEI each)
- At least 1 3<sup>rd</sup> country (2 HEIs)+ National Authority

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
<p><b>National:</b> at least 1 non-associated third country (min. 2 HEIs) + 2 EU and associated third countries (1 HEI each)</p> <p><b>Multi-country:</b> at least 2 non-associated third countries (2 HEIs each) + 2 EU and associated third countries (1 HEI each)</p>		

Whose Budget? Cross-regional has a new allocation 10% of total budget

<b>National</b>	<ul style="list-style-type: none"> <li>➤ Relevance of the proposal: proposals need to be relevant for the country and to the need of all HEIs involved</li> <li>➤ Balanced involvement and clear benefits for all participating third country HEIs not associated to Erasmus+</li> <li>➤ <b>For Region 1 – Western Balkans: Strand 3</b></li> </ul>
<b>Multi-National</b>	<ul style="list-style-type: none"> <li>➤ 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.</li> <li>➤ Balanced involvement and clear benefits for all participating third country HEIs not associated to Erasmus+</li> <li>➤ <b>Projects involving partners from Region 1 (under Strands 1 &amp; 2) must involve at least two third countries not associated to the Erasmus + programme from that Region.</b></li> </ul>

# Three Strands

Strand 1 - Fostering access to cooperation in higher education

24 or 36 months

200.000- 400.000 Euro

- **Newcomers**, less experienced HEIs
- Start cooperation/ internationalization
- **Small size activities**

Strand 2 - Partnerships for transformation

24 or 36 months

400.000-800.000 Euro

- **Experienced** – HEIs, industrial and public actors
- Innovation –Business involvement
- Curriculum development, Improving governance and management

Strand 3 - Structural reform projects

36 or 48 months

800.000-1.000.000 Euro

- **Responsible authorities HE**
- Foster national ownership
- Efficient and effective policy making

Who is the Newcomer?: **Organizations that never participated in cbhe**  
**Also faculties that never participated in the program**

# Three Strands

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# 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.  
Fostering social inclusion.

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# Strand 1. Fostering access to cooperation in Higher Education

Target groups	Activities: 3 Types
<ul style="list-style-type: none"><li>• HEIs from least developed countries</li><li>• HEIs located in remote regions/areas</li><li>• Newcomers or less experienced</li><li>• Individuals with fewer opportunities.</li></ul>	<ol style="list-style-type: none"><li>1. Enhance management or administrative capacities</li><li>2. Ensure high quality and relevant education</li><li>3. Increasing the accessibility of the students/staff with fewer opportunities</li></ol>
	Funding and duration
	<ul style="list-style-type: none"><li>• 24 or 36 months</li><li>• 200.000 and 400.000 Euro</li></ul>

# 1. Enhancing the management/administrative capacity

Reforming and modernizing 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.

## 2. Ensure high quality and relevant education

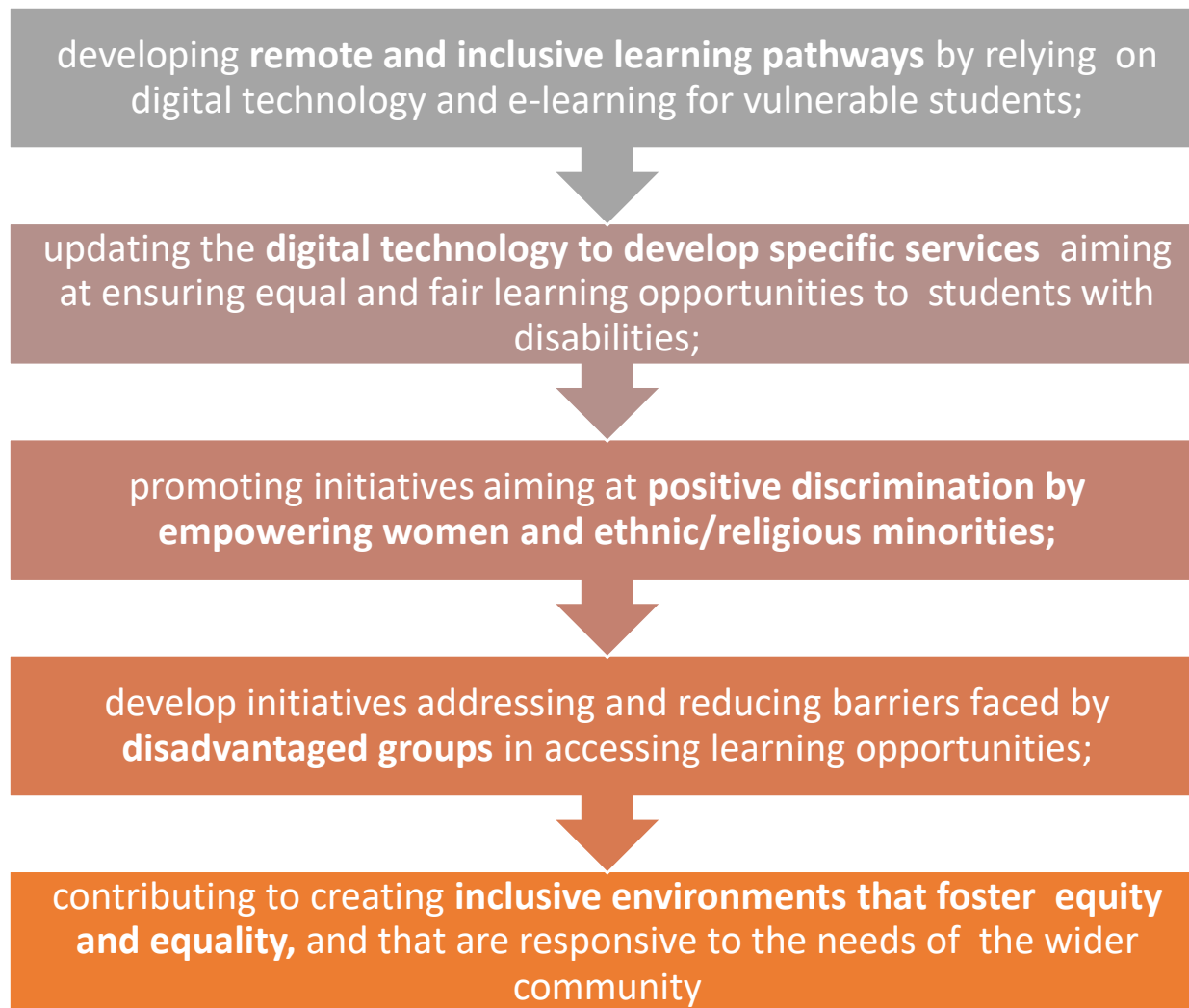
**modules or study programmes**, technical or professional orientations of programmes

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.**

# 3. Increasing the accessibility of individuals with fewer opportunities



# Eligible applicant

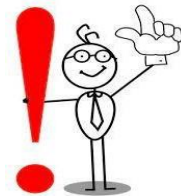
## Who can apply?

- ▶ Higher Education Institutions (HEIs) or
- ▶ Associations or organisations of HEIs

## What else?

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 participating organisations involved in the proposal**

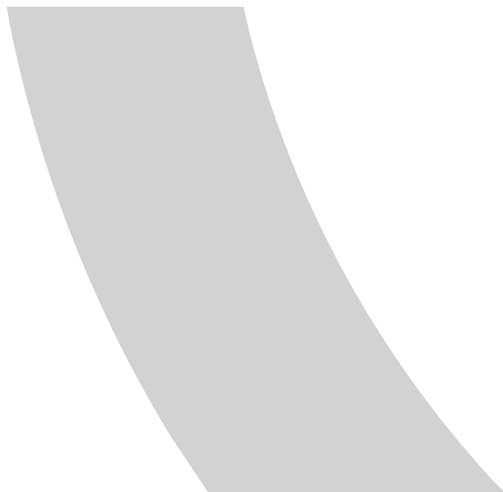
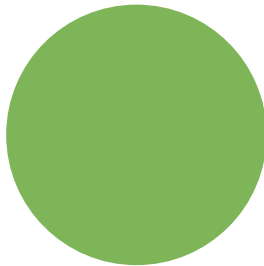


**Exception:** organisations from Syria (Region 3) and the Russian Federation (Region 4) cannot act as applicants.

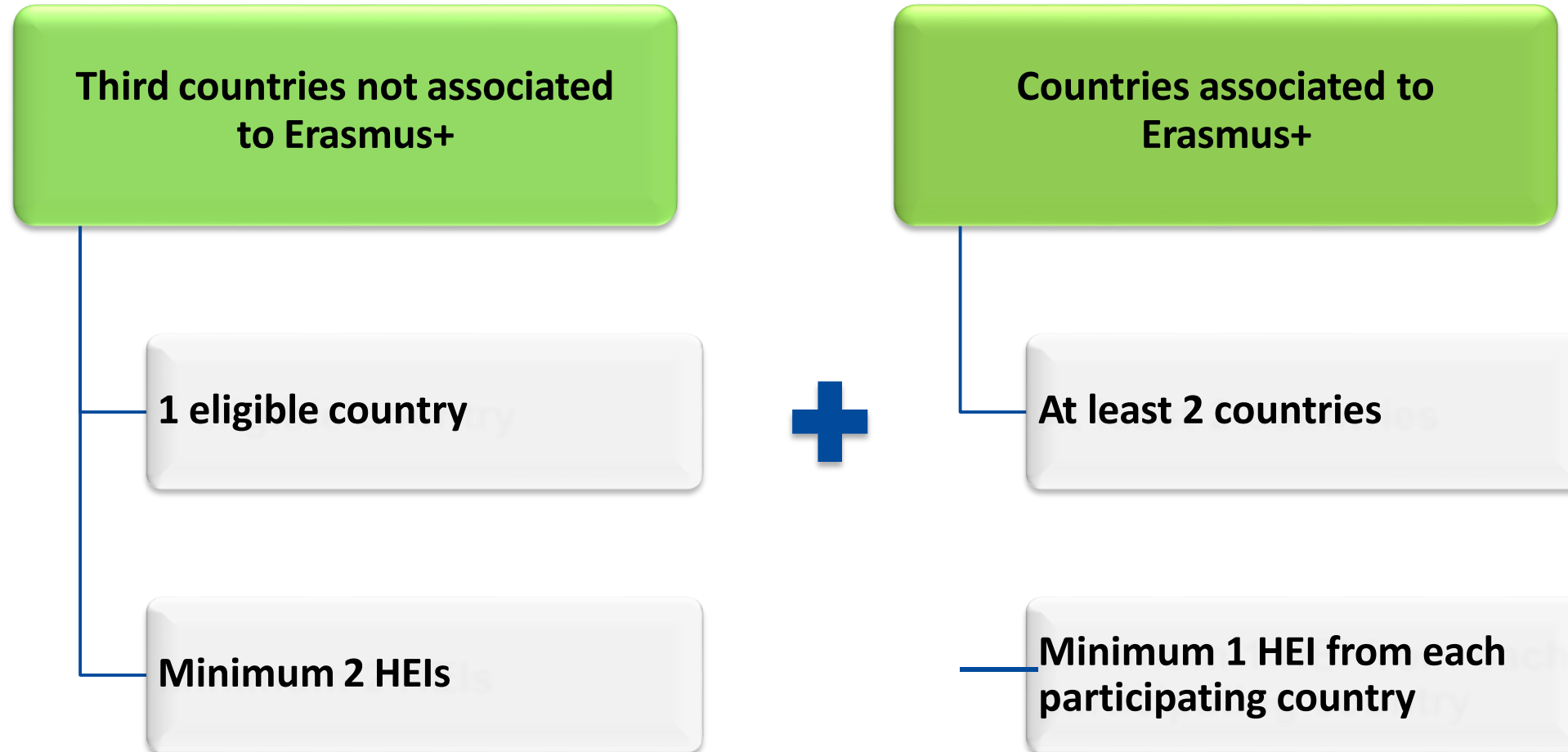
## Eligible partners

### What types of organisations are eligible?

- ▶ any public or private organisation recognised as HEI by the competent authorities of their country(ies)
- ▶ any public or private organisation **active in the labour market or in the fields of education, training and youth**
- ▶ **Associations or organisations of HEIs** dedicated to the promotion, improvement and reform of higher education as well as to co-operation within Europe and between Europe and other parts of the world
- ▶ **International governmental organisations** on a self-financing basis.

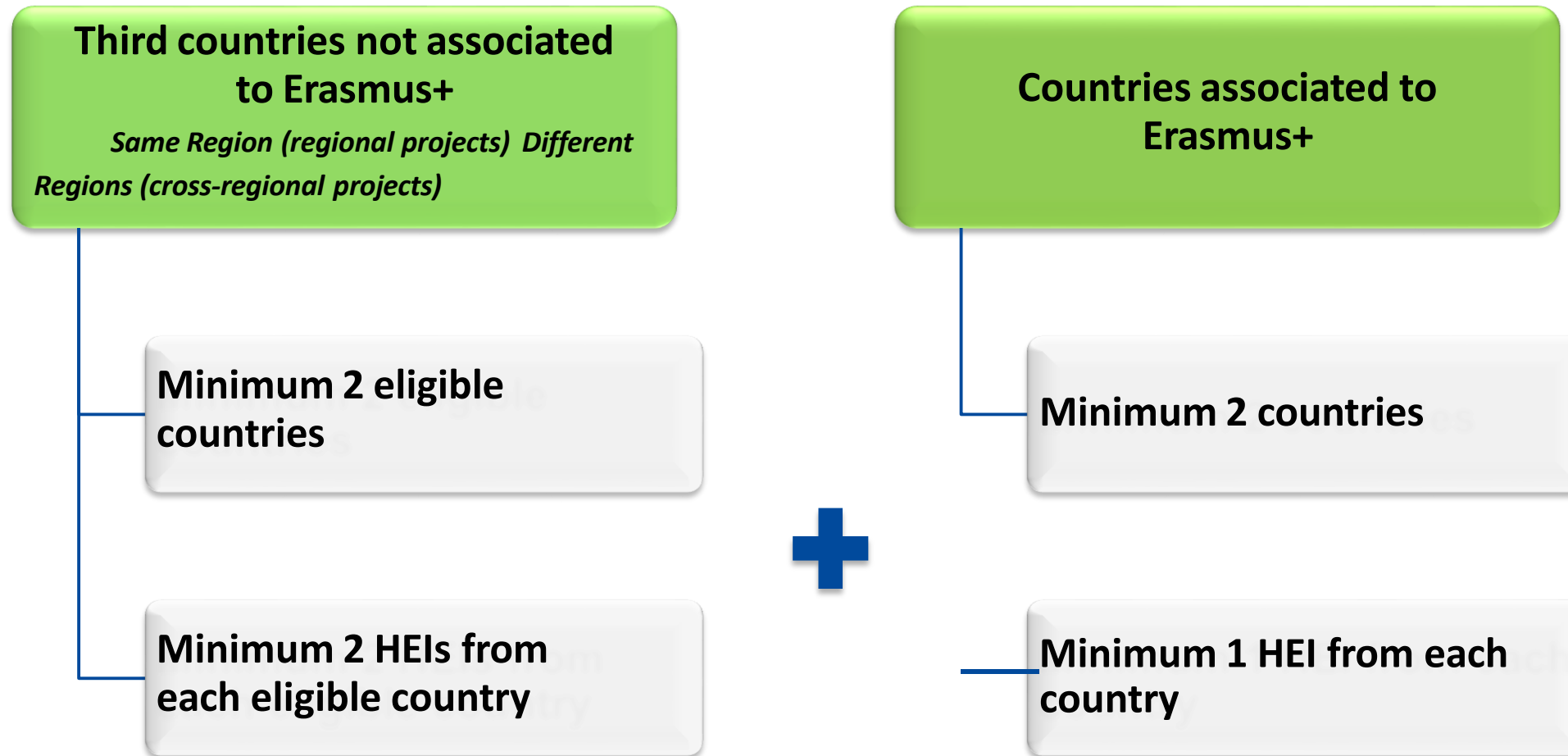


# National projects: eligibility criteria Strands 1+2





# Multi-country projects: eligibility criteria Strands 1+2



**For LATIN AMERICA, CARIBBEAN, WESTERN BALKANS:**

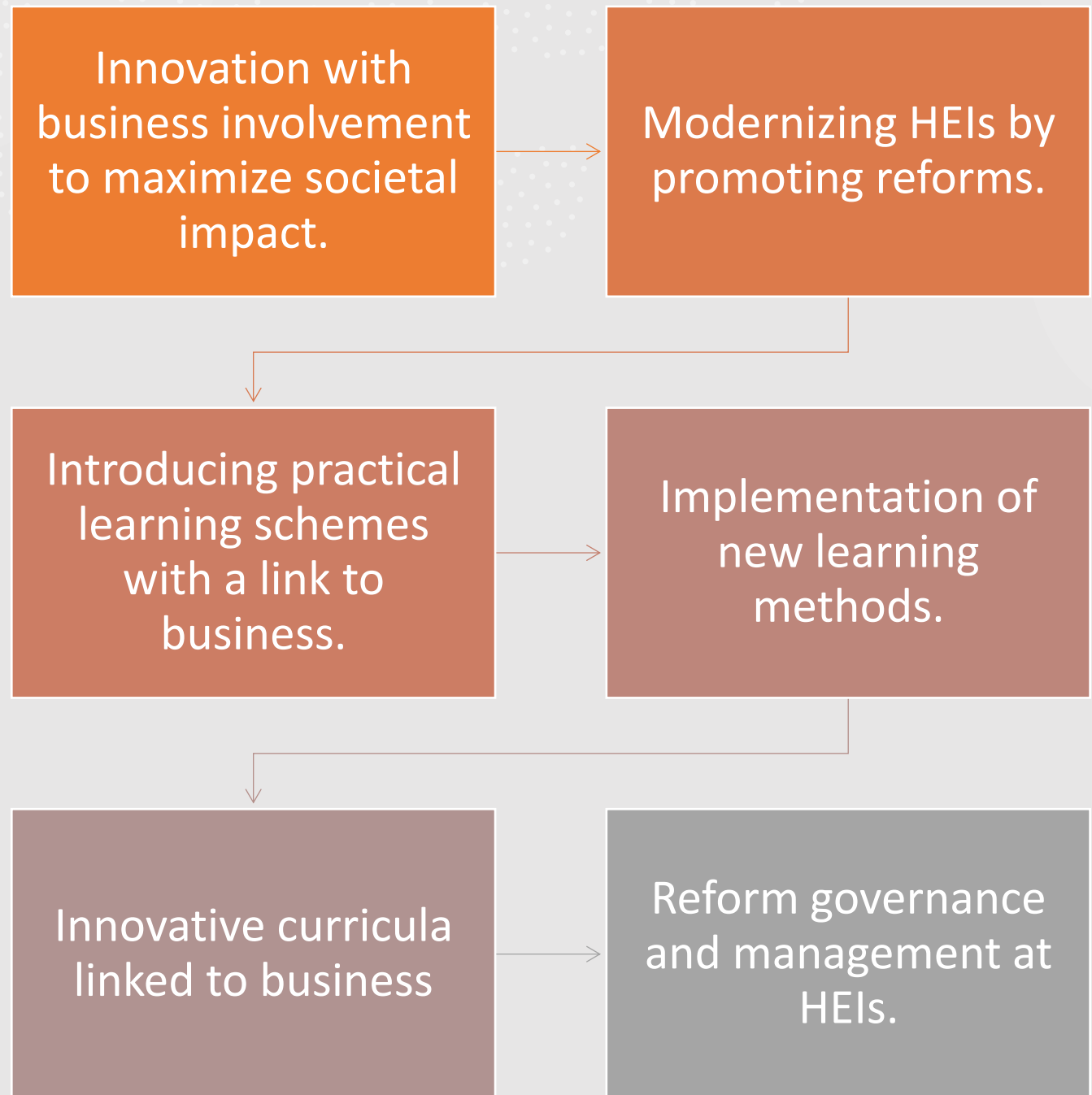
ONLY MULTI-COUNTRY PROJECTS FOR STRAND 1 AND 2

For RUSSIA: ONLY MULTI-COUNTRY PROJECTS FOR ALL STRANDS

# Strand 2. Partnerships for transformation

<b>Target groups</b>	<b>Activities:</b>
<ul style="list-style-type: none"><li>• HEIs</li><li>• 400,000 and 800,000 Euro • 24 or 36 months</li><li>• Individuals - students, staff, learners</li><li>• Bodies responsible for HE at local and national level</li></ul>	<ol style="list-style-type: none"><li>1. Innovation in higher education</li><li>2. Promoting reforms in HEIs</li></ol>
	<b>Funding and duration</b>
	<ul style="list-style-type: none"><li>• 24 or 36 months</li><li>• 400.000 and 800.000 Euro</li></ul>

# Strand 2. Partnerships for transformation



# Strand 2. Partnerships for transformation

## Example of Winning Projects under Strand 2

Proposal Number	Topic	Proposal Acronym	Proposal Title	Partners
1011225 34	STRAND 2	SERMED	Open educational platform to accelerate market adoption of Sustainable Energy Research outcomes around the MEDiterranean	PALESTINE POLYTECHNIC UNIVERSITY, PALESTINE TECHNICAL UNIVERSITY - KADOORIE (PTUK), Taqaddom Scales Co. Ltd., HEPCO, Jerusalem District Electricity Company, Best Free Solar, 4season for renewabel energy, renewabel for power, Tubas district electricity company, Eng. Anwar for Advanced Automation Solution (EAAA), YATHREB, Ajjawi for Energy Solutions, Alakhras Company, PV Plus
1011288 62	STRAND 2	BREEDTECH	Building Capacity in Plant Breeding and Biotechnology Education and Research through partnership program in Africa, Middle East and Europe for Agricultural transformation	AL-QUDS OPEN UNIVERSITY, AN-NAJAH NATIONAL UNIVERSITY

# Strand 3. Structural Reforms

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 Reforms

Target groups	Activities:
<ul style="list-style-type: none"><li>• National competent authorities in Third Countries not associated to E+</li><li>• Higher Education Sector</li><li>• Bodies / Associations responsible for HE</li><li>• HE institutions</li></ul>	<ol style="list-style-type: none"><li>1. Policy Making: Policy and expert advice, training on policy issues, establishment of representative bodies etc.</li><li>2. Implementation of tools Quality assurance, credit systems, <b>accreditation procedures</b>, recognition, etc.</li><li>3. Internationalisation Bologna type reforms, surveys and studies, etc.</li></ol>
Funding and duration	
<ul style="list-style-type: none"><li>• 24 or 36 months</li><li>• 400.000 and 800.000 Euro</li></ul>	

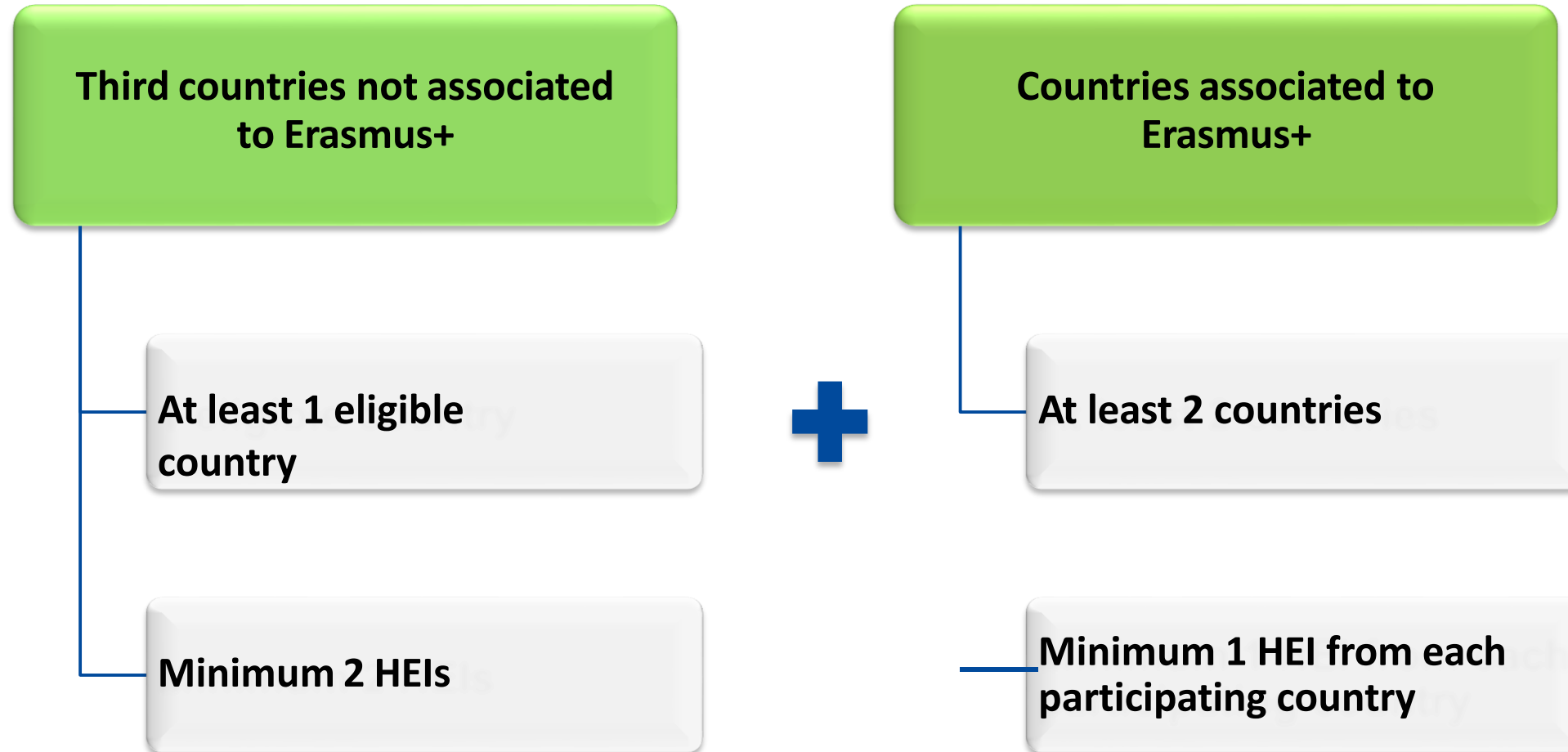
# Strand 3. Structural Reforms



## Example of a Winning Project under Strand 3

Proposal Number	Topic	Proposal Acronym	Proposal Title	Legal Name
1011288 26	STRAND 3	PhDGov	Reforming the Governance of PhD Programs at Palestinian Higher Education Institutions	ARAB AMERICAN UNIVERSITY, AL-QUDS UNIVERSITY, AN-NAJAH NATIONAL UNIVERSITY, BIRZEIT UNIVERSITY, MINISTRY OF HIGHER EDUCATION

# Strand 3: eligibility criteria





## 2024 CBHE indicative available budget and n° of projects

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>					

# Regions 1 through 11

## 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

# Award Criteria

# Award criteria



**Relevance of the project**



**Quality of the project design and implementation**



**Quality of the partnership and the cooperation arrangements**

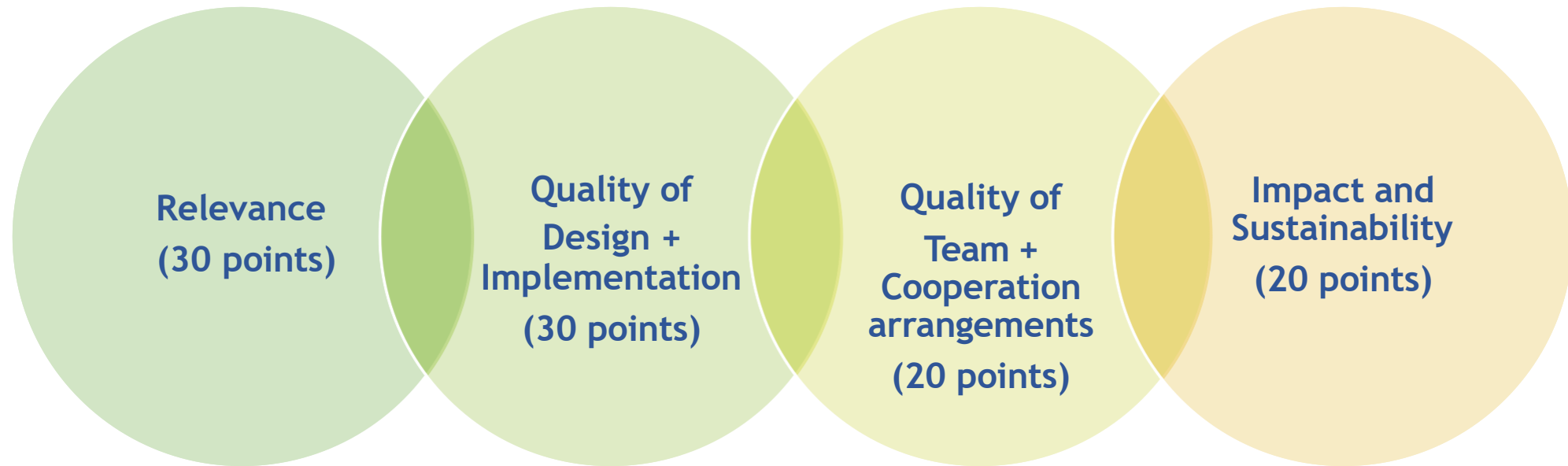


**Sustainability, impact and dissemination of the expected results**

Threshold: 60

Some projects pass the threshold (79) but they get rejected because of limited funds

# 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.
- In case of equal score, priority to projects scoring highest under "**Relevance of the project**" and then "**Sustainability, impact and dissemination of the expected results**".

# Award criteria

## Relevance of the project

### Purpose

- **Addressing clearly the pre-defined regional priorities for the target Region(s).**
- 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,
- Addressing the EU overarching priorities.

### Objectives

- Based on a sound needs analysis;
- Addressing 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

- Taking into account and enhances complementarity/synergies with other interventions funded by the EU and other entities.

### EU added value

- Demonstrating that similar results could not be achieved without the cooperation of HEIs from the EU.

# Weaknesses



Lack of an appropriate needs analysis adapted to the features of the project

Needs analysis results shown in the proposal



Target groups or beneficiaries have not been precisely identified

Target groups must be clearly identified

# 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. LFM is sound and adequate.

### 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.



# Weaknesses

**Preparation phase is too long**

Lack of consistency between the different parts of the proposal

Costs effectiveness of the proposal is not ensured

**Unbalanced distribution of budget**

10% management for the grant holder

# 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.

# Weaknesses

The proposal includes staff that will not participate in the project

Unbalanced distribution of responsibilities among the partners

# 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

- Ensuring a continuous and sustainable response to the existing barriers and the increase of accessibility of students/staff with fewer opportunities to the learning opportunities and resources offered by the HEIs.
- Increasing the international cooperation capacities of institutions in third countries not associated to the programme.
- 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

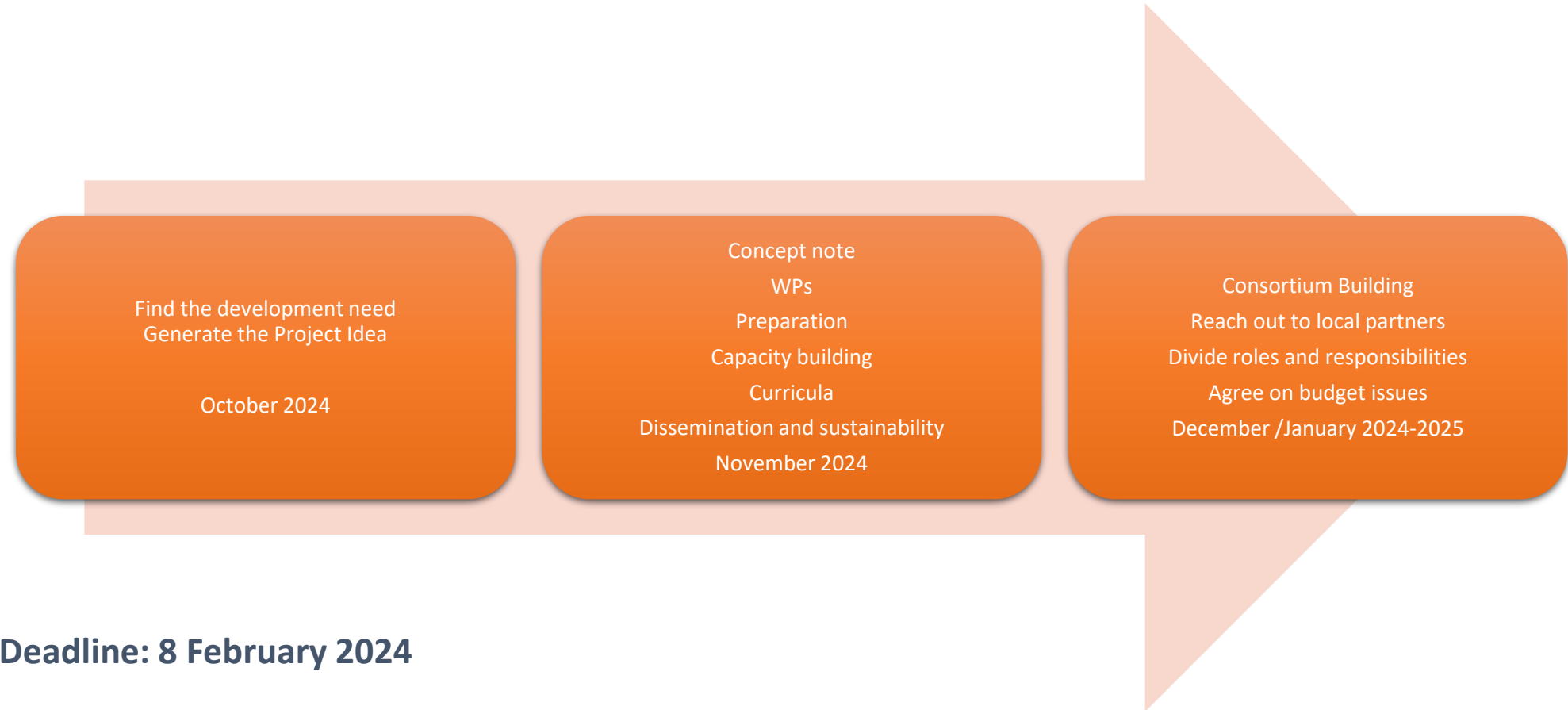
- How the project results will be sustained financially and institutionally and how the local ownership will be ensured.

# Weaknesses

Involve the relevant stakeholders

Address sustainability since the beginning

# How to apply?



**Deadline: 8 February 2024**

# TIPs

- ✓ TEVT Component and Inclusion
- ✓ Cross regional: Subsaharan AFRICA, Asia, Western Balcans
- ✓ Cover all strands
- ✓ Regional
- ✓ Number of projects submitted by institution
- ✓ Diversify portfolio- NOT ONLY CBHE
- ✓ Eligibility Issues

Q & A

Coffee Break