



Central European Joint Infodays 2025

Training seminar focusing on the Erasmus+ centralised actions in higher education and cooperation with partner countries.

1-2 December 2025



Capacity Building in Higher Education (CBHE) - Workshop

1st round: Martina FRIEDRICH

OeAD - Erasmus+ National Agency Austria

2nd round: Tereza ČECHOVÁ

DZS - Czech National Agency for International Education and Research



CBHE in brief ...

- **Focus on the needs** of the **third countries not associated** to the E+ Programme and **maximising the benefit** to them
- **Targeting the priorities** of the third countries not associated to the E+ Programme and matching them with the EU priorities for these countries
- Aligned with the Sustainability Development Goals (SDGs) and the Paris Agreement
- Supports the **relevance, quality, modernisation** and **responsiveness of HEIs** for **socio-economic recovery, growth** and **prosperity**
- Reacts to recent trends, in particular **economic globalisation**, but also the recent **decline in human development, fragility**, and **rising social, economic and environmental inequalities**
- Contributes to the **broader policy objectives**, including the Global Gateway Investment Packages and the Pact for the Mediterranean

Eligible Countries

- EU27 and third countries associated to the E+ Programme (IS, LI, MK, NO, RS, TR)
- Third countries not associated to the E+ Programme:

→ **Eligibility of the countries:**
please check with the actual
Programme Guide

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

2026 CBHE indicative n° of projects

Regions	Indicative CBHE n° of projects / region	Strand 1 n° of projects	Strand 2 n° of projects	Strand 3 n° of projects
Western Balkans (Region 1)	14 projects	7 projects	5 projects	2 projects
Neighbourhood East (Region 2)	21 projects	8 projects	10 projects	2 + 1 MD projects
South-Mediterranean Countries (Region 3)	19 projects	10 projects	8 projects	1 project
Asia (Region 5a)	23 projects	4 projects	13 projects	6 projects
Central Asia (Region 6)	6 projects	1 project	3 projects	2 projects
Middle East (Region 7a)	1 project	---	1 project	---
Pacific (Region 8a)	1 project	1 project	---	---
Sub-Saharan Africa (Region 9)	35 projects	14 projects	13 projects	8 projects
Latin America (Region 10)	12 projects	3 projects	6 projects	3 projects
Caribbean (Region 11)	1 project	---	1 project	---
Cross-regional projects	16 projects	5 projects	10 projects	1 project
Total indicative n° of projects	149 projects	53 projects	70 projects	26 projects

Objectives

- Enhance the **relevance of HE** for the implementation of the **Global Gateway strategy**
- Improve the **quality of HE** and enhance its relevance for the **labour market and society**
- Improve the **competences, skills and employability of students** by developing **innovative curricula**
- Promote **inclusive education, equality, equity, non-discrimination** and **civic competences** in HE
- Enhance the **teaching, assessment mechanisms, QA, management, governance, inclusion, innovation, knowledge base, digital and entrepreneurial capacities**, and the **internationalisation** of HEIs
- Increase the **capacities of HEIs** and authorities to **modernise the HE systems, governance** and **financing**, by supporting **reform processes**
- Improve the **training of teachers** and **continuous professional development**
- Stimulate **cooperation** of institutions, **capacity building** and **exchange of good practice**
 - Foster engagement by **HEIs** with **community** and **industry stakeholders**
 - Foster **cooperation across different regions** of the world



Overarching Priorities

- **Strand 1 & 2:**

- **Green Deal:** all Regions
- **Digital transformation:** all Regions
- **Integration of migrants:** Regions 1, 2, 3, 5a, 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

- **Strand 3:**

- Specific Global Gateway priorities for: Regions 5a, 6, 7a, 8a, 9, 10, 11

→ Check on FTOP the descriptions of the **priorities per strand and region!**

→ For information: MIPs (Multi-annual Indicative Programmes) for **Sub-Saharan Africa, Asia and the Pacific and the Americas and the Caribbean**

Project Types and Requirements for Consortia

- **Project types:**
 - “**National projects**” involving HEIs from only one third countries not associated to the Erasmus+ Programme (for Regions 2, 3, 5a, 6, 7a, 8a, 9 only)
 - “**Multi-country (regional) projects**” involving HEIs from more than one third countries not associated to the Erasmus+ Programme but within one region
 - “**Multi-country cross-regional**” involving HEIs from more than one region (cross-regional)
- **Minimum requirements for a consortium:**
 - 1 HEI from 2 different countries from: EU27, IS, LI, MK, NO, RS or TR
 - At least 2 HEI from each participating third countries not associated to the Erasmus+ Programme in the project
 - For Strand 3: National competent authority responsible for HE is required



- ... For all Strands: don't forget non-academic partners

→ **Check additional rules in the Programme Guide!**

Strand 1: Fostering access to cooperation in HE

- Facilitate access to **newcomers**
- Reach out to **people with fewer opportunities**
- **Reduce the internationalisation gap** of HEIs from the same country or region
- HEIs from **LDC** or located in **remote areas**
- **Activities:**
 - Enhancing the management/administrative capacity of the targeted HEIs
 - Ensuring high quality and relevant education
 - Increasing the accessibility of the students/staff with fewer opportunities
- **Duration:** 2 or 3 years; **Funding:** 200.000 – 400.000 Euro (max. 90% of total costs)

Strand 2: Partnerships for transformation in HE

- **Innovation** in HE in order to enhance its relevance for the labour market and the society
- **Promoting reform** in HEIs to become catalysts of economic and social development
- **Activities, e.g.:**
 - Designing innovative **curricula** and implementation of innovative **learning** and **teaching methods**
 - Innovation in HE targeting **labour market** and **society**
 - Engagement with the **business** world and **research**
 - Strengthening the HEIs capacities to **network**
 - Modernising HEIs by promoting **reform**
 - Reform **governance** and **management** at HEIs
- **Duration:** 2 or 3 years; **Funding:** 400.000 – 800.000 Euro (max. 90% of total costs)



Strand 3: Structural reform projects

- Develop **coherent, inclusive and sustainable systems** of HE to meet their **socio-economic needs** and broad ambition to create a **knowledge-driven economy**, including STEM
- **Activities:**
 - Cooperation and mutual learning among **public authorities** for **innovating the HE sector**
 - Promote **inclusive HE systems**
 - Increase capacities of HE bodies to **modernise the HE system**
 - Identify **synergies** with ongoing **EU initiatives** (e.g., [Global Gateway priorities](#) for 5a, 6, 8a, 9,10, 11)
- **Important:** national competent authority responsible for HE is required
- **Duration:** 3 or 4 years; **Funding:** 600.000 – 1.000.000 Euro (max. 90% of total costs)



- **Extra Call: EU-Moldova Master's programme in European Affairs**
different funding rules!

Application Form and Award Criteria (AC)

- **Application Form:**

- **Part A:** Administrative Form: e-Form
- **Part B:** Technical Description (max. 40 pages!)
- **Budget Tables:** Lump Sum II

→ **Check Application Form and FTOP! The actual Application Form is still not published (questions from 2025!)**

- **1st step: Award Criteria (AC)**

- Relevance of the project (30 points)
- Quality of the project design and implementation (30 points)
- Quality of the partnership and the cooperation arrangements (20 points)
- Sustainability, impact and dissemination of the expected results (20 points)

- Proposals must score at least 60/100 points in total to be selected
- At least half of the maximum points for each award criterion



- **2nd step: Consultation of the European Delegations**

AC - Relevance

- **Purpose:**
 - Contributes to broader EU policy objectives, in particular the Global Gateway strategy
 - Clearly addresses the regional priorities and is relevant to the objectives and activities of the strand
 - Responses to the current needs and constraints of the target country(ies), the target groups and beneficiaries
 - Needs of participants with fewer opportunities are taken into account
- **EU Values:**
 - Is relevant for the respect and promotion of shared EU values (e.g. respect for human dignity, freedom, democracy, equality, the rule of law, respect for human rights or fighting any sort of discrimination)
- **Objectives:**
 - Based on a sound needs analysis
 - Are clearly defined and specific, measurable, achievable, realistic and time bound (SMART)
 - Relevant to the participating HEIs and development strategies for HE
- **EU added Values:**
 - Demonstrates that similar results could not be achieved without the cooperation of HEIs from EU or third countries associated to E+ and without the EU funding



→ Additional AC for Strand 2 & 3

AC - Relevance

1.1 Background and general objectives

Background and general objectives

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Relevance'.

Describe 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?

What is the project's contribution to the priorities of the call (if applicable)?

1.2 Needs analysis and specific objectives

Needs analysis and specific objectives

Please address the specific conditions/objectives set out in the Call document/ Programme Guide, if applicable.

Describe how the objectives of the project are based on a sound needs analysis in line with the specific objectives of the call. What issue/challenge/gap does the project aim to address?

The objectives should be clear, measurable, realistic and achievable within the duration of the project. For each objective, define appropriate indicators for measuring achievement (including a unit of measurement, baseline value and target value).

1.3 Complementarity with other actions and innovation — European added value

Complementarity with other actions and innovation

Explain how the project builds on the results of past activities carried out in the field and describe its innovative aspects (if any).

Explain how the activities are complementary to other activities carried out by other organisations (if applicable). Illustrate the trans-national dimension of the project; its impact/interest in the EU area; possibility to use the results in other countries, potential to develop /cross-border cooperation among Programme countries and Partner countries, if applicable, etc.

If your proposal is based on the results of one or more previous or ongoing projects, please provide precise references to these projects.

AC - Project Design & Implementation

- **Coherence:**
 - Consistency between project objectives, methodology, activities and the budget proposed
 - Set of appropriate activities to meet the identified needs and the expected results
- **Methodology:**
 - Logic of the intervention is of good quality
 - Planned outputs and outcomes are coherent and feasible
 - Key assumptions and risks have been clearly identified
 - Structure and content of the proposal is adequate (e.g. objectively verifiable indicators, data availability, baseline data, target values)
- **Work plan:**
 - Quality and effectiveness of the work plan, including resources are in line with their objectives and the deliverables
 - Relation between the resources and the expected results
 - Work plan is realistic (well-defined activities, timelines, clear deliverables and milestones)
- **Budget:**
 - Cost efficient and necessary for a successful implementation of the project
- **Quality control:**
 - Control measures and quality indicators ensure implementation of high quality
- **Environmental sustainability:**
 - Designed in an eco-friendly way and incorporates green practices (e.g. green travel)

AC - Project Design & Implementation

2.1.1 Concept and methodology

Concept and methodology

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Quality of the project design and implementation'.

Outline the approach and methodology behind the project. Explain why they are the most suitable for achieving the project's objectives.

2.1.2 Project management, quality assurance and monitoring and evaluation strategy

Project management, quality assurance and monitoring and evaluation strategy

Describe the measures foreseen to ensure that the project implementation is of high quality and completed in time.

Describe the methods to ensure good quality, monitoring, planning and control.

Describe the evaluation methods and indicators (quantitative and qualitative) to monitor and verify the outreach and coverage of the activities and results (including unit of measurement, baseline and target values). The indicators proposed to measure progress should be relevant, realistic and measurable.

2.1.3 Project teams, staff and experts

Project teams and staff

Describe the project teams and how they will work together to implement the project.

List the staff included in the project budget (budget category A) by function/profile (e.g. project manager, senior expert/advisor/researcher, junior expert/advisor/researcher, trainers/teachers, technical personnel, administrative personnel etc — use the same profiles as in the detailed budget table, if any (n/a for prefixed Lump Sum Grants)) and describe briefly their tasks. Provide CVs of all key actors (if required by the Call document/Programme Guide).

Name and function	Organisation	Role/tasks	Professional profile and expertise

Outside resources (subcontracting, seconded staff, etc)

If you do not have all skills/resources in-house, describe how you intend to get them (contributions of members, partner organisations, subcontracting, etc).

If there is subcontracting, please also complete the table in section 4.

AC - Project Design & Implementation

2.1.4 Cost effectiveness and financial management

Cost effectiveness and financial management *(n/a for prefixed Lump Sum Grants)*

Describe the measures adopted to ensure that the proposed results and objectives will be achieved in the most cost-effective way.

Indicate the arrangements adopted for the financial management of the project and, in particular, how the financial resources will be allocated and managed within the consortium.

⚠ Do NOT compare and justify the costs of each work package, but summarize briefly why your budget is cost effective.

→ Work Packages & Budget

2.1.5 Risk management

Critical risks and risk management strategy

Describe critical risks, uncertainties or difficulties related to the implementation of your project, and your measures/strategy for addressing them.

Indicate for each risk (in the description) the impact and the likelihood that the risk will materialise (high, medium, low), even after taking into account the mitigating measures.

Note: *Uncertainties and unexpected events occur in all organisations, even if very well-run. The risk analysis will help you to predict issues that could delay or hinder project activities. A good risk management strategy is essential for good project management.*

Risk No	Description	Work package No	Proposed risk-mitigation measures

AC - Partnership & Cooperation Arrangements

- **Management:**
 - Solid management arrangements
 - Realistic timelines, governance structures, collaboration arrangements and responsibilities
- **Composition:**
 - Appropriate mix of organisations with the necessary competences
 - Relevant to the objectives and to the specificities of the Strand
 - Includes the most appropriate and diverse range of non-academic partners
 - **Specific rules for some regions for Strand 1 and 2**
- **Tasks:**
 - 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 relevant stakeholders
- **Commitment:**
 - Contribution from the project partners is significant, pertinent and complementary



→ **Additional AC for Strand 2 & 3**

AC - Partnership & Cooperation Arrangements

2.2.1 Consortium set-up

Consortium cooperation and division of roles (if applicable)

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Quality of the partnership and the cooperation arrangements'.

Describe the participants (Beneficiaries, Affiliated Entities, Associated Partners and others, if any) and explain how they will work together to implement the project. How will they bring together the necessary expertise? How will they complement each other?

In what way does each of the participants contribute to the project? Show that each has a valid role and adequate resources to fulfil that role.

2.2.2 Consortium management and decision-making

Consortium management and decision-making (if applicable)

Explain the management structures and decision-making mechanisms within the consortium. Describe how decisions will be taken and how regular and effective communication will be ensured. Describe methods to ensure planning and control.

Note: *The concept (including organisational structure and decision-making mechanisms) must be adapted to the complexity and scale of the project.*

AC - Impact

- **Exploitation:**
 - Demonstrate how the outcomes will be used by the partners and other stakeholders and how multiplier effects will be ensured
 - Measure exploitation within the project funding time and after
- **Communication and dissemination:**
 - Clear and efficient communication plan and a strategy for the dissemination of results (activities and their timing, tools and channels)
- **Impact:**
 - Tangible impact on its target groups and relevant stakeholders at local, national or regional level
 - Measures, goals and indicators to monitor progress
 - Assessment of expected impact (short-and long-term) at individual, institutional and systemic level
- **Sustainability:**
 - How will the results be sustained financially (after the end of project funding) and institutionally (activities and services continuing to be in place)
 - How the local ownership will be ensured



→ Additional AC for Strand 1, 2 & 3

AC - Impact

3.1 Impact and ambition

Impact and ambition

Please address each guiding points presented in the Call document/Programme Guide under the award criterion 'Impact'.

Define the expected short, medium and long-term effects of the project. Who are the target groups? How will the target groups benefit concretely from the project and what would change for them?

3.2 Communication, dissemination and visibility

Communication, dissemination and visibility of funding

Describe the communication and dissemination activities which are planned in order to promote the activities/results and maximise the impact (to whom, which format, how many, etc.). Clarify how you will reach the target groups, relevant stakeholders, policymakers and the general public and explain the choice of the dissemination channels.

Describe how the visibility of EU funding will be ensured.

3.3 Sustainability and continuation

Sustainability, long-term impact and continuation

Describe the follow-up of the project after the EU funding ends. How will the project impact be ensured and sustained?

What will need to be done? Which parts of the project should be continued or maintained? How will this be achieved? Which resources will be necessary to continue the project? How will the results be used?

Are there any possible synergies/complementarities with other (EU funded) activities that can build on the project results?

To be improved ...

- Weak **needs analysis**
- **Innovation** not visible
- **Subcontracting Table** and **Events Table** not filled-in
- Discrepancies between **Global Timetable** and the description of each **Work Package (WP)**
- In **Strand 1**, missing or **too few newcomers**, not well justified
- Confusion between **tasks / milestones / indicators / deliverables** and **other technical terms**

Some technical terms ...

- **Objectives** are what you will achieve in the project period
- **Implementation** is how you will run your project during the project period
- **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
- **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



Budget Tables - Instructions

		<i>FILL IN THE VALUES BELOW BEFORE STARTING:</i>
Insert the name of your call :		
Insert the acronym of your project :		
Maximum grant amount as stipulated in the call :		TYPE HERE THE MAXIMUM GRANT AMOUNT
Maximum co-financing rate as stipulated in the call :		TYPE HERE THE MAXIMUM CO-FINANCING RATE
The document which will be created with format .XLSX will be saved in the same folder where this workbook .XLSM is currently placed.		<div>Create XLSX document</div> <p>Double-Click to activate</p>

You can customize here the categories of Employees that correspond to your organisation (example: Senior Staff, Junior Staff, ...). 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)	
Type 1	
Type 2	
Type 3	
Type 4	
Other	



max. co-financing rate: 90 %

5	The first thing you need to do is to set the relevant Maximum Grant Amount (in row 34 of this sheet), and the maximum co-financing rate (in row 35, both in column E) applicable for the call. This data can be found on the Portal under Topic Conditions and in the Call document.
---	---

Budget Tables - Beneficiaries (BE) and WP

List of Beneficiaries and Affiliated Entities			
BE NR/AE	BE/TP name	Acronym	Country
BE 001			

Actions (double-click to activate)

APPLY CHANGES	Add a Beneficiary
Remove this Beneficiary	Add an Affiliated Entity

List of Work Packages	
WP Nbr	WP Label
WP 001	

Actions (double-click to activate)

APPLY CHANGES	Add a Work Package
Remove this Work Package	

Budget Tables - Costs for each BE

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

Project Lump Sum II System

- Budget should be **detailed by BE** and **organised in WP**
- Proposal must describe the **activities/deliverable** covered by **each WP**
- Applicants must provide a **breakdown of the estimated costs** showing the share **per WP** and within **each WP** the **share** assigned to **each BE** and affiliated entity (**AE**)
- **Cost categories:** staff costs, travel and subsistence costs, equipment costs and subcontracting as well as other costs (e.g. dissemination of information, publishing or translation)
- **Equipment:** maximum of 35% of the awarded EU grant
- **Subcontracting:** maximum of 10% of the awarded EU grant
- **Costs relating to volunteers** are allowed: [Commission Decision on unit costs for volunteers](#)
- Financial support **to third parties** or **SME unit costs** are **not** allowed

What can be improved concerning the budget?

- **Total share of staff costs** too high and **staff costs categories** inflated (both in quantity and in monthly rate)
- No **equipment** for newcomers foreseen
- Too limited purchase of **specialised equipment** vs generic material (laptops, photocopiers, etc.)
- 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
- Need to ensure **value for money**: reflect objectively if the outcomes you propose are worth the amount you request
- Pay attention to copy to **Part A** the very exact amounts of the **Detailed Budget Table** (Excel)

Practical Information

- Deadline: **10 February 2026, 17:00 (CET, Brussels time)**
- Managed by European Education and Culture Executive Agency ([EACEA](#))
- Online submission at Funding and Tender Opportunities Portal ([FTOP](#))
 - Call ID: **ERASMUS-EDU-2026-CBHE**
- More information:
 - [Programme Guide](#)
 - [Global Gateway related priorities for CBHE](#)



Thank you for the attention!

😊😊😊 **Good luck!** 😊😊😊