



# Regional Workshop - Asia

## Challenges in implementing CBHE projects in Asia

*Grant Holders Meeting CBHE 2023*

# Challenges in implementing CBHE projects in Asia

## Challenges identified

1. ... at selection stage
2. ... at institutional- and country level
3. ... at project level
4. ... in relation to the COVID-19 pandemic
5. Possible Solutions



# Challenges identified at selection stage

- Recurrent beneficiaries which leads to a **lack of innovative and creative** project ideas
- **Absence of Internationalization strategies** in HEIs and lack of long-term strategic vision
- **'Inflated' and not precise project budgets** with reduced cost/efficiency, i.e. high staff costs, very general list of equipment





# Challenges at Country/institutional level (I)

- **Difficulties in complying with CBHE rules** and requirements (bureaucracy and hierarchical structure of HEIs)
- **Delays** in the implementation due to **different regulations** of the Countries involved in **regional and cross-regional projects** (e.g. tendering procedures)
- **Specific national rules and regulations** delaying the implementation capacity of some partners



# Challenges at Country/institutional level (II)

- In some Asian Countries, **limited previous direct experience** in managing EU funded projects
- **Limited “critical mass”** of projects in some Countries and **difficulty of networking** with other CBHE projects
- Perception at HEI level of the project as **unique activity**, not as part of the internationalization strategy of the HEI
- **Lack of institutional endorsement** of each partner administration for synergies among different CBHE projects within the same institution.



# Challenges at project level (I)

- **Limited participation of non-academic partners** and difficulties in involving private business representatives
- **Problematic accreditation** for the newly developed study programmes within the eligibility period of the CBHE project
- **Insufficient involvement of students** in the project conception, design and implementation





# Challenges at project level (II)

- **Lack of quality standards** in management documents for quality assurance, management processes, promotion and disseminations (i.e. lack of indicators, milestones, responsibilities, and timeline)
- Choice of **external evaluator** for quality assurance often tied to university
- **Insufficient dissemination** of project outcomes and results
- The **sustainability** of project results is often **not sufficiently addressed** by the CBHE consortia



# Challenges at project level related to COVID-19 (III)

- **Difficulties in respecting the project timetable** due to COVID-19 and need to readapt some of the planned activities
- Risk to have **silent partners** due to the difficulty to travel
- **Difficulty** to build a **constructive and interactive team dynamic** due to the increasing number of online activities
- Risk to have a **reduced support** at **HEI level** when working on remote





# Possible solutions and recommendations

- **Networking**
- **Increased dialogue** within the **consortium** and within **each partner organization**
- **Synergies** with other **CBHE projects** in the same academic field
- **Increased focus** on **management** needs and activities
- **Dialogue** with your project officer at **EACEA**

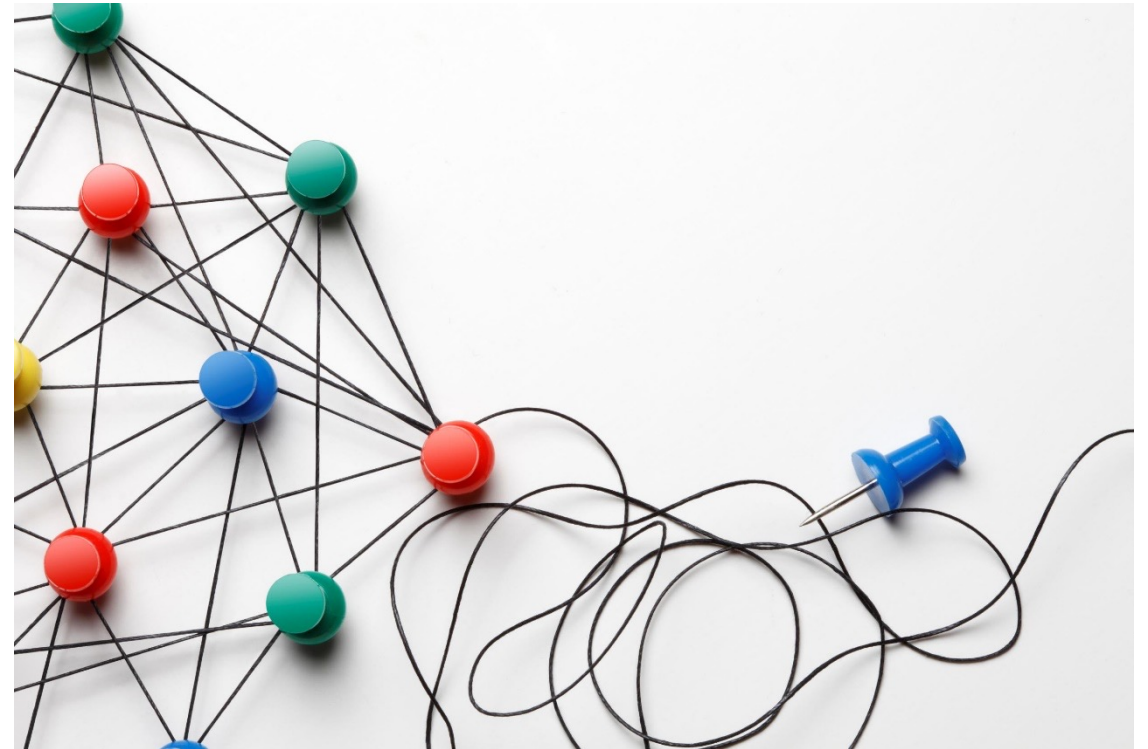


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# Possible solutions and recommendations

## Get your UNIVERSITY on board:

- Communicate the benefits
- Involve key stakeholders and foster collaboration
- Highlight successes from similar projects
- Seek support from senior leaders
- Align with institutional goals
- Regularly review and evaluate



## Useful links (I)

➤ **CBHE Regional reports (Impact studies):**

[https://eacea.ec.europa.eu/sites/resources/capacity-building-in-higher-education-cbhe-action\\_en](https://eacea.ec.europa.eu/sites/resources/capacity-building-in-higher-education-cbhe-action_en)

➤ **CBHE Regional Factsheets:**

[https://eacea.ec.europa.eu/sites/resources/regional-factsheets-capacity-building-in-field-higher-education\\_en](https://eacea.ec.europa.eu/sites/resources/regional-factsheets-capacity-building-in-field-higher-education_en)

➤ **CBHE Statistics:**

[https://eacea.ec.europa.eu/sites/resources/statistics-for-capacity-building-in-field-higher-education-selection-call-eaca022019\\_en](https://eacea.ec.europa.eu/sites/resources/statistics-for-capacity-building-in-field-higher-education-selection-call-eaca022019_en)



## Useful links (II)

➤ **FTOP – How to manage Lump Sum Grants:**

[how-to-manage-your-lump-sum-grants\\_en.pdf \(europa.eu\)](#)

➤ **FTOP – Guidance Documents (e.g. Reporting templates, Amendment Guide, relevant Programme Guide)**

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents;programCode=ERASMUS2027>



# Thank you



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