Going Global Partnerships

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Guidance Notes
UK-Ukraine Partnership Grants

5 July – 2 August

Grant call for UK-Ukraine Partnership Grants

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Going Global Partnerships

Going Global Partnerships supports universities, colleges and wider education stakeholders around the world to work together towards stronger, equitable, more inclusive and internationally connected higher education, science and TVET.

Through international partnerships, system collaborations and opportunities to connect and share, we enable stronger transnational education, more collaborative research, higher quality delivery, enhanced learner outcomes and stronger, internationalised, equitable and inclusive systems and institutions.

We help to strengthen higher education and TVET in five core areas:

- **Enabling research** – supporting research, knowledge and innovation collaborations to address local and global challenges and promote inclusive growth.

- **Internationalising higher education and TVET** – supporting systems, institutions and individuals to benefit from internationalisation, including enabling transnational education and system alignment.

- **Strengthening systems and institutions** – improving the quality and efficiency of higher education and TVET institutions and systems.

- **Enhancing learner outcomes** – addressing the qualities of the global graduate, including soft skills, employability and community outcomes.

- **Increasing equality, diversity and inclusion** – making higher education and TVET more accessible, equitable and accountable.

See open and upcoming Going Global Partnerships opportunities on our portal.

Opportunities are being launched continually, so please check this page regularly.

Call Name UK-Ukraine Partnership Grant

Maximum value of Grant	£5,000 (with a possibility of receiving additional funding of £10,000 for a partnership project)
Number of Grants expected to be funded in this call	6
Deadline for applications	2 August 2024 Time: 23:59 BST
Contact for further information	ua_ihe@britishcouncil.org.ua

About the Grant call

Background

In autumn 2023 – spring 2024 the British Council Ukraine implemented the Leaders of University Transformation for Ukraine's Reinvention (LUTUR) programme. Six Ukrainian universities that participated in the Programme started developing institutional change projects as part of the Programme activities. For successful implementation of their projects, these institutions would benefit from UK universities expertise in relevant thematic areas. To support the Ukrainian universities in implementing changes, the British Council provides funding for UK study visits under the UK-Ukraine Partnership Grant Scheme.

This funding opportunity consists of two main stages: a study visit to the UK and a subsequent Partnership Grant. Both stages are designed to foster collaboration, knowledge exchange, and project development between UK and Ukrainian higher education institutions.

Stage 1: Study visit to the UK

The study visit objectives:
- Learn best practices and experience of UK universities in the field related to the change projects that Ukrainian university teams are working on.
- Discuss ways of improving the project they are working on as well as further institutional change based on the insights gained during their visit to a UK university.
- Explore opportunities for establishing and developing collaborative partnerships between Ukrainian and UK higher education institutions.
- Collaboratively develop a joint project proposal for the Partnership Grant.

UK university applying for a Grant is expected to organise and host a thematic study visit for a university team from Ukraine. Activities organised during the visit should focus on the specified thematic area and support the aims of the project. UK universities can apply to host one or two of the Ukrainian teams.

Amount of the Grant: £5,000

Grant covers: all visit-related expenses (visa fee, travel and accommodation expenses, daily subsistence) for a team of at least three people from the selected Ukrainian university. Approximate Ukraine-UK travel cost per one person is £450, visa cost – £100, subsistence – £65 (if meals are not provided by a host).

Visit duration: the visit should last at least three full working days in the UK (excluding travel) during the period October to December 2024.

Grant Administration

UK hosting university will act as Grant Recipient and is expected to:

- Submit a Grant Application Form
- Sign a Grant Agreement with the British Council
- Collaboratively develop a visit programme with their Ukrainian counterparts
- Manage visit-related arrangements
- Upon completion of the visit, submit to the British Council a final report form with relevant supporting evidence.

The British Council offers hosting universities full flexibility in terms of making visit-related arrangements and managing the Grant funds, but expects that all visitors will have the following **expenses covered** by the Grant:

- UK visa application fee
- Ukraine domestic travel
- Return flight to the UK
- UK travel costs (from the airport to the hosting university, internal travel associated with the study visit)
- Accommodation costs
- Subsistence

As supporting evidence for the visit-related expenses, the UK Grant holder will be requested to provide with the **final report form** a set of the following **documents** for each visitor:

- Scan of UK visa page and visa fee payment receipt
- Scans of outbound and inbound boarding passes and airfare invoice
- Receipts for accommodation
- Receipts for other related costs

Timeline:
- July: Grant call announced, application period
- August: Selection of grantees
- September: Signing of agreements and planning study visits
- October - November: Study visits and co-creation of joint projects
- December: Grant report

List of the Ukrainian universities and their projects:

Name of the institution	Project theme
Dnipro University of Technology	The Concept of Institutional Transformation for Internationalization of DniproTech Brand
Mariupol State University	Study of the Mariupol Communities in Great Britain
Lviv National Polytechnic University	Digital transformation of the document management system at LPNU as a tool for academic community engagement
Taras Shevchenko National University of Kyiv	UNITAS IN UNIVERSITATE
V.N. Karazin Kharkiv National University	Academy of Teaching
Zaporizhzhia National University	Conscious Leadership Culture and Practices (CO-LEAD)

Please see Annex 1 for more details of the projects and study visit aims.

Stage 2. Partnership Grant

Following the study visits, the established partnerships will be eligible to apply for a Partnership Grant. This Grant will further support the Ukrainian universities in implementing their change projects and strengthen the cooperation between UK and Ukrainian HEIs.

A restricted Grant call will be announced for the partnerships formed during the study visits to submit their joint project proposals.

Amount of the Grant – up to £10,000 each

Timeline:
- November: Co-creation of joint projects and announcement of the restricted Grant call
- December: Submission of joint applications and selection of grantees
- January: Grant disbursement
- February – July: Project implementation
- July – August: Grant report

Eligibility criteria for Institutions

Proposals must fulfil the following criteria in order to be eligible for funding under this call:

ELIGIBILITY CRITERIA	Y/N
Each proposal must have one Lead institution from the UK	
UK Lead institution must be a Higher Education provider with degree awarding powers. o England - Check the 'awarding degrees' drop down section on the specific provider's entry on the OFS register. The OFS register lists all institutions which offer UK degrees, not all of which have degree awarding powers. o Northern Ireland – https://www.nidirect.gov.uk/articles/universities-and-colleges-northern-ireland o Scotland – https://www.gov.scot/policies/universities/ o Wales – https://www.gov.uk/check-university-award-degree/recognised-bodies-wales	

Please send an enquiry to ua_ihe@britishcouncil.org.ua if you are in doubt about the eligibility of your organisation.

Eligibility checks will be applied to all applications after the Grant call closes. Those which are not led by an eligible institution will be rejected during these checks.

Funding

The UK-Ukraine Partnership Grants expects to support six study visits of £5,000 in value each, for a three-month period, starting from **October 2024.** There is a possibility of receiving additional partnership funding of £10,000 for a joint project developed during the study visit. Additional guidance on Partnership Grants will be issued to successful applicants at a later stage.

Funds will be disbursed directly to the Contracting Institution from the UK according to the approved final budget. Applicants may be asked to adjust their budget if their request does not fit within funding guidelines or if this is considered not appropriate by the application reviewers.

The Contracting Institution should be able to timely transfer funding to the partnering institution(s) from overseas for activities to be implemented without delay.

Matching funds (indicated as in-kind contribution in the budget sheet) are encouraged but not a requirement.

Category	Type	Notes
Human Resources costs	Staff costs for personnel working directly on the Grant-funded study visit	
Operational costs	Travel (economy class) and subsistence costs (if meals are not provided by a host).	There are no flights from Ukraine now. All travel to the UK should be organised via neighbouring countries. Approximate Ukraine-UK travel cost per one person is £450. Subsistence - £65 per one person per day.
	Accommodation in the UK and Warsaw (if needed)	One-night accommodation in Warsaw might be needed for visa arrangements.
	Visa fees and medical insurance for travel essential to study visit.	Visa cost is £100.
	Costs of meetings, training events, seminars and conferences integral to the study visit.	This can include short-term room hire, hire of audio-visual equipment (projectors, etc.) and stationery supplies (flip charts, etc.), and reasonable levels of refreshments.
Other costs	Bank charges for transfer of funds from the UK Institution to the Ukraine partner.	

Ethics

It is essential that all legal and professional codes of practice are followed in conducting work supported by this call. Applicants must ensure the proposed activity will be carried out to the highest standards of ethics and research integrity.

In the Application Form, applicants must clearly articulate how any potential ethical and health and safety issues have been considered and how they will be addressed, ensuring that all necessary ethical approval is in place before the project commences and all risks are minimised.

Safeguarding and protecting adults at risk

The British Council is committed to safeguarding children and adults at risk and to upholding their rights in accordance with all applicable legislation and statutory guidance. As part of that commitment, we require that all staff, and those we work with, including partners and suppliers, operate within our Safeguarding Policy which articulates our approach to protecting children and adults at risk and promoting their wellbeing.

We have robust systems and procedures in place to both prevent incidents (covering, for example, the recruitment of appropriate staff, training and support given so that staff can work safely, and standards regarding the way in which we carry out activities) together with responsive actions necessary to address situations where we become aware that a child or an adult at risk may have been harmed. As part of our policy, all countries have a named Safeguarding Focal Point (SFP) who is supported by a Regional Safeguarding Manager (RSM) and the British Council Safeguarding Team. For further information please see: https://www.britishcouncil.org/about-us/how-we-work/policies/safeguarding

Impact on the Environment

The British Council is committed to minimising its environmental impact. For this call, we have developed a few questions in the Application Form which will enable us to understand the expected impact of a proposed project on the climate (and environment more broadly).

Please note, responses to these questions will not form part of the Grant assessment criteria and will not be subject to peer review. The British Council collects this information for internal purposes only.

Please contact us via email ua_ihe@britishcouncil.org.ua, if you have any queries about the environmental impact section.

Privacy Notice

The British Council and UK partners comply with UK GDPR and the UK Data Protection Act 2018 and data protection laws in other countries that meet internationally accepted standards. The British Council will use the information that you provide for the purposes of processing your application, making any awards and the monitoring & review of any Grants. The legal basis for processing your information is agreement with our terms and conditions of application (contract).

Organisation details, where collected, are used for monitoring and evaluation and statistical purposes. Gender information and country of origin, where collected, is used solely for statistical purposes. If we need to contact you, we will do so using the contact details you have provided.

Under UK Data Protection law, you have the right to ask for a copy of the information we hold on you, and the right to ask us to correct any inaccuracies in that information. If you want more

information about this, please contact your local British Council office or see our website: http://www.britishcouncil.org/privacy-cookies/data-protection. We will keep your information for a period of seven years after the project.

Application Process and Documentation

All applications should be sent to: ua_ihe@britishcouncil.org.ua

The deadline for applications is 23:59 on 2 August 2024 – we recommend that you send at least an hour before to avoid any last-minute technical glitches.

Application Form

Applications must only be submitted using the Application Form supplied within the Grant Call Documentation. Word limits must be followed, and text over the word limits will not be read.

Gender and EDI Statements

Applicants are encouraged to ensure equal opportunities in the teams implementing their proposed activity.

Please contact us for further information on the British Council's approach. See our Equality Policy here: https://www.britishcouncil.org/about-us/our-values/equality-diversity-inclusion

Gender Equality

To comply with the International Development (Gender Equality) Act 2014, applications must outline the institutions commitment to EDI values.

Budget Sheet

Budgets must only be submitted using the Budget Sheet supplied within the Grant Call Documentation. A list of Eligible and Ineligible costs can be found in Annex 2.

Section 1 – Staff Costs

- Staff costs for personnel working directly on the Grant-funded study visit.

Section 2 – Travel, Accommodation, Visa and Subsistence

- Supply details of approximate costs/allocation for travel, visa, accommodation and subsistence costs. NB: Approximate Ukraine-UK travel cost per one person is £450, visa

cost – £100. One-night accommodation in Warsaw might be needed for visa arrangements. Subsistence - £65 per one person per day.

- The budget should include participation of a minimum of three visitors for at least three full working days
- Read Annex 2 for guidance on permitted costs
- Clarify what portion of the total costs needs to be covered by the Grant and how much will be allocated through in-kind contributions (if any)

Section 3 – Operational and Activity Costs

- In section 3 you can give the approximate costs/allocation you intend to use for specific activities. Clarify what portion of the total costs needs to be covered by the Grant and how much will be allocated through in-kind contributions (if any)
- Read Annex 2 for guidance on permitted costs

Section 4 – Miscellaneous and Additional Costs

- In section 4 you can give the approximate costs/allocation you intend to use for any elements not covered in sections 1-3. Clarify what portion of the total costs needs to be covered by the Grant and how much will be allocated through in-kind contributions (if any)
- Read Annex 2 for guidance on permitted costs
- Typically applicants use this section to show administrative costs e.g. international bank transfer costs associated with Grant disbursements to partners etc

Selection Process

- All applications received by the deadline will be logged and acknowledged – if you have not received an acknowledgement within seven days please check your spam folder for messages from ua_ihe@britishcouncil.org.ua. If you have not received any acknowledgement of receipt of application please contact us with details.

- Applications will be reviewed for completeness – if we do not have everything requested in the Pre-submission Checklist your application will be declared ineligible and not proceed to next stage. We receive large volume of applications so will not be able to notify you at this stage.

- **Applications will be assessed on the basis of assessment criteria specified below by a panel of subject experts.**

- Unsuccessful applications will be notified at a later stage.

Assessment Criteria

	Weight 100%
Quality of proposal: • The proposal fully covers the specified thematic area, activities are well planned and defined and support the visit aims • The proposal contains clear, feasible, and realistic objectives, as well as potential for further partnership • The proposal demonstrates capacity of the applicant to provide comprehensive visit support	**40%**
Relevance of experience: • The applicant has sufficient experience and expertise relevant to the selected project theme • The applicant has previous experience of working with the Ukrainian higher education sector • The applicant has relevant experience in organising similar international activities	**40%**
Budget • The proposal represents value for money and all costs are fully justifiable	**20%**

The evaluation panel will assess the applications based on the overall criteria above

Key Milestones

Milestone	Timelines
Deadline for applications	2 August 2024
Date by which applications are acknowledged	9 August 2024
Results announcement	30 August 2024
Contracts signed	30 September 2024
Period of Grant payments	15 October 2024

All dates may be subject to change if the call received significantly more applications than expected.

Pre-Submission Checklist

The application has been submitted by the applicant by the published deadline.	
The application is completed in full.	
The application form and supporting documents have been completed in English.	
Contracting institution is eligible (see Eligibility section).	
Applicants have submitted a detailed budget request using the budget spreadsheet provided with the Grant call documents on our funding call page.	

Applicant screening

In order to comply with UK government legislation, the British Council may at any point during the application process, carry out searches of relevant third-party screening databases to ensure that neither the applicant institutions nor any of the applicants' employees, partners, directors, shareholders are listed:

- as an individual or entity with whom national or supranational bodies have decreed organisations should not have financial dealings;
- as being wanted by Interpol or any national law enforcement body in connection with crime;
- as being subject to regulatory action by a national or international enforcement body;
- as being subject to export, trade or procurement controls or (in the case of an individual) as being disqualified from being a company director; and/or
- as being a heightened risk individual or organisation, or (in the case of an individual) a politically exposed person.

If the applicant or any other party is listed in a Screening Database for any of the reasons set out above, the British Council will assess the applicant as ineligible to apply for this Grant call.

The applicant must provide the British Council with all information reasonably requested by the British Council to complete the screening searches.

Please read the text to this effect on the application form and tick the box to show that you understand this.

British Council contractual requirements

- The contracting authority is the British Council which includes any subsidiary companies and other organisations that control or are controlled by the British Councilfrom time to time
  - (see: www.britishcouncil.org/organisation/structure/status).

- The Grant Agreement Holder for the partnership will be the Contracting Institution.

- The British Council is subject to the requirements of the UK Freedom of Information Act, ("FOIA"). Please indicate in your application whether FOIA also applies to your organisation, so that we can reflect this in the Grant Agreement should you be successful in your application.

- (Terms and Conditions of the Grant Agreement) ("Grant Agreement"). **By submitting a response to this call for applications, you are agreeing to be bound by the terms of these guidelines and the Grant Agreement without further negotiation or amendment**.

- In the event that you have any concerns or queries in relation to the Grant Agreement, you should submit a clarification request to ua_ihe@britihcouncil.org.ua in accordance with the provisions of this call for applications by the application deadline.The British Council reserves the right not to make any changes to the Grant Agreement.

- The British Council is under no obligation to consider any clarifications / amendmentsto the Grant Agreement requested following the application deadline.

Annex 1 – Projects description and study visit aims

Name of the institution	**Dnipro University of Technology (DniproTech)**
Name of the project	**The Concept of Institutional Transformation for Internationalization of DniproTech Brand**
Brief description of the project	The project aims to facilitate the internationalization of the Dniprotech brand through strategic institutional transformation. This involves aligning Dniprotech's operational, cultural, and structural frameworks with international standards to enhance its global competitiveness. The initiative focuses on several key areas: • Reorganization of internal structure to improve efficiency and facilitate the integration of best international practices. • Quality assurance: developing criteria and indicators for improving international rankings position includimg: the quality of education, reputation, innovation, international cooperation, social responsibility, the involvement of students and teachers. • Improving university ranking: ways to improve the position, agreeing strategic initiatives to shape and influence the international reputation of Dniprotech. • Emphasis on international marketing: strengthening Dniprotech's brand through marketing research and targeted international marketing campaigns. • Strategic Partnerships: establishing alliances with international universities and academic institutions to drive innovation and expand presence. Cultural adaptation: adopting a flexible, network-based organizational structure that encourages horizontal collaborations, innovation, and responsiveness.
Aims and expectations from the UK study visit	Enhancing Dniprotech's internationalization by examining best practices in institutional transformation and internationalization. The primary objectives include: studying the UK's successful models for institutional transformation and internationalization of higher education establishments; understanding how UK institutions improve their position in rankings and ensure the positioning of the university brand, develop effective marketing strategies to enhance their competitiveness, develop unique educational programmes, and foster a culture of continuous improvement and excellence. Study visit aims: • Gain insights into international best practices for improving international rankings. • Gain insights into the implementation of heterarchical networks that support cross-functional collaboration and agility. • Establish strategic partnerships & collaboration. • Benchmarking and innovation adoption. • Cultural exchange.

Name of the institution	Mariupol State University
Name of the project	**Study of the Mariupol Communities in Great Britain**
Brief description of the project	In 2023, as a part of the Strategic Plan Mariupol State University articulated a priority for the transition to a Civic University model. This decision was grounded in the University's new role of preserving the identity of the Mariupol Community, maintaining links with associations of Mariupol residents worldwide, and sustaining the potential for the future restoration of de-occupied Mariupol.

The project includes a roadmap for institutional changes during the transformation phase and necessitates conducting research on the Mariupol Community, which is dispersed across various regions of Ukraine and Europe. The aim is to jointly develop a comprehensive research methodology and conduct a Study of the Mariupol Community currently residing in the United Kingdom.

The Study objectives include:

- Identifying locations of concentrated settlement of Mariupol residents.
- Creating a database of their Community Organizations and electronic communication platforms (such as Telegram groups).
- Investigating main needs, expectations, and intentions of Mariupol residents staying abroad.

The anticipated outcomes of the project include a research methodology, that will be applicable in other countries in the future; a detailed profile of Mariupol residents in the United Kingdom; and contacts of key Mariupol associations in the UK to facilitate further efforts in unifying the Mariupol community. |
| Aims and expectations from the UK study visit | Expected learning outcomes from the study visit:

- Understanding of modern approaches to the development of community research methodology.
- Practical skills in collecting statistical information in Great Britain.
- Identifying and understanding effective channels of communication with immigrant communities in Great Britain.

Expectations from further project implementation:

- Get support for Sociology Laboratory and develop research methodology for this particular Study that is in line with the specifics of the United Kingdom.
- Get assistance in obtaining official statistics regarding Ukrainians in the United Kingdom.
- Get help in organizing focus groups and conducting individual interviews with leaders of Ukrainian and Mariupol. |

Name of the institution	**Lviv Polytechnic National University (LPNU)**
Name of the project	**Digital transformation of the document management system at LPNU as a tool for academic community engagement**
Brief description of the project	The project aims at digitising the document management system at LPNU, introducing the qualified electronic signature and harmonising the university's information systems. The project consists of 2 phases: • Development, testing and implementation of a technical solution. • Creation and implementation of a communication strategy for successful project integration. In the first phase, LPNU is already working with a partner company to implement a solution adapted to the university's business processes. The second phase involves developing an effective communication strategy and delivering an effective communication campaign on the new documentation management system. This includes presenting the new service to the university community, searching for ambassadors of change to overcome possible resistance, developing clear instructions and delivering staff training. Expected impact from the successful project implementation include increased reputation capital of LPNU and involvement of the academic community; better data accessibility and increased environmental awareness; savings of human, material and financial resources.
Aims and expectations from the UK study visit	The main purpose of the study visit is to study the partner university's experience in implementing and using digital document management systems including: • Effective communication strategies and their implementation in the academic environment while introducing changes. • Successful practices of staff training in the effective use of digital systems. • The processes of integrating digital systems into the overall university infrastructure. • Technological solutions and platforms used for digitisation of document management. • Methods of ensuring data security and managing access to documents.

Name of the institution	**Taras Shevchenko National University of Kyiv**
Name of the project	**UNITAS IN UNIVERSITATE**
Brief description of the project	The project aims at creating common educational resources of the University. Shared resources are a means of rapid adaptation of higher education institutions to the multi-level (education, self-education, professional development, degree education, applied research) needs of society and thus increase institutions' resilience to new challenges and changes in the system of functioning and financing of higher education. The creation of shared educational resources is an important and necessary step towards open education and science. It should result in: • Intensification of interaction and development of flexible horizontal links between teachers (representing different subject areas and research areas) in educational and research projects. • Achieving substantive coherence of degree and certificate programmes at different levels of knowledge areas. • Creating additional prerequisites for the development of flexible learning systems. • Promoting institutional changes at the University - the formation of more flexible organisational structures that provide horizontal links and the development of interdisciplinary/multidisciplinary projects. • Creating a basis for the formation of open educational resources, including joint ones with other higher education institutions. The availability of common educational resources at the university contributes to the creation and continuous improvement of open educational resources and educational platforms for international alliances in which the university participates.
Aims and expectations from the UK study visit	Study visit aim includes gaining insight into the following areas of UK universities' expertise: • Experience in organising joint educational resources at the partner university. • Observance of teachers' copyrights in the formation of joint educational resources and open educational resources. • Organisational and methodological solutions for the formation of open educational resources at the partner university. • Measures to ensure the quality of open educational resources. • Support for open educational resources in the university Learning Management System. • Open educational resources and microcredit programmes. • Open educational resources and degree programmes. • Open educational resources and flexible learning paths.

Name of the institution	V.N. Karazin Kharkiv National University
Name of the project	Academy of Teaching
Brief description of the project	The project aims at the creation of a new centre for the development of teacher education, the Academy of Teaching, at V. N. Karazin Kharkiv National University. The creation of the Academy of Teaching will help to address the following issues: • Low number of highly qualified teachers, lecturers and vocational training masters in general secondary education and vocational technical education institutions. • Lack of digital competencies among teachers, as well as the need for them to acquire hard skills, soft skills and meta skills. • Inconsistency of the secondary and vocational education system with modern educational challenges. • Lack of a comprehensive ecosystem for training teachers at the university. The Academy of Teaching will be used as an innovative training center for secondary education institutions and a safe environment for offline classes and practical training.
Aims and expectations from the UK study visit	The main study visit aims: • Exploring UK existing system for professional development of teachers of secondary schools and vocational technical education institutions and identifying the role of universities in the process. • Gaining insights of effective interdisciplinary approaches and methods for creation of a comprehensive training ecosystem for general secondary and vocational education personnel. • Learning UK experience of new pedagogical approaches and methods in professional development of teachers.

Name of the institution	Zaporizhzhia National University (ZNU)
Name of the project	**Conscious Leadership Culture and Practices (CO-LEAD)**
Brief description of the project	The project addresses such challenges in Ukrainian higher education institutions leadership culture as • Absence of institutional leadership / managerial skills development programmes. • Lack of strategic approach to human capital / human resources development: absence of strategy, lack of clear Human Resources Development (HRD) policies and value statements, lack of transparent performance evaluation system for leadership. The project goal is to establish a holistic leadership development programme at ZNU. Project outcomes would include: • A reformed HR Department with a coherent HRD strategy and an updated performance evaluation system. • White Book in HR development policies and values. • One permanent training programme for ZNU leadership team (trainings + external mentors) based on relevant KPIs. • Job shadowing programme for Heads of Professional Services.
Aims and expectations from the UK study visit	Study visit aims include learning UK university's experience of: • Approaches to leadership; leadership/staff development programmes design, their implementation and management. • Human resources development: HR department's organizational structure, internal HRD strategies and policies, performance evaluation practices. • Digital technologies in HRD. • Core HRD values, securing transparency, diversity and gender equality in leadership, leadership turnover dynamics. Brief interviews with members of the university leadership team on their vision of and approaches to leadership, key challenges etc. would be extremely valuable.

Annex 2 – Eligible and ineligible costs

Eligible costs

The following costs are eligible for funding:

- Travel: Travel (economy class) and subsistence costs to the UK, visa fees, medical insurance, and roaming charges during travel essential to the project, to the UK and partner country.
- Local travel in the UK and overseas (public transport to and from the airport and for meetings/visits is encouraged where possible).
- Reasonable accommodation and subsistence costs for staff when visiting their partner organisation in the UK. One-night accommodation in Warsaw might be needed for visa arrangements.
- Reasonable hospitality costs (excluding self-entertaining costs).
- Cost of meetings, training events, workshops, public engagement events, and seminars integral to the proposal. Translation and interpreter fees.
- All the foregoing activities must be directly related to the development and delivery of the agreed project. Partners will be asked to provide the British Council with information on expenditure, supported by receipts for monitoring and auditing purposes.
- The cost of staff time for full-time personnel working directly on the project, plus the costs of temporary personnel and other temporary staff recruited to work solely on the project.

Ineligible costs

The following costs are ineligible for funding:

- Full economic costs (FECs) (UK sector terminology).
- Promotional activities solely concerned with the recruitment of overseas students.
- Institutional overheads including administration fees and other indirect costs.
- Costs associated with Master's and PhD scholarships (including stipends).
- Purchase or rental of standard office equipment (except specialist equipment essential to the research). This includes IT hardware – laptops, personal computers, tablets, smartphones, Mac workstations, computer parts and peripherals, etc. Any standard hardware routinely used by researchers and academics will not be funded.
- Office software and office equipment including desks, chairs, filing cabinets, photocopiers, printers, and fax machines.
- Mobile phone costs including rental or purchase, and monthly phone bills.
- Exchange rate costs/losses and other banking-related costs.
- IP costs, patent, copyright, licensing, or other IP-related costs.
- Costs relating to the construction, procurement, or rental of physical infrastructure (e.g., office buildings, laboratory facilities). Rooms and facilities essential for routine collaboration are provided as an in-kind contribution by participating institutions. These can be detailed as an in- kind contribution in the budget breakdown.
- Entertainment costs such as gifts, alcohol, restaurant bills, or hospitality costs for personnel not directly participating in the project, excessive restaurant costs, and excessive taxi fares.
- No profit or fees must be charged to the Grant.