



Tempus IV

Reform of Higher Education through International University Cooperation

FIFTH CALL APPLICATION GUIDELINES

EACEA N° 25/2011

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1. INTRODUCTION

1.1 Background

The Commission considers higher education as an important priority for its co-operation activities with the neighbouring countries and the countries within its wider vicinity. The Tempus programme, which is the longest-standing EU programme in this sector and which has a strong focus on institutional co-operation, is being continued for a new phase from 2007 to 2013. Since its inception in 1990, university cooperation under the Tempus programme has contributed successfully to institution building in higher education in the Partner Countries and to sustainable university partnerships as well as to enhancing mutual understanding between academic worlds of the European Union and the Partner Countries.

The present call for proposals is funded through the following financial instruments of the European Union:

- Instrument for Pre-accession Assistance¹ (for proposals involving Tempus Partner Countries in the Western Balkans; see 5.2 Eligible countries);
- European Neighbourhood and Partnership Instrument² (for proposals involving Tempus Partner Countries in the Southern and Eastern neighbouring area and the Russian Federation; see 5.2 Eligible countries);
- Development Cooperation Instrument³ (for proposals involving Tempus Partner Countries in Central Asia; see 5.2 Eligible countries).

Lessons learnt from the previous phases, as well as national and regional priorities have been taken into consideration for the design of the new programme. The evaluation of the prior phases of the programme confirmed its relevance and the validity of its intervention logic and management approaches. All evaluation reports and published studies can be consulted at the following link:

http://eacea.ec.europa.eu/tempus/tools/publications_en.php

Particularly in the Partner Countries, higher education institutions are currently facing major challenges linked to (i) dramatic demographic changes (number of people potentially having access to higher education, age structure, migration flows), (ii) increasing global competition, leading to a considerable shift in the distribution of the economic power at world level, (iii) changes in science and technology but notably the growing importance of organisational and societal innovation rather than purely technological innovation and last but not least (iv) challenges of societies in transition (social cohesion, human rights, etc.).

Higher education institutions are therefore key players in the successful transition to a knowledge-based economy and society and they provide the training for a new generation of leaders. They are the pools of expertise and centres for the development of human resources. Higher education institutions are also important factors in growth and competitiveness, and play a crucial role in the reform agenda of both EU Member States and the Partner Countries. In the EU, the modernisation of higher education has been acknowledged as a core condition for the success of the Lisbon Strategy and more recently the Europe 2020 strategy which aim at restructuring the economic and social systems within the EU.

At the same time, more and more of the Partner Countries have signed the Bologna Declaration and all have expressed interest in the harmonisation of their higher education systems, inspired by the developments made in this respect within Europe. The Tempus programme has thus assisted Partner

¹ Council Regulation (EC) No 1085/2006 establishing an Instrument for Pre-accession Assistance, 17 July 2006.

http://eacea.ec.europa.eu/tempus/documents/tempus_ipa.pdf

² Regulation (EC) No 1638/2006 of the European Parliament and of the Council laying down general provisions establishing a European Neighbourhood and Partnership Instrument, 24 October 2006.

http://ec.europa.eu/world/enp/pdf/oj_1310_en.pdf

³ Regulation (EC) No 1905/2006 of the European Parliament and of the Council establishing a Financing Instrument for Development Cooperation, 18 December 2006.

<http://eur-lex.europa.eu/lex/LexUriServ/LexUriServ.do?uri=OJ:L:2006:378:0041:0071:EN:PDF>

Countries in reforming their higher education systems in line with the principles of the "Bologna process" which aims at creating a "European Area for Higher Education" and is becoming a common reference point for both EU Member States and Partner Countries.

The Tempus programme promotes institutional cooperation and focuses on the reform and modernisation of higher education systems in the Partner Countries. It contributes to an area of cooperation in the field of higher education involving the European Union and Partner Countries in the surrounding area. Tempus is implemented in close coordination with the Erasmus Mundus programme which provides scholarships to third country students allowing them to participate in top-level master courses and doctorate programmes inside the EU.

With regards to the Western Balkans, Tempus contributes to preparing the candidate countries and potential candidates for a participation in the integrated Lifelong Learning Programme⁴.

1.2. Management

The proposals for Joint Projects and Structural Measures will be received and assessed by the Education, Audiovisual and Culture Executive Agency (EACEA), which is responsible for the management of the programme acting under powers delegated by the Commission: http://eacea.ec.europa.eu/index_en.php

2. OBJECTIVES, THEMES & PRIORITIES

2.1. Objectives

2.1.1. Overall objective

The overall objective of the programme is to support the modernisation of higher education in the EU's surrounding area. The Tempus programme promotes institutional cooperation and focuses on the reform and modernisation of higher education systems in the Partner Countries. It contributes to an area of cooperation in higher education involving the European Union and Partner Countries in its wider proximity. In particular, the programme will promote voluntary convergence with EU developments in the field of higher education deriving from the Europe 2020 strategy⁵, the Strategic framework for European Cooperation in education and training (ET 2020)⁶ and the Bologna process.

2.1.2. Specific objectives

The specific objectives of the Tempus programme are as follows:

- To promote the reform and modernisation of higher education in the Partner Countries;
- To enhance the quality and relevance of higher education in the Partner Countries;
- To build up the capacity of higher education institutions in the Partner Countries, in particular their capacity for international cooperation and for a permanent modernisation process, and to assist them in opening themselves up to society at large, the world of work and the wider world in order;
 - to overcome the fragmentation of higher education between countries and between institutions in the same country;
 - to enhance inter-disciplinarity and trans-disciplinarity;
 - to enhance the employability of university graduates;
- To foster the reciprocal development of human resources;

⁴ http://ec.europa.eu/education/programmes/llp/index_en.html

⁵ http://ec.europa.eu/eu2020/index_en.htm

⁶ [http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:52009XG0528\(01\):EN:NOT](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:52009XG0528(01):EN:NOT)

- To enhance networking among higher education institutions and research institutions across the Partner Countries and EU Member States;
- To enhance mutual understanding between peoples and cultures of the EU and Partner Countries.

2.2. Programme themes

As Tempus IV is designed to support the modernisation of higher education systems in the Partner Countries, its themes are structured around the main policy areas governing the current trends of higher education worldwide.

The themes for cooperation are structured in the following three building blocks:

Curricular Reform

- Modernisation of curricula in academic disciplines identified as priorities by the Partner Countries, using the European Credit Transfer System (ECTS), the three cycle system and the recognition of degrees

Governance Reform

- University management and services for students
- Introduction of quality assurance
- Institutional and financial autonomy and accountability
- Equal and transparent access to higher education
- Development of international relations

Higher Education and Society

- Training of non-university teachers
- Development of partnerships with enterprises
- Knowledge triangle education-research-innovation
- Training courses for public services (ministries, regional/local authorities)
- Development of lifelong learning in society at large
- Qualifications frameworks

2.3. National priorities

The themes from the above building blocks selected by a Tempus Partner Country will become the national priorities for that Partner Country (see Annexes 7 & 8).

The national priorities were established in close consultation between the EU Delegations and Ministries responsible for higher education in the Partner Countries. National priorities are set for both types of eligible activities, Joint Projects and Structural Measures, as identified under point 5.4. The national priorities of the Partner Country concerned will need to be adhered to in national projects (i.e. projects involving institutions from only one Partner Country).

2.4. Regional priorities

The themes selected in Annexes 9 & 10 of this Call identify the regional priorities for the Partner Countries within the relevant geographical zones (see table in section 4.1).

The regional priorities are based on the EU's policy for cooperation with the Partner Countries' regions as identified in its strategic documents concerning the neighbouring countries⁷, those for pre-accession to the EU⁸ and those in Central Asia⁹. Regional priorities are established for both types of eligible activities, Joint Projects and Structural Measures.

Multi-country projects, that is, projects involving institutions from at least two Partner Countries in the consortium, must respect the regional priorities or national priorities of the participating Partner Countries involved. That is, the theme of the project must be listed as regional priority for each of the participating Partner Countries in the same region, as indicated in Annexes 9 &10, or the theme of the project must be listed as a national priority for each of the participating Partner Countries, as indicated in Annexes 7 & 8 of this Call. Cross regional cooperation (between regions) is possible in multi-country projects provided that the theme of the proposal is listed as a regional priority or national priority for all the Partner Countries concerned. Cross regional and regional cooperation should be relevant and justified by detailed analysis of common needs and objectives. The choice of the countries must be adequate and coherent with the objectives proposed.

3. TIMETABLE

3.1. Deadlines

The application forms must be submitted electronically using the on-line application form (eForm), by the following deadline:

23 February 2012, at 12:00 (midday) Brussels time

Please read carefully section 14 of this call for proposals concerning the procedures for submitting applications.

3.2. Calendar of the selection process

- The eligibility verification will start immediately after reception and registration of proposals on the 23 February 2012. Applications deemed ineligible will receive a letter indicating the reasons for rejection.
- The assessment of eligible proposals by academic experts is planned to be carried out in March and April 2012.
- The consultation procedure with EU Delegations, National Tempus Offices and Ministries of Education in Partner Countries should be finalised in June 2012.
- Finalisation of the selection process is expected to take place in July 2012.

3.3. Notification of results of the selection procedure – Reception of Grant Agreement

All applicants will be informed in writing of the results of the selection process.

The intention is to inform successful and unsuccessful applicants on the results no later than mid August 2012. Detailed feedback and recommendations regarding the proposals will be sent to all applicants.

⁷ Regulation (EC) No 1638/2006 of the European Parliament and of the Council of 24 October 2006 laying down general provisions establishing a European Neighbourhood and Partnership Instrument;
http://ec.europa.eu/world/enp/pdf/oj_1310_en.pdf

⁸ Council Regulation (EC) No 1085/2006 of 17 July 2006 establishing an Instrument for Pre-Accession Assistance (IPA); http://eur-lex.europa.eu/LexUriServ/site/en/oj/2006/l_210/l_21020060731en00820093.pdf

⁹ Regulation No 1905/2006 of the European Parliament and of the Council of 18 December 2006 establishing a financing instrument for development cooperation (DCI)

The list of selected projects will be published on the Tempus website once all applications have been individually informed of the decision.

It is planned that selected applicants will receive their agreements for signature in September 2012.

Activities of the selected projects are expected to start by 15 October 2012.

4. BUDGET AVAILABLE

4.1. Regional Budget Allocation

The total **indicative** budget earmarked for the co-financing of projects under this Call for Proposals amounts to €78.1 million (plus an additional amount of €12.5 million for the Southern and Eastern Neighbouring area, under the reserve that the relevant financing decision following the recent ENP Review¹⁰ is adopted by the European Commission). It is planned that a minimum of 40% of the EU funds allocated to the present Call for proposals will be used for Joint Projects and a minimum of 30% for Structural Measures.

The regional breakdown is provided in the table below.

REGION	Partner Countries
Western Balkans (under the Instrument for Pre-accession Assistance) €4.5 million	<ul style="list-style-type: none"> • Albania: indicative budget €1.9 million • Bosnia-Herzegovina: indicative budget €2.3 million • Montenegro: indicative budget €1.2 million • Serbia: indicative budget €6.6 million • Kosovo under UNSC Resolution 1244/99: indicative budget €2.5 million
Southern Neighbouring area (under the European Neighbourhood and Partnership Instrument) €2.8 million Plus an additional amount of €6.25 million under the reserve that the relevant financing decision is adopted by the European Commission.	Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, the occupied Palestinian territory, Syria, Tunisia
Eastern Neighbouring area (under the European Neighbourhood and Partnership Instrument) €2.8 million Plus an additional amount of €6.25 million under the reserve that the relevant financing decision is adopted by the European Commission.	Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine

¹⁰ "A new response to a changing Neighbourhood". Joint Communication of 25/05/2011 from the European Commission and the High Representative of the European Union for Foreign Affairs and Security Policy to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. COM(2011) 303/3

Bilateral allocation under the European Neighbourhood and Partnership Instrument €8.5 million	the Russian Federation
Central Asia (under the Development Cooperation Instrument) €9.5 million	Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan.

The Agency reserves the right not to distribute all the funds available. In addition, although balanced geographical representation will be sought in the selected projects (i.e. projects funded involving each Partner Country) the major determining factor as to the number of projects funded per Partner Country will be quality.

4.2. Grant size

The **minimum grant** for both Joint Projects and Structural Measures will be **€500.000**. The **maximum grant** will amount to **€1.500.000**. A minimum grant of €300.000, for national projects (both for Joint Projects and Structural Measures), is set for Kosovo¹¹ and Montenegro.

The above figures indicate the amount of financing that may be requested from the Tempus programme, representing the European Union financial contribution to the project, and should not be mistaken with the total budget of a project.

The duration and size of the grant should be clearly proportional to the project scope and the number of Partner Country institutions involved in the partnership.

Approximately 90 projects (104 if the relevant financing decision following ENP Review is adopted) are estimated to be funded by this Call.

4.3. Grant and Co-financing proportions

The financial contribution from the European Union cannot exceed 90% of the total eligible costs (direct and indirect costs). A co-financing of a minimum of 10% of the total eligible cost is needed.

Project budgets not respecting the maximum and minimum grant amounts and/or the percentage of co-financing will not be considered and the application will be declared ineligible.

5. ELIGIBILITY CRITERIA

Applications will be checked to determine whether they comply with the eligibility criteria set out in chapter 5 and all the other conditions set out in chapter 14. Only applications that fulfil all the eligibility criteria will be considered for a grant and will be the subject of an in-depth academic, technical and financial evaluation.

5.1. Formal criteria

Only proposals submitted in English, French or German, using the official application form, completed in full (with information provided in all relevant sections and with all annexes referred to in section 14), signed, sent following the procedure indicated in section 14 and on the website, and received by the specified deadline, will be considered.

¹¹ Under UNSCR 1244/99

5.2. Eligible countries

There are four groups of eligible countries:

- 27 Member States of the European Union;
- 4 countries of the Western Balkans region, as well as Kosovo under UNSC Resolution 1244/99;
- 17 countries in the Southern and Eastern neighbouring area of the European Union and the Russian Federation;
- 5 Central Asian countries.

Applications from legal entities and partners established in one of the following countries are eligible:

European Union (legal entities from these countries are eligible as partners and applicants)	Partner Countries (legal entities from these countries are eligible as partners and applicants)	Partner Countries (legal entities from these countries are eligible as partners and applicants)
Austria Belgium Bulgaria Czech Republic Cyprus Denmark Estonia Finland France Germany Greece Hungary Ireland Italy Latvia Lithuania Luxembourg Malta Netherlands Poland Portugal Romania Slovakia Slovenia Spain Sweden United Kingdom	Western Balkans	Southern Neighbouring area
	Albania Bosnia and Herzegovina Montenegro Serbia as well as Kosovo (under UNSC Resolution 1244/99)	Algeria Egypt Israel Jordan Lebanon Libya Morocco Syria* occupied Palestinian territory Tunisia
		Eastern Neighbouring area
		Armenia Azerbaijan Belarus Georgia Moldova Russia Ukraine
		Central Asia
		Kazakhstan Kyrgyzstan Tajikistan Turkmenistan Uzbekistan

* Following the suspension of all EU bilateral programmes with Syria and of Syrian representatives' participation in EU regional programmes, please note that the eligibility of Syrian organisations will be assessed on a case by case basis in light of the latest developments on the ground.

Legal entities from the following seven countries may participate in Tempus projects as partners, but **only on a self-financing** basis:

- **Turkey;**
- The EFTA countries: **Iceland, Liechtenstein, Norway and Switzerland.**
- **Croatia and the former Yugoslav Republic of Macedonia**

Countries that are not listed above are not eligible.

5.3. Eligible establishments/bodies/types of beneficiary

5.3.1. Eligible Applicant Institution (coordinators)

An applicant institution is the institution which is applying for the Tempus grant by submitting a proposal on behalf of all the partners in the consortium/partnership. The applicant institution/organisation is represented by a legal representative and a contact person. Once a project is selected for funding, the applicant institution/organisation becomes the coordinator in legal terminology and the partners of the consortium will be the co-beneficiaries.

Through their **legal representative**, the applicant institution/coordinator signs the Grant Agreement with the Agency. The legal representative is the person authorised to enter into legally binding commitments on behalf of the applicant organisation (Rector, Vice-Rector, Chancellor, President, Vice-President). Should a different person than the legal representative sign the documents, a delegation of powers signed by the legal representative of the organisation must be provided with the application (administrative documents).

The legal representative is therefore legally responsible for the administration of the Tempus grant in accordance with the plans presented in the application and the terms of the Grant Agreement awarded.

The coordinator is responsible as well for supplying documents and information to the Agency which may be required under the agreement or in the event of audits, and for the administration and financial management of the grant, including financial guarantees, payment requests, and timely payments to the co-beneficiaries.

The applicant must, in addition, indicate a **contact person at the applicant institution**, who is responsible for the daily management, coordination and monitoring of the project activities as well as for the submission of reports on activities and outcomes. All activities related to the project management are considered core activities and must not be outsourced to external bodies or delegated to any project partner.

Higher Education Institutions from the Partner Countries are encouraged to act as applicants, provided that they count with the financial and operational capacity required in sections 7.1. and 7.2.

In order to be eligible for the award of a grant, applicants must meet the following criteria:

(1) Applicants must be legal persons ("legal entities") in the EU **or** Tempus Partner Countries.

All legal entities of the applicants mentioned in (2) or (3) below, must have been legally established for more than 5 years by the deadline for submission of applications, and must provide the following documents in order to demonstrate their existence as a legal person:

Private institutions, association, etc.:

- extract from the official gazette/trade register, and certificate of liability to VAT (if, as in certain countries, the trade register number and VAT number are identical, only one of these documents is required).
- financial identification form, duly completed and signed¹²

Public-law entity:

- legal resolution or decision established in respect of the public company, or other official document established for the public-law entity.
- financial identification form, duly completed and signed¹³.

¹² A financial identification form is included in the application package.

(2) Applicants for **JOINT PROJECTS** must be:

A) State-recognised, public or private, higher education institutions.

For the purpose of this call higher education institutions shall be defined as all types of **state-recognised tertiary educational and vocational training establishments which offer, within the framework of advanced education and training, qualifications and diplomas of that level, regardless of what such establishments are called** ("University" or "Polytechnic", "College" or "Institute" etc.).¹⁴ Research institutions and individual faculties/departments of higher education institutions are not eligible applicants. Faculties/Departments/Centres part of a higher education institutions but established as autonomous legal entities are considered ineligible unless they can provide specific project related statement signed by the Rector/President of the higher education institution authorising them to commit the whole institution. EU universities applying for a Tempus grant must have obtained an Erasmus University Charter.

B) Associations, organisations or networks of higher education institutions 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. If such associations, organisations or networks also cover other education sectors and training, the main focus of their activities must be on higher education. An association will count as one higher education institution and one legal entity/partner institution, meaning that the association/network will be treated as one partner from the country where the headquarters are based. Only those members which are located in the EU Member States or in the Tempus Partner Countries (listed in 5.2) can benefit from the Tempus grant. If an EU based association of higher education institutions acts as an applicant, at least two higher education institutions, each from a different Member State, which are not members of the applicant association must be included in the partnership.

(3) Applicants for **STRUCTURAL MEASURES** must be:

A) State-recognised, public or private, higher education institutions.

For the purpose of this call higher education institutions shall be defined as all types of **state-recognised tertiary educational and vocational training establishments which offer, within the framework of advanced education and training, qualifications and diplomas of that level, regardless of what such establishments are called** ("University" or "Polytechnic", "College" or "Institute" etc.).¹⁵ Research institutions and individual faculties/departments of higher education institutions are not eligible applicants. Faculties/Departments/Centres part of a higher education institutions but established as autonomous legal entities are considered ineligible unless they can provide specific project related statement signed by the Rector/President of the higher education institution authorising them to commit the whole institution.

EU universities applying for a Tempus grant must have obtained an Erasmus University Charter.

¹³ A financial identification form is included in the application package.

¹⁴ International Standard Classification of Education (ISCED), tertiary education, levels of education 5 and 6 (post-secondary non-tertiary education ISCED 4 is not eligible).

¹⁵ International Standard Classification of Education (ISCED), tertiary education, levels of education 5 and 6 (post-secondary non-tertiary education IESSED 4 is not eligible).

B) Associations, organisations or networks of higher education institutions 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. If such associations, organisations or networks also cover other education sectors and training, the main focus of their activities must be on higher education. An association will count as one higher education institution and one legal entity/partner institution, meaning that the association/network will be treated as one partner from the country where the headquarters are based. Only those members which are located in the EU Member States or in the Tempus Partner Countries (listed in 5.2) can benefit from the Tempus grant. If an EU based association of higher education institutions acts as an applicant, at least two higher education institutions, each from a different Member State, which are not members of the applicant association, must be included in the partnership.

C) National or international rector, teacher or student organisations.

5.3.2. Eligible Partners (co-beneficiaries)

A partner/co-beneficiary in a Tempus project is a participating institution or organisation which actively contributes to the work programme and therefore receives a portion of the budget but is not the applicant/coordinator which coordinates and manages the project's finances and work programme.

The following legal entities that are involved in higher education may participate in the Tempus programme as partners/co-beneficiaries to the applicant institutions described above:

- higher education institutions, as described under point 5.3.1.(2) - (A)
- associations, organisations or networks of higher education institutions, as described under point 5.3.1 (2) - (B) and 5.3.1 (3) - (B)
- rector, teacher or student organisations;
- non-governmental organisations;
- social partners or their training organisations;
- chambers of commerce, labour associations or other public or private professional organisations;
- private or public enterprises;
- research institutions.

International governmental organisations may participate as partner in Tempus projects on a self-financing basis. Public administrations (Ministries, other national, regional and local administrations) or governmental organisations may also participate in the Tempus programme as partners/co-beneficiaries but may not receive funding from the grant with the exception of travel costs and costs of stay. This applies to both Joint Projects and Structural Measures.

Co-beneficiaries must submit **mandates signed between the coordinator and each co-beneficiary**, confirming that they grant power of attorney to the coordinator, to act in their name and for their account in signing the eventual agreement and its possible subsequent riders with the Education, Audiovisual and Culture Executive Agency. By signing the mandate, the co-beneficiary accepts all the provisions of the above mentioned Grant Agreement and agrees to provide the documents or information that may be required for the right maintenance of the project accounts under responsibility of the coordinator. Due to the fact that the expenditure made by the co-beneficiaries is also eligible, insofar as it is reflected in the project accounts and in the accounts of the co-

beneficiaries and respects all other rules on eligibility of costs, audits and controls might be directed not only to the coordinator, but also to the co-beneficiaries. Given their special status as partners not benefitting from the Tempus grant apart from travel costs and costs of stay during mobility, it is acceptable that the Ministries responsible for higher education in the Partner Countries submit an endorsement letter instead of a mandate at application stage.

The mandate will be an annex to the Grant Agreement and has therefore legal force. The template provided by the Agency must be used in all cases without any modifications or adjustments.

- where the partner is a higher education institution, the mandate should be signed by the legal representative (rector, vice-rector, president or vice-president);
- where the partner is another type of legal entity, the mandate should be signed by the highest official representing that entity; i.e. the secretary-general, chairman, executive director or their deputies.

Partners for whom a **mandate** has not been submitted are not eligible for participation, with the exception of Ministries responsible for higher education in the Partner Countries who may submit a signed endorsement letter with the application, if unable to sign the Mandate at the selection stage.

However, Ministries wishing to receive reimbursement from the Tempus grant **must** submit a signed mandate prior to the signing of the Grant Agreement.

Partners for whom the mandate does not fulfil the formal requirements of the model mandate are not eligible for participation. An ineligible partner may render the whole partnership ineligible.

5.3.3. Eligible Partnerships

5.3.3.1. JOINT PROJECTS (JP)

Joint Projects are implemented at institutional level in one or more Partner Countries.

National projects

National projects target one Partner Country and will focus on the national priorities set for that Partner Country.

For national projects, proposals must be submitted by groupings of institutions involving:

- **at least three** higher education institutions from a partner country (in the case of Montenegro and Kosovo, due to the small size of the higher education sector, one higher education institution will be sufficient);
- **at least three** higher education institutions from the EU, each from a different EU Member State. If the applicant is an EU based association of higher education institutions, at least two higher education institutions which are not members of the applicant association, each from a different Member State must be included.

Multi-country projects

Multi-country projects aim to benefit more than one Partner Country. They will focus on addressing the regional priorities which are common to all Partner Countries within a specific region (see Annexes 9 & 10). They can also address a national priority which is common to each of the participating Partner Countries.

Multi-country projects may involve Partner Countries from different regions provided that the theme of the proposal is identified as a regional or national priority for all of the participating Partner Countries.

For multi-country projects, proposals must be submitted by groupings of institutions involving

- **at least two** higher education institutions from **each** of the participating Partner Countries (minimum two Partner Countries) involved in the proposal (with the exception of Kosovo and Montenegro where the requirement is one higher education institution from each). Therefore, if more than two Partner Countries are involved in the proposal, at least two higher education institutions from the third, fourth, fifth or more Partner Country involved must endorse the project and sign the corresponding mandates
- **at least three** higher education institutions each from a different EU Member State. If the applicant is a EU based association of higher education institutions, at least two higher education institutions which are not members of the applicant association, each from a different Member State must be included.

5.3.3.2. STRUCTURAL MEASURES (SM)

Structural Measures projects seek to contribute to the development and reform of education institutions and systems at national level in one or more Partner Countries. That is, the project objectives can target for example national laws, organisation, coordination, accreditation, evaluation, policy etc at national level.

The same conditions for eligible partnerships as stipulated above in 5.3.3.1 apply to Structural Measures **with an additional condition:**

- The Ministry/ies responsible for higher education of each participating Partner Country/ies must be involved as **partner/s/co-beneficiary/ies** in a Structural Measures project. Nevertheless, Ministries and other public administrations such as national, regional and local administrations, or governmental organisations participating in Tempus projects may not receive funding from the grant except for travel costs and costs of stay.
- Partnerships for Structural Measures which do not include the participation of the Ministry/ies responsible for higher education are not eligible. The participation and involvement of the Ministries in the project should be demonstrated by the allocation of concrete tasks and responsibilities that contribute towards attaining the project objectives.

5.3.4. Ineligible Institutions

- Legal entities which have managed a Tempus project in the past two years which **has been terminated** by the Commission/Agency **for non-compliance** with the contractual rules and requirements may **not** apply for a grant.
- **Natural** persons may **not** apply for a grant.

5.4. Eligible activities

The activities and outcomes described in the proposal must be geared to benefit the Partner Countries, their higher education institutions and systems. The role of Member State institutions is to contribute towards achieving these objectives; the needs of EU institutions themselves should not therefore feature in the project's design.

The project duration is either **24** or **36 months** for the two available project types: Joint Projects and Structural Measures.

No applications will be accepted for projects scheduled to run for a shorter or a longer period than that specified in this call for proposals.

As a general rule, no extensions to the eligibility period beyond the defined duration will be granted.

However, if after the signing of the agreement and the start of the project it becomes impossible for the coordinator, for fully justified reasons beyond their control, to complete the project within the scheduled period, an extension to the eligibility period may be exceptionally granted.

Extensions of the eligibility period will only be granted once. A maximum extension of 12 additional months for both project types, Joint Projects and Structural Measures, may be granted, if requested before the deadline specified in the Grant Agreement.

Two activity types are eligible for a Tempus grant.

5.4.1. JOINT PROJECTS (JP)

Joint Projects are based on multilateral partnerships primarily between higher education institutions in the EU and the Tempus Partner Countries. They can also involve non-academic partners to strengthen the links with society. Joint Projects aim at transferring knowledge between EU higher education institutions and institutions in the Partner Countries and between Partner Country institutions to modernise university curricula and governance. Where applicable joint projects should demonstrate that they build upon the results of previous Tempus projects and/or with work undertaken in the framework of the EU's internal programmes. For information about previous Tempus projects conducted in the Partner Country(ies) the applicant should consult the Tempus website and the relevant National Tempus Office, contacts of whom are also listed on the Tempus website: <http://eacea.ec.europa.eu/tempus>

Joint Projects are implemented **at institutional level** and can pursue the following objectives:

5.4.1.1. Curricular reform

- to adapt, modernise and restructure existing curricula; to develop, test, establish/accredit new curricula and to disseminate the results. Curricular reform shall focus on content, structure, teaching methods and the use of new teaching materials with regard to the European modernisation agenda for higher education (the Europe 2020 strategy, the Strategic Framework for European Cooperation in Education and Training (ET 2020) and the Bologna process);
- To develop and establish study programmes with a double or multiple degree¹⁶ or a joint degree¹⁷;
- To establish recognition arrangements between higher education institutions in the EU and in the Partner Countries;
- Newly developed courses must be structured according to the three cycle system and using the European Credit Transfer System (ECTS) and degree recognition mechanisms.

Curriculum reform projects should include teacher training and address related issues such as quality assurance and employability of graduates through links to the labour market.

The teaching of new or updated courses has to start during the life time of the project with an adequate number of students and retrained teachers, and has to take place during at least one third of the project duration.

Training during curriculum reform can also target administrative personnel such as library staff, laboratory staff and IT staff.

¹⁶ “Double or multiple degree” means two or more national diplomas issued by two or more higher education institutions and recognised officially in the countries where the degree-awarding institutions are located.

¹⁷ “Joint degree” means a single diploma issued by at least two of the higher education institutions offering an integrated programme and recognised officially in the countries where the degree-awarding institutions are located.

5.4.1.2. Governance reform

- To modernise the capacity, management and governance of higher education institutions and/or of their related organisations (for example university students' organisations);
- To promote a quality assurance culture with a view to developing criteria and methodologies which are comparable between higher education institutions; quality assurance projects should not focus on an academic discipline.

5.4.1.3. Higher education and society

- To strengthen the role of higher education institutions in society at large; to draw on their academic knowledge and their experience as education specialists to enhance their contribution to the development of lifelong learning;
- To address the "knowledge triangle" of education, research and innovation;
- To encourage links between higher education institutions and the labour market, including the promotion of entrepreneurship and the creation or support of business start-ups.

For all the project types described above training can involve teaching and support staff, technicians as well as university administrators and managers.

Every proposal has to demonstrate how the project results would be disseminated in the relevant target groups.

Tempus as an institutional cooperation programme is not about wide access to mobility for students. Joint Projects can only include **small-scale** and **short-term** mobility for students, university staff and officials of the partners provided the mobility supports the achievement of the project objectives.

Study periods of students at partner institutions must be academically recognised and credited by the home institutions.

Projects may provide mobility also in the form practical placements in companies, industries and institutions for Partner Country teaching/administrative staff, students and trainees in the European Union or Partner Countries participating in the project.

5.4.2. STRUCTURAL MEASURES (SM)

Structural Measure projects should be designed to support the structural reform of higher education **systems** and strategic framework development **at national level** based on the priorities that the competent authorities of the Partner Countries have identified.

Structural Measures must seek to contribute to the following:

- the development and reform of the national higher education structures and systems in Partner Countries. This includes the establishment of representative bodies, organisations or associations;
- to enhance the quality, relevance of higher education structures and systems in Partner Countries, and to increase their voluntary convergence with EU developments. This may include the establishment of bodies, mechanisms or agencies for quality assurance; teacher, programme or institution assessment; accreditation, policy, etc.;
- to provide support to networks of higher education institutions or to national or ministerial working groups on higher education reform. This may include studies and other stock-

taking exercises, commissions on developing roadmaps for reforms, preparing draft text for new regulations, staff development programmes, etc.

Depending on the regional and national priorities, Structural Measures can address the following issues, which are also on the EU modernisation agenda for higher education:

5.4.2.1. Governance reform

For example

- national certification and qualification systems;
- student admission, student services and participation;
- licensing and accreditation;
- develop national standards for quality assurance taking into account the quality references and guidelines developed at the ministerial conference in Bergen in May 2005 (Bologna process);
- legal issues concerning the autonomy, accountability and financing of the higher education system.

5.4.2.2. Higher education and society

For example

- the links between the general higher education system and the advanced vocational education and training system with the world of work;
- national actions to develop and support the knowledge triangle of education, research and innovation;
- capacity-building in the public administration for the development of reforms, policies and legislation in higher education.

The eligible activities may include:

- surveys and studies on specific reform issues (including the publication and dissemination of results);
- policy and expert advice;
- organisation of conferences, seminars, workshops, round tables (which should result in operational conclusions and recommendations);
- staff training on policy issues (which may include the production of training manuals and guidelines);
- awareness raising campaigns.

Structural Measures can only include **small-scale** and **short-term** mobility for students, staff or officials of the partner organisations and institutions provided the mobility supports the achievement of the project objectives.

Projects may provide mobility also in the form of practical placements in companies, industries and institutions for Partner Country teaching/administrative staff, students and trainees in the European Union or Partner Countries participating in the project.

Proposals for Structural Measures which mainly aim at an impact at institutional level **without demonstrating that the project will have a nation-wide impact will not be selected.**

The following cases will NOT be considered for funding:

- Proposals for national projects (i.e. projects where there is only one Partner Country involved) which do not address the Tempus national priorities of that Partner Country (see Annexes 7 & 8);
- Proposals for multi-country projects which do not have as a theme either a Tempus regional priority, or a common national priority of all the Partner Countries involved;
- Proposals with an exclusive focus on research.

Furthermore, applications which are identical or largely similar to applications submitted within the same call for proposals or within previous calls for proposals shall be declared ineligible at any stage of the selection procedure. This provision does not prevent the same applicant to submit a project proposal based on an application that it had submitted and which was rejected within a previous call for proposals.

6. EXCLUSION CRITERIA

Applicants must state that they are not in any of the situations described in Articles 93(1), 94 and 96(2)(a) of the Financial Regulation applicable to the general budget of the European Communities (Council Regulation (EC, Euratom) No 1605/2002 as amended) and set out below.

Applicants will be excluded from participating in the call for proposals if they are in any of the following situations:

- a) they are declared bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b) they have been convicted of an offence concerning their professional conduct by a judgment which has the force of *res judicata*;
- c) they have been guilty of grave professional misconduct proven by any means which the contracting authority can justify;
- d) they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the contracting authority or those of the country where the contract is to be performed;
- e) they have been the subject of a judgment which has the force of *res judicata* for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the European Union's financial interests;
- f) they are subject to an administrative penalty referred to in Article 96(1) of the Financial Regulation (Council Regulation 1605/2002 of 25/06/02, as amended).

Applicants will not be granted financial assistance if, on the date of the grant award procedure, they:

- (a) are subject to a conflict of interests;
- (b) are guilty of misrepresentation in supplying the information required by the contracting authority as a condition of participation in the grant award procedure, or fail to supply this information.
- (c) find themselves in one of the situations of exclusion, referred to in art 93(1) of the Financial Regulation, for this grant award procedure;
- (d) they are subject to the penalty consisting in the exclusion from contracts and grants financed by the budget for a maximum period of ten years.

In accordance with Articles from 93 to 96 of the Financial Regulation, administrative and financial penalties may be imposed on applicants who are guilty of misrepresentation or are found to have seriously failed to meet their contractual obligations under a previous contract award procedure.

To comply with these provisions, applicants must sign a declaration on their honour certifying that they are not in any of the situations referred to in Articles 93 and 94 of the Financial Regulation.¹⁸

7. SELECTION CRITERIA

Applicants must have stable and sufficient sources of funding to maintain their activity throughout the period during which the action is being carried out and for which the grant is awarded. They must have the professional competencies and qualifications required to complete the proposed action or work programme.¹⁹

Applicants must submit a declaration on their honour, completed and signed, attesting to their status as a legal person and to their financial and operational capacity to complete the proposed activities.²⁰

7.1. Operational capacity

In order to allow an assessment of their operational capacity, applicants are asked in the application form to list projects undertaken during the last 3 years in the relevant field by the applicant and by the partners. Also, in the application form, the key staff involved in the project must be identified and their relevant skills and professional experience described.

The Agency will seek the opinion of the EU Delegations and the National Tempus Offices in the Partner Countries regarding the operational capacity of the partners.

7.2. Financial capacity

In order to allow an assessment of their financial capacity, organisations (other than public bodies) must submit, together with their applications:

- the profit and loss accounts of the applicant organisation, together with the balance sheet for the last two financial years for which the accounts have been closed;
- the bank details form completed by the applicant and certified by the bank;²¹

NB: If, on the basis of the documents submitted, the Agency considers that adequate financial capacity has not been proven or is not satisfactory, it may:

- reject the application
- ask for further information
- require a financial guarantee (see 10.3)
- offer a Grant Agreement without prefinancing and make a first payment only on the basis of expenses already incurred.

¹⁸ Article 114 Financial Regulation (FR); Article 174 Implementing Rules (IR). The Authorising Officer may however refrain from requiring such certification for very low valued grants (lower than or equal to 5.000 EUR). The Authorising Officer may, depending on his risk analysis, request the evidence referred to in art 134 IR

¹⁹ Article 115(1) FR; Article 176 IR.

²⁰ Article 173(2) IR. A model of Declaration of Honour is included in the application package. For grants exceeding 25.000 EUR, on the basis of his risk assessment, the authorising officer responsible shall indicate in points 7.1 and 7.2 any supporting document to be requested.

²¹ A financial identification form is included in the application package.

The verification of financial capacity shall not apply to public bodies.

For the purpose of this call for proposals, the following bodies shall be considered to have the necessary financial, professional and administrative capacity and the necessary financial stability: higher education institutions recognised as such by participating countries, as well as institutions or organisations in the higher education sector which have received over 50 % of their annual revenues from public sources over the last two years, or which are controlled by public bodies or their representatives. These applicants are nevertheless required to sign a declaration of honour stating that they comply with the conditions mentioned above. The Agency reserves the right to request documentation to prove evidence of public funding.

7.3. Audit

Grant applications must be accompanied by an external audit report produced by an approved auditor. This report shall certify the accounts for the two last years available and give an assessment of the financial viability of the applicant.

This obligation **does not apply** to public bodies and higher education establishments.

8. AWARD CRITERIA

All eligible applications will undergo assessments by external independent experts according to the criteria listed below. Any attempt by an applicant or any of the project partners to contact, whether directly or indirectly, an individual expert during the selection process will lead to disqualification of their application.

The evaluation process is the same for proposals of both project types, Joint Projects and Structural Measures.

The maximum rating for each category is indicated in brackets on the right. The maximum total points that a proposal may obtain is 100. Proposals which do not receive 50 points will not be considered for funding.

Relevance (25 points)

Applications need to clearly state the project objectives, their relevance to the Programme specific objectives and priorities and to reform strategies of higher education in the Partner Countries, their contribution to modernisation of the higher education reforms, institutions or systems in the Partner Countries. Projects should demonstrate how they address the National and/or Regional priorities identified for their target country/region in Annexes 7, 8, 9 and 10.

Joint Projects: Applications will be assessed on how they demonstrate that they fit into the development strategies of the Partners Countries involved and have an impact on the participating institutions in the Partner Countries.

Structural Measures: Applications will be assessed on how they demonstrate that they will have an impact on the structure of the higher education system at national level.

Priority will be given to applications that involve a representative number of higher education institutions from a Partner Country; for the purpose of this call "representative" is meant in terms of geographical coverage (inclusion of peripheral as well as higher education institutions in large cities), the appropriate number of higher education institutions (e.g. those dealing/teaching the subject addressed by the proposal), as well as the capacity and reputation of the involved higher education institutions/networks, especially from the EU Member States.

Priority will be given to applications that involve, where appropriate, non-academic members in the Partner Countries such as enterprises, Chambers of Commerce, research centres, Ministries of Education as well as local and regional authorities.

Where appropriate, priority may be given to applications that involve higher education institutions which have not yet benefited from or had a limited participation in the Tempus programme during previous calls for proposals.

Quality of the Partnership (20 points)

Proposals should demonstrate that:

- The partnership includes all the skills, recognised expertise and competences required to carry out all aspects of the work programme (both technical expertise and experience in project management);
- There is a suitable distribution of tasks across the partners in consistency with the required expertise and balanced involvement of partners in the activities to be carried out;
- Effective measures have been planned to ensure efficient communication and cooperation;
- The applicant and partners have sufficient staff, equipment and other resources to handle and manage the project and its budget. Projects in which management and coordination activities are not carried out by the academic partners will be negatively marked.

Priority will be given to applications that clearly demonstrate a strong institutional and individual capacity building process benefiting partner country/ies institutions.

Quality of the project's content and Methodology (25 points)

Applications need to present their project explaining not only what they will do but also how they will do it. The project should have feasible objectives, clearly defined and quantified target groups, a plan for quality assurance, including benchmarks and indicators for measuring progress, and involve all the relevant stakeholders. The proposals will be assessed on the following criteria (among others):

- Appropriateness of project outcomes and related activities in consistency with the project aim and specific objectives;
- Demonstrated logical and sound planning capacity (logical framework matrix and work plan);
- Anticipated quality control, monitoring and management of the project (indicators and benchmarks);
- Coherence amongst the different parts of the project (objectives – activities – resources – budget).

Priority will be given to applications that clearly show a balanced allocation of responsibilities among all partners including a substantial role to the partners in the Partner Country/ies.

Priority will be given to applications that can demonstrate that they involve students or their organisations throughout the project cycle.

It will be considered an added value if proposals involve women and/or their interests.

Dissemination and Sustainability (15 points)

This is an important element in proposals as it is directly linked with the lasting impact of the project on the institutions, target groups and/or higher education system. Some of the questions that need to be answered are:

- Extent to which the planned dissemination and exploitation activities will ensure optimal use of the results during and beyond the lifetime of the project;
- Proposal's potential to have a tangible impact and multiplier effects;
- Steps taken to ensure that the expected results of this project will be sustainable in the long term (financially, institutionally, at policy level)

Priority will be given to applications that clearly indicate how the relevant activities will be pursued and outputs will be maintained or developed after the end of Tempus funding (for example, financing of new courses and teaching staff, accreditation by national authorities, up-dating/modernisation of the introduced tools, application of the introduced legislation etc.).

Budget and Cost Effectiveness (15 points)

The application should demonstrate that the proposed activities will be implemented, and the proposed results and objectives will be achieved, in the most economical way. This includes:

- Planning a reasonable amount of staff costs for each activity;
- Equipment purchase limited to what is necessary for the implementation of the project objectives and estimating reasonable prices;
- Respecting the daily salary scales provided in Annex 2 and 3 and using the type of task as an indicator of the daily rate, not the status of the individual carrying out the work;
- Efficient use of mobility periods – making best use of time abroad for maximum benefit;
- Fair distribution of resources between beneficiaries;
- Feasibility of the action with the defined budget.

Inflated budgets will be marked severely.

The financial examination of the estimated budget may lead the Agency to reduce the budget of the proposed action to ensure compliance to the parameters and guidelines set out in this Call (correcting for mistakes, eliminating ineligible expenses, etc).

9. AWARD PROCEDURE

9.1. The Evaluation Committee

The Evaluation Committee includes representatives from the Agency and from the associated Directorates- Generals of the European Commission, as well as from the European External Action Service. The role of the Evaluation Committee is to supervise the overall assessment procedure, to guarantee the equal treatment of all applications through a fair and transparent application of the procedures and to make a grant award proposal to the Agency's Director in charge of taking the grant award decision.

It should guarantee the respect of the following principles:

- a) fair and transparent application of the published Eligibility, Selection, Exclusion and Award Criteria
- b) coherent assessment and scoring
- c) due assessment of additional information provided by external actors such as National Tempus Offices, European Union Delegation and Ministries responsible for Higher Education in the Partner Countries participating in the programme

in accordance with

- a) the programme/action objectives and priorities
- b) the budget available

9.2. The award procedure

From the proposals that passed the external assessment and that obtained the highest scores, and according to the budget allocations for each region, the interservice Evaluation Committee will short-list the projects on which the EU Delegations, the Ministries of Education and National Tempus Offices in the Partner Countries will be consulted. Proposals on which an EU Delegation expresses a substantiated negative opinion will not be funded.

The Committee will draw up a list of projects recommended for funding taking into consideration not only the results of the evaluation and of the consultation but also the geographical balance between the Partner

Countries, the involved applicant/partner institutions, and the budgetary constraints. The Director of the Agency will take the final decision on which projects it will fund.

A maximum of three project proposals per applicant institution/organisation will be recommended for funding.

Among the proposals which pass the evaluation (see section 8), priority will be given to:

- Structural Measures projects
- Multi-country projects targeting more than one Partner Country and addressing the regional priorities of all the Partner Countries involved or the national priorities of the participating Partner Countries
- Projects actively involving students, women, enterprises, social partners, research institutions, Ministries of Education, NGOs and other non-academic organisations where relevant

Proposals which are similar to projects already conducted (past or on-going) in the Partner Country(ies) concerned will not be selected for funding.

Annex 5 summarises the evaluation and award procedure.

10. FUNDING CONDITIONS

European Union grants are incentives to carry out activities that would not be possible without the Union's financial support, and are based on the principle of co-financing. The EU grant complements the applicant's own financial contribution and/or any national, regional or private assistance it may have obtained.

Acceptance of an application by the Agency does not constitute an undertaking to award a financial contribution equal to the amount requested by the coordinator. Furthermore, under no circumstances may the amount awarded exceed the amount requested.

The awarding of a grant does not establish an entitlement for subsequent years.

10.1. Contractual provisions and payment procedures

In the event of definitive approval by the Agency, a grant agreement for an action with multiple beneficiaries drawn up in euro and detailing the conditions and level of funding, will be sent to the beneficiary. In this case, the mandates from the co-beneficiaries become annexes of the Grant Agreement and they are thus legally binding.

The 2 copies of the Grant Agreement drawn up in Euro and detailing the conditions and level of funding must be signed by the coordinator and returned to the Agency immediately. The Agency will sign it last.

The Grant Agreement can be signed after the start of the eligibility period.

A pre-financing payment of 60% will be transferred to the coordinator within 45 days of the date of the signature of the agreement by the Agency and once all the possible guarantees are received. Pre-financing is intended to provide the coordinator with a float.

A second pre-financing payment of 30% of the total amount of the grant will be made within 45 days of the approval by the Agency, of the progress report on the action's implementation. This second pre-financing payment may not be made until at least 70% of the previous pre-financing payment has been used up.

The account or sub-account indicated by the coordinator must make it possible to identify the funds transferred by the Agency. If the funds paid into this account give rise to interest or equivalent profits in

accordance with the legislation of the country where the account is held, such profit or interest will be recovered by the Agency where it results from the prefinancing payment if this payment exceeds €50.000.

The Agency will establish the amount of the final payment to be made to the coordinator on the basis of the final report.

10.2. Guarantee²²

The Agency may require any organisation which has been awarded a grant to provide a guarantee in order to limit the financial risks linked to the prefinancing payment.

The purpose of this guarantee is to make a bank or a financial institution, third party or the other beneficiaries stand as irrevocable collateral security for, or first-call guarantor of, the grant coordinator's obligations.

This financial guarantee, in Euros, shall be provided by an approved bank or financial institution established in one of the Member States of the European Union. When the beneficiary is established in a Tempus Partner Country, the Agency may agree that a bank or financial institution established in that country may provide the guarantee if it considers that the bank or financial institution offers equivalent security and characteristics as those offered by a bank or financial institution established in a Member State.

The guarantee may be replaced by a joint and several guarantees by a third party.

The guarantee shall be released as the pre-financing is cleared against interim payments or payments of balances to the coordinator, in accordance with the conditions laid down in the Grant Agreement.

This requirement does not apply to public bodies.

10.3. Double financing

Applicants may receive only one grant for an action for the activity from the budget of the European Union. To ensure this, they must give details in their application form of any other grant requests which they have submitted or intend to submit to the European Institutions stating in each case, the budgetary year, the budget heading, the European Union programme and the amount requested.

10.4. Funding method: Budget-based financing

10.4.1. General provisions

Grant applications must include a detailed estimated budget that is complete and balanced in terms of expenditure and revenue (i.e. total estimated expenditure must equal total revenue, including the Executive Agency grant contribution). The amounts indicated in the budget attached to the application (table 2 "Summary of project funding requirements" of the Workplan and Budget Excel tables) must be identical to those declared in the application form.

The budget must indicate clearly the costs that are eligible for EU funding. The EU grant is limited to a maximum co-financing rate of 90% of eligible costs.

The budget must be drawn up in Euros. Applicants not based in the euro zone must use the exchange rate published in the Official Journal of the European Union on the date of the publication of this call for proposals.

²² Compulsory in the case of aggregated pre-financing payments exceeding 80% of the total amount of the grant and if exceeding 60.000€ However, for grants with a value of less than or equal to EUR 10 000, the authorising officer responsible may require the beneficiary to lodge a guarantee in advance only in duly substantiated cases (Art. 118 FR and 182.1 IR).

Part of the total estimated eligible expenses must be financed from sources other than the Union grant. Applicants must indicate the sources and amounts of any other funding received or applied for in the same financial year for the implementation of the project concerned.²³

The amount of the own resources indicated in the revenue part of the estimated budget is regarded as secured and must represent at least 10% of the total estimated eligible costs of the action, and the same percentage of own resources must be entered in the revenue section of the final account²⁴.

The coordinator shall supply evidence of the co-financing provided, either by way of own resources, or in the form of financial transfers from third parties. The applicants shall provide an explicit undertaking from each co-financing organisation to provide the amount of funding stated in the grant application for the operation.

The allocated amount may not exceed the amount requested.

The budget proposed by the successful applicants will be reviewed to remove any errors in calculations or ineligible costs as well as to reflect modifications recommended by the Agency prior to the signature of the Grant Agreement. However, before starting the project activities, applicants should check the eligibility against the Grant Agreement and the conditions laid out in the guidelines for the use of the grant.

Proposals which are similar to previous or on-going projects with the same applicant but in different Partner Countries should have their budget significantly reduced to take into account the work and activities already developed in the other project.

The Union grant may not have the purpose or effect of producing a profit for the beneficiary. Profit is defined as a surplus of receipts over costs. The amount of the grant will be reduced by the amount of any surplus.²⁵

10.4.2. Eligible costs

Eligible costs of the action are costs actually incurred by the beneficiaries, which meet the following criteria:

- they are incurred during the duration of the action as specified in the Grant Agreement, with the exception of costs relating to final reports and certificates on the action's financial statements and underlying accounts. Costs incurred prior to the start of the eligibility period as laid down in the Grant Agreement will not be considered eligible.
- they are connected with the subject of the agreement and they are indicated in the estimated overall budget of the action;
- they are necessary for the implementation of the action which is the subject of the grant;
- they are identifiable and verifiable, in particular being recorded in the accounting records of the beneficiaries and determined according to the applicable accounting standards of the country where the beneficiary is established and according to the usual cost-accounting practices of the beneficiaries;
- they comply with the requirements of applicable tax and social legislation;

²³ Article 173(5) IR.

²⁴ In other words: the applicant must offer at least 10% of co-financing of the estimated total eligible costs of the proposal; after project implementation when the final account is made, the co-financing of the beneficiary will be calculated on the basis of at least 10% of the total actual eligible project costs (and not based on the amount of co-financing proposed in the original budget estimation); if the proposed co-financing is higher than 10% the same principle applies.

²⁵ Article 109(2) FR, Article 165 IR.

- they are reasonable, justified, and comply with the requirements of sound financial management, in particular regarding value for money and efficiency.

The beneficiaries' internal accounting and auditing procedures must permit direct reconciliation of the costs and revenue declared in respect of the action with the corresponding accounting statements and supporting documents.

Eligible direct costs

The eligible direct costs for the action are those costs which, with due regard for the conditions of eligibility set out above, are identifiable as specific costs directly linked to the performance of the action and which can therefore be booked to it directly. In particular, the following direct costs are eligible, provided that they satisfy the criteria set out in the previous paragraph:

- the cost of staff assigned to the action, comprising actual salaries plus social security charges and other statutory costs included in their remuneration, provided that they do not exceed the maximum rates listed in Annexes 2 and 3 attached. NB: this cost must be the actual cost incurred by the beneficiaries;
- replacement costs for European Union academic staff and experts assigned to the proposed action provided that they do not exceed the maximum rates listed in Annex 2.
- travel and subsistence allowances for staff and students taking part in the action (for meetings, European conferences, training, study periods etc.), provided that they are reasonable, justified, that they comply with the principle of sound financial management, in particular regarding economy and efficiency and that they are in line with the usual practices of the coordinator or, where applicable, its co-beneficiaries, on travel costs. Subsistence allowances may not exceed the maximum rates in the tables in Annex 4;
- purchase cost of equipment (new or second-hand), only when justified for the achievement of the objectives of the proposed action. Considering the particular nature of the Tempus programme, the total purchase cost of the equipment will be taken into account rather than the equipment's depreciation;
- cost of consumables and supplies, provided that they are identifiable and assigned to the action;
- costs entailed by other contracts awarded by the coordinator or its co-beneficiaries for the purposes of carrying out the action, provided that the conditions laid down in Article II.9 of the agreement are met;
- costs arising directly from requirements linked to the performance of the action (dissemination of information, specific evaluation of the action/project, audits, translations, reproduction, etc.), including, where applicable, the costs of any financial services (especially the cost of financial guarantees) and the costs of the external audit report for grants of €750.000 or more.

Please see Annex 1 for more details concerning the eligibility of the costs.

Eligible indirect costs (overheads or administrative costs)

A flat-rate funding fixed at 7% of the direct eligible costs of the action will automatically be allocated to the project to cover the general administrative costs generated by the project, which can be regarded as chargeable to the action.

Indirect costs include stationery, general photocopying, office supplies, postage and telecommunication costs directly related to the project. Indirect costs may not include costs entered under another budget heading. Whilst the cost of installing an internet connection can be covered

under equipment, the cost of using internet and other computerised communication software should be covered under 'Indirect costs'. The total amount for indirect costs is fixed at 7% of the total eligible direct costs. No supporting documentation is required. No co-financing is permitted under this heading.

10.4.3. Ineligible costs

The following costs shall not be considered eligible:

- return on capital;
- debt and debt service charges;
- provisions for losses or potential future liabilities;
- interest owed;
- doubtful debts;
- exchange losses;
- VAT, unless the beneficiary can show that he is unable to recover it, according to the applicable national legislation;
- costs declared by a beneficiary and covered by another action or work programme receiving a European Union grant;
- excessive or reckless expenditure;
- equipment such as: furniture, motor vehicles of any kind, equipment for research and development purposes, telephones, mobile phones, alarm systems and anti-theft Systems;
- hospitality costs (e.g. costs for drinks, lunches, dinners and coffee breaks);
- costs related to the use of materials (computer, laboratory, library, etc.) incurred by universities, institutions, industries or companies when hosting staff;
- registration fees for courses, seminars, symposia, conferences, congresses;
- costs of premises (purchase, rent, heating, maintenance, repairs etc.). Renting of premises is only possible for specific dissemination events with prior written approval from the Agency;
- costs linked to the purchase of real estate;
- expenses for activities and related travel that are not carried out at the project beneficiaries, unless explicit prior authorisation is granted by the Agency;
- expenses incurred outside the eligibility period;
- contributions in kind.

10.4.4. Calculation of the final grant amount - Documents to be submitted for budget-based financing.

The Executive Agency will establish the final amount of the grant on the basis of the following documents:

- a final report providing details of the implementation and results of the action/work programme ;
- the final financial statement of costs actually incurred,
- a certificate on the financial statements and underlying accounts, produced by an approved auditor or in case of public bodies, by a competent and independent public officer, may be demanded by the authorising officer responsible in support of any payment on the basis of his assessment of risks. The certificate shall be attached to the request for payment. The certificate shall certify, in accordance with a methodology approved by the authorising officer responsible, that the costs declared by the coordinator in the financial statements on which the request for payment is based are real, accurately recorded and eligible in accordance with the Grant Agreement. The certificate on the financial statements and underlying accounts shall be compulsory for interim payments per financial year and for payments of balances in cases of grants for an action of €750.000 or more.²⁶

²⁶ Article 180(2) IR.

The calculation of the final grant amount by the Agency is based on a detailed final financial statement of the beneficiary, accompanied by supporting documentation for the incurred expenditure. If the eligible costs actually incurred by the beneficiary are lower than anticipated, the Agency will apply the rate of co-financing stated in the grant agreement to the expenditure actually incurred. The Agency also reserves the right to reduce the amount of the grant if the organisation has not fully implemented the agreed project/work programme.

Where applicable, the beneficiary will be required to reimburse any excess amounts paid by the Agency in the form of pre-financing.

10.5. Specific financial conditions

Taxes and duties

Taxes, duties and charges (such as customs and import duties) are considered ineligible for the Tempus projects. Within the framework of a Tempus project all equipment purchased and the provision of services in the Partner Countries can be exempt from taxes (including VAT), duties and charges, if a Common Framework agreement (Financing agreement in the case of the Partner Countries in the Western Balkans) has been signed between the European Commission and the Partner Country (see 10.7 Ineligible costs).

For projects in the Western Balkans, the Southern Mediterranean and Eastern Europe, VAT is an ineligible cost 'unless the beneficiary can show (official confirmation of the responsible tax authority) that he is unable to recover it according to the applicable national legislation'. Yet, for projects in Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan), by derogation to Article II.14.4, seventh indent of the Grant Agreement, VAT shall never be an eligible cost.

Staff costs covered by the Tempus grant should be taxed in the normal way according to prevailing national laws.

11. SUB-CONTRACTING AND AWARD OF PROCUREMENT CONTRACT

Where implementation of the action requires sub-contracting or the awarding of a procurement contract, the coordinator and, where applicable, its co-beneficiaries must obtain competitive tenders from potential contractors and award the contract to the bid offering best value for money, observing the principles of transparency and equal treatment of potential contractors and taking care to avoid conflicts of interests.

However, sub-contracting to external bodies should be very occasional. The specific competences and particular expertise needed to reach the project objectives should be found in the consortium and should determine its composition.

Subcontracting is intended for specific, time-bound, project-related tasks which cannot be performed by the Consortium members themselves. In all cases, tasks to be subcontracted have to be identified in the proposal (based on relevant supporting information, such as the CV of the individual or competence of the company, along with clear reasons as to why the task cannot be carried out by the beneficiaries). Even if all this information is provided in the application and clearly explained in the description of the outcomes and activities in the related activity table, the costs for subcontracting over €10.000 will need prior written approval from the Agency during project implementation.

In the event of subcontracting over €25.000, the beneficiaries must obtain competitive tenders from at least three suppliers and retain the one offering best value for money. The beneficiaries may not split the purchase of equipment or of services into smaller contracts below the threshold.

Subcontracting must be done on the basis of a contract, which should describe the specific task being carried out and its duration. It must include a date, project number and the signature of both parties. In the case of subcontracting self-employed experts who are unable to provide a stamp, the stamp on the convention form should be provided by the consortium member who subcontracts the self-employed service provider.

12. PUBLICITY

All grants awarded in the course of a financial year must be published on the Internet site of the European Union institutions during the first half of the year following the closure of the budget year in respect of which they were awarded. This information may also be published using any other appropriate medium, including the Official Journal of the European Union. With the agreement of the beneficiary (taking into account whether information is of such a nature as to jeopardise its security or prejudice its financial interests), the Agency will publish the following information:

- name and address of the co-ordinator;
- subject of the grant;
- amount awarded and rate of funding.

Beneficiaries must clearly acknowledge the European Union's contribution in all publications or in conjunction with activities for which the grant is used. Furthermore, they are required to give prominence to the name and logo of the European Commission on all their publications, posters, programmes and other products realised under the co-financed action. To do this they must use the graphic identity and the logo of the Tempus programme, which will be provided by the Agency²⁷. If this requirement is not fully complied with, the grant may be reduced.

Beneficiaries are required to make available on-line the description of the action and its interim and final results via a website to be maintained during the project and for a set period after its completion. The website details should be provided to the Agency at the beginning of the action and confirmed in the final report.

They are required, as these results become available, to provide them to the public and make these results available via the European Commission-supported informatics platform EVE: <http://ec.europa.eu/eve/>

13. DATA PROTECTION

All personal data (such as names, addresses, CVs, etc.) will be processed in accordance with Regulation (EC) No 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the European Union institutions and bodies and on the free movement of such data.²⁸

The replies to the questions in the application form are necessary in order to assess the grant application and they will be processed solely for that purpose by the department responsible for the European Union grant programme concerned. Upon request, the applicant may be sent personal data to correct or complete. For any question relating to these data, applicants should contact the Agency. Beneficiaries may lodge a complaint against the processing of their personal data with the European Data Protection Supervisor at any time.

Grant applicants and, if they are legal entities, persons who have powers of representation, decision-making or control over them, are informed that, should they be in one of the situations mentioned in:

- the Commission Decision of 16.12.2008 on the Early Warning System (EWS) for the use of authorising officers of the Commission and the executive agencies (OJ, L 344, 20.12.2008, p. 125), or
- the Commission Regulation of 17.12.2008 on the Central Exclusion Database – CED (OJ L 344, 20.12.2008, p. 12),

their personal details (name, given name if natural person, address, legal form and name and given name of the persons with powers of representation, decision-making or control, if legal person) may be

²⁷ http://eacea.ec.europa.eu/about/eacea_logos_en.php

²⁸ Official Journal L 8, 12.1.2001.

registered in the EWS only or both in the EWS and CED, and communicated to the persons and entities listed in the above-mentioned Decision and Regulation, in relation to the award or the execution of a procurement contract or a Grant Agreement or decision.

14. PROCEDURE FOR THE SUBMISSION OF PROPOSALS

14.1. Publication

The call for proposals is being published in the Official Journal of the European Union and on the Internet site of the EACEA Agency at the following address: <http://eacea.ec.europa.eu/tempus>

The call has also to be read in conjunction with the Application Guidelines, Application Form, Instructions for applicants, eForm User Guide, the model of Grant Agreement including the Mandate and the Frequently Asked Questions published at the same address as this text.

14.2. Application form

The grant application form (referred to as the "eForm" below) specifically designed for the purpose of this calls well as all information and documents related to the electronic submission of proposals, can be obtained on the Internet from the Tempus website, Funding opportunities webpage, at the following address:

<http://eacea.ec.europa.eu/tempus>

Please, read carefully the instructions on how to apply with the eForm and the minimum IT requirements before you start downloading the eForm.

Grant application forms must be downloaded from the EACEA website and saved on a local disk. They must be filled in and submitted on-line before the official submission deadline.

14.3. Submission of the grant applications

The electronic application form for Joint Projects and for Structural Measures duly completed must be sent no later than the **23 February 2012, at 12:00 (midday) Brussels time**. After this time the on-line application system will be closed until it is re-opened for the next application phase.

All supporting and administrative documents should be prepared with the appropriate signatures/stamps of persons/institutions before the on-line submission of the complete application.

The following annexes will have to be attached to the eForm and submitted **on-line at the same time**:

- Declaration of Honour
- Workplan and budget (Excel tables)
- Logical Framework Matrix

Upon submission, applicants receive the project registration number assigned to their application. The registration number shall be indicated in all future correspondence regarding the proposal. The project reference number received upon submission must be clearly indicated (by handwriting or using paper stickers etc.) on each of the following legal and administrative documents:

- Declaration of Honour (signed by the person authorised to enter into legally binding commitments on behalf of the applicant organisation)
- Mandates
- Financial Identification Form
- Legal Entity Form
- Profit and Loss Accounts together with the balance sheet for the last two financial years for which the accounts have been closed (**if applicable**).

The Declaration of Honour and the Mandates must be signed by the legal representative of the applicant institution. The Declaration of Honour as well as all other legal and administrative documents can be accepted in scanned versions. However, applicants are requested to keep the original documents with their project documentation, as they can be required at any time.

All legal and administrative documents must be sent by the **23 February 2012** to the following address:

Education, Audiovisual and Culture Executive Agency
Tempus & Bilateral Cooperation with Industrialised Countries
Call for Proposal EACEA/25/2011
Office: BOUR 2/17
Avenue du Bourget 1
B-1140 Bruxelles/Brussels
BELGIQUE/BELGIË

- by post, date of **postmark**
- in person, date of **receipt**
- by courier service, date of **receipt by the courier service**

Please note that a paper copy of the submitted application form is not needed.

Applications which do not include all the stipulated documents or which are not submitted before the deadline will not be considered.

No changes to the application file can be made **after** the application has been **submitted**. However, if there is a need to clarify certain aspects, the Agency may contact the applicant for this purpose.

In addition, applicants should send electronically a copy of their proposal, clearly indicating the project registration number received when submitting the eForm, to the Tempus National Contact Point(s) (for EU-based applicants) and the National Tempus Office(s) (for applicants based in the partner countries). Their electronic addresses are available from the Tempus website: <http://eacea.ec.europa.eu/tempus>

14.4. Rules applicable

- Financing Decisions adopted by the Commission in 2011 establishing the Tempus IV programme under the Instrument for Pre-accession Assistance (IPA), the European Neighbourhood and Partnership Instrument (ENPI) and the Development Cooperation Instrument (DCI).
- Council Regulation (EC, Euratom) No 1605/2002 of 25 June 2002 on the Financial Regulation applicable to the general budget of the European Union²⁹, as amended subsequently³⁰;
- Commission Regulation (EC, Euratom) No 2342/2002 of 23 December 2002³¹ laying down detailed rules for the implementation of Council Regulation (EC, Euratom) No 1605/2002 on the Financial Regulation applicable to the general budget of the European Union, as subsequently amended³².

²⁹ http://www.bsrinterreg.net/programm/downloads/EC_No_2002_1605_en_Budgetary_principles.pdf

³⁰ http://www.cc.cec/budg/leg/finreg/leg-020_finreg_en.html

³¹ <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CONSLEG:2002R2342:20050805:EN:PDF>

³² <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2007:111:0013:0045:EN:PDF>

14.5. Contacts

The National Tempus Offices in the Tempus Partner Countries and the National Contact Points in the European Union countries are available to provide information on this call. Their contact details can be found at the Tempus website:

http://eacea.ec.europa.eu/tempus/participating_countries/index_en.php

Applicants may also contact the Tempus Selection team, for further information, at

EACEA-TEMPUS-CALLS@ec.europa.eu

For any technical issues regarding the online submission of the eForm, applicants may contact the external helpdesk at:

EACEA-HELPDESK@ec.europa.eu

15. ANNEXES

Annex 1: Eligible expenditure

Annex 2: Staff Costs - Maximum eligible daily rates for EU staff

Annex 3: Staff Costs - Maximum eligible daily rates for Tempus Partner Country staff

Annex 4: Costs of Stay – maximum rates per person excluding travel costs

Annex 5: Evaluation and Award Procedure

Annex 6: Glossary of codes for Application forms

Annex 7: National Priorities for national Joint Projects

Annex 8: National Priorities for national Structural Measures

Annex 9: Regional Priorities for Joint Projects

Annex 10: Regional Priorities for Structural Measures

Eligible expenditure

In line with article 10.4.2. of the application guidelines, the grant awarded may be used to cover the following expenditure:

- Direct costs
 1. Staff costs
 2. Travel costs and costs of stay
 3. Equipment costs
 4. Printing and publishing costs
 5. Other costs;
- Indirect costs (overheads or administrative costs).

The following ceilings should be applied:

- Indirect costs: a flat rate of 7% of the total eligible direct costs
- Equipment costs: maximum 30% of the total eligible direct costs
- Staff costs: maximum 40% of the total eligible direct costs

1. Staff costs (Annex 2 & 3)

Salaries may not exceed local rates; this applies both to European Union and Partner Countries. Moreover, additional hours will be financed at the normal hourly rate calculated from the local rates in Annexes 2 & 3 and not at any higher rate.

Applicants should base the project budget on real **daily** staff cost rates (and not hourly rates), which cannot exceed the maximum rates indicated in Annexes 2 & 3. The accuracy of these costs may be the subject of an audit.

The rate of the country in which the partner organisation is registered will be applied independently of where the tasks will be executed (i.e. a staff member of an organisation of Country A working (partly) in Country B will be budgeted on the basis of the rates of Country A).

Real daily staff cost rates are based on average rates corresponding to the partner organisation's usual policy on remuneration, comprising actual salaries plus social security charges and other statutory costs included in the remuneration. Non statutory costs like bonuses, lease car, expense account schemes, incentive payments or profit-sharing schemes are excluded.

The Applicant will define the category of staff and the number of days, to be worked on the project, in relation to the action and the work plan. That is, an individual should be paid based on the type of work he performs, as per Annex 2 & 3, and not on his/her status or title.

The estimated staff costs result from multiplying the number of days with the real daily staff cost rate.

1.1 Costs for administrative tasks

The grant may be used to cover the costs for staff from the European Union Member States or the Partner Countries who perform administrative tasks which are required for the achievement of the project objective (for example: the administration and coordination of project activities, planning of meetings, accounting activities) on condition that their salary for these tasks is compensated only once. Translation activities provided by consortium members should be classified as administrative staff costs. External translation services and external language courses provided by non consortium members should be classified as “Other Costs”.

1.2 Costs for academic tasks

The grant may be used to cover the costs of staff that perform academic tasks which are directly related to the achievement of the project objective and on condition that their salary for these tasks is compensated only once. Such activities should be exceptional, limited and strictly justifiable academic tasks not performed as part of regular duties. These tasks would include course development, the development and adaptation of teaching materials, and the preparation and teaching of intensive courses especially developed for the project.

1.3 Replacement costs (for EU staff only)

Replacement costs can be paid for European Union academic staff and experts carrying out teaching assignments at universities and institutions in the Partner Countries for a minimum continuous period of one month and a maximum of ten months. Costs can only be covered when proof is provided that staff concerned has actually been replaced for the time involved.

Applicants should base the replacement costs on the real daily staff cost rates of the person to be replaced, which cannot exceed the maximum rates indicated in Annex 2. Any surplus will be considered as ineligible. The accuracy of these costs may be the subject of an audit.

The rate of the country in which the person is replaced, will be applied.

Real daily staff cost rates are based on average rates corresponding to the partner organisation's usual policy on remuneration, comprising actual salaries plus social security charges and other statutory costs included in the remuneration. Non statutory costs like bonuses, lease car, expense account schemes, incentive payments or profit-sharing schemes are excluded.

2. Travel costs and costs of stay (Annex 4)

The estimated amounts requested for costs of stay may not exceed the maximum amounts given in the tables below and on which the final allocation will be based.

The consortium should calculate actual travel costs and request the estimated amounts.

Travel for research activities cannot be financed from the Tempus grant.

2.1 Staff travel costs and costs of stay

The Tempus grant is also intended to cover travel, visa, accommodation, subsistence and personal or health insurance costs.

2.1.1 Eligible participants in staff mobility

Grants for visits may be awarded to the following categories of teaching and administrative staff:

- University teachers and trainers or trainers from enterprises and other institutions participating in the project;
- Officials and administrators, non-teaching university staff or staff from enterprises or other institutions participating in the project;

- Public administrations or governmental organisations (see 5.3.2 of these guidelines).

2.1.2 Eligible activities for staff mobility

Activities should be coherent and clearly linked to the project outcomes. The consortium members should choose relevant activities in line with the following list:

- Teaching/training assignments for Partner Country staff/trainers carried out on the premises of the beneficiaries in the European Union or Partner Countries;
- Teaching/training assignments for European Union staff/trainers carried out on the premises of the beneficiaries in the Partner Countries;
- Retraining and update courses for Partner Country staff carried out on the premises of the beneficiaries in the European Union or the Partner Countries;
- Practical placements in companies, industries and institutions for Partner Country teaching/administrative staff and trainees carried out in the European Union or Partner Countries participating in the project;
- Meetings for management, coordination, planning, monitoring and quality control activities, carried out in the European Union or Partner Countries participating in the project;
- Workshops and visits for dissemination purposes to other parties in the Partner Countries participating in the project (other educational institutions, regional education authorities, business community, institutions);
- Language training for a well-defined target group of teaching/administrative staff from the Partner Country in the Partner Country itself wherever possible. If not possible, the language training should be combined with another eligible mobility and may include travel to one of the European Union or Partner Countries participating in the project;

Prior authorisation from the Education, Audiovisual & Culture Executive Agency is required if the recipient of the mobility grant intends to carry out activities not described above (such as travel to or from countries other than those participating in the project).

2.1.3 Eligible expenses for staff mobility

2.1.3.1 Staff travel costs

Staff travel costs cover transport costs at national and international level. For the estimated budget, the partnership should calculate the total amount required for travel costs, based on the number of mobility flows planned in the project application.

The partners should include in this estimation the participation of project staff, one staff member from the EU and one from each Partner Country involved, in the annual "Tempus Project Representatives' Meeting". The participation of the project staff of the partnership, (one from the EU and one from each partner country), in the annual "Tempus Project Representatives' Meeting" is considered as a project-related activity and the costs are considered eligible.

Only actual travel costs will be eligible.

- Travel costs for staff taking part in the action are considered eligible, provided that they are in line with the partner's usual practices on travel costs.
- Costs may be claimed only for journeys directly connected to specific and clearly identifiable project-related activities.
- Reimbursement is based on real costs, independent of the means of travel chosen (rail, bus, taxi, plane, hire car); partners are required to use the cheapest means of travel (e.g. use Advance purchase (economy class) tickets for air travel and take advantage of reduced fares, where this is not the case then a full explanation should be provided).

- The travel cost for a journey should include all costs and all means for travel from the point of origin to the point of destination (and vice versa) and may include visa fees, and cancellation costs.
- Expenses for private car travel (personal or company cars), where substantiated and where the price is not excessive, will be refunded as follows (whichever is the cheapest):
 - either a rate per km in accordance with the internal rules of the organisation concerned up to a max of €0.22;
 - or the price of a rail, bus (equivalent of a first-class fare for the same distance) or Plane ticket (see third bullet point above); only one ticket shall be reimbursed, independently of the number of people travelling in the same vehicle.
- For hire cars (maximum category B or equivalent) or taxis:
 - the actual cost where this is not excessive compared with other means of travel (also taking account of any influencing factors i.e. time, excessive luggage)
 - reimbursement will be made for the real cost of car hire, independent of the number of people travelling in the same vehicle.
- Cost related to entry visas and related obligatory insurance should also be noted under this heading.

2.1.3.2 Staff costs of stay

Costs of stay cover daily miscellaneous expenses.

For example: accommodation, food, local and public transport during the stay, personal or health insurance cost.

The partnership will calculate the total amount required for costs of stay, based on the number and duration of mobility flows planned in the project application; costs of stay may not exceed the maximum amounts per day/week and per person indicated in Annex 4.

2.2 Student travel costs and costs of stay

2.2.1 Eligible participants for student mobility

Travel costs and costs of stay may be paid for undergraduate students (who have completed at least two years of study), and to graduate, postgraduate and doctoral students undertaking further study programmes provided the mobility supports the achievement of the project objective/s.

Projects may provide mobility also in the form of internships or training at a partner institution or at a legal entity which does not belong to the partnership.

2.2.2 Eligible activities and duration for student mobility

Grants may be awarded for a minimum period of two weeks and a maximum period of three months for the following types of activity:

- Study periods for Partner Country students carried out on the premises of the beneficiaries in the European Union or Partner Countries;
- Participation in intensive courses for Partner Country students at postgraduate level (strictly targeted training in a specific subject area for a well defined target group), carried out on the premises of the beneficiaries in the European Union or Partner Countries;
- Study periods for European Union students carried out on the premises of the beneficiaries in the Partner Countries;

- Practical placements with a minimum duration of one month for Partner Country students carried out in companies, industries or institutions in the European Union or Partner Countries participating in the project;
- Practical placements with a minimum duration of one month for European Union students carried out in companies, industries or institutions in the Partner Countries participating in the project;
- Participation of Partner Country or European Union student representatives in management/coordination meetings or quality control activities taking place in European Union or Partner Countries participating in the project (duration of less than two weeks can be accepted and the rates for staff costs of stay may be applied).

Prior written authorisation from the Education, Audiovisual & Culture Executive Agency is required if the recipient of the mobility grant intends to carry out activities not described above (such as travel to or from countries other than those participating in the project).

2.2.3 Eligible expenses for student mobility

2.2.3.1 Student travel costs

Student travel costs cover transport costs at national and international level. For the estimated budget the partnership should calculate the total amount required for travel costs, based on the number of student mobility flows planned in the project application.

Only actual travel costs will be eligible.

Efforts should be made to make low cost travel arrangements for students.

- Costs may be claimed only for student mobility directly connected to specific and clearly identifiable project-related activities.
- Reimbursement is based on real costs, independent of the means of travel chosen (rail, bus, taxi, plane, hire car); partners are required to use the cheapest means of travel, e.g. use advance purchase (economy class) tickets for air travel and take advantage of reduced fares, where this is not the case then a full explanation should be provided.
- The travel cost for a journey should include all costs and all means for travel from the point of origin to the point of destination (and vice versa) and may include visa fees and cancellation costs.
- Expenses for private car travel (personal or company cars), where substantiated and where the price is not excessive, will be refunded as follows (whichever is the cheapest):
 - either a rate per km in accordance with the internal rules of the organisation concerned up to a max of €0.22;
 - or the price of a rail, bus (equivalent of a first-class fare for the same distance) or plane ticket (see second bullet point above); only one ticket shall be reimbursed, independently of the number of people travelling in the same vehicle.
- For hired cars (maximum category B or equivalent) or taxis:
 - the actual cost where this is not excessive compared with other means of travel (also taking account of any influencing factors i.e. time, excessive luggage);
 - reimbursement will be made for the real cost of car hire, independent of the number of people travelling in the same vehicle.
- Cost related to entry visas and related obligatory insurance should also be noted under this heading.

2.2.3.2 Student costs of stay

Costs of stay cover daily miscellaneous expenses.

For example: accommodation, food, local and public transport during the stay, personal or health insurance cost.

The partnership will calculate the total amount required for costs of stay, based on the number and duration of mobility flows planned in the project application; costs of stay may not exceed the maximum amounts per day/week/month and per person indicated in table at bottom of Annex 4.

3. Equipment costs³³

Applicants may not budget more than 30% of the eligible direct costs for equipment costs.

For Joint Projects, equipment may only be purchased for the Partner Country higher education institutions which are involved in the partnership and only when it is essential for the achievement of the project objective.

For Structural Measures, equipment may be purchased for the Partner Country universities or any other institution or organisation in the Partner Country (except for public administrations) that are involved in the partnership and only when it is essential for the achievement of the project objective.

In this section applicants should detail any items of equipment needed for an activity and the expected maintenance costs, listed clearly by the Partner Country university/ies or institutions/organisations at which each item will be installed. Applicants should ensure that these details correspond to those given in the Outcome Tables.

Eligible equipment

Only the purchase of equipment which is directly relevant to the objectives of the project can be considered as eligible expenditure. This could include, for example, books and periodicals, fax machines, photocopying machines, computers and peripherals, software, machines and equipment for teaching purposes, video-projectors (hardware) and video-presentations (software), television sets, installing/setting up of communication lines for internet connection/Skype, access to databases (libraries and electronic libraries outside the partnership), consumables required to ensure the smooth functioning of purchased equipment, equipment maintenance, insurance, transport and installation costs. Hiring of equipment may be considered eligible, but only in exceptional and duly justified circumstances and provided it does not continue beyond the duration of the Grant Agreement.

Equipment which is not eligible under the Tempus grant cannot be co-financed and, in these cases other sources of funding must be found. Applicants should include provision for other sources of funding (for example: governmental, institutional, industrial or other contributions) where equipment items deemed necessary to achieve the project objective are ineligible for the Tempus grant.

Depreciation

Considering the particular nature of the Tempus programme, the total purchase cost of the equipment will be taken into account rather than the equipment's depreciation.

4. Printing and publishing costs

Applicants should estimate the amount required to cover printing and publishing costs.

³³ Applicants should be aware of the fact that the procurement and delivery of equipment to partner country institutions is often a rather complex procedure and this should be taken into consideration at the planning stage.

All costs relating to printing, (paper, electronic) publishing and photocopying of teaching material and any other documentation necessary to reach the objective of the project should be recorded under this heading.

5. Other costs

This category covers:

- costs for dissemination of information (advertising in the media, promotional materials), hire of premises for dissemination events (only with prior written approval),
- audits (obligatory for projects with an awarded grant of more than EUR 750 000),
- inter-project coaching (up to a maximum of EUR 2500),
- bank charges including bank guarantee charges where requested by the Executive Agency,
- subcontracting for specific tasks.

Expenses listed here must be fully detailed and justified.

Sub-contracting is possible only in the exceptional cases for specific, time-bound, project-related tasks which cannot be performed by the Consortium members themselves or where the nature of the activity specifically requires external review (such as specific external evaluation of an activity or action, external language courses, external IT courses, external translation services and subcontracted web design and maintenance). The reasons why and a description of the expertise must be included in the application and clearly explained in the description of the outcomes and activities in the related activity table. Subcontracting will need however prior written approval during project implementation. Sub-contracting core activities such as teaching and project management (general management and coordination, monitoring, financial management, reporting to EACEA) is not possible.

Staff members of co-beneficiaries are not allowed to operate in a subcontracting capacity for the project.

Staff Costs - Maximum eligible daily rates for EU staff (in €)

The rates include all taxes and social contributions

Country	Manager	Researcher Teacher Trainer	Technical	Administrative
Belgique/Belgie - BE	380	325	263	205
Bulgaria- BG	84	75	58	39
Ceska Republika - CZ	138	138	100	72
Danmark - DK	497	425	346	271
Deutschland - DE	356	309	248	191
Eesti - EE	102	94	66	46
Ellas - EL	280	239	196	152
Espana -ES	287	258	198	139
France - FR	423	358	234	179
Ireland - IE	386	336	280	205
Italia - IT	568	332	225	187
Kypros - CY	335	294	182	124
Latvija - LV	101	82	65	44
Lithuania - LT	90	77	59	41
Luxembourg - LU	508	436	353	275
Magyarország - HU	123	108	81	46
Malta - MT	136	123	96	68
Nederland - NL	388	339	269	211
Österreich - AT	420	324	241	199
Polska - PL	130	107	83	61
Portugal - PT	182	160	118	78
Rumania- RO	155	119	93	59
Slovenija -SI	252	227	183	115
Slovensko -SK	151	122	108	88
Suomi - FI	374	268	221	185
Sverige - SE	443	379	312	240
United Kingdom - UK	412	389	273	197

Staff Costs - Maximum eligible daily rates in EUR for Tempus partner country staff

Last update: July 2010; fourth call for Tempus IV proposals.

The rates include all taxes and social contributions.

Country		Manager	Researcher Teacher Trainer	Technical	Administra- tive
Western Balkans					
Albania	AL	75	65	33	24
Bosnia and Herzegovina	BA	95	80	65	45
Kosovo (under UNSCR 1244/99)	XK	115	92	40	34
Montenegro	ME	115	91	55	48
Serbia	RS	120	100	65	55
Southern Neighbouring Area					
Algeria	DZ	210	190	100	70
Egypt	EG	150	135	102	84
Israel	IL	432	289	184	117
Jordan	JO	183	141	100	70
Lebanon	LB	260	230	115	70
Libya	LY	235	190	105	70
Morocco	MA	260	190	110	70
Occupied Palestinian territory	PS	150	150	102	102
Syria	SY	125	100	75	65
Tunisia	TN	180	150	80	50
Eastern Neighbouring Area					
Armenia	AM	90	80	60	40
Azerbaijan	AZ	110	90	70	50
Belarus	BY	120	110	90	65
Georgia	GE	90	80	60	40
Moldova	MD	55	45	35	25
Russian Federation	RU	175	151	110	67
Ukraine	UA	140	125	95	70
Central Asia					
Kazakhstan	KZ	150	132	108	78
Kyrgyzstan	KG	65	52	42	33
Tajikistan	TJ	50	40	30	25
Turkmenistan	TM	25	20	20	15
Uzbekistan	UZ	60	50	40	35

The four categories of staff in the tables in Annexes 2 and 3 are defined as follows:

Manager

This staff category includes legislators, senior officials and managers (Staff Category 1 of the ISCO³⁴-88 (COM)).

Researcher, Teacher, Trainer

This staff category includes science, health, teaching and other professionals (Staff Category 2 of the ISCO-88 (COM)).

Technical staff

This staff category includes technicians and associate professionals (Staff Category 3 of the ISCO-88 (COM)).

Administrative staff

This staff category includes office and customer service clerks (Staff Category 4 of the ISCO-88 (COM)).

For detailed reference please find the Staff Categories 1-4 of the ISCO-88 (COM) on the following page.

³⁴ International Standard Classification of Occupations

Staff categories according to the International Standard Classification of Occupations (ISCO-88 (COM))

<p>STAFF CATEGORY 1 100 Legislators, senior officials and managers 110 Legislators and senior officials 111 Legislators and senior government officials 114 Senior officials of special-interest organisations 120 Corporate managers 121 Directors and chief executives 122 Production and operation managers 123 Other specialist managers 130 Managers of small enterprises 131 Managers of small enterprises</p> <p>STAFF CATEGORY 2 200 Professionals 210 Physical, mathematical and engineering science professionals 211 Physicists, chemists and related professionals 212 Mathematicians, statisticians and related professionals 213 Computing professionals 214 Architects, engineers and related professionals 220 Life science and health professionals 221 Life science professionals 222 Health professionals (except nursing) 223 Nursing and midwifery professionals 230 Teaching professionals 231 College, university and higher education teaching professionals 232 Secondary education teaching professionals 233 Primary and pre-primary education teaching professionals 234 Special education teaching professionals 235 Other teaching professionals 240 Other professionals 241 Business professionals 242 Legal professionals 243 Archivists, librarians and related information professionals 244 Social science and related professionals 245 Writers and creative or performing artists 246 Religious professionals 247 Public service administrative professionals</p>	<p>STAFF CATEGORY 3 300 Technicians and associate professionals 310 Physical and engineering science associate professionals 311 Physical and engineering science technicians 312 Computer associate professionals 313 Optical and electronic equipment operators 314 Ship and aircraft controllers and technicians 315 Safety and quality inspectors 320 Life science and health associate professionals 321 Life science technicians and related associate professionals 322 Health associate professionals (except nursing) 323 Nursing and midwifery associate professionals 330 Teaching associate professionals 331 Primary education teaching associate professionals 332 Pre-primary education teaching associate professionals 333 Special education teaching associate professionals 334 Other teaching associate professionals 340 Other associate professionals 341 Finance and sales associate professionals 342 Business services agents and trade brokers 343 Administrative associate professionals 344 Customs, tax and related government associate professionals 345 Police inspectors and detectives 346 Social work associate professionals 347 Artistic, entertainment and sports associate professionals</p> <p>STAFF CATEGORY 4 400 Clerks 410 Office clerks 411 Secretaries and keyboard-operating clerks 412 Numerical clerks 413 Material-recording and transport clerks 414 Library, mail and related clerks 419 Other office clerks 420 Customer services clerks 421 Cashiers, tellers and related clerks 422 Client information clerks</p>
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Staff Costs of Stay – maximum rates per person excluding travel costs (in €)

Duration	Costs of stay for international mobility (or within an EU country)	Costs of stay for Partner Country staff within their own country
1 day	150	100
2 days	292	190
3 days	434	280
4 days	576	370
5 days	718	460
6 days	860	550
1 week	1.000	640
2 weeks	1.600	1.000
3 weeks	2.100	1.250
4 weeks	2.500	1.500
Each additional week	300	200

Where the stay falls in between the week durations indicated in the table, the upper limit will be calculated as follows:

The figure for the shorter duration is subtracted from the figure for the longer duration. The resulting figure divided by 7 gives the daily allowance for each day beyond the duration of the shorter stay.

For example: For an international mobility of 17 days: 2.100 (3 weeks) – 1.600 (2 weeks) = 500. Divided by 7 = 71,43. The costs of stay can be 1.600 + (3*71,43) = €1814,29 maximum

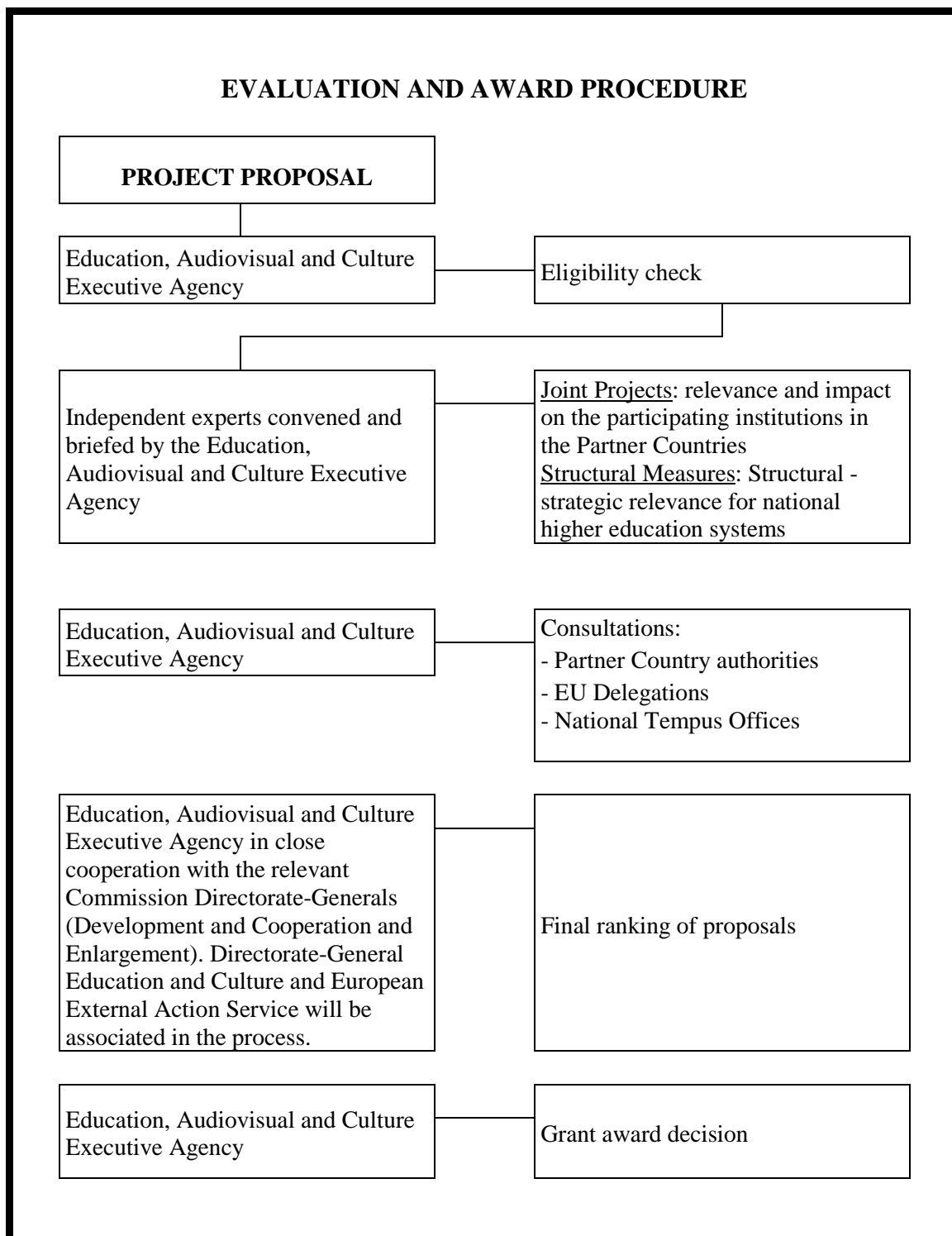
Student Costs of stay - maximum rates per person excluding travel costs

Duration	Costs of stay in the European Union	Costs of stay in the Partner Country
Per month	1.500	1.000

These references are indicative maximum rates. In order to define the actual costs, applicants must consider the real living costs in the countries and localities of destination.

The calculation for costs for stays falling in between full months should be proportionate with the monthly amount indicated above.

For example: 17 days costs of stay in the EU = (€1500:30) x 17 days = €850 maximum.



ABBREVIATIONS FOR E-APPLICATION FORMS

Annex 6

Country codes

European Union Member States		Partner Countries		Other countries which may participate	
AT	Austria		<i>Western Balkans</i>	TR	Turkey
BE	Belgium	AL	Albania	HR	Croatia
BG	Bulgaria	BA	Bosnia and Herzegovina	MK	the former Yugoslav Republic of Macedonia
CY	Cyprus	ME	Montenegro		<i>EFTA Countries</i>
CZ	Czech Republic	RS	Serbia	LI	Liechtenstein
DE	Germany	XK	Kosovo*	NO	Norway
DK	Denmark		<i>Southern Neighbouring Area</i>	CH	Switzerland
EE	Estonia	DZ	Algeria	IS	Iceland
EL	Greece	EG	Egypt		
ES	Spain	IL	Israel		
FI	Finland	JO	Jordan		
FR	France	LB	Lebanon		
HU	Hungary	LY	Libya		
IE	Ireland	MA	Morocco		
IT	Italy	PS	occupied Palestinian territory		
LT	Lithuania	SY	Syria		
LU	Luxembourg	TN	Tunisia		
LV	Latvia		<i>Eastern Neighbouring Area</i>		

* under UNSCR 1244/99

European Union Member States		Partner Countries		Other countries which may participate	
MT	Malta	AM	Armenia		
NL	Netherlands	AZ	Azerbaijan		
PL	Poland	BY	Belarus		
PT	Portugal	GE	Georgia		
RO	Romania	MD	Moldova		
SE	Sweden	RU	Russian Federation		
SI	Slovenia	UA	Ukraine		
SK	Slovak Republic		<i>Central Asia</i>		
UK	United Kingdom	KG	Kyrgyzstan		
		KZ	Kazakhstan		
		TJ	Tajikistan		
		TM	Turkmenistan		
		UZ	Uzbekistan		

Type of project

Code	Type of Project
JP	Joint Project
SM	Structural Measure

Area of project

Code	Area of Project
CR	Curricular Reform
GR	Governance Reform
HES	Higher Education and Society

Subject areas

Please be as specific as possible when selecting the subject area academic discipline or topic which best defines the objective of your project.

Subject area / Academic disciplines

1. Education

Teacher training and education
science

Teaching and training
Education science

2. Humanities and Arts

Arts

Arts (broad programmes)
Fine arts
Music and performing arts
Music and musicology
Performing arts
Design
Arts (others)

Humanities

Humanities (broad programmes)
Religion
Foreign languages
Modern EC languages
General and comparative literature
Linguistics
Translation, interpretation
Classical philology
Others - Languages and philological sciences
History, philosophy and related subjects
History and archaeology
Philosophy and ethics
Humanities (others)

3. Social sciences, Business and Law

Social and behavioural science

Social and behavioural science (broad programmes)
Psychology
Sociology and cultural studies
Political science and civics
Economics
Anthropology
Development studies
Social and behavioural science (others)

Journalism and information

Journalism and reporting
Library, information, archive
Documentation, archiving
Museum studies, conservation
Journalism and information (others)

Business and administration

Business and administration (broad programmes)

Law

- Marketing and advertising
- Finance, banking, insurance
- Accounting and taxation
- Management and administration
- Business and administration (others)

Law

- Comparative law, law with languages
- International law
- Civil law
- Criminal law, criminology
- Constitutional / Public law
- Public administration
- European Community / EU law
- Others - Law

4. Science, Mathematics and Computing

Life science

- Biology and biochemistry
- Microbiology, biotechnology
- Environmental science

Physical science

- Physical science (broad programmes)
- Physics
- Nuclear and high energy physics
- Astronomy, astrophysics
- Chemistry
- Biochemistry
- Earth science

- Geography, geology
- Geography
- Environmental sciences, ecology
- Geology
- Soil and water sciences
- Geodesy, cartography, remote sensing
- Meteorology
- Applied Sciences and Technologies
- Physical science (others)

Mathematics and statistics

- Mathematics
- Statistics
- Actuarial science
- Mathematics (others)

Computing

- Computer science
- Artificial intelligence
- Computer programming
- Computer system analysis
- Computer system design
- Informatics
- Operating systems
- Computing (others)

5. Engineering, Manufacturing and Construction

Engineering and engineering trades

Engineering and engineering trades (broad programmes)
Mechanics and metal work
Mechanical Engineering
Electricity and energy
Climate engineering
Electrical power generation
Electronics and automation
Communication systems
Computer engineering
Electronic engineering
Robotics
Telecommunication technology
Chemical and process
Motor vehicles, ships and aircraft
Aeronautical Engineering
Engineering and engineering trades (others)

Manufacturing and processing

Manufacturing and processing (broad programmes)
Food processing
Textiles, clothes, footwear, leather
Materials (wood, paper, plastic, glass)
Mining and extraction

Architecture and building

Architecture and town planning
Architecture
Urban planning
Regional planning
Landscape architecture
Transport and traffic studies
Building and civil engineering
Materials science
Architecture and building (others)

6. Agriculture and Veterinary

Agriculture, forestry and fishery

Agriculture, forestry and fishery (broad programmes)
Agricultural economics
Food science and technology
Forestry
Fisheries
Agriculture, forestry and fishery (others)

Veterinary

Veterinary
Animal husbandry

7. Health and Welfare

Health

Health (broad programmes)
Medicine
Psychiatry and clinical psychology
Public health
Medical technology

	Medicine and Surgery
	Medical services
	Nursing and caring
	Dental studies
	Medical diagnostic and treatment technology
	Therapy and rehabilitation
	Pharmacy
	Health (others)
Social services	
	Child care and youth services
	Social work and counselling
	Social services (others)

8. Services

Personal services	
	Personal services (broad programmes)
	Travel, tourism and leisure
	Sports
Transport services	
	Transport services
Environmental protection	
	Environmental protection (broad programmes)
	Environmental protection technology
	Natural environments and wildlife
	Community sanitation services
	Environmental protection (others)
Security services	
	Security services (broad programmes)
	Protection of persons and property
	Occupational health and safety
	Military and defence
	Security services (others)

9. OTHERS

Interdisciplinary Studies
Multidisciplinary studies

Other Subject areas / Topics

Regional cooperation

Economic development. Economic growth
Cultural integration
Environmental policy
Health policy
Human rights
Organized crime
Others

Training for institutional building

Training courses
Law. Public Administration. Politics
Civil society
Professional associations. Labour relations

Public Finance
Taxation. Fiscal policy
Social policy
Social welfare
International cooperation. International relations. International law. European Communities. European Union
Public relations
Organized crime
Environmental policy
Media
Journalism

University Management

University administration
School and university management
School industry relationships
Quality and evaluation of education
Quality assurance strategies / indicators and benchmarking
University libraries
Information services
Distance learning

NATIONAL PRIORITIES FOR JOINT PROJECTS

National Priorities		CURRICULAR REFORM		GOVERNANCE REFORM					HIGHER EDUCATION AND SOCIETY						
		Modernisation of curricula with 3 cycle structure, ECTS and degree recognition in the following disciplines		University management and student services	Introduction of quality assurance	Institutional and financial autonomy and accountability	Equal and transparent access to higher education	Development of international relations	Training of non-university teachers	Development of partnerships with enterprises	Knowledge triangle: education-innovation-research	Training courses for public services (ministries, regional/local authorities)	Development of lifelong learning in society at large	Qualifications frameworks	
Southern Neighbouring Area	NORTH AFRICA	Algeria	X	Business and administration, Life science, Computing, Engineering and engineering trades, Agriculture, forestry and fishery, Health, Environmental protection.	X	X			X		X	X	X	X	
		Egypt	X	Teacher training and education science, Arts, Humanities, Social and behavioural science, Journalism and information, Business and administration, Law, Life science, Physical science, Mathematics and statistics, Computing, Engineering and engineering trades, Manufacturing and processing, Architecture and building, Agriculture, forestry and fishery, Veterinary, Health, Social services, Personal services, Transport services, Environmental protection, Security services.	X	X				X	X	X	X		
		Libya	X	Science and Technology, ICT, Biotechnology, Applied sciences & discipline, Instructional technologies, Applied linguistics, Engineering (industrial technology, electronics, food industry), Social sciences and humanities discipline, Health sciences, Medical & health discipline, New science and technologies (engineering, energy), Research methodologies, Public health and environment	X	X	X			X	X	X	X	X	
		Morocco	X	Teacher training and education science, Humanities, Social and behavioural science, Journalism and information, Business and administration, Law, Life science, Physical science, Mathematics and statistics, Computing, Engineering and engineering trades, Manufacturing and processing, Architecture and building, Agriculture, forestry and fishery, Veterinary, Health, Transport services, Environmental protection	X	X	X	X	X		X	X			X
		Tunisia	X	Computer science, biotechnology, applied languages, arts and crafts, technological studies.	X	X	X	X	X		X	X			
	MIDDLE EAST	Israel	X	Teacher training and education science, Arts, Humanities, Social and behavioural science, Business and administration, Life science, Physical science, Computing, Engineering and engineering trades, Agriculture, forestry and fishery, Health, Social services, Environmental protection, Security services.	X		X	X	X		X	X		X	
		Jordan	X	Social and behavioural science, Engineering and engineering trades, Manufacturing and processing, Architecture and building, Environmental protection.		X			X		X				
		Lebanon	X	Teacher training and education science, Engineering and engineering trades, Manufacturing and processing, Agriculture, forestry and fishery, Veterinary, Health, Environmental protection, Security services.	X		X				X	X	X		
		occupied Palestinian territory	X	Teacher training and education science, Humanities, Social and behavioural science, Business and administration, Law, Life science, Physical science, Engineering and engineering trades, Architecture and building, Agriculture, forestry and fishery, Veterinary, Health, Transport services, Environmental protection.	X	X			X		X	X	X	X	
		Syria	X	Teacher training and education science (Education science), Humanities (History and archaeology), Social and behavioural science (Economics), Journalism and information, Business and administration, Law (Law and International Law), Veterinary, Health (Public health).	X			X			X	X		X	X

NATIONAL PRIORITIES FOR JOINT PROJECTS

National Priorities Eastern Neighbouring Area	CURRICULAR REFORM		GOVERNANCE REFORM					HIGHER EDUCATION AND SOCIETY					
	Modernisation of curricula with 3 cycle structure, ECTS and degree recognition in the following disciplines		University management and student services	Introduction of quality assurance	Institutional and financial autonomy and accountability	Equal and transparent access to higher education	Development of international relations	Training of non-university teachers	Development of partnerships with enterprises	Knowledge triangle: education-innovation-research	Training courses for public services (ministries, regional/local authorities)	Development of lifelong learning in society at large	Qualifications frameworks
Armenia	X	Teacher training and education science, Arts, Humanities, Social and behavioural science, Journalism and information, Business and administration, Law, Life science, Physical science, Mathematics and statistics, Computing, Engineering and engineering trades, Manufacturing and processing, Architecture and building, Agriculture, forestry and fishery, Veterinary, Health, Social services, Personal services, Transport services, Environmental protection, Security services.	X	X		X	X		X	X	X	X	X
Azerbaijan	X	Teacher training and education science, Social and behavioural science, Journalism and information, Law, Life science, Physical science, Computing, Engineering and engineering trades, Manufacturing and processing, Agriculture, forestry and fishery, Veterinary, Health, Social services, Environmental protection.	X	X		X	X		X	X		X	X
Belarus	X	Teacher training and education science, Humanities, Business and administration, Life science, Physical science, Computing, Engineering and engineering trades.		X			X		X	X		X	X
Georgia	X	Arts, Humanities, Social and behavioural science, Journalism and information, Life science, Physical science, Mathematics and statistics, Computing, Engineering and engineering trades, Manufacturing and processing, Architecture and building, Security services.	X	X			X		X	X			X
Moldova	X	Teacher training and education science, Social and behavioural science, Journalism and information, Business and administration, Physical science, Computing, Engineering and engineering trades, Manufacturing and processing, Agriculture, forestry and fishery.	X	X	X			X	X	X		X	X
Russian Federation	X	Teacher training and education science, Humanities, Social and behavioural science, Business and administration, Law, Life science, Physical science, Mathematics and statistics, Computing, Engineering and engineering trades, Manufacturing and processing, Architecture and building, Health, Social services, Personal services, Environmental protection.	X	X	X	X	X		X	X	X	X	X
Ukraine	X	Life science, Physical science, Computing, Engineering and engineering trades, Architecture and building.		X					X	X			

NATIONAL PRIORITIES FOR JOINT PROJECTS

National Priorities	CURRICULAR REFORM		GOVERNANCE REFORM					HIGHER EDUCATION AND SOCIETY					
	Modernisation of curricula with 3 cycle structure, ECTS and degree recognition in the following disciplines		University management and student services	Introduction of quality assurance	Institutional and financial autonomy and accountability	Equal and transparent access to higher education	Development of international relations	Training of non-university teachers	Development of partnerships with enterprises	Knowledge triangle: education-innovation-research	Training courses for public services (ministries, regional/local authorities)	Development of lifelong learning in society at large	Qualifications frameworks
Central Asia													
Kazakhstan	X	Teacher training and education science, Humanities (Religion), Business and administration (Broad programmes, Finance, banking, insurance), Law (International law, Public administration, EU law), Life science, Physical science, Mathematics and statistics, Computing, Engineering and engineering trades, Manufacturing and processing, Architecture and building, Agriculture, forestry and fishery, Veterinary, Health, Social services, Environmental protection.	X	X	X	X			X	X			X
Kyrgyzstan	x	Social and behavioral sciences (Economics), Business and administration (Broad programmes), Law (International law, Public administration), Agriculture, forestry and fishery (Agricultural economics), Environmental protection (Broad programmes).			X	X		X			X	X	X
Tajikistan	X	Teacher training and education science, Humanities, Social and behavioral science, Business and administration, Law, Engineering and engineering trades, Agriculture, forestry and fishery, Health, Environmental protection.	X	X			X			X		X	
Turkmenistan	X	Teacher training and education science, Arts, Humanities, Journalism and information, Business and administration, Law, Life science, Physical science, Mathematics and statistics, Computing, Engineering and engineering trades, Manufacturing and processing, Architecture and building, Agriculture, forestry and fishery, Veterinary, Health, Personal services, Transport services, Environmental protection, Security services.	X	X	X				X	X		X	
Uzbekistan	X	Business and administration, Life science, Physical science, Computing, Engineering and engineering trades, Manufacturing and processing, Architecture and building, Agriculture, forestry and fishery, Veterinary, Health, Transport services, Environmental protection.							X				

NATIONAL PRIORITIES FOR JOINT PROJECTS

National Priorities	CURRICULAR REFORM		GOVERNANCE REFORM				HIGHER EDUCATION AND SOCIETY						
	Modernisation of curricula with 3 cycle structure, ECTS and degree recognition in the following disciplines		University management and student services	Introduction of quality assurance	Institutional and financial autonomy and accountability	Equal and transparent access to higher education	Development of international relations	Training of non-university teachers	Development of partnerships with enterprises	Knowledge triangle: education-innovation research	Training courses for public services (ministries, regional/local authorities)	Development of lifelong learning in society at large	Qualifications frameworks
Western Balkans													
Albania	x	Teacher training and education science, Law, Mathematics and Statistics, Computing, Engineering and engineering trades, Agriculture, forestry and fishery, Veterinary, Health, Personal services, Environmental protection, Security services.	x	x	x			x	x	x		x	
Bosnia and Herzegovina	x	Teacher training and education science, Humanities, Social and behavioural sciences, Mathematics and statistics, Computing, Engineering and engineering trades, Manufacturing and processing, Architecture and building, Agriculture, forestry and fishery, Health, Transport services, Environmental protection.	x	x		x	x		x	x	x	x	x
Kosovo (under UNSC Resolution 1244)	x	Arts, Humanities, Social and behavioural science, Journalism and information (Library, information, archive), Business and administration, Law, Life science, Physical science, Mathematics and statistics, Computing, Engineering and engineering trades, Manufacturing and processing, Architecture and building, Agriculture, forestry and fishery, Health, Personal services, Environmental protection.		x	x	x	x		x	x	x	x	
Montenegro	x	Teacher training and education science, Arts, Social and behavioural science, Law, Life science, Computing, Engineering and Engineering Trade, Architecture and building, Agriculture, Forestry and Fishery, Health, Personal Services, Environmental protection, Security Services.	x	x		x			x	x	x	x	x
Serbia	x	Teacher training and education science, Social and behavioural science (excluding economics), Business and administration, Law, Veterinary, Social services, Personal services, Transport services, Interdisciplinary and Multidisciplinary sciences.						x			x		x

NATIONAL PRIORITIES FOR STRUCTURAL MEASURES

National priorities		GOVERNANCE REFORM					HIGHER EDUCATION AND SOCIETY					
		University management and student services	Introduction of quality assurance	Institutional and financial autonomy and accountability	Equal and transparent access to higher education	Development of international relations	Training of non-university teachers	Development of partnerships with enterprises	Knowledge triangle: education-innovation-research	Training courses for public services (ministries, regional/local authorities)	Development of lifelong learning in society at large	Qualifications frameworks
Southern Neighbouring Area												
NORTH AFRICA	Algeria	X	X			X		X	X	X	X	
	Egypt	X		X	X	X		X	X		X	X
	Libya	X	X	X	X			X	X	X	X	X
	Morocco	X	X	X	X	X		X	X			X
	Tunisia	X	X	X	X	X		X	X			
MIDDLE EAST	Israel	X		X	X	X		X	X		X	
	Jordan		X			X		X				
	Lebanon		X	X				X		X		X
	occupied Palestinian territory		X			X	X	X		X		X
	Syria	X			X			X	X		X	X

NATIONAL PRIORITIES FOR STRUCTURAL MEASURES

National Priorities	GOVERNANCE REFORM					HIGHER EDUCATION AND SOCIETY					
	University management and student services	Introduction of quality assurance	Institutional and financial autonomy and accountability	Equal and transparent access to higher education	Development of international relations	Training of non-university teachers	Development of partnerships with enterprises	Knowledge triangle: education-innovation-research	Training courses for public services (ministries, regional/local authorities)	Development of lifelong learning in society at large	Qualifications frameworks
Eastern Neighbouring Area											
Armenia	X	X	X	X	X	X	X	X	X	X	X
Azerbaijan	X	X		X	X		X	X		X	X
Belarus		X			X		X	X		X	X
Georgia	X	X			X		X	X			X
Moldova	X	X	X			X	X	X		X	X
Russian Federation	X	X	X	X	X		X	X	X	X	X
Ukraine	X	X	X					X			X

NATIONAL PRIORITIES FOR STRUCTURAL MEASURES

National Priorities	GOVERNANCE REFORM					HIGHER EDUCATION AND SOCIETY					
	University management and student services	Introduction of quality assurance	Institutional and financial autonomy and accountability	Equal and transparent access to higher education	Development of international relations	Training of non-university teachers	Development of partnerships with enterprises	Knowledge triangle: education-innovation-research	Training courses for public services (ministries, regional/local authorities)	Development of lifelong learning in society at large	Qualifications frameworks
Central Asia											
Kazakhstan	X	X	X	X			X	X			X
Kyrgyzstan			X	X		X			X	X	X
Tajikistan	X	X			X			X		X	
Turkmenistan	X	X	X				X	X	X		
Uzbekistan		X						X			

NATIONAL PRIORITIES FOR STRUCTURAL MEASURES

National priorities	GOVERNANCE REFORM					HIGHER EDUCATION AND SOCIETY					
	University management and student services	Introduction of quality assurance	Institutional and financial autonomy and accountability	Equal and transparent access to higher education	Development of international relations	Training of non-university teachers	Development of partnerships with enterprises	Knowledge triangle: education-innovation-research	Training courses for public services (ministries, regional/local authorities)	Development of lifelong learning in society at large	Qualifications frameworks
Western Balkans											
Albania	x	x	x			x		x		x	
Bosnia and Herzegovina		x		x	x		x	x	x	x	x
Kosovo (under UNSC Resolution 1244)		x	x	x	x		x	x	x	x	
Montenegro	x	x		x			x	x	x	x	x
Serbia						x			x		x

REGIONAL PRIORITIES FOR JOINT PROJECTS

RegionalPriorities Region	CURRICULAR REFORM		GOVERNANCE REFORM					HIGHER EDUCATION AND SOCIETY					
		Modernisation of curricula with 3 cycle structure, ECTS and degree recognition in the following disciplines	University management and student services	Introduction of quality assurance	Institutional and financial autonomy and accountability	Equal and transparent access to higher education	Development of international relations	Training of non-university teachers	Development of partnerships with enterprises	Knowledge triangle: education-innovation-research	Training courses for public services (ministries, regional/local authorities)	Development of lifelong learning in society at large	Qualifications frameworks
Western Balkans (IPA)	X	Education/pedagogy (including primary and secondary teacher training), vocational education and training, rural development, law and good governance (including human rights)	X	X	X	X			X	X	X	X	X
Eastern Neighbouring Area (ENPI East)	X	Law and good governance (including human rights), health, education, energy, environment (including climate change), transport, information society, business and entrepreneurship, tourism	X		X	X	X		X			X	
Southern Neighbouring Area (ENPI South)	X	Law and good governance (including human rights), health, education, energy, environment (including climate change), transport, information society, business and entrepreneurship, tourism	X		X	X	X		X			X	
Central Asia (DCI)	X	Education/pedagogy, Law, Good governance, Water, Energy, Environment	X	X	X		X		X	X			X

REGIONAL PRIORITIES FOR STRUCTURAL MEASURES

Regional Priorities Region	GOVERNANCE REFORM					HIGHER EDUCATION AND SOCIETY					
	University management and student services	Introduction of quality assurance	Institutional and financial autonomy and accountability	Equal and transparent access to higher education	Development of international relations	Training of non-university teachers	Development of partnerships with enterprises	Knowledge triangle: education-innovation-research	Training courses for public services (ministries, regional/local authorities)	Development of lifelong learning in society at large	Qualifications frameworks
Western Balkans (IPA)	X	X	X	X			X	X	X	X	X
Eastern Neighbouring Area (ENPI East)	X		X	X	X	X	X			X	
Southern Neighbouring Area (ENPI South)	X		X	X	X	X	X			X	
Central Asia (DCI)		X			X		X	X	X		X