OVERVIEW OF THE PROGRAMME

TEMPUS IV

2007–2013

Information for future applicants and beneficiaries
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TEMPUS is a European Union funded Programme which supports the modernisation of higher education in the Partner Countries in Eastern Europe, Central Asia, the Western Balkans and the Mediterranean region, mainly through university cooperation projects.

It also aims to promote the voluntary convergence of the higher education systems in the Partner Countries.
with EU developments in the field of higher education.

In addition to promoting cooperation between institutions TEMPUS also promotes a “people to people” approach.

TEMPUS provides support to consortia of institutions composed mainly of universities or university associations. Non-academic partners can also be part of a consortium.
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 co-operation between higher education institutions, has entered a new phase running 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 the academic worlds of the European Union and the Partner 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.
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.
The modernisation of higher education has been acknowledged as a core condition for the success of the Lisbon Strategy which the European Union launched in March 2000 and which aims 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 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 and potential candidate countries for a participation in the integrated Life Long Learning Programme.
The overall objective of Tempus is to contribute to the creation of an area of cooperation in the field of higher education between the European Union and Partner Countries in the countries neighbouring the EU and its wider proximity.

The specific objectives of Tempus 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 to the world of work and society in the Partner Countries;
- To increase the capacity of higher education institutions in the Partner Countries and the EU, in particular their capaci-
to co-operate internationally and to continually modernise, and to assist them in opening up to the world of work and the society at large in order to:

- overcome inter-country fragmentation in the area of higher education and inter-institutional fragmentation in the countries themselves;

- enhance inter-disciplinarity and trans-disciplinarity between university faculties;

- enhance the employability of university graduates;

- make the European Higher Education Area more visible and attractive to the world.

• To foster the reciprocal development of human resources;

• To enhance mutual understanding between the peoples and cultures of the EU and the Partner Countries.

**STRUCTURE**

Tempus finances three types of Actions:

- **Joint Projects** based on multilateral partnerships between higher education institutions in the EU and the Partner Countries aimed at exchanging knowledge and know-how between EU universities and institutions in the Partner Countries and between Partner Country institutions themselves in certain cases. Joint Projects are implemented at institutional level. They aim to help develop curricula, enhance university governance and address issues relevant for higher education and society.

- **Structural Measures** seek to contribute to the development and reform of education institutions and systems at national level in the Partner Countries. They can address issues linked to the reform of governance structures and systems (qualification systems, quality assurance, etc.) or enhancing the links between higher education and society.

- **Accompanying Measures** comprise of dissemination and information activities, such as thematic conferences,
studies and activities aimed at the identification and exploitation of good practice, stakeholder consultations, etc.

In principle, the maximum possible duration of projects is 36 months for “Joint Projects” and “Structural Measures”.

MANAGEMENT

The Education, Audiovisual and Culture Executive Agency (EACEA) is responsible for the management/implementation of all Tempus Actions, acting under powers delegated by the European Commission.

The formal responsibility for supervising the activities of the Tempus Programme lies with the External Relations departments of the European Commission.

FUNDING

The strategic orientations for Tempus are given by the External Relations Policy of the EU.

The programme is funded on an annual basis by the following Financial Instruments:

- **Instrument for Pre-accession Assistance - IPA (¹)** (for proposals involving Tempus Partner Countries in the Western Balkans). The IPA is the European Union’s financial instrument for the pre-accession process. Assistance is provided on the basis of the European Partnerships of the potential candidate countries and the Accession Partnerships of the candi-
Turkey. IPA is a flexible instrument and provides assistance which is linked to the progress made by the beneficiary countries and their needs, as shown in the Commission’s evaluations and annual strategy papers.

- **European Neighbourhood and Partnership Instrument - ENPI** (2) (for proposals involving Tempus Partner Countries in the Southern and Eastern EU neighbouring area). The ENPI provides financial support for the European Neighbourhood Policy and ENP countries plus Russia. The main objective of the ENP is the mutual interest of the EU and its neighbours in promoting reform, the rule of law, stable democracies and prosperity – prosperity, security and stability - throughout the neighbourhood of the enlarged European Union. The ENPI is a “policy driven” instrument that operates in the framework of the existing bilateral agreements between the European Union and the neighbouring countries.

- **Development Cooperation Instrument** (3) (for proposals involving Tempus Partner Countries in Central Asia). Under this instrument, the European Union finances measures aimed at supporting geographic cooperation with the developing countries included in the list of aid recipients of the Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD/DAC). Its aim is to improve development cooperation whose objectives are poverty reduction, sustainable economic and social development and the smooth and gradual integration of developing countries into the world economy.

Joint Projects aim to improve higher education institutions in one or more of the Partner Countries. They are based on multilateral partnerships between higher education institutions in the EU and the Partner Countries. They should promote the exchange of knowledge and good practice between EU universities and institutions in the Partner Countries and between Partner Country institutions themselves, as the case may be. Joint Projects are implemented by the institutions themselves. Relevant themes for Joint Projects include curriculum development, university governance and creating better links between higher education and society at large.
Two categories of Joint Project may be supported:

1. ‘National Projects’ should be of benefit to one of the Partner Countries and focus on national priorities set by the Ministry of Education for that Partner Country.

2. ‘Multi-Country Projects’ aim to be of benefit to more than one Partner Country. They focus on addressing regional priorities which are common to all the Partner Countries within a specific region. They can also address a ‘national priority’ which is common to each of the participating Partner Countries.

National and regional priorities are defined in the Calls for Proposal.

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.

**STRUCTURAL MEASURES (SM)**

Structural Measures projects aim to improve Partner Countries’ overall higher education systems. Themes for such projects can include national laws, organisation, coordination, accreditation, evaluation and the policy of higher education systems at national level, for example.

Structural Measures are designed to support the structural reform of higher education systems and strategic development at national level, based on priorities that the relevant Partner Countries authorities have identified. They can address issues linked to the reform of governance systems (qualification systems, quality assurance, etc.) or developing better links between higher education and society at large.

Structural Measures include studies and research, conferences and seminars, training courses, policy advice and dissemination of information.

Two categories of Structural Measures may be supported:

- ‘National Structural Measures’ target one Partner Country and focus on the national priorities set for that country.
‘Multi-country Structural Measures’ aim to benefit more than one Partner Country. They focus on regional priorities, which are common to all Partner Countries in one region. They can also address a national priority shared by a number of Partner Countries.

National and regional priorities are defined in the Calls for Proposal.

ACCOMPANYING MEASURES

‘Accompanying Measures’ comprise of dissemination and information activities related to Tempus projects, such as conferences on various themes relevant to the programme, studies, consultation with stakeholders and activities aimed at identifying and making best use of ‘good practice’ on projects.

This Action is also used to support the network of National Tempus Offices and Higher Education Reform Experts (HEREs).

- The National Tempus Offices (NTOs) are based in the Partner Countries and assist the Commission in promoting the programme. The NTOs can also give assistance to potential applicants and help monitor Tempus projects. National Tempus Offices work closely with the EU Delegations in their respective countries on all these
tasks. They also maintain open channels of communication with university rectors, staff and Ministry officials. Similar organisations exist in the EU Member States and are called ‘National Contact Points’ (NCPs).

The complete list of the National Tempus Offices and National Contact Points and their contact details can be found on the Tempus website.

• Since the end of 2006, teams of **Higher Education Reform Experts (HEREs)** have been appointed in the different Partner Countries to accompany the reform process at institutional and national levels. The purpose of the HEREs is to provide a pool of expertise in certain areas (quality assurance, curricular reform, recognition, etc.) and, by taking into account national needs and aspirations, to promote and enhance progress towards the Bologna objectives. This initiative reinforces the international nature of the Bologna process and its external dimension. At an institutional level, Higher Education Reform Experts work on counselling and advising higher education institutions. They act as local promoters and change agents. These experts are regularly invited to attend seminars together with their counterparts from the other Tempus Partner Countries and the Bologna experts based in the EU Member States in order to familiarise themselves with EU developments in higher education and exchange examples of good practice.
WHO CAN PARTICIPATE?

Eligible participants

The programme is open to:

- Higher education institutions who wish to implement Joint Projects or Structural Measures in consortia composed of institutions from the EU and the Partner Countries.

- Any organisation who will contribute actively to the objectives of the projects (Joint Projects or Structural Measures). Such organisations may be:

  - Associations, organisations or networks of higher education institutions, national or international 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.

Individuals cannot apply directly to the Programme. Individual mobility is not an objective per se of Tempus. Limited and short term mobility of students, academic staff and university administrators may be possible as part of a Tempus project, but only as long as it contributes to achievement of the project’s objective(s).

- Public administrations (i.e. Ministries, other national, regional and local administrations) may participate to the Programme under conditions defined in the various Calls for Proposal.
Please note that more information on which beneficiaries and participants will be considered eligible is included in the Calls for Proposal.

**Eligible Countries**

Tempus IV is open to higher education institutions and to other organisations active in the field of higher education, provided they are established in the EU Member States or in the Partner Countries.

In addition, institutions from specific countries which are not EU Member States or typical Tempus Partner Countries but whose name is included in each call for proposals, may participate in Tempus projects as partners, but only if they finance their participation themselves.

Please note that a full list of the countries which are considered eligible to participate in the Tempus Programme is included in the Calls for Proposal. Regarding the Partner Countries, it notably includes countries from the Western Balkans, the Southern...
and Eastern neighbouring areas of the EU, the Russian Federation and Central Asian countries.

**HOW TO APPLY?**

Joint Projects and Structural Measures are implemented through regular Calls for Proposal, while Accompanying Measures are launched through Calls for Tender or Framework Contracts.

Each Call for Proposals provides all the necessary information on the application criteria for each of the Programme’s Actions. It specifies the Call’s eligible activities, the application criteria and the budgetary allocations. Higher education institutions and organisations active in the field of higher education have to apply centrally to the Education, Audiovisual and Culture Executive Agency in Brussels in compliance with the application criteria and timetable specified in the relevant Call.

There must be one coordinating institution that submits the application on behalf of the consortium/partnership/network of participating organisations.

Applicants must be located in an eligible ‘applicant country’.

There are certain conditions to be complied with, concerning the composition of the partnership (e.g. number of organisations from each country, total number of partners, etc).
Grant applications are selected in accordance with four different types of criteria, namely eligibility, exclusion, selection and award criteria.

Eligibility criteria
Applications must comply with various eligibility criteria defined in the Calls for Proposal. These include the submission deadline and other criteria such as requirements relating to the eligibility of the applicant institution and the (co-)beneficiaries, the composition of the consortium, the eligible countries and activities.

Exclusion criteria
Applicants must state that they are not in any of the situations described in Articles 93 and 94 of the Financial Regulation ap-
Applicable to the general budget of the European Union (4). If they are, they may be excluded from participating in Tempus Calls for Proposal. 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.

**Selection criteria**

The selection criteria aim to assess the applicant’s ability to complete the proposed action and work programme. They include:

- **Technical capacity**
  Applicants and (co-)beneficiaries must have the professional competence and qualifications required to complete the proposed project.

- **Financial capacity**
  Applicants must have stable and sufficient sources of funding necessary to maintain their activity throughout the period during which the action is being carried out.

**Award criteria**

Applications undergo an academic assessment by external independent experts according to criteria defined in the Calls for Proposal, including the relevance of the project, the quality of the partnership, the methodology chosen, the impact and sustainability of the outcomes beyond the end of the project, the relevance of the budget and cost effectiveness.

**SELECTION**

Applications are subject to evaluation before the selection decision is taken. The overall process is monitored by a selection

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committee which includes representatives of the Commission Directorates General and of the Executive Agency. The process includes the following steps:

**Verification of Eligibility and Exclusion Criteria**
The conformity of the application is checked by the Tempus Unit concerning the eligibility and exclusion criteria. Only eligible applications are considered for further verification and evaluation.

An eligibility committee composed by Tempus Unit staff members validates the verification of the eligibility criteria.

**Verification of Selection Criteria**
The technical and financial capacity of the applicants and the (co-)beneficiaries is checked with the support of the experts who are participating to the academic assessment.

**Verification of Award Criteria**
External independent experts assess the proposals against the award criteria. Each application is assessed by two different experts who provide consolidated scores and comments against each criterion.

**Consultation process**
Apart from the evaluation carried out by the experts, the Agency consults Ministries of Education, EU Delegations and the National Tempus Offices in the Partner Countries.

**Award decision**
The selection committee draws up a list of projects recommended for funding which is then submitted to the Director of the Executive Agency for decision on projects awards.

In order to establish the list, the selection committee takes into consideration the results of the evaluation and the consultation process but also the geographical balance between the Partner Countries and the total amount of funding available from the budget.
MAP OF PARTNER COUNTRIES

EU member states
Partner Countries

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

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Questions about the programme
For queries concerning the programme:
EACEA-Tempus-Info@ec.europa.eu

Questions related to a particular call
For specific queries concerning a particular call:
EACEA-Tempus-Calls@ec.europa.eu

Contacts for existing beneficiaries
All e-mail exchanges should go through the following box:
EACEA-Tempus-Project-Management@ec.europa.eu