



**European Commission**

## **Tempus IV**

# **Reform of Higher Education through International University Cooperation**

**FIRST CALL FOR PROPOSALS N° EAC/04/2008**

## Table of Contents

NOTICE .....	3
<b>1. INTRODUCTION/BACKGROUND.....</b>	<b>4</b>
<b>2. OBJECTIVES– THEMES – PRIORITIES .....</b>	<b>6</b>
<b>3. TIMETABLE.....</b>	<b>8</b>
<b>4. BUDGET AVAILABLE .....</b>	<b>9</b>
<b>5. ELIGIBILITY CRITERIA.....</b>	<b>10</b>
<b>6. ELIGIBILITY CHECK.....</b>	<b>19</b>
<b>7. EXCLUSION CRITERIA .....</b>	<b>19</b>
<b>8. SELECTION CRITERIA.....</b>	<b>20</b>
<b>9. AWARD CRITERIA.....</b>	<b>22</b>
<b>10. FINANCIAL CONDITIONS.....</b>	<b>25</b>
<b>11. SUB-CONTRACTING AND AWARD OF PROCUREMENT CONTRACT ...</b>	<b>38</b>
<b>12. PUBLICITY .....</b>	<b>39</b>
<b>13. PROCEDURE FOR THE SUBMISSION OF PROPOSALS .....</b>	<b>39</b>
<b>14. Annexes.....</b>	<b>42</b>
<i>Annex 1: Staff Costs: Max. eligible daily rates for EU staff (in €) .....</i>	<i>43</i>
<i>Annex 2: Staff Costs: Max. eligible daily rates for Tempus partner country staff.....</i>	<i>44</i>
<i>Annex 3: Costs of Stay – max rates per person excluding travel costs (in €) .....</i>	<i>47</i>
<i>Annex 4: Evaluation and Award Procedure.....</i>	<i>48</i>
<i>Annex 5: Glossary of Codes for Application Forms.....</i>	<i>49</i>
<i>Annex 6: National Priorities for National Joint Projects.....</i>	<i>56</i>
<i>Annex 7: National Priorities for National Structural Measures .....</i>	<i>60</i>
<i>Annex 8: Programme-wide Priorities for Multi-country Joint Projects .....</i>	<i>65</i>
<i>Annex 9: Programme-wide Priorities for Multi-country Structural Measures.....</i>	<i>66</i>

## **NOTICE**

**For the countries in the Western Balkans covered by the Instrument for Pre-accession Assistance the implementation of the call for proposal is subject to the signature of the relevant Financing Agreements.**

## 1. INTRODUCTION/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 instrument in this sector and which has a strong focus on institutional co-operation, is continued for a new phase from 2007-2013. Since its inception in 1990, university cooperation under the Tempus programme has contributed successfully to institution building related to higher education in the partner countries and to sustainable university partnerships as well as to enhancing mutual understanding between 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 Assistance<sup>1</sup> (for proposals involving Tempus partner countries in the Western Balkans; see 5.2 Eligible countries);
- European Neighbourhood and Partnership Instrument<sup>2</sup> (for proposals involving Tempus partner countries in the Southern and Eastern neighbouring area; see 5.2 Eligible countries);
- Development Cooperation Instrument<sup>3</sup> (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.

Despite on-going efforts for reform, higher education in the countries covered by the Tempus programme still faces structural problems such as centralised systems of governance, obsolete infrastructure, narrow specialisations, isolation of universities from the world of work and civil society, low status and outdated skills of teachers, outdated curricula, weak policy-making capacities and the absence of reliable data for policy making. Some structural problems of higher education will also be familiar to EU stakeholders while others stem from the individual characteristics of certain countries or are the results of the tensions of a transition process.

The nature of higher education has to be reviewed to accommodate the changing needs and values of societies and citizens: these relate to the skills and competencies people need to prosper in the knowledge society, to the quality of higher education, to the principles of equity and inclusiveness.

Higher education institutions are key players for the successful transition to a knowledge-based economy and society. They are pools of expertise and centres for the development of

---

<sup>1</sup>[Council Regulation \(EC\) No 1085/2006](#) establishing an Instrument for Pre-accession Assistance, 17 July 2006

<sup>2</sup>[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

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

human resources. Higher education institutions are important factors of 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. The EU modernisation agenda for higher education is clearly set out in the European Commission's communications "Mobilising the brainpower of Europe: enabling universities to make their full contribution to the Lisbon Strategy"<sup>4</sup> and "Delivering on the modernisation agenda for universities: Education, research and innovation"<sup>5</sup>.

At the same time, the Tempus programme has 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 through a common new degree system, a European dimension to quality assurance and the recognition of degrees and study periods abroad. The Bologna process that the European Commission actively supports, and that is complementary to the EU's modernisation agenda, is 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. 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 inside the EU. The Tempus programme complements notably the "Erasmus Mundus External Cooperation Window" which has been created to facilitate large-scale mobility flows between the EU and countries in its closer and wider vicinity. Therefore, Tempus will only support small-scale and short-term mobility that contributes directly to the achievement of the programme's objectives.

### **Lessons learned from previous programme phases**

- **Independent evaluations**

The final evaluation of the second phase of the Tempus programme (1994 - 2000) and the mid-term evaluation of its third phase (2000 - 2006) were carried out in the period between October 2002 and September 2003.<sup>6</sup> Both reports confirmed the relevance of the programme to support higher education reform and development as well as the validity of its intervention rationale and management approaches.

- **Studies**

Apart from the evaluations carried out in 2002/03, three major studies, on the sustainability of international cooperation projects in higher education, on university-enterprise co-operation and on the regional impact of the programme, equally underlined the relevance of the programme and confirmed its intervention rationale<sup>7</sup>.

---

<sup>4</sup> Communication from the Commission to the Council and the European Parliament, Brussels, 20.4.2005, COM (2005) 152 final

<sup>5</sup> Communication from the Commission, Brussels, 10.5.2006, COM (2006) 208 final

<sup>6</sup> All reports can be consulted at the following website:

[http://europa.eu.int/comm/dgs/education\\_culture/evalreports/index\\_en.htm#TempusIIIinterim1](http://europa.eu.int/comm/dgs/education_culture/evalreports/index_en.htm#TempusIIIinterim1).

<sup>7</sup> [http://ec.europa.eu/education/programmes/tempus/doc\\_en.html](http://ec.europa.eu/education/programmes/tempus/doc_en.html)

## **Management**

For the reception of proposals for Joint Projects and Structural Measures the European Commission is assisted by the **European Training Foundation** (ETF). The selection procedure will take place under the responsibility of the Directorate-General for Education and Culture in close co-operation with the external relations services.

## **2. OBJECTIVES– THEMES – PRIORITIES**

### **2.1. Objectives**

#### **2.1.1. Overall objective**

The overall objective of the programme will be to contribute to an area of cooperation in the field of higher education involving the European Union and partner countries in the surrounding area. In particular, the programme will help promote voluntary convergence with EU developments in the field of higher education deriving from the Lisbon agenda 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 and the EU, in particular their capacity for international cooperation and for a permanent modernisation process, and to assist them in opening themselves up to civil society, 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 make the European Higher Education Area more visible and attractive in the world;
- To foster the reciprocal development of human resources;
- To enhance mutual understanding between peoples and cultures of the EU and of the partner countries.

With regards to the Western Balkans, the future Tempus programme will contribute to preparing the pre-accession countries for their participation in the Lifelong Learning Programme<sup>8</sup>.

## **2.2. Priorities**

### **2.2.1. Programme-wide priorities**

As stated above, Tempus IV will be an instrument to promote convergence with EU developments in higher education. Priorities under Tempus are therefore structured around the main components of the EU's higher education modernisation agenda.

The programme-wide priorities for Tempus IV are identical for all countries/regions and are structured in the following three building blocks:

#### **Curricular Reform**

- Introduction of the three-cycle system
- Modernisation of curricula
- European Credit Transfer System (ECTS) and 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

The programme-wide priorities will apply to multi-country projects, i.e. projects involving more than one partner country.

### **2.2.2. National priorities**

National priorities were established in close consultation between the Commission Delegations and Ministries of Higher Education in the partner countries. National priorities were established for both types of eligible activities, Joint Projects and Structural Measures, as identified under point 5.3. The national priorities will apply to national projects, i.e. projects involving a single partner country.

---

<sup>8</sup> [http://ec.europa.eu/education/programmes/llp/index\\_en.html](http://ec.europa.eu/education/programmes/llp/index_en.html)

### **2.3. Not eligible**

Proposals for national projects which do not address the Tempus national priorities (see Annexes 6 & 7) of the partner country involved are not eligible.

Proposals for multi-country projects which do not address the Tempus programme-wide priorities (see Annexes 8 & 9) are not eligible.

## **3. TIMETABLE**

Applications for Joint Projects and Structural Measures (see 5.3 Eligible activities) must be submitted to the address indicated in section 13.4 no later than **28 April 2008** (please read carefully chapter 13 of this call for proposals concerning the procedures for submitting applications).

### **Maximum duration**

In principle, the maximum project duration is **36 months** for both project types, Joint Projects and Structural Measures.

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

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

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

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. The maximum project duration will then be 48 months for both project types, Joint Projects and Structural Measures.

### **Notification of results of the selection procedure – Reception of grant agreement**

The intention is to inform successful and unsuccessful applicants on the results no later than October 2008. It is planned that selected applicants will receive their agreements for signature in November 2008.

In principle, project activities should start before 15 January 2009.

**Costs incurred prior to the start of the eligibility period as laid down in the grant agreement will not be considered.<sup>9</sup>**

---

<sup>9</sup> Grants may not be awarded retrospectively for actions already completed. Article 112 FR.



#### 4. BUDGET AVAILABLE

As shown in the table below the total **indicative** budget earmarked for the co-financing of projects amounts to €50.55 million.

REGION	INDICATIVE MAXIMUM BUDGET
Western Balkans (under the Instrument for Pre-accession Assistance)	<ul style="list-style-type: none"> <li>- Albania: €0.85 million</li> <li>- Bosnia-Herzegovina: €1.92 million</li> <li>- Croatia: €2.4 million</li> <li>- fYRoM: €2.8 million</li> <li>- Kosovo: €1.44 million</li> <li>- Montenegro: €0.64 million</li> <li>- Serbia: €5.6 million</li> </ul> <p><i>Subtotal: € 15.65 million</i></p>
Southern Neighbouring area (under the European Neighbourhood and Partnership Instrument)	<p><i>Subtotal: € 11.2 million out of which an <b>indicative</b> minimum percentage of</i></p> <ul style="list-style-type: none"> <li>- 12% for Algeria</li> <li>- 16% for Egypt</li> <li>- 5% for Israel</li> <li>- 5% for Jordan</li> <li>- 5% for Lebanon</li> <li>- 13% for Morocco</li> <li>- 5% for the Territory governed by Palestinian Authority</li> <li>- 8% for Syria</li> <li>- 6% for Tunisia</li> </ul>
Eastern Neighbouring area (under the European Neighbourhood and Partnership Instrument)	<p><i>Subtotal: € 11.2 million out of which an <b>indicative</b> minimum percentage of</i></p> <ul style="list-style-type: none"> <li>- 2% for Armenia</li> <li>- 2% for Azerbaijan</li> <li>- 4% for Belarus</li> <li>- 3% for Georgia</li> <li>- 6% for Moldova</li> <li>- 36% for Russia</li> <li>- 22% for Ukraine</li> </ul>
Russia (bilateral allocation) (under the European Neighbourhood and Partnership Instrument)	<i>Subtotal: € 8 million</i>
Central Asia (under the Development Cooperation Instrument)	<ul style="list-style-type: none"> <li>- Kazakhstan: €0.9 million</li> <li>- Kyrgyzstan: €0.9 million</li> <li>- Tajikistan: €0.9 million</li> <li>- Turkmenistan: €0.9 million</li> <li>- Uzbekistan: €0.9 million</li> </ul> <p><i>Subtotal: € 4.5 million</i></p>
<b>TOTAL</b>	<b>€50.55 million</b>

Under the Instrument for Pre-accession Assistance, the Commission expects to fund indicatively 25 projects. Under the European Neighbourhood and Partnership Instrument and the Development Cooperation Instrument, an indicative number of 50 projects are expected to be funded.

It is estimated that a minimum of 50% of the EC funds allocated to the present call for proposals will be used for Joint Projects and a minimum of 25% for Structural Measures.

A clear priority will be given to multi-country projects targeting more than one partner country. In principle, a minimum of 30% of the available budget per region will be earmarked to fund multi-country projects.

The financial contribution from the Commission cannot exceed 95% of the total eligible direct costs. To cover the indirect costs, a maximum of 7% of the total eligible direct costs can be added to the above.

The **minimum grant size** for both Joint Projects and Structural Measures will be **€ 500,000**. The **maximum grant size** will amount to **€ 1,500,000**. In the case of Albania, Montenegro and the five Central Asian countries, which have a country specific allocation for this call of less than €1 million, the **minimum** grant size for national Joint Projects and national Structural Measures is set at €300,000. The reduced minimum project grant size does not apply to the countries in the Eastern or Southern Neighbouring Areas as they have a minimum percentage of the area budget per country but no fixed country budget allocation.

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.

The European Commission reserves the right not to distribute all the funds available.

## **5. ELIGIBILITY CRITERIA**

Applications which comply with the following criteria will be the subject of an in-depth academic, technical and financial evaluation.

### **5.1 Eligible establishments/bodies/types of beneficiary**

#### **5.1.1 Grant applicants**

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.

(2) Applicants for **Joint Projects** must be

- 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 post-secondary educational and vocational training establishments which offer, within the framework of advanced education and training, qualifications or diplomas of that level, whatever such establishments may be called** ("University" or "Polytechnic", "College" or "Institute" etc.).<sup>10</sup>

---

<sup>10</sup> International Standard Classification of Education (ISCED), Levels of education 5 and 6

EU universities applying for a Tempus grant must have adhered to the Erasmus University Charter<sup>11</sup>.

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<sup>12</sup>. The Commission reserves the right to request documentation to prove the veracity of this declaration.

- Associations / organisations / networks of higher education institutions dedicated to the promotion, improvement and reform of European higher education as well as to co-operation within Europe and between Europe and other parts of the world. If such associations / organisations / networks also cover other education sectors and training, the main focus of their activities must be on higher education.

(3) Applicants for **Structural Measures** must be

- legal entities as stipulated above;
- public authorities (Ministries, national and regional administrations linked to higher education);
- national or international rector, teacher or student organisations.

(4) All legal entities mentioned above must be legally established for more than 5 years: they must submit a copy of the applicant organisation's articles of association and official certificate of legal registration.

(5) All applicants must submit **endorsement letters**<sup>13</sup> **from partner legal entities** confirming their participation:

- in case of higher education institutions original signature from the rector, vice-rector, president or vice-president;
- in case of other legal entities original signature of the minister, secretary-general, chairman, executive director or their deputies.

### 5.1.2 Eligible partners

The following legal entities that are involved in higher education may participate in the Tempus programme as partners of the above applicants:

---

<sup>11</sup> [http://ec.europa.eu/education/programmes/llp/structure/erasmus\\_en.html](http://ec.europa.eu/education/programmes/llp/structure/erasmus_en.html), see link "Mobility of Individuals - Erasmus University Charter" at the bottom

<sup>12</sup> A declaration for qualifying as a public body is included in the application form.

<sup>13</sup> A model endorsement letter is attached to the application form

- public authorities (Ministries, national, regional and local administrations) or governmental or public organisations;
- rector, teacher or student organisations;
- non-governmental organisations;
- social partners or their training organisations;
- chambers of commerce, chambers of labour or other public or private professional organisations;
- private or public enterprises.

Individual experts from legal entities that are not partnership members may be invited to participate in project activities provided their involvement is justified and will assist all partners in reaching the project objectives.

### **5.1.3 Eligible partnerships**

#### **5.1.3.1 Joint Projects (JP)**

Joint Projects can target one or more partner countries.

#### **National projects**

National projects target one single partner country and will focus on national priorities.

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

- **at least three** higher education institutions from a partner country (in the case of Montenegro, FYRoM and Kosovo, due to the small size of the university sector, one university will be sufficient),
- **at least two** higher education institutions, each from a different EU Member State and
- **at least one** academic or non-academic partner from a third EU Member State.

#### **Multi-country projects**

Multi-country projects target more than one partner country. They will focus on the programme-wide priorities which are common to all partner countries.

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

- **at least one** higher education institution from each partner country involved in the proposal,
- **at least two** higher education institutions, each from a different EU Member State and

- **at least one** academic or non-academic partner from a third EU Member State.

### 5.1.3.2 Structural Measures (SM)

The same conditions as stipulated above apply to Structural Measures **with an additional condition**:

- The Ministry/ies of Higher Education of the partner country/ies involved must either directly participate in the project as a partner or must formally support the proposed project objective/s.

That is, for direct participation in the partnership as a partner and in the project activities Ministries of Higher Education have to sign a **letter of endorsement**<sup>14</sup>. For formal support of the project objective/s they have to sign a **letter of support** which the applicant must submit together with its proposal (in case the Ministry is not a formal partner).

### 5.1.4 Not eligible

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

**Natural** persons may **not** apply for a grant.

Partners for whom a letter of endorsement has not been submitted are not eligible for participation.

Partners for whom the letter of endorsement does not fulfil the formal requirements of the model endorsement letter are not eligible for participation.

Proposals for Structural Measures which are not accompanied by a letter of endorsement or a letter of support from the Ministry of Higher Education are not eligible.

### 5.1.5 Beneficiary

If the European Commission awards a grant to an applicant he becomes a **beneficiary**. The beneficiary signs the grant agreement with the European Commission and 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 awarded.

The beneficiary is also responsible for the management, coordination and monitoring of the project activities as well as for the coordination of the partnership members, for the assessment of achieved outcomes and for the verification of reports on activities.

## 5.2 Eligible countries

There are four groups of eligible countries:

- 27 Member States of the European Union;

---

<sup>14</sup> A model endorsement letter is included in the application form

- 6 countries of the Western Balkan region;
- 16 countries in the Southern and Eastern neighbouring area of the European Union and the Russian Federation;
- 5 Central Asian Republics.

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

<b>European Union</b> (legal entities from these countries are eligible as partners <b>and</b> applicants)	<b>Partner countries</b> (legal entities from these countries are eligible as partners <b>and</b> applicants)	<b>Partner countries</b> (legal entities from these countries are eligible as partners <b>and</b> 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	<b><i>Western Balkans</i></b>	<b><i>Southern Neighbouring area</i></b>
	Albania Bosnia and Herzegovina Croatia former Yugoslav Republic of Macedonia <sup>15</sup> Montenegro Serbia, including Kosovo <sup>16</sup>	Algeria Egypt Israel Jordan Lebanon Morocco Syria Territory governed by the Palestinian Authority Tunisia
		<b><i>Eastern Neighbouring area</i></b>
		Armenia Azerbaijan Belarus Georgia Moldova Russia Ukraine
		<b><i>Central Asia</i></b>
	Kazakhstan Kyrgyzstan Tajikistan Turkmenistan Uzbekistan	

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

<sup>15</sup> Provisional code which does not prejudice in any way the definitive nomenclature for this country, which will be agreed following the conclusion of negotiations taking place on this subject at the United Nations.

<sup>16</sup> Under the auspices of the United Nations, pursuant to UN Security Council Resolution 1244 of 10 June 1999.

- Turkey;
- The EFTA countries Iceland, Liechtenstein, Norway and Switzerland.

### **Not eligible**

Countries that are not listed above are not eligible.

### **5.3 Eligible activities**

The proposal must benefit the partner countries and their higher education institutions and systems.

Two activity types are eligible.

#### **5.3.1 Joint projects (JP)**

Joint Projects will be based on multilateral partnerships between higher education institutions in the EU and the Partner Countries. Joint Projects aim at transferring knowledge between EU universities and institutions in the partner countries and between partner country institutions as appropriate. Joint Projects are implemented **at institutional level** and can pursue the following objectives:

##### **- Curricular reform**

- to adapt, modernise and restructure existing curricula or to develop, test, establish/accredit new curricula and to disseminate the results; either case shall focus on content, structure, teaching methods and the use of new teaching materials with regard to the European modernisation agenda for higher education (Lisbon strategy, Bologna process);
- to develop and establish study programmes with a double or multiple degree or a joint degree;

“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;

“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;

- to establish recognition arrangements between higher education institutions in the EU and in the partner countries;

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 include administrative personnel such as library staff, laboratory staff and IT staff.

- **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;

- **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 at university level;
- 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.

- **Thematic networks**

- to facilitate the enlargement of the existing "Thematic Networks" of the Socrates-Erasmus programme with higher education institutions from the partner countries.

The main aim of Thematic Networks is to enhance quality and to define and develop a European dimension within a given academic discipline or study area, or concerning a topic of an interdisciplinary/multidisciplinary nature, or in other matters of common interest (such as university management, quality assurance etc.). This is achieved by means of co-operation between universities, university faculties or departments.

The applications for the enlargement of the existing "Thematic Networks" will have to clearly justify the composition of the partnerships, and identify local needs in relation to the themes addressed by the thematic networks. If an internal or external evaluation of the thematic network is available, it will have to be provided with the application.

The Thematic Networks can carry out the following activities:

- Mapping and enhancing education:
  - Describing, analysing and comparing existing teaching methods.
  - Defining and experimenting with new teaching methods.
  - Identifying existing teaching material and placing this at the disposal of the members of the network with the aid of databases.
  - Producing or updating, translating and disseminating new teaching material.



- Activities in the field of quality assurance.
- Facilitating co-operation:
  - Assessing the quality of co-operation, identifying needs and obstacles and providing solutions.
  - Developing tools for co-operation (the use of ECTS, new models of co-ordination, internationalisation strategies).
  - Promoting the production of modules.

This Tempus activity will make it possible for higher education institutions from the partner countries to join the Thematic Networks and to get involved in their work.

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 partner legal entities **provided** the mobility supports the achievement of the project objectives.

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

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

### 5.3.2 Structural Measures (SM)

Structural Measures will be interventions designed to support structural reform of higher education **systems** and strategic framework development **at national level** that the competent authorities of partner countries have clearly identified as priorities.

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 convergence with EU developments;
- to provide support to networks of higher education institutions or to national or ministerial working groups on higher education reform.

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

## - **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 in Bergen in May 2005 (Bologna process);
- legal issues concerning the autonomy, accountability and finance of the higher education system.

## - **Higher education and society**

For example

- the link 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 reform 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 internships or training at a partner or at a legal entity which does not belong to the partnership.

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.

## **6. ELIGIBILITY CHECK**

### **6.1 Eligible proposals**

The electronic application must be accompanied by the supporting and administrative documents referred to in chapter 13.

All the other conditions set out in chapter 13 of this call for proposals must be complied with.

Short-listed applications will be checked whether they comply with the eligibility criteria set out in chapter 5.

Applicants must submit a budget that is balanced in terms of expenditure and revenue and must comply with the ceiling for **Community cofinancing, set at 95% of the total eligible direct costs of the project. That means that applicants must provide a cofinancing of at least 5% of the total eligible direct costs of the project.**

### **6.2 Not eligible**

The applications are checked whether they meet the published national or programme-wide priorities for the implementation of the Tempus programme. Applications which do not address national priorities of the partner countries (national projects) or programme-wide priorities (multi-country projects) are not eligible.

Proposals with an **exclusive focus on research** are not eligible.

Proposals which are obviously "copied" i.e. have more or less identical objectives and activities, and which just include different partners and involve an/other partner country/ies, are not eligible.

## **7. EXCLUSION CRITERIA**

Applicants must sign a declaration of honour that they are not in any of the situations described in Articles 93 and 94 of the Financial Regulation<sup>17</sup> applicable to the general budget of the European Union (Council Regulation (EC, Euratom) No 1605/2002) and set out below.

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

---

<sup>17</sup> a model declaration of honour is attached to the application form

- a) they are 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 Communities' financial interests;
- f) following another procurement procedure or grant award procedure financed by the Community budget, they have been declared to be in serious breach of contract for failure to comply with their contractual obligations.

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.

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.

## **8. SELECTION CRITERIA**

The selection criteria shall be such as to make it possible to assess the applicant's ability to complete the proposed action or work programme.

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

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.<sup>18</sup>

### **8.1 Technical capacity**

In order to permit an assessment of their technical capacity, applicants must submit, together with their applications:

- the CVs of the applicant and the key project staff showing all their relevant professional experience;
- a list of projects already undertaken in the relevant field by the applicant and by the partners.

### **8.2 Financial capacity**

The verification of **financial capacity shall not apply** to public bodies and to international organisations.

Public bodies are considered having the necessary financial and administrative stability, to carry out projects under the Tempus programme: they shall not be required to present further documentation to demonstrate this<sup>19</sup>.

Other applicants must have stable and sufficient sources of funding to maintain their activity throughout the period during which the action is being carried out.

In order to permit an assessment of their financial capacity, organisations (other than public bodies and international organisation cited above) must submit, together with their applications:

- the profit and loss accounts of the applicant organisation, together with the balance sheet for the last three financial years for which the accounts have been closed;
- the bank details form completed by the applicant and certified by the bank (original signatures required);<sup>20</sup>

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

- reject the application
- ask for further information
- require a guarantee (see 10.3)
- offer a grant agreement without prefinancing.

---

<sup>18</sup> a model declaration of honour is included in the application form.

<sup>19</sup> see section 5.1.1: a model declaration for qualifying as a public body is included in the application form

<sup>20</sup> a financial identification form is attached to the application form.

### 8.3 Audit

Grant applications must be accompanied by an external audit report produced by an approved auditor.

This report shall certify the accounts for the last year available and give an assessment of the financial viability of the applicant.

This obligation **does not apply** to public bodies, secondary or higher education establishments, international organisations under public law, or beneficiaries with joint and several liability in the case of agreements involving several beneficiaries.<sup>21</sup>

## 9. AWARD CRITERIA

All applications will undergo an academic evaluation but only the highest ranking proposals from the academic evaluation may undergo a technical/financial evaluation. The evaluation is the same for proposals for both project types, Joint Projects and Structural Measures.

### 9.1 Academic evaluation

Independent evaluators will evaluate the project proposals according to the following criteria (maximum rating in brackets):

#### Rationale of the Project

- Problem/s analysis (8)
- Rationale of the project in the partner country/ies context (8)

*Joint Projects:* Priority will be given to applications that can demonstrate that they fit into the development strategies of the partners involved

*Structural Measures:* Priority will be given to applications that can demonstrate that they will have an impact on the structure of the higher education system at national level

- Level of expertise and relevance of Consortium partners (6)

Priority will be given to applications that involve a representative number of universities from a partner country; for the purpose of this call "representative" is meant in terms of geographical coverage as well as size and reputation of the involved universities/networks

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;

#### Description of the Project

- Clarity and relevance of project objectives (14)

Priority will be given to applications that demonstrate a wider impact on higher education institutions and systems

---

<sup>21</sup> Only if decided by the competent authorising officer on the basis of his analysis of management risks.

- Appropriateness of academic content, pedagogical methodology, quality assurance processes, involvement of students and stakeholders at large, convergence with EU higher education policies (14)

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

Priority will be given to applications that clearly demonstrate a strong institutional and individual capacity building process benefiting partner country/ies institutions, also with regard to the planned mobility flows

In the academic evaluation the evaluators can rate the project proposals between 0 and 50.

Once the academic evaluation of all the project proposals will have been carried out, a list will be established with the project proposals ranked according to their total score.

In principle, only the project proposals which have been given a score of a minimum of 25 points will be considered for the next stage of the evaluation procedure namely the financial and technical evaluation.

The list of project proposals to undergo the financial and technical evaluation will be limited, in accordance to the ranking, to a number of projects whose sum of requested funding corresponds to approximately two and a half times of the available Tempus budget for this Call for Proposals.

## **9.2 Technical and financial evaluation**

At this stage, the project proposals are further evaluated according to the following criteria:

### **9.2.1 Technical quality evaluation**

#### Design and Planning Tools

- Demonstrated logical and sound planning capacity (Logical framework matrix and work plan) (7)

#### Outcomes and Activities (tables on implementation plans)

- Appropriateness of project outcomes and related activities (7)
- Quality of arrangements for dissemination (8)
- Potential for sustainability (10)

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, finance of new courses, accreditation by national authorities, up-dating/modernisation of the introduced tools, application of the introduced legislation after Tempus funding has ended)

- Foreseen quality control, monitoring and management of the project (10)

Priority will be given to applications that clearly show a balanced distribution of tasks and responsibilities between partners and give a substantial role to the partners in the partner country/ies

## 9.2.2 Financial evaluation

- Cost-effectiveness (8)  
The application demonstrates that the proposed activities will be implemented, and the proposed results and objectives will be achieved, at the lowest possible costs

The financial evaluation of the estimated budget may lead the European Commission to reduce the budget of the proposed action. The Commission may also require of the applicants that projects are implemented with a reduced number of partners and/or with a reduced number of partner countries.

In the technical and financial evaluation the evaluators can rate the project proposals between 0 and 50.

In principle, after the academic, technical and financial evaluations projects should have received a total rating of at least 50 points in order to be eligible to be included in the list of projects recommended for funding.

## 9.3 Consultation

Apart from the evaluation, the European Commission will consult the Ministries of Education, the EC Delegations and the National Tempus Offices in the partner countries on the applications received.

## 9.4 Award decision

An evaluation committee will draw up a list of projects recommended for funding which will then be submitted to the Authorising Officer for decision on project awards. In order to establish this list the evaluation committee will not only take into consideration the results of the evaluation and of the consultation but also the geographical balance between the partner countries. A clear priority will be given to multi-country projects targeting more than one partner country. Annex 4 summarises the evaluation and award procedure.

Proposals, on which a Delegation expresses a substantiated negative advice, **will not** be funded.

## 9.5 Contracting

If a proposal is selected and a grant is awarded to the applicant, the proposal becomes an annex of the grant agreement ("Description of the action") and thus legally binding.

The budget proposed by the successful applicant must be corrected to remove any arithmetical errors or ineligible costs as well as to reflect modifications recommended by the European Commission prior to the signature of the grant agreement.

Other clarifications or minor corrections may be brought to the "Description of the action" or to the budget in so far as they would not call into question the grant award decision or be contrary to the equal treatment of applicants and:

- Relate to aspects clearly identified by the evaluation committee, or



- Aim at taking into consideration the changes which have occurred since the date of receipt of the proposal.

No modifications may in any case lead to an increase either of the grant or of the amount of co-financing.

The grant agreement can be signed after the start of the eligibility period but it must in any case be signed and enter into force two months before the end of the eligibility period.

## 10. FINANCIAL CONDITIONS

Acceptance of an application by the Commission does not constitute an undertaking to award a financial contribution equal to the amount requested by the beneficiary. The awarding of a grant does not establish an entitlement for subsequent years.

Community grants are incentives to carry out projects which would not be feasible without the Commission's financial support, and are based on the principle of co-financing. They complement the applicant's own financial contribution and/or national, regional or private assistance that has been obtained elsewhere.

The amount of the own resources indicated in the revenue part of the estimated budget is regarded as secured and must represent **at least 5% of the total estimated direct eligible costs** of the action, and the same percentage of own resources must be entered in the revenue section of the final account<sup>22</sup>.

The allocated amount may not exceed the amount requested.

Grant applications must include a detailed estimated budget in which all prices are given in euro. Applicants from countries outside the euro zone must use the conversion rates published in the Official Journal of the European Union, series C, on the date of publication of this call for proposals in the Official Journal, i.e 5 February 2008.

The budget for the action attached to the application must have revenue and expenditure in balance and show clearly the costs which are eligible for financing from the Community budget.

The applicant must indicate the sources and amounts of any other funding received or applied for in the same financial year for the same action or for any other action and for routine activities.

The Commission 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.

The account or sub-account indicated by the beneficiary must make it possible to identify the funds transferred by the Commission. If the funds paid into this account give rise to interest or equivalent profits in accordance with the legislation of the country where the

---

<sup>22</sup> In other words: the applicant must offer at least 5% of co-financing of the estimated total eligible direct 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 5% of the total actual eligible direct 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 5% the same principle applies.

account is held, such profit or interest will be recovered by the Commission where it results from the prefinancing payment.

### **10.1 Payment procedures**

In the event of definitive approval by the Commission, a financial agreement, drawn up in euro and detailing the conditions and level of funding, will be entered into between the Commission and the beneficiary. This agreement (the original) must be signed and returned to the Commission immediately. The Commission will sign it last. A pre-financing payment of 60% will be transferred to the beneficiary within 45 days of the date of the signature of the agreement by the Commission's Authorising Officer and all the possible guarantees are received. Pre-financing is intended to provide the beneficiary with a float. It may be split into a number of payments.

A second prefinancing payment of 30% of the total amount will be made within 45 days of reception of a request for payment. The second prefinancing payment may not be made until at least 70% of the previous prefinancing payment has been used up.

The Commission will establish the amount of the final payment to be made to the beneficiary on the basis of the final report. If the eligible costs actually incurred by the organisation during the project are lower than anticipated, the Commission will apply its rate of funding to the actual costs, and the beneficiary will, where applicable, be required to repay any excess amounts already transferred by the Commission under the pre-financing payments.

### **10.2 Certificate on the financial statements and underlying accounts**

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. In the case of a grant for an action or of an operating grant, 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 beneficiary in the financial statements on which the request for payment is based are real, accurately recorded and eligible in accordance with the grant agreement. Except in the case of lump sums and flat rate financing, 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 EUR 750,000 or more and operating grants of EUR 100,000 or more.

### **10.3 Guarantee**

The Commission may require any organisation which has been awarded a grant to provide a guarantee first, 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 beneficiary's obligations.

This financial guarantee, in euro, shall be provided by an approved bank or financial institution established in one of the Member State of the European Union or one of the partner countries.

The guarantee may be replaced by a joint and several guarantee by a third party or by a joint guarantee of the beneficiaries of an action who are parties to the same grant agreement.

The guarantee shall be released as the pre-financing is gradually cleared against interim payments or payments of balances to the beneficiary, in accordance with the conditions laid down in the grant agreement.

**This requirement does not apply** to public bodies and international organisations under public law established by inter-governmental agreements, specialised agencies created by such organisations, the International Committee of the Red Cross (ICRC) or the International Federation of Red Cross and Red Crescent Societies.

#### **10.4 Double financing**

Subsidised projects may not benefit from any other Community funding for the same activity.

#### **10.5 Eligible costs**

In order to be eligible under this call for proposals, costs must:

- be necessary for the implementation of the action/project, be included in the estimated budget attached to the agreement, be necessary and reasonable for the completion of the action/project, and be consistent with the principles of sound financial management, in particular in terms of value for money and cost-effectiveness;
- be incurred during the lifetime of the action/project as defined in the agreement;
- actually be incurred by the beneficiary and its partners, be recorded in the beneficiary's accounts in accordance with the applicable accounting principles, and be declared in accordance with the requirements of the applicable tax and social legislation;
- be identifiable and verifiable and be backed up by original supporting documents.

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

#### **Eligible direct costs:**

The eligible direct costs for the action/project 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/project, 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 1 and 2

attached. NB: this cost must be actual cost incurred by the beneficiary and its partners, and staff cost of other organisations is eligible only if it is paid directly or reimbursed by the beneficiary;

- 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 1.

- travel and subsistence allowances for staff and students taking part in the action/project (for meetings, European conferences, training, study periods etc.), provided that they are in line with the usual practices of the beneficiary or, where applicable, its partners, on travel costs; subsistence allowances may not exceed the maximum rates in the tables in Annex 3;

- purchase cost of equipment (new or second-hand), only when justified for the achievement of the objectives of the proposed action;

- cost of consumables and supplies, provided that they are identifiable and assigned to the action/project;

- costs entailed by other contracts awarded by the beneficiary or its partners for the purposes of carrying out the action/project, 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/project (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).

#### Eligible indirect costs (administrative costs);

- a flat-rate amount, not exceeding 7% of the eligible direct costs of the action, is eligible under indirect costs, representing the beneficiary's general administrative costs which can be regarded as chargeable to the action/project.

Indirect costs may not include costs entered under another budget heading. Indirect costs cannot be subject to co-financing.

Examples of indirect costs are:

- costs for keeping equipment running;
- communication costs (postage, fax, telephone, mailing, etc.);
- infrastructure costs (rent, electricity, water, heating, etc.) of the premises where the project is being carried out;
- office supplies;
- photocopies.

## **10.6 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;
- costs declared by the beneficiary and covered by another action or work programme receiving a Community grant,
- excessive or reckless expenditure;
- expenses for travel to or from countries other than those participating in the project/programme, unless explicit prior authorisation is granted by the Commission.

**Contributions in kind** shall **not** constitute eligible costs.

## **10.7 Legal entity**

The Commission can propose an agreement only on the basis of acceptance of documents which make it possible to define the applicant's legal personality – legal entity (public administration, private company, non-profit organisation, etc.).

The applicant must provide the following documents:

Private company, association, etc.:

- bank details form, duly completed and signed,
- 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).

Public-law entity:

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

## **10.8 Specific financial conditions**

### **TAXES AND DUTIES**

Equipment purchased and services funded with the Tempus grant are in principle exempt from VAT (see 10.6 Ineligible costs).

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

### **ELIGIBLE EXPENDITURE**

In line with 10.5 and 10.6 above, 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. Costs for printing and publishing
  5. Other costs;
- **Indirect costs** (overheads).

The following ceilings should be applied:

- **Indirect costs:** maximum 7% of the eligible direct costs (see 10.5)
- **Equipment costs:** maximum 30% of the eligible direct costs (in addition to 10.5)

#### **1. Staff costs** (Section V, Table 1 in the application form)

Salaries and fees 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 and not at any higher rate. Staff costs should be calculated on the basis of the task performed and not on the status of the person.

Applicants should base the project budget on real daily staff cost rates, which cannot exceed the maximum rates indicated in Annexes 1 & 2. Any surplus will be considered as ineligible. The veracity 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, independent 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 applicant'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.

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

### ***1.1 Fees 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 not covered from any other source. 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 Fees to academic staff***

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 not covered from any other source. 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 1. Any surplus will be considered as ineligible. The veracity 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 applicant'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.

#### ***1.4 Staff costs for sub-contractors***

The sub-contracting of administrative and/or academic tasks to individual experts and/or organisations is possible only in cases where the consortium cannot cover the activity in question. The reasons why should be clearly explained in the description of the outcomes and activities in the related activity table.

The cost related to this activity should be included in the funding requirements table. Please note that, in the case of individual experts, a description of their expertise must be included in the application.

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

## **2. Travel costs and costs of stay** (Annex 3)

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***

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

#### ***2.1.1 ELIGIBLE PARTICIPANTS***

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

- ◆ University teachers and trainers;
- ◆ Administrators (members of university staff, such as librarians or international relations officers);
- ◆ Trainers and staff with project management responsibilities from organisations and other institutions within the partnership;
- ◆ Students acting on behalf of their institution;
- ◆ Officials, administrators and professionals (trainers and/or trainees) as appropriate;
- ◆ Sub-contractors.



## 2.1.2 ELIGIBLE ACTIVITIES

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 European Union staff/trainers in the Partner Country university or institution and vice versa;
- ◆ Re-training and up-dating periods for staff from the Partner Country universities/institutions;
- ◆ Practical placements in companies, industries and institutions for teaching/administrative staff and trainees from the Partner Country universities/institutions;
- ◆ Management and coordination meetings in the European Union or Partner Country/ies for coordination, planning, monitoring and quality control activities;
- ◆ Intensive and strictly targeted (re)training courses in a specific subject area, including language training for a well defined target group of teaching/administrative staff from the Partner Country. Language training should whenever possible take place in the Partner Country itself or, if not possible, should be combined with other mobility;
- ◆ Visits for dissemination purposes to other parties in the Partner Countries such as other educational institutions, regional education authorities, the business community, institutions, including (re)-training provided in the Partner Country, organisation of workshops, publications.

## 2.1.3 ELIGIBLE EXPENSES

### 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 two project staff, one from the EU and one from a partner country, in the annual "Tempus Project Representatives' Meeting". The participation of two project staff of the partnership, (**one** from the EU and **one** from a partner country), in the annual "Tempus Project Representatives' Meeting" are considered as project-related activities and the costs are considered eligible.

Only actual travel costs will be eligible.

- Travel costs for staff taking part in the action are considered, 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 Apex 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, travel insurance 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 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 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 3.

## **2.2 Students**

### **2.2.1 ELIGIBLE PARTICIPANTS**

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.

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

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**

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 abroad carried out at a consortium member in a European Union Member State for Partner Country students or in a Partner Country for European Union students;
- ◆ Practical placements with a minimum duration of one month in companies, industries or institutions in a European Union Member State for Partner Country students or in a Partner Country for European Union students represented in the project;
- ◆ Participation in intensive courses with a minimum duration of two weeks for Partner Country students at postgraduate level (strictly targeted training in a specific subject area for a well defined target group) carried out by a partnership member in a European Union Member State;
- ◆ Participation of Partner Country and European Union student representatives in targeted mobility within a project.

### **2.2.3 ELIGIBLE EXPENSES**

#### *2.2.3.1 Student Travel Costs*

Studnet 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 Apex 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, travel insurance 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 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 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 and per person indicated in table at bottom of Annex 3.

#### 2.2.3.3 *Institutional Costs*

For study periods abroad for a **maximum of three consecutive months** it is important to note that the host university can claim institutional costs to cover any eligible costs incurred as a result of receiving students from abroad. Only students benefiting from a travel and costs of stay grant paid from the Tempus grant can be considered for institutional costs.

The maximum Tempus contribution to university institutional costs must be calculated as follows:

- For mobility to the European Union: maximum € 500 per student for a study period of maximum three months;
- For mobility to a Partner Country: maximum €200 per student for study periods of maximum three months.

**Institutional costs**, being an eligible cost, can be considered as **co-financing**. The host institution should demonstrate this by providing a declaration stating that the university has covered the eligible costs incurred as a result of receiving the students from abroad, indicating the name of the student, home institution and the period of the mobility.

### **3. Equipment costs**<sup>23</sup> (Section V, Table 3 of the application form)

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 universities 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 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*

Books and periodicals (selected by consortium members as being directly relevant to the objectives of the project), fax machines; photocopying machines; computers and peripherals, software; machines and equipment for teaching purposes; video-projectors (hardware) and video-presentations (software); television sets, communication lines for internet connection; access to databases (libraries and electronic libraries outside the consortium); renting of equipment may be considered eligible, but only in exceptional and duly justified circumstances and in any case not exceeding the duration of the grant agreement; consumables needed to ensure the smooth functioning of the equipment; equipment maintenance, insurance, transport and installation costs.

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 not eligible for the Tempus grant.

### **4. Printing and publishing costs**

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

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

---

<sup>23</sup> 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.

## **5. Other costs**

Here applicants should include any other expenses, which do not clearly fit into previous categories (for example, inter-project coaching<sup>24</sup>, bank charges, exchange gains and losses, external translation and external language courses, and so on) and are necessary for the implementation of the project.

Expenses listed here must be fully detailed and justified.

## **6. Indirect costs**

The grant consists of the eligible direct costs (operational costs: Tables 1-5) and of the indirect costs (overheads). Indirect costs can be allocated up to a **flat rate of 7% of the eligible direct costs**.

Indirect costs may, for example, cover stationery, general photocopying, office supplies, postal and telecommunication costs directly related to the project.

### Co-financing

Since co-financing is a condition for a Community grant, the applicant must co-finance at least **5% of the eligible direct costs** and specify from which resources this amount will be financed.

### Summary of project funding

This table takes the total costs of each of the seven previous tables into account and automatically generates a summary.

## **11. SUB-CONTRACTING AND AWARD OF PROCUREMENT CONTRACT**

Where implementation of the action/project requires sub-contracting or the awarding of a procurement contract, the beneficiary and, where applicable, its partners 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.

The beneficiaries shall only seek competitive tenders if the amount to be contracted out exceeds the threshold of € 25.000. The beneficiaries may not split the purchase of equipment or of services into smaller contracts below the threshold.

For administrative and academic tasks, it is possible to directly subcontract individuals, industry/enterprises or institutions from any European Union Member State or from a partner country.

In the event of **sub-contracting exceeding € 25.000**, the beneficiary must clearly document the tendering procedure and retain the documentation for the event of an audit.

---

<sup>24</sup> Costs for Inter-Tempus project monitoring may be covered by the category “Other Costs” up to a maximum of €2500 per project and cover fees, travel and subsistence

## 12. PUBLICITY

All grants awarded in the course of a financial year must be published on the Internet site of the Community 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. The names of individuals having received a grant will not be published in the Official Journal or on the *Europa* website.

For legal entities which have received a grant:

- a) the following information will be published<sup>25</sup>:
  - name and address of the beneficiary;
  - subject of the grant;
  - amount awarded and rate of funding.
- b) they 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. If this requirement is not fully complied with, the beneficiary's grant may be reduced. To do this they must use the graphic identity and the logo of the Tempus programme;
- c) they 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 Commission at the beginning of the action and confirmed in the final report;
- d) 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. PROCEDURE FOR THE SUBMISSION OF PROPOSALS

### 13.1 Publication

The call for proposals is being published in the Official Journal of the European Union and on the Internet site of the European Commission's Directorate-General Education and Culture at the following address:

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

---

<sup>25</sup> The application forms include an explicit agreement from the applicant allowing the Commission to publish the above mentioned data if the grant application is approved. However, a beneficiary may request an exemption from this provision if publication would jeopardise its security or financial interests.

### **13.2 Reception and application form**

Grant applications must be drawn up in English, French or German, using the form specifically designed for this purpose. The application must be word-processed, using a computer.

In principle, application forms will be made available six weeks before the deadline for downloading and completion on the following web site:

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

### **13.3 Deadline for submission**

Applications must be sent by e-mail, by the following deadline:

**28 April 2008, 16:00 Central European Time**

Supporting and administrative documents must be sent by post, by the following deadline:

**15 May 2008** (as per post stamp)

### **13.4 Submission of the grant application**

**Applications** must be sent **by e-mail** to the following addresses:

Joint Projects: [Tempus-JP-2008@etf.europa.eu](mailto:Tempus-JP-2008@etf.europa.eu)

Structural Measures: [Tempus-SM-2008@etf.europa.eu](mailto:Tempus-SM-2008@etf.europa.eu)

Applications have to be submitted in the original format. Applications in "pdf" format will not be accepted, nor will submissions containing additional attachments.

Applicants should send an electronic copy of their proposal to the Tempus National Contact Point (for EU-based applicants) and the National Tempus Office (for applicants based in the partner countries). Electronic addresses are available from the Tempus website.

The application sent by e-mail **is the authentic one** and will be used for assessment purposes. Only applications submitted on the correct form, duly completed, dated, showing a balanced budget (project costs=project finance) will be accepted.

**No changes** to the dossier can be made **after** the application has been **submitted by e-mail**. However, if there is a need to clarify certain aspects, the Commission may contact the applicant for this purpose.

Applicants will receive an electronic acknowledgement of receipt by the 5<sup>th</sup> of May 2008 at the latest, indicating the reception number assigned to the application. This acknowledgement will be sent to the e-mail address from which the application has been submitted.



Those sections of the application which have to be signed and stamped are the **supporting and administrative documents**. Some of them must already be submitted in electronic form without signature and stamp. Those sections which (also) require originals (see *Check List* in the application form) must bear the reception number of the application (given upon notification of receipt of application) and must be sent in one envelope **by post** to the following address:

**European Commission  
DG Education and Culture  
Unit A.5  
B-1049 Brussels  
Belgium**

Only those supporting and administrative documents that indicate a valid reception number will be accepted.

All supporting and administrative documents sent by post must **be submitted in two** (one original clearly identified as such, plus 1 copy), all together in one envelope, and signed by the person authorised to enter into legally binding commitments on behalf of the applicant legal entity.

Applications and/or supporting and administrative documents sent by fax will not be accepted. Documents sent apart (i.e. in different package) will not be accepted.

Applications which do not include all the stipulated documents in the required languages and which are not submitted by the deadline will not be considered.

Only applications that fulfil the eligibility criteria will be considered for a grant. If an application is deemed ineligible, a letter indicating the reasons will be sent to the applicant.

All applicants will be informed in writing.

Selected proposals will be subjected to a financial evaluation, in the context of which the Commission may ask the persons responsible for the proposed actions to provide additional information and, if appropriate, guarantees.

The Commission reserves the right to send the applicant's contact details and the proposal summary sheet to the following bodies: National Tempus Contact Points in EU Member States, National Tempus Offices in the partner countries and Ministries of Education in the partner countries.

### **13.5 Rules applicable**

- Financing Decisions adopted by the Commission in 2007 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 Union, modified most recently by Council Regulation (EC, Euratom) N° 1995/2006 of 13 December 2006;

- Commission Regulation (EC, Euratom) No 2342/2002 of 23 December 2002 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, modified most recently by Commission Regulation No 478/2007 of 23 April 2007.

The decision establishing the Tempus IV programme shall take precedence over the other applicable rules.

This call has also to be read in conjunction with the application forms due to be published at least six weeks before the deadline for submission of applications.

The order of precedence of documents in the context of the Call for proposals is:

- (1) The official announcement of the Call for proposals **EAC/04/2008**, published in the Official Journal C31 on 5 February 2005;
- (2) The text of the Call as published on the Tempus website;
- (3) The application forms published on the Tempus website.

### **13.6 Contacts**

If you have any questions, please contact:

[EAC-TEMPUS-CALL-2008@ec.europa.eu](mailto:EAC-TEMPUS-CALL-2008@ec.europa.eu)

## **14. ANNEXES**

- Annex 1: Staff costs – Maximum eligible daily rates for EU staff
- Annex 2: Staff costs – Maximum eligible daily rates for Tempus partner country staff
- Annex 3: Staff costs of stay – maximum rates excluding travel costs  
Students costs of stay – maximum rates excluding travel costs
- Annex 4: Evaluation and Award Procedure
- Annex 5: Glossary of codes for application form
- Annex 6: National priorities for national Joint Projects
- Annex 7: National priorities for national Structural Measures
- Annex 8: Programme-wide priorities for multi-country Joint Projects
- Annex 9: Programme-wide priorities for multi-country Structural Measures

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

<b>Country</b>	<b>Manager</b>	<b>Researcher Teacher Trainer</b>	<b>Technical</b>	<b>Administrative</b>
Belgique/Belgie - BE	297	254	205	160
Bulgaria- BG	62	56	43	29
Ceska Republika - CZ	114	114	82	59
Danmark - DK	386	331	269	211
Deutschland - DE	286	248	200	154
Eesti - EE	93	84	59	42
Ellas - EL	211	180	147	115
Espana -ES	233	209	161	113
France - FR	335	283	185	141
Ireland - IE	378	329	275	201
Italia - IT	448	262	178	147
Kypros - CY	240	211	131	89
Latvija - LV	103	84	67	45
Lithuania - LT	81	69	53	37
Luxembourg - LU	389	334	271	211
Magyarország - HU	112	97	74	42
Malta - MT	102	93	72	52
Nederland - NL	301	263	208	163
Österreich - AT	331	255	189	157
Polska - PL	127	105	81	59
Portugal - PT	144	127	94	62
Rumania- RO	122	94	74	46
Slovenija -SI	199	179	144	91
Slovensko -SK	105	94	75	61
Suomi - FI	285	204	168	141
Sverige - SE	399	341	280	216
United Kingdom - UK	371	349	245	177

**Staff Costs - Maximum eligible daily rates for Tempus partner country staff (in €)****Gross rates:** The rates include all taxes and social contributions

Country		Manager	Researcher Teacher Trainer	Technical	Administrative
<b>Western Balkans</b>					
Albania	AL	52	40	21	16
Bosnia and Herzegovina	BA	75	64	50	35
Croatia	HR	180	155	73	63
former Yugoslav Republic of Macedonia	MK	78	76	28	47
Kosovo	1244	100	80	30	25
Montenegro	ME	95	75	45	40
Serbia	RS	65	40	35	35
<b>Southern Neighbouring Area</b>					
Algeria	DZ	62	55	40	12
Egypt	EG	130	115	90	70
Israel	IL	321	221	166	106
Jordan	JO	151	111	76	50
Lebanon	LB	210	190	90	50
Morocco	MA	200	150	100	70
Palestinian Authority	PS	130	130	88	88
Syria	SY	45	40	30	16
Tunisia	TN	70	80	30	30
<b>Eastern Neighbouring Area</b>					
Armenia	AM	35	30	20	15
Azerbaijan	AZ	35	30	25	20
Belarus	BY	50	26	18	15
Georgia	GE	36	30	25	20
Moldova	MD	55	45	35	25
Russian Federation	RU	175	151	110	67
Ukraine	UA	124	112	86	62
<b>Central Asia</b>					
Kazakhstan	KZ	125	110	90	65
Kyrgyzstan	KG	42	36	30	24
Tajikistan	TJ	40	35	30	20
Turkmenistan	TM	25	20	20	15
Uzbekistan	UZ	50	40	30	25

The four categories of staff in the tables in Annexes 1 and 2 are defined as follows:

**Manager**

This staff category includes legislators, senior officials and managers (Staff Category 1 of the ISCO<sup>26</sup>-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.

---

<sup>26</sup> International Standard Classification of Occupations

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

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

**Staff Costs of Stay – maximum rates per person excluding travel costs (in €)**

<b>Duration</b>	<b>Costs of stay for international mobility</b>	<b>Costs of stay for Partner Country staff within their own country</b>
1 day	150	80
2 days	292	150
3 days	434	220
4 days	576	290
5 days	718	360
6 days	860	430
1 week	1.000	500
2 weeks	1.600	800
3 weeks	2.100	1.000
4 weeks	2.500	1.250
Each additional week	300	150

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.

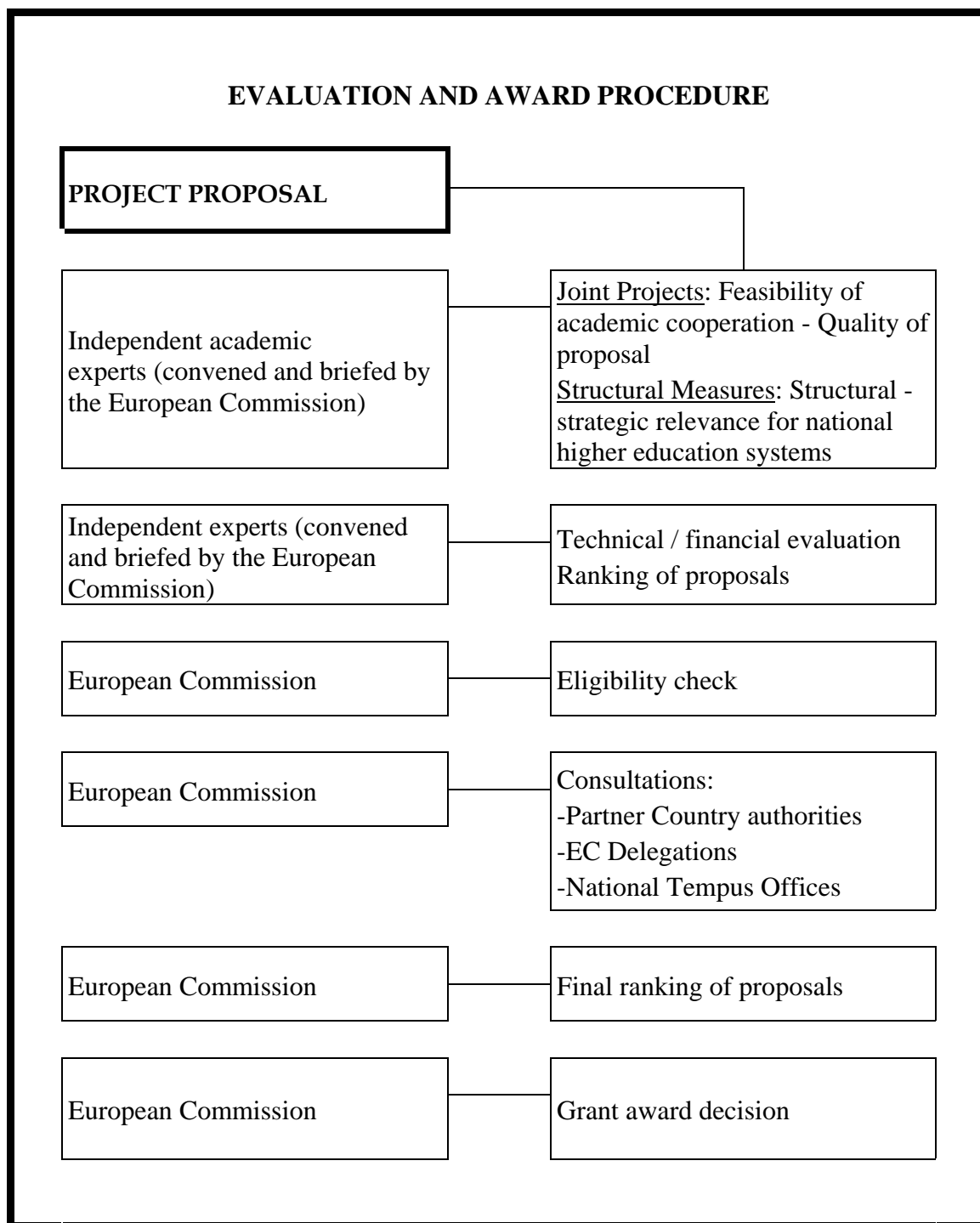
For example: For an international mobility of 17 days: 2.100 (3 weeks)– 1.600 (2 weeks) = 500. Divided by 7 = 71,43. The costs of stay can be 1.600 + (3\*71,43) = € 1814,29 maximum

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

<b>Duration</b>	<b>Costs of stay in the European Union</b>	<b>Costs of stay in the Partner Country</b>
Per month	1.200	800

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 = (€1200:30) x 17 days = €680 maximum.





## GLOSSARY OF CODES FOR APPLICATION FORMS

### 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		<i>EFTA Countries</i>
BG	Bulgaria	BA	Bosnia and Herzegovina	IS	Iceland
CY	Cyprus	HR	Croatia	LI	Liechtenstein
CZ	Czech Republic	ME	Montenegro	NO	Norway
DE	Germany	MK	former Yugoslav Republic of Macedonia	CH	Switzerland
DK	Denmark	RS	Serbia including		
EE	Estonia	1244	Kosovo		
EL	Greece		<i>Southern Neighbouring Area</i>		
ES	Spain	DZ	Algeria		
FI	Finland	EG	Egypt		
FR	France	IL	Israel		
HU	Hungary	JO	Jordan		
IE	Ireland	LB	Lebanon		
IT	Italy	MA	Morocco		
LT	Lithuania	PS	Territory governed by Palestinian Authority		
LU	Luxembourg	SY	Syria		

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

### **Type of organisation**

<b>Code</b>	<b>Type of Organisation</b>
U	University or higher education institution as defined in this call
E	Enterprise or company or business
I	Institution or organisation

### Type of project

<b>Code</b>	<b>Type of Project</b>
JP	Joint Project
SM	Structural Measure

### Area of project

<b>Code</b>	<b>Area of Project</b>
CR	Curricular Reform
UG	University Governance
HES	Higher Education and Society
THN	Thematic Network

## **Subject area codes**

Please be as specific as possible when selecting the subject area code which best defines the objective of your project.

- 100 Humanities
  - 110 History
  - 120 Archaeology
  - 130 Philosophy
  - 140 Law
    - 141 International Law
    - 142 National & European Law
    - 143 Fiscal Law (Finance & taxation)
    - 144 Civil & Commercial Law
    - 145 Comparative Law
    - 146 Competition Law
    - 147 Human Rights & Citizens' Rights Law
    - 148 Environmental Law
    - 149 Other
  - 150 Theology
  - 190 Other Humanities
- 200 Social Sciences
  - 210 Sociology
    - 211 Social Welfare
    - 212 Social Work & Social Policy
  - 220 Psychology and Behavioural Sciences
  - 230 Political Science
  - 240 Economics & Applied Economics
    - 241 Macro & Micro Economics
    - 242 Financial Economics
    - 243 Agricultural Economics
    - 244 Energy Economics
    - 245 Environment Economics
    - 246 Transport Economics
    - 247 Labour Economics
    - 249 Other
  - 250 Public Administration
  - 260 European Studies and International Relations
  - 270 Library Science, Communication and Journalism
  - 290 Other Social Sciences
- 300 Management and Business
  - 310 Management
    - 312 Health Management
    - 313 Agro-Business
    - 314 Personnel Management and Industrial Relations
  - 320 Business Administration
  - 340 Finance
    - 341 Accountancy
    - 342 Banking
    - 343 Insurance
    - 344 International Finance
    - 345 Public Finance

- 346 Trade Policy (National & Foreign)
- 350 Marketing and Sales Management
- 360 Tourism and Leisure
- 390 Other Management
- 400 Natural Sciences and Mathematics
  - 410 Mathematics
  - 420 Physics
  - 430 Astronomy
  - 440 Chemistry and Biochemistry
  - 450 Earth Sciences
  - 451 Geography
  - 452 Geology
  - 453 Meteorology
  - 460 Biology
  - 490 Other Natural Sciences
- 500 Applied Sciences and Technologies
  - 510 Medical Sciences
    - 511 Medicine and Surgery
    - 512 Dentistry
    - 513 Nursing
    - 514 Pharmacy
    - 515 Medical Technology
    - 516 Health Care
    - 517 Psychiatry
    - 518 General Practice
  - 520 Engineering and Technology
    - 521 Mechanical Engineering
    - 522 Civil Engineering
    - 523 Electrical and Electronic Engineering
    - 524 Chemical Engineering
    - 525 Metallurgy and Mining
    - 526 Material Science
    - 527 Manufacturing Engineering
    - 528 Computer Aided Engineering
    - 529 Other
  - 530 Information Technology, Computer Science and Software Engineering
    - 531 Telecommunications
    - 539 Other
  - 540 Agricultural and Food Sciences
    - 541 Agriculture
    - 542 Animal Protection and Husbandry
    - 543 Veterinary Science
    - 544 Forestry
    - 545 Fishing
    - 546 Food Science and Technology
  - 550 Environmental Sciences
    - 551 Soil and Water Sciences
    - 552 Energy Efficiency
    - 553 Nuclear Safety
  - 560 Architecture, Urban and Regional Planning
    - 561 Architecture
    - 562 Urban and Regional Planning

- 563 Conservation of Cultural Heritage
- 564 Transport and Traffic Studies
- 590 Other Applied Sciences
  - 591 Quality Control
  - 593 Energy Studies
  - 594 Metrology and quality standards
- 600 Art and Design
  - 610 Art
  - 620 Music
  - 630 Design
  - 640 Performing Arts
  - 690 Other Art and Design
- 700 Languages
  - 710 Modern European Languages
  - 720 Translation and Interpreting
  - 730 Linguistics
  - 740 Literature
  - 790 Other Languages
- 800 Other
  - 810 Interdisciplinary Studies
  - 820 Education and Teacher Training
  - 830 Multidisciplinary Studies
  - 840 Regional Cooperation
    - 841 Regional Economic Development
    - 842 Cultural & Regional Integration
    - 843 Fight against Organised Crime
    - 844 Regional Environmental Policy
    - 845 Regional Agricultural Policy
    - 846 Regional Health & Social Policy
    - 847 Regional Tourism & Leisure Policy
    - 848 Regional Earthquake Engineering
    - 849 Other
  - 850 Training Courses for Institution Building
    - 856 Public Administration Reform
    - 857 Civil Society Development
    - 858 Professional Associations Development
    - 859 Other
  - 860 Training Courses for Institution Building -Training for public services, professional associations, social partners
    - 861 Justice
    - 862 Public Finance & Tax Policy
    - 863 Public Health & Social Policy
    - 864 Approximation of Law (European Union and other)
    - 865 Quality Control Standards & Marketing
    - 866 Fight against Organised Crime
    - 867 Environmental Policy
    - 868 Media Studies/ Journalism
    - 869 Other

900 University Management

920 University Strategic Planning

922 Strategic Development Plans

925 University-Industry Links

926 Public Relations & Marketing

924 Other

930 University Evaluation

932 Quality Assurance Mechanisms

934 Accreditation Systems

935 Credit transfer Systems

933 Other

940 University Modernisation of Administration Services

942 University Information Management Systems, including Administration and Financial Management

943 Library Management

948 Open and Distance Learning/ Life- Long Learning Activities

959 Other

960 University Services

961 International Relations Offices

962 Student Services

969 Other





## National Priorities for JOINT PROJECTS

Annex 6

NATIONAL PRIORITIES	CURRICULAR REFORM				GOVERNANCE REFORM					HIGHER EDUCATION AND SOCIETY					
	Introduction of 3 cycle system	ECTS and recognition of degrees	Modernisation of curricula	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
<b>Western Balkans</b>															
<b>Albania</b>	x	x	x	In all	x	x	x	x	x	x	x	x	x	x	x
<b>Bosnia and Herzegovina</b>	x	x	x		x	x	x	x	x	x	x	x	x	x	x
<b>Croatia</b>	x	x			x	x									
<b>Former Yugoslav Republic of Macedonia</b>	x	x	x	Applied sciences and technology, Social Sciences, Humanities, Management and Business, Natural sciences and Mathematics, Languages, Art and design	x	x	x	x	x	x	x	x	x	x	x
	Priority put on: - the relevance of curricula to the labour market needs - employability of students on the labour market at both undergraduate and postgraduate level - the development of a more flexible and professionally oriented training offer														
<b>Kosovo (under UNSC Resolution 1244)</b>	x		x	Engineering, Hard Sciences and Biotechnical Sciences, Social Sciences								x	x		
<b>Montenegro</b>		x	x	Social Sciences and Humanities, Engineering (Metallurgy and Technology, Mechanical Engineering, Civil Engineering, Architecture), Tourism, Agriculture, Natural Sciences	x			x		x	x	x	x		
	Student mobility should be an integral element of each curriculum reform project, implying recognised study periods / practical placements spent abroad (or in the region).														
<b>Serbia</b>			x	Public administration, European Studies, Natural and exact sciences, Pharmacy, Food sciences and technology, Civil Engineering, Foreign Languages	x			x		x	x		x	x	x
					Graduate conversion courses targeting unemployed or inappropriately employed university graduates										

## National Priorities for JOINT PROJECTS

Annex 6

NATIONAL PRIORITIES	CURRICULAR REFORM				GOVERNANCE REFORM					HIGHER EDUCATION AND SOCIETY					
	Introduction of 3 cycle system	ECTS and recognition of degrees	Modernisation of curricula	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
<b>Eastern Neighbouring Area</b>															
<b>Armenia</b>					x	x	x					x	x		
<b>Azerbaijan</b>			x	Engineering in the field of oil and gas, Telecommunication and information-communication technologies, EU studies					x						
<b>Belarus</b>		x	x	Business Studies with Technologies, Electric Engineering and Telecommunications, Energy		x									
<b>Georgia</b>	x	x	x	Biology, Building and Construction, Information and Communication Technology	x	x	x	x	x						
<b>Moldova</b>			x	Educational sciences, Economical and Social Sciences, ITC, Engineering						x	x				
<b>Russian Federation</b>		x	x	Social work, Tourism and Services, Pedagogic, Engineering, Information Technologies, Philosophy, ecology, Biotechnology									x	x	
<b>Ukraine</b>	x		x	Education, Law, Agriculture											x

## National Priorities for JOINT PROJECTS

Annex 6

NATIONAL PRIORITIES	CURRICULAR REFORM				GOVERNANCE REFORM					HIGHER EDUCATION AND SOCIETY						
	Introduction of 3 cycle system	ECTS and recognition of degrees	Modernisation of curricula	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	
NORTH AFRICA	Algeria		x	Industrial technology, Agro-food technology, Animal health technology, human health technology, Sociology, Management	x	x					x	x				
	Egypt		x	x					x		x	x			x	
	Morocco		x	x	Business and Finance, Economics, Agriculture and Tourism, Human Applied Sciences, Science and Technology					To develop, to promote and to disseminate new curricula, new teaching methods using new equipments - to promote an evaluation culture - to modernize the governance and the management of higher education institutions - to encourage the relationships with the labour market and to enhance the entrepreneurship and the creations of companies (start-up)						
	Tunisia	x		x	Computer Science and Telecommunication, Biotechnology, Sciences and Technology, Applied Languages and Human Sciences, Engineering.	x	x			x	x	x				To create incubators, to provide the teaching staff with the new competences necessary for applied bachelor teaching and for the training for the new professions responding to the labour market needs.
MIDDLE EAST	Israel						x	x		x						
	Jordan			x	Engineering, Technology, Health Sciences											
	Lebanon	x		x	New sciences and technologies, health care						x	x				
	The Palestinian Authority	x		x	Engineering disciplines, Medical and Health disciplines, Applied Sciences disciplines	x	x				x	x				
	Syria			x	Technology including particularly Bio-technology, IT, and Nanotechnology; Education and Educational Technology, Economy including specifically banking, E business and strategic management	x	x				x	x	x			

## National Priorities for JOINT PROJECTS

NATIONAL PRIORITIES	CURRICULAR REFORM				GOVERNANCE REFORM					HIGHER EDUCATION AND SOCIETY					
	Introduction of 3 cycle system	ECTS and recognition of degrees	Modernisation of curricula	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	x		Engineering, sciences and technologies, social sciences and business, health and social protection.	x	x									
Kyrgyzstan		x	x	Economics and business administration, Computer and software engineering, information technologies	x	x									
Tajikistan	x	x	x							x	x	x	x	x	x
Turkmenistan			x	Social sciences and business; health care and social security; technical sciences and technologies		x			x						
Uzbekistan			x	Engineering and Technologies, Health Sciences.							x				
	Preference will be given to projects aiming at the development of modernised Master Programmes and to projects aiming at training, retraining and in-service training of university scientific-pedagogical staff.									Strengthening of integration between education, science and industry					



## National Priorities for STRUCTURAL MEASURES

Annex 7

National priorities  Western Balkans	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
<b>Albania</b>	x	x	x	x	x	x	x	x	x	x	x
<b>Bosnia and Herzegovina</b>	x	x	x	x	x	x	x	x	x	x	x
<b>Croatia</b>						x		x			
<b>Former Yugoslav republic of Macedonia</b>	x	x	x	x	x	x	x	x	x	x	x
<b>Kosovo (under UNSC Resolution 1244)</b>	x	x				x	x				
<b>Montenegro</b>	x	x	x	x	x	x	x	x	x	x	x
<b>Serbia</b>		x			x				x		x

## National Priorities for STRUCTURAL MEASURES

Annex 7

National priorities  Eastern Neighbouring Area	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
<b>Armenia</b>	x	x	x								
<b>Azerbaijan</b>								x			
<b>Belarus</b>											
<b>Georgia</b>	Student self-government									x	
<b>Moldova</b>		x	x								x
<b>Russian Federation</b>										x	x
<b>Ukraine</b>	x	x	x	x	x						

## National Priorities for STRUCTURAL MEASURES

Annex 7

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
NORTH AFRICA	Algeria				x							x
	Egypt		x		x				x			x
	Morocco	x	x	x	x	x	x	x	x	x		
		Rapprochement culturel et réseautage					Renforcement des compétences et du partenariat enseignement supérieur public et privé					
	Tunisia		x					x	x			
MIDDLE EAST	Israel						x		x			
	Jordan		x			x						
	Lebanon	x	x									
	The Palestinian Authority		x			x			x	x		
	Syria	x	x					x	x	x		



## National Priorities for STRUCTURAL MEASURES

Annex 7

National priorities  Central Asia	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
<b>Kazakhstan</b>	x	x									
<b>Kyrgyzstan</b>		x	x								
<b>Tajikistan</b>									x		
<b>Turkmenistan</b>		x			x						
<b>Uzbekistan</b>		x						x			

**PROGRAMME-WIDE PRIORITIES FOR JOINT PROJECTS**

**Curricular Reform**

- Introduction of the three-cycle system
- Modernisation of curricula
- European Credit Transfer System (ECTS) and 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
- Qualification frameworks

**PROGRAMME-WIDE PRIORITIES FOR STRUCTURAL MEASURES**

**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
- Qualification frameworks