APPLICATION AND SELECTION PROCEDURE

CALL EACEA N° 35/2012

Instructions for completing the Application Form and its attachments

TEMPUS IV – SIXTH CALL FOR PROPOSALS

Version 1: November 2012

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1 INTRODUCTION

1.1 Presentation and organisation of the Instructions

For the Tempus IV, 6th Call for proposals, applicants for Joint Projects and Structural Measures must use an eForm. Please note that the terms 'eForm', 'online application form', 'application form', 'form' are used interchangeably throughout this guide.

The purpose of this document is to offer guidance on the **content of the Application form**, the application procedure and the rules that must be respected. It does not replace the specific *eForm User Guide* which provides guidance on the **technical** aspects of completing and submitting the eForm, as well as details of the helpdesk to answer any technical questions that applicants may have. The *eForm User Guide* has been published separately on the relevant funding opportunity pages:

Please note: applicants who do not refer to these notes or who do not follow the instructions and guidance in them risk submitting an incomplete or incorrect application, and therefore significantly reduce their chances of the application being successful.

The eForm is identical for both Joint Projects and Structural Measures. The form uses definitions that need to be applicable to users in very different fields seeking funding for very different types of activity. These detailed instructions and advice for completing each section of the eForm follow the same order as the form itself.

This chapter includes general information regarding the application package contents and submission, detailed information on the Assessment grids that will be used by the experts to evaluate the project proposals as well as a summary of the selection process.

1.2 Contents of the Application Package

The Application Package consists of the following elements:

1 Application form: This is organised in 6 sections, preceded by the cover page, as follows:

Cover page: Identification of the Programme call, Action, project title
Part A: Identification of the applicant and other organisations participating in the project
Part B: Organisation and activities
Part C: Description of the project
Part D: Operational Capacity
Part E: Project implementation / Award criteria
Part F: Workplan in workpackages

2 Declaration of Honour by the legal representative of the Applicant Organisation

3 Workplan and Budget

4 Logical Framework Matrix

5 Mandates

6 Financial Identification Form

7 Legal Entities Form

8 Profit and Loss Accounts, together with the balance sheet for the last three financial years in which the accounts have been closed (**if applicable**).

1.3 Deadline and how to submit the Application Package

A complete application consists of the following:

- **One original** Application Package (parts 1, 2, 3 and 4 as described in section 1.2 above). This package is to be submitted online, with parts 2–4 attached to the form itself (Part 1), as instructed in the *eForm User Guide*, by **26 March 2013, 12:00 (midday) Brussels time.** This version, including its annexes, is considered to be the master version.

- **One copy** of the administrative and legal documents 5, 6, 7 (and, where required, 8) must be sent by registered mail**,** by the **26 March 2013 (date of postmark, date of receipt in case of personal delivery, date of receipt by courier service)** to the following address:

> Education, Audiovisual and Culture Executive Agency
> Tempus & Bilateral Cooperation with Industrialised Countries
> Call for Proposal EACEA/35/2012
> Office: BOUR 2/17
> Avenue du Bourget 1
> B-1140 Brussels

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

Please ensure that the presentation of the package conforms to the instructions addressed in the call for proposals, notably:

- The original version (submitted electronically), must include a scanned version of the Declaration of Honour, completed and signed by the legal representative of the Applicant Organisation. This document is to be scanned and attached to the eForm. In addition, the Workplan and Budget Excel sheets and the Logical Framework Matrix must also be attached.

- The application must be completed electronically by computer and submitted online (no handwritten submissions or submissions completed using a typewriter will be accepted). The procedure how to submit the e-form has been explained in the *eForm User Guide.* **Applications that have been sent by e-mail will NOT be accepted**.

- No information or documents other than Parts 5, 6, 7 of the Application Package should be sent by registered mail. Where relevant part 8 Profit and Loss Accounts, together with the balance sheet for the last two financial years in which the accounts have been closed, must be enclosed. No further document will be taken into consideration in the evaluation of the application.

- No changes to the application can be made after the application has been submitted. However, if there is a need to clarify certain aspects, the applicant may be contacted for this purpose. Applicants are STRONGLY advised to submit their application well in advance of the deadline and to keep the proof of receipt of the application in the system. Additionally, please ensure that the complete Application Package is dispatched promptly after the submission. The supporting documents requested in original will be used for the verification of compliance with the eligibility criteria defined in the call for proposals.

- The submission of the e-form requires the latest version of Adobe to be installed. In the technical *eForm User Guide*, published on our website, more information can be found on the technical requirements. Please read those requirements carefully. **Under no circumstances, applications by applicants reporting any technical difficulties after the deadline will be accepted**.

1.4 Key documents and rules applicable

Applicants will need to refer to the following documents in order to prepare their project and complete their form:

- **Official announcement of the Call for Proposals (OJ C 375 of 5.12.2012)**
- **Sixth Call Application Guidelines**
- **eForm User Guide**

These documents can be found on the Agency website:

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

Rules applicable

- Financing Decisions adopted by the Commission in 2011 establishing the Tempus IV programme under the Instrument for Pre-accession Assistance (IPA), the European Neighbourhood and Partnership Instrument (ENPI) and the Development Cooperation Instrument (DCI).

- Council Regulation (EC, Euratom) No 1605/2002 of 25 June 2002 on the Financial Regulation applicable to the general budget of the European Communities[1], as subsequently amended[2];

- Commission Regulation (EC, Euratom) No 2342/2002 of 23 December 2002[3] 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 Communities, as subsequently amended[4].

1.5 Award Criteria, Assessment Grid and Scoring Mechanism

Below you will find the award criteria that will be used by independent experts to evaluate the quality of each eligible application. The selection is conducted via peer review, so each application is assessed by at least two experts who must reach a consensus on the scoring as well as the feedback that is sent to each applicant. The application form equally invites applicants to describe and justify their proposal against these award criteria (See chapter 2, Part E). Applicants are **strongly advised** to take these into account when preparing the information requested in the application and should ensure that their Application Form adequately covers each criterion.

The assessment grid and the scoring mechanism shown below have been designed in strict coherence with the provision for award criteria (see Sixth Call Application Guidelines, Section 8). This will be used by the evaluators assessing the applications submitted to the Executive Agency under the Tempus IV, sixth call for proposals. For each award criterion, the assessment grids list a number of points that the evaluators assessing the submitted proposals will be asked to address and comment on. The list of points to be addressed in the assessment is however not to be considered as exhaustive and, when writing the comments for a specific award criterion, evaluators will be able to address any other issue they feel relevant.

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1 http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2002:248:0001:0048:EN:PDF
2 http://www.cc.cec/budg/leg/finreg/leg-020_finreg_en.html
3 http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2002:357:0001:0071:EN:PDF
4 http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2007:111:0013:0045:EN:PDF

Each section of the assessment form corresponds to an award criterion. For each section experts will give a **score** based on their assessment of how well the proposal addressed the criterion, and provide **comments** justifying the score for the section.

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

The scoring system:

Scores are ranged on a scale from 0 to 5 and are defined as follows:

0 - no evidence; 1 - very weak; 2 - weak; 3 - acceptable; 4 - good; 5 - very good

0: No evidence:	fails to include a minimum amount of evidence to enable the criterion to be evaluated
1 - Very weak:	addresses the criterion but with significant or many weaknesses
2 - Weak:	addresses the criterion but with some weaknesses
3 - Acceptable:	addresses the criterion satisfactorily
4 - Good:	addresses the criterion with some aspects of high quality
5 - Very good:	addresses the criterion with all aspects of high quality

Award criteria	Maximum Score
1. Relevance	**25**
1.1 How clear and relevant is the proposal to the Programme objectives, themes and types of actions (*Joint Project* or *Structural Measures*)? To what extent does the project address the higher education priorities and the labour market needs in the Partner Countries / regions, including synergy with any other initiatives and avoidance of duplication?	5×2*
1.2 How well have the needs and constraints of each partner institution been identified, analysed and described? How well does the proposal involve higher education institutions which have not yet benefited from or had a limited participation in the Tempus IV programme and, where applicable, how well balanced is the geographical coverage within Partner Countries?	5×2*
1.3 How does the project demonstrate that it will have an impact on the reform and modernisation of higher education systems in the Partner Country at institutional level (*Joint Projects*) or / and national level (*Structural Measures*)?	5
2. Quality of the partnership	**20**
2.1 To what extent does the partnership include all the skills, recognised expertise and competences required to carry out all aspects of the work programme (both technical expertise and experience in project management)?	5
2.2 How balanced is the distribution of tasks amongst partners and in line with the required expertise?	5
2.3 To what degree do the applicant and partners have sufficient staff, equipment and financial resources to handle and manage the project and its budget?	5
2.4 Have effective measures been planned to ensure efficient communication and cooperation in the partnership?	5
3. Quality of the project's content and methodology	**25**
3.1 Are the activities proposed appropriate, practical, and consistent with the project	5

objectives and expected results? Have lessons learnt in current and/or previous relevant projects been taken into account/addressed?	
3.2 How coherent is the overall design of the action in particular with regard to self-consistency between the project description, logical framework matrix, action plan and budget?	5
3.3 How solid is the logical framework matrix? Are reliable sources given for verification of the indicators to measure the outcome of the action? Are the potential risks sufficiently considered?	5
3.4 How efficient is the methodology for quality control, monitoring and project management (indicators and benchmarks)?	5
3.5 Is the level of involvement of the Partner Country higher education institutions in the implementation of the action (including measures for any conflict resolution) satisfactory?	5
4. Dissemination and Sustainability	**15**
4.1 How effective is the plan to disseminate results and publicize activities during and beyond the project lifetime?	5
4.2 What are the prospects for the project to have multiplier effects and be scaled-up within the Partner Country/region?	5
4.3 How are relevant activities to be pursued and maintained or developed after the end of Tempus funding (e.g. financing of new courses and teaching staff, accreditation by national authorities, implementation of new legislation)?	5
5. Budget and cost-effectiveness	**15**
5.1 Is the proposed expenditure necessary / sufficient for the implementation of the action? Is the distribution of budget amongst the consortium partners justified?	5
5.2 Are the staff costs reasonable for each planned activity? Are the staff-costs categories correctly used in relation to the tasks performed in the project (and not the status of the individual carrying out the work)?	5
5.3 Is equipment to be purchased at reasonable prices, limited to what is necessary for project implementation and satisfactorily justified? Are the proposed mobilities appropriate (in terms of duration and number of participants)?	5
Maximum total score	**100**

* The scores are multiplied by 2 because of their importance.

1.6 Summary of the Selection Process

In order to be considered for funding, applications need to conform to the Eligibility Criteria, Exclusion Criteria, Selection Criteria and Award Criteria presented in the **Sixth Call Application Guidelines**:

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

The table below summarises how the selection procedure incorporates the analysis of each of the criteria across the selection process.

<table>
<tr><th colspan="3">Selection</th></tr>
<tr><td rowspan="2">Submission of the application form and compulsory annexes</td><td>Deadline for on-line submission
26 March 2013, 12:00 (midday) Brussels time (CET)

Submit 1 original application package online:
Part 1 eForm
Part 2 Declaration of Honour
Part 3 Workplan and Budget tables
Part 4 Logical Framework Matrix</td><td>Deadline for paper version submission
26 March 2013 (date of postmark / delivery by courier service / hand delivery)

Submit one copy of the administrative and legal documents :

Part 5 Mandates
Part 6 Financial Identification Form
Part 7 Legal Entity Form
Part 8 Profit and Loss Accounts (together with the balance sheet for the last two financial years in which the accounts have been closed) – if not a public body</td></tr>
<tr><td colspan="2">**Note:** Once the eForm (1) including compulsory annexes (2, 3, 4) has been submitted, a registration number is automatically generated and added on the eForm. In addition, a notification message will be sent by email to the applicant to the address indicated in the eForm. The applicant shall write the registration number (e.g. 123456-TEMPUS-JPCR) on each document of the Application Package before sending the whole package by registered mail by the same deadline, **26 March 2013.**
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).</td></tr>
<tr><td>Eligibility check</td><td colspan="2">**Chapters 5 and 14 of the Sixth Call Application Guidelines:**
Language of submission, requirements for partnership composition, signature of the legal representative of the applicant organisation, correct application form, duration of the activity, complete application package, maximum and minimum grant size, co-financing requirements. Applications that do not conform to the minimum criteria at this stage cannot be further considered. These applicants will receive an explanation as to the reasons for ineligibility.</td></tr>
<tr><td>Exclusion criteria</td><td colspan="2">The Declaration of Honour must be completed where required (boxes ticked, amount of grant request provided and consistent with the rest of the application package) and must carry the signature of the legal representative of the applicant organisation. Applications submitted without a complete Declaration of Honour cannot be further considered.</td></tr>
<tr><td>Evaluation of the application against Award criteria and Selection Criteria (Operational capacity)</td><td colspan="2">Each application is assessed in two steps using a **peer review** process:
First step: independent assessment by 2 experts giving their feedback and a score based on the Award Criteria (Chapter 8 of the Sixth Call Application Guidelines)
Second step: both experts agree a common position on the score (and, if necessary, the budget) and prepare a single feedback form according to the award criteria. If the two experts cannot agree then a third expert assesses the application.</td></tr>
</table>

	The score is reached in accordance with the scoring grid (see p. 6 above). In the context of the award criteria relating to the Quality of the partnership and the Workplan, experts also give a view on the operational capacity of the participating organisations using the information provided in Sections A, B and D of the Application form (General description of each organisation, the role of each organisation in the proposed project and the skills and experience of key staff). The information provided in this part of the application replaces the need for CVs of key staff.
Consultation with partner countries	From the proposals that passed the external assessment and that obtained the highest scores, and according to the budget allocations for each region, an Interservice selection committee will short-list the projects on which the EU Delegations, Ministries of Education and the National Tempus Offices in the relevant partner countries will be consulted The committee will draw up a list of projects recommended for funding, taking into consideration not only the results of the evaluation and of the consultation but also the overall programme priorities (i.e., multi-country projects, Structural Measures), geographical balance between the partner countries, the involved applicant/partner institutions, and the budgetary constraints.
Selection Criteria (Financial capacity)	The Agency will complete the verification of financial capacity based on documents provided by the applicants who have been short-listed as a result of experts' assessment, incorporating the feedback from the consultation process. The verification applies to applicant institutions that are not public bodies.
Selection decision	Following the recommendations of the Interservice selection committee, the Agency takes the decision to finance the projects receiving the highest quality scores and positive feedback from the consultation process, in conformity with the limit of the budget allocation for each region.
Publication / Notification of results	The Agency publishes the list of projects that could potentially be approved for funding. All applicants are notified of the selection results.
Contracting	
Notification - contracting	The Agency will issue a Grant Agreement for successful applicants who have been selected and have correctly submitted all the required documentation. The date of issue is expected to be one month from the date of signature of the award decision. The Agency may cancel the offer of a Grant Agreement for selected applicants who fail to submit the required documentation. All Grant Agreements must be signed by both parties before the start of the project eligibility period (1 December 2013).

2 THE APPLICATION PACKAGE: The eFORM

Applications must be submitted by eForm. The eForm is an Adobe development and applicants should ensure that they can install Adobe version 8.1.5 on the computer they will be using to complete the application form. In certain organisations this may require the intervention of your central helpdesk, as many networks do not allow installation on local computers. The form is downloaded onto a local computer and completed remotely. Once the text is ready and the attachments linked to the application, it needs to be submitted using an Internet connection.

> The eForm is constructed to ensure that applicants have the greatest chance of submitting an eligible application. Therefore, you will find that **submission will be impossible unless all mandatory fields are completed**. Even if the required field is "not applicable" or "0", the applicant should indicate this.
>
> Full details of these fields are available in the *eForm User Guide* that is published alongside the *eForm*.

Cover page of the eForm

Programme	TEMPUS
Sub-programme * :	*JOINT PROJECTS / STRUCTURAL MEASURES (drop down list)*
Programme guide / Call for proposals	EACEA N° 35/2012
Action * :	*JPCR, JPGR, JPHES, SMGR, SMHES (automatic; based on the choice above; drop down list*
Sub-action * :	
Deadline for submission	26/03/2013 12:00 midday (Brussels time)
Project title * :	*Choose a title that may be meaningful to someone who knows nothing about the contents of the project*
Project acronym * :	*The acronym must not exceed 7 characters. It can contain letters (Latin characters only), numbers and common punctuation marks.*
Language used to complete the form * :	*English, French, German*

The language used to complete the form must be in English, French or German AND must be a language that is understood by all the members of your consortium. **The application form must be completed in ONE language only and should be written using the Latin alphabet (so no Greek, Arab or Cyrillic alphabet can be used)**. Do not provide information on individual partners in various languages, as the experts selected to assess your application will not necessarily be able to understand what is written.

Part A: Identification of the Applicant and other organisations participating in the project

Note: Each organisation participating in the consortium must also complete Part B and Part D of the application form. The number allocated to each organisation (P1, P2 etc.) should be used where required, throughout the form.

A.1 Organisation

Partner number	P1
Role in the application	Applicant
Full name of the organisation * :	University of Balls
Full name of the organisation in Latin characters	
Acronym * :	
Erasmus University Charter number * :	
Department / Faculty	School of Public Health

Registered address

Street * : | *Number*

Post code * : | Town * :

Country * : | Region * :

Internet address:

Telephone 1 * : | *Telephone 2* | *Fax*

No faculty, centre, institute / school or department can be indicated under the "Full name of the organisation".

A.2 Person responsible for the management of the application (contact person)

Title * : Family name * : First name * :

Role in the organisation * : E-mail address * :

Check this box if the address [...] the address provided in secti[...]

(Maximum: 32 characters)
Role in the organisation

Address

Street * : *Number*

Post code * : Town * :

Country * : Region * :

Telephone 1 * : *Telephone 2* *Fax*

Check this box if the legal representative is different from the person responsible for the management

The "contact person" is the person in the Applicant Organisation who is responsible for the daily management, coordination and monitoring of the project activities as well as for the submission of reports on activities and outcomes.

Note that all EU higher education institutions acting as applicants must indicate their Erasmus University Charter number.

A.3 Person authorised to represent the organisation in legally binding agreements (legal representative)

*Title * :* *Family name * :* *First name * :*

*E-mail * :*

*Role in the organisation * :*

Check this box if the address is different from the address provided in section A.1

Address:

*Street * :* *Number * :*

*Post code * :* *Town * :*

*Country * :* *Region * :*

The person identified as legal representative of the Applicant Organisation in Section A3 must also sign the Declaration of Honour and the Legal Entities Form. If the application is successful this person will also be required to sign the Grant Agreement and other associated documents. If the application is signed by a different person, or if it is discovered in later stages of the selection or contracting that the person identified as the legal representative does not have the authority to sign, the application may be withdrawn: an invalid signature could lead therefore to the rejection of the application.

The legal representative is the person authorised to enter into legally binding commitments on behalf of the applicant organisation (Rector, Vice-Rector, Chancellor, President, Vice-President). Should a different person than the legal representative sign the documents, a delegation of powers signed by the legal representative of the organisation should be provided with the application.

Part B: Organisation and activities

This section is a very important element in the assessment of the award criteria relating to the operational capacity and the quality of the consortium. It should be completed in the same language as the rest of the application form (and not, for example, in the languages of the respective partners).

B.1 Structure

Status * :	Drop-down list
Type of organisation * :	Drop-down list

Each organisation participating in the consortium and benefitting from the Tempus Grant must complete this section. Please note that the participation of organisations from Croatia[5], Former Yugoslav Republic of Macedonia (FYROM), Iceland, Liechtenstein, Norway, Switzerland and Turkey should not be listed in this section. Their participation should be mentioned in the narrative parts of the eForm.

For Applicant Organisations: "public body" should be selected only where the statutes of the organisation show clearly that it is recognised as a public body in the legislation of the country concerned. All other types of organisation (including NGOs, Associations) should be identified here as "private". Applicant organisations that are private bodies but that can be considered "public" in the context of the Tempus definition (5.3.1. paragraph (2), Sixth Call Application Guidelines) should state this in the Declaration of Honour.

Only one type may be selected for each organisation. If an organisation could be considered under a variety of the options offered, select the one that most closely relates to the statutes of the organisation and / or the one that most closely relates to the specific role in the application.

An association, organisation or network of higher education institutions will count as one legal entity/partner institution, meaning that the association/network will be treated as one partner from the country where the headquarters are based.

[5] The funding of institutions and organisations based in Croatia under the present call for proposals is subject to the accession of Croatia to the EU expected to take place on 1 July 2013. If, by the time of the grant award decision which initiates contracting, Croatia has still not become an EU Member State, participants from this country will not be funded and will not be taken into account with regard to the minimum size of consortia.

*B.2 Aims and activities of the organisation**

Please provide a short presentation of your organisation (key activities, affiliations etc.) relating to the domain covered by the project. (Max. 1000 characters)

Please describe the role of the organisation in the project. (Max. 1000 characters)

This section is to be completed by each organisation involved in the consortium including the Applicant Organisation. It should be completed in the same language as the rest of the application form.

Short presentation of the participating organisations
This description should include scope of work, areas of specific expertise and competence in relation to the project proposed. Please ensure that the information provided in this section covers, where relevant, any specific criteria relating to types of institutions eligible for Tempus projects. (See Section 5.3, Sixth Call Application Guidelines).

Role of the participant organisation in the proposed project
The information provided in this section must correspond with specific tasks allocated to this organisation in the workpackages.

Note: each participating organisation will need to complete the information requested in Part D (Operational Capacity) of the application form, as well.

B.3 Other EU grants

Please list the projects for which the organisation, or the department responsible for the management of this application, has received financial support from the Tempus Programme during the last three years.

Programme or initiative	Reference number	Beneficiary Organisation	Title of the Project
		Add a project	

Each partner should provide a **list of Tempus projects** in which they have been involved **over the last 3 years**. In the first column, the type of Tempus action will be indicated (e.g. JEP, JPCR, JPGR, JPHES, SMGR, SMHES). The reference number is up to 6 digits. For very large universities, this information should relate to the department / faculty concerned. For others, it should relate to the whole organisation. Add rows as necessary.

Please list other grant applications submitted by your organisation, or the department responsible, for this project proposal. For each grant application, please mention the EU Programme concerned and the amount requested.

Programme concerned	Amount requested
Add a project	

This section is to be completed if you have submitted the **same application or parts of it** under a different type of Tempus project or other Community programme **in the current year.** The information requested will be used before the end of the selection to ensure the absence of double funding **for the same project**. If the Agency discovers an involvement that has not been declared in this section of the form, the matter will be investigated and may lead to the elimination of one or all related applications.

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

Once Parts A and B have been completed a summary table of the partner organisations will be created automatically by the form. This will help applicants to quickly check whether all partners have been correctly included in Parts A and B.

List of partner organisations

Partner no	Role	Organisation Name	City	Country
P1	Applicant			

Part C: Description of the project

This section invites applicants to provide some key information on their proposals. Some fields will require brief descriptions; others will ask identification of information by ticking boxes, while some automatic tables will be generated using data introduced in other parts of the eForm.

C.1 Timing of the project*

Start date (dd/mm/yyyy)	Duration (months) * :	End date (dd/mm/yyyy)
15/10/2012		

The start date of the project is fixed. For the project duration, please introduce either 24 or 36 months to indicate the maximum duration of the project. The end date is automatically calculated based on the project duration.

C.2 Specific objectives of the project * (Max. 1000 characters)

C.3 Tempus programme objectives, themes and priorities addressed by this application

- Please identify, by checking the appropriate checkbox(es) below, which of the Tempus Programme Specific Objectives this application addresses:*

☐ 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 for international cooperation and for a permanent modernisation process, and to assist them in opening themselves up to society at large

☐ To foster the reciprocal development of human resources

☐ To enhance networking among higher education institutions and research institutes both in the partner and EU countries

☐ To enhance mutual understanding between peoples and cultures of the EU and of the partner countries

Please identify, by checking the appropriate checkbox (es) below, which of the Programme themes this application addresses*:

Only for Curricular Reform

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

Only for 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

Only for Higher Education and Society

☐ Training of non-university teachers
☐ Development of partnerships with enterprises
☐ Knowledge triangle education-research-innovation
☐ Training courses for public services
☐ Development of lifelong learning in society at large
☐ Qualifications frameworks

Depending on the type of action selected, the corresponding blocks of themes are displayed. Within the same project type, you may choose more than one option.

- Please indicate in the box below, which of National and/or Regional Priorities for 2011 this application addresses: (Max. 250 characters)*

- Please indicate how this proposal addresses the priority/ies mentioned above in relation to the concerned partner country/ies: (Max. 500 characters)*

Please select the subject area that best corresponds to your proposal. Only one subject area can be selected, **either** an academic discipline **or** a topic. If your project addresses a subject area that is not listed, please chose the general subject area that is most relevant and further elaborate on the academic area or theme in both the project summary in Part C of the eForm and in the description box in Part E.

- Please select either an academic discipline or a topic according to your project specificity:*

1. Subject area - academic discipline

2. Subject area - topic

- Within the subject area selected above, please describe the focus of the project: (Max. 250 characters)

In any case, within the subject area selected above, **please describe <u>the focus of the project</u>** in the next box**, in particular when the chosen item covers a broader subject area / topic, interdisciplinary or multidisciplinary**.

C.4 Partner countries involved in the project *

*- Please indicate the partner countries involved, by checking the appropriate checkbox(es) below * :*

Western Balkans

- ☐ Albania
- ☐ Bosnia and Herzegovina
- ☐ Serbia
- ☐ Kosovo under UNSC Resolution 1244/99
- ☐ Montenegro

Southern Neighbouring Area

- ☐ Algeria
- ☐ Morocco
- ☐ Egypt
- ☐ Palestinian Territories, Occupied
- ☐ Israel
- ☐ Syrian Arab Republic
- ☐ Jordan
- ☐ Tunisia
- ☐ Lebanon
- ☐ Libya

Eastern Neighbouring Area

- ☐ Armenia
- ☐ Moldova, Republic of
- ☐ Azerbaijan
- ☐ Russian Federation
- ☐ Belarus
- ☐ Ukraine
- ☐ Georgia

Central Asia

- ☐ Kyrgyzstan
- ☐ Turkmenistan
- ☐ Kazakhstan
- ☐ Uzbekistan
- ☐ Tajikistan

Please make sure that all the countries participating in the project are properly ticked in the respective checkboxes, as this will label the category of the project, "national"/"regional":

- check one country for a **national project**
- check at least two countries for a **regional** or cross-regional project.

C.5 Summary Of The Project*

This summary should provide an overview of the project and should describe its main features, including the wider and specific objectives, principal outcomes and outputs. Please make sure that the information in this section is consistent with the project Logical Framework Matrix. This section will be reproduced, as presented below, in compendia, project fiches and in the relevant documentation concerning the consultation procedure, etc. (Max. 2000 characters)

C.6 Summary Of Work Packages

Work package N°	Type of work package	Title of work package	Start	End

C.7 List Of Deliverables - Outcomes

Deliverable N°	Title	Type or nature of deliverable	Language(s)	Delivery Date	Dissemination level

C.8 Budget Summary*

The estimated amounts given for each heading must correspond to the totals in the Workplan and Budget Excel tables which detail the budget breakdown for each category of expenditure (in attachment to this eForm).

I. Project Costs		
Direct Costs :		
1.Staff costs		*Cannot exceed 40% of the total eligible direct costs*
2.Travel costs and costs of stay		
3.Equipment		*Cannot exceed 30% of the total eligible direct costs*
4.Printing & Publishing		
5.Other costs		
SUB-TOTAL ELIGIBLE DIRECT COSTS	**0,00 €**	
Indirect costs		*Flat rate funding of 7% of the total eligible direct costs. If the applicant organisation receives an operating grant from the European Commission, Indirect costs will be set at 0.*
TOTAL ELIGIBLE COSTS	**0,00 €**	*Must equal total project finance below*
II. Project Finance		
1.Tempus Grant Requested		*Cannot exceed 90% of the total eligible costs*
2.Total Co-financing		*Must be at least 10% of the total eligible costs*
TOTAL PROJECT FINANCE	**0,00 €**	*Must equal total eligible costs above*

The budget summary must be completed only AFTER all the financial worksheets in the Workplan and Budget Excel tables (Part 3 of the Application Package) have been duly completed. In particular the amounts indicated in this table should be IDENTICAL to those declared in the Table 2 “Summary of project funding requirements” of the Excel table.
Attention: for the "**Total co-financing**", **at least 10%** should be provided.

*For example: if the total budget represents € 1,111,111.11, the co-financing should at least be 10%, namely € 111,111.111. The eForm however only allows you to insert 2 digits after the comma. The result should therefore be € 111,111.1***2*** **(rounded up**!). The eForm will not be able to be submitted if the indicated result would be € 111,111.11, because this represents mathematically less than 10%.*

C.9 Project History

Please specify if this project was already submitted under previous Tempus IV calls for proposals.

Indicate the full reference number here * : N/A

If YES is selected in the drop-down menu, applicant must list the reference numbers of the projects submitted in the previous Tempus IV calls for proposals.

Part D: Operational Capacity

This section must be completed for each organisation involved in the consortium. The information provided in Part D will be used specifically in relation to the assessment of the quality of the partnership. Once you have completed section A, the form will prepare a section for each of your partners. In the spaces provided you will need to input the names of all key staff and their expertise for each partner taking into account.

D.1 Skills and expertise of key staff involved in the project*

Please complete this section for each organisation involved in the consortium including the Applicant Organisation

Organisation number *P1* *Organisation name*

Name of Key Person*	Summary of relevant skills and experience*

Add a Staff Member

This table should include a summary of the specific expertise of each of the key staff involved in the project and should be completed for each organisation. It will be used instead of a CV for these people in order to ascertain the quality of the overall consortium.

D.2 Specific tasks that will be sub-contracted to bodies outside the formal project consortium*

Please detail where relevant. (Max. 1000 Characters)

Each partner organisation should identify those areas of work that will be completed by third parties (sub-contractors), managed by the partner concerned. This information should be coherent with other information provided on sub-contractors (Workpackages, Budget tables), and, where necessary, the text should provide a clear statement justifying why the partner organisation is not in a position to undertake the work directly using their own staff and facilities.

Part E: Project implementation / Award criteria

This application form requires a general understanding of the Logical Framework Matrix approach and some familiarity with the vocabulary associated with it. Applicants who have never used the approach are therefore advised to familiarise themselves with it and to consult one of the numerous handbooks available on the subject.

In Part E you are required to provide detailed information on your project in the **narrative sections,** in coherence with Part F: **Workplan in Workpackages** and the **Logical Framework Matrix,** having in mind the **Award Criteria** defined in the call for proposals. The information provided should not be repetitive but **complementary**. In the narrative sections you are expected to describe aspects of your project from a strategic and methodological point of view whereas in the Part F you are asked to enter into greater detail in relation to aspects such as activities grouped to lead to expected outcomes as well as inputs necessary to carry out the action.

Applicants should note that each proposal will be assessed on the basis of the elements included in this application only. You can include website references in your application, but the assessment of your proposal will not be based on additional information found on a website but not contained within the application.

E.1 The project rationale*

Please outline the motivation behind your project, clearly identifying the specific problem/s which it intends to solve. Explain why this/these problem/s were selected over others, and how the project proposal fits within the development strategies of the partners involved. Define the wider and specific objectives as well as target group(s)/ target sector(s) that will be addressed and/or benefit from your project. (Max. 6000 characters)

Your information should be descriptive and specific to the subject of the proposal. Also, please describe briefly how your project proposal was prepared (e.g., capitalising on previous experiences, based on achieved outcomes in former projects, following the traditional cooperation amongst the consortium members etc.).

E.2 Quality of the partnership*

Explain why the selected partners are best suited to participate in the project. Describe any complementary skills, relevant expertise and competences within the consortium, directly relating to the planned project activities. (Max. 6000 characters)

Partners should be chosen according to their specific capacities, expertise and experience necessary to achieve the project objectives. Please focus on elements which are essential for the project, such as:

- particular capacity and expertise
- relevant previous experience
- contacts beneficial to the project etc.

Provide a clear indication of the role and responsibility of each member of the partnership within the project.

E.3 The project's content and methodology*

Having identified the problems and needs under point E.1, please describe the project as a whole, addressing as appropriate the following points:

- *academic content*
- *pedagogical approach*
- *involvement of academics, students and stakeholders at large*
- *activities leading to the expected outcomes, being consistent with the wider and specific objectives*
- *quality assurance processes*

The description must clearly indicate the working methodologies and processes to be used.
Make sure that the information in this section is consistent with the project Logical Framework Matrix. (Max. 12000 characters)

For example, present

- *a clear definition of what the duration and structure of new or up-dated course/s will be, identify any innovative subjects which will be introduced as a result of project activities and a description how the project activities will progress over time;*
- *an explanation of which groups will be involved (for example, administrative / academic / students and/or their representatives) and how they will be involved, as project staff or as a target group;*
- *a clear indication of how many training courses will be prepared and delivered during the project life, forecasts of how many people will be trained and a description of the improved and new skills that will be acquired by the trainees;*
- *a description of new (teaching) methodology/ies and new equipment to be introduced and of how they will contribute to teaching, learning and managing (Joint Projects) or policy development, system change and legislation (Structural Measures);*
- *a description of what changes will be introduced at institutional level as a result of the activities.*

The outcomes that will be achieved in each year should be described and information on the activities, and the resources that will be required to achieve them, should be provided.

Quality control and monitoring should be an integral part of all project activities and results. Please use this section to describe your overall internal and external quality control and monitoring strategies/methods by providing information on the following issues:

- How will the timely achievement of the planned outcomes be demonstrated / measured in an objective and quantifiable way?
- Which are the mechanisms for adjustment foreseen in case the quality differs from that expected, or if the outcomes will not be achieved on time?
- Please describe the concrete evaluation measures and the identified responsible actors.
- Mechanisms for quality control and monitoring could include, for example,
  - peer reviews
  - evaluation surveys
  - internal institutional evaluation boards
  - external accreditation boards.

In the case of Curricular Reform projects, quality can be encouraged through student evaluations, mandatory accreditation of all new/modified study programmes and increased recognition on an international level.

Inter-Tempus project coaching is highly recommended; partnerships may contact the members of running and/or completed Tempus projects in a similar field in order to use their accumulated expertise and to undertake a peer review. Applicants may also contact the National Contact Points (European Union Member States) and/or the National Tempus Offices (Tempus partner countries).

Applicants should give a forecast of the tasks that will have to be performed in each project year in order to guarantee effective and efficient project management. In addition, you should explain how the overall project management will be implemented making specific reference to the management structure of the partnership, how decisions will be taken (reference should be made to decision-making mechanisms/bodies and their roles in case of divergent opinions) and how the partnership proposes to ensure permanent and effective communication and reporting.

E.4 Dissemination and sustainability*

Explain how the planned dissemination and exploitation activities will ensure optimal use of the results during and beyond the lifetime of the project. Make clear the potential in the project for tangible impact and multiplier effects. (Max. 4000 characters)

Dissemination

Please describe the dissemination strategy the partnership will follow in order to ensure that positive results will be made available both within and outside the partner country institutions during the life of the project. Describe what type of dissemination actions your partnership envisages in order to make the outcomes available to groups not directly involved in the project. This could include information sessions, training exercises or the involvement of policy-makers not belonging to the partnership.

Although dissemination and exploitation of results are closely related, they are distinct processes. While the mechanisms for dissemination and exploitation (mainstreaming and multiplication of results) often overlap, dissemination (including also information provision and awareness raising) can take place from the beginning of a project and intensify as results become available, but full exploitation can happen only when it becomes possible to transfer what has been learnt into new policies and improved practices. Furthermore, the project manager and all the key actors need to view exploitation as a process that reaches beyond the life of the project so that its results are sustained.

Sustainability

A. Identify the activities and results that are to be maintained

To anticipate the sustainability of your project, please describe the project's activities or results that are supposed to last and/or be disseminated after the end of the EU funding. Sustainability may not concern all the aspects of a project. In each project some activities or outputs may be maintained, while others may not be so necessary to maintain. A project can therefore be considered as sustainable if relevant activities are pursued and outputs are maintained or developed after the end of the EU funding (i.e. duration of new courses, updating of new tools, etc.).

B. Anticipate the main sustainability factors in your project

Please list the main context factors to take into account to ensure your project's sustainability. They may have a positive or a negative influence on sustainability, depending on the specific case. These factors are context level factors, that is, elements external to the project itself but over which you may have some influence. Explain briefly how you intend practically to ensure the sustainability of your project; that is how you intend to take into account the context level factors (e.g. academic and/or institutional support, national support, socio-economic support) as well the main project level factors (e.g. quality of project design in meeting academic, professional and/or social needs; involvement of partners: sense of ownership and motivation; effective management and leadership; active participation of the audience; capacity for securing adequate resources for continuation).

Please give an outline of your sustainability plan:

(i) **Long-term perspectives:** Describe here shortly the project activities or results that are designed to last and/or be disseminated after the end of the EU funding

(ii) **Project Funding after EU support:** Estimate roughly the cost of the project activities that are to be maintained after the end of EU funding and how they could be financed:

- Estimated cost of sustainable activities and/or results described above
- Potential sponsors and funding sources (public/private; national/local)
- Comments on the estimated costs and the potential financial sources

(iii) **Analysis of opportunities and threats related to sustainability:** List the main factors to take into account to ensure the sustainability of your project; academic, institutional and/or socio-economic factors.

(iv) **Provisions made to enhance potential sustainability:** Describe here which practical steps you foresee in order to ensure the sustainability of your project.

(v) **Activities devoted to sustainability during the project's lifetime requiring specific finance:** Amongst specific activities which are to be implemented during the project's life time in order to ensure its sustainability, some may require financing: for example specific dissemination to potential future sources of financing, specific activities to obtain accreditation, etc.

Please consult the Tempus handbook "**Sustainability through Dissemination"** for guidance on how to plan and implement this activity. It is available in the section "Thematic publications" at http://ec.europa.eu/education/programmes/tempus/doc_en.html

E.5 Budget and cost effectiveness*

Describe the strategy adopted to ensure that the proposed results and objectives will be achieved in the most economical way. Explain the principles of budget allocation amongst partners. Indicate the arrangements adopted for financial management. (Max. 2000 Characters)

Please make sure that this section is coherent with the detailed budget tables (see section 3.2 of the Instructions for Applicants).

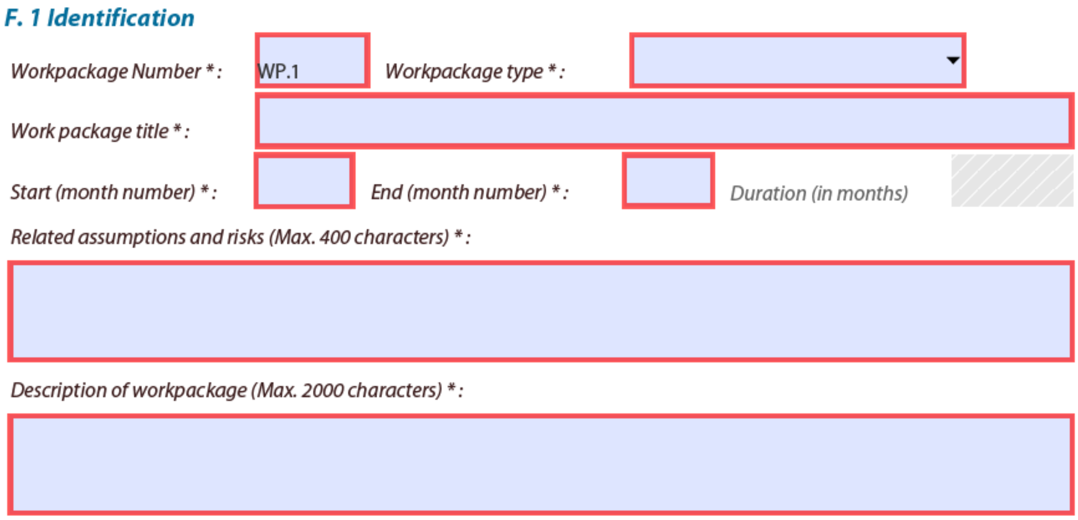
Part F: Workplan in workpackages

The Workplan for the proposed project must be presented in terms of workpackages. Part C of the form provides a **summary of the workpackages** and **deliverables list.** Part F is a **pro-forma sheet** to be completed for each workpackage. Additionally, there is a Workplan (according to the model Gantt chart model) included as Table 1 of the Excel tables to be completed. Applicants are advised to complete the eForm with the details on necessary resources of each workpackage, before completing Workplan and Budget tables.

Before submitting, please ensure that the information provided in this section is coherent with all other relevant parts of the application, notably:

- The information provided for each partner in Parts B and D of the Application Form.
- The project approach and description of deliverables / outputs / outcomes provided in Parts C and E
- The detailed budget tables and "Summary of Project Funding Requirements" provided in the Excel table, as well as the Part C.8 "Budget summary" of the eForm.

Note in particular that experts will use the Workpackages to evaluate the award criterion “Quality of the project's content and methodology” including the suitability of the work programme. Additionally they will compare the content of the workpackages with the information provided in the budget tables to assess the cost-benefit; they will verify against the Logical Framework Matrix how the project has considered the assumptions and risks related to each package of activities.


F. 1 Identification

Workpackage Number * : WP.1
Workpackage type * :
Work package title * :
Start (month number) * :
End (month number) * :
Duration (in months)
Related assumptions and risks (Max. 400 characters) * :
Description of workpackage (Max. 2000 characters) * :

Workpackage Number / Workpackage Type:

Allocate a number to each workpackage. Regroup the activities listed in the Logical Framework Matrix in workpackages (1st column, Activities) according to the 5 types listed below:

- **Development (DEV):** The substance of the work planned including production, testing etc,
- **Quality Plan (QPLN):** Quality control and monitoring, internal and external evaluation.
- **Dissemination (DISS):** Provision of information and awareness raising about the project and its achievements;
- **Exploitation of results (EXP):** Sustainability of the project results used by end-beneficiaries during and beyond the project lifetime;
- **Management (MNGT):** Activities ensuring the sound management of the project.

At least one Workpackage must be included for each of the 5 **Workpackage types** listed above. **Applications that fail to present this minimum cannot be further considered** for lack of compliance with the eligibility criteria (see Chapter 14, Sixth Call Application Guidelines).

Depending on the organisation of the proposed project, there may be several workpackages of the same type. The development work packages can include, inter alia

- Preparation / testing / production / support of educational activities and/or products
- Analysis, feasibility studies

Workpackage title:
Allocate a short title to each workpackage. This will be transferred to the summary table.

Start / End
The first month of the project must be marked 1 (for example, month 1 = October, month 2 November etc.). This means that the workpackages remain relevant even if the planned starting date of the project changes for some reason.

Duration
The duration is calculated automatically. Please note: the total duration of the project cannot exceed

the number of months stated in call for proposals.

Related assumptions and risks
Any factors (that is, situations, events, conditions or decisions) which are necessary for the success of the project activities and outcomes, but which are not directly under the control of the partnership, have to be considered as likely to occur. Make sure that the information provided here is consistent with the project Logical Framework Matrix.

Description of workpackage
Applications must include a detailed description of each workpackage. This should provide, *inter alia*, the aims and objectives of the work package, how the partners involved will organise their work, milestones and overall approach, an overview of the monitoring and evaluation of the work undertaken within the workpackages, performance indicators, the relationship / linkages with other workpackages and with the overall coordination of the project. This description can also make reference to any bodies outside the formal partnership that will be involved and also describe how communication between the partners involved will take place.

F.2 Deliverables – outputs / outcomes

*Deliverable number * :*

*Title * :*

*Type or nature of deliverable * :*

Delivery Date (dd/mm/yyyy) * : Dissemination level * :

Target group(s) *:

- ☐ Teachers
- ☐ Students
- ☐ Trainees
- ☐ Administrative and other non-teaching staff
- ☐ Library
- ☐ Other

If you selected 'Other', please identify these target groups.

Please indicate the target partner countries for all categories you have selected. (Max. 250 characters)

Language to add Arabic | Add >> | *Language(s) * :* | Clear languages

*Description (Max. 500 characters) * :*

Deliverables – outputs / outcomes
Please note that the term 'Deliverable' is used throughout this the eForm, meaning any type of **results** in generic way. Outputs are tangible results and outcomes are intangible. Each deliverable should be allocated a **number** and a **title.** Please make sure that the same title and reference number for each deliverable / output / outcome is provided in the Logical Framework Matrix.

Type of deliverable / output / outcome
This field needs to contain a short but concrete description of the type of deliverable (e.g. teaching / learning material, discussion document, strategic plan, report, DVD, audio-clips etc).
The drop down list contains a general list of deliverables to choose from. Please select the **type or nature** of the deliverable using one of the headings indicated below. This list is not exhaustive. If your deliverables / outcomes cannot be identified among these categories, please select "other products" and provide a short explanation:

- Teaching material
- Learning resources
- Training
- Events: conferences and seminars
- Reports
- Methodology
- Other products

A deliverable should not be confused with a workpackage or an activity. Mixing these concepts will make the eForm unnecessarily long and heavy. A workpackage is a group of activities linked to achieve the specific project objective(s), leading to one or more deliverables, which are tangible (outputs) or intangible (outcomes) results.

Description:
This section should provide a description of the outputs /outcomes that will be developed or adapted during the lifetime of the project. It is possible that a single workpackage will produce more than one outcome (for example a specification, web-pages, a manual and training materials that are all related but destined for different users). In this event the different elements should be clearly described in this section. An adequate description of activities leading to outputs/outcomes should be included, explaining what will be done, when, where and how.

Add as many tables as necessary. Ensure that each deliverable is listed on the Deliverables List.

Please indicate the **dissemination level** using one of the following headings:

- Department/Faculty level
- Institution level
- Local/Regional level
- National level
- International level

Target groups
For each output/outcome a target group must be clearly identified. A target group is composed of the direct beneficiaries of the activity and could typically include one or more of the following: Academic staff of a given department, university administrative staff, students, trainees participating in a training course, etc. Please quantify your target group and state precisely who they are and where they are located (e.g.: 5 librarians of university A; 20 secondary school teachers, 25 students from the institutions B, C and D; 10 administrators at the Ministry of Education; etc.). This is particularly important for projects in which several partner country institutions are involved. If any of our target groups cannot be identified in the drop down list of general categories, please select "other" and provide a short explanation.

Language issues:
Descriptions should include an overview of the languages in which teaching / learning / training / communication materials are produced and can be accessed: for events - conferences, training events seminars - this will be the working language(s); for published learning materials, this will be the language(s) of presentation. If your plans include any languages not included in the drop-down lists, please ensure that these languages are clearly visible in both the project summary in Part C of the Form and in the text box in this section.

F.3 Consortium partners involved

Lead partner:

Partner number *: | Country | Short-name

Role and tasks in the workpackage (Max. 400 characters) * :

Add a partner

Consortium partners involved:

Each workpackage should identify a "lead partner" who is responsible for the delivery of the workpackage and then identify the group of partners involved its implementation. This allocation of tasks should be consistent with the information provided on each partner organisation in Parts B and D of the eForm. Experts will be looking at the task allocation to find evidence of an effective partnership and particularly an appropriate balance of work across the partner organisations and across the countries represented in the consortium.

All the resources (financial, human, material) needed to complete a workpackage of activities leading to identified outputs / outcomes must be described in the fields below. The information provided should be specified and itemised. For staff costs please provide information on the category of staff, where they come from and what the salary rates are.

In case of staff and student mobility, you must indicate the number of people, the direction and duration of mobility flows (e.g.: 5 PC staff to EU institution A for B number of weeks).

For equipment, you should quantify and describe the equipment needed for each workpackage as well as the short name institution where it will be installed (e.g.: 15 computers and 1 network printer for UBTC).

As indicated above, **please complete all fields**, even when the result would be "0" or "not applicable".

The costs related to each workpackage will not be mentioned in this section. The types of expenditures, specification of items and detailed costs that will be necessary to achieve the defined activities must be introduced in the Excel table sheets (attachment to this eForm).

F.4 Resources required to complete workpackage

Staff*

Provide indicative input of consortium staff. The totals provided for staff days must correspond with the information indicated in the detailed Workplan and Budget Excel table.

				Number of staff days*				
	Partners involved	Country	Short name	Cat. 1	Cat. 2	Cat. 3	Cat. 4	Total
Lead partner								0
Total								0

Tasks that will be subcontracted

Partner responsible for Sub-contract*	Country	Short name	N° days (where appropriate)	Brief description of task

Add a task

The number of days invested by each partner organisation should correspond with the information provided in the budget tables, and will be checked by experts to ensure the coherence between the workplan and the provisional budget. Add / delete rows as necessary. Ensure that the table is completed with the totals requested.

Tasks that will be subcontracted
Provide a clear and short description of specific tasks (e.g. conference organisation, website design etc.) that will be subcontracted to organisations or individuals outside the Consortium partners, ensuring that the information provided in this section is coherent with that provided in Section D.2.

Travels*

Provide information on the travel necessary to complete the workpackage. Detailed information on each mobility flow must be indicated in the Workplan and Budget Excel table.

Staff/trainees

Direction		Number of mobility flows	Number of days
From	To		
Partner Country	EU/Candidate Country		
EU/Candidate Country	Partner Country		
EU	EU		
Partner Country	Partner Country		

Students

Direction		Number of mobility flows	Number of days
From	To		
Partner Country	EU/Candidate Country		
EU/Candidate Country	Partner Country		
EU	EU		
Partner Country	Partner Country		

Equipment*

Provide a general list of equipment items needed to complete the activities in this workpackage, indicating the partner country university/ies at which equipment will be installed. Remember that the detailed specification of each item must be indicated in the Workplan and Budget Excel table. (Max. 1000 characters)

Printing and publishing*

Indicate the type of materials requiring printing and publishing. Remember that the detailed specification of each item must be indicated in the Workplan and Budget Excel table. (Max. 1000 characters)

Other costs*

Indicate the type of other eligible expenditure foreseen during the project lifetime, explaining the reason for each item. Detailed information on each item must be provided in the Workplan and Budget Excel table. (Max. 1000 characters)

3 THE APPLICATION PACKAGE: ATTACHMENTS

Attachments

Declaration of Honour. JPEG document (jpeg, jpg) or PDF document(pdf).

Attach a document

Workplan and Budget. Excel document only (xls, xlsx).

Attach a document

Logical Framework Matrix. Word document (doc, docx) or PDF document(pdf).

Attach a document

3.1. Declaration of Honour

(To be attached as ***JPEG document (jpg) or PDF document (pdf) - maximum2 A4 pages)***

The Declaration of Honour certifies that all information contained in the application, including the project description, is correct, to the best knowledge of the person identified as legal representative of the Applicant Organisation, who is familiar with the contents of the application form and annexes. The Declaration confirms that the Applicant Organisation has the financial and operational capacity to complete the proposed project. The legal representative of the Applicant Organisation takes note that, under the provisions of the Financial Regulations applicable to the general budget of the European Communities, grants may not be awarded to applicants who are in any of the situations defined in the "exclusion criteria".

A template of this document can be downloaded on the Tempus website:

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

3.2. Workplan and Budget

(To be attached as ***Excel document (xls, xlsx) - 10 worksheets)***

Note: Parts of the worksheets are protected and must not be modified, as they contain formulas to ensure that requirements set for the budget are respected. Versions with alterations will not be accepted. Therefore, applicants must use the template downloadable on the Tempus website:

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

Should you meet any difficulties in completing these tables, please contact the helpdesk at the following e-mail address: EACEA-TEMPUS-CALLS@ec.europa.eu

The Workplan and Budget Excel workbook containing 10 different worksheets (tables) and 3 information sheets that are explained below:

Table 1: Workplan
Table 2: Summary of Project Funding Requirements
Table 3: Staff costs
Table 4: Travel costs and costs of stay
Table 5: Equipment costs
Table 6: Printing & Publishing
Table 7: Other Costs
Table 8: Co-Financing Requirements
Table 9: Budget Breakdown by Workpackage
Table 10: Budget Breakdown by Partner Organisation
Sheet 11: Country Codes
Sheet 12: Maximum eligible daily rates for staff costs
Sheet 13: Maximum rates of costs of stay (excluding travel costs) for staff

Please be aware of the following restrictions and recommendations:

Workplan (Table 1)

Applicants are expected to complete the workplan for the entire lifetime of the project (one page). The workplan should indicate the deadlines for each workpackage – deliverable activity and the duration, period and location in which your activities will take place.

TEMPUS IV - Fourth Call for proposals

WORKPLAN & WORKPACKAGES
Please ensure that the information you provide in this worksheet is consistent with Part F of your eForm

Development	DEV
Quality Plan	QPLN
Dissemination	DISS
Exploitation	EXP
Management	MNGT

The same reference and sub-reference numbers used in the logical framework matrix must be assigned to each deliverable and related activity. The first month of the project must be marked 1. Please use the following symbols:
- Activity carried out in the EU or Candidate Country: O
- Activity carried out in the Partner Country: X

WP Type	Deliverable / Activity Ref.	Activities (as indicated in the LFM)	Duration (weeks)	Month																																
				1	2	3	4	5	6	7	8	9	#	11	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#
DEV	1.1																																			
	1.2																																			
	1.3																																			
DEV	2.1																																			
	2.2																																			
	2.3																																			
QPLN	3.1																																			
	3.2																																			
	3.3																																			
etc.																																				

The activities should be listed under each workpackage to which they belong, indicating the type and reference number, which should correspond to the reference numbers in the Logical Framework Matrix. The **duration** of the activities shall be indicated by **number of weeks**.

The **period** in which activities will take place shall be highlighted from the month the activities begin to the end month.
To identify the **location** of activities, please use the symbol:
O for activities planned in EU partner institutions
X for activities planned in Tempus Partner Countries

The same reference and sub-reference numbers used in the **Logical Framework Matrix** and in **Part F (Workplan in Workpackage**s) must be used for each deliverable and its related activities. The first month of the project year will be indicated "1" irrespective of the calendar month (e.g., month 1 for October, and not January, if the project starts in October; month 2 November etc.)
The duration for both Joint Projects and Structural measures is either 24 or 36 months maximum.

Budget (Tables 2-8)

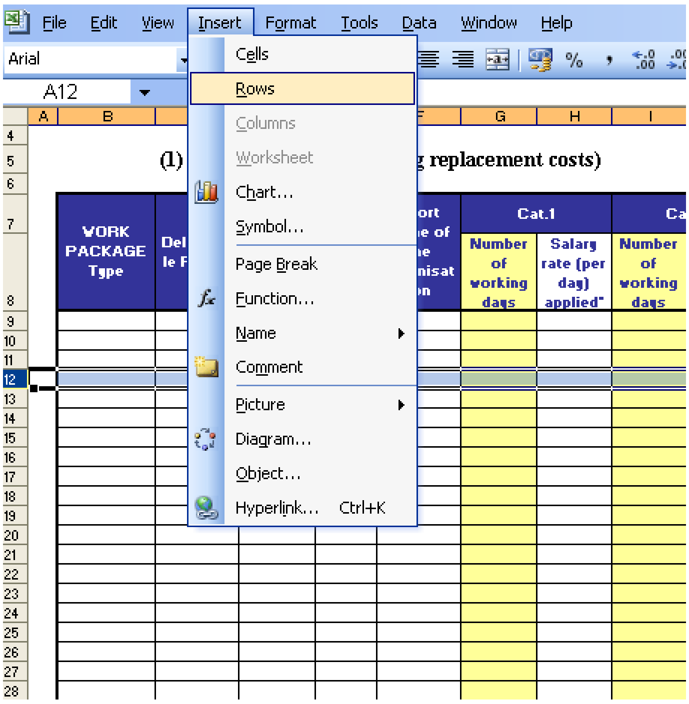
Inserting rows:

Certain fields in the excel table are protected and cannot be modified. However, inserting new lines is possible. Please proceed as follows:

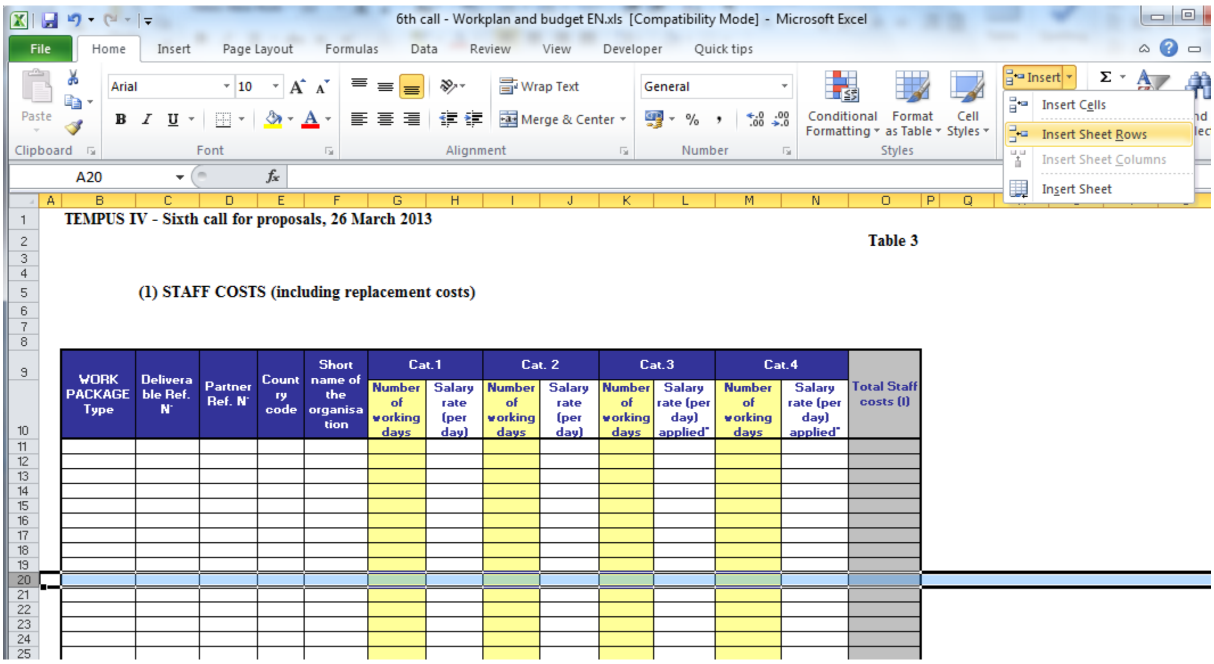
A: click on any field <u>inside the table</u>

B: in the excel menu go to: "INSERT"

C: in the excel submenu choose: "ROWS"



Or



In Table 2 “Summary of project funding requirements”, Project Costs (I) must equal Project finances (II). Make sure the information you provide here is consistent with Section C.8 "Budget Summary" in the eForm:

Please do not fill in Table 2. The amounts for each budget heading will be completed automatically with the total amounts from Tables 3, 4, 5, 6 and 7, to which the indirect costs will be automatically added and the **totals automatically calculated.** If the ceilings defined in the Sixth Call Application Guidelines are not respected, the amounts will be shown in red. Please correct the mistakes before submitting the application.

I. Project Costs: the estimated amounts for each heading must correspond to the totals in the tables that detail the budget breakdown in the tables 3 to 7 that follow. Applicants should note that the **total project costs** consist of the operational or direct costs (tables 3-7) and of the overheads or indirect costs that is a flat rate for indirect costs of 7% of the total eligible direct costs.

II. Project finances: the grant requested from Tempus, plus the amount to be co-financed from the partners' resources.
Tempus co-finances **90% of the total eligible costs** of the project and grants a flat-rate for indirect costs of 7% of the total eligible direct costs. Co-financing from the own resources of the partnership must equal to at least **10% of the total eligible costs, which will be calculated automatically in the Excel-table (worksheet 2)**. The applicants however need to specify which part of the proposed budget will be funded.

In Tables 3 to 7: please complete the tables assigning costs to the headings "Staff Costs", "Travel Costs and Costs of Stay for Staff and Students", "Equipment Costs", "Printing and Publishing Costs” and "Other Costs" which should be consistent with the resources indicated under the same categories in the Section F3 of the eForm. The totals indicated on each table are automatically transferred to Table 2 "Summary project funding requirements" in the corresponding budget lines.

Do not duplicate the expenses under more than one workpackage, as the sum of the total budget required for each workpackage must correspond to the totals indicated in Table 2 “Summary of project funding requirements” and Section C.8 of the eForm, “Budget Summary”.

Indirect Costs (Overheads) should only be accounted for once, under the Workpackage “Management”. Indirect costs may thus not include costs entered under another budget heading.

A flat rate funding fixed at 7% of the total eligible direct costs of the action will automatically be allocated to the project to cover the general administrative costs generated by the project, which can be regarded as chargeable to the action. Institutions whose indirect costs are already covered by the EU should contact EACEA and indicate 0% for their indirect costs.

Indirect costs cannot be subject to co-financing. Some examples of indirect costs are: costs for keeping equipment running, communication costs (postage, fax, telephone, mailing, etc.), office supplies, and photocopies.

Table 8 shows a summary of the amounts to be co-financed from the own resources of the partnership, indicating the sources of co-financing. A total co-financing contribution of 10% will be calculated automatically in Table 2 "Summary project funding requirements".

Budget Breakdown (Tables 9-10)

In Table 9 you are asked to provide an overview of the indicative breakdown of the project costs amongst the project workpackages.

In Table 10 you are asked to provide an overview of the indicative breakdown of the project costs amongst the partner organisations.

Please avoid using any decimals and do not use "thousand separators". The figure "one thousand" should be indicated with consecutive digits: 1000 and NOT 1,000 or 1.000 or 1 000 or 1000,00.

3.3. Logical Framework Matrix
(To be attached as ***Word document (doc, docx) or PDF document (pdf)***)

In order to plan and structure the project's objectives, outcomes and activities as thoroughly as possible, you are expected to complete a Logical Framework Matrix (LFM) of maximum of 2 pages, which represents a synthesis of the project. The LFM is a tool that provides an overview of the project and can assist in the design, planning, implementation and monitoring of a project. Please use the template which is downloadable on the Tempus website:

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

Details provided in the table should complement the information previously explained in the project narrative (Part E).

In addition to the project overview, which summarises the objectives and activities in the first column, you are requested to provide other details, such as indicators of progress, risks and assumptions.

Wider objective:
Give an indication of the medium / long-term aim that the project is designed to contribute to.

> ***Example***: *To ensure that the targeted Partner Country university is in a position to offer education which meets the changing needs of the economic environment.*

Project-specific objectives:
The specific objective(s) should indicate what is expected to have been achieved by the end of the project. The objective(s) of your project should be "SMART": Specific, Measurable, Accurate, Realistic and Time-bound.

> ***Example***: *To bring undergraduate curricula, teaching methods and library facilities at the Faculty of Economics of the University of xxx into line with the Bologna requirements by December xxx.*

Deliverables (Outcomes – Outputs):
The deliverables (in terms of outcomes or outputs) to be produced during project implementation should be listed in concrete terms. They should be logically linked to one of the work packages and they should be specific and realistic in relation to the duration of the project, as well as measurable, in so far as this is possible.

Deliverables reflect the eventual RESULT and should not be mistaken with activities. The deliverables focus on what the consortium wish to achieve by different (not necessarily listed) activities.

For example:

"Consortium meeting" is not a project goal as such, and should not be listed as a "deliverable", but rather as an activity. The deliverable from this activity could be rather "consolidated work plan", "financial sustainability plan", which are the actual results of a consortium meeting, etc.

"Mobility to country X" is not a deliverable. Related deliverables could rather be "training manual for partner country staff ", "restructured and updated master programme in X", "50% of the staff retrained" etc.

"Press conference" is not a deliverable. A deliverable would be whatever one is aiming to achieve with that press conference (increased number of recruited students, new cooperation agreements, etc.) and should therefore be specified in terms of the target groups.

<u>Assign reference numbers,</u> for each deliverable, which are linked to one of the work packages.

For example:
4. Management (workpackage);
 4.1. Equipment purchased for Computer Centre (deliverable)
 4.2. Financial report (deliverable)
 4.3. Consolidated mobility plan (deliverable)
5. Dissemination (workpackage)
 5.1. Signed new cooperation agreements (deliverable)
 5.2. Agreements on future internships (deliverable)
 5.3. Strategic plan for fund raising (deliverable)

Etc.

Workpackages

List the workpackages of the project, respecting the terminology of the eForm (Development, Quality Plan, Management, Dissemination, Exploitation of results). Please use a coherent reference number system, which will be applied throughout the whole proposal (e.g., 1, 2, 3, 4 or DEV1, DEV2, MNG1, etc.).

A workpackage is a group of activities, linked to achieve the specific project objective(s).

For example for the "DEVELOPMENT" workpackage:

"Creation of a new master course in X at the universities of X and X by October 2012"
"Restructure the XXX education system by 2013 in the area of XXX"

Please **avoid** multiplying the number of work packages by listing too many (groups) of activities. For example, *"Conferences" or "Steering committee meetings" should not be conceived as "workpackages", but rather activities within the generic workpackage "MANAGEMENT".*

Inputs:

Here you should indicate only a summary of resources necessary for the achievement of each workpackage. The detailed inputs are already being asked in Section F of the eForm under each workckpage and, more detailed, in the Excel tables (worksheets 3 to 8) together with the related costs.

Please use a clear reference number system to link each of the inputs to workpackages and deliverables in the 1st column of the LFM and in coherence with the reference numbers in the Work plan (Excel Table).

Example: For a development-type work package (DEV): Review and analyse the existing educational programme in XXX and the recent advances in education in this field.

Inputs:
• Staff: xxx days partner 1, xxx days partner 2, xxx days partner 3, xxx days of ext. experts (etc.)

• Mobility: xxx flows (average xxx days each) EU-EU; xxx flows (average xxx days each) EU-PC; xxx flows (average xxx days each) PC-EU; xxx flows (average xxx days each) PC-PC
• Equipment
• Printing, publications

***Indicators of progress* and**
Ways to measure the indicators:

Indicators (second column of the LFM) are the "sign-posts" that will be used to measure the performance of the project throughout its life-cycle. These preliminary indicators are likely to be reviewed or supplemented by more specific indicators, once a project is underway.

Indicators should be specific in terms of quantity, quality, time and target group and measurable (i.e., number of…, extent to which…; improved… better…)

Indicators provide a basis for the monitoring of the project's progress and should therefore be considered as an ongoing evaluation mechanism for the project.

The third column of the LFM should then indicate the ways to measure whether the fixed indicators have been met (anything that can be considered as "evidence", i.e., reports, surveys, official documents – however they should be specific to the related indicator)

> *Example 1 (quantitative indicators):*
> *Indicator: 200 students enrolled in the new Master Course; or increased number of students by 2015*
> *How indicator will be measured: University registry; officially published data, etc.*
>
> *Example 2 (qualitative indicators):*
> *Indicator: Improved IT services for delivery of the eLearning course*
> *How indicator will be measured: Satisfaction survey*

Assumptions and risks:
Please mention in this section any factors (that is, situations, events, conditions or decisions) which are necessary for the success of the project activities, outcomes or objectives, but which are not directly under the control of the partnership. You should see these as situations or events that you think might occur. The more these situations/events are beyond the control of the partnership, the greater the risk posed to the project if they occur.

> *Example: "...that accreditation of the new curriculum might not be granted by the national authorities".*

For the risks identified, which are internal to the partnership, such as lack of EU language skills of Partner Country university staff, lack of interest from students, lack of time of university teaching staff, the partnership should foresee and indicate in the application means and activities to counteract these risks.

GLOSSARY

Please follow the link to the Glossary published on the Tempus website:

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