



Writing a Successful Proposal for Tempus

Presented by
Dr. Khaled Gharaibeh
Associate Professor
Head of the Telecommunications Engineering Department
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Tempus

- **Tempus stands for Trans-European mobility scheme for university studies.**
- **Tempus is the European Union's program which supports the modernization of higher education in the Partner Countries of Eastern Europe, Central Asia, the Western Balkans and the Mediterranean region, mainly through university cooperation projects**
- **The Education, Audiovisual and Culture Executive Agency (EACEA) is responsible for the management of Tempus IV (2007 – 2013)**

Starting a Tempus Project

1. Have an idea related to higher education
2. Read the tempus call for proposals which is published annually
 - Themes
 - Actions
 - Deadlines
 - Instructions
3. Check if your idea complies with the national/regional priorities of your country
4. Consult NTO about your idea
5. Prepare a draft about your idea
 - The idea
 - Rationale
 - Expected outcomes/outputs
 - Expected activities

Starting a Tempus Project

7. Check if the idea is acceptable by your institution (Consult President, Vice President, Dean, External Funding Unit at YU)
8. Start looking for good partners (Contact as many as possible)
 - Check if they are eligible partners
 - Send them the draft and have them write their contribution for the project activities
9. Read the instructions on how to fill the proposal application
10. Consult NTO again (May give good advice)
11. Start filling the application and other related documents
12. Have your partners participate in filing the application
13. Prepare all required documents by the deadline (better to have all the documents signed at least one month before the deadline).
14. Consult NTO again
15. Send your proposal and wait for the result (takes 6 months for evaluation)

Select a Theme

■ **Curricular Reform**

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

■ **Governance Reform**

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

■ **Higher Education and Society**

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

Select an Action

Joint Project or Structural Measures?

- You need to decide whether your project is a Joint Project or a Structural Measure since priorities are different for each
- You may have to go for one rather than the other if the national/regional priorities demand it

Select an Action

Joint Project or Structural Measures?

- Joint Projects: projects with a 'bottom-up' approach aiming at modernisation and reform on an institutional level. Joint Projects aim at transferring knowledge between universities .. from the EU and from the partner countries and between partner country entities.
- Structural Measures: seek to contribute to the development and reform of HE systems in partner countries, as well as enhance quality and relevance and increase convergence with EU developments... interventions designed to support structural reform of HE systems and the strategic framework development at national level.

National Priorities

- Ensure that project fits country or regional priorities – Annexes 7-10 of **Fourth Call Application Guidelines**
- Assumption is that the staff member has appropriate contacts in a qualifying country
- Ensure that National TEMPUS Office in partner country or each NTO in each country proposed in a region are consulted

National Priorities

PRIORITIES		CURRICULAR REFORM		GOVERNANCE REFORM				HIGHER EDUCATION AND SOCIETY						
		Modernisation of curricula with 3 cycle structure, ECTS and degree recognition	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	Science and technology; ICT; Economic, management and commercial sciences; Law; Human and social sciences; Animal and human health; Biotechnology.	X	X			X		X	X			
	Egypt	X	Joint Degrees, Applied sciences, Social Sciences, Teaching Technology						X		X			
	Morocco	X	Business and Finances, Economics, Agriculture and Tourism, Human Applied Sciences, Science and Technology							X	X			
	Tunisia	X	computer science, biotechnology, applied languages, arts and craft, technological studies	X	X	X	X	X		X	X			
MIDDLE EAST	Israel	X	Applied sciences and technology; Social sciences and humanities; Natural sciences		X	X		X			X			
	Jordan	X	Engineering, Technology, Health Sciences											
	Lebanon	X	New sciences and Technologies (Engineering, Energy ..) Public Health (Environment..)							X	X			
	occupied Palestinian territory	X	Engineering disciplines, Medical and Health disciplines, Applied Sciences disciplines	X	X					X	X			
	Syria			X	X		X				X	X		

Single or Multi- country project?

- Single country projects with multiple partners in one country are easier
- Why choose multi-country?
 - Preference may be given to multi-country projects
 - One country may not have enough institutions to make a project viable
 - A project may fit regional rather than national projects

Selection of Partners for Consortium

- Preferably people in institutions that you have dealt with and believe to be competent and serious
- Ensure a good contact person in one of the partner country institutions. Could lead a coordination work package.
- If you do not have enough partners:
 - ❖ Subscribe to TEMPUS-TALK and check requests for partners
 - ❖ If necessary advertise through National TEMPUS Office
 - ❖ If you can't find good partners, give up or wait for a future call

How many partners do you need?

- For national projects, proposals must be submitted by groupings of institutions involving:
 - at least three higher education institutions from a partner country
 - at least three higher education institutions from the EU, each from a different EU Member State.

Partners in multi-country projects

- For multi-country projects, proposals must be submitted by groupings of institutions involving:
 - at least two higher education institutions, from each of the participating partner countries (minimum two partner countries) involved in the proposal (with the exception of Kosovo and Montenegro where the requirement is one higher education institution from each),
 - at least three higher education institutions, each from a different EU Member State.

Work packages

- Divide the tasks into work packages, in addition to management, dissemination and quality control
 - Identify Needs
 - Development of infrastructure (i.e. Procurement of Equipment)
 - Curriculum development
 - Pilot new course
- Ensure that everything in the work package is clear (more explanation rather than less)
- The Workplan for the proposed project must be presented in terms of workpackages.
- Allocate a number to each workpackage.

Work packages

- Regroup the activities listed in the Logical Framework Matrix in workpackages 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 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.

Deliverables – outputs/outcomes

- ‘Deliverable’: any type of results in generic way.
 - Outputs are tangible results
 - outcomes are intangible.
- Each deliverable should be allocated a **number** and a **title**.
- Make sure that the same title and reference number for each deliverable/output /outcome is provided in the Logical Framework Matrix.

Deliverables – outputs/outcomes

- **Type of deliverable / output / outcome**
- This field needs to contain a short but concrete description of the type of deliverable
 - Teaching material
 - Learning resources
 - Training
 - Reports
 - Events
 - Methodology
 - Other products

Sustainability and Dissemination

Quality Control and Monitoring

- Sustainability: demonstrate how the work achieved will continue after the project life-time
- Dissemination: plan courses and conferences to ensure your work is known widely in the country(ies) in question and others where it would apply
- Quality control: demonstrate how you will ensure the objectives you plan are reached and effective
- Monitoring: use an external consultant or Inter-TEMPUS coaching

Eligible Activities

- Teaching/training assignments for Partner Country staff/trainers
- Teaching/training assignments for European Union staff/trainers carried out on the premises of the beneficiaries in the Partner Countries;
- Retraining and update courses for Partner Country staff carried out on the premises of the beneficiaries in the European Union or the Partner Countries;
- Practical placements in companies, industries and institutions for Partner Country teaching/administrative staff and trainees carried out in the European Union or Partner Countries participating in the project;

Eligible Activities

- Meetings for management, coordination, planning, monitoring and quality control activities, carried out in the European Union or Partner Countries participating in the project;
- Workshops and visits for dissemination purposes to other parties in the Partner Countries participating in the project (other educational institutions, regional education authorities, business community, institutions);
- Language training for a well-defined target group of teaching/administrative staff from the Partner Country in the Partner Country itself wherever possible.
- Inter-project coaching

Grant

- The grant awarded may be used to cover the following expenditure:
- Direct costs
 - Staff costs
 - Travel costs and costs of stay
 - Equipment costs
 - Costs for printing and publishing
 - Other costs
- Indirect costs (overheads or administrative costs).
- The following ceilings should be applied:
 - Indirect costs: maximum 7% of the eligible direct costs
 - Equipment costs: maximum 30% of the eligible direct costs
 - Staff costs: maximum 40% of the total eligible direct costs

Budget

- The EACEA have identified the **budget** as one of the worst completed sections of the application in the last application round, along with sustainability and dissemination, outcomes and activity tables and quality control and monitoring
- **Remember** The minimum grant for both Joint Projects and Structural Measures is €500,000. The maximum grant €1,500,000.

Eligible Cost

- 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
- 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
- be incurred by the beneficiary and its partners
- be recorded in the beneficiary's accounts in accordance with the applicable accounting principles
- 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

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.
 - expenses incurred outside the eligibility period.
 - Contributions in kind shall not constitute eligible costs.

Staff Cost

- 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.
- this cost must be actual cost incurred by the beneficiary and its partners, and staff cost of other organizations is eligible only if it is paid directly or reimbursed by the beneficiary

Travel Cost and Cost of Stay

- travel and subsistence allowances for staff and students taking part in the action/project (for meetings, European conferences, training, study periods etc.)
- Must be 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;

Other Costs

- This category covers any other expenses necessary for the implementation of the project which do not clearly fit into other budget headings.
- For example, these may include
 - costs for dissemination of information (advertising in the media, promotional materials such as pens, bags, posters,
 - renting of premises for dissemination events with prior written approval only)
 - specific external evaluation of the an activity or action (including expert fees for this specific purpose)
 - audits, inter-project coaching (up to a maximum of €2500)
 - bank charges including bank guarantee charges where requested by the European Commission
 - external language courses
 - external IT courses
 - external translation services.
- Exchange losses are not eligible costs and exchange gains are considered as interest and should be reimbursed.

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.

Indirect costs

- Overheads or administrative costs.
- 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 10% of the eligible direct costs and specify from which resources this amount will be financed.

THE APPLICATION PACKAGE

- **Application form:**

This is organized in 6 sections, preceded by the cover page, as follows: Cover page: Identification of the Program call, Action, project title

- **Declaration of Honor by the legal representative of the Applicant Organization**

- **Work plan and Budget**

- **Logical Framework Matrix (LFM)**

- **Mandates**

- **Financial Identification Form**

- **Legal Entities Form**

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

THE APPLICATION PACKAGE

- The duly completed electronic applications forms for Joint Projects and Structural Measures must be sent **no later than 15 February 2011**, 12.00 Brussels time (CET).
- This online submission is considered to be the master copy.
- A complete paper copy of the submitted eForm together with additional documents (see Application Guidelines) must be sent by post to the Agency **by 15 February 2011** (date of postmark) to the following address:

Education, Audiovisual and Culture Executive Agency
Tempus & Bilateral Cooperation with Industrialised Countries
Call for Proposals EACEA/32/10
Office: BOUR 2/17
Avenue du Bourget 1
1140 Bruxelles/Brussel
BELGIQUE/BELGIË

Advice

- Follow the instructions rigorously
- Get the mandates signed in good time
- Prepare all the documentation for submission in good time
 - *DON'T wait until 10.59am on 15 Feb 2011*
- Do not copy and paste from other Tempus proposals (**very dangerous**)

Advice

- Read

http://eacea.ec.europa.eu/tempus/funding/2009/documents/28-2009/instructions_en.pdf

- Start filling in the application form in good time.

http://eacea.ec.europa.eu/tempus/funding/2009/call_eacea_28_2009_en.php