

# TABLE OF CONTENTS

	Page
ABOUT THIS GUIDE.....	3
PART ONE: THE MAIN FEATURES OF TEMPUS.....	5
What is Tempus?.....	5
What does Tempus do? .....	5
How does Tempus work?.....	6
Who is involved? .....	7
Who manages Tempus, and how is it financed? .....	8
How are project proposals selected and grants awarded? .....	9
How are projects monitored?.....	11
The broader context.....	12
Partnership.....	14
Dialogue .....	15
Equal opportunities.....	15



# About this Guide

This Guide has been designed to address several audiences. For ease of reference, the various parts have been colour coded.

All essential information can be obtained from the paper-based version of the Guide. However, the electronic version of the Guide [<http://www.etf.eu.int/Tempus>] provides links to a great deal of additional information and allows potential applicants the possibility to download and complete application forms. The Guide may be amended if significant changes occur. To be sure of consulting the most up-to-date version please, therefore, refer to the website.

**Part One (yellow)** is addressed to the general reader who would like to know *the main features* of the Tempus programme.

**Part Two (grey)** is designed to give the interested reader more specific information. It describes in greater detail *the activities* financed by the Tempus programme and requirements for participation.

**Part Three (blue)** sets out *the eligibility conditions* for participating countries and institutions and the *national priorities* agreed annually between the European Commission and the Partner Countries.

**Part Four (white)** is addressed to those who have decided that they would like to participate in the programme. It provides *application forms* and *guidelines* for completing the forms.

Any comments you might have about this Guide and/or any suggestions as to how it might be improved would be most gratefully received. Please write to the European Commission at DG EAC, B-7 6/65, B-1049 Brussels. E-mail: [Eac-Unit-A5@cec.eu.int](mailto:Eac-Unit-A5@cec.eu.int)

### **How to access further information and the forms electronically**

Information on the programme and documents for downloading may be obtained at the following websites:

- [http://europa.eu.int/comm/education/tempus/index\\_en.html](http://europa.eu.int/comm/education/tempus/index_en.html)
- <http://www.etf.eu.int/Tempus>

Part Four of the Guide for applicants (Guidelines and Application Forms) may be downloaded from:

- <http://www.etf.eu.int/Tempus>

or requested in printed form from:

- [info@etf.eu.int](mailto:info@etf.eu.int)

# Part one: The main features of Tempus

## What is Tempus?

Tempus is one of a number of European Community programmes designed to help the process of social and economic reform and/or development in the Partner Countries<sup>1</sup>. For detailed information consult the website below.

The Tempus programme focuses on the development of the higher education systems in these countries through co-operation with institutions from the Member States of the European Community. The programme is based on the understanding that higher education institutions are of particular importance for the social and economic transition process as well as cultural development; they are also pools of expertise and of human resources and provide for the training of new generations of leaders.

The first Tempus programme lasted from 1990 until 1994. The programme was consolidated and renewed for the 1994-1998 and 1998-2000 periods and, again, for the 2000-2006 period. It has become customary to refer to these periods of the programme as "Tempus I", "Tempus II", "Tempus II bis" and "Tempus III" respectively.

## What does Tempus do?

The Tempus programme is designed to help in the transition and reform processes through a range of mechanisms addressed to the higher education sector. **Note-** within Tempus, the term "university" indicates all types of state-recognised higher education institutions:

- Helping to establish new courses, or in reforming old ones. Tempus can help in establishing a new university syllabus in law, for example, or a medical institute to establish a new course. It can facilitate the introduction of modern, student-focused teaching methodologies;
- Helping educational institutions to restructure. Tempus can help universities to reform, an engineering faculty, or to introduce modern techniques for university management and academic planning;

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<sup>1</sup> [http://europa.eu.int/comm/external\\_relations/see/index.htm](http://europa.eu.int/comm/external_relations/see/index.htm)  
[http://europa.eu.int/comm/external\\_relations/ceeca/index.htm](http://europa.eu.int/comm/external_relations/ceeca/index.htm)  
[http://europa.eu.int/comm/external\\_relations/mideast/intro/index.htm](http://europa.eu.int/comm/external_relations/mideast/intro/index.htm)

- Supporting institutions and individuals involved in higher education in the design and implementation of reform policies and the development of strategies. For example, Tempus can contribute to the development and introduction of a credit system or a strategy for university-industry co-operation at university and/or national level;
- Encouraging institutions (academic and non-academic) to work together in a particular discipline. For example, Tempus can help institutions to set up networks on gas and oil engineering technology;
- Helping higher education institutions to assist the transition process in the wider social, economic and political community outside the strictly-defined academic field – for example, by developing, organising and delivering training courses for customs officials;
- Providing material aid, but only, it should be stressed, in so far as it is needed to achieve the objectives of Tempus-funded projects. Tempus can help, for example, in reconstituting libraries, with subscriptions to academic journals, purchase of computers and other teaching materials.

It should be noted that the Tempus programme is not designed to support research.

## How does Tempus work?

The Tempus programme works in three distinct but inter-linked ways:

- By co-financing, through grants, projects and activities;
- By encouraging co-operation between institutions and between countries;
- By encouraging exchanges, of individuals and of know-how, between the Member States and the Partner Countries, and between the Partner Countries themselves.

The Tempus programme awards three sorts of grants:

- **Joint European Projects** are structured projects to achieve clearly defined objectives over two, or three year periods, and for which grants are awarded primarily to groups of institutions – universities – co-operating together ('consortia'). These represent the main activity of the Tempus programme;
- **Structural and Complementary Measures** are shorter-term support activities, targeted at specific needs, with grants awarded through a relatively light selection and award procedure. These activities can have a duration from a few weeks to one year;

- **Individual Mobility Grants** are awarded to individuals – professors, lecturers, members of staff or ministry officials – in order to help them to travel to other countries for work related to a particular reform process. These grants can vary in duration from one to eight weeks.

Financial assistance is provided in accordance with the rules and regulations set out in a number of basic documents:

- This **Guide for Applicants**;
- The **grant agreement** between the European Commission and consortia of institutions or individuals (standard models available on: <http://www.etf.eu.int/Tempus>);
- **Guidelines** issued, where appropriate, together with the grant agreement (standard models available on: <http://www.etf.eu.int/Tempus>).

## Who is involved?

Two basic families of countries participate in the Tempus programme:

- The **Member States** of the European Community (currently fifteen – Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, the Netherlands, Portugal, Spain, Sweden and the United Kingdom);
- The **Partner Countries** – currently including the **Western Balkan Countries** of Albania, Bosnia and Herzegovina, Croatia, the former Yugoslavia Republic of Macedonia, and Serbia and Montenegro<sup>2</sup>; the **Eastern European and Central Asian Countries** of Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Mongolia, Russian Federation, Tajikistan, Turkmenistan, Ukraine and Uzbekistan; and the **Mediterranean Partners**, consisting of Algeria, Egypt, Israel<sup>3</sup>, Jordan, Lebanon, Morocco, the Palestinian Authority, Syria and Tunisia.

Institutions from the following groups of countries may participate in Tempus projects, but on a self-financing basis:

- The **Acceding Candidate Countries** (currently ten – the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, the Slovak Republic, Slovenia, Cyprus and Malta); the Central and Eastern European Acceding Countries participated in Tempus from

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<sup>2</sup> Kosovo is under interim international civil administration in line with UN Security Council Resolution 1244 of 10 June 1999.

<sup>3</sup> Since it does not benefit from MEDA bilateral funds the participation of Israel is on a self-funding basis.

1990-2000 as Partner Countries and have a wealth of experience and positive results which could prove useful to project consortia;

- The remaining **Candidate Countries** (currently three – Bulgaria, Romania and Turkey); Bulgaria and Romania also participated in Tempus from 1990-2000 as Partner Countries and have a wealth of experience and positive results which could prove useful to project consortia;
- Members of the **Group of 24** other than the Member States of the European Community; (currently Australia, Canada, Iceland, Japan, Liechtenstein, Norway, New Zealand, Switzerland and the United States of America).

Institutions and organisations which may participate in the Tempus programme range from higher education institutions through to non-academic institutions such as non-governmental organisations, business companies, industries and public authorities.

## Who manages Tempus, and how is it financed?

The Tempus programme is managed by the **European Commission** (Directorate-General for Education and Culture), which is based in Brussels, Belgium. Technical assistance is provided to the European Commission by the Tempus Department of the **European Training Foundation**, which is based in Turin, Italy. The European Commission relies on a network of offices and officers in the Member States and Partner Countries as follows:

- Each European Community Member State nominates a **National Contact Point** whose roles include acting as a reference point, providing information, and otherwise helping participating institutions from that particular Member State as well as facilitating co-operation with the Partner Countries;
- In the Western Balkans, in Eastern Europe and in Central Asia the European Commission and the local authorities have together established **National Tempus Offices** to perform a similar role. In the Mediterranean region the establishment of such offices is currently under way.

The European Commission is assisted in establishing overall political guidelines by the **Tempus Committee**, composed of representatives of the Member States.

Within the European Commission, three separate entities are involved in the policy development and technical assistance underlying the Tempus programme:

- The Directorate General for Education and Culture is in overall charge of the programme;



- The Directorate General for External Relations co-ordinates the external relations activities of the European Commission;
- EuropeAid Co-operation Office, a service of the European Commission established in 2000, is responsible for the execution of most of the external aid instruments of the European Commission.

Finance for the Tempus Programme is drawn from the three general programmes for the regions involved (see "the broader context" below), as approved by the twin arms of the European Community's budgetary authority – the **European Parliament** and the **Council**.

With regard to country's specific priorities, Partner Countries' authorities actively participate in the identification of those priorities which best meet national needs.

The Tempus programme involves a large number of actors. However, a part from the other members of a consortium, participating institutions or individuals would normally deal only with the European Commission and with the European Training Foundation's Tempus Department.

## **How are project proposals selected and grants awarded?**

Deadlines for applications are indicated by this Guide – once a year for Joint European Projects, twice a year for Structural and Complementary Measures and three times a year for Individual Mobility Grants.

### **Joint European Projects**

Applications that respect the relevant deadline are checked to establish that all of the basic requirements and criteria have been met and that all necessary supporting documentation has been provided.

Selection criteria are established to assess the grant applicant's ability to complete the proposed project. The exclusion, selection and award criteria for Joint European Projects are described in Part 4 of this Guide.

The European Commission takes a final decision on the awarding of grants, having consulted with the Partner Country ministries and taking into account the assessments of the academic panels and the European Training Foundation's Tempus Department.

### **Structural and Complementary Measures**

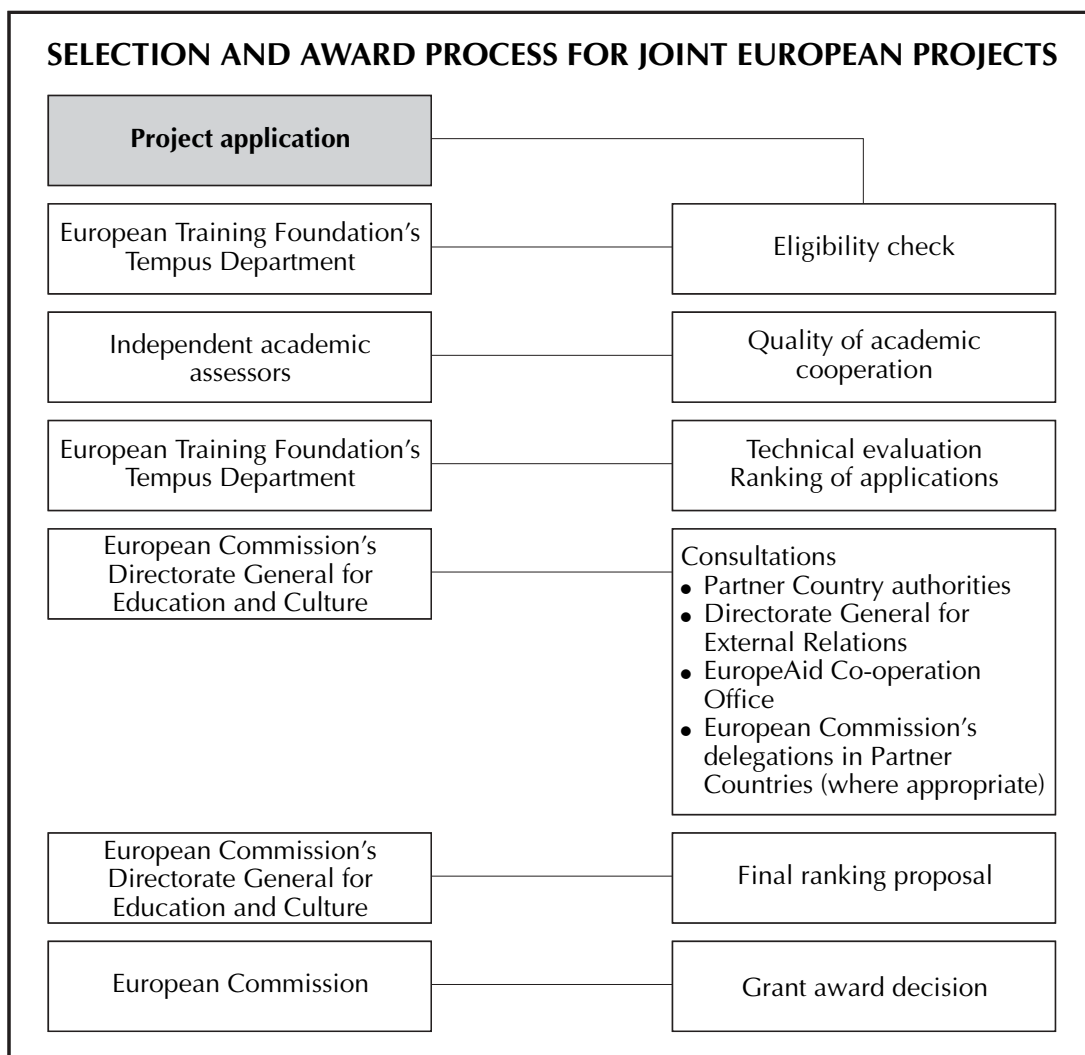
Applications that respect the relevant deadline are checked to establish that all of the basic requirements and criteria have been met and that all necessary supporting documentation has been provided.

Selection criteria are established to assess the grant applicant's ability to complete the proposed project. The exclusion, selection and award criteria for Structural and Complementary Measures are described in Part 4 of this Guide.

The European Commission takes a final decision on the awarding of grants, after consultation with the Partner Country ministries.

### Individual Mobility Grants

The award procedure and the related criteria are described in Part 4 of this Guide. The European Commission takes the final decision.



## How are projects monitored?

The Commission implements its project monitoring policy in a number of ways: preventive project monitoring, desk monitoring, financial monitoring and visits to projects (field monitoring).

**The aim** of the project monitoring policy is twofold:

- To provide projects with guidance and advice to optimise the organisation of their activities and to achieve sustainable outcomes in line with the project objective(s);
- To provide the European Commission with a tool for ensuring that the grant expenditure complies with the Tempus programme's contractual rules.

The range of monitoring procedures to which a project may be subject are as follows:

- *Preventive project monitoring*: on specific request of the project contractor/ coordinator and by means of written communications, the European Commission provides, on an on-going basis, guidance on the interpretation of underlying grant rules as well as advice regarding project activities and planning on a case-by-case basis;
- *Desk monitoring*: at predetermined stages in the project life cycle, projects are requested to report by means of various progress report(s) on the essential activities developed. They are given the opportunity to provide forward planning with respect to both project outcomes and available budget. On the basis of these reports the progress made towards the project objective(s) is analysed and evaluated;
- *Financial monitoring*: throughout the project cycle, the financial management of the project is monitored on the basis of reporting documents provided by the grantholder. The assessment of these documents ascertains whether the expenditure covered by the awarded Tempus grant is in accordance with the underlying grant rules for the project. In addition to the financial assessment, the European Commission organises financial audit visits to grantholders on a sampling basis to assess and check project management;
- *Visits to projects (field monitoring)*: visits to projects are organised by the European Commission to provide insights on progress and achievements and to provide direct and practical guidance to solve potential implementation problems.

## The broader context

The Tempus programme provides part of the European Community's assistance to the transition process in the Partner Countries, which is more generally governed by three programmes:

- **"CARDS"** for the Western Balkans:  
[http://europa.eu.int/comm/external\\_relations/see/docs/cards/sp02\\_06.pdf](http://europa.eu.int/comm/external_relations/see/docs/cards/sp02_06.pdf)
- **"MEDA"** for the Mediterranean countries:  
[http://europa.eu.int/comm/external\\_relations/euomed/index.htm](http://europa.eu.int/comm/external_relations/euomed/index.htm)
- and **"Tacis"** for Eastern Europe and Central Asia:  
[http:// europa.eu.int/comm/external\\_relations/ceeca/tacis/reg99\\_00.pdf](http://europa.eu.int/comm/external_relations/ceeca/tacis/reg99_00.pdf)

Assistance provided by the CARDS, MEDA and Tacis programmes takes a variety of forms, including support for institutional, legal and administrative reform through transfer of know-how and training, and contributing to a greater understanding of different cultures.

It is clearly important for all European Community assistance and co-operation activities to work in a complementary fashion. The Tempus programme's complementarity with the broader transition context is assured through three mechanisms:

- First, activities supported by the Tempus programme must be in line with the overall priorities and objectives established by the **CARDS, MEDA and Tacis Regulations** respectively.
- Second, activities supported by the programme must be in line with the priorities and objectives set out in:
  - The **Stabilisation and Association Agreements (CARDS)**:  
[http://europa.eu.int/comm/external\\_relations/see/docs/index.htm](http://europa.eu.int/comm/external_relations/see/docs/index.htm)
  - The **Euro-Mediterranean Partnership (MEDA)**:  
[http://europa.eu.int/comm/external\\_relations/euomed/index.htm](http://europa.eu.int/comm/external_relations/euomed/index.htm)
  - The **Partnership and Co-operation Agreements (Tacis)**:  
[http:// europa.eu.int/ comm/ external\\_relations/ ceeca/ pca/ index.htm](http:// europa.eu.int/ comm/ external_relations/ ceeca/ pca/ index.htm)
- Third, in the case of some Partner Countries, activities supported by the programme must be in line with the **indicative priorities** established by the European Commission in consultation with the authorities in those countries.

## **The CARDS context**

The developing **Stabilisation and Association Process** offers Albania, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, and Serbia and Montenegro, a prospect of European integration, based on a progressive approach adapted to the situation of each country

[[http://europa.eu.int/comm/external\\_relations/see/index.htm](http://europa.eu.int/comm/external_relations/see/index.htm)].

These countries have agreed to gear their political, economic and institutional development to the values and models underpinning the European Community, with particular emphasis on; democracy, respect for human rights and a market economy. The European Community will support and assist them in introducing the reforms necessary to progress in these areas, notably through the CARDS programme.

The Stability Pact, launched at the initiative of the European Community in June 1999, aims to bring peace, stability and economic development to the region (<http://www.stabilitypact.org>). The Stability Pact embraces the countries of the area as well as many other European and non-European countries and organisations.

The co-ordination of activities of the Stability Pact in the fields of education and youth is ensured by the Graz Process, an initiative of the Austrian European Community presidency launched in October 1998 (<http://www.see-educoop.net>). The Graz Process has established several working groups, including one on higher education, which serve as platforms for discussion, policy co-ordination and development and advocacy for education co-ordination with South-East Europe.

## **The MEDA Context**

The South and East Mediterranean and the Middle East together represent an area of vital strategic importance for the European Union. The European Union's policy towards the Mediterranean region is governed by the Euro-Mediterranean Partnership launched at the 1995 Barcelona Conference between the European Union and its Mediterranean Partners. The Barcelona Declaration adopted at the Conference also recognises the essential contribution civil society can make in the process of development of the Euro-Mediterranean partnership, promoting understanding and closeness between peoples, and the importance of encouraging contacts and exchanges between young people in the context of programmes for decentralised co-operation. The extension of Tempus to the Mediterranean partners (2002) was seen as a reinforcement of this overall process and as part of the wider strategy to strengthen dialogue between peoples and cultures in the European Union and the Mediterranean.

The MEDA Programme is the principal financial instrument of the European Union for the implementation of the Euro-Mediterranean Partnership. The legal basis for the MEDA Programme is the 1996 MEDA Regulation. This Regulation was amended in November 2000. It has become customary to refer to the amended Regulation as MEDA II.

## The Tacis Context

Since the beginning of the nineties, the EU has developed a much more formal and political relationship with 13 countries of Eastern Europe and Central Asia: building strong trading links is a major objective, but the overall aim is to foster enduring political, economic and cultural links, so as to ensure peace and security. In order to ensure co-ordination of all activities of the European Union and its Member States, the EU has drawn up **Common strategies**, setting out overall policy guidelines for activities with individual countries<sup>4</sup>. The formalisation of bilateral relations between the EU and individual partner countries has been achieved through the negotiation of **Partnership and Co-operation Agreements (PCAs)**, now in force with ten of the Eastern European and Central Asian countries<sup>5</sup>.

Launched by the EC in 1991, the **Tacis** Programme provides grant-financed technical assistance to 13 countries of Eastern Europe and Central Asia (Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Mongolia, Russia, Tajikistan, Turkmenistan, Ukraine and Uzbekistan), and mainly aims at enhancing the transition process in these countries. When Tacis was initiated, technical assistance was a stand-alone activity, whereas the programme is now part of the complex and evolving relationship with each of the 13 countries concerned.

## Partnership

The Tempus programme is more than a form of co-operation. It involves a strong element of partnership. Tempus encourages the creation of links and networks and the habit of working together, and in this way to overcome such common problems as, for example, mutual recognition of degrees and credits, and the provision of the infrastructure for student mobility. Many of these links and habits will continue to exist and thrive once specific Tempus funding has ceased. The programme is, therefore, of mutual benefit to all of the countries and institutions involved.

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<sup>4</sup> Common strategies are an innovation of the Amsterdam Treaty (article 13 of the Treaty on the European Union). They are decided by the European Council, on a recommendation from the Council, in areas where the Member States have important interests. Each strategy specifies its objectives, its duration and the resources that will have to be provided by the EU and the Member States. The Council implements them by adopting joint actions and common positions. The first common strategy, concerning Russia, was adopted in June 1999. Another common strategy was adopted in December 1999 for Ukraine:  
[http://europa.eu.int/comm/external\\_relations/ceeca/com\\_strat/index.htm](http://europa.eu.int/comm/external_relations/ceeca/com_strat/index.htm).

<sup>5</sup> PCAs are legal frameworks, based on the respect of democratic principles and human rights, setting out the political, economic and trade relationship between the EU and its partner countries. Each PCA is a ten-year bilateral treaty signed and ratified by the EU and the individual state.

## **Dialogue**

At a broader level, the Tempus programme aims to promote understanding between, and rapprochement of, cultures and people through cooperation, partnership and structured dialogue.

## **Equal opportunities**

Potential applicants should note that the Tempus programme is strongly committed to the implementation of the principle of equal opportunities in order to ensure that no group of citizens is excluded from its activities. Project promoters are therefore asked to include in their project respect for and promotion of equal opportunities for all groups of citizens.

