



TEMPUS

Modernising higher education

Management of Tempus projects

Kick-off meetings, November-December , 2012

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



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Elements of good management in Tempus projects:

- ❖ Awareness of Tempus rules
- ❖ Good planning
- ❖ Clear division/delegation of tasks and responsibilities
- ❖ Existence of project teams at each of partner institutions (teams should consist of managing, teaching, administrative and technical staff)
- ❖ Transparent decision-making procedures
- ❖ Communication
- ❖ Support of institutional authorities
- ❖ A problem-solving approach
- ❖ Appropriate dissemination of project results
- ❖ Continuous self-evaluation

Relevant documentation that all partners should be aware of:

- ❖ Full text of the project proposal (be aware that you might need to adjust/reduce some of initially planned budgetary allocations)
- ❖ Text of the Grant Agreement and all its annexes
- ❖ Guidelines for the Use of the Grant for generation of projects 2012
- ❖ Frequently asked questions for generation of projects 2012
- ❖ Staff Convention and Individual Mobility Report forms (Reference: daily rates for Staff Costs and Ceilings for Costs of Stay)
 - ❖ **Novelty** – time-sheets have to be attached to each Staff Convention
- ❖ Link for all documents (apart from the project proposal) can be found:
http://eacea.ec.europa.eu/tempus/beneficiaries/beneficiaries_tempus4_2012_en.php
- *Frequently asked questions in Serbian*
<http://www.tempus.ac.rs/sr/home/tempus-projekti-u-srbiji/cesto-postavljana-pitanja/#sprovedjenje-projekata>

Relevant documentation addressing financial aspects of projects implementation all partners should be aware of (EACEA documents):

❖ **Financial Information Kit**

http://eacea.ec.europa.eu/about/documents/fik_1202.pdf

❖ **Report on Factual Findings on the Final Financial Report (Word document)**

- ***Agreement of institutions at the national level (non-EACEA document)– document in Serbian adopted by*** University of Belgrade, University of Novi Sad, University of Nis, University of Kragujevac and State University of Novi Pazar

Management of the grant:

- ❖ is based on Grant agreement and other previously presented relevant documents, as well as on **partnership agreements** grantholder institution is signing with all partners in the project
 - ❖ **Example of Tempus partnership agreement** presented at the meeting in Brussels

- ❖ **Payment arrangements (EACEA):**
 - Pre-financing (60%)
 - Further pre-financing (30%)
 - Payment of the Balance (max. 10%)

- ❖ **External Audit Report** required for grants of €750,000 or more
 - financed under the 'Other Costs' budget heading

- ❖ **Bank Account**

The account or sub-account must identify the project payments – it is highly recommended for all the partners to have separate project accounts to identify transactions more easily.

Management:

- ❖ Co-financing should be divided among partners
- ❖ Be aware of ineligible costs (e.g. VAT, hospitality costs, registration fees for courses, seminars, symposia, conferences, congresses, etc.)
- ❖ Transfer between budget headings is possible but not more than 10%

For all questions that not clearly covered by above documents contact:

- 1.NTO or /and – project officer responsible, Nina Stojanovic
- 2 EACEA desk officer – Piia Heinamaki

- ❖ Communication with EACEA goes through project coordinator
- ❖ Examples of changes during the course of the project implementation which must be reported to and/or need to be approved in advance by EACEA:
 - ❖ addition or withdrawal of co-beneficiary, changes of contact persons, changes in project workplan, changes in budget headings over 10%, etc...

Examples of two approached to project management :

1. *WBC Virtual Manufacturing Network – Fostering an Integration of the Knowledge Triangle*

http://www.tempus.ac.rs/uploads/Primer%20dobre%20prakse_WBC-VMnet.pdf

http://eacea.ec.europa.eu/tempus/events/2010/documents/meetin_proj_repr_6-7_12_10/doc_11_university_case_study_from_serbia_prof_vesna_mandic.pdf

2. *Reforming foreign language studies in Serbia*

<http://refless.rs/autonomy>

“We have understood that the essential ingredients of literally every bigger project that aims to be a success is the Triple-I: Institutions, Individuals and Interactions.”



Reporting on activities and outcomes

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Reports to be submitted to EACEA

1. Intermediate Report

When 70% of the 1st pre-financing has been disbursed but not later than 15th April 2014 for 3 year projects

2. Final Report

2 months after the end of the eligibility period

Monitoring done by the National Tempus offices:

- ❖ Preventive (most likely to happen in the first quarter of 2013)
- ❖ Advisory (after the first half of project implementation)

NTO reports are sent to EACEA desk officer

NTO monitoring questionnaire contains questions about:

- Relevance – is project still relevant in terms of its goals and achievements?
- Efficiency – are the activities in work-packages done on time?
- Effectiveness – how well are project specific objectives met?
- Impact – at the level of departments, faculty, university....
- Sustainability – what would stay after Tempus project is finished?

- ❖ NTO monitoring is based on deliverable achievement.

Materials to be submitted to NTO Serbia include:

- accurate data on institution project team, information on larger events and conferences, information on all relevant outcomes/outputs, minutes of the meetings, etc.

Examples of Sustainability:

- ❖ Accreditation of the new curriculum
- ❖ Memorandum of understanding between the project partners to continue the collaboration after the end of the project
- ❖ Agreements with other stakeholders

Examples of dissemination activities:

- ❖ Set up a project website (indicate the link)
- ❖ Brochures, newsletters of the partners
- ❖ Organisation of workshops, seminars, final conference
- ❖ Information in the newspapers

Remarks on Quality control and Monitoring

- emphasis on indicators of progress and their measuring

Visibility of Tempus funding:

Any project event or activity should clearly specify that it is funded by the Tempus programme.

*Any project publication should mention the following sentence:
“This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.”*

Material produced for project activities, such as training material, projects websites, special events, posters, leaflets, press releases, CD ROMs, etc must bear the Tempus logo.

No changes in colour and content are authorised. The logo should not be distorted, nor rotated

More on visibility of projects and logo at:

http://eacea.ec.europa.eu/tempus/beneficiaries/beneficiaries_tempus4_en.php



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Thank you for your attention!

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