

Guidelines for Programmes under EEA Programme Area *Scholarships* and
Norway Grants Programme Area *Bilateral Scholarship Programme*

EEA and Norwegian Financial Mechanisms 2009-2014

Table of contents

Table of contents.....	1
1 General provisions.....	3
1.1 Introduction	3
1.2 Legal framework	3
1.3 Definitions	3
1.4 Scope and limitation of these Guidelines	3
1.5 Purpose of the Guidelines.....	4
1.6 Overall financial framework.....	4
2 Scholarship programme principles and objective	4
2.1 General principles	4
2.2 Status, scope and content of Scholarship programmes	5
2.3 Activities within Scholarship programmes.....	5
2.4 Strengthening bilateral relations	6
2.5 Programme operators (PO).....	7
2.6 Donor programme partners (DPP).....	7
3 Programme proposal.....	8
3.1 Executive summary	8
3.2 Basic information	8
3.3 Relevance of the Programme	8
3.4 Programme motivation and justification	9
3.5 Programme objectives and indicators	11
3.6 Target groups of the Programme.....	19
3.7 Risk and uncertainty.....	20
3.8 Bilateral relations	21

*Guidelines for EEA Grants Programme Area Scholarships and Norway Grants Programme Area
Bilateral Scholarship Programme*

3.9	Pre-defined projects	21
3.10	Sub-contracting.....	21
3.11	Cross cutting issues.....	22
3.12	Project monitoring by the Programme Operator	22
3.13	Information and publicity	23
3.14	Management.....	24
3.15	Budget	27
3.16	Overview of annexes required to the Programme proposal	30
3.17	Signatures.....	30
Annex IX Actions and measures		33
Measure 1 Preparatory visit.....		33
Measure 2 Mobility projects in higher education		34
Measure 3 Mobility projects in other educational institutions / education related institutions		36
Measure 4 Inter-institutional cooperation projects between higher education institutions...		37
Measure 5 Inter-institutional cooperation projects in education/training.....		39
Measure 6: Temporary positions or chairs in higher education institutions		40
Measure 7: Pre-defined projects regarding specific issues agreed in the programme proposal		41
Measure 8: Institutional projects aimed at enhancing quality of education in BS		42
Measure 9a: Projects supporting national or European policy initiatives in Higher Education		43
Measure 9b: Projects supporting national or European policy initiatives in the Education/Training sector		44
Measure 10: Innovative actions and measures.....		45
Annex X Terms of Reference for Donor State public entities acting as donor programme partners 46		
Annex XI Terminology used in the framework of Scholarship programmes.....		50

1 General provisions

1.1 Introduction

The present Guidelines address scholarship programmes as well as scholarship components under other programmes funded through the EEA and Norwegian Financial Mechanisms 2009-2014 (*EEA and NORWAY GRANTS*).

1.2 Legal framework

The following documents constitute the legally binding framework documents which apply to the Guidelines:

- the Protocol 38b to the EEA Agreement;
- the Memorandum of Understanding (*MoU*) agreed between the Donor State(s) on the one hand, and each Beneficiary State on the other;
- the *Regulation* on the implementation of the European Economic Area (EEA) Financial Mechanism 2009-2014 and the *Regulation* on the implementation of the Norwegian Financial Mechanism 2009-2014 (*the Regulation*).

The Norwegian *Regulation* shall apply to measures under Programme Area 24, Bilateral Scholarship Programme (PA24), and the EEA *Regulation* shall apply to measures under Programme Area 19, Scholarships, (PA19) and to measures which are eligible under both Mechanisms.

It should be noted that these Guidelines do not repeat the rules and information contained in the legal framework documents. The Guidelines contain references to relevant articles of the *Regulation*, but this does not dispense the user from having to refer to the *Regulation*, which will apply in the case of inconsistency. Special note should be taken of Annex 9 to the *Regulation*, the Programme Operators' Manual (*POM*) which should be read in parallel with these Guidelines.

The Guidelines have been adopted in accordance with Article 13.4.3 of the *Regulation*.

1.3 Definitions

The definitions of article 1.5 of the *Regulation* apply. Terminology which is specifically used for description of Scholarship programmes is included in annex X.

1.4 Scope and limitation of these Guidelines

The Guidelines apply to Scholarship programmes which are agreed in the Memorandum of Understanding concluded between each Beneficiary State (BS) and the Donor state(s) (DS). The Guidelines may also be applied to Scholarship components in other programmes, in which case their precise application shall be stipulated in the specific programme agreement. The Guidelines do not apply to other small grant schemes.

Regulation Article 5.6, *Small grant schemes within a programme*, does not apply to Scholarship programmes.

1.5 Purpose of the Guidelines

The purpose of the present Guidelines is to clarify specific references made to Scholarship programmes in the *Regulation*, to provide guidance to Programme Operators in the development of Scholarship programmes as well as providing guiding principles for the specific modalities relating to the development and implementation of such programmes.

The approach presented in the Guidelines is based on proposals and best practice examples coming out of monitoring and evaluation of the Scholarship funds in the 2004-09 funding period, and on feedback from Beneficiary States during the consultation process on the Guidelines which took place in the period [Date 2011 to Date 2011]

The Guidelines build on the assumption that successful Scholarship programme measures, both individual mobility measures and institutional cooperation projects, require close collaboration and dialogue on an institutional level between the relevant institutions in the Donor states on the one hand and in Beneficiary states on the other, both on local and the national coordinating level. It is believed that a common approach and a common understanding of the key elements of the measures are required to facilitate the collaboration and ensure an efficient and effective implementation of the programmes and projects, and there is therefore a need for a certain degree of streamlining of programme set-ups and procedures.

It should be underlined that the main objective of the Guidelines is to regulate the aspects of Scholarship programmes where the good functioning of the scheme as a whole requires a common approach in all BS/DS. The Guidelines should, however, not preclude a certain degree of flexibility to be applied in order to meet specific needs in special cases.

The Guidelines define and describe the main type of measures/actions that can be included in a Scholarship programme and the modalities that are applicable for each type of measure. The specific programme proposals shall stipulate which of the measures and actions are included in the country specific programmes. Additional measures/actions, alternative and additional programme modalities and rules may, if duly explained and motivated, be proposed in the individual programme proposal.

1.6 Overall financial framework

The country specific MoUs set aside the total amount allocated to the Scholarship programme of a Beneficiary State from each of the Funding Mechanisms. Funds may be allocated to both EEA Grants Programme Area 19, *Scholarships*, (PA19) and to Norway Grants Programme Area 24, *Bilateral Scholarship Programme* (PA24).

2 Scholarship programme principles and objective

2.1 General principles

A Scholarship programme may be established under PA 19 or under PA 24. If funds are allocated to both programme areas, they shall be combined into one Scholarship programme.

Scholarship programmes are considered *Donor Partnership Programmes* as defined in *Regulation* Article 3.2.

The project measures of Scholarship programmes shall primarily be dedicated to *donor partnership projects* as defined in *Regulation* Articles 1.5.1(c).

Scholarship programmes shall build on these Guidelines and comply with the framework documents mentioned in 1.2. The programme proposal shall be submitted by the Programme Operator using the template for Scholarship programmes contained in chapter 3 of these Guidelines.

Scholarship components may be funded under other programmes that include an educational or training objective.

2.2 Status, scope and content of Scholarship programmes

Scholarship programmes shall be set up as clearly identifiable programmes, separate from other similar programmes. The beneficiaries of the programmes shall always be identified as EEA/Norway Scholarship grant holders in granting statements, reporting, statistics, information, and publicity.

The scope and content of the programmes shall be in accordance with the objectives of the relevant Priority Sector and Programme Areas and the expected outcomes defined in the Programme Area descriptions (cf. Annex 1 to *Regulation*). Within this framework, each programme may introduce thematic foci or priority area(s). The programme proposal shall specify which of the measures described in these Guidelines are included in the country specific programme, as well as any focus or priority area(s). Thematic foci or priority areas may also be introduced in the annual calls, allowing for the focus to vary during the course of the life of a programme.

Introduction of new and innovative features in terms of actions supported, procedures and management structures are encouraged provided such features comply with the objectives of the programme area and the programming approach. Such features should be explained and justified in the individual programme proposal.

2.3 Activities within Scholarship programmes

Activities cover a set of measures and actions and are relevant for different types of institutions. Measure 2, 4 and 6 are directed exclusively towards higher education institutions and their possible partners (cf. *Regulation* 1.5.1(w)), whereas measure 3 and 5 are relevant for educational / educationally related institutions at all levels of the educational system and their possible partners. Measure 1 is relevant to both these sets of applicants. Measure 1 will be funded by the share of the programme budget referred to in *Regulation* Article 3.6.1(a), Funds for bilateral relations.

Measure 2, 3, 4, 5, 6, and 7 are exclusively dedicated to donor partnership projects. Measures 9-10 should encourage donor partnership projects and may be open to multilateral projects with partners from DS, BS and other EEA states.

Select relevant measures to be included in the programme proposal from the following list:

- *Measure 1: Preparatory visits*, helping to establish contacts with prospective partners in view of entering into closer cooperation (EEA/Norway grants)
- *Measure 2: Mobility projects in higher education*, for higher education students, higher education research, teaching and technical/administrative staff, doctoral students and post-doctoral fellows. Includes placements for students and recent graduates in organisations or enterprises in another participating country and cooperation between education institutions

and companies, and participation in summer schools and predefined projects (EEA/Norway grants)

- *Measure 3: Mobility projects in other educational institutions / education related institutions*, for all institutions and organisations engaged in education and related to topics relevant for primary, secondary, vocational and/or adult education/training. Higher education institutions may participate in projects of a cross-sectoral nature (EEA grants)
- *Measure 4: Inter- institutional cooperation projects between higher education institutions* (EEA and Norway grants)
 - Partnerships
 - Course development
 - Intensive programmes in specific subject areas
 - Cooperation between enterprises and educational institutions
- *Measure 5: Inter-institutional cooperation in education/training* at all levels of the education sector. Higher education institutions may participate in projects of a cross-sectoral nature. (EEA grants)
- *Measure 6: Temporary positions or chairs in higher education institutions* in participating countries, support of institutional initiatives regarding the establishment of chairs or positions for guest researchers from other participating countries (EEA and Norway grants)
- *Measure 7 Pre-defined projects regarding specific issues agreed in the programme proposal* (EEA and Norway grants)
- *Measure 8 Unilateral institutional projects aimed at enhancing quality of education in Beneficiary States* (EEA grants).
- *Measure 9a Projects supporting national or European policy initiatives in Higher Education* (EEA and Norway grants)
- *Measure 9b Projects supporting national or European policy initiatives in the Education/ Training sector* (EEA grants)
- *Measure 10 Innovative actions and measures* (EEA and Norway grants)

Eligibility rules, grant size, duration, co-financing requirements, application procedures and specific reporting requirements for each measure are defined in Annex IX.

Furthermore, it is recommended that the two following actions are included in all Scholarship programmes:

- Complementary actions as defined in *Regulation* Article 7.11. The programme operators should in particular set aside funds to allow for cooperation and exchange of experiences and good practice between programme operators.
- Funds for bilateral relations described in *Regulation* Article 3.6.1(b).

2.4 Strengthening bilateral relations

In order to foster development of bilateral relations between donor states and beneficiary states, each Scholarship programme should contain elements that support and enhance such relations:

- Mobility measures shall include individual mobility both to and from DS and BS (two-way mobility), and balanced flows should be encouraged as far as possible. Mobility flows under EU programmes may be taken into consideration when establishing targets.
- All scholarship programmes should include cooperation projects in addition to mobility measures. If a Scholarship programme contains only individual mobility measures this must be duly justified in the programme proposal.
- All scholarship programmes shall involve project partners from donor state(s).
- Donor partnership projects shall be carried out within the framework of partnerships agreements between the co-operating institutions. Cf. *Regulation* Article 6.8.
- In accordance with Article 3.6 of the *Regulation*, a share of the programme budget shall be set aside for a fund for bilateral relations at programme level. In addition, as described in Article 3.5 of the *Regulation*, funds for bilateral relations at national level shall be set aside, which may also be used prior to or during preparation of a programme proposal.

2.5 Programme operators (PO)

Selection of programme operators: Programme Operators should have solid experience in managing international educational cooperation programmes, such as entities managing the EU Lifelong Learning Programme or Fund Operators having successfully managed a scholarship fund under the 2004-2009 Financial Mechanisms.

Responsibilities of programme operators

The PO has overall responsibility for

- preparing and implementing the programme
- daily management of the programme
- the results to be achieved in the programme

2.6 Donor programme partners (DPP)

All Scholarship programmes shall have one or more Donor Programme Partners (DPP) designated by the individual Donor State. The role, tasks and responsibilities of a Donor Programme Partner are described in the Terms of Reference for Donor State public entities acting as donor programme partners, Annex X.

The DPP(s) shall cooperate with the PO in the development and implementation phase of the programme. The specific modalities of cooperation between the different DPPs and the PO shall be described in the programme proposal, and may thus vary between BS. It is recommended that an agreement is drawn up between the PO and DPP(s) in order to clarify the level of involvement and the mutual expectations. In line with the Terms of Reference for DPPs, DPPs will normally carry out the tasks of Contact Point for the programme in the Donor State.

3 Programme proposal

The Scholarship programme proposal shall be submitted using the template below, which is identical in structure to the Programme Proposal Template in Attachment 1 to the POM/*Regulation* Annex 9.

The template includes *Common guidelines* for Scholarship programmes on points where there is a need for a common approach.

The POM contains detailed guidance on the various points of the programme proposal. The template below refers to the instructions provided in the POM and attachment 1 to the POM and includes additional instructions (**in bold**) specifically related to Scholarship programme proposals. Finally, the template proposes standard texts (*in italics*) to be used in Scholarship programmes proposals whenever appropriate for the individual BS Scholarship programme.

3.1 Executive summary

This section shall provide a summary of the Programme proposal

3.2 Basic information

Provide basic Programme details to identify the Programme:

- Name of the programme: *EEA/Norway Grants Scholarship Programme <Country Name>*
- Name of Programme area(s) addressed (refer to the MoU). **Select one or both:**
 - *EEA Grants Programme area 19, Scholarships*
 - *Norway Grants Programme Area 24, Bilateral Scholarship Programme*
- Name of the Programme Operator
- Name and country of origin of Programme partner(s) or contact points **Select the relevant DPP(s):** *The Icelandic Centre for Research (RANNIS), Iceland, National Agency for International Education Affairs (AIBA), Liechtenstein, Norwegian Centre for International Cooperation in Education (SIU), Norway.*

3.3 Relevance of the Programme

Relevant issues arising from European and national developments, priorities and policies in the field should be mentioned. Reference may be made to the Programme area descriptions' section on "relevance of support": *Cooperation within the fields of education and research is an objective shared by all European countries. The significance of transnational cooperation has been highlighted by Ministers in charge of education and research in the EU and the EEA EFTA States as part of the Bologna Process and the development of the European Higher Education Area, the development of the European Research Area as well as the Lisbon Strategy and the European Strategic Framework for Cooperation in Education and Training 2020.*

Internationalisation remains an important aim for higher education institutions in Europe and promoted by educational authorities worldwide.

3.4 Programme motivation and justification

3.4.1 Challenges and needs analysis

Define and describe the challenges and needs in the Beneficiary State in relation to student mobility, staff mobility, institutional cooperation and bilateral relations in the education sector, including a description of the intended effect on the direct target groups and target institutions of the Programme.

Select one or more target groups of the Programme from the following list:

- *Students and trainees in all forms of higher education level education and training*
- *Recent graduates seeking job training opportunities abroad*
- *Higher education institutions, as defined by the participating countries*
- *Teachers, trainers, managers, leaders and other staff within higher education institutions*
- *Doctoral students, post-doctoral fellows and researchers*
- *Staff from enterprises involved in teaching/education/training activities*
- *Associations and representatives of associations involved in higher education, including relevant student, university, and teacher/trainer associations*
- *Enterprises, social partners and other representatives of working life cooperating with accredited educational institutions*
- *Public and private organisations, including not-for-profit organisations and NGOs, responsible for the organisation and delivery of education and training at local, regional and national levels*
- *Research centres and bodies concerned with lifelong learning issues*
- *Bodies providing guidance, counselling and information services related to education/training*
- *Bodies responsible for systems and policies in education and local, regional and/or national level.*
- *Schools and other institutions providing education and/or training at all levels*
- *Managers, leaders, teachers, trainers, administrators and technical staff from eligible institutions*

List objective sources.

Describe funding gaps, existing complementary funding and any previous experience with funding.

3.4.2 Public and private structures relevant to the Programme area

Describe the different parts of the Beneficiary State's public administration and/or regional and local authorities and/or private sector and/or non-governmental sector in relation to this Programme.

3.4.3 Legislation relevant to the Programme area

List EU and national legislation relevant to the Programme area and how the Programme complies with these.

3.4.4 State aid and public procurement

Describe how state aid legislation is applicable to the Programme and how such issues are addressed (e.g. state aid schemes, block exemptions, notifications, use of guidelines). Provide specific reference as necessary.

Describe how public procurement legislation is applicable to the Programme and how such issues are addressed.

3.4.5 Justification for programme strategy

Describe the strategy of the Programme, including the reasoning behind choosing this strategy and how the strategy is supposed to deliver the expected outcome(s).

3.5 Programme objectives and indicators

Please refer to the Article 1.5 of the Regulations for definitions of a Programme and projects.

Refer to chapter 2 of the POM for definitions of the objective, expected outcome, outputs and indicators.

The objective, expected outcome(s), outputs and indicators are key elements in identifying the priorities of a Programme. For this reason, when a call is held (ref. section 3.14.3 of the POM) the identified objective, outcome(s), outputs and indicators will be a decisive factor in the Programme Operator's selection of project proposals.

3.5.1 Objective of Programme (expected impact)

Programme area: Scholarships / Bilateral Scholarship Programme

Programme objective: *Enhanced human capital and knowledge base in the Beneficiary States.*

Indicators are not required at the objective level.

Also ensure that the information provided in the Statistical attachment is copied here.

3.5.2 Programme expected outcome

Select the Programme's expected outcome(s) and indicator(s) from the following list. Other indicators may be added:

#	Outcome Programme Area 19	Indicator	Description	Indicator value		Source of verification
				Baseline	Target	
1	<i>Increased higher education student and staff mobility between Beneficiary and EEA EFTA States</i>	<p>(Enter one or several indicator(s) for Outcome 1)</p> <p>1. <i>Number of HE graduates having had a study period abroad as part of their education</i></p>				

Guidelines for EEA Grants Programme Area Scholarships and Norway Grants Programme Area Bilateral Scholarship Programme

1	Increased higher education student and staff mobility between Beneficiary and EEA EFTA States	2. Enhanced competence of HE sector staff as a result of international mobility		Baseline	Target	
2	Increased and strengthened institutional cooperation at all levels of the education sector (school education, higher education, vocational training/education and adult education) between Beneficiary and EEA EFTA States	3. Number of institutions involved in international cooperation projects		Baseline	Target	
3	Increased mobility of education sector staff at all levels of education between Beneficiary and EEA EFTA States	4. Enhanced competence of education sector staff as a result of international mobility		Baseline	Target	

Guidelines for EEA Grants Programme Area Scholarships and Norway Grants Programme Area Bilateral Scholarship Programme

#	Outcome Programme Area 24	Indicator	Description	Indicator value		Source of verification
				Baseline	Target	
4	Increased higher education student and staff mobility between Beneficiary States and Norway	5. Number of HE graduates having had a study period abroad as part of their education		Baseline	Target	
4	Increased higher education student and staff mobility between Beneficiary States and Norway	6. Enhanced competence of HE sector staff as a result of international mobility.		Baseline	Target	
5	Increased and strengthened institutional cooperation within the higher education sector between the Beneficiary States and Norway	7. Number of joint international study programmes in place		Baseline	Target	
5	Increased and strengthened institutional cooperation within the higher education sector between the Beneficiary States and Norway	8. Number of institutions involved in international cooperation projects		Baseline	Target	

Describe why and how the defined indicators were chosen for each outcome.

Also enter information in the respective section of the Statistical attachment.

3.5.3 Programme outputs

Select the relevant programme outputs from the following list according to the outcome selected for the programme. Provide indicators for each output. Standard indicators are proposed for some outputs.

Information on beneficiaries of mobility, including gender, level of study, duration of mobility, academic field, institution and country will be collected on project level and submitted in separate tables provided by FMO for statistical purposes.

Outcome	Output	Output indicator	Indicator value Repeat for each output		Description
<p><i>Increased higher education student and staff mobility between Beneficiary and EEA EFTA States</i></p>	<p><i>1. Higher education staff mobility between Beneficiary and EEA EFTA States</i></p> <p>Category of eligible staff included may be specified if not all categories of staff included. <i>The programme will focus on: [insert]</i></p> <p>Indicate the measure selected</p>	<p>Number of staff benefiting from a mobility grant under the EEA/NO FM by country, gender, category of staff and level</p>	Baseline	Target	
	<p><i>2. Higher education student mobility between Beneficiary and EEA EFTA States</i></p> <p>Level of eligible students may be specified if not all levels included: <i>The programme will focus on: [insert]</i></p> <p>Indicate the measure selected</p>	<p>Number of HE students benefiting from a mobility grant from EEA/NO FM by country, gender, level of study, and academic field</p>	Baseline	Target	

	<p><i>3. Inter-institutional cooperation projects in the primary and/or secondary school education sector between Beneficiary and EEA EFTA States</i></p> <p>Indicate the measure selected</p>		Baseline	Target	
<p>Increased and strengthened institutional cooperation at all levels of the education sector (school education, higher education, vocational training/education and adult education) between Beneficiary and EEA EFTA States</p>	<p><i>4. Inter-institutional cooperation projects in the higher education sector between Beneficiary and EEA EFTA States</i></p> <p>Indicate the measure selected</p>	<p>Number of joint international study programmes developed between Higher Education Institutions by country and level</p>	Baseline	Target	
	<p><i>5. Inter-institutional cooperation projects in the vocational training/education sector between Beneficiary and EEA EFTA States</i></p> <p>Indicate the measure selected</p>				
	<p><i>6. Inter-institutional cooperation projects in the adult education sector between Beneficiary and EEA EFTA States</i></p> <p>Indicate the measure selected</p>				

Guidelines for EEA Grants Programme Area Scholarships and Norway Grants Programme Area Bilateral Scholarship Programme

	<p><i>7. Mobility of education sector staff at primary and/or secondary school education level between Beneficiary and EEA EFTA States between Beneficiary and EEA EFTA States</i></p> <p>Level and/or category of staff may be specified if not all levels/categories included. <i>The programme will focus on: [insert]</i></p> <p>Indicate the measure selected</p>	<p>Number of staff participating in mobility by sector: vocational training/education, adult education, school education , disaggregated by gender</p>	Baseline	Target	
<p><i>Increased mobility of education sector staff at all levels of education between Beneficiary and EEA EFTA States</i></p>	<p><i>8. Mobility of education sector staff at vocational training/education level between Beneficiary and EEA EFTA States between Beneficiary and EEA EFTA States</i></p> <p>Category of eligible staff may be specified if not all categories of staff included. <i>The programme will focus on: [insert]</i></p> <p>Indicate the measure selected</p>		Baseline	Target	
	<p><i>9. Mobility of education sector staff in the adult education sector between Beneficiary and EEA EFTA States</i></p> <p>Category of eligible staff may be specified if not all categories of staff included. <i>The programme will focus on: [insert]</i></p> <p>Indicate the measure selected</p> <p><i>10 Mobility of education sector experts at non-tertiary level between Beneficiary and EEA EFTA States between Beneficiary and EEA EFTA States</i></p> <p>Indicate the measure selected</p>				

Guidelines for EEA Grants Programme Area Scholarships and Norway Grants Programme Area Bilateral Scholarship Programme

	<p><i>11. Higher education staff mobility between Beneficiary States and Norway</i></p> <p>Category of eligible staff may be specified if not all categories of staff included. <i>The programme will focus on: [insert]</i></p> <p>Indicate the measure selected</p>		Baseline	Target	
<p><i>Increased higher education student and staff mobility between Beneficiary States and Norway</i></p>	<p><i>12. Higher education student mobility between Beneficiary States and Norway</i></p> <p>The study level of eligible students may be specified if not all levels are included. <i>The programme will focus on: [insert]</i></p> <p>Indicate the measure selected</p>		Baseline	Target	

Increased and strengthened institutional cooperation within the higher education sector between the Beneficiary States and Norway	<p><i>13. Inter-institutional cooperation projects within the higher education sector between the Beneficiary States and Norway.</i></p> <p>Indicate the measure selected</p>		Baseline	Target	
Increased and strengthened institutional cooperation within the higher education sector between the Beneficiary States and Norway			Baseline	Target	

Describe why and how the defined outputs were chosen for each outcome, and how and why the output indicators were chosen for each output.

Also enter information in the respective section of the Statistical attachment.

3.6 Target groups of the Programme

Identify the target groups for each outcome and describe how the target groups are being consulted during planning and implementation.

Also ensure the information provided in the Statistical attachment is copied here.

Outcome 1: *Increased higher education student and staff mobility between Beneficiary and EEA EFTA States*

- *Students and trainees in all forms of higher education, including recent graduates*
- *Teachers/researchers, doctoral students, post-doctoral fellows, trainers, managers/leaders and other staff within higher education institutions*

Outcome 2: *Increased and strengthened institutional cooperation at all levels of the education sector (school education, higher education, vocational training/education and adult education) between Beneficiary and EEA EFTA States*

- *primary and secondary schools*
- *higher education institutions*
- *vocational training/education institutions*
- *adult education institutions*
- *associations and representatives of associations involved in higher education, including relevant student, university, and teacher/trainer associations*
- *organisations/bodies active in the educational sector*
- *enterprises*

Outcome 3: *Increased mobility of education sector staff at all levels of education between Beneficiary and EEA EFTA States*

Education sector staff at all levels of education in Beneficiary and EEA EFTA States

Outcome 4: *Increased higher education student and staff mobility between Beneficiary States and Norway*

- *higher education students*
- *higher education staff*

Outcome 5: *Increased and strengthened institutional cooperation within the higher education sector between the Beneficiary States and Norway*

- Higher education institutions

Describe how the target groups are being consulted during planning and implementation.

3.7 Risk and uncertainty

Identify and assess the relevant risk factors that may affect the achievement of the Programme’s expected outcome(s). List each risk factor, the analysis in respect of the risk, and the risk mitigation plan.

Out-come nr.	Outcome	Description of risk	Assessment		Risk mitigation plan
			Likelihood [low/medium/high]	Impact [low/medium/high]	
1	(enter outcome 1 given in 3.5.2)				
1	(enter outcome 1 again if another risk is associated with that outcome. Otherwise move on to outcome 2)				
...	(repeat as needed for each outcome)				

3.8 Bilateral relations

Describe how bilateral relations between the Beneficiary States and the Donor State(s) will be facilitated and encouraged. Cf. paragraph 2.4.

3.8.1 Donor programme partner(s)

Describe the Donor Programme Partner's relevance to the Programme and the involvement in the development of the Programme proposal. Describe earlier cooperation between the Programme Operator and the Donor Programme Partner (if relevant).

3.8.2 Donor partnership projects

Describe how identification of potential partners is envisaged, their potential role and relevance to the projects in the Programme.

Common guidelines

Cf. *Regulation* Articles 3.4, 6.8.

Project partner involvement

The PO should encourage and facilitate project partners to participate in all phases of the project, including the preparation phase, in order to secure the project partner(s)'s co-ownership and involvement in the project.

Describe and justify the measures under the bilateral partnership fund that will be applied to the fund (*Regulation Article 3.6*). Justify the proportion used between the two measures.

Measure 1 described in these Guidelines will always be included in the programme, cf. 2.3.

Describe the operational and information measures envisaged (e.g. selection procedures (*see also 3.14.4*), grant rate, maximum grant amount, information work (*see also 3.13*), advice in respect of public procurement and state aid etc).

Annex IX sets out selection procedures, grant rate, maximum grant amount for each type of measure included in the programme.

Project reports

The project promoter shall within a specified time submit report(s) for the running of the project.

3.8.3 Donor state applicants

Explain and justify any limitations proposed to the eligibility of donor state applicants. Cf. *Regulation Article 6.2*.

3.9 Pre-defined projects

The information on the pre-defined projects shall be provided as an Annex to the Programme proposal. Identify and present any planned pre-defined projects and how they fit into the relevant Programme outcome. Cf. *Regulation Article 6.1.2*

3.10 Sub-contracting

Justify and describe any sub-contracting of the grant scheme(s) or part of the grant scheme to an external operator.

Common guidelines

Any subcontracting shall comply with the following rules:

- The sub-contractor shall have strong ties to the educational sector.
- Subcontracting shall be without prejudice to the responsibilities of the PO.
- The management costs of the sub-contractor shall be counted as part of the management cost of the PO.
- The provisions of these Guidelines shall apply to the sub-contractor wherever relevant.

3.11 Cross cutting issues

3.11.1 Good governance

Describe the specific measures envisaged to ensure that the principles of good governance are integrated in the planning and implementation of the Programme, as well as in projects supported through the Programme.

3.11.2 Environmental considerations

Assess how the Programme, as well as in projects supported through the Programme, positively or negatively affects the environment. Describe the specific measures that have been / will be put in place to ensure that the environment is not harmed, and how this will be verified.

3.11.3 Economic sustainability

3.11.4 Social sustainability

-Universal design and accessibility

Describe the measures implemented to make the activities of the project open and accessible to all, regardless of physical disabilities and/or socio-economic situation

3.11.5 Gender equality

Describe the specific measures envisaged to ensure that gender equality is integrated into the planning and implementation of the Programme, as well as in projects supported through the Programme. Describe how the Programme positively affects gender equality.

3.12 Project monitoring by the Programme Operator

Justify the methodology chosen to monitor projects.

Common guidelines

Cf. POM and *Guidelines for monitoring programmes* issued by FMO.

The elements of the monitoring may be evaluation of written reports, institutional visits and

other supervisory methods. Monitoring may focus both on general progress and financial matters.

The PO shall provide assistance to project promoters in the form of counselling and advice by e-mail and telephone and other appropriate means. Moreover, the PO shall monitor the implementation of the programme through visits to project promoters.

Monitoring visits may take place at any time during the lifetime of a project. The visits are intended to give support and advice to beneficiaries and collect information on the management of the programme by the beneficiary. The overarching aim of the monitoring visits is to secure good management of supported activities, including financial matters.

Beneficiaries shall be notified of monitoring visits at least one week in advance and be provided by a list of issues the PO intends to address during the visit. Within one month after the visit, the PO shall draw up a written report.

At least once a year the PO shall organize a minimum of one seminar covering different measures of the programme. These seminars may have a thematic and/or a management focus. The aim of the seminars is to gather project promoters and provide a forum for learning through the exchange of experiences.

Provide the monitoring plan for the first year of the Programme's operations as an Annex to the Programme proposal.

3.13 Information and publicity

Common guidelines
<ol style="list-style-type: none">1. <u>Guide for applicants</u> The PO shall produce a Guide for Applicants based on the approved programme proposal. The Guide shall be available in the national language(s) of the BS and in English.2. <u>Contact point</u> Each DS shall designate a Contact Point to take care of the communication and information tasks of a DPP in relation to the programme. Normally, the contact point will be the DPP. Cf. paragraph 2.6.
Website
The PO shall establish a website exclusively devoted to the Scholarship programme in both the national language(s) of the BS and in English. The website must contain updated information, such as calls, deadlines and application forms, as well as overviews of current allocations, in both the national language(s) and English. Furthermore, the website shall present a variety of projects and project outcomes as examples of good practice.
Printed material

1. The PO shall produce at least one brochure to present and advertise the Scholarship programme to the target public. The brochure must be printed in the national language(s) of the BS
2. The PO shall draw up an annual report of the activities of the Scholarship programme, giving an overview of activities and achieved results. The report shall be written so as to be used to generate further interest in the programme. The report shall be presented to and discussed with the Cooperation Committee prior to publication

Provide a Communication Plan as an Annex to the Programme proposal, including the respective target groups of both the PO and the DPP(s).

3.14 Management

3.14.1 Management structure

Programme Operators shall provide information on how the Programme will be managed. Also use one or more charts showing the management structure as an Annex to the Programme proposal. Cf. Regulation Article 4.7

Common guidelines

Cf. Regulation Articles

Grants for the organisation of mobility actions

Both DS and BS institutions that organise mobility projects shall receive a grant from the Scholarship programme funds which shall contribute towards funding the organisation costs. The allocation shall be based on mobility figures according to an agreed formula. The programme proposal shall specify the grant amounts and payment procedures.

Planned mobility figures

The planned mobility figures for the mobility measures shall be agreed on a yearly basis (academic year) between the PO and the DPP(s) in cooperation with the education institutions.

Management of Measure 2 may be carried out by the PO on behalf of the institutions.

The PO shall develop a checklist and templates to be used by the experts when assessing applications. The checklist shall be discussed in and approved by the Cooperation Committee.

Complaints

The PO shall establish a complaint mechanism for the Programme.

Programme Operators shall provide a list of qualified key personnel, with current CVs in Annex.

In case of Programme partners, describe their role, the added value provided by the Programme partner, the division of roles and their respective responsibilities.

Common guidelines

Cf. Regulation Articles 3.2, 3.3, 6.4, 6.5.

Cf. annex X, Terms of Reference for Donor Programme Partners

Describe the operation of the Cooperation Committee.

Common guidelines

Cf. Regulation Article 3.3

The Cooperation Committee is an advisory committee on implementation of the programme.

The Cooperation Committee should have at least one and a maximum of two representatives from the DPP(s). The PO's tasks and responsibilities in relation to the Committee are specified in the Regulation.

The Committee's mandate includes:

- Discuss matters of relevance for programme administration, such as selection criteria, texts for calls, identification of project partners in donor countries
- Discuss programme functioning, review progress, examine results from implementation of the programme, and discuss possible amendments on these matters
- Review annual and final reports from the programme.

3.14.2 Timeline

Provide a chart and explanations of the timeline showing all major steps in the implementation of the Programme.

3.14.3 Calls

Common guidelines

Cf. Regulation Article 6.3

1. Measure 1

For Measure 1, there shall be a continuous deadline up till the end date of the call, but applications have to be submitted at least four weeks prior to the commencement of the planned activity. All applications shall be sent directly to and dealt with by the PO.

2. Measure 2 yearly calls

There shall be up to two open calls per year for Measure 2, one in January-March for actions starting in the autumn semester and one in July-September for actions starting in the spring semester. The results of each call shall be finalised and communicated to the host institutions before 1 June for the autumn semester and before 1 November for

<p>the spring semester.</p> <p>3. <u>All other measures</u> For all other measures (except measure 7, predefined projects), there shall be one open annual call, between January and March, with a decision being made and publicized by 1 June. Activities in the granted projects should start between August and October.</p> <p>4. Exceptionally, different dates may be put forward for 2012. These should be included in the programme proposal.</p>

Give information about the number of calls and their planned timing, as well as the indicative amount being made available in each call. Describe and justify any minimum and maximum grant amounts, as well as the grant rate(s) used in respect of each call.

Describe the publicity measures, and justify any restrictions envisaged.

Eligible applicants and grant rates are described in Annex IX under each separate measure.

Justify any restrictions placed on eligibility of applicants and/or project partners.

3.14.4 Project selection

Provide an overview of the project selection structure, processes and procedures for the different measures.

<p>Common guidelines Cf. <i>Regulation</i> Article 6.1, 6.4, 6.5</p>
<p>The selection procedures for individual mobility grants should follow a simplified procedure, in accordance with the provisions of Article 6.5.8 of the <i>Regulation</i>. The procedure is to be described in the programme proposal. The procedure may be based on Erasmus Programme rules.</p>

3.14.5 Financial management

Describe the financial management of the Programme, in respect to the generation of economic benefit, maintenance of separate bank accounts, rules on the eligibility of in-kind contribution, arrangements for payments to the Project Promoters and payment claim verification procedures.

<p>Common guidelines</p>
<ul style="list-style-type: none">• Project promoters may not generate any economic profit from grants received. All expenses must be duly justified and in-kind contributions are only allowed in the

form of voluntary staff working hours. The PO shall describe control mechanisms to ensure that these principles are adhered to.

- Payment to beneficiaries shall be made in two instalments, 80 percent upon signature of the contract and 20% upon approval of the final report. Projects receiving more than 200,000 euros, shall receive payment in three instalments, 40 percent upon signature of the contract, 40 percent upon approval of an interim report and 20% upon approval of the final report.
- Period of eligibility of expenditures in projects: In the case of scholarships, expenditures incurred after 30 September 2016 are not eligible (Regulation Article 7.14).

3.14.6 Modification of projects

Explain the procedures envisaged to handle project modifications. Project promoters may shift up 15 percent of any budget heading between different measures and budget items without notification of the PO. Requests for further budgetary modifications must be duly justified and submitted in writing to the PO. In such cases the PO shall consult with and enlist the opinion of the DPP before making its decision.

3.15 Budget

3.15.1 Budget headings

Complete the budget tables below. Provide justifications as specified in the POM.

Requested Programme grant rate (in %):

					Non-eligible expenditure (d)	Total expenditure (e)=(c)+(d)
	EEA/NO FM (a)	National cofinancing (b)	Total eligible expenditure (c) = (a)+(b)			
	€	€	€	% of total	€	€
Programme management						
Outcome 1						
Outcome 2						
Outcome n						
Funds for bilateral relations						
Complementary action						
Preparation of Programme proposal						
Reserve for exchange rate losses						
TOTAL						

Annual breakdown of the EEA Financial Mechanism contribution

Budget heading	2010	2011	2012	2013	2014	2015	2016	2017	Total
Programme management									
Outcome 1									
Outcome 2									
Outcome n									
Funds for bilateral relations									
Complementary action									
Preparation of Programme proposal									
Reserve for exchange rate losses									
TOTAL									

Detailed budget for the management costs of the Programme Operator

Cost category	2010	2011	2012	2013	2014	2015	2016	2017	Total
Preparation of Programme implementation									
Project appraisal and selection									
Payment claim verification, transfer of payments									
Monitoring of projects									
Audits and on-the-spot verification of projects									
Promotion and information									
Reporting to donors and national authorities									
Establishment and operation of bank accounts									
Overheads									
Total									

Guidelines for EEA Grants Programme Area Scholarships and Norway Grants Programme Area Bilateral Scholarship Programme

Detailed budget for preparation of Programme proposal

Cost category	Units	Unit cost	Amount (€)
Salaries of staff of the Programme Operator			
Travel and subsistence allowance			
Feasibility studies, including expert fees			
Translation costs			
Preparation for public procurement and state aid			
Public consultation			
Total			

Justification and calculations

3.15.2 Advance payment

Complete the table below, and provide a justification for the need of advance payment.

Budget heading	Advance requested (€)
Programme management	
Outcome 1	
Outcome 2	
Outcome n	
Funds for bilateral relations	
Complementary action	
Preparation of Programme proposal	
Reserve for exchange rate losses	
TOTAL	

3.16 Overview of annexes required to the Programme proposal

- I. List of abbreviations
- II. Information on pre-defined projects (if applicable)
- III. Monitoring plan
- IV. Communication Plan
- V. Chart(s) showing the management structure
- VI. CVs of key personnel
- VII. Maps and figures
- VIII. Statistical attachment
- IX. Actions and Measures
- X. Terms of Reference for Donor State public entities acting as donor programme partners
- XI. Terminology used in the framework of Scholarship programmes
- XII. Add as necessary

3.17 Signatures

For the Programme Operator

I certify that I am duly authorised to sign this proposal on behalf of the Programme Operator, that I have thoroughly reviewed all statements and information provided in this proposal, and that they are correct and accurate. I confirm that this Programme will be carried out as described in this proposal and that the grant requested reflects correctly what is reasonably needed as a minimum for the Programme to proceed and to be completed.

Guidelines for EEA Grants Programme Area Scholarships and Norway Grants Programme Area Bilateral Scholarship Programme

I accept that the FMO may publish a summary of this Programme proposal on its website and that the proposal may be subject to disclosure under the Freedom of Information Acts of the EEA EFTA states.

				Optional second signature		
Name						
Position						
Organisation						
Signature						
	Day	Month	Year	Day	Month	Year
Date						

For the Programme Partner (repeat as necessary)

I certify that I am duly authorised to sign this proposal on behalf of my organisation, and that this organisation agrees to participate in the implementation of this Programme. I have thoroughly reviewed all statements and information provided in this proposal, and they correctly and accurately describe my organisation's roles and responsibilities towards this Programme.

				Optional second signature		
Name						
Position						
Organisation						
Signature						
	Day	Month	Year	Day	Month	Year
Date						

For the National Focal Point

Guidelines for EEA Grants Programme Area Scholarships and Norway Grants Programme Area Bilateral Scholarship Programme

I certify that I am duly authorised to sign this Programme proposal on behalf of the National Focal Point, that I have reviewed all statements and information provided in this proposal, and that I confirm that it is in accord with the Memorandum of Understanding.

					Optional second signature		
Name							
Position							
Organisation							
Signature							
	Day	Month	Year		Day	Month	Year
Date							

Annex IX Actions and measures

For eligibility of expenditure and grant calculation, see the *Regulation*, in particular Article 7.8 which deals specifically with Scholarships and mobility programmes.

Measure 1 Preparatory visit

1.1. Eligible activities	<p>Mobility of staff in educational institutions in order to establish and possibly further develop the cooperation between institutions with a view to future cooperation, specifically the submission of an application for one or several of the actions covered by the fund. A preparatory visit may take place as a purely bilateral cooperation between two institutions/faculty staff, or as a meeting between several institutions.</p> <p>The purpose of the visit should be described clearly and usually be directed at another action in the EEA Programme. Contact with the other party must have been established and documented through invitations, agendas etc.</p>
1.2. Eligible applicants	Any institution which may participate in any of the actions under the EEA scholarship programme, including institutions in donor countries, can apply for funding for preparatory visits. For formal reasons, it is the institution which applies and not individuals.
1.3. Maximum and minimum grant	Travel costs are covered on the basis of real costs, while subsistence costs are covered based on rates for the country in question (will be given in a table, based on living cost). Eighty per cent of the grant is paid in conjunction with the signing of the contract between PO and project promoter, while the remaining amount (up to 100%) is paid based on an approved report and documentation of costs. All payments are made to the institution and not to individual persons.
1.4. Duration of sub-projects	The duration of a preparatory visit may be one to five days.
1.5. Co-financing	None
1.6. Eligibility of costs	To be specified in programme proposal.
1.7. Application procedure	The individual institution submits the application using the specified form to the Programme Operator. The application should state the purpose, target and the anticipated costs. No specified deadline but at least one month before the visit is to take place.
1.8. Reporting	A report should be submitted confirming that the visit and meeting(s) has taken place by means of travel documents etc.

Measure 2 Mobility projects in higher education

<p>1.1. Eligible activities</p>	<p>Student mobility</p> <ul style="list-style-type: none"> -study periods of three up to 12 months, normally not shorter than one semester, and within one academic year [from xx-till xx]. A mobility may include language preparation through intensive courses in the visiting country. Participating students should have courses recognized through ECTS credits and counted towards their degree. In the case of work placements the use of DS (Diploma Supplement) may substitute the use of ECTS. -practical placements of six weeks up to 12 months within one academic year. A mobility period may include language preparation through intensive courses in the visiting country. <p>Staff and teacher mobility</p> <ul style="list-style-type: none"> -short teaching assignments for a period up till six weeks. A minimum requirement of teaching of five teaching hours per assignment -participation in conferences, seminars, workshops or other training events for a period of one day till six weeks. -work shadowing, following a professional in another institution in their work for training or research purposes. <p>Organisation of mobility</p> <p>Support to institutions regarding organisation of mobility for own students and employees and admission of students and employees from other institutions (activities regarding preparation and implementation of student and staff exchange such as information, promotion, recruitment, monitoring and reporting)</p> <p>Placement consortia</p> <p>Possibilities of placement consortia are to be specified in the programme proposal.</p>
<p>1.2. Eligible applicants</p>	<p>Any institution which may participate in any of the actions under the EEA /Norway grants scholarship programme can apply for funding of mobility measures.</p> <p>The call for proposals may be limited to certain pre-defined areas, to be specified in the text of the call.</p> <p>An applicant needs to cooperate with at least one partner HEI in the donor country / An applicant needs to cooperate with at least one partner in the EEA EFTA countries. Applicants should hold an Erasmus charter.</p> <p>Eligibility of applicants for placement mobility / placement consortia: To be specified in the programme proposal.</p> <p>Individuals normally apply for mobility grants via an institutional project. Any other management structure is to be described and justified in the programme proposal, cf. paragraph 3.14.1.</p>

Guidelines for EEA Grants Programme Area Scholarships and Norway Grants Programme Area Bilateral Scholarship Programme

1.3. Maximum and minimum grant	For students: Maximum 1200 euros per month,. Travel costs will be covered separately. Cf. <i>Regulation</i> Article 7.8 Other funding sources may be taken into account when determining the amount. For teachers and staff: According to daily and weekly scales of unit costs.
1.4. Duration of projects	Up till 15 months
1.5. Co-financing	None
1.6. Eligibility of costs,	To be specified in the programme proposal.
1.7. Application procedure	Institutions report to the Programme Operator the planned extent of the mobility within the defined categories (students, faculty staff etc). Extra funding may be applied for but will depend on the availability of means. Specific application form.
1.8. Reporting	The institutions will send an interim report during the period for which the grant has been awarded. The purpose of this report is primarily to give the National programme operator the opportunity of redistributing funds if the expected activity will be lower than what has been applied for. The final report will determine the size of the final allocation.

Measure 3 Mobility projects in other educational institutions / education related institutions

1.1. Eligible activities	<p>Staff mobility</p> <ul style="list-style-type: none"> -teaching assignments for a period up to six weeks. A minimum requirement of teaching of five hours. -participation in conferences, seminars, workshops or other training events for a period of up to six weeks. -job-shadowing, following a professional in another institution in their work for training or research purposes.
1.2. Eligible applicants	<p>Any institution which may participate in any of the actions under the EEA scholarship programme can apply for funding for organisation of mobility on behalf of their employees.</p> <p>Regarding teaching assignments and work shadowing the applicant needs to cooperate with at least one partner institution in the donor or beneficiary state.</p>
1.3. Maximum and minimum grant	According to daily and weekly scales of unit costs
1.4. Duration of projects	Up to 15 months.
1.5. Co-financing	None
1.6. Eligibility of costs	To be specified in programme proposal.
1.7. Application procedure	Specific application form, deadlines determined by each country.
1.8. Reporting	The beneficiary will report on the activities in specific forms

Measure 4 Inter-institutional cooperation projects between higher education institutions

1.1. Eligible activities	<p>Inter-institutional bilateral or multilateral cooperation between higher education institutions (and other relevant institutions such as companies, NGOs) in the donor and beneficiary states. Activities implemented under this measure include:</p> <ul style="list-style-type: none"> - <i>Intensive programmes</i>; short courses (normally two weeks) within a specified field. Participating students should have the course recognized through ECTS credits and counted towards their degree. - <i>Support for faculty-based cooperation in higher education</i> between institutions in the BS and in the DS, aiming at long-term relations. Elements included in faculty-based cooperation could be student exchange, development of common curricula, summer schools and joint programmes. - <i>Development of common modules</i> with the aim of offering common study programs at a later stage. The modules to be developed should encompass at least 30 ECTS. - <i>Development or preparation of new teaching tools and methods</i>, with special focus on ICT based learning. - <i>Cooperation projects between enterprises and HEIs</i>.
1.2. Eligible applicants	<p>Higher education institutions in BS can apply. The call for proposals may be limited to certain pre-defined areas, to be specified in the text of the call.</p> <p>In case of the intensive programmes and the development of common modules, eligible institutions apply on behalf of a consortium. The consortium must consist of at least three institutions, at least one of which must be from a DS and one from the BS, and possibly institutions from other countries within the EEA scholarship programme area.</p>
1.3. Maximum and minimum grant	Maximum 300,000 euros, minimum 50,000 euros
1.4. Duration of sub-projects	Up to two years
1.5. Co-financing	Grants from the Programme will not exceed 90 percent of total eligible project costs. The remaining costs of the project shall be provided or obtained by the beneficiaries.
1.6. Eligibility of costs,	To be specified in programme proposal.
1.7. Application procedure	Project coordinator of the institution in the BS submits an application using the designated form to their programme operator. The application specifies the objectives of the cooperation, activities and budget.
1.8. Reporting	An annual report forms the basis for the payment of the next or final instalment.

Measure 5 Inter-institutional cooperation projects in education/training

1.1. Eligible activities	<p>Inter-institutional bilateral or multilateral cooperation between institutions and organisations engaged in education in donor and beneficiary states on topics relevant for basic, secondary, higher, vocational or adult education. Activities that may be implemented under this measure include:</p> <ul style="list-style-type: none"> -Support for inter-institutional cooperation in education between institutions in BS and DS including measures as pupils, teachers and staff exchange and placements of students or staff. -Support for inter-institutional cooperation in education between institutions in BS and DS on the joint implementation of topics of common interest. -Development or preparation of new teaching tools and methods, with special focus on ICT-based learning.
1.2. Eligible applicants	<p>Eligible institutions in BS can apply. The call for proposals may be limited to certain pre-defined areas, to be specified in the text of the call.</p> <p>Eligible institutions may apply on behalf of a consortium. The consortium must consist of at least three institutions, at least one of which must be from a DS and one from the BS, and possibly institutions from other countries within the EEA scholarship programme area.</p>
1.3. Maximum and minimum grant	Maximum 300, 000 euros, and minimum 50, 000 euros
1.4. Duration of projects	Up to two years
1.5. Co-financing	Grants from the Programme will not exceed 90 percent of total eligible project costs. The remaining costs of the project shall be provided or obtained by the beneficiaries.
1.6. Eligibility of costs	To be specified in programme proposal.
1.7. Application procedure	Project coordinator of the institution in the BS submits an application on the designated form. The application specifies the objectives of the cooperation, activities and budget.
1.8. Reporting	An annual report forms the basis for the payment of the next or final instalment.

Measure 6: Temporary positions or chairs in higher education institutions

1.1. Eligible activities	Inter-institutional bilateral or multilateral cooperation between institutions and organisations through funding of a position or chair as visiting Professor / Scholar at a higher education institution in a BS or DS
1.2. Eligible applicants	Eligible institutions in BS countries can apply. The call for proposals may be limited to certain pre-defined areas, to be specified in the text of the call.
1.3. Maximum and minimum grant	To be specified in programme proposal.
1.4. Duration of sub-projects	Up to two years
1.5. Co-financing	Grants from the Programme will not exceed 90 percent of total eligible project costs. The remaining costs of the project shall be provided or obtained by the beneficiaries.
1.6. Eligibility of costs	To be specified in programme proposal.
1.7. Application procedure	Project coordinator of the institution in the BS sends an application on the designated form. The application specifies the objectives of the cooperation, activities and budget.
1.8. Reporting	An annual report forms the foundation for the payment of the next rate or the final rate.

Measure 7: Pre-defined projects regarding specific issues agreed in the programme proposal

1.1. Eligible activities	To be defined in the programme proposal
1.2. Eligible applicants	To be defined in the programme proposal
1.3. Maximum and minimum grant	To be defined in the programme proposal
1.4. Duration of sub-projects	To be defined in the programme proposal
1.5. Co-financing	To be defined in the programme proposal
1.6. Eligibility of costs	To be specified in the programme proposal.
1.7. Application procedure	N/A
1.8. Reporting	An annual report forms the foundation for the payment of the next rate or the final rate.

Measure 8: Institutional projects aimed at enhancing quality of education in BS

1.1. Eligible activities	Educational development, institutional development.
1.2. Eligible applicants	Eligible institutions in BS can apply.
1.3. Maximum and minimum grant	To be specified in the programme proposal
1.4. Duration of sub-projects	Up to two years.
1.5. Co-financing	Grants from the Programme will not exceed 90 percent of total eligible project costs. The remaining costs of the project shall be provided or obtained by the beneficiaries.
1.6. Eligibility of costs	To be specified in the programme proposal.
1.7. Application procedure	Project coordinator of the institution in the BS submits an application using the designated form to the programme operator. The application specifies the objectives of the cooperation, activities and budget.
1.8. Reporting	An annual report forms the basis for the payment of the next payment or the final instalment.

Measure 9a: Projects supporting national or European policy initiatives in Higher Education

1.1. Eligible activities	Projects supporting national or European policy initiatives in Higher Education
1.2. Eligible applicants	Eligible institutions in BS can apply.
1.3. Maximum and minimum grant	To be specified in the programme proposal.
1.4. Duration of sub-projects	Up to 2 years.
1.5. Co-financing	To be specified in the programme proposal.
1.6. Eligibility of costs	To be specified in the programme proposal.
1.7. Application procedure	Project coordinator of the institution in the BS submits an application using the designated form to the programme operator. The application specifies the objectives of the cooperation, activities and budget.
1.8. Reporting	An annual report forms the basis for the payment of the next payment or the final instalment.

Measure 9b: Projects supporting national or European policy initiatives in the Education/Training sector

1.1. Eligible activities	Projects supporting national or European policy initiatives in the Education/Training sector
1.2. Eligible applicants	Eligible institutions in BS can apply.
1.3. Maximum and minimum grant	To be specified in the programme proposal.
1.4. Duration of sub-projects	Up to 2 years.
1.5. Co-financing	To be specified in the programme proposal.
1.6. Eligibility of costs	To be specified in the programme proposal.
1.7. Application procedure	Project coordinator of the institution in the BS submits an application using the designated form to the programme operator. The application specifies the objectives of the cooperation, activities and budget. Deadlines are to be specified in calls. Projects within certain pre-defined areas may be decided upon outside of the regular application procedures.
1.8. Reporting	An annual report forms the basis for the payment of the next payment or the final instalment.

Measure 10: Innovative actions and measures

1.1. Eligible activities	To be specified in the call
1.2. Eligible applicants	Eligible institutions in BS can apply.
1.3. Maximum and minimum grant	To be specified in the call
1.4. Duration of sub-projects	To be specified in the call
1.5. Co-financing	To be specified in the call
1.6. Eligibility of costs	To be specified in programme proposal.
1.7. Application procedure	To be specified in the call
1.8. Reporting	An annual report forms the basis for the payment of the next payment or the final instalment.

Annex X Terms of Reference for Donor State public entities acting as donor programme partners

Adopted by the Financial Mechanism Committee 10 February 2011.

Strengthened bilateral relations between the Donor and Beneficiary States is defined as an overall objective of the EEA and Norwegian Financial Mechanisms 2009-2014 as stated in the agreements signed with the European Union; Protocol 38b to the EEA Agreement on the EEA Financial Mechanism 2009-2014 and the Agreement between the Kingdom of Norway and the European Union on a Norwegian Financial Mechanism for the period 2009-2014.

Donor Partnership Programmes are one of the ways identified to strengthen the bilateral relations. The present Terms of Reference identify the purpose and core principles of a donor partnership programme and list what is expected from a donor programme partner.

Introduction

The EEA and Norwegian Financial Mechanisms 2009-2014 shall contribute to the reduction of economic and social disparities in the European Economic Area (EEA), and to strengthen the bilateral relations between the EEA EFTA States Iceland, Liechtenstein and Norway and the 15 EU member states in Central and Southern Europe benefiting from the grants. During the period 2009 – 2014 a total of €1.79 billion will be made available to fund programmes in the fields of environmental protection and management, climate change and renewable energy, civil society, human and social development, protecting cultural heritage, carbon capture and storage, green industry innovation, research and scholarship, justice and home affairs as well as the promotion of decent work and tripartite dialogue. Within these sectors, a total of 32 possible thematic programme areas have been further defined with objectives and expected outcomes.

In order to ensure efficient and targeted implementation the Donor States shall conclude a Memorandum of Understanding (MoU) with each Beneficiary State. The MoU shall contain an implementation framework including among other things the list of agreed programme areas and their budgetary allocations. The implementation framework shall also identify programme areas in which donor partnership programmes shall be prepared.

The Donor States have selected public entities which are centres of excellence within their respective fields and which have extensive international experience to act as donor programme partners. The Donor States shall designate one or more donor programme partner(s) for each programme identified as a donor partnership programme during the negotiation of the MoU. Donor programme partners may also be identified at a later stage by an exchange of letters between the Financial Mechanism Committee (FMC) / Norway and the National Focal Point in the Beneficiary State.

The costs related to the participation of the donor programme partner will be covered outside the programme budget, and will be paid directly by the Financial Mechanism Office (FMO) from funds set aside from the total allocation for management costs of the Donor States.

The Programme Operator in the Beneficiary State shall be responsible for preparing and implementing the programme, while the donor programme partner will act as an advisor, providing inputs both to the design and to the implementation of the programme. The level of ambitions, scope, roles and responsibility of the donor programme partner and the Programme Operator shall be defined in the programme proposal. More detailed rules concerning the implementation of the EEA and Norwegian Financial Mechanisms are set out in the “*Regulation on the implementation of the European Economic Area Financial Mechanism 2009 – 2014*” and the “*Regulation on the implementation of the Norwegian Financial Mechanism 2009 – 2014*”.

Purpose

The main purpose of the partnership at programme level is to facilitate networking, professional exchange, sharing and transfer of knowledge, technology, experience and good practice between public entities in the Donor and Beneficiary States. It is expected that both sides will gain new insight and experience through the cooperation, which will add value to the programme and enrich the participating entities.

The cooperation could provide a platform for increased political cooperation between the Donor and the Beneficiary States within the relevant sectors, within or beyond the programme cooperation. Additional benefits resulting from the cooperation could be increased awareness and understanding by relevant policy makers in the respective countries of each others’ culture, sector policies and international initiatives, thus facilitating further cooperation and mutual support in the international arena.

Core principles

- The Programme Operator has the overall responsibility for the results to be achieved in the programme. The donor programme partner shall advise and assist the Programme Operator.
- The donor programme partner shall assure that it assigns qualified and experienced staff to the donor partnership programme, and shall make the best use of its internal expertise. The donor programme partner shall abide by the highest moral and ethical standards and shall seek to be a reliable and attractive partner.
- The donor programme partner shall promote the cross-cutting issues of gender equality, sustainability and good governance within the programme.
- The donor programme partner shall proactively inform relevant stakeholders about the EEA and Norwegian Financial Mechanisms and about the programmes it is involved in.
- The donor programme partner and the Programme Operator shall contribute to enhanced general knowledge of their respective countries and their policies within the relevant sectors. The cooperating partners shall create awareness and mutual understanding of relevant positions and initiatives their respective governments promote at the international level.

Tasks to be undertaken by the donor programme partner

The exact role of the donor programme partner may vary in different programmes, and shall be defined in the programme proposal. The donor programme partner and the Programme Operator

should clarify the level of ambition for the partnership, their mutual expectations and working methods, taking into account the provisions laid down in the *Regulation*. The tasks assigned to the donor programme partner shall include, but not necessarily be limited to:

In the preparation phase

- ✓ Advising the Programme Operator on the elaboration of the programme proposal regarding all aspects including
 - problem definition;
 - objectives;
 - strategy, including expected outcomes and target groups;
 - indicators and baselines;
 - possibility for donor partnership projects,
 - procedures for open calls for proposals and project selection criteria;
 - budget and administration,
 - risk management; and
 - the communication plan.
- ✓ Advising on possible pre-defined projects to be included in the programme proposal.
- ✓ Facilitating networking between the Programme Operator and potential project promoters and / or project partners from Donor States.
- ✓ Advising on possible activities within the programme to strengthen the bilateral aspects and making good use of the funds for bilateral relations.

During implementation

- ✓ Participating in the “Cooperation Committee”, as defined in the *Regulation*. The frequency of meetings shall be defined in the programme proposal.
- ✓ Within the Cooperation Committee:
 - advising on selection criteria and the text for calls for proposals;
 - advising on possible project partners in the Donor States;
 - reviewing progress made towards achieving the outcome(s) and objective(s) of the programme;
 - examining the results of the implementation of the programme;
 - reviewing the annual programme reports as well as the draft final report; and
 - advising the Programme Operator of any revision of the programme likely to facilitate the achievement of the programme’s expected outcomes and objectives.
- ✓ Contributing to exchange of experience and capacity building.
- ✓ Facilitating any study tours to the donor state, technical seminars, etc included in the programme.
- ✓ Participating in the follow up of the communication plan of the programme, especially with regard to the target groups in the Donor State. In this respect, liaising with Donor State Embassies in the Beneficiary States to inform about existing cooperation and results achieved. If requested, participating in outreach seminars organised by the Donor State Embassies or other relevant actors.
- ✓ Participating in the meetings of the Selection Committee in an advisory capacity or as a full member in the case of donor partnership programmes dedicated exclusively to donor partnership projects. (In donor partnership programmes dedicated exclusively to donor

- partnership projects, the Selection Committee shall consist of an equal number of members appointed by the Programme Operator and the donor programme partner.)
- ✓ Providing input to the Annual Programme Report and participating, as appropriate, as observer in annual meetings between the Donors and the National Focal Point.

The working language between the Programme Operator and donor programme partner shall be English.

Administrative arrangement

The donor programme partner will enter into an administrative agreement with the Financial Mechanism Office (FMO) – which is the secretariat of the Donor States managing the EEA and Norwegian Financial Mechanisms 2009-2014 - for the reimbursement of costs related to its participation in the partnership programme. In accordance with the *Regulation*, these costs will be funded outside the Programme budget. The reimbursement of costs will be based on approved annual work plan and budgets, short progress reports and certified invoices for eligible costs. The donor programme partner shall consult the respective Programme Operator before submitting annual work plans and budgets.

Annex XI Terminology used in the framework of Scholarship programmes

- i. “Action” is the name for a part of the programme, with a separate purpose and its own specific guidelines. An action is more limited in scope than a “Measure”.
- ii. “Associated partner” is an institution which does not participate as a full project partner and is not eligible to receive funds from the project/programme, for instance because the institution is not accredited as an educational institution in the BS/DS. A typical example can be a business associate which offers placements for students.
- iii. “Consortium”: For some of the actions/measures the normal procedure will be for a group of institutions/organisations to apply for funding. These institutions/organisations will then form a consortium. One of the members will be the project promoter (see this term).
- iv. “Donor Partnership Project” See “Project”.
- v. “Education sector staff” includes, for the purpose of these Guidelines: trainers, teachers, researchers, post-doctoral fellows (post-docs), managers, leaders, administrative staff, technical staff, and experts working in institutions in the education sector at all levels.
- vi. “Final payment” is the amount to be transferred after the final report and the accounts for a project have been approved.
- vii. “Grant holder” is a) a natural person who is the recipient of a grant under a Scholarship programme or b) a project promoter.
- viii. “Higher Education Staff” includes persons employed by a Higher Education Institution as defined by the individual Beneficiary State.
- ix. “Measure” is the name for a part of the programme, with a separate purpose and its own specific guidelines.
- x. “Mobility” refers to a stay with relevant study content, work placement or other eligible activity in the host country.
- xi. “Advance payment (projects)” The part of the approved funding which is transferred to the project promoter at the signing of the contract, possibly in yearly rates.
- xii. “Project”: Within the Scholarship programmes there are two types of projects:
 - a. “Donor Partnership Projects” as defined in the *Regulation* Article 1.5 (c) and 3.4. This is the standard type of project within Scholarship programmes.
 - b. “Projects”, as defined in the *Regulation* Article 1.5 (t). Institutional projects that are carried out without a Donor Programme Partner. These projects may, however, include BS project partners. To distinguish them from the donor partnership projects these projects may be called “unilateral projects”.
- xiii. “Project promoter” According to *Regulation* 1.5.1(x): a public or private entity, commercial or non-commercial, as well as non-governmental organisations, having the

- responsibility for initiating, preparing and implementing a project. Within the framework of the Scholarship programme it is always an institution, as specified in the particular action/measure. An individual cannot be project promoter within Scholarship programmes.
- xiv. “Report”: A project report consists of a narrative part, statistical information and a financial status. The report forms the basis for the decision on the final payments to projects.