



Results of the Mid-term Evaluation of Tempus IV

Purpose of the evaluation

- To assess the **relevance, efficiency, effectiveness, impact and sustainability** of the Tempus IV programmes
- To underline **lessons learnt, good practices and recommendations** for the future of the Tempus programme

Implementation

- Call for tender managed by the **EuropeAid Development and Co-operation Directorate-General** (with the support of the EACEA)
- Evaluation carried out by the **EPRD Consortium** between **January and November 2012**

Methodology

- **Document review**
- **Field visits** to 8 countries: Albania, Serbia, Morocco, Egypt, Russia, Georgia, Kazakhstan, Uzbekistan
- **On-line survey** addressed to NTOs and NCPs (51 replies) and Tempus project participants (713 replies)
- **Interviews** with Commission and EACEA staff

Main Conclusions

- Tempus IV is a **highly relevant programme** which significantly contributes to **advancing the modernisation of higher education** in the Partner Countries
- It **encourages voluntary convergence** with EU developments and **enhances cooperation** between the EU and Partner Countries
- It **supports effectively reforms** at institutional as well as system level.

Relevance

- **Tempus IV objectives**
 - Reflect PC needs and policies in HE
 - Are consistent with EU strategies
- **The regional approach**
 - Is relevant for EU policy
 - Meaningful for PCs but not a priority
- **Implementation modalities are relevant**
(criteria used in selection, project types, mobility component)

Efficiency

- **New management set-up** clearly beneficial
 - Programme management has developed very positively since the transfer to the Executive Agency
 - Appropriate division of tasks between actors involved
- **NTOs essential** for the programme performance
 - Improve the quality of applications and projects
 - Liaising between EU and national authorities
 - Strong professional and personal engagement
- **NCPs important** in application phase and in assisting EU grant holders and partners

Efficiency

New features mostly positive:

- **Stronger emphasis on field monitoring** highly beneficial for project performance
- **EACEA studies and HERE activities** appreciated (but not always sufficiently well known)
- **PC grant holders** seen positively
- **Increased project scope** has advantages, but does not guarantee increased impact

Effectiveness

- **Joint Projects and Structural Measures**

- Enhance quality and relevance of HE in PCs
- Distinction of two types less decisive

- **Structural Measures** effectively lead to innovation at national level

- If stakeholders and partners have the ownership and decision-making power (to develop tools and ensure their approval)
- If they are initiated by the beneficiary country/ies

Effectiveness

- **Joint projects** effectively contribute to innovation and change at institutional and system level
- **Students confirm** the attractiveness and higher relevance of programmes developed under Tempus
- A **critical mass** of projects is decisive for enhancing quality and relevance of HE

Impact

- Tempus projects **contribute to increased capacities** at individual, institutional and system level in PCs
- **Highest impact at individual level** (capacity building, knowledge transfer, international exposure)
- Impact at **institutional level** differs
- Impact at **system level** often depends on political decisions

Impact

- Significant impact on establishing **regional cooperation and**, in particular, **cooperation within PCs**
- **Spin-off effects** beyond the participating institutions
- Not enough evidence on impact of **accompanying measures** (HEREs, studies) – these **should be further exploited**

Sustainability

- Tempus IV results have **potential for long term impact** at policy and practice level but sustainability should be reinforced
- **Best chances** for sustainability: individual capacity building, new/modernised study programmes, networks
- **Main concern:** continuation of regional cooperation and PC-EU mobilities, maintaining created structures /bodies

Coherence

- Tempus and other EU programmes in HE **are complementary**
- **Synergies could be increased** (harmonisation of management structures, capitalisation of Tempus good practice and its NTO/NCP network)

Recommendations from evaluators

1) Continue and enhance **support to regional cooperation**

- Conduct an analysis of aspects **determining success and failure** of regional cooperation
- **Enlarge opportunities** for regional cooperation (mobility schemes, "seed money" for regional events and studies)
- **Re-tailor partnerships requirements** (2 EU + 4 PC, grants between EUR 300.000 - 1.5000.000)

Recommendations from evaluators

2) Continue and enhance the **emphasis on the subject matter of HE reform**

- Continue **studies and dissemination** activities
- **Optimise the outreach** of these activities
- Encourage research **projects/studies on strategic HE reform topics**
- Consider establishment of national "**Tempus Colloquia**" (academic seminars to capitalise on Tempus results)
- Make **HERE outputs** accessible to a wider public

Recommendations from evaluators

3) Reinforce **sustainability**

- Mechanisms for the **systematic follow-up** and support of project results **2-3 years** after the end of projects
- Involve in these mechanisms higher education institutions, national authorities and other relevant stakeholders
- Consider **financial support** for follow-up measures

Recommendations from evaluators

4) When **redesigning the programme** and its content:

- **Capitalise on good practice** from Tempus to Erasmus Mundus and vice versa
- Consider establishment of **joint portal on EU programmes in HE and Research**
- Investigate possibility of **regional committees** for HE and Research
- Combine **JP and SM into one** project type
- Strengthen **mobility opportunities** (post-mobility initiatives, regional mobility schemes)

Final report

- The report is available on the **Tempus website:**

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

(Under External Evaluations of Tempus)