



Application Form

Selection: 2018

KA2 – Cooperation for innovation and the exchange of good practices – Capacity Building in the field of Higher Education

Call for Proposals 2018 - EAC/A05/2017

Reforming doctoral studies in Montenegro and Albania - good practice paradigm/ MARDS

DETAILED DESCRIPTION OF THE PROJECT

(To be attached to the eForm)

PART D - Quality of the project team and the cooperation arrangements

D.1. Organisations and activities

This part must be completed separately by each organisation participating in the project (applicant and partners with its affiliated entities (if any)).

Partner number		P1
Organisation name & acronym	University of Montenegro - UoM	
D.1.1 - Aims and activities of the organisation		
<i>Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
<p>The University of Montenegro is the oldest and the largest higher education, scientific and artistic institution in Montenegro.</p> <p>The University of Montenegro was founded on April 2nd, 1974, in Podgorica. Today, the University is comprised of 19 faculties and two scientific institutes, with more than 20,000 students. The headquarters and main campus of the University is in Podgorica, with other campuses located in eight other Montenegrin cities – Nikšić, Cetinje, Kotor, Herceg Novi (Igalo), Bar and Bijelo Polje.</p> <p>The values of the University of Montenegro lie in academic excellence, autonomy, creativity and the freedom to create, as well as support for teachers, researchers and students in an effort to rise their profile among the national and international public in the areas of their profession.</p> <p>The University of Montenegro is an integrated public university, organized according to the principles of the Bologna Declaration, with curricula harmonized with those at the most respectable European universities. This, as well as numerous agreements and programmes in which the University takes part, enables mobility without barriers in the European Higher Education Area for students, teachers and administrative staff. The University of Montenegro has signed 132 bilateral agreement on cooperation with universities from 35 countries worldwide.</p> <p>Studies at the University of Montenegro are organized at the level of Undergraduate, Masters and Doctoral studies, model 3+2+3. The University is continuously engaged in the restructuring and modernising of all study programmes and their harmonisation with modern achievements and the labour market needs. Amongst other things, obligatory practical work has been introduced for most courses, and English as a course is obligatory.</p> <p>For years the UoM has participated in the EU funded projects, either in the capacity of a partner or the coordinating institution. – over 50 projects funded under the Tempus programme, over 15 Erasmus Mundus Action 2 projects for student mobility, a number of projects under FP7 funding scheme or IPA supported projects, Erasmus + capacity building and International credit mobility projects and other. The projects tackled various issues related to higher education reform and harmonization of our higher education system with the EHEA – be it through curricula reform or introduction of new study programmes, but also through capacity building and structural reforms introducing new instruments, procedures and systems pertaining to lifelong learning. Learning outcomes, cooperation with the society at large and the business community, information literacy, development of research capacities, development of services for students with disabilities and other.</p> <p>At the university level, the first Centre for Doctoral Studies was established in 2015 with an aim to regulate and foster doctoral education based on Salzburg’s principles. In addition to establishing the Centre for Doctoral Studies, Doctoral Studies Committee as well as creating the basic laws and procedures that govern the process of study and defence of doctoral theses, the UoM has sought to strengthen its capacities in this area by creating a quality strategy and logistic infrastructure. The project "Reforming Doctoral Studies at the University of Montenegro" - REDOS was launched, funded by the World Bank and is a very vibrant starting point for MARDS project.</p>		
<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>		

The UoM will be Grant Holder and Leading Applicant in MARDS project. It will be responsible for overall project implementation and management. The initiative for MARDS project was initiated from this institution having in mind importance of doctoral education as well as excellent prior collaboration with EU and Albanian partners involved.

The MARDS Project Manager (Prof. dr Radovan Stojanovic) will be from this institution and UoM team will directly lead several WPs:

- WP4, Establishment and start-up of Joint Pilot Doctoral Schools
- WP7, Sustainability of the project, and
- WP8, Management of the project

As a leading institution UoM will be directly involved in all WPs, inter alia, setting main management staff :

- Project coordinator, part time
- Financial officer - part time
- Administrative officer – part time

Joint pilot Doctoral Schools "Natural sciences and Technology for Sustainable Development" will take place in this institution and will be in line with strategic direction of UoM to establish interdisciplinary and Joint Doctoral Schools in its process of doctoral education.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project

Please add lines as necessary.

Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
Prof. dr Radovan Stojanovic	<p>Prof Radovan Stojanović is a full professor at University of Montenegro, Faculty of Electrical Engineering. He is an author/co-author of more than 200 publications in international journals and conference proceedings. He coordinated or sub-coordinated 4 TEMPUS, 2 NATO, 1 FP6, 1 FP7, 1 WUS and 1 World Bank projects as well as 4 Bilateral and 5 National projects. He was/is an expert in EACEA (Education, Audiovisual and Culture Executive Agency), EURAMET (European Association of Metrology Institutes) and Fund for Innovations and Technology Development of Republic of Macedonia. He is a member of scientific committees of numerous conferences and journals and serves as a reviewer in highly recognized journals. He is a member of the Board of Montenegrin Academy of Science for Natural and Technical Sciences, Think Tank Team of the Ministry of Science of Montenegro, Senate of University of Montenegro (former), Board of Doctoral Studies at University of Montenegro, representative of Montenegro in H2020-ICT Committee as well as a President and establisher of the Montenegrin Association of New Technologies (MANT), and the establisher and Chairman of the Mediterranean conference on embedded systems (MECO) and vice-chairmen of EUROMICRO/IEEE Workshop on Embedded and Cyber-Physical Systems (ECYPS). Also, he is Montenegrin Director of EUROMICRO, European Association for Micro Electronics . In Montenegro, he established Centre for Applied Electronics, 2003, Centre for Biomedical Engineering (BioEMIS), 2014, Centre for Simulation of Disasters (GEPSUS), 2014, Laboratory for Medical Electronics (MEDEL) all as results of EU projects. In addition, his professional activities include the introduction of new technologies, advancement of science and education values in the Western Balkan Region, where he helped in establishing of several research and educational institutions, spin-off companies, associations and professional and academic events. He spent study and research periods at several EU and oversees universities and institutes as: University of Liverpool, Wroclaw Politechnic University, National Technical University of Athens, La Sapienza – Roma, University of L'Aquila, University of West Bohemia, Universitat Graz, University of Maribor, Eindhoven Technical University, Slovak Technical</p>

	<p>University, TianJin University - Kina, Graphitech – Trento, EMESCO – TelAviv, Tampere Technological University, University Pierre and Marie Curie, Paris, EU Joint Research Centre-Ispira, Univesristy of Belgrade, University of Novi Sad, University of Kragujevcu, University of Banja Luka, University of Belgrade etc.</p> <p>Coordinator/or partner coordinator of international projects (related to the topic):</p> <ol style="list-style-type: none"> 1. REDOS, Reforming doctoral studies at the University of Montenegro, HERIC MNE World Bank Project, 2016-2017. 2. ERASMUS+, Electrical Energy Markets and Engineering Education / ELEMEND 585681-EEP-1-2017-1-EL-EPPKA2-CBHE-JP 3. HERIC MNE World Bank Project, TELEMONT – EKG, ETF coordinator 4. TeleCare.me, By technology to better health, Montenegrin Ministry of Economics 5. 544257-TEMPUS-1-2013-1-ME-TEMPUS-JPCR Modernizing and harmonizing maritime education in Montenegro and Albania – MarED, Partner Coordinator. 6. 530417-TEMPUS-1-2012-1-UK-TEMPUS-JPCR, Studies in Bioengineering and Medical Informatics, Coordinator of Montenegrin Team. 7. NATO SfP project, Geographical Information Processing for Environmental Pollution-Related Security within Urban Scale Environments, GEPSUS, 2011-2014, SfP 983510, Partner Country Director (PPD). 8. FP7 project, APOSTILLE, Reinforcement of Research Potentials of the Faculty of Technical Sciences in the Field of Post Silicon Electronics, Ref: 256615, Coordinator of WBC partner (Montenegro). 9. TEMPUS CD_40017_2005, Introduction of new study programme in applied electronics, Project Coordinator, 2005-2008. 10. SEE-ERA.NET Pilot Joint Call, FP6, Continuous water quality monitoring by ICT in surface waters at Monenegro and Serbia, Coordinator of Montenegrin Team. (05-1/10-1749), 2008. 11. NATO ARW project, Geographical Information Processing and Visual Analytics for Environmental Security, Partner country coo-director, 2008. 12. TEMPUS, IMG, 2001.
<p>Prof. Danilo Nikolic, PhD, Rector of the University of Montenegro</p>	<p>Employed for 20 years at the University of Montenegro, as a professor and researcher. Research areas include: IC Engines, Fuels, Combustion and Emission, and Environmental protection. He received a numerous prestigious grants among which are the following ones: Fulbright fellowship at the University of Michigan, USA, 2007-2008; Fellowship from Japanese National Institute of Advanced Industrial Science & Technology – AIST, Tsukuba, Japan, 2005-2006; Fellowship from KEIO University, Tokyo, Japan, 2000-2001, etc. Currently he is at position of dean of the Maritime Faculty Kotor. Also, he is a member of University Senate. He has several posts besides this at the academia, i.e. he is the president of the Montenegrin Committee for oil and gas, a member of the Montenegrin Accreditation Body of Higher Education Institutions, an expert for ecology sector, etc. He has been the Rector of the University of Montenegro since October 2017.</p>
<p>Prof. dr Dusko Bjelica, President of Management Board of University of</p>	<p>He is a full professor at University of Montenegro, Faculty for sport and physical education. He is author of more than 100 papers, mainly in high referenced journals and proceedings as well as member and president of</p>

Montenegro	numerous professional associations from his field of interest. He is establisher of Sport Mont Journal and 2-3 highly recognised conferences from sport and physical education. He is member of the Senate and Board of Doctoral Studies at UoM.
Prof. dr Predrag Miranovic, Dean of the Faculty of Natural Sciences and President of the Board for doctoral studies at UoM	He received the BSc degree in Physics at the Faculty of Natural Sciences and Mathematics, University of Montenegro, in 1990, awarded as the best graduated student at the University in academic 1989/90 year. After graduation he was engaged as assistant professor at the University of Montenegro. Miranovic received the MSc degree in Physics in 1993 from the University of Belgrade as well as his PhD, 1996 . His PhD research was published in two papers in journal of the American Physics Society, Physical Review B. He was awarded by the Montenegrin Academy and Science for achievements and success in scientific work in period 1993-1995. Miranovic was elected as associate professor at the University of Montenegro in 1996. In the same year, he began to collaborate with physicist Dr Vladimir Kogan at the Ames Laboratory in Iowa, USA. Two papers, made during his study visits to Iowa, were very well accepted by international scientific society and were cited over 100 times. Upon the invitation by professor Kenzo Miya, he spent one year 1997/1998 as lecturer at the University of Tokyo. In 1998 Miranovic conducted research at the Oak Ridge National Laboratory, Tennessee, USA, which was published by Physical Review Focus. He returned to the Institute of Physics in Zemun where he was engaged as research associate. In summer 1999 he returned to the University of Montenegro. Miranovic is a full-time professor at the University of Montenegro since 2006. At Japan Society for the Promotion of Science call he was awarded a postdoctoral fellowship which enabled him to spend two years, 2001-2003, at the University of Okayama. Fruitful cooperation continued and each year he spends one month at the University of Okayama. He published 37 papers, as coauthor, in renowned scientific journals such are journals of the American Physical Society and the Japan Physical Society. He is reviewer for journals Physical Review B and Physical Review Letters. During the period of 2004-2006 he was the President of the Physical Society of Serbia and Montenegro. He is a member of the National Council for science and research. In 2007 he was elected as vice-rector for teaching at the University of Montenegro. Miranovic is a corresponding member of the Montenegrin Academy of Science and Arts since 2008. Prof. Miranovic was elected Rector of the University of Montenegro for the term 2008- 2011, and re-elected for the term 2011-2014.
Ana Dragutinovic, Manager of the International Relations Office	Ms Dragutinović is the manager of the IRO at the University of Montenegro. She is in charge of the international relations affairs at the level of the University, and the coordination of international affairs between the central university level and the level of individual university units. Her work in the IRO over more than a decade has included activities in the fields of inter-university cooperation – educational and research, administration and promotion of mobility programmes, preparation of international projects proposals and administering their implementation. She has been the contact person for a number of Tempus projects, and has extensive experience with their administration. She has been the the contact person of the Erasmus Mundus Action 2 projects Basileus, Joineusee, Sigma, Greentech, Sunbeam. She is also in charge of the coordination of the activities for the implementaiton of Erasmus + credit mobilty projects at the University of Montenegro.
Prof. dr Nedeljko	He is an associate professor in Agriculture at University of Montenegro as

Latinović	well as member of the Board for doctoral studies. Worked for United Nations Environment Programme (UNEP) and United States Agency for International Development (USAID), International Relief and Development (IRD). He is author of many scientific papers from phytopharmacy. In addition to research work has a proven pedagogical experience and inter alia participated into TEMPUS project TEMPUS Education of Teachers in the field of Ecological Food Production and Management (EDUECO). He got several innovation grants from Ministry of Science of Montenegro.
Ivana Raznatovic	She graduated from Faculty for foreign languages and works for UoM like project assistant. Participated in several EU and domicile projects including REDOS.

Partner number		P2
Organisation name & acronym	UNIVERSITY OF VIENNA - UNIVIE	
D.1.1 - Aims and activities of the organisation		
<i>Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
<p>The University of Vienna, founded in 1365, is the oldest university in the German-speaking world and one of the largest in Central Europe. At present, more than 90,000 students are enrolled in more than 180 courses at the University of Vienna. The University of Vienna is also the largest teaching and research institution in Austria and with 9,400 employees, 6,700 of whom are scientists and academics one of the largest employers in the city of Vienna. The scientists and academics are concerned both with knowledge-orientated basic research and problem-solving applied research. One of the main objectives of the University of Vienna is to join the ranks of the leading research universities of Europe; therefore, it intends to support its researchers and to create the best-possible conditions for research. By especially promoting inter-disciplinary research, the University of Vienna has been setting examples internationally for sustainable development. In order to foster particularly innovative fields of research that have not yet been established at the University of Vienna, inter-faculty research platforms have been provided to act as organizational units. An essential factor of ensuring this at the highest international level is the acquisition of third-party funds. On the other hand, young scientists and academics are the future of success and innovation, and ensure the continuity of research. The research output of the University is closely linked to its doctoral education and annually the University of Vienna “produces” about 600 doctorate holder of whom many pursuit a career outside academia. In particular, the University of Vienna recognizes the crucial role of doctoral fellows for the advancement of science and innovation. In order to further strengthen their role as critically thinking, independent, autonomous and risk taking researchers and innovators, who will contribute to the benefit of academia and society at large, the University has set up new structures to support researchers, seniors as well as early stage researchers, with respect to their research projects and future career plans. The central services include the Center for Doctoral Studies as a subdivision of the ‘Research Services and Career Development’ unit, which is responsible for providing a professional service to and supporting academic colleagues.</p>		
<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>		
<p>As an umbrella organisation, the Center for Doctoral Studies played a key role in the restructuring of the third cycle thanks to its specialist expertise. In addition to the services and support measures offered, such as the comprehensive transferable skills training programme, the Center has also built up comprehensive monitoring and reporting competence, which allows measures to be evaluated in terms of their impact. With its central role, it is a model for many other universities that followed the “Viennese approach”. International exchange and benchmarking with other institutions has always been central to the Center's work. Moreover, the University of Vienna is still a reference example for many universities in the Western Balkans. Many doctoral candidates at the University of Vienna also come from this region, which is why it is essential for the University of Vienna to know about new developments there and, if possible and useful, to help shape them. With regard to this application, the Centre can make contributions to WP 1 to 4 in particular, contributing its good practices and lessons learnt, but can also enrich WP 5 to 6 thanks to its project experience.</p>		
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project		
<i>Please add lines as necessary.</i>		
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>	
Lucas Zinner	<p>Lucas Zinner is Head of Research Services and Career Development at the University of Vienna. After carrying out research in mathematics and working for the Austrian Science Foundation, he returned to the University of Vienna in 2004 and was involved in setting up the Research Services and Technology Transfer department. Since 2007, he has been responsible for the establishment and management of the university-wide Centre for</p>	

	<p>Doctoral Studies. In the field of higher education policy, its commitment focuses on the triangle of research, education and innovation. Both as a speaker and workshop trainer, he has been active in a number of different institutions in the Western Balkans, most recently at the University of Podgorica in March 2017 and as an expert on a Technical Assistance Mission commissioned by the EUA in Albania in October 2017. In 2017, he also founded the PRIDE Network Association for Professionals in Doctoral Education, as an outcome of a EU funded LLP Project, and is currently its president.</p>
Bianca Lindorfer	<p>Bianca Lindorfer holds a PhD in Early Modern History which she obtained at the European University Institute in Florence in 2009. She studied history at the Universities of Vienna and Granada. After her graduation, she took up a lectureship at the Masaryk University Brno, Czech Republic. From 2004 to 2008 she held a research position at the European University Institute in Florence. In 2008, Bianca Lindorfer returned to the University of Vienna and supported the University's transition to a three year doctoral study program and the establishment of the Center for Doctoral Studies, which now is part of the central service unit "Research Service and Career Development". One of her main tasks is the organization and monitoring of the Center's transferable skills training program for doctoral candidates.</p>
Christian Kolowrat	<p>Christian Kolowrat obtained his PhD in Microbiology and Genetics from Pierre and Marie Curie University Paris, following his scientific education at the Universities of Vienna, Antwerp and Bloomington Indiana. Since 2010, he has joined the Research Services and Career Development unit at the University of Vienna where his main responsibilities are in the field of data-mining and analysis to study the performance of doctoral candidates at the University of Vienna and teaching courses related to funding possibilities for doctoral candidates at a national and European level.</p>
Lisette Schmidt	<p>Lisette Schmidt studied sociology and international development at the University of Vienna. Furthermore she completed the Master "European Studies – EU Project Management" at the University of Applied Sciences Burgenland in 2011. From 2007 to 2010, she worked at the international office of the Vienna University of Economics and Business. Since June 2010, Lisette Schmidt is part of the team of Research Services and Career Development at the University of Vienna. There, she is running qualitative studies related to different doctoral education related issues. One of the goals of these studies is amongst others to improve the institutional understanding for success and failure in the PhD and to feedback this to appropriate measures. Moreover, Lisette is member of the executive board of the PRIDE Network Association and currently acting as its secretary.</p>

Partner number		P3
Organisation name & acronym	THE UNIVERSITY OF MARIBOR - UM	
D.1.1 - Aims and activities of the organization		
<i>Please provide a short presentation of your organization (key activities, affiliations, size of the organization, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
<p>The University of Maribor (UM) is the second largest Slovenian public university with more than 20.000 students and around 1.000 of academic staff. Internationalization and cooperation study system and trainer sheep plays an important role and UM has been awarded in the year 2016 for Erasmus Individual Mobility by Slovenian national agency. In the year 2017 UM cooperate in about 100 EU and other international projects. UM has been scored among the best 400 universities on the QS World University Ranking. UM encourages student and staff mobility and active participation in international associations, networks and projects. The university staff and students are involved in many national and international research and applicative projects, working on basic research and applications for industry and knowledge exchange with the society in general. UM also promotes sustainability in development and lifelong learning and e-learning.</p> <p>The Faculty of Electrical Engineering and Computer Science serves as a central coordinating and consulting body for the University level efforts in the field of E-Learning, Cooperative and Collaborative Learning, Computer Science, Signal Processing, Electro-Mechanical Systems, Human-Computer Interaction, Computer Graphics, Virtual Reality, Automatics, Robotics, Information and Communication Educational Technology, Physics and Media Communication.</p> <p>The team at the Faculty of Electrical Engineering and Computer Science has a more than 15 years experience in e learning, e-learning development and in cooperative, collaborative and personalized learning. They have already been involved in more than 20 EU projects and more than 20 national projects related to e-learning. Some of the EU project has been awarded by several EU and national organizations. The team has also expertise in designing and development of e-learning platforms, research on users' experiences and behaviours, as well as in providing assistive technology to students with disabilities.</p> <p>Prof. dr. Matjaž Debevc was also the first director of the University Centre for Distance Education Development at the University of Maribor, founder and leader of IEEE Education Chapter in Slovenia and currently he is also member of the Expert Group on the Accessibility for World Federation of the Deaf. Additionally, he is a holder of European awards and recognition for his contribution to the society.</p>		
<i>Please describe also the possible role of your organization in the project (limit 1000 characters).</i>		
<p>UM of Maribor will contribute in setting up Joint Doctoral Schools "Natural sciences and Technology for Sustainable Development" with place in Montenegro (Podgorica) in Podgorica, helping in creating curricula and infrastructure (WP4), as well as in Dissemination and sustainability. Especially role will be in training staffs (WP2) as providing training for first and further generation of the students</p>		
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project		
<i>Please add lines as necessary.</i>		
Name of staff	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>	

<p>member</p> <p><i>There is no any limit in number of persons that should be involved in the project.</i></p> <p>Assoc. Prof. Dr. MATJAŽ DEBEVC</p>	<p>Matjaž Debevc is Associated Professor in Computer Science at the Institute of Media Communications, at the University of Maribor, Faculty of Electrical Engineering and Computer Science and Member of the Expert Group on the Accessibility of World Federation of the Deaf.</p> <p>From 1999 to 2004 he has been founder and Head of the Centre for Distance Education Development and Head of the Institute for New Media and Technology at the University of Maribor. Since 2008, he is a coordinator for the Joint EU Master of Science Study Programme "Remote Engineering" at the University of Maribor. From 2010 till present he is also involved as user experience and accessibility expert and invited professor in Switzerland at the ETH Zürich, HfH Zürich and in companies PHONAK and ALTRAN.</p> <p>He participated as a leader and partner in more than 60 European (Lifelong Learning Programme, Tempus, Erasmus, FP7 ...) and national R&D projects. He has been a main coordinator in 14 European and international projects and three times a financial coordinator. Main themes of projects have been human-computer interaction, accessibility, improvement of social and pedagogical work of people with disabilities, E-Learning for deaf and hard of hearing people and cyber security. For some of his EU projects he received awards, such as for the EU project SOCIAL RETURN which has been awarded even three times or COMENIUS EDUMEDIA AWARD for e-learning material for deaf "How to get a job?".</p> <p>His research interests include human-computer interaction, user experience, e-learning, accessibility, telecommunication, cyber security and applications for deaf and hard of hearing people.</p> <p>His bibliography comprises more than 450 items with more than 30 original scientific papers (h-index: 16, i10-index:25). From 2014 till 2017 he was a vice-president of IEEE Society in Slovenia and a member of ACM.</p> <p>RELEVANT PUBLICATIONS:</p> <ol style="list-style-type: none"> 1. DEBEVC, Matjaž, STJEPANOVIĆ, Zoran, HOLZINGER, Andreas. Development and evaluation of an e-learning course for deaf and hard of hearing based on the advanced Adapted Pedagogical Index method. Interactive learning environment. 2. DEBEVC, Matjaž, KOSEC, Primož, HOLZINGER, Andreas. Improving multimodal web accessibility for deaf people: sign language interpreter module. Multimedia tools and applications, 2011, vol. 54, no. 1. 3. DEBEVC, Matjaž, KOSEC, Primož, HOLZINGER, Andreas. E-learning
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	<p>accessibility for the deaf and hard of hearing - practical examples and experiences. Lecture notes in computing science, 2010, vol. 6389.</p> <p>4. DEBEVC, Matjaž, STJEPANOVIĆ, Zoran, POVALEJ, Petra, VERLIČ, Mateja, KOKOL, Peter. Accessible and adaptive e-learning materials: considerations for design and development. Lecture notes in computing science, 2007, vol. 4556.</p>
Dr. Suzana Žilič Fišer	<p>Dr. Suzana Žilič Fišer is an assistant professor and a head of Institute of Media Communication, Faculty of electrical engineering and computer science at the University of Maribor. She studied at the University of Ljubljana, Central European University of Budapest and did her PhD research as the Chevening scholar at the University of Westminster in London. She was a visiting lecturer at different universities in Europe. In her research she mainly focuses on broadcasting, particularly public service broadcasting, and public interest in media and political communication in media.</p> <p>She published a book Public service broadcasting on the market. She has published chapters in different books (by Palgrave MacMillan, IGI Global, Routledge communication series) and articles in the international scientific journals, and participated in different international scientific conferences.</p> <p>She spent ten years in media industry. In the past years she was also the President of the Media committee appointed by the Ministry of Culture of Republic of Slovenia. From 2011 to 2013 she was the Director General of the European Capital of Culture, Maribor 2012. In June 2013 she was designated by European Commission as a member of the selection, monitoring and advisory panel for the European Capital of Culture.</p> <p>RELEVANT PUBLICATIONS:</p> <ol style="list-style-type: none"> 1. ŽILIČ FIŠER, Suzana. The management of a hybrid broadcasting model: reconciling public and commercial interests. V: BADILLO, Patrick-Yves (ur.), LESOURD, Jean-Baptiste (ed.). The media industries and their markets: quantitative analyses, (Applied Econometrics Association series). Basingstoke: Palgrave Macmillan, 2010. 2. ŽILIČ FIŠER, Suzana. Successful television management: the hybrid approach. Frankfurt am Main: PL Academic Research, 2015. 3. ŽILIČ FIŠER, Suzana, MEDINA, Mercedes. Model of broadcasting as a model for local media : distinctiveness with market orientation, 2011. 4. ŽILIČ FIŠER, Suzana. Transformation of traditional media markets in local environments = Transformacija tradicionalnih medijskih tržišta u lokalnom okruženju. Informatologia, 2011, vol. 44, no. 3
Dr. Ines Kožuh	<p>Ines Kožuh got a PhD in 2015 at the University of Maribor, Slovenia in cooperation with University of Heidelberg, Germany. She is a teaching assistant of media communications at the Faculty of Electrical Engineering and Computer Science, University of Maribor. She graduated in 2010 in media communications at the same faculty.</p>

	<p>The title of her diploma thesis was 'Design and Evaluation of E-learning Portal for Deaf and Hard of Hearing', which was under the aegis of DEAFVOC 2 EU project translated in English. Her undergraduate study was financed by the Radio and Television Corporation Slovenia and her PhD study is financed by the Slovenian Research Agency.</p> <p>Since the beginning of 2010, she has been working in projects DEAFVOC 2 (EU), SEE-ERA.NET Online Presence for Learning (EU), Bio EMIS - Studies in Bioengineering and Medical Informatics (EU), Enhancing the Capacities of E-learning for Educational Institutions (SI) and Enhancement of cyber educational system of Montenegro (ECESM). Her past working experience (TV journalist at the Radio and Television Corporation Slovenia) .</p> <p>RELEVANT PUBLICATIONS: 1. KOŽUH, Ines, JEREMIĆ, Zoran, SARJAŠ, Andrej, LAPUH BELE, Julija, DEVEDŽIĆ, Vladan, DEBEVC, Matjaž. (2014). Social presence and interaction in learning environments: the effect on student success. Journal of educational technology & society, pp. 1-4.</p>
Mojca Slana	<p>Mojca Slana holds a university degree in psychology from the University of Ljubljana, Slovenia, and has 4 years of experiences in national and international projects in the field of health and social gerontology. She also assisted in coordination of the WHO's programme Age-friendly cities and communities in Slovenia. Since 2016 she has been working as a career advisor at the Career Centre of the University of Maribor, where her main responsibilities are career counselling, event management and project reporting. She also participates at the Erasmus+ project Let's Guides!, where she cooperates in the development of innovative approaches for developing basic and transversal entrepreneurial skills.</p>
Rebeka Fakin	<p>Has a bachelor's degree in law from University of Maribor. She has been working at the University of Maribor, Project Office since 2011. She has experience in law, career counselling and coaching, event management and project management. Currently she is working in Career centre as career advisor and as project manager in Project office. She co-operated in several EU and national projects with focus on youth, employability, education, innovations and creative approach to carrier planning.</p>
Andrej Škraba	<p>Professor of Information Systems at the University of Maribor, Faculty of Organizational Sciences where he also obtained his Ph.D. in the field of Organizational Sciences. He works at the Cybernetics & Decision Support Systems Laboratory at the Faculty of Organizational Sciences, University of Maribor. His research interests cover systems theory, modeling and simulation, cyber-physical systems and decision processes. Recently he introduces new teaching methods by applying principles of Cyber-physical Systems and Internet of Things in curricula. So far his work has been published in the following peer reviewed journals: Simulation, System Dynamics Review, Journal of Microprocessors and Microsystems, Mechanical Engineering, Computers and Electronics in Agriculture, Kybernetes and Group Decision and Negotiation. A. Škraba led several national</p>

	<p>and international projects. He was NATO “Co-Director” of project GEPSUS SfP no. 983510. He is a member of System Dynamics Society, and SLOSIM.</p> <p>RELEVANT PUBLICATIONS:</p> <ol style="list-style-type: none"> 1. ŠKRABA, Andrej, STANOVIC, Vladimir, SEMENKIN, Eugene, KOLOŽVARI, Andrej, STOJANOVIĆ Radovan, KOFJAČ, Davorin. Putting Cloud 9 IDE on the Wheels for Programming Cyber-Physical / Internet of Things Platforms - Providing Educational Prototypes. In Proceedings of the 13th International Conference on Informatics in Control, Automation and Robotics 2016 - Volume 2: ICINCO, ISBN 978-989-758-198-4, pages 428-435. DOI: 10.5220/0005985204280435 2. ŠKRABA, Andrej, STOJANOVIĆ, Radovan, ZUPAN, Anton, KOLOŽVARI, Andrej, KOFJAČ, Davorin. Speech-controlled cloud-based wheelchair platform for disabled persons. Microprocessors and microsystems, ISSN 0141-9331. [Print ed.], nov. 2015, vol. 39, no. 8, str. 819-828. http://www.sciencedirect.com/science/article/pii/S0141933115001581, doi: 10.1016/j.micpro.2015.10.004. [COBISS.SI-ID 7493395] 3. KLJAJIĆ, Miroljub, ŠKRABA, Andrej, KLJAJIĆ BORŠTNAR, Mirjana. Learning and education experience in system dynamics of management students: case studies. International journal of decision support system technology, ISSN 1941-6296. [Tiskana izd.], 2017, vol. 9, no. 2, str. 21-38. [COBISS.SI-ID 7904019]
<p>Jernej TURK</p>	<p>He is Vice Rector of University of Maribor. scientific contributions while affiliated with University of Maribor (Maribor, Slovenia) and other places. He is coordinator of several EU projects as well as evaluator of several EU Programmes.</p> <p>IMPORTANT PUBLICATIONS:</p> <ol style="list-style-type: none"> 1. A Multi-Criteria Analysis of Spelt Food Processing Alternatives on Small Organic Farms, Dr. Črtomir Rozman , Karmen Pazek MSc , Franci Bavec , Martina Bavec , Jernej Turk & Darja Majkovič, Journal of Sustainable Agriculture Volume 28, 2006 - Issue 2. 2. The Use of Multi Criteria Models for Decision Support on Organic Farms, K. Pažek , Č Rozman , A. Borec , J. Turk , D. Majkovič , Martina Bavec, Biological Agriculture & Horticulture, An International Journal for Sustainable Production Systems, Volume 24, 2006 - Issue 1

Partner number		P4
Organisation name & acronym	Faculty of Education and Rehabilitation Sciences (ERF) University of Zagreb (UNIZG)	
D.1.1 - Aims and activities of the organization		
<i>Please provide a short presentation of your organization (key activities, affiliations, size of the organization, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
<p>Faculty of Education and Rehabilitation Sciences is an institution of higher education of the University of Zagreb. It is one of 33 units (Faculties or Academies) of the University of Zagreb, oldest university in Croatia, established in 1699. The Faculty of Education and Rehabilitation Sciences is the central and unique higher education institution in the Republic of Croatia providing education for professionals who will work with persons who have special needs.</p> <p>The core activities of the Faculty of Education and Rehabilitation Sciences are scientific and educational, including scientific-research and professional training, defined in line with the obligation of organizing and implementing the university studies - undergraduate, graduate, postgraduate doctor's degree and specialized studies, as well as scientific-research; organization and implementation of the lifelong learning programme; organization and management of scientific and professional conferences and symposiums, professional counselling and other types of events; publishing activities; development of expert studies, expert opinions, professional programmes, to provide research and development services in the institutions and commercial businesses; implementation of the programme of prevention, diagnosis and rehabilitation or treatment of the persons experiencing social integration difficulties and language-speech communication difficulties.</p> <p>At the graduate studies of the Faculty of Education and Rehabilitation Sciences in Zagreb students are trained to work in the prevention, identification, diagnostics, education and rehabilitation and in the educational and clinical practice, in institutions of social welfare, education and training, health, justice, police and non-governmental organizations, and to work in the social environment in accordance with the social model and inclusion policies</p>		
<i>Please describe also the possible role of your organization in the project (limit1000characters).</i>		
<p>Faculty of Education and Rehabilitation Sciences (ERF), University of Zagreb (UNIZG) is very referent institution with great experience in reform of Doctoral Studies. As institution which participated in creating of EU politics in field of Doctoral Education it is very important partner, especially Dr Melita Kovacevic which is considered as one of the most experienced experts in field higher education reform. ERF will be involved in all packages but the most important contribution is in following WPs:</p> <p>WP1: WP1: PRE: Monitoring and analysing of national systems and policies of doctoral education in Montenegro and Albania and comparing with EU practices</p> <p>WP2: WP2: DEV: Training of Montenegrin and Albanian academic staff and professionals/administration in doctoral education</p> <p>WP3: DEV: Establishing a new model of funding doctoral studies on national levels.</p> <p>As well as in dissemination and systanability. ERF will lead a WP1.</p>		
D.1.2---Operational capacity: Skills and expertise of key staff involved in the project		
<i>Please add lines as necessary.</i>		
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>	
<u>There is no any limit</u>		

<u>in number of persons that should be involved in the project.</u>	
Melita Kovacevic	<p>MK is Full professor at the Department of Speech and Language Pathology. She is former Vice Rector for research and Technology, University of Zagreb (2006-2014), and presently, she is a director of an interdisciplinary doctoral programme.</p> <p>MK was EUA CDE Steering Committee member (2009-2016) and Chair (2011-2016). She has been a member of different national and European bodies related to higher education. Within UNICA network MK served as a Steering Committee member and she has been in particular active in the area of doctoral education and research, She contributes largely to the debate on doctoral education, academic leadership, policy in higher education and, in general, higher education reform in Europe and beyond. MK contributed to number of documents and publications on higher education and research, in Europe and worldwide. Presently she is a member of different national and European bodies, such as, for example, a Vice President of PRIDE network, association for professionals in doctoral education, or a member of International Policy Board of the national Science Foundation, Tbilisi, Georgia. She participated in number of projects related to higher education, research capacity, academic leadership and quality assurance in EU, south-East Europe, China, Central Asia and Africa.</p>
Valentina Kranzelic	<p>VK is Associate professor at the Department of Behavioural Disorders. Since 2013, she has been involved in doctoral education on the university and faculty level as well as internationally. She has completed training for PhD supervisors as well as training of trainers for the facilitator role in training for PhD supervisors. VK regularly holds trainings for PhD supervisors at University of Zagreb, as a part of the group trained for dissemination of training. She has also her own experience as being a supervisor for PhD candidates and teaches at the doctoral level. VK has a reach experience in international projects.</p>
Vesna Cavic	<p>VC is coordinator for international relations and projects at the Faculty of Education and Rehabilitation Sciences. Since 2009 she has been involved in numerous international projects conducted at the Faculty as an administrative staff (and in some projects researcher). She has completed a Postgraduate specialist programme on project management and the use of EU funds and programmes. She is involved in preparation, application and implementation of all international projects at the Faculty and also in charge of all aspects of international activities (mobility of students and staff, developing international cooperation, etc).</p>

Partner number		P5
Organisation name & acronym	MATEJ BEL UNIVERSITY - UMB	
D.1.1 - Aims and activities of the organization		
<i>Please provide a short presentation of your organization (key activities, affiliations, size of the organization, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
<p>Matej Bel University in Banská Bystrica (UMB) is the main comprehensive higher education institution in Central Slovakia. It has 600 university teachers and researchers and 9,000 students studying at six faculties: Faculty of Economics, Faculty of Humanities, Faculty of Natural Sciences, Faculty of Political Sciences and International Relations, Faculty of Education and Faculty of Law.</p> <p>UMB is currently implementing three H2020 projects, ERASMUS+ projects and playing a pivotal role in Vision2020, which is a prestigious network of European universities and SMEs aiming at higher participation in Horizon2020. UMB has an advanced and sufficient infrastructure with all necessary technical equipment (laptops, PC's, printers and scanners, fax and all needed hardware and software) that was improved in recent years with the financial support of European structural funds. All university premises have an access to world databases such as Cambridge Journals: Humanities and Social Sciences, Emerald, Scopus, Science Direct, Springer Link, Web of Knowledge, Wiley Online Library etc. UMB provides ample space and facilities for research, teaching and networking. International cooperation has been rapidly developing in recent years mainly through participation in numerous EU projects funded by the Framework Programmes (FP5, FP6 and FP7) and H2020 and has long-term experience in participation in many other research projects financed by various grant schemes, for example NIL funds, OSF, CEEPUS, Interreg, Erasmus, British KHF, American Express, EEA GRANTS, VISEGRAD, etc.</p>		
<i>Please describe also the possible role of your organization in the project (limit1000characters).</i>		
<p>UMB through its work experience and competences in the field of doctoral education could act as a leading partner institution for implementation of WP2, i.e. training of Montenegrin and Albanian academic staff.</p> <p>Additionally, Matej Bel University will contribute to the:</p> <ul style="list-style-type: none"> - Monitoring of national systems and policies of doctoral education in Montenegro and Albania, - Establishing a new model of doctoral studies on national levels and start-up of two doctoral schools, - Supervising of the Quality Plan, - Disseminating project results. 		
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project		
<i>Please add lines as necessary.</i>		
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>	
<i>There is no any limit in number of persons that should be involved in the project.</i>		
Alexandra Bitušíková	<p>Assoc. Prof. Dr. Alexandra Bitušíková, PhD. is Vice-Rector for Research at Matej Bel University and an associate professor in social anthropology at the Department of Social Studies and Ethnology. In 2001-2002 she worked in the European Commission, DG Research, and in 2002-2008 she was a programme manager at the European University Association (EUA) in Brussels where she</p>	

	<p>was responsible for the area of reforming doctoral education in Europe. From 2008 to 2017 she worked as a Senior Adviser to the EUA-Council for Doctoral Education. She is a national delegate for SSH in FP7 and H2020. She led the Slovak research team in several FP projects: EGG - Enlargement, Gender, Governance (FP5), SUS.DIV - Sustainable Development in a Diverse World (FP6 NoE), GENDERA and GenPORT (FP7) and GENDERACTION (H2020).</p> <p>As a Senior Adviser to the EUA-Council for Doctoral Education she co-organised and participated in numerous workshops, conferences and trainings on doctoral education and lectured about the reform of doctoral education throughout Europe and elsewhere. She was an evaluator of doctoral programmes at several European universities and was evaluator in the LLP project Professionals in Doctoral Education: Supporting Skills Development to Better Contribute to an European Knowledge Society (PRIDE), 2013-2016. She is member of the Working Group on Doctoral Education at the Slovak Ministry of Education, Science, Research and Sport.</p> <p>She published a number of scientific papers and books about anthropological topics, but also about the developments of doctoral education in Europe.</p>
Kamila Borseková	<p>Kamila Borsekova, PhD. is the Coordinator of Research at Matej Bel University and Head of Research and Innovation Centre at Faculty of Economics. She has extensive project experience, she was the project and mobility manager of successfully implemented FP7 project FOLPSEC. Currently, she is the project manager of various international projects and a member of project teams in several domestic and foreign projects. She is currently working on two special issues of current content journals as the guest editor (Habitat International and CITIES). She has authored or co-authored more than 50 scientific articles, chapters and studies, including CC and indexed publications with IF. She is the member of Regional Science Academy and the only university representative in UNESCO Slovak Committee MOST, the member of IAPNM and Slovak Section of RSAI (Regional Science Association International).</p>

Partner number		P6
Organisation name & acronym	UNIVERSITY OF DONJA GORICA - UDG	
D.1.1 - Aims and activities of the organisation		
<i>Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
<p>University of Donja Gorica (UDG) is a unique interdisciplinary institution, located in suburban of Podgorica, capital of Montenegro. It was founded in 2007 as a result of entrepreneurial idea of two distinguished university professors. It offers courses at Bachelor, Specialist, Master's and PhD level of studies. All programs at UDG ensure students' mobility and international recognition of diplomas. Also, UDG has been recognized as a research oriented institution. Since the very beginning, it implemented research activities in its curricula, thus creating innovative and entrepreneurial curricula and involving students in research process since the first semester of their university education. Today, UDG includes 9 faculties and 12 departments. The faculties are: Faculty of International Economics, Finance and Business; Faculty of Information Systems and Technologies; Faculty of Law; Faculty of Humanistic Studies; Faculty of Polytechnics; Faculty of Food Technology, Food Safety and Ecology; Faculty of Arts; Faculty of Design and Multimedia; Faculty of Sports Management, Faculty of Culture and Tourism, Faculty of Phylology – English language and literature and Faculty of Applied Science.</p> <p>UDG enrolls about 2 000 students. Five faculties offer the Master's degree and three, the doctoral degree. The number of academic staff totals 305 full-time equivalent (FTE), of whom 155 are full-time and 150 part-time. The administration includes 20 staff and is completely centralized in the Rectorate. UDG is one of two private universities in Montenegro, with clear strategic orientation to have a leading role at national level and much wider at regional and international level.</p> <p>All programs at UDG are designed according to the principles of the Bologna Declaration, which ensures students' mobility, international recognition of diplomas, as well as the possibility of partial independent profiling of the programs through a wide range of elective courses, in accordance with personal affinities and interests.</p> <p>The key ideas of UDG's existence can be summarized as follows:</p> <ul style="list-style-type: none"> • To find the way to encourage undoubtedly talented and intelligent young people from Montenegro to develop the sense to live intensive life; • To find the way to help them liberate themselves from prejudices and values of the local surrounding, which disturbs their success on global market; • To find the way to develop these young people's courage to make decisions and look for new solutions, their courage to innovate; • To find the way to develop ethical values needed for business success. 		
<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>		
<p>University of Donja Gorica can contribute in following activities:</p> <p>WP1: PRE: Monitoring and analysing of national systems and policies of doctoral education in Montenegro together with other MNE University.</p> <p>WP2: DEV: Training of Montenegrin and Albanian academic staff as well as professionals in doctoral education – nominate staff for training in doctoral education and spreading informations to wider community.</p> <p>WP3: DEV: Establishing a new model of doctoral studies on national levels. Cooperate and be involved in establishing a new model on MNE level.</p> <p>WP4: DEV: Establishment start-up of two doctoral schools</p> <p>WP5: QPLN: Quality plan</p> <p>WP6: DISS: Dissemination of the project results</p> <p>WP7: EXP: Sustainability of the project results</p> <p>WP8: MNGT: Management of the project</p>		
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project		

<i>Please add lines as necessary.</i>	
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
Maja Drakic-Grgur, PhD,	<p>Dean at Faculty for International Economics, Finance and Business. Candidate with 12 years of working experience - international and domestic. Experience of many international and over 50 domestic projects and surveys in Montenegro. Leader of several research projects. International university experience - school year of 2004/05 spent at the Department of Economics of George Washington University. International research experience - worked as a research fellow at Mercatus Center of George Mason University. Strong analytical skills, both for quantitative and qualitative analysis. Expertise in statistical and econometric analysis. Very responsible and well organized person, decisive in reaching her goals. Achieves excellent results in individual and team work. Strong analytical skills, both for quantitative and qualitative analysis. Energetic nature, strong personality and great communication skills; Easy to adapt to new situations, and work under pressure and with tight deadlines. Ability to initiate the new ideas and to present it to the team. Experience of living and working in multicultural environment.</p> <p>Good managerial skills and significant managerial experience as senior analyst and team leader on many ISSP projects. Good organizational skill. Ability to coordinate big teams and different activities (from data collection to the policy analyses preparation, public presentation as well as other advocacy and promotion activities) . Significant experience in coordination of administrative work, implementation of defined procedures, reporting procedures and budget implementation and monitoring.</p> <p>Prof. Maja Drakic has been coordinated projects Development of Quality Assurance Framework at University of Donja Gorica and PhD Research Hub at University Donja Gorica financed by Ministry of Education in Montenegro. (HERIC)</p> <p>Publications (papers):</p> <ol style="list-style-type: none"> 1. Vukotic, V; Drakic-Grgur, M "Competence Based Education Systems, Journal of Education and Human Development, 3 (2), pp.381-390, http://aripd.org/journals/jehd/Vol_3_No_2_June_2014/21.pdf 2. Vukotic, V; Drakic-Grgur M "Concept of Education in New Global Economy", Economic Theory, Policy and Applications, Ed. Gregory T. Papanikos, Athens Institute for Education and Research, Athens, Greece, ISBN: 978-618-5065-66-9, pp. 42-44, 3. „<i>Vocational Education and Labor Market in Montenegro</i>“, Conference collection "<i>Education and Development</i>", co-authored with Milika Mirkovic, Center for Economic Research, Institute of Social Sciences, Belgrade, 2012, pp.142-152, ISBN 978-86-7093-144-2, 4. "<i>High-Education systems at the Balkans and EU integrations</i>", co-authored with Ivana Stesevic, Entrepreneurial Economy, Volume XVII, Postgraduate Studies "Entrepreneurial Economy"; August 2011; 5. <i>Review of the Book Psycho-Philosophy of Business: Our Mentality Through A Dialogue written by Professor Veselin Vukotic</i>, Entrepreneurial Economy, Volume XVII, Podgorica, 2011; 6. <i>High-Education systems in Balkan countries in light of EU integration processes</i>, co-authored with Ivana Stesevic, presented at the Conference of the Institute of Social Sciences from Belgrade: <i>Balkan and EU</i>, May 2011; 7. <i>Imperialism of Economics and/or Sociology</i>, coauthor with Ivana

	Stesevic, Institute for social sciences, Belgrade, 2007
Prof. Milica Vukotic	<p>Dean of Faculty of information system and technology at University of Donja Gorica. Excellent managerial skills and significant organizational experience which was gained through leading or coordinating around forty projects, organization of both domestic and international conferences and Dean position which requires daily communication with both teaching staff and students. Valuable experience in teaching at both university level and professional courses. Taught at the course for the preparation of the CFA exam, organized by USAID. Completed Training of Trainers Program at the US Department of Labor, Washington DC. She is a regular participant at international conferences, which allows her to exchange research ideas with colleagues and stay in touch with the newest developments in her field.</p> <p>Published works:</p> <ol style="list-style-type: none"> 1. Did Bologna bring us closer to Europe?, "Globalization and culture", Institute for Social Sciences, Belgrade, 2014; Coauthor with Ivana Stesevic, ISBN 978-86-7093-157-2 2. Economic and (or) sociological imperialism: paper presented at the conference "Main trends in the research of young scientists in modern world", Montenegrin Youth Academy of Arts and Science, Podgorica 2014; co-author with Maja Drakic and Ivana Stesevic 3. Openness of the economy, education and economic development, "(Anti)liberalism and economics", Institute for Social Sciences, Belgrade, 2014; Coauthor with Ivana Stesevic, ISBN 978-86-7093-152-7 4. Entrepreneurship as a way of healthcare system enhancement, "Law, Rules and Economic performance", Faculty of Law, University of Belgrade, Beograd, 2013; ISBN 978-86-7630-434-9 5. Education as the way of agricultural development enhancement, "Education and Development", Institute for Social Sciences, Belgrade, 2013; Coauthor with Jelena Zvozdojevic, ISBN 978-86-7093-144-2 6. Development of social studies and humanities with special emphasis on economics, Paper presented at the conference: "Role of young scientists in Montenegro", Centre of Young Scientists at the Montenegrin Academy of Science, Podgorica, 2012; co-author with Maja Drakic 7. Healthcare system and demographic development, "Entrepreneurial Economy", Volume 18, Podgorica, 2012; ISSN: 1451-6659 8. Balkans and European Union: Regulation of Telecommunications Market with Emphasis on Analysis of Relevant Markets in Montenegro, "Entrepreneurial Economy", Volume 17, Podgorica, 2011; ISSN: 1451-6659 9. Crisis and Healthcare system, Institute for Social Sciences, Belgrade, 2010; ISBN: 978-86-7093-133-6 10. Economic Freedom and Education, Montenegrin Academy of Arts and Sciences, Podgorica, 2009; ISBN: 978-86-7215-223-4
Biljana Stamatovic, PhD	<p>Biljana Stamatovic is Associate professor at the University of Donja Gorica, Faculty for Information Systems and Technologies. Field of interest Automata theory, Computer science. She is author of a dozen scientific papers published in scientific journals that are found in international databases. She wrote two books. Manager and member of the research team in many national project that were founded from the Ministry of</p>

Education of Montenegro. Participated in the development of a number of software applications (VB, Oracle Designer, Forms, Reports, JDeveloper). A member of the review committee (books, competitions, Catalogues, ...). Member of national researcher project team: Algebra with applications, Ministry of education and science, (1995-1998); Member of project team (IPAS) who developed software applications for Montenegro Statistic 2000; Member of national researcher project team: Algebra and Discrete mathematics, Ministry of education and science, 2000-2002; Member of project team (ARHIS) who developed software applications for State Archive, 2001; Member of project team (MEIS) who projected database IS for Ministry of education and science, 2003; Member of project (MEIS) who developed software applications for Ministry of education and science, 2004-2009; Menager of project team for developing software application „Frequent Flyer program“ for Montenegro Airlines, 2005.

Papers in international databases:

1. B.Stamatovic, Automata recognition of one-connected digit, Intelligent systems, Moscow, 1998, T 3, 291-307.
2. B.Stamatovic, Recognition of two-connected digits with collective automata, Intelligent systems, Moscow, 1999, T 3, 321 – 337.
3. B.Stamatovic, Automata recognition of labyrinths, Discrete mathematics, 2000, Vol. 12, 51-65.
4. B.Stamatovic, Automata recognition of digit eight, Intelligent systems, Moscow, 2001, T 6, 365 – 380.
5. B. Stamatovic, S. Stamatovic, Mosaic Labyrinths and Uniform Structures, Mathematica Balkanica, NS, Vol. 19, p. 215-220, 2005.
6. B.Stamatovic, Automata recognition of cycle in labyrinths, Intelligent systems, Moscow, 2004, T 8, 573-579.
7. B. Stamatovic, Automata recognition of a class of chess labyrinths, Mathematica Montisnigri, Tom 18, 2006
8. S. Stamatovic, B. Stamatovic, Gnedenko type limit theorem for chi fields, Mathematica Montesnigri, Tom 18, 2006.
9. Stamatovic S. Stamatovic B. Limit theorem for high level A-upcrossings by chi field, Matematički vesnik, Vol 57, 2005.
10. V. Piterbarg, B. Stamatovic: Rough asymptotic of the probability of simultaneous high extreme of two Gaussian processes: the dual action functional. (Russian, English)[J] Russ. Math. Surv. 60, No.1, 167-168 (2005); translation from Usp. Mat. Nauk 60, No.1, 171-172 (2005). [ISSN 0036-0279].
11. B. Stamatovic, Automata recognition of a class labyrinths of letter A with collective automata, IX international conference „Intelligent systems and computer science“T 1, part 2, 2006.
12. S. Stamatovic, B. Stamatovic, Gnedenko type limit theorem for chi processes, PRIM 14, 2006.
13. B. Stamatovic, Automata recognition two-connected labyrinth with finite cycle diameter, Programing and Software (Russ),No 3,4, 2010 (accepted)
14. B. Stamatovic, Automata recognition tree-connected labyrinth with finite cycle diameter, Intelligent Systems (Russ), 2010, (accepted)

Books:

15. B.Stamatovic, V. Vukoslavcevic, Key entrance in mathematics on State University, Kulturno prosvjetna zajednica, Podgorica, 2000.
16. B.Stamatovic, S. Stamatovic, Combinatorics. Probability and statistics, Department of mathematics, ISBN 86-905195-2-1, 2005.

Partner number		P7
Organisation name & acronym	UNIVERSITY OF SHKODRA "LUIGJ GURAKUQI" & UNISHK	
D.1.1 - Aims and activities of the organisation		
<i>Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
<p>The Shkodra University has traditionally been the major institution of higher education in the region of Northern Albania, especially in the field of technical and scientific disciplines. In 1992, the university received permission from the government to initiate the development of the Faculty of Economics, with responsibilities for emphasizing market economics, management, and business administration and tourism. Since then Shkodra Economic Faculty has been evolving and establishing itself as one of the most important Economic and educational centres of Albania</p> <p>As a result of this international involvement, the Shkodra Economic Faculty can count on a faculty relatively young but with a solid education achieved in US Universities. This has contributed to the establishment of a long term partnership with the local financial and business institutions (such as Raiffeisen Bank, Chamber of Commerce of Shkodra, British Chamber of Commerce in Albania etc) which has lead to a steady interaction with the market environment and is a good base for increasing the collaboration with private businesses toward a financial autonomy of this academic institution. Economic Faculty has 3838 students and three branches: Finance-Accounting, Business-Administration and Tourism being the only biggest University in Northern Albania with a lot of opportunities to increase the number of students through programs to be offered and a lot of services to increase its impact on the labor market and as the result on the local economic development . On 2008 it was opened a Master in "Sustainable Tourism" Development in collaboration with Eberswalde University, Germany. This Master contributed with high qualified staff, several publications and promotion activities to sustainable tourism development in Shkodra Region and was a great support to local tourism business increasing the links between Economic Faculty and regional business community.</p> <p>Also Shkodra Economic Faculty has had several collaborations with Local Government such it was the preparation of local economic development strategy making itself as an important stakeholder on the economic development of the region. As the main future objective of Economic Faculty is to open a doctoral program it become more immediate the financial autonomy of this academic institution that will bring more academic autonomy and freedom to develop its activities with higher impact on the local economy.</p>		
<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>		
<p>Economic Faculty of Shkodra University will focus on the identification of the needs of institutions for higher education in Albania in terms of academic and financial autonomy. Based on the identified needs an agenda will be developed that will aim at increasing the coherency and strengthening the complementarities of the components of academic autonomy in every institution and in the country as a whole. If the application is successful a programme should be developed of the implementation of the measures that would improve academic and financial autonomy in Albania. The project would be developed in close collaboration with respective authorities that control and regulate the functioning of the institutions of higher education in the country.</p> <p>We will try to produce good examples of what could be done to improve traditional relation between our University and business community trying to involve students in this process of an increased impact of the University at the economic development of the region. So Economic Faculty of Shkodra University will contribute to the project with its expertise in creating links with different enterprises and finding ways on how to contribute to the creation of a steady base for the financial autonomy of the Universities.</p>		
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project		
<i>Please add lines as necessary.</i>		

Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
Prof.dr.Arjeta Troshani	<p>Marketing Tourism Professor with a 22 years of experience in teaching and research in different topics related to economic field and specifically with the challenges of transition countries and has been Dean of Economic Faculty during 2008-2016. She is author of several articles related to sustainable economic development and marketing of tourism products mainly in Western Balkan and specifically in Northern Albania. She has had several international teaching experiences in Universities such as Vienna University of Economics and Business (WU), Austria, North Carolina Central University, East Carolina University, University of North Caroline at Pembroke, USA, Sarajevo University. etc. Also Prof.Troshani has been very active in attracting funds from different academic EU projects at Economic Faculty of Shkodra University in the field of teaching quality and reform of Higher Education in Western Balkan. Prof.Troshani main publications are as following:</p> <ol style="list-style-type: none"> 1. Dieter Zürcher, Arjeta Troshani - on line Monography titled „Capacity building through research partnership. A case study on decentralization and governance in Northern Albania. ISSN: 1662-7504 ,No31, 2007. 2. Arjeta Troshani, Merita Kazazi, Ridvan Sokoli, Sabah Djaloshi – Monographic study in English language “Women Employment encouragement through economic analysis of some areas in Shkodra Region” , Publishing house “Camaj - Pipaj”, ISBN: 99927-56-83-7, 2008. 3. Andrew Cudmore & Arjeta Troshani, Jenny McCoy article titled “Entrepreneurial investment in the Shkodra region: opportunities for women in Tourism” published at American scientific journal of Academy of Entrepreneurship “Entrepreneurial Executive” Volume 14, 2009, ISSN: 1087-8955.
Prof.as.dr.Blerta Dragusha	<p>Dean of Economic Faculty of Shkodra University and finance professor. She has a BA Degree in Business-Administration, Major of Management, Faculty of Economy, University of Shkodra (July 1997), MBA (Master in Business Administration) degree, from the Southern Illinois University at Carbondale, USA (May 2001) and PHD degree, from the Department of Finance, Faculty of Economy, University of Tirana, Albania (June 2009). Title of the doctoral thesis: “The impact of Foreign Direct Investments on the Albanian Economy-Case of Shkodra”. She is lecturer in these subjects: “Investments” and “Financial Management” in the first level studies of Business-Administration and Finance-Accounting courses and also lecturer of “Financial Management” in the second level of studies. She has also had several international teaching experiences in Universities such as University of North Caroline at Pembroke, USA, Butler University, Indianapolis, USA. etc. She has participated in some summer schools related with her specialization field in Greece and Italy organized by western Universities as well as at some other training courses organized by the Albanian Universities or other institutions in cooperation with European and American Universities. Professor Dragusha has published some articles in scientific journals. She also has participated with paper works in some national and international conferences.</p>
Prof.as.dr.Albana Boriçi	<p>Vice-Dean of Economic Faculty and professor of International Finance. In December 2002 she earned the MBA (Master in Business Administration) degree at the Southern Illinois University, Carbondale, USA. In June of 2009</p>

	<p>she was given the PhD degree in Economic Sciences by the Faculty of Economy, University of Tirana. She has carried out many qualifications and scientific research at the University of Bologna, University of Chieti and that of Rimini in Italy, the University of Applied Sciences of Eberswade in Germany, University of Applied Sciences Braunschweig/Wolfenbützel in Germany, at the University of Graz and Vienna in Austria, the Polytechnic Institute of Porto in Portugal, as well as at some other training and qualification courses organized by Albanian universities/institutions in cooperation with western universities and institutions, always in the field of economic development and business administration.</p>
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She has been working as a lecturer at the Faculty of Economy in the University of Shkodra since the year 1999 and continues to work at the same institution. She has also provided lecturing services at the Faculty of Economy in the University of Vienna and that of Podgorica.

Partner number		P8
Organisation name & acronym	POLYTECHNIC UNIVERSITY OF TIRANA - PUT	
D.1.1 - Aims and activities of the organization		
<i>Please provide a short presentation of your organization (key activities, affiliations, size of the organization, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
<p>Polytechnic University of Tirana has been founded in 1951 as a state chartered institution in Tirana, under the name of Higher Polytechnic Institute. The Polytechnic Institute consisted of several main engineering schools such as Mechanical Engineering, Electrical Engineering, Civil Engineering and Geology and Mining. In 1957, the State University of Tirana was established by gathering all existing higher schools defining them as Faculties. The Faculty of Engineering integrated into all the former schools of the Higher Polytechnic Institute, where wide spectrum knowledge engineers graduated according to the four respective engineering fields.</p> <p>The Polytechnic University of Tirana (PUT), has been founded in 1991 by the VKM1 Nr 215, dated 15.07.1991, due to the detachment of all Engineering Faculties from Tirana University and their integration into. It consisted of four faculties: Mechanical Engineering, Electrical Engineering, Civil Engineering, as well as Geology and Mining.</p> <p>In 2007, PUT consisted of six faculties as two of them; Information Technology (FIT) and Mathematics & Physics Engineering (FMEPE) were added to the four existing ones. On the other hand, in accordance with the law "On Higher Education in the Republic of Albania", no. 9741 dated 21.05.2007, again changes were introduced to the PUT's organizational structure. Two other scientific structures: the Institute of Energy, Water and Environment (IEWE) and the Institute of Geosciences (IGS) became part of PUT. 5</p> <p>In 2011, by Order of the Minister of Education and Science, No. 371, dated 28.07.2011, "On the establishment of the Institute of Geosciences and Energy, Water and Environment (IGEWE), in the Polytechnic University of Tirana", the two above mentioned institutes were integrated into one.</p> <p>Finally, in January 2013, by Order of the Minister of Education and Science No. 28, dated 31.01.2013 "On the opening of the Faculty of Architecture and Urban Planning in the Polytechnic University of Tirana", the Faculty of Architecture and Urbanism was founded as being apart from Civil Engineering Faculty.</p> <p>Polytechnic University of Tirana, in all main units and base units (departments), has records of partnership agreements with foreign higher education institutions through participation in scientific research project with foreign universities aims the expansion of cooperation and improvement of scientific research results quality.</p> <p>The Polytechnic University of Tirana has national collaboration agreements with many partners such as institutions or faculties according to the respective agreements on study programmes and scientific research for their improvement and adaptation with the needs of the labour market in Albania. Being part of many international projects the Polytechnic University of Tirana itself has a series of agreements with international counterpart institutions in accordance with the national and international format</p>		
<i>Please describe also the possible role of your organization in the project (limit1000characters).</i>		
<p>During the drafting of programs of study and teaching of their respective programs, PUT has paid special attention to the harmonization of best practices in national and international fields of studies. Also, a careful analysis of the existing and outstanding needs in the labour market for skilled professionals in these areas are the cornerstone of any new specialization or study program proposed by PUT.</p> <p>Each program is the result of a process of thinking and shared among different stakeholders with a support on matters such as academic staff, national and international partners with extensive experience in the field, partners from business and labour market as well as representatives of the students and the community.</p> <p>Innovative approaches in the engineering of curricula allowing high flexibility and adopt for changing needs</p>		

of the practice (the development of technologies etc). Participation of representatives of the practice on Curricula Development, Modern Technology training for the students in the Enterprises, Education in English as preparatory measures for labour market.
Radiation of best practice from PUT to other Universities in Albania via their involvement in joined curricula development and implementation, as well as agreements about complementary of the curricula content among University in order to cover different needs of the labour market.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
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There is no any limit in number of persons that should be involved in the project.

Prof.Dr. Eleni Gjani	<p>Lecturer in Department of Earth Sciences: Macro paleontology and micropaleontology, Historical geology and Global changing.</p> <p>PROFESSIONAL EXPERIENCE</p> <p>Present – 1997 Polytechnic University of Tirana, Faculty of Geology and Mining, Department of Earth Sciences</p> <p>Present - 2010 Head of Scientific Directory, Rectorate, Polytechnic University of Tirana</p> <p>1975- 1997 Oil and Gas Geological Institute, in Fieri, Albania</p> <p>SCIENTIFIC ACTIVITY</p> <p>Different publications and reports in:</p> <ul style="list-style-type: none"> - Petroleum Geology, - Stratigraphy - Palinostratigraphy - Environment of mineral fields zones - Palinostratigraphy, Paleocology and Paleoclimatology of Tertiary Molasse Basins and evaporitic sediments.
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Prof.Ass. Elfrida SHEHU (ALLIU)	<p>Graduated as Construction Engineer (1992) and later on postgraduate studies in Real Estate and Property Evaluation (1994/95 in Polytechnic of Tirana). Master in Construction Engineering (2007) at Civil Engineering Faculty, PUT. Doctor of Science in Construction Engineering 2013 (Polytechnic of Tirana). 'Associated Professor' academic title (2015).</p> <p>Current Vice-Rector of Polytechnic University of Tirana, Albania www.upt.al. Lecturer of 'Valuation and Legislation', 'Urban Economics', 'Construction elements and Real Estate Valuation' courses at the Faculty of Civil Engineering, Polytechnic University of Tirana and Vice-Dean of the Faculty of Civil Engineering, Polytechnic University of Tiran (2008/16). Guest lecturer at the Polis University (2012-2015); Epoca University (2013-2016), Economic Chamber of Kosova (2014-2015).</p> <p>She has 23-years experience in teaching and valuation practice. Her practice activity and scientific research have been oriented towards real estate valuation. Participant in many international conferences, events and networks, including Network of Universities from Capitals of Europe, UNICA. She is author of several publications, scientific articles, one monography, etc. She is a member of the Senate of the Polytechnic University of Tirana, Vice-chairman of the State Commission of Licenses of Real Estate Appraisers, Director of the Postgraduate Course of the Real Estate Valuation, member of the working group for drafting the National Strategy for Science, Technology and Innovation for the period 2017-2022 and member of the working group on Institutional Reform of Scientific Research System in the Republic of Albania.</p> <p>She has a background as project coordinator, counting a number of Erasmus+</p>
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	KA 1, Erasmus+ KA2, Erasmus Mundus, etc.
Dr. Alma Afezolli	<p>Graduated as Construction Engineer (1991) and later on postgraduate studies in Traffic Engineering (1994/95 in Polytechnic of Tirana). Master in Construction Engineering (2007) at Civil Engineering Faculty, PUT for “Some important recommendations for one level intersection’s design and Doctor of Science in Construction Engineering 2013, (Polytechnic of Tirana), for the “Traffic and Safety Control at Road Intersections, the Comparison of Performance between a level Traffic-Lights and Roundabout Intersections”.</p> <p>She has 24-years experience in teaching process as lecturer near the Construction and Transport Infrastructure Department: Lecturer of ‘Transport Systems and Networks, ‘Railways Constructions’, etc, courses at the Faculty of Civil Engineering, Polytechnic University of Tirana.</p> <p>She has been involved in several projects, some of them international, “TEMPUS” Programme 1995, near the Structural Engineering Department of the Polytechnic University of Milano; TEMPUS” Jeep 1997-1999 Programme, near the “Ecole Nationale des Ponts et Chaussess” of Paris ; Jep Programme “TEMPUS” 2006, near the Polytechnic University of Bari, Italy.</p> <p>She has participated in national and international workshops, seminars, conferences, with presentations in the area of Transport Research, quality management transport systems and networks. She is also author of several publications and a monograph.</p> <p>She is the actual project coordinator of PUT, for all of Erasmus+ KA 1, Erasmus+ KA2, Erasmus Mundus, BE projects.</p> <p>Head of International Relations Units near Scientific Research Office, Polytechnic University of Tirana</p>

Partner number		P9
Organisation name & acronym	UNIVERSITY OF VLORA - UV	
D.1.1 - Aims and activities of the organisation		
<i>Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
<p>UV (established in 1994) is a public higher education institution located in south Albania and has the competence to attend public service in the field of the higher education and scientific research, also establishing relationships with other academic, cultural and scientific institutions, either Albanians or from other countries. Its academic program is based on the Bologna Accord. Currently the university provides Bachelor's, Master's degrees, and doctoral program.</p> <p>UV gives a special emphasis in promoting and encouraging the international dimension of studies, learning and scientific research. UV is the largest university in South Albania and composed of 4 Faculties, 17 Departments and 5 Research Centers. UV holds Agreements with more than 30 Higher Education Institutions of EU countries such as Spain, Italy, Germany, Belgium, Greece, Rumania, Bulgaria etc. and also with Universities in China and the Middle East. UV is also ranked among first Albanian Higher Education Institutions in terms of student mobility.</p> <p>UV is the only Albanian institution that has endorsed and undersigned The European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers in October 2016, supporting the implementation and efficiency of a more conductive research policy-making in the near future in line with the European Higher Educational institutions. University of Vlora has been/is partner in several EU projects (U3M Developing third mission activities in Albanian Universities –TEMPUS) and Erasmus Mundus Green-Tech –WB – innovative technologies 2014-2018. UV provides PhD studies in Math and its will to open new studies upon the Ministry of Education reopen the process.</p>		
<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>		
<p>University of Vlora will participate in all WPs. Especially, in WP1, WP2, WP3 and WP4, the work packages related to the reform of doctoral studies as well as with introducing pilot PhD curricula in Montenegro and Albania. UV will response on all requests to give inputs to the Albanian government in term of doctoral education. Also this university will help other Albanians university to open Joint PhD program in Shkoder. Also, UV will give contribution in dissemination and sustainability. UV has very fruitful cooperation with University of Montenegro and other Albanian universities,</p>		
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project		
<i>Please add lines as necessary.</i>		
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>	
Prof.As. Kristofor Lapa	<p>Kristofor Lapa, graduated (1991) as Mechanical Engineering at Polytechnic University in Tirana, PHD Studies at Faculty of Mechanical Engineering and Associated Professor at 2009. He has been lecturer of Naval Architecture and Mechanics of Fluid at University "Ismail Qemali" of Vlora since 1994. He is author and coauthor in more scientific papers, conferences, workshops, etc. He is author in more books and also in scripts for his students.</p> <p>He has been Head of Department Mechanical and Naval Architecture and Marine Engineering and Dean of Faculty of Technical Science and recently Head of Scientific Research Sector of UV.</p> <p>He has organized 3 International Conferences at University of Vlora.</p> <p>Regarding the internal quality assurance system at University of Vlora his contribution is on:</p> <ul style="list-style-type: none"> - Preparation of the manual of the quality control of the Department of 	

	<p>Maritime Sciences and Department of Engineerings.</p> <ul style="list-style-type: none"> - Head of the internal quality team of MArED Project and preparation of the Quality Self-Assessment Checklist. <p>He was Coordinator of:</p> <ul style="list-style-type: none"> - MArED- Tempus Project 544257-TEMPUS-1-2013-1-ME-TEMPUS-JPCR during 2013-2017 - AMICI - Albanian Maritime International Competitiveness Initiative of HERD program with NTNU Norway during 2014-2016 - Erasmus+ KA1 - Mobility for learners and staff between UV and NTNU in Norway during 2017-2018
<p>PhD Enkeleint-Aggelos Mechili</p>	<p>Mr. Enkeleint-Aggelos Mechili, MSc, PhD is a graduate of the National and Kapodistrian University of Athens, Greece and holds a MSc in Public Health and since 2015 a PhD in Health Policy from National and Kapodistrian University of Athens. Since 2013 he is a Lecturer at Faculty of Public Health, UV. His research focuses on Public Health, Health Policy, Health Economics, Epidemiology and Health Informatics (using it as a method to improve the provided health services and to reduce cost). Dr. Mechili has a huge experience in Teaching Epidemiology and Research Methodology and more than 35 publications in international and Greek journals. He has been involved in several national (Greek) and international projects. In 2013 he worked at BioMed (Marie-Curie programme) programme in Jordan. Since January 2016 he is a research associate at Faculty of Medicine, University of Crete and is involved as coordinator at EUR-HUMAN project (CHAFEA project). From February 2017 he holds the post of Vice-Rector (at University of Vlora) responsible for Institutional Development and quality assurance at the university level. One year experience as head of group in charge for the accreditation process of UV (2017).</p> <ol style="list-style-type: none"> 1. Investigation of the quality and effectiveness of telemedicine in children with diabetes. Stud Health Technol Inform. 2015; 210:105-9. 2. The Empowerment of Patients with Mental Conditions and Addictions through e-Health. Stud Health Technol Inform. 2015; 213:210-2. 3. Are political views related to smoking and support for tobacco control policies? A survey across 28 European countries. Tobacco Induced Disease 2017;15:45 DOI 10.1186/s12971-017-0151-x 4. Primary care for refugees and newly arrived migrants in Europe: a qualitative study on health needs barriers and wishes. Eur J Public Health. 2017 Dec 12. doi: 10.1093/eurpub/ckx210. 5. Healthcare Information Systems for the Epidemiological Surveillance within the Community. Stud Health Technol Inform. 2013; 190:252-4. 6. The Empowerment of Patients with Mental Conditions and Addictions through e-Health. Stud Health Technol Inform. 2015; 213:210-2. 7. Compassionate care provision: an immense need during the refugee crisis: lessons learned from a European capacity-building project. Journal of Compassionate Health Care. 2018;5:2 8. Universal check-up programme in Albania: Is this an effective decision? J Med Screen. 2017 Jan 1:969141316680646.

Assoc. Prof. Hajdar Kicaj	<p>Professor Hajdar Kicaj was born in 1964 in Vlore, Albania. In June 2013 Prof. Kicaj awarded the title Associate Professor at University of Vlora and in 12 January 2009 awarded the scientific degree PhD in Biological Sciences field at University of Tirana. During the years 2002-2004 Prof. Kicaj awarded the Master of Science degree in Environmental Biology (zoology-ecology field) at University of Tirana while in 1986 completed his studies in Biology at University & quot; Eqerem Çabej & quot; Gjirokastra. The main research fields are ecology-zoology, diversity and ecology of soil macro fauna of the group of Myriapoda. More than 30 contributions are presented and published in national or international events (workshops, seminars, conferences, etc). Prof. Kicaj has been also author and coauthor of about five text school books, and other four books and monographs. Prof. Kicaj has been involved in several national and international projects.</p>
Assoc. Prof. Llambrini Sota	<p>Llambrini Sota has graduated from the Faculty of Natural Sciences, Department of Mathematics, University of Tirana, in 1995. She hold a PhD diploma in Mathematics from 2010. She was awarded the title Associate Professor for distinguished contribution in Mathematical Sciences from 2015. Her recent interests are in Stochastic Partial Differential Equations, Probability Theory, Mathematical Statistics and their applications in Physics, Biomedicine and Economics. Currently he is a full time Professor of Mathematics at the University of Vlora and she is the Head of Mathematics Department at the University of Vlora. She has a twenty-year career in university auditors.</p>
PhD. Veneranda Hajrulla	<p>Professor at the Department of Foreign Languages (English Branch). She is specialized in <i>English Language Teaching</i> and <i>Pre service Teacher Education</i>. In 2006-2013 - followed the postgraduate studies (<i>Executive Master / PhD. Dissertation</i>) in Linguistics; in the field of <i>Didactics of English Language Teaching</i>, at the University of Tirana/Faculty of Foreign Languages/ Albania. In 2016, - she awarded the academic title: <i>Associate Prof.Ph.D</i>, in the field of <i>Didactics of English Language Teaching</i>. She has attended too many national and international conferences, activities, seminars, workshops, projects on education, teacher training and is the author of many publications on Foreign Language Teaching, in Albania and abroad. Her research work, publications and activities include mainly:</p> <ul style="list-style-type: none"> ➤ assessment and evaluation: task-based assessment, portfolio assessment problem based learning, e- portfolio and pre service teacher training, ICT tools in teacher training, mentoring/error correction, teaching tips in teacher training <p>Projects - from 2002-2011, she has been part of some project teams, like:</p> <ul style="list-style-type: none"> ➤ “Establishing Coherent Standards between pre university and university system in TFL”. ➤ Tempus IV Project – Albania, “Development of International Relations” <p>“Impact of the TEMPUS Project CD-JEP-16118-2001 on the Albanian Universities” INTERREG III B – A two- moth practice and experience at the University of Bari, ITALY</p>

Partner number		P10
Organisation name & acronym	METROPOLITAN UNIVERSITY OF TIRANA - UMT	
D.1.1 - Aims and activities of the organisation		
<i>Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
<p>Metropolitan University of Tirana http://umt.edu.al/new/ was established in 2010 and consists of: Faculty of Engineering and Architecture, Faculty of Computer Science and IT, Faculty of Economics and 3 Scientific Research centers in each faculty. UMT offers the following bachelor programs in: Civil Engineering, Computer Engineering, Economic Informatics, Business Administration, Finance and Accounting, Finance Bank. The study Programs in Master Level: Master of Science in Civil Engineering on two profiles: Structuralist Infrastructure Transport, Management in Engineering; Economics –MBA; Informatics Engineering, Electronics Engineering, Electrical Engineering, Mechatronics Engineering, Telecommunication and 5-year integrated studies in Architecture on 5 profiles: Architect, Bio Architect, Architect Engineer, Architect Restorer, Architect Interior. Total number of employees in UMT is 108.</p> <p>Metroresearch is an NGO established by Metropolitan University of Tirana in 2014 to highlight and enrich project research expertise and management. Metroresearch consist of two crucial entities: Metropolitan Incubator and Metropolitan Geospatial Center.</p> <p>Incubator, a Metroresearch division, established in 2016, aims at encouraging students and young professionals studying at UMT, but not only, in identifying and implementing new ideas in information technology and other fields of expertise. Metropolitan Incubator offers incubation and acceleration services for start-up businesses in ICT and other domains.</p> <p>Metropolitan Geospatial Center: MGC has been launched as the Metroresearch initiative in 2016. It provides a regional forum to promote and facilitate the exchange of Geo-spatial data, aiming to expand the capacity of different stakeholders to address the common needs of GIS and to maximize investments through cooperation between organizations.</p>		
<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>		
<p>The role of UMT will consist in establishing a science and technology doctoral school in both countries (Albania and Montenegro) for sustainable development of Balkan Countries, comprising field of ICT; Tourism, engineering etc... UMT will follow up the establishment of these Doctoral Schools by fostering a sustainable cooperation with Ministry of Education, Sports and Youth in Albania and homolog doctoral school located in Montenegro.</p> <p>Work packages that UMT proposes to give direct contribution are: (1) WP1: PRE: Monitoring and analysing of national systems and policies of doctoral education in Montenegro and Albania, (2) WP3: DEV: Establishing a new model of doctoral studies on national levels-UMT proposes to have a substantial and leading role, due to the expertise of our staff; (3) WP4: DEV: Establishment start-up of two doctoral schools; (4) WP6: DISS: Dissemination of the project results; (5) WP7: EXP: Sustainability of the project results; (6) WP8: MNGT: Management of the project.</p>		
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project		
<i>Please add lines as necessary.</i>		
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>	
Prof. Dr. Agim Selenica	<p>Prof. Dr. Agim Selenica was born in Korca, on 16.01.1947. He finished high studies in the Faculty of Natural Sciences, as physicist, with very good results in 1969. In January 1970 he was appointed as researcher in the Institute of Hydrometeorology of the Academy of Sciences of Albania and after as the Head of the Department of Hydrology of this institute. In 1997 he was nominated Vice- Director of the Institute of Hydrometeorology.</p> <p>During the period 1999-2000 he worked as researcher in IRD-Institute of Researches and Developments in Montpellier-France, in the framework of MED-HYCOS Programme.</p>	

	<p>In 2003 he left the Institute of Hydrometeorology and continues his carrier as the lecturer in the Department of Hydraulics and HydroTechnics in the Faculty of Civil Engineering and after as the Head of this department. In 2015 he was nominated as the Dean of the Faculty of Engineering and Applied Sciences of Metropolitan University of Tirana and in October 2016 as Rector of this University.</p> <p>In 1978, he followed a specialization of 6-month in Beiqing (Pekin), in the field of hydrology.</p> <p>During the year 1980 he followed a one year Post Graduate Studies (MSc) in “Ecole Polytechnique Federale de Lausanne”, in the field of Engineering Hydrology. Also, during the academic year 1993 -1994 he followed in IHE-Delft, The Netherlands, a one year Post Graduate Studies in Water Resources Management (MSc). In 1985 he got the scientific Degree of Candidate of Sciences and in 1992 Doctoral Degree from Academy of Sciences of Albania.</p> <p>In 1994 he got the scientific title of Associated Professor and from 2001 he is Full Professor in Hydrology and Water Resources</p> <p>During his activities, Prof. Dr. Agim Selenica, being at the same time a researcher and a lecturer, has had the capability to combine the teaching process with that of the scientific works. This experience he has presented in his books “Engineering Hydrology” (2009) and “International Hydrological Vocabulary” (2017). He is also the author of two monographies and 26 papers in Albanian and foreign reviews and proceedings.</p> <p>He has good commands in French, English and Russian and good computer skills in basic programs of Microsoft Office and other software’s of the applied hydrology.</p> <p>Prof. Selenica has participated in many projects financed by local and international institutions.</p> <p>He is member of some international scientific organization as:</p> <ol style="list-style-type: none"> 1. National Representative of IAHS for Albania (International Association of Hydrological Sciences) 2. Member of CHy (Commission for Hydrology) of WMO for Albania, 3. Expert in FRIEND AMHY Programme 4. Member of CO (Conseil d’Orientation) of OIF (Organisation Internationale de Francophonie) for Eastern and Southern countries of Europe.
<p>Prof. Dr. Betim Çiço</p>	<p>Prof. Betim Cico got his Diplom Engineer degree in Electronic Engineering (1965-1970) from Polytechnic University of Tirana (PUT), Albania as a distinguish student. After working 3 years as an Engineer in Shijak Broadcasting, Betim continue to work in the Institute of Nuclear Physics as a scientific researcher in the field of nuclear electronics (computer and microprocessor based nuclear systems) from 1972 - 1998 and as part time professor in PUT. During this period, he finished the PhD study (1983) in the area of Nuclear Electronics.</p> <p>In November 1998, he joined the Electronic Department at PUT until September 2012 where he got the title full professor in 1999. During this period, he teaches different courses in bachelor, master and PhD study related to Electronic Systems, Digital Design, Computer Architecture, Advance Computer Architecture, Research Methodology, Artificial Intelligence in PUT and as invited professor in many Universities in Albania, Kosovo (Prishtina University) and Macedonia (SEEU University, Tetovo).</p> <p>During the period of 2008 - 2012 he used to work as a head of Computer Engineering Department in PUT, from 2012 until 2014 he joined the CST Faculty in SEEU in Tetovo, Macedonia as a Dean of Faculty, 2014-2016 (October) as a full Professor in Aleksander Xhuvani University, Elbasan,</p>

Albania and from October 2016 as a professor in Epoka University (2009 - September, 2016 as part time professor in Epoka University).

Participation in many training, workshops, scientific visits in China, Germany, France, United Kingdom, Turkey, Italy, Greece, etc.

- *Member of more than 40 different Programme Committee in Scientific Conferences.*
- *Supervisor of 15 PhD students,*
- *from 2007 - 104 papers in Proceedings of Conferences (IEEE, ACM, Springer Verlag, etc) and 30 papers in Scientific Journals.*

Project participation:

Member of Project Group, MoES, for the implementation of the Education Management Information System (EMIS) Component under the Transition Education Reform Project in Albania 1999 – 2001. National consultant of the World Bank in this Education Reform Project in Albania, financed by the World Bank;

EU research collaboration and bilateral projects:

1. Scientific responsible of the third-party FEE in SEEREN 2, Framework Programme 6;
2. Scientific responsible of the third-party FEE in SEGRED 2, Framework Programme 6;
3. Scientific responsible from the Albanian side for project: Simulation and modelling of complex biological processes in small animals (S&T Cooperation Programme between the Republic of Greece and the Republic of Albania 2005– 2007);
4. Scientific responsible from the Albanian side for DAAD Stability Pact Sponsored by Germany project: “Software Engineering: Education and Research Cooperation”;
5. Contact point for Albania on VICES Tempus Project JPGR - 144650 – 2008, Video Conferencing Educational Services (VICES) (Italy, Belgium, Hungary, R. Macedonia, Serbia, Albania), from 15/01/2009 to 14/01/2012, <http://www.vices.org>
6. Co-leader of the WP3 on Future Education and Training in Computing (Erasmus+, 2013- 2016), fetch.ecs.uni-ruse.bg/
7. Coordinator for SEEU, Tetovo, Macedonia, Project title: Strengthening the role of Eastern European Manufacturing Sites in Manufacturing Networks: The influence of Absorptive Capacities, <http://cst.seeu.edu.mk/scopes/>

Member of Editorial Board of:

1. “Computer Engineering”, ISSN 1313-2717, Bulgarian Journal of Technical University of Sofia.
2. International Journal of Science Innovation & new Technology, <http://ijsint.org/index.php/editorial-board>, Printed ISSN: 2223-2257, Online ISSN: 2225-0751.

Some of his publication relevant to the project are:

1. Eralda Nishani, Betim Cico, A Systematic Mapping Study of Computer Vision Approaches based on Deep Learning and Neural Network. In Proceedings of the 8th Balkan Conference in Informatics. Informatics 2017, BCI2017 September 20 - 23, 2017, Skopje .Macedonia, ACM International Conference Proceeding Series, ACM Inc., N.Y. USA ©2017,

pp. 236-243, ISBN: 978-1-4503-5285-7, doi>[10.1145/3136273.3136301](https://doi.org/10.1145/3136273.3136301),
(*Eralda Nishani -PhD student*)

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6. Marika Apostolova Trpkovska ; Lejla Abazi Bexheti ; Betim Cico. Enhancing flipped classroom model implementation, Published in: Embedded Computing (MECO), 2017 6th Mediterranean Conference, Date of Conference: 11-15 June 2017, ISBN:978-1-5090-6743-5, DOI: 10.1109/MECO.2017.7977138, IEEE, Bar, Montenegro, Montenegro
7. Eralda Nishani ; Betim Çiço. Computer vision approaches based on deep learning and neural networks: Deep neural networks for video analysis of human pose estimation. Date of Conference: 11-15 June 2017, ISBN: 978-1-5090-6743-5, DOI: 10.1109/MECO.2017.7977207, Publisher: IEEE, Bar, Montenegro, Montenegro (*Eralda Nishani -PhD student*)
8. Marika Apostolova Trpkovska, Lejla Abazi Bexheti, Betim Cico. Practical Experience of Applying the Flipping Learning Model in a Master Course. In Proceedings of INTERNATIONAL CONFERENCE ON E-LEARNING, e-Learning'16, pp 162-167, 08-09 September 2016 Slovak University of Technology Bratislava <http://www.elearning-conf.eu> ISSN: 2367-6787 (online), ISSN: 2367-6698 (print), ISSN: 2367-6701 (cd-rom).
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10. Marika Apostolova Trpkovska, Lejla Abazi Bexheti, Betim Cico. Practical Experience of Applying the Flipping Learning Model in a Master Course. In Proceedings of INTERNATIONAL CONFERENCE ON E-LEARNING, e-Learning'16, pp 162-167, 08-09 September 2016 Slovak University of Technology Bratislava <http://www.elearning-conf.eu> ISSN: 2367-6787 (online), ISSN: 2367-6698 (print), ISSN: 2367-6701 (cd-rom).
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 17. Marco Porta, Betim Çiço, Peter Kaczmarski. Report on WP3 ERASMUS THEMATIC NETWORK FETCH - ESFCET 2020 (ETN FETCH "Future Education and Training in Computing: How to support learning at anytime anywhere". European Commission under the Lifelong Learning Programme: 539461-LLP-1-2013-1-BG-ERASMUS-ENW). 91 pages, ISBN: 978 - 88 -98567-21-8, Pavia, Italy, January 2016
 18. Ilir Keka, Betim Çiço. Treatment and visualisation of big data in power systems. "International Journal on Information Technologies & Security", No. 2 (vol. 8), 2016, (Full information of Journal in web site <http://ijits-bg.com/ijitsarchive> No 2 (Volume 8)-2016.rar, pp 3-14. Publication of the (USB) Union of Scientists in Bulgaria, 39, Madrid

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<p>Prof. As. Fisnik Brovina</p>	<p>Fisnik Brovina was born in Tirana, Albania. He received the BA degree in economy from the University of Tirana, Albania, in 1988, and Ph.D. degrees in Management from the Royal College of Management Manchester, UK and University of Arts in Tirana, Albania in 1994. In 1988, he joined the Department of Management of Economics Faculty in Tirana, Albania as a invited Lecturer. From June 1992 until September 2000; he worked for the Department of Arts Management at University of Arts in Tirana, where he was a Professor, Dean of the Arts Management Faculty and Pro Rector of the University. He became an Associate Professor in 1996. He got his Professorship in Management in 2003. From September 2003 until March 2007 he joined the Department of Management at George Brown College, Toronto, ON, Canada. He worked as Secretary General of the Ministry of Tourism, Culture, Youth and Sports from 2007 until 2010. He worked with Luarasi University from 2012 until 2016 as a Deputy Dean of the Economics Faculty. He is working with Metropolitan Tirana University since 2016 as a Pro Rector and Head of IE Department. His current research interests include management and management of arts.</p> <p>Education:</p> <ul style="list-style-type: none"> • Georgetown University/Washington DC - Executive Management - 2007-2008 • Canterbury University Private University- Professorship, Professor of Business Administration in Management - 2001- 2003 • Ministry of Education, Tirana, Albania- Associated Professor – 1995, etc. <p>Professional Positions:</p> <ul style="list-style-type: none"> • Metropolitan Tirana University- Pro-Rector of Metropolitan Tirana University- 2016-ongoing • Metropolitan Tirana University- Head of the Department of Economic Informatics - 2016-ongoing • Metropolitan Tirana University- Lecturer of Principles of Management and Human Resource Management- 2016-ongoing • Luarasi University- Vice Dean of Economic Faculty- 2012 - 2016

	<ul style="list-style-type: none"> • Luarasi University- Head of the Business Administration Department - 2012 - 2016 • Luarasi University- Lecturer of Principles of Economics, Principles of Management Principles of Business- 2012 - 016 • Ministry of Tourism, Culture, Youth and Sports - General Secretary - 2007- 2010 • Academy of Learning, Toronto/ Canada - Lecturer of Principles of Business - 2004- 2007, etc.
Prof. Dr. Erkan İmal	<p>Education:</p> <ul style="list-style-type: none"> • PhD, University of Sussex, School of Engineering and Applied Sciences, Brighton, England “Electric-ElectronicsEng.” 1994 • MSc, Gazi University, GraduateSchool of Science and Engineering, Ankara, Turkey, “Electric-Electronics Edu.” 1989 <p>Professional Positions:</p> <ul style="list-style-type: none"> • Faculty Member - Professor Doctor, 2017 - Pres., Metropolitan University Tirana, Albania • Faculty Member - Professor Doctor, 2009 – 2016, Fatih University, Istanbul - Turkey • Faculty Member - Associate Professor Doctor 1998 – 2009, Fatih University, Istanbul - Turkey • Faculty Member - Assistant Professor Doctor, 1995 – 1998, Gazi University, Ankara – Turkey • Research Assistant - Doctor, 1994 – 1995, Gazi University, Ankara – Turkey • Ph.D. Student 1989 – 1994, Sussex University, Brighton, England • Research Assistant 1987 – 1989, Gazi University, Ankara – Turkey, ect. <p>List of Publications:</p> <ul style="list-style-type: none"> • Latifoğlu, F., Kara, S., İmal, E., “Comparison of Short---Time Fourier Transform and Eigenvector Music Methods Using Discrete Wavelet Transform”, Journal of Medical Systems, Springer Netherlands, Vol. 33, No. 3, Jun. 2009, pp. 189---197 • Kara, S., Latifoğlu, F., İmal, E., Güney, M., “Spectral Analysis of Umbilical Artery Doppler Signals During Gestation Utilizing Discrete Wavelet Transform”, Experimental Techniques (SEM), Vol. 33, Issues 4, July/August 2009, pp. 52---58, DOI: 10.1111/j.1747---1567.2008.00367.x • İmal, E., “CDM Based Controller Design for Nonlinear Heat Exchanger Process”, Turk. J. Elec. Eng. & Comp. Sci., TÜBİTAK, Vol. 17, No. 2, July 2009, pp. 143---161, DOI:10.3906/elk---0905---45, etc.
Prof. Asoc. Sopot Cama	<p>Education:</p> <ul style="list-style-type: none"> • 1963 "General Economist ", graduated from the Faculty of Economics of UT. • 1993 "Doctor of Sciences in Economic", Decision No.351, dated 30.06.1993 • 1994 "Asistent Professor", Decision No. 11, dated 13/12/1994 • 20.02.1991-30.05.1991, qualification at Instituto Commercio Estero (ICE), Rome • 01.02.1992-20.05.1992, qualification at Instituto Commercio Estero (ICE), Bari <p>Professional Positions:</p> <ul style="list-style-type: none"> • Metroplolitan Tirana University (UMT) - Responsible Department / Dean of the Faculty of Economics - 2014- the following

	<ul style="list-style-type: none"> • Albanian University, Tirana - Dean of the Faculty of Economics and Head of Business Administration -01.10.2012-30.10.2014 • Albanian University, Tirana - Deputy Dean of Faculty of Economics and Head of Marketing Department- 01.10.2010-30.09.2012 • Albanian University, Tirana - Lecturer of the subject "Introduction to Economics" - 01.10.2010-30.09.2012 • Albanian University, Tirana - Lecturer of the subject "Macroeconomics" - 01.10.2010-30.09.2012 • University "ILLYRIA", Tirana - Dean of the Faculty of Economics - 01.01.2010-30.09.2010 • University "ILLYRIA", Tirana - Drafting of basic documentation of its functioning: Regulation, Statute etc. -01.01.2010-30.09.2010 • Military University "Skenderbej" (UUS): Founder of the Faculty of Management of the Military University "Skënderbej" (UUS); drafting the basic documentation of its functioning: Regulation, Statute etc- 2004-2009, etc. <p>List of Publications:</p> <ul style="list-style-type: none"> • "Political Economy of Capitalism", 1982, textbook for higher schools, co-author. • Compilation of the subject program "Introduction to Economics". • Draft curricula, DNP and DND, of Business Administration and Finance Bank study programs, etc.
PhD. Emre Çeçen	<p>Education:</p> <ul style="list-style-type: none"> • Istanbul Technical University, Ayazağa, IST Ph.D. in Civil Engineering, Geotechnical Engineering 2007 Dissertation: "Numerical Analysis of Stress-strain Effects of Umbrella-arch and Face Reinforcement Techniques Performed in Urban Tunnels" • Istanbul Technical University, Ayazağa, IST M.Sc. in Civil Engineering, Geotechnical Engineering 1997 Thesis: "Formation of Impermeable Liners by Natural Soil Mixtures for Solid Waste Disposal Areas" <p>Professional Positions:</p> <ul style="list-style-type: none"> • Metropolitan University of Tirana, Albania - Head of Department of Civil Engineering- November 2016-present • Fatih University, ISTANBUL, TURKEY - Head of Department of Civil Engineering - September 2014-August 2016 • Fatih University, ISTANBUL, TURKEY - Deputy Head of Department of Civil Engineering - October 2012-September 2014 • Fatih University, ISTANBUL, TURKEY - Assistant Professor Dr. - October 2012-present • Fatih University, ISTANBUL, TURKEY - Head of Soil & Rock Mechanics Laboratory - October 2013-present • Istanbul Kultur University, ISTANBUL, TURKEY - Deputy Head of Department of Civil Engineering - June 2012-October 2012 • Istanbul Kultur University, ISTANBUL, TURKEY - Assistant Professor Dr. - June 2011-October 2012, ect. <p>List of Publications:</p> <ul style="list-style-type: none"> • ÇEÇEN, E., (2017), "Recent Advances in Slope Stability Analysis", Symposium on Natural Disasters and Measures to Reduce Their Damages to Structures, Metropolitan University of Tirana, 4 July 2017. • ÇEÇEN, E., HUSSEIN, O., I., (2015),"Numerical Analysis of Improvement

	<p>Effects of Stone Columns for Weak Soils”, 6th Geotechnical Symposium, Adana, Turkey (In Turkish),</p> <ul style="list-style-type: none"> • SIVRIKAYA, O., YAVAŞCAN, S., ÇEÇEN, E., (2014), "Effects of ground granulated blast furnace slag on the index and compaction parameters of clayey soils", ACTA GEOTECHNICA SLOVENICA, Vol. 11, No. 1, Jan. 2014, pp. 19-27, etc.
<p>ATT. Besa Mançka</p>	<p>Education:</p> <ul style="list-style-type: none"> • Faculty of Law, University of Tirana, Integrated Level II = Master of Science, Lawyer - 2006 - 2010 • National Chamber of Attorneys, National School of Advocacy + Internship as assistant attorney at a Legal Office - 2012 –2014 • Metropolitan Tirana University in collaboration with PhD. David Allen (member of RICS, UK) - Continuing Training Program, Postgraduate Course in Real Estate Valuation and Investments -2016 - 2017 • Metropolitan Tirana University in collaboration with Sec. S.r.l.s.- "Managing a Project at the European Level" Course- 2017 <p>Professional Positions:</p> <ul style="list-style-type: none"> • Metropolitan Tirana University, Future University of Tirana LLC- Administrator/Lawyer – October 2017 - present • Metropolitan Tirana University, Future University of Tirana LLC- Delegated Administrator/Lawyer – 2015 – October 2017 • Metropolitan Tirana University, Future University of Tirana LLC- Lawyer / Head of Administration – 2011 – 2014 • National Office of UNHCR Tirana - UNHCR - Assistant lawyer- February 2010 until June 2010 • Mediasat Television- Translator of scientific documents from English and Italian to Albanian - 2001 until 2003 • UNICEF in collaboration with the Albanian National Television TVSH - Reporter <p>Projects – Scientific Event:</p> <ul style="list-style-type: none"> • Virtual Cicero- A project funded by the Ministry of Culture, developed by the MetroResearch Center in collaboration with the National Gallery of Arts - Position: Project Manager • International Conference "Challenges of Sustainable Development" - 20/21 December 2014- Position: Member of the Organizing Committee • International Conference "Development of Projects for Cooperation" - 23/24 May 2015 - Position: Member of the Organizing Committee • International Seminar "Sustainable Development in Albania, Contribution of Italian Experiences" - Position: Member of the Organizing Committee • The project "Know and Protect Children's Rights. Their position in the family, school and society " - Position: Writer and project implementer • Albanian Balkan Case Challenge in collaboration with Ande-LM- Training on International Law and the European Union - Qualification "Successful Participant", selected on the top 10 • Studying on antique philosophy, antique theater, antique visual art, classical and Byzantine music, history of the Balkans and Europe <p>List of Publications:</p> <ul style="list-style-type: none"> • "Political Economy of Capitalism", 1982, textbook for higher schools, co-author.

	<ul style="list-style-type: none"> • Compilation of the subject program ``Introduction to Economics``. • Draft curricula, DNP and DND, of Business Administration and Finance Bank study programs, etc.
Prof. Dr. Halil Sykja	<p>Education:</p> <ul style="list-style-type: none"> • 1969- 5 year diploma in physical physics graduate • 1986- Titled Docent • 1994- Titled Professor <p>Professional Positions:</p> <ul style="list-style-type: none"> • 1970- Appointed as a new scientific associate at the Department of Physics of Specialty • 1976- Lecturer of Theoretical Physics (Electrodynamics) • 1994-2008- Head of the Department of Physics • 1991-1992- Zv. Rector of the University of Tirana • 1992- Member of Selection Group of Albanian Pedagogues for Stock Benefit from the American Foundation IREX-Princeton, USA • 1992-1993- Rector of the University of Tirana • 1992-1993 Chair of the Soros Foundation Task Force for the Modernization of Human and Social Sciences Teaching in UT • 1991-1993 Member of the Drafting Group of the Law on Higher Education in Albania • 1992- Member of Min. Education and Science in UNESCO talks • 1994-1995- Fullbright Bursist at UCSD (UNIV.CAL.SAN DIEGO, USA), 6 months • 1991-1993 Member of the Drafting Group of the Law on Higher Education in Albania • 1991-1993 Member of the National Committee for Science and Technology • 1993- Member of the local TEMPUS Board • 1991-1998- Member of the Steering Committee of the Association of Albanian Ficians. • 1998-2008 Member of the Albanian Encyclopaedic Dictionary Board • 1999- Chair of the Physics Curriculum Review Group and High School Programs, Min.Ars. of February. • 1999- Member of the AEDP project team for decentralization of the Educational System in Albania (Soros Fund.) • 1999- Lecturer at the Environmental School for Environmental Acoustics, Fak.Shk.Natyra • 2000- Chartered Physicist and INSTITUTE OF PHYSICS OF GREAT BRITAIN • 2000 - Member of ALUMNI ASSOC. of Fullbright scholars • 2003- Co-ordinator of the Tempus JEP 3 year project with the universities of Ferrara, Zigen and Lecce • 2004- Member of the Evaluation Board of alternative textbooks of the Secondary School • 2005- Chair of High School Textbook (Physical) at Mash. • 2007- Coordinator and draftsman of the World Bank project for "Quality and Equality in Education" (for physics) • 2008- Coordinator and draftsman of the project "Survey of EM radiation in a large band of frequencies" in the framework of bilateral cooperation with Italy

- 2010-2012- Member of the Scientific Committee of the International Conference "Journée Hubert Curien" on Scientific Communication (in collaboration with UNESCO) -Nancy, France
- 2014-Today Member of the Central Commission for the Protection against Ionizing and Non-ionizing Radiations at the Ministry of Public Health (since March 2014), ect.

Publications:

- 1992- Albanian Universities in the Transition Period, lecture at the Institute of Political Studies-Rome
- 1993- Albania-Problems and Perspectives- published in the Journal of Political Studies-Rome
- 1999- Regarding the curricula of physical studies at UT, lecture held at the Conference of Albanian Physicists, published in proceedings, Tirana
- 2002 - Lecture on physics programs in the high schools of Albania, in European Physics Teachers' Conference in Les Houches -France -faced in proceedings, France.
- 2004- New Curriculum of Physics and Nuclear Science, held at the Regional Conference on the Conservation of Knowledge in Nuclear Physics, organized by IAEA-Sofie
- 2002- University Problems in Our Country (``Koha Jone`` periodical)
- 2005- Lecture at the Belgrade Seminar for the Bologna Process and the Establishment of the Higher Education Regional Area, Belgrade Science and Engineering (ICCESEN-2015) Antalya, Turkey, October 14-19, 2015

Awards:

- 1989 - The Medal of 'ANIM FRASHERI' for contribution to science and education accorded by the President of the Republic of Albania
- 1995 - Price for the " ARTICLE " for 1995
- 1996 - 'FULBRIGHT' Certificate
- 2005 - Acknowledgment from the University of Prishtina for personal contribution to the education of citizens of Kosovo.

Partner number		P11
Organisation name & acronym	MINISTRY OF EDUCATION OF MONTENEGRO - MoE	
D.1.1 - Aims and activities of the organisation		
<i>Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
<p>Ministry of Education of Montenegro is responsible for creation of the overall education policy. Ministry coordinated all laws and by-laws in the field of education and plays coordinating role in implementing the legislation. It is also in charge of the recognition of foreign education diplomas for the purposes of employment, as well as for development of the related legislation. Total number of employees in the Ministry is 77.</p> <p>Doctoral education is recognized as the third cycle of higher education in the Bologna Process. Bearing in mind the overall important role of doctoral candidates who usually take an existing concept or problem in industry, their research and recommended proposals or solutions for solving we consider doctoral candidates as a significant factor for social and economic impact. Good research training makes a fundamental component of building research capacities, yet at the same time it requires a critical mass of researchers and inclusive research environment in which doctoral candidates are considered as fellow researchers and professionals. Also, in many European countries doctoral schools have a significant role in ensuring conditions for professional development and mobility of doctoral students, as well as in facilitating the improvement of the quality and management of doctoral education. The importance of the doctoral studies upgrading is recognized within the Strategy for Development of HE 2016-2020, objective 3: Improving research work and increasing the level of participation in EU projects, sub - point 3.1 Improving doctoral studies and strengthening the research component.</p>		
<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>		
<p>We will be very actively involved in creation of new standards for accreditation taking into account the existing national policies/standards for doctoral studies. It is of the essential importance to harmonize them with good EU practices in this field. We will work on enabling conditions the third, PhD cycle to be funded from the budget, if needed, as it is prescribed by the Strategy.</p> <p>Licensing procedure for doctoral studies which is in the responsibility of Ministry could be subject to some changes and amendments. Thus, we will actively contribute in all WPs, especially WP1: reconsidering policies in PhD educations, WP3: reconsidering funding of PhD students, WP4: introducing exemplary Joint PhD Schools, with emphasis on Accreditation as well as all WPs related to the Quality Control, Dissemination, Sustainability and Exploitation.</p>		
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project		
<i>Please add lines as necessary.</i>		
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>	
Mubera Kurpejović	<ul style="list-style-type: none"> • General director of Directorate for Higher Education • Experienced as of legislation concerning higher education and by law acts in this field • Responsible for work of ENIC centre which exists within the Ministry of Education • As coordinator of Chapter 26 she acts very important role in communication with EC and relevant departments for education within it. • Coordinated with WG responsible for creation of the Strategy for Development of Higher Education 2016-2020 • Participated in creation of Strategy of Teachers' Education 2017-2024 • Coordination role in establishing the Agency for Control and QA of HE • Worked as member of Council for HE, QA body • Worked as a president of the Council for Qualifications 	

	<ul style="list-style-type: none"> • Member of Steering Board of the University of Montenegro
Biljana Mišović	<ul style="list-style-type: none"> • Participated as member of WG in creation of legislation and by law acts in the field of higher education • Participated as member of WG in creation of Strategy for Development of Higher Education 2016-2020 • Participated as member of WG in creation of Strategy of Teachers' Education 2017-2024 • Worked as secretary of the Council for Higher Education, accreditation body responsible for QA, for ten years • Member of Bologna Follow up Group • Member of Steering Board of the Agency for Control and QA of HE

Partner number		P12
Organisation name & acronym	MINISTRY OF SCIENCE OF MONTENEGRO – MOSM	
D.1.1 - Aims and activities of the organization		
<i>Please provide a short presentation of your organization (key activities, affiliations, size of the organization, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
<p>Ministry of Science is the main body for scientific research policy in the system of public administration of Montenegro. Together with the Ministry of Economy, it also creates the innovation policy in the country. The Ministry acts as the implementation agent for research and innovation funding programmes, since there are no specific agencies for this purpose in the country.</p> <p>The main sectors of activity of the Ministry are: National policies and funding programmes, Multilateral and bilateral cooperation agreements and implementation, Pre-accession programming and implementation, Internationalisation programmes of inclusion of Montenegro in large international collaborations, EU Framework Programme implementation, Innovation and technological development, Infrastructure development, Policy monitoring and analysis.</p> <p>Development of human resources in research is the first priority of the newly adopted (Dec. 2017) Strategy on scientific-research activity of Montenegro 2017-2021. Therefore, doctoral study and research programmes are in focus of the Ministry's work.</p>		
<i>Please describe also the possible role of your organization in the project (limit 1000 characters).</i>		
<p>By cooperating with the universities in Montenegro and EU partners within MARDS project, we expect to develop consistent national and university policies and programmes and thus reach higher impact on creating a new generation of scientists. In the period of project course, we have in plan to work on national level legislation related to human resources and to develop funding programmes for doctoral research and employment of PhDs and doctoral candidates in different sectors, for which we have already programmed financial resources from the budget and from IPA funds (human resources component).</p> <p>Thus, we will actively contribute in all WPs, especially WP1: reconsidering policies in PhD educations, WP3: reconsidering funding of PhD students, WP4: introducing exemplary Joint PhD Schools as well as all WPs related to the Quality Control, Dissemination, Sustainability and Exploitation.</p>		
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project		
<i>Please add lines as necessary.</i>		
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the do main of the project.</i>	
<i>There is no any limit in number of persons that should be involved in the project.</i>		
Smiljana Prelević	Secretary of the Ministry, more than 30 years experience in science policy.	
Nina Radulović	Legal advisor to the Minister.	
Jelena Šaranović	Head of Directorate for National Research Programmes.	

Partner number		P13
Organisation name & acronym	MINISTRY OF EDUCATION, SPORTS AND YOUTH OF ALBANIA - MESY	
D.1.1 - Aims and activities of the organization		
<i>Please provide a short presentation of your organization (key activities, affiliations, size of the organization, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
<p>The Ministry of Education, Sports and Youth of Albania (MESY) is the institution in charge for drafting policies for education and scientific research in Albania. In doing so, MES aims to continuously improve and develop legislation, strategies and policies on education towards contemporary models of organisation and cooperation. Therefore, increasing both participation and success rate in national, regional, European and international projects that create the opportunity for inclusive initiatives and policies towards vulnerable/underrepresented groups is considered of particular importance.</p> <p>In October 2016 Law No. 80/2015 “On Higher Education and Scientific Research in Higher Education Institutions” was approved which provides the main pillars for the institutional framework that will govern and manage higher education and scientific research in Albania.</p> <p>According to this specific law and to the whole legislation covering education, higher education has the mission to transmit knowledge and prepare generations to cope with the developing priorities set by the government regarding Sustainable Development Goals (SDGs). It is crucial for the long time education to provide learners with updated information that aligns with labor market needs. Moreover, engagement in projects like MARDS put strong basis and creates all the premises necessary for a great impact of such initiative in the process of curricula enrichment, modernization, diversification and internationalization of Albanian Higher Education Institutions.</p> <p>Considering the momentum of higher education reform and initiatives/strategies, this project will assist in enriching the HEI’s curricula and capacity to develop new doctoral programs.</p>		
<i>Please describe also the possible role of your organization in the project (limit1000characters).</i>		
<p>The Ministry of Education, Sports and Youth (MESY) is the key institution in charge for drafting and implementing the reform in higher education and scientific research.</p> <p>MESY, in collaboration with other partners, is suitable to give its contribution in many of the work packages mentioned in the project proposal such as monitoring and analysing of national systems and policies of doctoral education, support the establishment of new models of doctoral studies that best suit the country’s needs, dissemination of the project results etc.</p> <p>Within its institutional capacity, it will provide to the project all the support needed in order to have the best outcomes.</p> <p>We will actively contribute in all WPs, especially WP1: reconsidering policies in PhD educations, WP3: reconsidering funding of PhD students, WP4: introducing exemplary Joint PhD Scool as well as all WPs related to the Quality Control, Dissemination, Sustainability and Explotation.</p> <p>Thus, we will actively contribute in all WPs, especially WP1: reconsidering policies in PhD education in Albania, WP3: reconsidering funding of PhD students in Albania, WP4: introducing exemplary Joint PhD Scool, this one in Shkodra, as well rest of WPs related to the Quality Control, Dissemination, Sustainability and Explotation.</p>		
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project		

<i>Please add lines as necessary.</i>	
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
<i>There is no any limit in number of persons that should be involved in the project.</i>	
1. Ingrit Jushi	Ms. Jushi is currently a specialist at the Drafting and Feasibility of Projects in Education, Sports and Youth Directorate. She has two years of experience regarding different phases of project cycle of Erasmus Plus and Horizon 2020 projects as well as in drafting monitoring and following implementation of different international projects related to education and sports.
2. Dhimitër Bako	Mr. Bako is currently a specialist at the Drafting and Feasibility of Projects in Education, Sports and Youth Directorate. He has extensive experience regarding different phases of project cycle of Erasmus Plus and Horizon 2020 projects as well as in drafting monitoring and following implementation of different international projects related to education and sports.

Partner number		P14
Organisation name & acronym	CHAMBER OF ECONOMY OF MONTENEGRO – CEM	
D.1.1 - Aims and activities of the organisation		
<i>Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
<p>Chamber of Economy of Montenegro is an independent, professional organization that associates the all commercial entities in Montenegro on mandatory basis in conformity to Law on Chamber of Economy. Chamber advocates business community interests through both legal initiatives toward government bodies and permanent dedication on introduction of standards into enterprises raising that way their competitiveness. Chamber Statute as highest constitutive act stipulates establishment of 13 sector-based Association Boards actively involved in performance of sectors they cover by following all the aspects of their functioning, proposing measures and conducting statistics, empirical and strategic analyses.</p> <p>Chamber provides expert assistance to enterprises into capacity building and technology transfer. Chamber as intermediary organization connects the business and scientific community and development of spin-offs stemming from universities and research institution. The cooperation in the field comprises matching the supply and demand for new technologies and productive usage of scientific work results. It is directed to make use of the existing competencies and move on to more promising sectors (IT, tourism, food production, energy efficiency, new materials and products, e-economy) by fostering emerging companies. Chamber promotes structural changes in enterprise, supporting the establishment and growth of new innovative companies in priority growth areas.</p> <p>Chamber of Economy is institutionally involved into reform of education system in Montenegro in tight cooperation with Ministry for Education. Chamber has promoted the integrated and high quality entrepreneurial studies and advocates the adoption of more systematic and better quality entrepreneurial studies at various educational levels. Chamber is engaged in integration of entrepreneurial studies into other subjects, enhancement of new interactive methods and better involvement of entrepreneurs in the learning process.</p>		
<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>		
<p>Chamber of Economy will contribute to developing new upgraded doctoral studies linking university with industry aiming to: link the university more closely with industry; introduce interdisciplinary and problem solving into doctoral programs; equip their graduates for participation in international networks. By creating those programs it is expected that doctoral graduates learn to transfer knowledge acquired during their studies to places that immediately use and apply this knowledge. Chamber performs the role of intermediary organization between business and academic sector that will introduce industry-driven requirements into updated PhD studies able to carry out a higher recruitment of PhD holders in firms. This cooperation can be considered an important avenue in converting publicly funded basic research into commercialized innovations, technological progress and productivity growth.</p>		
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project		
<i>Please add lines as necessary.</i>		
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>	
Mladen Perazić, PhD	<p>Mladen Perazić is Head of Department for Education of Chamber of Economy of Montenegro since 2003 to present. He is a member of National Counsel for High Education and member of Government Sector Commission for reform of education system in Montenegro. Mr. Perazić performs as a Lecturer at the Faculty of Business Studies of "Mediterranean" University. He obtained bachelor degree at the University of Montenegro, Faculty of Economy – Podgorica in 1992 and Mater in Entrepreneurial Economy at the same Faculty in 1996. He obtained PhD degree in Economic Sciences at Singidunum University in Belgrade.</p>	
Marga Koković	<p>Marga Koković is Senior Advisor at Department for Quality of Chamber of</p>	

	Economy of Montenegro since 2015 and Secretary of the Board for Energy Efficiency of Chamber of Economy. She performed as Senior Advisor at Department for Education of Chamber of Economy since 2003. She obtained bachelor degree in electric engineering at the Faculty for engineering of the University of Montenegro.
Dragana Šofranac	Dragana Šofranac is Senior Advisor at Project Department of Chamber of Economy of Montenegro since 2008. She obtained bachelor degree in Law at the Faculty for Jurisprudence of the University in Belgrade.

Partner number		P15
Organisation name & acronym	PRIDE NETWORK – ASSOCIATION FOR PROFESSIONALS IN DOCTORAL EDUCATION - PRIDE NETWORK	
D.1.1 - Aims and activities of the organisation		
<i>Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
<p>The PRIDE-Network Association aims at representing the community of Professionals in Doctoral Education within Europe and beyond.</p> <p>The mission of the Association for Professionals in Doctoral Education is to be the leading professional resource for advancement of professionals and those wishing to learn about the field with the ultimate goal to improve doctoral education.</p> <p>The Network does this by:</p> <ul style="list-style-type: none"> • Establishing, promoting, and advocating professional standards and practices; • Helping higher education institutions understand the roles and potential of professional staff; • Promoting training resources and opportunities for advancement professionals; • Supporting professional growth and advancement for professionals; • Facilitating relationships and interaction among professionals. <p>The Association has the following core strategies:</p> <p>Advocacy. Be a voice for those in the field of advancement services to raise the profile of our profession. Contribute to the establishment of a definition for the role we play in institutional advancement in support spreading from university leadership, supervisors and doctoral candidates. Develop and maintain cooperative relationships with existing organizations and networks as well as with other associations of related professions in higher education.</p> <p>Professional Development. Play an active role in defining and developing training opportunities and share best practices. Help develop informational and other kind of tools in any available format to share through which we can best perform our contributions to our respective organizations.</p> <p>Global Networking. Strive to be the hub through which professional peers from around the world can reach out to share innovative ideas, discuss upcoming challenges and even provide benchmark concepts from which all can benefit both at the individual professional level and in the broader perspective within organizations.</p> <p>Ethics and Accountability. Establish, affirm, and articulate the best standards of ethical practice for professionals, both as individuals and as members of professional staff at their respective organizations.</p> <p>Membership. Enhance interest and awareness of the profession; promote active participation across all institutional types and missions, and across the range of professional roles.</p>		
<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>		

The PRIDE Network is the first transnational network in Europe that focuses on professionals and their contributions to a high quality doctoral education. In a modern university, it is no longer appropriate to make a strict distinction between administration and academia. More and more people with academic qualifications are taking on tasks at the interface and thus contributing to the further development of universities. Therefore, any reform of the doctoral programme must also consider the further development of the supporting staff. The participation of the PRIDE Association gives the consortium access to a comprehensive pool of knowledge and experience that enables it to benefit quickly and easily from good practices at all levels. In addition, the network creates visibility for the project and enables the partners to benefit from training opportunities, to network in the community and to establish lasting contacts that will extend beyond the project's lifetime.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project

Please add lines as necessary.

Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
Lucas Zinner	Lucas Zinner is founder of the PRIDE Network Association. He was coordinator of the EU funded LLP Project PRIDE dealing with the professionalization of staff supporting doctoral education at higher education institutions. He was partner in various other international projects related to the Research – Education – Innovation triangle. He is actively participating at many conferences at European level and was invited speaker, e.g. at the University Business Forum 2013 in Brussels or the 2013 Meeting of the Council of Deans and Directors of Graduate Research (DDOGS), Universities Australia, at EUA-CDE in 2015 or PraxisUnico in 2016. Moreover, he has experiences as evaluator on project level, on programme level and publication level. He was delegated by the Austrian Ministry to the ERA Working Group on Innovative Doctoral Training of the European Commission. In 2017, he founded the PRIDE Network Association.
Michael Wimmer	Michael Wimmer graduated from the University of Vienna in Slavonic Studies in 2010. In 2011, he moved to the Department of Research Services and International Relations and then joined the staff of the Office for Research Services and Career Development. He has worked as an assistant to the director of the Office and is responsible for various doctoral support initiatives at the University of Vienna. In 2013, he started as project manager of the LLP project "PRIDE - Professionals in Doctoral Education", which is coordinated by the Research Services Office. In 2016, he completed the first stage of his training as a project manager and was awarded the Junior Project Manager IPMA Level D® certification. In 2016 he also took on the project management of several EU research projects (ERC, Interreg...) at the University of Vienna. He passes on his knowledge to doctoral students in the form of project management training courses. Michael Wimmer is co-founder of the PRIDE Network Association, board member and currently treasurer. In the Association he is heavily involved in different kinds of member engagement activities.
Verity Elston	Verity Elston leads the career counselling service for PhDs and postdocs at the University of Lausanne Graduate Campus. In her dual role as director of Portfolio Formation, she trains, advises and coaches with junior and senior researchers across Switzerland and internationally. Previously director of the Transversal Programme in Transferable Skills at the Conference of Western Swiss Universities (CUSO), Verity began her career in doctoral education as Deputy to the Dean of the EPFL Doctoral School. Verity has broad professional experience in the private and public sectors in several countries, including in middle- and high-level recruitment. She holds a

	doctorate in Sociocultural Anthropology from the University of Chicago as well as certificates in adult education and integral coaching. She conducts ongoing qualitative and quantitative research and analysis on the career paths of doctorate holders in Switzerland and in Europe. Verity is member of the Executive Board of the PRIDE network.
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Partner number		P16
Organisation name & acronym	UNION OF CHAMBERS OF COMMERCE AND INDUSTRY OF ALBANIA / UCCIAL	
D.1.1 - Aims and activities of the organization		
<i>Please provide a short presentation of your organization (key activities, affiliations, size of the organization, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
<p>The Union of Chambers of Commerce and Industry of Albania (UCCIAL) is the largest independent nationwide business association in Albania. It is established by Law with a view of articulating and supporting common interests of the Albanian business community which exercises its functions pursuant to Law No. 9640 "On the Chambers of Commerce and Industry" passed by the Assembly of the Republic of Albania on 09.11.2006.</p> <p>The main UCCIAL activities are representing the interests of business community in front of the state authorities and institutions, carrying out the public powers by the issuance of various documents, improvement of the international economic relations and promotion of the economy both in the country and abroad. Another also important activity is providing business information and consulting services. Business training is included in activities that UCCIAL is providing, fostering good business practices and business ethics, involve business interest representations vis-à-vis public authorities, articulation of common interests in diverse business community, providing expert support to companies, nurturing good business customs and offering alternative dispute settlement mechanisms, executing number of public powers, etc. UCCIAL is a non for profit, independent organization with no political affiliation. UCCIAL is organized and works under the objective of improving the market economy, entrepreneurship and triggering competition between its Chambers members. It seeks to advocate and represent at its best the interests of its members, to advice on business start-ups and give professional assistance for the member companies and in particular promote investment and the development of Albania's economy.</p> <p>The Union of Chambers has developed a solid structure to support the enforcement of its functions. UCCIAL provides support for business through personalized trainings, the raise of the awareness as well as the establishment of the coordination and cooperation mechanisms intending to:</p> <ul style="list-style-type: none"> • Develop the business and particularly the SMEs. • To establish a functional communication and the creation of the coordinating mechanisms and means among the research, education and training institutions domestically and abroad, in order to increase the cooperation, the exchange of the ideas and the experience in the fields of professional background and the applicative research for the business, and the quicker approach of the country with the conceptual and legal European framework of the development of business. The UCCIAL manages professionally a staff with experience and permanent employment contracts. However, based on the required specific competency, it engages other people constantly with temporary contracts it requires the involvement of external consultants, lecturers, etc. 		
<i>Please describe also the possible role of your organization in the project (limit1000characters).</i>		
<p>In force of our large international experience gained through the participation to numerous projects through EU Programmes and Agencies, besides its international experience, the UCCIAL and the various single Albanian Chambers of Commerce belonging to the UCCIAL - have been very active over the last years in fostering the improvement of innovation capacities of public and private actors through strengthened cooperation among companies, research bodies, public authorities and civil society. Representing all the Chambers of Commerce in Albania, the scope and impact of UCCIAL covers the entire country Albania. Within MARED project we will contribute in all activities, especially: WP6: Dissemination, WP7: Sustainability and WP8: Management. Especially connecting MARDS with stakeholders and non-academic partners.</p>		

By virtue of its institutional role in representation of the Albanian business community, the UCCIAL plays a key role in networking of Albanian entrepreneurs.

Union of Chambers of Commerce and Industry of Albania [UCCIAL] will contribute in helping the linkage: university – industry. This will become possible by the crucial role of UCCIAL in offering a framework for knowledge transferring from theoretical doctoral studies toward international networks and business industry. Intermediary role of UCCIAL will make possible immediate usage and application of theoretical knowledge gained from multidisciplinary doctoral studies. Union of Chambers of Commerce and Industry of Albania will mediate between business and academic sector, by enabling thus multidisciplinary doctoral studies to be industry-driven. This will enable the growth of recruitment rate of PhD holders.

Due to its financial capacities and direct and indirect staffs, the UCCIAL can guarantee proper implementation and respect of timelines of activities, deliverables and outputs foreseen by the projects and, in particular, guarantees to respect fully the activities still to be implemented as well as to respect and totally spend the budget still available attributed.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project

Please add lines as necessary.

Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
<i>There is no any limit in number of persons that should be involved in the project.</i>	
MRS.INES MUÇOSTEPA	MRS.INES MUÇOSTEPA is the Chairman of Union of Chambers of Commerce and Industry of Albania since 1 July 2015. She also covers some important positions such as the Chairman of the National Copyright Council; she is a member of the National Economic Council, a member of the Steering Council of the Albanian Investment Development Agency (AIDA), a member of the Research, Technology and Innovation Agency (AKTI), member of COD, member of the Council of Import etc. Mrs. Muçostepa has completed her studies at the Law Faculty at "La Sapienza" University of Rome in Italy. She has completed several postgraduate courses as a legal and cultural mediator, Master of "Immigration Manager" at SDA, Bocconi University, Milan, Italy, and she has participated in study visits at the European Court of Human Rights in Strasbourg. She is a lawyer in Tirana's attorney's Chamber and she's qualified as a lawyer in Italy. Mrs. Muçostepa has worked in Italy holding various positions as an Official Translator at the Court of Rome, Legal and Cultural Mediator, Trainer on courses related to the rights of foreigners in Italy, and worked attorneys at the Palmieri Legal Firm in Milan, Italy. In Albania she has experience as a lawyer and since September 2009 she is a successful Legal Representative of Albacall ShA.
MRS.MAJLINDA MANUSHI	MS.MAJLINDA MANUSHI is the General Secretary of Union of Chambers of Commerce and Industry of Albania, since 2015. She studied in the Faculty of Justice, in the University of Tirana and graduated with the title of lawyer. In 1993-995 she worked at the General Directorate of Albtelecom in Tirana, as Head of the International Relations Office. In 1995-2011 she worked at the Union of Chambers of Commerce and Industry of Albania in the positions of the Coordinator of Chambers of Commerce and Industry in Districts, Lawyers and Licensed Agents for the Registration of Patents, Trademarks and Industrial Designs. In 2011, she opened her Legal Office in the field of Jurisprudence for the Registration of Patents and Trademarks, and the Mediation of Different Matters without going to court. In 1994 she was Licensed by the Ministry of Economy and Development and Entrepreneurship as a Patent Registration Expert. She has completed various trainings and courses, such as: In 1996 She was trained

	<p>in Istanbul for the Development of Small and Medium Enterprises for Balkan Countries, In 1997, Qualified for Quality and Standards ISO-9001 in Zürich, Switzerland, In 1998 Specialization Course "Summer ACADEMY" by the Union of Hellenic Chambers, Athens etc. She has various experiences even as a coordinator and organizer of different events in the field of commerce chambers. In 2000, she organized the high level meeting of Balkan Chambers in Athens.</p>
MS.UARDA LLAZI	<p>MS.UARDA LLAZI is the trade specialist of Union of Chambers of Commerce and Industry of Albania, since March 2017. She is also the ATA CARNET Manager of Albania. Ms.Llazi studied Albanian Literature at the Faculty of History and Philology at the University of Tirana, and after than, finished her Scientific Master in Direction and Media Management at the University of Tirana. She has completed various trainings, such as The Intensive training at Club Fm, one of the most important radio in the country; she has represented the Union of Chambers of Commerce and Industry of Albania in various important workshops, such as: TAIEX WORKSHOPS in Podgorica 27-28 march 2017, Skopje 29-30 may 2017, Sarajevo 29-30 june 2017. She has worked in other institutions too. In 2015, she worked as a specialist at the National Library of Albania, and from december 2015 until january 2017, she worked as a specialist at the Ministry of Culture.</p>
MRS. KLOTILDA BINJAKU	<p>Mrs. Klotilda Binjaku, who speaks native Italian and English languages, has 5 years experience in the framework of the Chamber of Commerce activities, foreign affairs, development of new businesses and start-ups, international processes and clusters' establishment. Mrs. Binjaku is also a senior project manager for EU funded projects, and she has implemented more than 23 projects, thus she has gained in-depth expertise in providing day-to-day and strategic project management support and broad experience in project planning, project execution and financial project management including administrative and logistical organisation of projects and project activities. She is able to successfully supervise and coordinate a wide range of technical project intervention expertise including, but not limited to, communication development, EU integration, marketing, institutional and capacity building, and support for local beneficiaries.</p> <p>Mrs. Binjaku has a well-grounded knowledge of the Project Cycle Management (PCM) tool and she is familiar with log frame-based project planning and implementation of EC funded service, according to the PRAG guidelines. As you might see from the reference letters, her work was appreciated as she manages to define efficient, effective and feasible solutions to any problem arising, and had established a cordial, effective and workable communication link with Contracting Authorities and local Beneficiaries.</p> <p>Klotilda is known for her proven communication and leadership skills, and she is able to negotiate with project stakeholders at all project implementation and project administrative levels, thanks also to her knowledge of many foreign languages and her native Albanian, Italian, French and English.</p> <p>Considering her academic and professional career performed in both Albania and Italy, she has a sound knowledge of EU institutions, policies, and integration process.</p> <p>Moreover, thanks to her on-field practice she will ensure many liaising channels with the Autonomous Region Friuli Venezia Giulia, EU Delegations and many Albania Institutions and valuable organizations, as well as</p>

	<p>numerous and important public institutions and private bodies throughout entire Europe.</p> <p>Thanks to the various EU projects Mrs Binjaku has managed in Balkan region, she has developed a strong and effective network of contacts and relationship within the region, that would be highly beneficial for the position she aims to cover.</p> <p>This attribute, together with her extended experience as Director of Chamber of Commerce and Industry of Tirana, has enabled Mrs Binjaku to build up a significant experience on the functioning of the business community within the Western Balkan region, so crucial and indispensable for the role required and the projects that will be launched for regional development.</p>
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List of Associated Partners

(Where applicable)

*Capacity-building projects can involve associated partners who contribute to the implementation of specific project tasks/activities or support the dissemination and sustainability of the project. Associated Partners cannot be responsible for core activities of the project (e.g. management, coordination, monitoring, leader of a work group etc.). **No financial contribution from the project grant will be allocated to these organisations.***

<i>Name of organisation</i>	<i>Type of institution</i>	<i>Website</i>	<i>City</i>	<i>Country</i>	<i>Role in the project</i>	<i>Activities and related Work Packages</i>
No Available, since it is a structural project and all non-academic partners are involved as regular Consortium members, because of their importance of the Ministries Chamber of Commerces and organisation of professional and administrators in Doctoral education.						

Please insert rows as necessary

D.2. Cooperation arrangements, management and communication

This part must only be completed once by the applicant.

D.2.1 - Project management

Please define the organisation of the implementation of the project and the division of tasks between the partners. Please explain the allocation of resources for each activity. Explain also how the tasks are distributed amongst the partners and how project "ownership" is ensured (limit 3000 characters).

MARDS management will be efficient and consistent. The overall project management (PM) will be led by Prof. dr Radovan Stojanovic from UoM. In line with MARDS Rules of Procedure (RoP) each project partner will establish a Partner Team (PT), usually as proposed by project proposal, coordinated by Contact Person (CP). A Steering Committee (SC), established in the very beginning, will consist of one representative from each partner institution and act as a supreme decision making and arbitration body of the project. The Project Manager (PM) will chair the SC and will be the person responsible for overall project coordination and supervision. A PM deputy will be elected during the kick-off meeting (month M2).

The SC validates the major project decisions concerning:

- approval of MARDS Rules of Procedure;
- the political and strategic orientation of the project;
- coordination of common exploitation and dissemination activities;
- approval of changes in project plan, outcomes and budget with consent of EACEA;
- approval of Dissemination and Sustainability Plans;
- auditing and reporting;
- conflict resolution on all issues;

MARDS RoP define in detail the voting (decision-making) system of SC and other issues related to project management in accordance with ERASMUS+ rules. We aim to make decisions by consensual agreements. In the rare cases of disagreements, decisions shall be made by majority. The project administration will be done by Grant Institution, University of Montenegro (UoM).

Each WP leader (WPL) leads WP and he/she is responsible for:

- coordinating the PTs and others involved in the implementation of the respected WP;
- the timely preparation of the WP deliverables;
- resolving all technical problems regarding the WP;
- implementing the conclusions and recommendations of the SC.

WPL can nominate an assistant (deputy), by informing the SC.

In addition to Rules of Procedures, the UoM will prepare an agreement for the first meeting where the management structure, financial rules, day-to-day as well as overall management procedures, the duties and relevant timetable for each partner will be clearly outlined, agreed upon and signed.

WP management is assigned as follows (the second or third partner are deputy):

- WP1 - ERF (UniZ), UNIVIE: Prof. Melita Kovacevic.
- WP2 - UBB, UNIVIE: Prof. Alexandra Bitusikova
- WP3 - MoE, MoSM, MoE: Misovic Biljana
- WP4 - UoM, Unichk: Prof Radovan Stojanovic, Prof. Arjeta Troshani
- WP5 - UM, UNIVIE, UoM,: Prof. Matjaz Debevc
- WP6 - UMT, UoM, PRIDE: Prof. Betim Cico
- WP7 - UoM, UV, PUT, Prof Radovan Stojanovic, Prof. Arjeta Troshani
- WP8 - UoM, Unishk: Prof. Radovan Stojanovic

Quality Monitoring Committee (QMC) will be established during the kick-off meeting (M2) and will be responsible for quality control procedures, which will be adopted by the SC and will be used for internal and External QC and monitoring activities (more in Sections about QC).

Staff involved in the project management are as follows:

- Project coordinator (PM) - part time at UoM

- Financial officer - part time at UoM
- Admin. officer at UoM, part time
- Local officers at PCs, part time

D.2.2 - Cooperation and communication arrangements of the consortium

Please explain the overall project and partnership management making specific reference to the management plan and how decisions will be taken. Please describe how permanent and effective communication and reporting will be ensured as well as the measures put in place for conflict resolution (limit 2000 characters).

The Management structure aims at facilitating the co-operation between partners and maintaining a strict control of gradual achievements of the project objectives. SC will organise 4 coordination meetings during the project duration to:

- monitor the progress according to the plans decided in the kick-off meeting;
- modify plans according to progress achieved;
- resolve conflicts, discuss problems and obstacles and decide on adequate actions ;
- approve deliverables;

These Coordination meetings will be organised in M2, M13, M24, M35.

At the kick off meeting, the detailed management plan, WP and activities assignment, and timetable will be agreed. Staff in charge of activities will report to the WP leaders on a weekly basis to monitor the progress of the project and anticipate any problems. At the local level communication will be effected by CP as well as electronic means (e-mail, skype, viber, et al). At the inter-institutional level, communication will be mostly by using electronics (email, skype, viber), but, when necessary, staff visits between partners will be done since all partner unis are close. WPLs will report any problems directly to the PM, who will have to decide on the course of action or whether SC needs to convene to do so. The reports will be submitted for each WP and discussed/assessed by the SC in the following coordination meeting. Minutes will be kept for all meetings as well as attendance list. Reporting at all levels will also be done electronically. All management documents will be updated to MARDS platform with SC access only. MARDS platform, will be developed primarily for dissemination and informing, but is also planned to have a management part.

Besides the 4 coordination meetings of SC "in live", at least 3 video meetings are planned. Also electronics voting of SC will be possible when urgent decision is needed. PM can communicate each time using viber or other free comm tool. Management IT tools will be used by all PTs for self-checking and communication. Each PT will manage their part of work but all it will be visible to all partners. Transparency will be one of the main principles.

PART E - Project characteristics and relevance

E.1. Why does the consortium wish to undertake this project?

Please outline the motivation behind your project, clearly identifying the specific needs or problem/s which it intends to solve in each Partner Country organisation. Explain how the project proposal fits within the development strategies of the Partner Countries involved and how it addresses the priorities defined at national / regional level for Capacity Building in Higher Education projects. Also explain why this/these problem/s were selected instead of others. In particular, explain how the area of intervention has been explored to guarantee that the project is offering something new compared to the existing situation. Where applicable, explain any synergy with other EU initiatives should be highlighted (limit 6000 characters).

The project MARDS addresses one of the most acute problems in Montenegrin and Albanian education systems, PhD studies.

MONTENEGRO has a 42-year-long doctoral studies tradition, mainly related to the only state University of Montenegro. They were mostly organized at the university units (faculties) and involved the defence of dissertations by the young employees or by the eminent experts in certain areas. An organized form of three-level doctoral studies has been practiced in the last decade. The first Centre for Doctoral Studies was established in 2015 with an aim to regulate and foster doctoral education based on Salzburg principles. An average of about 45 enrolled students are distributed over 12 Faculties. The younger private UDG university already started with PhD studies, but still does not have valuable figures.

The system of doctoral training in ALBANIA has gone through several phases of ups and downs since the 1990s. Until 2002, when Bologna was introduced in pilot form, there were doctorates after the classical Magistratura. But neither the duration nor the results in terms of clear quality requirements were under control. Between 1990 and 2002, the disappearance of some of the young teachers made it impossible to establish or operate regular doctoral schools. There were only a few mentors with a very limited number of graduates. At the beginning of the 2000s, an improvement could be observed, but there was no conclusive connection between excellent scientific research and doctoral studies. This process of the up and down continued until 2008 - 2009, when the first Bologna students (3 + 2 system) graduated.

Thereafter, until 2012, there were efforts to improve the quality of doctoral studies. But there was a confrontation between those who completed their studies in Albania and those who completed their studies in Europe and the USA. Currently, for 5 years, the situation has been frozen, and in most cases there are no real PhD studies, which stand up to international level. This has had a serious negative impact on Albanian universities as well as on the increase of research potential in Albania and thus on the support of the country's economy through studies carried out by doctoral students.

All in all, the current situation with regard to doctoral studies in both countries is similar and can be summarised with the following weaknesses: Insufficient number of doctoral students, insufficient funding of research, inadequate infrastructure (laboratories, libraries, centres) and poor working conditions, insufficient number of highly qualified supervisors, lack of recognition of doctorates outside the university, inadequate links with industry, limited opportunities for the involvement of experts from foreign institutions, high fees for doctoral studies, the desire of good students to do a doctorate abroad (brain train)... STRENGTHS include: a still good tradition of education and good staff in some departments, the desire and interest of key people to introduce EU practices and standards, recent investment in infrastructure, motivated young people, much positive energy. In view of the situation, weaknesses and strengths, it is obvious that there is scope for OPPORTUNITIES to review existing national policies and standards and to examine their compatibility with good EU practices in order to propose a new model for doctoral studies that meets the recent challenges. This also means proposing a sustainable method of financing doctoral studies at national level and creating good practice examples for the establishment of state-of-the-art doctoral schools through pilot projects for interdisciplinary, cross-border schools. If Albania and Montenegro are to be considered as neighbouring friendly countries, the implementation of common policy approaches in doctoral training and the establishment of joint PhD schools, as well as support from European partners, will be of great importance not only for the universities of two countries, but also for the entire region. The GOOD MOMENTUM for the project is that this project has been distributed by the competent ministries of both countries, the Ministry of

Education of Montenegro, the Ministry of Science of Montenegro, the Ministry of Education of Albania, the most prestigious and traditional state universities such as the University of Montenegro and the Politechnic Thirane, which have a long tradition in organizing doctoral programmes and private dynamic and geographically well distributed. The EU part in the consortium is composed according to the criteria of competence in the area of doctoral training and the multidisciplinary character of a planned joint pilot doctoral school (social, natural and technological fields).

The Montenegrin and Albanian partners support the initiative to open a joint doctoral programme in the field of "Economy and Tourism for Sustainable Development" at the University of Skohder, which has had its Scientific Master in Sustainable Tourism since 2008, and the organisation of the Professional Master in Cultural Heritage and Tourism Management as a result of the CHTMBAL Tempus project - 517471. At Shkodra University there is only one PhD school in the field of Albanology. The opening of the PhD school in the field of sustainable development (with a focus on tourism) is a crucial part of the development strategy of this university and two countries, since Schoder is located near Podgorica and in the centre of the tourist and most developed regions of Montenegro and Albania (Albanian and Montenegrin coasts). Today, sustainable development is no longer possible without science and technology. For example, the University of Montenegro is opening a joint PhD school "Science and Technology for sustainable development", which can build on strong research results and a valuable tradition in science and technology, employees with recognized references and a good infrastructure. The school will also be closely associated with the International Institute for Sustainable Technologies in the Balkans, which is founded by the Government of Montenegro (Ministry of Science). The initiative is supported by all WBC Government.

Please describe briefly how your project proposal was prepared (e.g., capitalising on previous experiences, based on achieved outcomes in former projects, following previous cooperation amongst the consortium members, etc.). If the application is based on a previous or on-going project, please demonstrate the significant added value. (limit 1000 characters).

The proposal is based on previous cooperation between EU and WB partners. The University of Zagreb and the University of Vienna were actively involved in the reform of the REDOS project (Reforming Doctoral Studies at the University of Montenegro), which resulted from the "Strategy for Doctoral Studies at the UoM". This was a good starting point for the MARDS project. In addition, the University of Banska Bystrica was involved in several reform university projects in both countries. The University of Maribor is a traditional partner in TEMPUS and ERASMUS projects carried out in Montenegro and partly in Albania. Participants from Montenegro and Albania actively participated in the UNICA PhD MASTER CLASS & PRIDE training courses "Practicing Professionalism in Doctoral Education", which were traditionally held in Dubrovnik by the University of Zagreb with support from other renowned EU universities and EU HE actors. Montenegro and Albania, as neighbouring and friendly countries, have very fruitful cooperation in all areas, including HE and IPA projects and other EU projects. Almost all universities in the partner countries have signed cooperation agreements with EU universities.

If your proposal is based on the results of one or more previous projects / networks, please provide precise references to this / these project(s) / network(s) in the table below.

Reference number			
Project dates <i>(year started and completed)</i>		Programme or initiative	
Title of the project			
Coordinating organisation			
Website	http://		

Password / login if necessary for website	
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership / copyright issues are to be dealt with (limit 1000 characters).</i>	

Please copy and paste tables as necessary.

E.2. Rationale for the setting-up of the consortium

Please explain why the selected partners are best suited to participate in this European project. Describe innovative and or complementary skills, expertise and competences within the consortium directly relating to the planned project activities. If associated partners are involved, please explain their role in the project and the added value to the consortium (limit 3000 characters).

The consortium has been built with respect to the countries' needs, project's desired outcomes and necessary outputs.

EU staff and universities are selected on the following criteria: competence in field of doctoral education and "good practice" recognition in natural science, technology and social science. The WB staff are selected answering project requirements (policy makers: ministries; industry: chambers of commerce, universities: proven expereineces in organizing doctoral education, NGOs: the voice of professionals involved in PhD education.

UNIVIE is represented by Center for Doctoral Studies which played a key role in the restructuring of the third cycle at UNIVIE, later followed with many universities and known as "Viennese approach". Moreover, the University of Vienna is still a reference example for many universities in the Western Balkans, inter alia, hosting many candidates from WB. With regard to this application, the Centre can make contributions to all WPs.

UMB has proven work experience and competences in the field of doctoral education, could act as a leading partner institution for implementation of WP2, i.e. training of Montenegrin and Albanian academic staff. Additionally, will contribute in: Monitoring of national systems and policies of doctoral education in Montenegro and Albania; establishing a new model of doctoral studies on national levels and start-up of two doctoral schools; supervising of the Quality Plan and disseminating project results.

UM of Maribor will contribute in setting up Joint Doctoral School "Natural sciences and Technology for Sustainable Development", Montenegro, helping in creating curricula and infrastructure (WP4). Especially role will be in training staffs (WP2) as providing training for first and further generation of the students .

UniZagreb playing key role in fostering new PhD education approaches in Region.

The participation of the PRIDE Association gives the consortium access to a comprehensive pool of knowledge and experience that enables it to benefit quickly and easily from good practices at all levels.

UoM will play general role in all WPs as a leader of the project.

UDG as young and vibrant montenegrin private university and will participate in WPs(1..6), especially in participating Joint PhD School to be opened at UoM.

Unishk will be development and establish Joint doctoral School "Economy and Tourism for Sustainable Development" with place in Shkoder. Also they will be participated in WPs related to reforming politics of PhD studies in Albania as well as in training a staff abroad for project implementation. UV, PUT and UMT will be actively involved in WPs (1...6) with role to contribute in reform measures , training of the

staff, quality plan, dissemination and sustainability. They will be partners of Joint PhD schools providing the students, supervisors and professors for some disciplines. Ministries from both sides (MoSM, MoE) will be policy and decision makers, and guaranty that project outcomes will be embedded in official education systems of countries. Chambers of Commerce and civic sector will transfer industry and sector needs to the project.

E.3. European added value

Please describe the benefits of and need for European cooperation. Please describe also why the results cannot be achieved through national, regional or local funding (limit 1000 characters).

The project will be of mutual benefits for both EU and WB. On the personal levels it will help staff and students to improve their performances acquiring adequate knowledge and skills from EU partners as well as improving a sense for core EU values. On institutional level it will help PhD system and do them visible toward EU and worldwide. It will help institutions to be networked to EU academic and research space that will result with further cooperation and projects. By accepting EU standards the participating universities will progress on scientometrics lists, doing themselves more attractive for foreign students. On the national level MARDS will contribute to integration of WB to EU as well as improve countries' economies by doing them more knowledge based. Furthermore, the EU partners will also correct some of their mistakes in PhD systems by implementing exemplary PhD program in third countries. Existing local funds have very limited budgets and the valuable knowledge transfer from EU cannot be funded by local or regional funds.

E.4. Innovative character

Indicate what the project is offering that is new and what are the main innovating elements (limit 2000 characters).

Project MARDS is a structural measures projects with elements of curricula. It deals with capacity building, policy changing, improvement of research and teaching conditions for young people, introducing pilot joint PhD studies in creative areas between two developing WB countries. Therefore, it is innovative by itself. Additionally, it includes several innovative aspects:

- it develops and proposes a new model of doctoral studies that builds on the experience gained over the past decades and takes into account current and future needs in the countries,
- it proposes a sustainable method of financing doctoral studies in two developing WB countries that can be used as a good example,
- it proposes and develops a pilot joint PhD programs in a field of sustainable development, which is of crucial interest for both countries and the Region. As example, within tourism and economy the sustainability can be achieved only through innovations. Science and technology for sustainability should be innovative by itself, practically in all fields, from medicine, across ICT and energy to environmental protection. The basic requirements for the students involved in joint programmes will be to be innovative in all their duties and tasks: courses, research works, scientific papers, patents, thesis etc..

During innovative phases numerous (creative) solutions will be proposed and developed, especially in content of an new programmes (innovative courses, innovative lessons, innovative labs, innovative teaching methods...). The project flow including its financial aspect will be followed by implementation of new ICT technologies that should track, on daily basis, progress and indicators of involved students, professors, supervisors and professional staff. Such software will be creative and innovative by itself. Of course, EU partners will transfer their experiences and "know how" to WB partners, but they will also learn how to tackle their own (EU) problems in PhD education that are not too small. We expect that several innovative solutions will be carried out as added values of the project, too.

PART F - Quality of the project design and implementation

F.1. Aims and objectives

Please define the concrete aims and objectives of the project and describe the ways in which the situation set out under the previous section (Part E) will be changed (limit 3000 characters).

The General objective of the project will be:

- the restructuring doctoral studies in Montenegro and Albania in line with Salzburg Principles and establishment of sustainable and modern Joint Doctoral Schools for Montenegro and Albania that will serve as an example of "good practice" for the WB Region

MARDS's specific objectives will be:

1. to reconsider the existing national policies/standards for doctoral studies in two countries and their compatibility with good EU practices,
2. to develop and propose a new model of doctoral studies in two countries, adapted to the acquired experiences over past decades and current and future countries' needs,
3. to propose a sustainable method of financing doctoral studies in two countries on national levels.
4. to establish two Joint Doctoral Schools "Natural sciences and Technology for Sustainable Development" with place in Montenegro (Podgorica) and "Economy and Tourism for Sustainable Development" with place in Albania (Shkoder) as the recommended examples of cross-border programmes,
5. to establish a sustainable cooperation with EU partners and established Doctoral School in order to maintain developed standards.

The above objectives and challenges mentioned in Part E should be set out, only by implementing the following approach (steps):

- monitoring and analysing of national systems and policies on doctoral education in Montenegro and Albania by competent people and comparing them with EU practices using a SWOT analyse.
- proposing to policy makers on institutional and national levels what should be changed and adopted in order to be possible to achieve the project objectives;
- training of academic staff and professionals/administration in doctoral education on EU good practices in order to be more capable to transfer and implement "know how" in the PhD area;
- implementing a pilot system (pilot joint PhD schools) based on the real and possible principles together with doing adequate capacities necessary to run such pilot systems;
- performing all tasks visible and transparent following a well targeted dissemination strategy in order to provide long term sustainability supported by different stakeholders;
- doing daily management with timely feedbacks, actions and corrections and quality control.

The above approach is only possible with team work and in synergy of EU partners, WB universities, WB policy makers, industry representatives and of course young motivated people, To which the MARDS project is dedicated. 4 u prvom i 1 u drugom, 2 intenzivan rad i monitoring, 3 objavljivanje radova i izrada teze.

F.2. Project activities and Methodology

Please provide a sufficiently detailed description of the contents to be developed (including educational and training courses, adequately scheduled activities, concrete outcomes and the pedagogical approach) and the working methodology to be used for achieving the objectives (including major milestones, measurable indicators, etc.). For "curriculum development" projects, make a clear-cut distinction between "new" courses and the existing courses to be revised. (limit 6000 characters).

MARDS project is organized in 8 Work Packages (WP), over 28 activities and workload is distributed among the partners according to their requirements, expertise and availability. The following main outcomes are expected:

1. Report on existed doctoral education in Montenegro and Albania with Action plans.
2. Proposal of basic legal documents including the model of funding doctoral studies in Montenegro and

Albania.

3. Conference on PhD education in Montenegro and Albania.
4. Guidelines and recommendations for WB academics and professionals in doc. studies
5. Accredited Joint Pilot Doctoral Schools: "Natural sciences and Technology for Sustainable Development" with place in Montenegro, Podgorica and "Economy and Tourism for Sustainable Development" with place in Albania, Shkoder.
6. First Scholarships for doctoral studies in two countries based on recommended funding model (if allowed by policy makers)
7. Curricula for new Joint Doctoral Schools with all info and guidelines related to the study process.
8. Enhanced capacities to support joint schools (human and research infrastructure at partner universities)
9. MARDS Doctoral Colloquium of first PhD generation enrolled under title "Science, Technology and Services for Sustainable development"

In addition to structural outcomes the implementation part will be in a Joint (exemplary) PhD schools, because the proposed measures should be followed by practical examples.

Obviously, the significance of sustainable development in today's world is one of the crucial challenges and hence in two developing countries as Montenegro and Albania. Thus, the Joint Doctoral Schools will touch this area, will be of multidisciplinary type with following uniform structure:

I Year: Four courses: 30ECTS, One course from baseline studies: 30 ECTS

II Year: Research and writing-up period: 60ECTS

III Year: Preparation and defence of doctoral thesis: 60 ECTS

DOCTORIAL SCHOOL OF SUSTAINABLE DEVELOPEMNT - TOURISM will be developed at Shkodra University, the region situated in Northern Albania. They will be important for both countries, since this town is 60 km from Podgorica and has a lot of potential resources with possibilities and tradition in agriculture, hydro-energy and a developing tourism sector. The proposal of a doc. school in sustainable development with focus in tourism is based on these resources and the prospective of the region's economy. The MARDS is planning to involve in this idea not only academic staff, but even very important stakeholders and experts from tourism, industrial, services and civic. It is idea to develop following courses (but it will subject of development and changes).

1. Economics of Sustainable Development, 7 ECTS, 75h, Obligatory
2. Advanced Research Methods, 7, 75h, Obliga.
3. Government policies in sustainble development, 7ECTS, 75h, Obliga.
4. Advanced Strategic Planning of tourism destinations, 10ECTS, Obliga.
5. The baseline course will be selected from above or following elective (extended to justify a load of 30ECTS, because they are baseline for thesis):
 1. Advanced Marketing Management of tourism destinations
 2. Social Entrepreneurship and Innovation
 3. Management of Biodiversity
 4. Econometrics

DOCTORAL SCHOOL "NATURAL SCIENCES AND TECHNOLOGY FOR SUSTAINABLE DEVELOPMENT will be developed in Montenegro, Podgorica (UoM). There is a great reliance on technology to solve sustainable problems around the world today. Even in EU, to do not speak about WB, such schools are very often. It will have the following tracks (clusters):

1. Natural sciences for sustainable development
2. Technology for systainable development

Centre for Doctoral Studies at UoM will be responsible for establishment and maintaining the School, while each track can be entrusted to the parent institution at UoM or made interdisciplinary between similar parent institutions: (Faculty of Natural Sciences of UoM, Faculty of Electrical Eng, Faculty of Mechanical Eng, Faculty of Civil Eng, Faculty of Metalurgy and Technology, Biotechnical Faculty and Maritime Faculty)

All CONTENT as well as necessary infrastructure of above courses or tracks will be done with common efforts of EU partners and WB partners during the project. Students from both countries will be eligible to attend the Schools. All courses will be in English. At least 50% of the developed courses will be a NEW ONE.

The working METHODOLOGY will be based on team work between mentor, candidate and involved consortia members. The mentors will be chosen from the mentor list consisted from professors and experts from both countries and EU HEIs. Also the professors. The involved staff is required to prepare adequate TEACHING MATERIAL, which be in electronic and oriented form and easy accessible. Teaching schedule will be regular, given by beginning of school year. Teaching process will be done in parent Institution (Shkoder and Podgorica), while the students outside Podgorica and Schoder will have a possibility to follow teaching process by teleconferencing tool which is obligatory equipment for all institutions involved, installed in Podgorica, Schoder, Tirana (2), and Vlore. The examination committees will be also mixed. The student can do part of their research in any of involved institution with obligation to spend at least 1 month (optimally 6) in one of EU partner institutions working on research. EU partners are obligated to provide conditions for such study. Also EU professors can give a cluster of courses in the Schools that is overseen by project. The labs or schools where to implement research outside are negotiated with Consortia, having in mind research area, expertises and competences both partner and host. The common software system that will be suited at UoM will follow the INDICATORS of progress for each student involved, research outcomes like published papers, seminar works, posters, patents, alumni etc. At the end of each year will be published ACHIEVING BILTEN with annually achievements of of MARDS.

The PRECONDITION to achieve the above is TO CHANGE EXISTING DOCTORAL POLICIES and FUNDING SCHEMES that MARDS will try, DOES NOT GUARANTEE, because of his limit.

F.3. Budget and cost effectiveness

Please describe the strategy adopted to ensure that the proposed results and objectives will be achieved in the most economical way and on time. Explain the principles of budget allocation amongst partners. Indicate the arrangements adopted for financial management and what co-financing modalities are planned (limit 3000 characters).

MARDS is a demanding and ambitious project in structural reforms with elements of curricula development, generating basic documents, train staff, involve students in projects and placements, and forge links between HEIs and social and industry partners.

The budget has been designed based on the activities shown in LFM and then broken down to each partner taking in account:

- their expertise and availability;
- the mobility flows required;
- the equipment necessary for laboratory modernization;
- any subcontracting needs.

Because of size and versatility of the project, the management is extremely strong in order to ensure the high outputs, while being cost effective by taking advantage of:

- teleconferencing facilities and communication resources in all partners' institutions, to minimize the mobility cost and save time. At least 3 coordination meetings will be organised by teleconferencing.
- Mobility length of stay will be short with intensive schedule and well prepared in advance.
- Every effort will be made to combine activities during mobility flows.

Other cost effective measures include:

- Printing of hard copies will be co-financing by universities themselves
- All communications and documents will be in english except legal documents sent to Ministries to be adopted .
- No rent of premises for events will be necessary as all partners are allowing the use of their facilities for free.

- Existing resources and equipment will be used where it is possible.

All partners contribute, each one according to their capability, to the budget with own resources in staff costs (teaching and administrative staff), hosting events in their facilities, allowing the free use of their resources, printing and publishing costs for trainings and workshops (EU partners) and staff effort in disseminating activities (industrial partners). Estimated co-financing exceeds 15% of the total budget. Financial management follows the rules of ERASMUS+ grants. The grant-applicant will implement strong financial management guidelines for all participants as well as administrative staff in own HEI which will be made explicit, written down and agreed on during the kick-off meeting. Emphasis has been placed upon the extensive use of documentation located in document repositories within the project web site as a way of managing, monitoring and peer-reviewing the outputs of the project. Expected expenditures will be calculated prior to each activity based on current costs (travel, equipment etc), and the extent of event (number of participants, duration of mobility, equipment items) will be adjusted, if necessary.

All financial and audit reports, as well as public tenders for equipment acquisition, will be uploaded to internet in order to ensure transparency and enable control by partners.

F.4. Quality control and Monitoring

Please explain what mechanisms have been put in place for ensuring the quality of the project and how the evaluation will be carried out. Please define the specific quality measures established, as well as the benchmarks and indicators foreseen to verify the outcome of the action. Make sure that the information in this section is consistent with the project Logical Framework Matrix (limit 3000 characters).

Quality control and monitoring (QCM) are vital for achieving planned outcomes and confidence of further PhD students. QCM activities span the lifetime of the project. They include establishing the internal quality procedures, preparing evaluation forms and guidelines, carrying out internal evaluations, reporting, engaging external evaluators etc.

During the kick-off meeting QCM will be established. It will consist from one academic staff from each EU partner, not involved in any other capacity in the MARDS project. The QCM Team will develop the Quality Plan (QP) which will be presented and approved by the Steering Committee in the beginning of the project. QP will be used for the monitoring all activities and project flow.

Furthermore, a Working group for internal quality control activities will be created at each WBC HEI consisting of one academic staff, one student, and one ministry or chamber of commerce representative. They will be responsible for the internal quality monitoring, prepare all necessary material (questionnaires, forms, etc), guidelines and internal QP. The internal quality control activities will include the quality assessment of policy measurement implementation, staff, administrative and students involved. The responsible person of each WB university report every six months to the QMC, which after visiting each partner university will prepare progress reports on activities and results and submit them to the SC for approval and decision on corrective actions.

Upon recommendations of QCM team and the results of the internal evaluations, all necessary actions will be taken in order to correct possible deviation.

In each countries 2 working national groups will be established. One to prepare legal acts to the governments and second to prepare accreditation of Joint Programmes. For the external quality control and monitoring, two experts from non-participating EU institutions will be subcontracted by the project and carry out external quality control activities. The external evaluation will take place in the second and third project years.

G.1. Expected impact of the project

Please explain who will use these project outputs / products / results and how the consortium will reach them. Describe how the target groups (including participating institutions, stakeholders) will be reached and involved during the life of the project and how the project will benefit the target group at local, regional, national and or European level. Please structure your description according to the different levels of impact and stakeholders (limit 3000 characters).

Higher education and research have come to the forefront of economic growth. There has been a growing consensus among policy-makers that post-industrial society requires more highly educated people with technical and professional skills in a knowledge-based economy. Doctoral education has become of paramount significance in a world where knowledge is the new "fuel". PhD holders who have accumulated substantial human capital through education have been identified as "one of the key actors behind the creation of knowledge-based economic growth". Especially, developing countries needs this "fuel" in order to overcome their economics gaps ASAP. On the other side, sustainable growth refers to overall civilisation development that meets the needs of all without leaving future generations with fewer resources than those we enjoy today. Thus, knowledge based economy (unimaginable without very qualified people) and sustainable development are only possible combination to leave future generation to live as today generations, even better. Doctoral studies reform is one of the main instruments for adapting the society to the requirements of the knowledge society as it is through doctoral studies that future researchers are developed, an underlying force of general social development. Therefore, the Europe of Knowledge has once again shown that universities have a key role in the education and training of researchers.

Local / national/regional impact:

The facts presented into MARDS could lead to the conclusions that the system of doctoral education in partner universities as well as in partner countries has a series of weaknesses that should be overcome as soon as possible. Also, the research potential has not been fully utilised and new not adequate developed. Thus, the benefits of MARED on local/national/regional levels are obvious:

- to improve their PhD studies and therefore overall performances of PC universities;
- to make procedures less demanding and complex;
- to enable doctoral candidates to work in labs and at faculties;
- to promote and support research mobility;
- to promote and support intersectoral cooperation;
- to change the criteria for different research areas (SCI list);
- to promote and support collaboration with other EU institutions;
- to move from teaching to research;
- to establish doctoral schools in attractive fields, not classical ones;
- to motivate young people who graduated abroad to come back;
- to become competitive;
- to use accreditation results as motivators for further improvements;
- to attract doctoral candidates, quality assurance and improvement of conditions;
- to invite foreign, cross/border professors;
- to change an approach in governmental investment to doctoral education (and research);
- to show readiness of the governments to support financially doctoral candidates and doctoral studies;
- to show necessity of the government to recognize the relevance of doctoral education;
- to show connection between industry and

From EU point of view the main impacts will be: to show their readiness to help WB partners on their way to EU family by one concrete example

Please describe how the target groups (including participating institutions, stakeholders) will be reached after the project is finished (limit 3000 characters).

The MARDS project is a result of team work under exploitation of synergy effects between EU and WB partners generally and between universities, ministries, industry and civil sector regionally. The following indicates that target groups will be reached after the end of project:

- the project has a long lasting pre-history not only in preparation, but in concrete co-operation between individuals, institutions and states involved in MARDS,
- all universities involved have already established cooperation with industry and sector of services that will support the project,
- geographically all partners are in diameter of 300km that makes their cooperation easy and feasible from a technical point of view,
- both countries have tradition in education and good academic staff,
- it is not a start from zero since the majority of institutions have established procedures for doctoral studies and regulations, including QA systems,
- it is small research community, which can easily facilitate collaboration and networking,
- institutions and states have already experience in introducing European practices,
- obviously critical mass for doctoral studies is guaranteed
- two generations (middle aged and younger) have enough experience, at home and international, to implement doctoral programmes,
- recent investments in infrastructure are obvious,
- comprehensive consortium, with many different research areas that could facilitate multidisciplinary research,
- good connection of science, technology, tourism, economy, environmental protection disciplines
- young motivated people, especially in Albania with very young generation,
- lots of positive energy of young students to work on themselves,
- evident wish of EU partners and experts to help.

Those are only few of pre-conditions that prove good future of the MARDS project and show very good links between target groups involved into project.

Overview of short and long term impact indicators

Please add rows as necessary according to indicators

Short term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
Overview of the "state of the art in PhD education in Albania and Montenegro"	Staff, students, industry, government and society at large	SWOT analysis about all elements important to get conclusion and define policy, report	Description and systemised text about this issue
Conference about "state of the art in PhD education in Albania and Montenegro"	Researcher, University leadership, professional staff, students, industry, government and society at large	Number of interested and enrolled authors, proceedings from Conference	Increased public awareness of this problem
Training of Montenegrin and Albanian academic staff and professionals/administration in doctoral education	Academic staff and professionals involved in doctoral education in Albania and Montenegro	Number of trained staff (around 50)	Improved possibilities of staff, professionals, administrative to implement new policy and Joint Programmes

Long term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
Reformed doctoral education system in both countries	Students, Researcher, University leadership, professional staff, Industry, Society	The increased percent of the enrolled students by new reformed scheme	The reformatted system in both countries
Reformed PhD funding system in Montenegro and Albania	Students Staff Administrative Industry Society	Number of funded student according the new scheme (about 30 in both countries)	The reformatted system in both countries
New Joint Doctoral Schools "Natural sciences and Technology for Sustainable Development" with place in Montenegro (Podgorica)	Students Staff Industry Society Universities	Number of enrolled students in first generation and by years For first generation is expected 30 students to be enrolled	New joint PhD programme in Albania and Montenegro in one very interesting field
New Doctoral School Joint "Economy and Tourism for Sustainable Development"	Students Staff Industry Society Universities	Number of enrolled students in first generation and by years. For first generation is expected 30 students to be enrolled	New joint PhD programme in Albania and Montenegro in one very interesting field
PhD Internship programme provided	Students Staff EU and PC	At least 10 PhD students at each WBC HEIs involved in internship programme	Students will gain research knowledge and skills from EU partners in the field of their interests
The university – stakeholder cooperation network established	Academic staff students industry Ministries	Students involved in the internship programme, industry involved in the creation of curricula, ministry supported	PhD Students will gain new knowledge and skills, academic staff will have possibilities to create new projects with industry and to cooperate with Ministry

G.2. Dissemination and exploitation strategy

Please explain how the dissemination will be organised and how exploitation activities will ensure optimal use of the results within the project's lifetime and after. Explain the roles, responsibilities and target groups (limit 3000 characters).

Particular attention is paid to dissemination activities, as they are crucial for achieving the project's objectives and sustainability. These activities are organised from the very beginning of the project. Dissemination activities are numerous and varied and are assigned to all partners as a horizontal activity. The dissemination plan and overall coordination will be implemented by the partner who is an expert in dissemination activities. The consolidated distribution plan will be discussed and approved by the plenary session of the Steering Committee at its inaugural meeting and will be updated on an ongoing basis. Various tools are used: project website, MARDS platform, information days, workshops at local, national

and European level, Twitter, Internet, electronic media, print media and so on.

The network of university stakeholders established in the first project year is used for dissemination activities in the fields of industry and services. Contacts with companies and other stakeholders have already been established.

Workshops on dissemination of the different results will be organised in partner country universities, as well as a dissemination workshop, as mentioned in activity A5.3. Participants in these workshops are university teachers, students, university authorities, SME representatives, etc. Academic staff from other faculties or institutions that are not directly involved in the project are also invited.

A MARDS website is designed and developed, which is regularly updated with materials and reports from the various working groups.

The presentation of the new project as well as the joint programmes will take place in printed or electronic media (TV, newspaper, presentations in the companies, etc.).

Exploitation: It is planned that the strategic plan for the exploitation of the project results will be drawn up in the first year of the project as part of the sustainability strategy. The consortium defines activities that ensure the exploitation of the project results within and after the end of the project. The plan shall be updated during the lifetime of the project on the basis of project activities and results achieved.

Through the dissemination activities, the consortium will achieve overall visibility of the results for all potential users. In addition, they will be available to other target groups or regional countries in a targeted and scheduled manner. In particular, representatives of non-participating universities are also invited to participate in the conference and workshops. The MARDS Doctoral Colloquium (A5.4) is a very important event for the use and dissemination of the MARDS Doctoral Colloquium. MARDS activities are also disseminated through numerous research papers written by PhD students involved in the programme.

G.3. Sustainability

Explain how the impact of this project will be sustained beyond its lifetime. Please list the outcomes that you consider sustainable and describe the strategy to ensure their long lasting use beyond the project's life - financially, institutionally and policy level. Also explain how the results will be mainstreamed and multiplied in the sector of activity and in the participating institutions. Describe the strategy foreseen to attract co-funding and other forms of support for the project. For "curriculum development" projects, provide a detailed description of the necessary steps to be undertaken to ensure the official accreditation of the new study programmes by the national authorities before the end of the project time life (limit 2000 characters).

A Strategic plan for sustainability will be created and adopted by the SC during the first project year. This Sustainability plan will take into account academic, institutional and financial aspects focusing on:

- 1) Forming a legal framework for improvement of doctoral studies in Albania and Montenegro. The base of this framework will be sustainable funding of PhD students by Ministries through the research projects or PhD study grants. Of course, after selecting the students according to the real criteria.
- 2) Forming institutional opportunities to grant scholarships for PhD students. Each WB university will be obliged to ensure a number of scholarships involved into MARDS. The special agreement about this opportunities will be signed between university and internal faculties.
- 3) Setting up and maintaining a University-stakeholder network: Agreements of cooperation will be signed between the universities and enterprises and other stakeholders to ensure the cooperation after the ending the project. Having in mind attractiveness of the developed pilot programmes we hope to have interest of different industries and services.
- 4) Student internship: MARDS will try to connect with EU student PhD internship programmes as well as with PhD programmes in EU institutions, members of the MARDS consortium.
- 5) Self-financing. One of the requests of MARDS will be to decrease the PhD tuition fees in Albania and Montenegro. As pointed out here, they are unjustifiably high at those countries.

Having in mind the mandate of the three ministries, we are convinced that sustainability of the MARDS project will be provided on long lasting base.

LOGICAL FRAMEWORK MATRIX – LFM

<p>Wider Objective: <i>What is the overall broader objective, to which the project will contribute?</i></p> <ul style="list-style-type: none"> • The restructuring doctoral studies in Montenegro and Albania in line with Salzburg Principles and establishment sustainable and modern Joint Doctoral Schools for Montenegro and Albania that will serve as an example of “good practice” for the WB Region 	<p>Indicators of progress: <i>What are the key indicators related to the wider objective?</i></p> <ul style="list-style-type: none"> • Indicators linked to improved doctoral education systems in Montenegro and Albania • Indicators linked to better research in Montenegro and Albania • Indicators linked to better economies in both countries with emphasis on sustainability • 	<p>How indicators will be measured: <i>What are the sources of information on these indicators?</i></p> <ul style="list-style-type: none"> • Statistics related to the doctoral education (number of the students enrolled, completed etc...) • Statistic related to research performances (mainly on research outcomes of the PhD students) • Statistic on increased economies, especially those sustainability based • 	
<p>Specific Project Objective/s: <i>What are the specific objectives, which the project shall achieve?</i></p> <ul style="list-style-type: none"> • to reconsider the existing national policies/standards for doctoral studies in two countries and their compatibility with good EU practices, • to develop and propose a new model of doctoral studies in two countries, adapted to the acquired experiences over past decades and current and future countries’ needs • to propose a sustainable method of financing doctoral studies in two countries on national levels. • to establish two Joint Doctoral Schools "Natural sciences and Technology for Sustainable Development" with place in Montenegro (Podgorica) and “Economy and Tourism for Sustainable Development” with place in Albania 	<p>Indicators of progress: <i>What are the quantitative and qualitative indicators showing whether and to what extent the project’s specific objectives are achieved?</i></p> <ul style="list-style-type: none"> • The initiatives, supporting materials and justified requests from academic and other sectors to policy makers to improve doctoral education. • The proposal of the new system of doctoral education, suitable to the both countries. • The proposal of the new method for funding doctoral studies. • Establishment of Joint doctoral programme in Montenegro • Establishment of joint doctoral programme in Albania. • Increased interest of countries in sustainable development • The teachers/administrative and professionals in doctoral education trained in EU countries. 	<p>How indicators will be measured: <i>What are the sources of information that exist and can be collected? What are the methods required to get this information?</i></p> <ul style="list-style-type: none"> • The official requests for reforming system of doctoral education initiated to the corresponding state bodies (audit in submitted documentations) • The official requests for method of financing PhD studies initiated to the corresponding state bodies (audit in submitted documentations) • The official requests for accreditation Joint programmes (audit in submitted documentations) • The number of the teachers/administrative/professionals trained in EU • The accreditation issued (audit) • The number of the PhD students involved into new programmes. • The numbers of teachers, supervisors, experts, professionals, 	<p>Assumptions & risks: <i>What are the factors and conditions not under the direct control of the project, which are necessary to achieve these objectives? What risks have to be considered?</i></p> <ul style="list-style-type: none"> • Assumptions: • Honest desires to do a reform of doctoral education from all: policy makers, academics, students, non-academic sector and society at all. • Positive global climate in EU and World regarding education and economic growth. • Good collaboration between them. • Positive development on integration WB in EU. • Right, timely management. • Popularisation of importance of doctoral studies, • RISKS: • Resistance to reforms in education sector of both policy makers and

<p>(Shkoder) as the recommendable examples of cross-border programmes.</p> <ul style="list-style-type: none"> • to establish a sustainable cooperation with EU partners and established Doctoral School in order to maintain developed standards 	<ul style="list-style-type: none"> • The number of the PhD students from partner countries did research at EU universities. • Agreements about cooperation between EU and WB universities 	<p>industry representatives involved in implementation of new programmes.</p> <ul style="list-style-type: none"> • The numbers of the students did research at EU partner universities. • Audit in agreement with EU universities. • Analysing reports of quality bodies. • 	<p>implementators.</p> <ul style="list-style-type: none"> • changing of university management and governments • Luck of interested students. • Low ilevel of internationalisation
<p>Outputs (tangible) and Outcomes (intangible):</p> <ul style="list-style-type: none"> • Please provide the list of concrete DELIVERABLES - outputs/outcomes (<u>grouped in Workpackages</u>), leading to the specific objective/s.: <p>WP1:</p> <p>D1.1 Report on the “state of the art” in doc. edu. in Montenegro and Albania and comparison with EU practices</p> <p>D1.2 Proceedings from conference about doctoral education in Montenegro and Albania</p> <p>D1.3 Legal documents to be send to responsible bodies for adopting</p> <p>WP2:</p> <p>D2.1 Report on ac. and prof. training of WB staff profs and admi'at EU</p> <p>D2.2 Guidelines and recommendations for WB academics and professionals in doctoral studies</p> <p>WP3:</p> <p>D3.1 Report on appropriate funding doctoral studies in Montenegro and Albania</p> <p>D3.2 Obligatory decision on adopting MARDS's methodology on funding for Montenegro</p>	<p>Indicators of progress:</p> <p><i>What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?</i></p> <ul style="list-style-type: none"> • Report completed, discussed, corrected and approved by SC. • The proposall of legal documents completed, discussed and corrected. • All measures and tasks for preparation conference done timely. • Plan of training of staff/professionals/administrative adopted by SC and trainig is going according it. • Individuall report after each training. • Overall report on training • Preparation, disscussing and corecting guidelines. • Approving guidelines by SC • Report on funding completed with supporting documentations. • Curricula for Joint School in Montenegro progressed and completed. • Curricula for Joint School in Albania progressed and completed • Record on equipment completed and equipment tested. 	<p>How indicators will be measured:</p> <p><i>What are the sources of information on these indicators?</i></p> <ul style="list-style-type: none"> • Report published and sent to the stakeholders • Legal documents officially sent to the responsible bodies by SC. • Proceedings from conference, video, audio material, attedence list etc.. • Number of the staff/professionals/administrative trained • Audit to the induvidual reports by CP • Audit to overall report by SC • Guideliness distributed to the partners and lounched on web. • Legal documents about funding officially sent to the responsible bodies by SC • Audit in obligatory decision on funding in Albania • Audit in obligatory decision about funding in Montenegro • Book of the draft curricula published. • Record on the equipment published • Accreditation documents submitted. • Accreditation granted (audit into 	<p>Assumptions & risks:</p> <p><i>What external factors and conditions must be realised to obtain the expected outcomes and results on schedule?</i></p> <ul style="list-style-type: none"> • Assumptions: • Team work and available human resourcess. • Good coloboration between all involved.. • Positive energy of all involved. • Positive global clima in EU and World regarding education and economic growth. • Right, timelly management. • Visibility of PC universities from outside. • RISKS: • unpredictable administrative delays • byrocracy • resistance to reforms • changing of university management and governments • problem in PC mentalitety • resistance of the intitutions to have too much PhD programs. • Resistance of Boards of the faculties • Resistance of Senates and its bodies • Luck of interested students.

<p>D3.3 Obligatory decision on adopting MARDS's methodology in Albania WP4:</p> <p>D4.1 Curricula book for Joint school suited in Albania (Shkoder)</p> <p>D4.2 Curricula book for Joint pilot school in Montenegro</p> <p>D4.3 The report on MARDS's equipment resources</p> <p>D4.4 Final version of accreditation application</p> <p>D4.5 Decisions on accreditation</p> <p>D4.6. The list of enrolled students</p> <p>D4.7 The records on implementation flow</p> <p>W5:</p> <p>D5.1 Quality plan adopted</p> <p>D5.2 Internal quality assurance reports delivered</p> <p>D5.3 Tender for subcontracting external QC experts completed</p> <p>D5.4 External quality control and monitoring delivered</p> <p>WP6:</p> <p>D6.1 Setting up and maintaining the project web site</p> <p>D6.2 Dissemination material created and distributed</p> <p>D6.3 Dissemination events with relevant stakeholders organised</p> <p>D6.4 MARDS doctoral Colloquium organised</p> <p>W7:</p> <p>D7.1 Sustainability strategy adopted</p> <p>D7.2 University – stakeholders</p>	<ul style="list-style-type: none"> • Accreditation documentation, progressed, discussed, completed, approved by SC and submitted to responsible bodies. • The call and proceddures for enrolling the first generation completed and actions for recruiting new PhD students done. • Monthly report on programmes implementation • Indicators on progress of Quality Control followed by SC and adequate actions done. • TOR for engaging (subcontracting) external QC experts done. • Web site designed and daily updated. • Dessimination documents designed and distributed all with logo of the project. • Campaign with satkeholders in order to ensure sustanability ongoing and followed by SC, present on Internet. • Established committee for preparing the first MARDS PhD students Colloquium, call for participation etc.. • Sustanability strategy done, discussed, corrected and presented to the SC. • Active campaign to Ministries, institutional managements and other stakeholders to provide sustanability. • Defining with ministries requirements for PhD scholarships, 	<p>accreditation docs)</p> <ul style="list-style-type: none"> • The call for enrolment the first generation published in all media. • The number of enrolled students available with main info about their structure. • TOR for engaging experts for external evalaution completed, experts selected • Quality reports discussed and approved by SC • Audit in operativity of web site. • Audit in sample of dissemination docs. • Short report about dissemination activities with stakeholders. • Proccedings and attedance list from Colloquium. • Questionnaires of the first generation strongly analysed and did transparent • Approval of sustanability strategy by SC • Minutes from the meetings with stakeholders important for ensuring sustainability. • Call from Ministries for PhD scholarships launched. • The scholarships granted. • Report on regional promotion approved by SC. • MARDS's Rules of Procedures approved by SC and available to all partners. • Minutes from project coordination 	<ul style="list-style-type: none"> • •
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<p>network created D7.3 Doctoral scholarships provided WP8: D8.1 Overall project management D8.2. Project coordination meetings D8.3 Periodical and Final reports</p>	<p>participating in selection committees</p> <ul style="list-style-type: none"> • Rules of Procedures for effective management prepared. • SC meetings and other meetings (interpartners and dissemination) are ongoing followed by SC and IT management system. • Timely and objective reporting in all phases. 	<p>meetings.</p> <ul style="list-style-type: none"> • Reports (all) • Management documents available and transparent (audit) • 	
<p>Activities: <i>What are the key activities to be carried out (<u>grouped in Workpackages</u>) and in what sequence in order to produce the expected results?</i></p> <ul style="list-style-type: none"> • Valid for WP1 to WP8: • A1.1. Evaluation of the existing doctoral education policy and standards in Montenegro and Albania and comparing with EU practices • A1.2 Organization of a Conference on doctoral education in Montenegro and Albania • A1.3 Recommendations and purpose of basic legal documents on university and national levels • A2.1 Training of academic and professional staff on EU practices of doctoral education • A2.2 Creating a Guidelines and recommendations for WB academics and professionals in doctoral studies • A3.1 Evaluation of models for funding doctoral studies in Montenegro and Albania • A3.2 Adoption of bylaws on funding 	<p>Inputs: <i>What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications etc.?</i></p> <ul style="list-style-type: none"> • MOBILITU (# FLOWS) • PREPARATION • EU-PC: 18 • PC-PC:18 • DEVELOPMENT • EU-PC:18 • PC-PC: 20 • PC-EU: 132 QUALITY PLAN • PC-PC: 3 • EU-PC: 5 (inc. ext experts) • EU-EU=1 DISS • EU-PC:3 • PC-PC: 7 • PC-EU: 6 MANAGEMENT • PC-PC:33 • EU-PC::16 • PC-EU: 44 • EU-EU: 16 • EQUIPMENT • Subcontracting 		<p>Assumptions, risks and pre-conditions: <i>What pre-conditions are required before the project starts? What conditions outside the project's direct control have to be present for the implementation of the planned activities?</i></p> <ul style="list-style-type: none"> • Support from the university authorities • Support from the Accreditation institutions • Access to EU practice and experience • Realization of financial transactions • • Competence of administrative staff for efficient project implementation • All consortium members from EU and WBC devoted to achieve project objectives • Engagement of the university representatives to participate in the activities • Self-financing of some activities • Communication/language not a barrier

<p>doctoral studies in Montenegro</p> <ul style="list-style-type: none"> • A3.3 Adoption of bylaws on funding doctoral studies in Albania • A4.1 Development of the Curricula for joint Doctoral Schools • A4.2 Equipping the laboratories and other infrastructure at partner universities • A4.3 Accreditation of the Doctoral Schools • A4.4 Enrolling the first generation • A4.5 Programme implementation • A5.1 Internal Quality Control • A5.2 External Quality Control • A6.1 Creation and updating project web site • A6.2. Creating and distribution of dissemination documents • A6.3 Organizing dissemination conference with stakeholders • A6.4. Organizing MARDS Doctoral Colloquium “Science, Technology and Services for Sustainable development” • A7.1 Regular meetings about MARDS flow with stakeholders • A7.2 Universities – stakeholders networking in Montenegro and Albania • A7.3 Establishment of sustainable scholarships in Albania and Montenegro • A7.4 Promotion of Doctoral School in Region • A8.1. Daily management of the project 	<ul style="list-style-type: none"> • Project dissemination material • Teachnig material • Aceptional cost • 		<ul style="list-style-type: none"> • Consesus between the project partner about the most important issues • Support from the relevant Ministries in the implmenttaion of the project activities • Delays of preparation of the accreditation procedures and materials by the National Agencies • Obstacles within universities for introducing new programs • Sometimes travel problems, delays • Support from industry •
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<ul style="list-style-type: none">• A8.2. Precise guidelines for management of the project• A8.3. Regular meetings of project bodies• A8.4. Reporting (progress, quality, financial)• A8.5 External financial pre-audit)			
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WORKPLAN

Please use the model provided. Applicants are expected to complete a one-page work plan for each project year.

For each year of your project proposal, please complete a work plan indicating the deadlines for each outcome and the period and location in which your activities will take place. Please create additional work plan tables if further space is needed.

The same reference and sub-reference numbers as used in the logical framework matrix must be assigned to each outcome and related activities.

Activity carried out in the Programme Country: = (E.g. activity in France for two weeks in the first month of the project 2= under M1)

Activity carried out in the Partner Country (ies): X (E.g., activity in Tunisia for three weeks in the second month of the project: 3X under M2)

WORKPLAN for project year 1

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP1 PRE	Monitoring and analysing of national systems and policies of doctoral education in Montenegro and Albania and comparing with EU practices													
A1.1	Evaluation of the existing doctoral education policy and standards in Montenegro and Albania and comparing with EU practices	16		4X	4X	4=	4=							
A1.2	Organization of a Conference on doctoral education in Montenegro and Albania	4					=X	2X						
A1.3	Recommendations and purpose of basic legal documents on university and national levels	18				X=	X=	2X	2X	2X	2X	2X	2X	2X
WP2 DEV	Training of Montenegrin and Albanian academic staff and professionals/administration in doctoral education													

A2.1	Training of academic and professional staff on EU practices of doctoral education	20			=X	==	=X	==	=X	==	=X	==	=X	==
A2.2	Creating a Guidelines and recommendations for WB academics and professionals in doctoral studies	4											=X	=X
WP3 DEV	WP3: Establishing a new model of funding doctoral studies on national levels.													
A3.1	Evaluation of models for funding doctoral studies in Montenegro and Albania	8					2=	X=	X=	X=				
A3.2	Adoption of bylaws on funding doctoral studies in Montenegro	20								4X	2X2=	4X	4X	4X
A3.3	Adoption of bylaws on funding doctoral studies in Albania	20								4X	2X2=	4X	4X	4X
WP4 DEV	Establishment and start-up of Joint Pilot Doctoral Schools													
A4.1	Development of the Curricula for joint Doctoral Schools	8											2X2=	2X2=
A4.2	Equipping the laboratories and other infrastructure at partner universities	24		2X	2X	2X	2X	2X	2X	2X	2X	2X	2X	2X
WP5: QPLN	Quality plan													

A5.1	Internal Quality Control	12		2X		2X		2X		2X		2X		X
A5.2	External Quality Control	10			2=			2=			2=			X=
WP6: DISS EXP	Dissemination of the project													
A6.1	Creation and updating project web site	12	X	X	X	X	X	X	X	X	X	X	X	X
A6.2	Creating and distribution of dissemination documents	9	X		X		X		X		X		X=	X=
WP7: DISS EXP	Exploitation and Sustainability of the project results													
A7.1	Regular meetings about MARDS flow with stakeholders	6		X		X		X		X			X	X
A7.2	Universities – stakeholders networking in Montenegro and Albania	6				X		X		X			X	X
WP8: MNGT	Management of the project													
A8.1	Daily management of the project	24	2X	2X	X=	2X	2X	X=	2X	2X	X=	2X	2X	X=
A8.2	Precise guidelines for management of the project	4	X=	X=										
A8.3	Regular meetings of project bodies	3		X					X					X

A8.4	Reporting (progress, quality, financial)	3						X						X=
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WORKPLAN for project year 2

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP3 DEV	Establishing a new model of funding doctoral studies on national levels													
A3.2	Adoption of bylaws on funding doctoral studies in Montenegro	8	2X	2X	2X	X=								
A3.3	Adoption of bylaws on funding doctoral studies in Albania	8	2X	2X	2X	X=								
WP4 DEV	Establishment and start-up of Joint Pilot Doctoral Schools													
A4.1	Development of the Curricula for joint Doctoral Schools	24	4X	2X2=	2X	2X2=	4X	2X2=						
A4.3	Accreditation of the Doctoral Schools	16						4X	4X	4X	4X			
A4.4	Enrolling the first generation	5										X	2X	2X
WP5: QPLN	Quality plan													
A5.1	Internal Quality Control	19	2X	2X		2X	2X	2X	2X	2X		2X		2X
A5.2	External Quality Control	10			2=			2=			2=		X=	X=
WP6: DISS	Dissemination of the project													
A6.1	Creation and updating project web site	12	X	X	X	X	X	X	X	X	X	X	X	X

A6.2	Creating and distribution of dissemination documents	9	X		X		X		X		X		X=	X=
A6.3	Organizing dissemination conference with stakeholders	2								2X				
WP7: DISS EXP	Exploitation and Sustainability of the project results													
A7.1	Regular meetings about MARDS flow with stakeholders	12	X	X	X	X	X	X	X	X	X	X	X	X
A7.2	Universities – stakeholders networking in Montenegro and Albania	9				X	X	X	X	X	X	X	X	X
A7.3	Establishment of sustainable scholarships in Albania and Montenegro	12	4X	4X	4X									
A7.4	Promotion of Doctoral School in Region	5				X	X	X	X	X				
WP8: MNGT	Management of the project													
A8.1	Daily management of the project	24	2X	2X	X=	2X	2X	X=	2X	2X	X=	2X	2X	X=
A8.3	Regular meetings of project bodies	3	=						X					=

A8.4	Reporting (progress, quality, financial)	4						2X						X=
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WORKPLAN for project year 3

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP4 DEV	Establishment and start-up of Joint Pilot Doctoral Schools													
A4.5	Programmes implementation	48	4X	2X2=	4X	2X2=	4X	2X2=	4X	2X2=	4X	2X2=	4X	2X2=
WP5: QPLN	Quality plan													
A5.1	Internal Quality Control	18	2X	2X		2X	2X	2X	2X	2X		2X		2X
A5.2	External Quality Control	10			2=			2=			2=		X=	X=
WP6: DISS	Dissemination of the project													
A6.1	Creation and updating project web site	12	X	X	X	X	X	X	X	X	X	X	X	X
A6.2	Creating and distribution of dissemination documents	12	X	X	X	X	X	X	X	X	X	X	X	X
A6.3	Organizing dissemination conference with stakeholders	2					2X							
A6.4	Organizing MARDS Doctoral Colloquium "Science, Technology and Services for Sustainable development"	4									X	2X	X	
WP7: DISS EXP	Exploitation and Sustainability of the project results													
A7.1	Regular meetings about MARDS flow with stakeholders	6	X		X		X		X		X		X	

A7.2	Universities – stakeholders networking in Montenegro and Albania	5	X		X		X		X		X			
A7.4	Promotion of Doctoral School in Region	3	X					X			X			
WP8: MNGT	Management of the project													
A8.1	Daily management of the project	32	2X	2X	X=	2X	2X	X=	2X	2X	X=	2X	2X	X=
A8.3	Regular meetings of project bodies	3	X						X					X
A8.4	Reporting (progress, quality, financial)	4											X=	X=
A8.5	External financial pre-audit)	4											X=	X=

PART H - Work packages

Please enter the different project activities you intend to carry out in your project. Make sure that the information in this section is consistent with the project Logical Framework Matrix.

H.1. Description of work packages, outcomes and activities

Work package type and ref.nr	PREPARATION		1
Title	Monitoring and analysing of national systems and policies of doctoral education in Montenegro and Albania and comparing with EU practices		
Related assumptions and risks	Readiness of institutions for cooperation and data transfer to EU partners, lack of data, legal restrictions on data transfer, government has not possibilities to accept model, delay in administration, bureaucracy		
Description	<p>In order to acquire a true picture of the situation in the doctoral education in both countries Montenegro and Albania, a comprehensive and objective analysis of the current situation should be carried out.</p> <p>This analysis must be of SWOT character with detailed statistical parameters (quantitative). Of course, all numbers should be followed with qualitative estimators and qualifications. The traced situation and findings should be compared with EU practices based on widely accepted criteria and standards in doctoral education. The report will be presented on a conference about doctoral education in both countries. Also, the other discussion/papers/presentations will be involved in the conference program in order to hear wider feedback. The Proceedings and conclusions from conference will be published. From the report and conference material a set of measures should be separated and proposed in the form of an official request to the responsible institutional (universities Senates or similar) and national (Ministries) bodies to be adopted in form of obligatory document. All legal documents will be prepared and submitted by national working group which will be composed by SC. All above aimed to improve existing system of doctoral education.</p> <p>The SWOT report will be written in English with executive summaries in the local languages.</p>		
Tasks	<p>A1.1. Evaluation of the existing doctoral education policy and standards in Montenegro and Albania and comparing with EU practices</p> <p>A1.2 Recommendations and purpose of basic legal documents on university and national levels</p> <p>A1.3 Organization of a conference on doctoral education in Montenegro and Albania</p>		
Estimated Start Date (dd-mm-yyyy)	01.11.2018	Estimated End Date (dd-mm-yyyy)	01.10.2019
Lead Organisation	University of Zagreb (University of Vienna)		
Participating Organisation	All		

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	1.1	
	Title	Report on the “state of the art” in doctoral education in Montenegro and Albania and comparison with EU practices	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	This analysis must be of SWOT character with detailed statistical parameters (quantitative). Of course, all numbers should be followed with qualitative estimators and qualifications. The traced situation and findings should be compared with EU practices based on known criteria and standards in doctoral education	
	Due date	M5	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	<i>Ministries, representative of the civic and industrial sector</i>		
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input type="checkbox"/> International

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	1.2	
	Title	Proceedings from conference about doctoral education in Montenegro and Albania	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	The report from 1.1 will be presented on a conference about doctoral education in both countries. Also, the other discussion/papers/presentations will be involved in conference program in order to get wider feedback. Conference will result with Proceedings.	
	Due date	M7	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians		

	<input checked="" type="checkbox"/> Other		
	<i>Ministries, representative of the civic and industrial sector</i>		
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input type="checkbox"/> International

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	1.3	
	Title	Legal documents to be send to responsible bodies for adopting	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	From the report “on a state of the art” and Conference conclusions and proceedings a set of measures should be separated and proposed in the form of an official request to responsible institutional (universities Senates or similar) and national (Ministries) bodies to be adopted in form of obligatory document.	
	Due date	M12	
	Languages	Montenegrin and Albanian	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	<i>Ministries, representative of the civic and industrial sector</i>		
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input type="checkbox"/> International

Please copy and paste tables as necessary.

Work package type and ref.nr	DEVELOPMENT		2
Title	Training of Montenegrin and Albanian academic staff and professionals/administration in doctoral education		
Related assumptions and risks	The wiliness of the institutions to support training, the desire of individuals to be trained, non-existence of procedures for verifying the training certificate, bureaucracy, administrative delay in permissions		
Description	Human resources are vital to any reform, especially for reform of doctoral education in developing countries. Therefore, a certain number of mentors, professors and administrative staff involved in the project should be trained in the EU with the aim to enhance their knowledge and skills in this area. By the project it is planned to be trained, for each of the Albanian and Montenegrin universities, involved in the project, at least per one person of the mentioned professions at one of the EU universities in accordance with their field of interest.		
Tasks	A2.1 Training of academic and professional staff on EU practices of doctoral education A2.2 Creating a Guidelines and recommendations for WB academics and professionals in doctoral studies		
Estimated Start Date (dd-mm-yyyy)	01.01.2019	Estimated End Date (dd-mm-yyyy)	01.10.2019
Lead Organisation	University of Banska Bystrica (University of Vienna)		
Participating Organisation	All EU and PC universities		

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	2.1.	
	Title	Report on academic and professional training of WB staff/professionals/administrative' at EU	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	Each person participating in the training is obliged to write individual mobility report (IMR) which form will be defined by SC. In addition on travel details the report should include the list of the research performances/skills improved as well as an individual set of recommendations to be implemented in local institution. All IMRs with recommendations of the host will be included in overall Training report that will be a starting document for writing guidelines.	
	Due date	M24	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff		

	<input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other
	<i>The mentors from the mentor list</i>
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input checked="" type="checkbox"/> International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	2.2	
	Title	Guidelines and recommendations for WB academics and professionals in doctoral studies	
	Type	<input checked="" type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input checked="" type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	From the Report from 1.1 and legal documents 1.3 as well from IMRs and Training reports (1.1) Guidelines and recommendations for WB academics and professionals in doctoral studies will be written and distributed to all members of consortium as well as to regional universities	
	Due date	M24	
	Languages	Albanian, Montenegrin and English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>The mentors from the mentor list</i>		
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input checked="" type="checkbox"/> International		

Work package type and ref.nr	DEVELOPMENT		3
Title	Establishing a new model of funding doctoral studies on national levels		
Related assumptions and risks	The readiness of the responsible national institutions to support a new method, the readiness of the responsible universities and mentors to implement of new model, bureaucracy, changing governmental bodies, government has not possibilities to accept model, administrative delays etc..		
Description	The funding is one of the key elements ('fuel') to have good and sustainable system of doctoral education. To propose the best fitting model for one country, is a task of this WP. The first it is necessary to analyse existing models with all strengths, weaknesses and opportunities. Then, to propose real and feasible system of the funding for country, which is trying to develop a good doctoral education system. At the end, the funding system need to be adopted by Government and key stakeholders and implemented by institutions. One of the main objectives of this WP is to have state scholarships for PhD students like one of the founding sources. It is very important to sustain a system of the funding that is not easy job.		
Tasks	A3.1 Evaluation of models for funding doctoral studies in Montenegro and Albania A3.2 Adoption of bylaws on funding doctoral studies in Montenegro A3.3 Adoption of bylaws on funding doctoral studies in Albania		
Estimated Start Date (dd-mm-yyyy)	01.03.2019	Estimated End Date (dd-mm-yyyy)	01.03.2020
Lead Organisation	Ministries of education of Montenegro and Albania (under assistance of Ministries of Sciences).		
Participating Organisation	All institutions		

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	3.1.	
	Title	Report on appropriate funding doctoral studies in Montenegro and Albania	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	To propose the best fitting model for one country first it is necessary to analyse existing models with all strengths, weaknesses and opportunities in form of SWOT and quality analyse. Then to propose real and feasible system of the funding for this country. The report must include the recommendations that will be sent in form of official request to the decision makers and stakeholders.	
	Due date	M21	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees		

	<input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other
	<i>Interested civic and industrial partners</i>
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> International

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	3.2	
	Title	Obligatory decision on adopting MARDS's methodology on funding for Montenegro	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	From the Report from 3.1 the measures for improving funding policy will be extracted and sent in form of official request to the policy makers (responsible Ministry in Montenegro) to be adopted. We expect fast and positive response from the Ministries and launching the Call for PhD studies funding .	
	Due date	M28	
	Languages	Montenegrin	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	<i>The representatives of policy makers like Ministries, Uni Senate etc...</i>		
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> International		

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	3.3	
	Title	Obligatory decision on adopting MARDS's methodology on funding for Albania	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	From the Report from 3.1 the measures for improving funding policy will be extracted and sent in form of official request to the policy makers (responsible Ministry in Montenegro) to be adopted. We expect fast and positive response from the Ministries and launching the Call for	

		PhD studies funding.
	Due date	M28
	Languages	Albanian
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	<i>The representatives of policy makers like Ministries, Uni Senate etc...</i>	
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

Work package type and ref.nr	DEVELOPMENT		4
Title	Establishment and start-up of Joint Doctoral Schools		
Related assumptions and risks	the readiness of the responsible national institutions to support new schools, the readiness of the responsible universities and mentors to support new schools, provided scholarships, attractively schools, developed curricula, developed infrastructure, bureaucracy, administrative delays, low interest in PhD schools, on spot organisational problems.		
Description	Improving policy on doctoral education in Montenegro and Albania and remain cooperation with EU partners would not be a complete project without a pilot implementation, aimed to demonstrate the functionality and benefits of the reformed system. Therefore, within the project, we planned to open two pilot schools, which will show a good example of one reformed system. Such system could be a paradigm/template for other WB countries, especially in of cross-border cooperation. Such schools should be a common, attractive and purposeful to last long. There is a great reliance on science, technology and services to solve sustainable problems around the world today. Thus, as an experimental (pilot) example we plan to open two Joint PhD Schools, one in Montenegro and second in Albania: "Natural sciences and Technology for Sustainable Development" with place in Montenegro (Podgorica) and "Economy and Tourism for Sustainable Development" with place in Albania (Shkoder). The steps in introducing one academic program are well-known: curricula, infrastructure, accreditation, enrolling students and start of work.		
Tasks	A4.1 Development of the Curricula for joint Doctoral Schools A4.2 Equipping the laboratories and other infrastructure at partner universities A4.3 Accreditation of the Doctoral Schools A4.4 Enrolling the first generation A4.5 Programme implementation		
Estimated Start Date (dd-mm-yyyy)	01.12.2018	Estimated End Date (dd-mm-yyyy)	01.10.2021
Lead Organisation	University of Montenegro (University of Shkodra)		
Participating Organisation	All institutions		

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	4.1	
	Title	Curricula book for Joint School suited in Albania (Shkoder)	
	Type	<input checked="" type="checkbox"/> Teaching material <input checked="" type="checkbox"/> Learning material <input checked="" type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	The curricula for Joint PhD School "Economy and Tourism for Sustainable Development" will be developed. The main pillar of development curricula will be Faculty of Economics of Shkoder University that already has experience in development similar MSc programme (through the one of previous Tempus projects). All partners, especially those from EU will actively participate in preparing those	

		curricula.
	Due date	M20
	Languages	English, Albanian
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input checked="" type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	<i>Represents of civic and industrial sectors</i>	
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> National <input type="checkbox"/> International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	4.2	
	Title	Curricula book for Joint pilot school in Montenegro	
	Type	<input checked="" type="checkbox"/> Teaching material <input checked="" type="checkbox"/> Learning material <input checked="" type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>The curricula for Joint PhD School "Natural sciences and Technology for Sustainable Development" will be developed. It will be of multidisciplinary type with two tracks: Natural sciences for sustainable development Technology for sustainable development. Centre for Doctoral Studies at UoM will be responsible for establishment and maintaining the school, while each track can be entrusted to the parent institution at UoM or made interdisciplinary between similar parent institutions. Faculty of Natural Sciences will be responsible for first, while the second one will be between Faculty of Electrical Eng, Faculty, Mechanical Eng, Faculty of Civil Eng, Faculty of Metalurgy and Technology, BioTechnology Faculty and Maritime Faculty. All partners, especially from EU universities will actively participate in preparing these curricula.</p>	
	Due date	M20	
	Languages	English, Montenegrin	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input checked="" type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	<i>Represents of civic and industrial sectors</i>		

Dissemination level	<input checked="" type="checkbox"/> Department / Faculty	<input checked="" type="checkbox"/> Local	<input checked="" type="checkbox"/> National
	<input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Regional	<input type="checkbox"/> International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	4.3	
	Title	The report on MARDS's equipment resources	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	The Report includes the collection of inventory lists of equipment belonging to each university as well as short description of the items and their purposes. It means that all consortium and further PhD students will have an overview of available equipment that can be used in their research. Not only equipment bought through the MARDS project will be listed and described, than even existing equipment of EU and PC universities that can be used for purposes of new schools.	
	Due date	M12	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	Representatives of Ministries or of bodies responsible for accreditation		
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty	<input checked="" type="checkbox"/> Local	<input checked="" type="checkbox"/> National
	<input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Regional	<input type="checkbox"/> International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	4.4	
	Title	Final version of accreditation application	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	Before the start, the PhD Schools need to be accredited by the responsible bodies in both countries. Preparation of accreditation documents is not an easy task and we expect several corrections until the final application. The national accreditation regulative of each country when the school will be suited should be taken in consideration. The national working group for accreditation (nominated by SC) will take care about accreditation and will be in open for cooperation and any correction of the required documentation.	

	Due date	M21
	Languages	Montenegrin, Albanian
Target groups	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	Representatives of Ministries or of bodies responsible for accreditation	
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> National <input type="checkbox"/> International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	4.5	
	Title	Decisions on accreditation	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	The responsible bodies for accreditation in Montenegro and Albania will respond on accreditation applications (we hope timely) and take positive decision.	
	Due date	M20	
	Languages	Montenegrin, Albanian	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	Representatives of Ministries or of bodies responsible for accreditation		
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> National <input type="checkbox"/> International	

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	4.6	
	Title	The list of enrolled students	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	After granting accreditation the Call for student enrolment in Joint PhD schools will be announced in all responsible media in Albania and Montenegro. It will consist submission procedure and selection criteria. After that the	

		Selection Committee will announce the list of the enrolled students.
	Due date	M24
	Languages	English, Montenegrin, Albanian
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other	
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> National <input type="checkbox"/> International

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	4.7	
	Title	The records on implementation flow	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>The third year of the programme will be implementation year. During implementation the records on implementation flow will be collected.</p> <p>All for the purpose of sustaining the quality and achieved standards. The records will be on monthly phase and bodies for QC within consortium will define their forms.</p> <p>The emphasis will be, practically, on daily feedback from the enrolled students.</p>	
	Due date	M36	
	Languages	English, Montenegrin, Albanian	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input checked="" type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	Representatives of civic and industrial sector		
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input type="checkbox"/> International

Please copy and paste tables as necessary.

Work package type and ref.nr	QUALITY PLAN		5
Title			
Related assumptions and risks	<p>Involvement of students, faculty & technical staff, administration Well organised cooperation and communication between the project partners, especially with those from EU and external experts for QC. Appropriate infrastructure & technical support in partner country universities</p> <p>Mitigation measures: Quality control will start from M0; a critical number of committed staff has already been approached; the participating industrial partners ensure a minimum of support to the project; quality procedures already in place in participating EU will be used; enough time has been foreseen in the planning of the activities to account for delays</p> <p>Risks: Bureaucratic procedures, Administrative delays in selecting foreign experts, the findings are not binding for domicile institutions.</p>		
Description	<p>Quality control and monitoring activities will be carried out through the Quality Monitoring Committee (QMC) which will be established in very beginning of the project. It will consist of one academic staff from each EU partner, not involved in any other capacity in the MARDS project. The QMC Team will develop the Quality Plan (QP) which will be presented and approved by the Steering Committee in the beginning of the project. QP will be used for the monitoring of all activities and project flow. QP will contain all QC procedures and guidelines for internal and external control.</p> <p>A working group for internal quality control will be created at each university. They will be responsible for the internal quality monitoring, prepare all necessary material (questionnaires, forms, etc) and guidelines. The responsible person in local QC working group reports every six months to the QMC, which after visiting each partner university will prepare progress reports on activities and results and submit them to the SC for approval and decision on corrective actions.</p> <p>Upon recommendations of QMC team and the results of the internal evaluations, all necessary actions will be taken in order to correct possible deviation.</p> <p>This working package will be coordinated by University of Maribor under close cooperation with University of Vienna and University of Montenegro.</p>		
Tasks	<p>A5.1 Internal Quality Control A5.2 External Quality Control</p>		
Estimated Start Date (dd-mm-yyyy)	01.12.2018	Estimated End Date (dd-mm-yyyy)	01.10.2021
Lead Organisation	University of Maribor (University of Vienna)		
Participating Organisation	All		

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	5.1.	
	Title	Quality Plan adopted	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	QC Plan (QCP) will be created by the QCM. It will consist the all elements related to the internal and external quality control (procedures, sheets, templates, recommendations, guidelines etc.). It is expected to be adopted by SC in M3.	
	Due date	M3	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	Representatives of the stakeholders (Ministries etc.)		
Dissemination level	<input type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	5.2.	
	Title	Internal quality assurance reports delivered	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>Quality assurance reports will be prepared by the QCM Team. Reports will take into account:</p> <p>1) the reports from the partner's HEI teams implementing internal quality procedures at home, involving all evaluation of all activities and deliverables according to the project proposal</p> <p>2) the results from monitoring visits to participating WBC HEIs. They will report on the overall implementation of the project activities as well as to the curricula development and implementation and include financial reports.</p> <p>The Internal Mid QC Term and Yearly QC Reports will be delivered on M7, M12, M14, M24, M36. In addition, they will suggest corrective actions and will be submitted to SC for approval. They will be used like milestones during the project realisation.</p>	
	Due date	M36	
	Languages	English, Montenegrin and Albanian	

Target groups	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	Representatives of the stakeholders (Ministries etc..)		
Dissemination level	<input type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	5.3.	
	Title	Tender for subtracting external QC experts completed	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	Two experts from non-participating EU institutions will be engaged (subcontracted) as external evaluators according the international tender. The tender will define Terms of References (TOR) for such kind of job and it will be initiated from beginning of second year (M13) and completed by M16. TOR and Tender will be prepared by QMC, while announced by SC	
	Due date	M13	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
Dissemination level	<input type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input type="checkbox"/> Regional	<input type="checkbox"/> National <input checked="" type="checkbox"/> International

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	5.4.	
	Title	External quality control and monitoring delivered	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	External quality control and monitoring will be organised from the beginning of the project using two approaches by EU partners and by external experts. EU partners will permanently monitor the project especially the WP5 leader which is from EU institution. Two experts from non-	

		participating EU institutions will be engaged (subcontracted) as external evaluators and their activities will start from second half of second year. During second year of engagement they will check all documents of internal QC. These experts will visit each partner universities in the beginning of the third project year. Inputs for visits will be prepared and delivered to the experts by the QMC and CPs (contact persons). During these visits, they will have the chance to talk with all target groups identified in the project and they will have access to all documents prepared during the project implementation as well to propose measures in written form to each of CP to improve the state. They will prepare a report on external quality control by presented and discussed on the coordination meeting. This Report will be also part of the Final project report. These activities will be subcontracted.
	Due date	M36
	Languages	English, Montenegrin and Albanian
Target groups	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	Representatives of the stakeholders (Ministries etc.)	
Dissemination level	<input type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input type="checkbox"/> Regional <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

Please copy and paste tables as necessary.

Work package type and ref.nr	DISSEMINATION & EXPLOITATION	6
Title	Dissemination of the project results	
Related assumptions and risks	<p>Endorsement by University authorities Motivation of non-academic stakeholders to cooperate. Motivation of the academic staff and universities who are not involved in the project to participate in dissemination activities. Mitigation measures: dissemination will start from M0; a critical number of committed staff has already been approached; the participating industrial partners ensure a minimum of support to the project; existing networks will be used; enough time has been foreseen in the planning of the activities to account for delays. Risks: Low interest into project, Low interest in developed PhD studies, bureaucratic procedures in stakeholders institutions regarding using resources for dissemination</p>	
Description	<p>The dissemination activities are very important for project and they will start from M1. The main aim of dissemination is to help in achieving sustainability. The dissemination activities are numerous and diverse and assigned to different partners but the dissemination plan and overall coordination will be carried out by the partner who is an expert in this field. The consolidated dissemination plan will be discussed and approved by the plenary meeting of the Steering Committee at the kick-off meeting. Different tools will be used in dissemination purpose: project web site, MARDS platform, info-days, workshops on local, national and European level, Internet, electronic media, printing material and so on. The university - stakeholders network that will be set up in the first project year will be used for dissemination activities within the governmental, civic, industry and service sectors. Contacts have already been made with companies and other stakeholders. Workshops disseminating the various outputs will be organized in partner country universities as well as on regional and international levels. An MARDS web site will be designed and developed and will be regularly updated with material and reports provided by the various working groups. The presentation of the new project as well as of joint programmes will be in all printed or electronic media (TV, newspaper, presentations in the companies, etc.). Through the dissemination the results will be visible to all potential users, and through the plan those results will be available to other target groups or regional countries. Therefore, representatives from non-participating universities, will also be invited to participate in the conference and workshops. The very important dissemination exploitation event will be organizing MARDS Doctoral Colloquium (A5.4) at the end of the project, which will directly show the final result of the project (young people involved in doctoral education, presenting their works and discussing project). Also the MARDS will be disseminated via numerous research papers that will be authored by PhD students involved in the programme. During SC meetings some extra dissemination activities can be proposed.</p>	
Tasks	<p>A6.1 Creation and updating project web site A6.2. Creating and distribution of dissemination documents A6.3 Organizing dissemination conference with stakeholders A6.4. Organizing MARDS Doctoral Colloquium "Science, Technology and Services for Sustainable development"</p>	

Estimated Start Date (dd-mm-yyyy)	01. 12. 2018	Estimated End Date (dd-mm-yyyy)	31. 11. 2021
Lead Organisation	Metropolitan University Tirana (under help of University of Montenegro and PRIDE network)		
Participating Organisation	All partners		

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	6.1.	
	Title	Setting up and maintaining the project web site	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	<p>The MARDS project web site with all relevant project information (objectives, results, activities, and partners) will be developed in M1 by the Metropolitan team and staff and it will be maintained timely. The web site will have two parts, public where all information about the project will be available, and one part for project partners only in the project management purpose. The web site will be developed in English language.</p> <p>Electronic materials for dissemination activities will be created and distributed through the e-mail to the all relevant stakeholders. The project web site will be connected with the on-line platform.</p> <p>The project information will also be disseminated through the social networks (Facebook). All new technologies and social networks will be used in project web platform.</p>	
	Due date	M1-M36	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input checked="" type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	<i>Representatives of stakeholders involved in project (non-academics) as well as non participating institutions worldwide</i>		
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	6.2.	
	Title	Dissemination material created and distributed	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	<p>In addition to web site the others forms of dissemination measures during project life time will be created and distributed. They will be in electronics and printed form with aim to be widely visible from all target groups and society in large. Many of them should be prepared (designed) where we will use colleagues from art and design faculties. Flyers, brochures, posters, flags, roll-ups, bags, folders, video, photos etc.. are only a part of dissemination material that will be designed and distributed. Also, other multimedia and broadcasting forms like TV and Radio emissions, presentations on events, youtube etc will be actual. We expect some research outcomes to be used for dissemination as scientific papers of staff and enrolled students in both education and research aspects.</p>	
	Due date	M1-M36	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input checked="" type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	<i>Representatives of stakeholders involved in project (non-academics) as well as non participating institutions worldwide</i>		
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	6.3.	
	Title	Dissemination events with relevant stakeholders organised	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>3 dissemination events (workshops and info days) will be organised in Albania and Montenegro, one per year, with aim to disseminate project objectives, activities and results. Participants on these workshops will be academic staff, researchers, students, industry representatives. EU partners will also participate on these events with aim to share good practice from EU institutions. Printing materials about the project (brochures) will be distributed to all participants on these events. The printing material will also</p>	

		be distributed among the other universities from the Region who are not directly involved in the project. One of priorities of these events will be to animate industry and service sectors to support newly opened PhD schools with scholarships. Dissemination meetings will use also as connected meetings of SC and QMC in order to optimise expenses.
	Due date	M6, M18, M24
	Languages	English, Montenegrin, Albanian
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input checked="" type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	<i>Representatives of stakeholders involved in project (non-academics) as well as non participating institutions worldwide</i>	
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> International	

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	6.4.	
	Title	MARDS doctoral Colloquium organised	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	MARDS Doctoral Colloquium (A5.4) will be very important dissemination exploitation event will be organized at the end of the project, which will directly show the final result of the project (young people involved in doctoral education, presenting their works and disusing project). Also the representatives from region will be invited as well as representatives of EU members. It will be the first Doctoral Colloquium ever organised in Montenegro and Albania	
	Due date	M35	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	<i>Representatives of stakeholders involved in project (non-academics) as well as non participating institutions worldwide</i>		
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> International		

Work package type and ref.nr	DISSEMINATION & EXPLOITATION		7
Title	Exploitation and sustainability of the project results		
Related assumptions and risks	<p>Readiness of the policy makers to change policy in doctoral education by helping providing sustainability; Readiness of the partner university to support project and to be ready to sustain it ; Motivation of non-academic stakeholders to cooperate in term of sustainability; Readiness of the involved students to ensure alumni with aim to support sustainability.</p> <p>Risks: Low interest into project from policy makers to non-academic sector, Low interest in developed PhD studies from side of the students, byrocratic procedures in stakeholder institutions regarding reforming doctoral education and introducing a pilot schools, administrative delays etc..</p>		
Description	<p>It has been planned to create and adopt Strategic plan for sustanability by the SC during in the early beegining of the project. The Sustanabilty plan will take into account academic, institutional and financial aspects focusing on:</p> <ol style="list-style-type: none"> 1) Forming legal framework for impovement of doctoral studies in Albania and Montenegro. The base of this framework will be sustainable funding of PhD students by Ministries through the research projects or PhD study grants. Of course, after selecting the students according to thevalid criteria. 2) Forming institutional opportunities to grant PhD students. Each university will be obligated to ensure a number of scholarships for PhD students involved into MARDS. The special agreement about this oportunities will be signed between university and internal faculties. 3) University-stakeholder network Agreements of cooperation will be signed between the universities and enterpises and other stakeholders (from non academic sector) to ensure the cooperation after the ending the project. Having in mind attractivity of the developed pilot programmes we hope to have interest of diferent industries and servicess. 4) Student intenshrship - MARDS will try to connect with EU student PhD internship programmes as well as with PhD programmes in EU inistitutions, members of the MARDS consortium. 5) Self-financing. One of requests of the MARDS will be to decrease PhD tuition fees in Albania and Montenegro. As pointed here, they are unjustifiably high in those countries. <p>Having in mind the mandate of the three ministries, we are convinced that sustanability of the MARDS project will be provided on long lasting base. Universities’s management and decision makers and Ministries’ representatives and accreditation decision makers.</p> <p>To achieve sustainability of the MARDS the strong SYNERGY and COOPERATION between project and all stakeholders involved us necessary.</p>		
Tasks	<p>A7.1 Regular meetings about MARDS flow with stakeholders A7.2 Universities – stakeholders networking in Montenegro and Albania A7.3 Establishment of sustainable scholarships in Albania and Montenegro A7.4 Promotion of Doctoral School in Region</p>		
Estimated Start Date (dd-mm-yyyy)	01. 12. 2018	Estimated End Date (dd-mm-yyyy)	31. 11. 2021
Lead Organisation	Metropolitan University Tirana (under help of UoM)		
Participating Organisation	All partners		

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	7.1.	
	Title	Sustainability strategy adopted	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	<p>SC during the kick-off meeting will nominate working group to develop Sustainability strategy. It will consist the all necessary elements to achieve sustainability of the project as well as Action plan for its implementation. The draft will be sent to SC members and also will be available via Internet to others interested. After suggestions and corrections the Strategy will be adopted by SC by M4.</p>	
	Due date	M4	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	<i>Representatives of stakeholders involved in project (non-academics)</i>		
Dissemination level	<input type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input checked="" type="checkbox"/> International		

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	7.2.	
	Title	University – Stakeholders network created	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	<p>The university-stakeholders network will be created in countries involved in the project. Also, this network can join representatives of EU countries (academic and non-academic). The network will include ministries, other universities, enterprises, civic sector etc.. This network will be used to disseminate project activities but also in the purpose of the creation PhD curricula. The network will persist after the project ending and the project sustainability will be partly ensured through the network. At least 30 members will be included into network. New project proposals will be created through the network. Members and activities of the network will be continuously updated. We hope several PhD scholarships to obtain through the network</p>	
	Due date	M36	

	Languages	English
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	<i>Representatives of stakeholders involved in project (non-academics) and worldwide</i>	
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	7.3.	
	Title	Doctoral scholarships provided	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	<p>One of the main aims of MARDS project is to change existing funding for PhD students, which practically does not exist in Albania and Montenegro. The scholarship must be mainly state based in order to maintain the critical mass of the PhD students. We hope several PhD scholarships to obtain through the network from 7.2. Also the institutions involved into project should contribute in providing scholarships. The first scholarship should be obtained before start of pilot Joint Doctoral Schools implantation.</p>	
	Due date	M23	
	Languages	English, Montenegrin, Albanians	
Target groups	<input type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	<i>Representatives of stakeholders involved in project (non-academics), especially ministries</i>		
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

Please copy and paste tables as necessary.

Work package type and ref.nr	MANAGEMENT	8
Title	Management of the project	
Related assumptions and risks	<p>Stable administration structure and working environment in all partner universities, stable governmental state, good coordination and high commitment in the project consortium, good communication between the project partners, positive energy and willing to work, support of the institutions, unpredictable administrative delays must be anticipated early in the project self-financing of some activities, delay in transferring money, administrative barriers on all levels.</p>	
Description	<p>The UoM will be responsible for the management of the project. In some issues Shkoder University will help. Project Manager (PM, Prof. Radovan Stojanovic) holds overall responsibility for the coordination and implementation of all project activities according to the approved schedule and budget. PM will be assisted by an administrator employed by UoM who will work closely with the National ERASMUS Office staff, who are experienced in running ERASMUS+ projects and activities and the Deputy Project manager elected on kick-off meeting.</p> <p>The MARDS Steering Committee (SC) is the superior decision making and arbitration body. SC is comprised of one teaching staff member from each consortium partner and coordinated by the project manager (PM). It represents the partners' interests and ultimately validates the major project decisions. All decisions will be taken following the presentation of the topic by the assigned SC member in charge, the academic, technical or other consultation. Every effort will be made that the decisions are taken by consensus. The majority will be voting system of SC. SC will work according MARDS Rules of Procedures that will be approved on kick off meeting and made during first month of the project by CPs from all partners.</p> <p>On M2, the kick-off meeting will be held at UoM where</p> <ul style="list-style-type: none"> - the management structure will be established, ie scope and duties of SC, reporting, decision making and conflict resolution procedures at all levels, timetable. Each partner will agree to a plan of activities that will describe analytically the tasks of each partner, the work programme, deliverables and goals, key success factors of the project, time schedule, communication tools project management procedures. - partners will decide on Quality Plan, Sustainability and Dissemination Plan, Mobility Plan. -The QMC Team and corresponding internal evaluation working groups in WBC HEIs will be formed - partners will sign Consortium Agreement, prepared by UoM. <p>SC will meet at least every 6 month to review the progress, modify plans, resolve conflicts, discuss problems and obstacles and decide on actions, approve deliverables. 4 coordination meetings will be organised at place, and 3 coordination meetings will be organised by videoconferencing. In case of necessity, approval of some documents, SC can vote electronically.</p> <p>The preparation of the SC meetings documents, agenda and logistics are the responsibility of the PM and Deputy PM. E-mail, Skype, on-line platform and conference calls will be fully utilised in the project for efficiency.</p> <p>In between, SC members communicate electronically or through videoconferencing tools for consideration of urgent problems.</p> <p>Each WP is carried out by the respective work package leader. WP leaders must participate at the SC as contact persons for their HEI. If the WP is broken down to</p>	

	<p>tasks, task leaders are appointed where needed. The WP leaders are responsible for the timely preparation of deliverables, decide on issues related to the project work plan, solve technical problems that span between work packages, and implement the project along the guidelines set by the Steering Committee. At the local level, communication will be effected by personal contact as well as electronic means (e-mail, skype, et al). At the inter-institutional level, communication will be mostly electronic but, when necessary, staff visits between partners will be exchanged, since all partner universities are suited in close geographical are (of 300 km diameter). WP leaders will report any problems electronically directly to the PM who will have to decide on the course of action or whether all reports should be delivered timely and been transparent. Minutes will be kept for all meetings at all levels in electronic format (pdf). Reporting at all levels will also be done electronically. All minutes, reports, or proceedings will be uploaded on the MARDS platform with SC access only. MARDS platform. The responsible person/bodies of the University could not change MARDS's Project Manager or contact person without approval of the EACEA. Replacement should be justified from both sides (EACEA, University).</p>		
Tasks	<p>A8.1. Daily management of the project A8.2. Precise guidelines for management of the project A8.3. Regular meetings of project bodies A8.4. Reporting (progress, quality, financial) A8.5 External financial pre-audit)</p>		
Estimated Start Date (dd-mm-yyyy)	01 – 10 - 2018	Estimated End Date (dd-mm-yyyy)	01 – 10 - 2021
Lead Organisation	University of Montenegro		
Participating Organisation	All partners		

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	8.1.	
	Title	Overall project management	
	Type	<input checked="" type="checkbox"/> Teaching material <input checked="" type="checkbox"/> Learning material <input checked="" type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	<p>Overall project management will be led by the PM and SC. SC will be created at the first coordination meeting that will be held in M2. Realisation of this outcome will cover implementation and recording of all planned activities, evaluation of project results, monitoring of all activities and results, financial issues in the project. Effective project management will be achieved by the following bodies: SC, PM and External Quality Assurance Team consisted from subcontracted experts. Furthermore, the project officer at UoM will be appointed by PM.</p> <p>Main issues regarding overall monitoring and coordination of the Project will be set and monitored during the first coordination meeting and other 6 coordination meetings that will be organised during the project. The overall project management should be on daily basis. All development need to be accessible by tool software that will be installed on the MARDS web site. For Overall</p>	

		project Management UoM will provide special office. All types of outcomes and all deliverables should be followed.
	Due date	M1 – M36
	Languages	English, Montenegrin, Albanian
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	<i>All representatives of non-academic staff (ministries, industry, civic)</i>	
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input checked="" type="checkbox"/> International	

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	8.2.	
	Title	Project coordination meetings	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>The intention is to have at least one “in live” coordination meeting of SC per year. The first year will have one more, “kick-off”. 4 coordinator meetings will take a place during project life:</p> <p>1st meeting M2: Kick-off, Podgorica, 3rd meeting M12: Organised by University of Vienna 5th meeting M22 or M23: Organised by University of Banska Bistrica. 7th meeting M35: Organised by University of Shkoder.</p> <p>3 coordination meetings will be organised by teleconferencing: 2nd M8, 4th M17, 6th M29. In case of urgent issues the SC meetings can be done electronically and organised by PM and Project Administrator, as example in necessity for some voting (approval on some documents etc...) In this case the voting pool will be organised via MARDS web platform. All documents before electronic voting should be accessible in electronics form.</p> <p>Meetings organised in M12, M22, M35 will also be attended by the team for quality control and monitoring. All relevant documents, reports on the project activities and financial reports will be prepared and distributed to SC members at least 7 days before each meeting. During dissemination meetings also can be considered some SC issues under obligations to be confirmed electronically by absent members. Since MARDS is a cross-border project where all partners are easy accessible (in diameter of 300km) several coordination meetings between them will be organised, even for purposes of consultations, monitoring or experience exchanges. Since the teleconferencing toll is obligatory part of the equipment, communication between partners will be very intensively.</p>	

	Due date	M1 – M36
	Languages	English, Montenegrin, Albanian
Target groups	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	<i>All representatives of non-academic staff (ministries, industry, civic)</i>	
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	8.3.	
	Title	Periodical and Final reports	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>Periodical and final reports will be prepared during the MARDS implementation. Periodical reports will be prepared by each institution involved in the project every 6 month. These reports will be presented and discussed during the SC meetings. Financial report will also have to be prepared as a part of these periodical reports. Periodical reports will be prepared by the contact person (members of the SC) and administrative staff at each institution. QC team will also be involved in the preparing the periodical reports. The content of each report and methodology for writing the reports will be agreed during the first coordination meeting.</p> <p>Mid-term and Final report will present a collection of the 6months reports delivered by each partner to SC. Additionally it will consist the elements for progress estimation and financial aspects. The final report will be presented to all members of the SC. External financial audit will be organised in the third project year at the coordination institution. During kick of meeting all contact persons will be mentioned to do “log book” of all activities performed in order to compose to make the periodic reports easier. By electronic tool will be easy to access financial state and expenses of each partner.</p>	
	Due date	M36	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		

	<i>All representatives of non-academic staff (ministries, industry, civic) which are members of the consortium</i>		
Dissemination level	<input type="checkbox"/> Department / Faculty	<input type="checkbox"/> Local	<input type="checkbox"/> National
	<input checked="" type="checkbox"/> Institution	<input type="checkbox"/> Regional	<input checked="" type="checkbox"/> International

Please copy and paste tables as necessary.

H.2. Explanation of work package expenditures

Please explain what costs will be associated to each work package and covered by lump sums, flat rates, unit costs, and real costs. Provide information on the travels necessary to complete the workpackage. Detailed information on each travel must be indicated in the Budget Excel table. If purchase of equipment is required, explain how the respective equipment addresses the needs identified in the project. Remember that the specification of each item, including the partner country university/ies at which equipment will be installed, must be detailed in the Budget Excel table. If any subcontracting is considered necessary for the implementation of the project, please explain why the task cannot be performed by the consortium members themselves (limit 3000 characters).

MARDS is very ambitious project and demanding project aimed to improve policies on doctoral education of two countries Albania and Montenegro. Due to its nature, it is a labour intensive project requiring a lot of mobility. Hence the following overview is done without expectation travel cost (7400EUR).

- 37% of the real budget is allocated to staff costs, of which 191,907.00 euros is allocated to PC staff
- 292,210 of the budget is allocated to travel and stay costs, of which 1,685.00 euros is allocated to student mobility between PC, and 72,885.00 euros is allocated for student mobility between PC to EU countries.
- 24% percent of the budget is allocated to the laboratory equipment
- 44,000.00 (5%) euros of the budget is allocated to subcontracting.

EU partners are allocated approximately 22% (189,637.00 euros) of the budget, of which:

- 127,953.00 euros is allocated to staff costs for a) management; b) development; c) quality control activities for all partners d) dissemination activities.
- 8.65% & 24.94% is allocated to travel & costs of stay respectively, covered by lump sums according to ERASMUS+ guidelines for mobility costs.

WB partners are allocated 78% of the budget of which:

- 22.22% is allocated to staff costs for a) preparation; b) development ; c) internal quality control, d) dissemination
- 6.50% & 20.19% is allocated to to travel & costs of stay respectively, covered by lump sums according to ERASMUS+ guidelines for mobility costs.

Coo-financing: It will be mainly in staff cost and partly in dissemination (material designing, printing, copying etc...) as well as in overheads.

As shown, the budget is mainly devoted to PC that is in line with spirit of helping those countries by EU partners

If your project involves any "**exceptional costs**" related to travels, please justify (limit 1000 characters).

Because the MARDS have 16 partners with more than 180 mobilities in different directions and with different transprtations means, the possible problems in travels regardin its price and arrangments as possible. The Podgorica and Tirana are not frequent flying destinations, as well as no many low cost comnaies flying for this destinations. Thus, we estimated to increase calculated travel cost in term of its expetation for about 10% (7400 EUR). We hope it will be enough to cover some exception in travels arrangments, caused from several reasons. If not be used the expetation money will be returned. The grant holder will take as much as possible carre about savings in terms of travel arrangments:

H.3 Consortium partners involved and resources required to complete the work package

Indicative input of consortium staff - The total number of days per staff category should correspond with the information provided in the budget tables.

Work Package Ref.nr	Partner nr	Partner acronym	Country	Number of staff days ¹					Role and tasks in the work package
				Category 1	Category 2	Category 3	Category 4	Total	
PREPARATION	P1	UoM	Montenegro	0	55	0	0	55	The role within WP1, overall preparation for Montenegro
	P2	UNIVIE	Austria	0	30	0	0	30	The role within WP1, monitoring of the “state of the art”
	P3	UM	Slovenia	0	25	0	0	25	The role within WP1, , monitoring of the of the “state of the art”
	P4	ERF	Croatia	0	55	0	0	55	The role within WP1, monitoring of the “state of the art”
	P5	UMB	Slovakia	0	55	0	0	55	The role within WP1, monitoring of the of the “state of the art”
	P6	UDG	Montenegro	0	25	0	0	25	The role within WP1, helping UCG in prep.
	P7	UNISHK	Albania	0	35	0	0	35	The role within WP1, preparation for AL
	P8	PUT	Albania	0	25	0	0	25	The role within WP1, assistance to UNISHK
	P9	UV	Albania	0	25	0	0	25	The role within WP1, assistance to UNISHK
	P10	UMT	Albania	0	25	0	0	25	The role within WP1 assistance to UNISHK
	P11	MoE	Montenegro	15	0	0	0	15	The role within WP1, Cooperation wiyh EU par
	P12	MoSM	Montenegro	15	0	0	0	15	The role within WP1, assistance to UNISHK
	P13	MESY	Albania	15	0	0	0	15	The role within WP1 assistance to UNISHK
	P14	CEM	Montenegro	10	0	0	0	10	The role within WP1, industru aspect

¹ Please see Programme Guide, Part B for your action, Table A – Project Implementation (amounts in Euro per day) Programme Countries and Table B - Project Implementation (amounts in Euro per day) Partner Countries.

	P15	PRIDE	Austria	5	0	0	0	5	The role within WP1, international dimension
	P16	UCCIAL	Albania	5	0	0	0	5	The role within WP1, industry from AL
SUBTOTAL				65	355	0	0		
DEVELOPMENT	P1	UoM	Montenegro	0	150	20	0	170	The role within WP2,..4,main developer for Montenegro
	P2	UNIVIE	Austria	0	65	0	0	65	The role within WP2,..4, EU aspect
	P3	UM	Slovenia	0	40	0	0	40	The role within WP2,..4, EU aspect
	P4	ERF	Croatia	0	80	0	0	80	The role within WP2,..4, EU aspect
	P5	UMB	Slovakia	0	80	0	0	80	The role within WP2,..4, EU aspect funding
	P6	UDG	Montenegro	0	25	0	0	25	The role within WP2,..4, assisting in development for Montenegro
	P7	UNISHK	Albania	0	65	20	0	85	The role within WP2,..4, main developer for Albania
	P8	PUT	Albania	0	55	0	0	55	The role within WP2,..4, assisting in development for Albania
	P9	UV	Albania	0	55	0	0	55	The role within WP2,..4, assisting in development for Albania
	P10	UMT	Albania	0	55	0	0	55	The role within WP2,..4, assisting in development for Albania
	P11	MoE	Montenegro	10	0	0	0	10	The role within WP2,..4, providing accreditation and funding
	P12	MoSM	Montenegro	10	0	0	0	10	The role within WP2,..4, providing accreditation and funding
	P13	MESY	Albania	10	0	0	0	10	The role within WP2,..4, providing accreditation and funding
	P14	CEM	Montenegro	5	0	0	0	5	The role within WP2,..4, development aspects from industry
	P15	PRIDE	Austria	5	0	0	0	5	The role within WP2,..4, transfer know how from international
	P16	UCCIAL	Albania	2	0	0	0	2	The role within WP2,..4, development aspects from industry
SUBTOTAL				42	670	40	0		

QUALITY PLAN	P1	UoM	Montenegro	0	35	0	0	35	WP5, internal QC for Montenegro
	P2	UNIVIE	Austria	0	15	0	0	15	Monitoring QC
	P3	UM	Slovenia	0	20	0	0	20	Monitoring QC, QC leader
	P4	ERF	Croatia	0	15	0	0	15	Monitoring QC
	P5	UMB	Slovakia	0	15	0	0	15	Monitoring QC
	P6	UDG	Montenegro	0	10	0	0	10	WP5, internal QC for AL
	P7	UNISHK	Albania	0	25	0	0	25	WP5, internal QC for AL
	P8	PUT	Albania	0	15	0	0	15	WP5, internal QC for AL
	P9	UV	Albania	0	15	0	0	15	WP5, internal QC for AL
	P10	UMT	Albania	0	15	0	0	15	WP5, internal QC for AL
	P11	MoE	Montenegro	5	0	0	0	5	WP5, monitoring from governmental aspect
	P12	MoSM	Montenegro	5	0	0	0	5	WP5, monitoring from governmental aspect
	P13	MESY	Albania	5	0	0	0	5	WP5, monitoring from governmental aspect
	P14	CEM	Montenegro	5	0	0	0	5	WP5, monitoring from industrial aspect
	P15	PRIDE	Austria	2	0	0	0	2	WP5, monitoring from professional aspect
	P16	UCCIAL	Albania	2	0	0	0	2	WP5, monitoring from industrial aspect
SUBTOTAL				24	180	0	0		
DISSEMINATION & EXPLOITATION	P1	UoM	Montenegro	0	70	20	10	100	Internal external dissemination
	P2	UNIVIE	Austria	0	10	0	0	10	External dissemination
	P3	UM	Slovenia	0	10	0	0	10	External dissemination
	P4	ERF	Croatia	0	25	0	0	25	External dissemination
	P5	UMB	Slovakia	0	25	0	0	25	External dissemination
	P6	UDG	Montenegro	0	20	0	0	20	Internal and regional dissemination
	P7	UNISHK	Albania	0	45	0	0	45	Internal dissemination AL
	P8	PUT	Albania	0	20	0	0	20	Internal dissemination AL
	P9	UV	Albania	0	20	0	0	20	Internal dissemination AL
	P10	UMT	Albania	0	50	20	10	80	Internal dissemination AL

	P11	MoE	Montenegro	10	0	0	0	10	Disemination toward policy makers
	P12	MoSM	Montenegro	10	0	0	0	10	Disemination toward policy makers
	P13	MESY	Albania	10	0	0	0	10	Disemination toward policy makers
	P14	CEM	Montenegro	15	0	0	0	15	Disemination toward industry
	P15	PRIDE	Austria	5	0	0	0	5	Disemination toward professional associations
	P16	UCCIAL	Albania	15	0	0	0	15	Disemination toward industry
SUBTOTAL				65	295	40	20		
MANAGEMENT	P1	UoM	Montenegro	200	30	40	170	440	Overall project management
	P2	UNIVIE	Austria	50	10	35	0	95	Internal local management
	P3	UM	Slovenia	40	10	35	0	85	Internal local management
	P4	ERF	Croatia	50	10	35	0	95	Internal local management
	P5	UMB	Slovakia	50	15	35	0	100	Internal management
	P6	UDG	Montenegro	40	10	35	0	85	Internal management
	P7	UNISHK	Albania	85	20	20	65	190	Management of the Joint programme in Shkodra
	P8	PUT	Albania	40	20	30	0	90	Internal management
	P9	UV	Albania	40	10	20	0	70	Internal management
	P10	UMT	Albania	65	10	20	30	125	Deputy management (optionally)
	P11	MoE	Montenegro	20	0	5	0	25	Internal management
	P12	MoSM	Montenegro	20	0	5	0	25	Internal management
	P13	MESY	Albania	20	0	5	0	25	Internal management
	P14	CEM	Montenegro	20	0	5	0	25	Internal management
	P15	PRIDE	Austria	15	0	5	0	20	Internal management
	P16	UCCIAL	Albania	20	0	5	0	25	Internal management
SUBTOTAL				775	145	335	265		
TOTAL				971	1645	415	285		

Please insert rows as necessary

Subcontracting of tasks to external bodies should be very occasional. The specific competences and particular expertise needed to reach the project objectives should be found in the consortium and should determine its composition. Subcontracting is intended for specific, time-bound, project-related tasks which cannot be performed by the Consortium members themselves.

Tasks that will be subcontracted:

Work Package Ref.nr	Partner responsible for sub-contracting (Acronym)	Country	Number of days (where appropriate)	Brief description of task
WP8	UoM	Montenegro	20	External financial audit by audit firm
WP8	UoM	Montenegro	10	Translation of some documents to Montenegrin language
WP8	Unishk	Albania	10	Translation of some documents to Albanian language
WP5	UoM	Montenegro	20	Engagement of two external experts for quality control activities (travel cost, costs of stay, staff cost). During their engagement they will visit all WBC universities in the second/third project year.
WP4	UoM	Montenegro	10	The expenses for accreditation of Joint PhD Programme in Montenegro
WP4	Unishk	Albania	10	The expenses for accreditation of Joint PhD Programme in Montenegro

Please insert rows as necessary.

PART I - OTHER EU GRANTS

Please list the **projects** for which the organisations involved in this application have received financial support from EU programmes.

Programme or initiative	Reference number	Beneficiary Organisation	Title of the Project
Tempus	TEMPUS JP 543662-2013	University of Montenegro	Improvement of partnership with enhancement by enhancement of a regional quality management potentials in WBC- EQIWBC
Tempus	544257-TEMPUS-1-2013-1-ME-TEMPUS-JPCR	University of Montenegro	Modernizing and harmonizing maritime education in Montenegro and Albania- MAreD
Tempus	530423-TEMPUS-1-2012	University of Birmingham	Studies in Bioengineering and Medical Informatics (BioEMIS)
Erasmus +	561847-EPP-1-2015-1-EL-EPPKA2-CBHE-JP	University of Macedonia	School-to-Work Transition for Higher education students with disabilities in Serbia, Montenegro and Bosnia & Herzegovina - Trans2WORK
Erasmus +	561586-EPP-1-2015-1-RS-EPPKA2-CBHE-JP	University of Niš	Enhancement of HE research potential contributing to further growth of the WB region - RE@WBC
Erasmus +	561987-EPP-1-2015-1-IE-EPPKA2-CBHE-JP	Limerick Institute of Technology	Library Network Support Services: modernising libraries in Western Balkan countries through staff development and reforming library services – LNSS
Erasmus +	573866-EPP-1-2016-1-ME-EPPKA2-CBHE-JP	University of Montenegro	Capacity Building of the Faculty of Law, University of Montenegro - curricula refreshment, boosting of international cooperation and improving human, technical and library resources – CABUFAL
Erasmus +	573997-EPP-1-2016-1-ME-EPPKA2-CBHE-JP	University of Donja Gorica	Enhancement of study programs in Public Health Law, Health Management, Health Economics and Health Informatics in Montenegro- PH-ELIM
Erasmus +	574193-EPP-1-2016-1-RS-	University of Novi Sad	Strengthening Capacities for Tourism Changes in WB –

	EPPKA2-CBHE-JP		Building Competences for Quality Management of Heritage and Cultural Tourism – CULTURWEB
Erasmus +	574150-EPP-1-2016-1-HR-EPPKA2-CBHE-JP	University of Zagreb	Western Balkans Academic Education Evolution and Professionals Sustainable Training for Spatial Data Infrastructure - BESTSDI
Erasmus +	573664-EPP-1-2016-1-BA-EPPKA2-CBHE-JP	University of Sarajevo	Ready for Business - Integrating and validating practical entrepreneurship skills in engineering and ICT studies – REBUS
Erasmus +	585927-EPP-1-2017-1-RS-EPPKA2-CBHE-JP	University of Belgrade	Strengthening Capacities for Higher Education of Pain Medicine in Western Balkan Countries – HEPMP
LLP	540332-LLP-1-2013-1-AT-ERASMUS-EIGF	University of Vienna	Professionals in Doctoral Education
Erasmus Mundus Action 3	2013-2396/001-001	Vrije Universiteit Brussel	EU-China DOC
Erasmus + KA2	2015-1-CY01-KA203-011856	European Association of ERASMUS Coordinators	EDIPUS: European Digital Portfolio for University Students
Erasmus +; KA 2	2015-1-SI01-KA203-012695	University of Maribor	Innovative Educational Tools for Energy Planning (E-RESPLAN)
Erasmus +; KA 2	561847-KA2-CBHE	University of Macedonia	School-to-Work Transition for Higher education students with disabilities in Serbia and Montenegro (Trans2Work)
Erasmus +; KA 2	2017-1-TR01-KA203-046578	Dokuz Eylol University	Increasing The Competency of Computer Science Teaching Undergraduate on Coding Education (EDUCODE)
Erasmus +; KA 2	2017-1-AT01-KA203-034984	University of Applied Sciences Ltd. (UAS BGLD)	Future Proof Your Classroom - teaching skills 2030
Erasmus +; KA 2	585901-EPP-1-2017-1-UK-EPPKA2-CBHE-JP (2017-2891/001-	Coventry University	Progression of Accessibility Centres in higher Education for Students with disabilities in North Africa (PACES)

	001)		
Erasmus +; KA 2	2017-1-PI01- KA203-0386698	Wysza Szkoła Logistyki z siedziba w Poznaniu (WSL)	Modern logistics learning: Certified module on master study level (MLL)
Erasmus +, KA 2	2014-1-RO01- KA202-2909	The National Research and Development Institute for Textiles and Leather	E-learning course for innovative textile fields (ADVAN2TEX)
Erasmus +, KA 2	2016-1-RO01- KA202-024498	Institut National de Cercetare – Dezvoltare Pentru Textile si Pielarie	Matrix of knowledge for innovation and competitiveness in textile enterprises (TexMatrix)
Erasmus +, KA 2	2016-1-SE01- KA204-022094	Fox Populi	Let's Guide! Skills for entrepreneurship and internationalization promotion among adult people
Erasmus +	573921-EPP-1- 2016-1-MD- EPPKA2-CBHE-SP	Academy of Economic Studies of Moldova	Internationalisation of higher education in Moldova (ELEVATE)
Erasmus +	2015-1-FR01- KA202-015100	Le Centre d'Enseignement Zootechnique, Rambouillet	Teaching agro-ecology in the transitory period and its consequences for the Agricultural Knowledge Systems (Agro-teaching)
Erasmus +	2015-1-TR01- KA203-021755	Middle East Technical University, Ankara	Me, my country, our world; Stimulating ESD Competences of Teachers through 3 level modul: Me, my country, our world/Our Common ESD Book (MeWeWhole)
Erasmus +	NW-2014-1-DE03- KA200-001581	Ministireium für Schule und Weiterbildung NRW	ImTeaM4EU – Improving teaching methods for Europe
Erasmus +; Capacity building in higher education	561821-EPP-1- 2015-1-RS- EPPKA2-CBHE-JP	College of Applied Technical Sciences NIŠ	Waste management curricula development in partnership with public and private sector (WaMPPP)
Erasmus+; Capacity building in higher education	561655-EPP-1- 2015-1-RS- EPPKA2-CBHE-SP	University Kragujevec	Institutional framework for development of the third mission of universities in Serbia
Lifelong Learning Programme 2007- 2013, Erasmus	539277-LLP-1- 2013-1-FI- ERASMUS-ESIN	Lapland University of Applied Sciences	Facilitating Higher Education for Athletes - Winner Education Model (Winner)
Jean Monnet	542718-LLP-1-	University of Maribor	Europeanization of Public Law

	2013-1-SI-AJM-MO		
Jean Monnet	565037-EPP-1-2015-1-RS-EPPJMO-MODULE	University Business Academy in Novi Sad	Jean Monnet Module: The Accession of Serbia to the European Union
Tempus	544364-TEMPUS-1-2013-1-DE-TEMPUS-JPHES	Trier University of Applied Sciences	International Joint Master Programme on Material and Energy Flows Management
Tempus	543667-2013	University of Kragujevac	Building Network of Remote Labs for strengthening university-secondary vocational schools collaboration (NeReLa)
Tempus	530752-TEMPUS-2012-JPCR	University of Applied Sciences Muenster	Interdisciplinary structure reformation and innovative higher education for new professions (INSTEAP)
Tempus	544278-TEMPUS-1-2013-1-RS-TEMPUS-JPCR	University of Novi Sad	Mastering innovation in Serbia through development and implementation of interdisciplinary post-graduate curricula in innovation management (MAIN)
Horizon 2020	645791	Teschnische Universiteit Delft	Empowering (European) SME business model Innovation (ENviSION)
Horizon 2020	641942	Soex Textil – Vermarktungs GmbH	A new circular economy concept: from textile waste towards chemical and textile industries feedstock (RESYNTEX)
Horizon 2020	693537	University College London	Closing the gap between formal and informal institutions in the Balkans (INFORM)
Horizon 2020	722990	University of Maribor	Science for Life (SciFe)
Horizon 2020	664331	Univerza na Primorskem	Renewable materials and healthy environments research and innovation centre of excellence (InnoRenew CoE)
Horizon 2020	665172	TU Graz	Contrast by Nuclear Quadrupole Enhanced Relaxation (CONQUER)
Horizon 2020	723368	Pipistrel	Modular Approach to Hybrid

			Electric Propulsion Architecture (MAHEPA)
Horizon 2020	764713	Tampere University of Technology	A Training Network on Designing Novel Bio-based Fibre Products for Targeted Advanced Properties and New Applications (FibreNet))
Horizon 2020	765341	CENTRE NATIONAL DE LA RECHERCHE SCIENTIFIQUE CNRS	Towards Next-generation Eco-efficient PHOTO and EMULSION Polymerisations Imparting Synergy to Process, Products and Applications (Photo Emulsion)
Horizon 2020	760789	COVENTRY UNIVERSITY	Metallisation of Textiles to make Urban living for Older people more Independent Fashionable (MaturLife)
Horizon 2020	760601	Teknologian tutkimuskeskus VTT Oy	Nanotextured surfaces for membranes, protective textiles, friction pads and abrasive materials (NanoTextSurf)
FP 7	265710	PTV Planung Transport Verkehr AG.	Best Practice Factory for Freight Transport (BESTFACT)
FP 7	605305	Pipistrel d.o.o.	Development and validation of hybrid propulsion system components and sub-systems for electrical aircraft (HYPSTAIR)
FP 7	264115	Institutul de chimie macromoleculara Petru Poni	Strengthening the Romanian research capacity in Multifunctional Polymeric Materials (STREAM)
FP 7	KBBE.2012.2.4-01	Instituto Português do Mar e da Atmosfera, I.P.	Priority environmental contaminants in seafood (ECsafeSEAFOOD)
Joint Research Projects (SCOPEs)	IZ73Z0_152415	University of Applied Sciences, Western Switzerland	Predicting patient's future health state: Development and deployment of fast, effective, and interpretable algorithms for healthcare
Europe Committee for Standardization	SA/CEN/ENTR/000 /2012-25	Nederlands Normalisatie-instituut	CEN/TC 278 Road Transport and Traffic Telematics
Swiss National Science Foundation	N/A	Universität Zürich	Life strategies and survival strategies of households and

			individuals in South-East European societies in the times of crisis (SCOPES)
Transnational Cooperation Programme 2014-2020; Interreg Central EUROPE	CE222 SULPiTER	Institute for Transport and Logistics Foundation	Sustainable Urban Logistics Planning To Enhance Regional freight transport (SULPiTER)
Transnational Cooperation Programme 2014-2020, Interreg Danube	DTP1-1-184-1.1	Eli Hu Non profit Kft	Embeddedness of high quality research infrastructures in the Danube Region (RI2integrate)
Transnational Cooperation Programme 2014-2020, Interreg Danube	DTP1-1-115-4.1	European Foundation for Education	New Danubian Governance in Labour market Relevance of Higher Education (EDU-LAB)
Transnational Cooperation Programme 2014-2020, Interreg MED	1MED15-1.1-M1-027	Lazio Region Association of Cities and Municipalities	Designing a network of cOOperating cReative communities for developing a Sharing economy (open DOORS)
Transnational Cooperation Programme 2014-2020, Interreg Danube	DTP1-1-072-1.1	Steinbeis Innovation Gmbh	Transnational Cooperation to transform knowledge into marketable products and services for the Danubian sustainable society of tomorrow (Made in Danube)
European Social Fund	C3330-16-539007	University of Maribor	Upgrading the activities of the Career Centre of the University of Maribor
European Regional Development Fund	C3330-16-529006	Gorenje gospodinjski aparati d.d.	Inteligentni dom nove generacije zasnovan na pametnih napravah in lesu (IQ DOM)
FP7	244499	TETALAP-Tudományos és Technológiai Alapítvány	Gender Debate in the European Research Area (GENDERA)
FP7	290770	THE UNIVERSITY OF LIVERPOOL	Mapping the Population, Careers, Mobilities and Impacts of Advanced Research Degree Graduates in the Social Science and Humanities (POCARIM)

FP7 -Marie Sklodowska Curie Actions	295050	University of National and World Economy	Functioning of Local Production Systems in the Conditions of Economic Crisis (Comparative Analysis and Benchmarking for the EU and Beyond) (FOLPSEC)
CEE	3CE296P4	ČAV	Preservation and Enhancement of Folk Culture Heritage in Central Europe (ETNOFOLK)
COST	06-RNP-106		The new physics of compact star (COMPSTAR)
COST	COST OC-2009-2-5734	Scuola Normale Superiore	Convergent Distributed Environment for Computational Spectroscopy (CODECS)
European Fund for the Integration of Third Country Nationals	HOME/2012-13/EIFX/CA/CFP	Psychoanalytic Institute for Social Research	Mobile Identities: Migration and Integration in Transnational Communities
FP7	605140	KARITA RESEARCH AB	Building a platform for enhanced societal research related to nuclear energy in Central and Eastern Europe (PLATENSO)
COSME	666243	ACCADEMIA EUROPEA DI BOLZANO	Silver Via Alpina (SILVIALP)
COST	CA15213	Matej Bel University	THOR (COST, Boris Tomasik)
ERASMUS+	2016-1-SK01-KA204-022586	Matej Bel University	Adults Literacies as Benefit for Inclusion and Equity (ALBIE)
ERASMUS+	573534-EPP-1-2016-1-RS-EPPKA2-CBHE-JP	University of Belgrade	FINanacial management, Accounting and Controlling curricula development for capacity building of public administration (FINAC)
H2020	693221	The University of Manchester	PROMoting youth Involvement and Social Engagement: Opportunities and challenges for 'conflicted' young people across Europe (PROMISE)
H2020	741466	INSTITUTE OF SOCIOLOGY OF THE ACADEMY OF SCIENCES OF THE CZECH REPUBLIC PUBLIC RESEARCH INSTITUTION	GENDER equality in the ERA Community To Innovate policy implementation (GENDERACTION)

ERASMUS+	2015-1-PL01-KA203-016468	Poznan University of Technology	The acceleration method of development of transversal competences in the students' practical training process (ACCMETH)
Jean Monnet Networks	553397-EPP-1-2014-1-BG-EPPJMO-NETWORK	Sofia University, Sofia, Bulgaria	European Identity, Culture, Exchanges and Multilingualism (EUROMECS)
Strategic Partnerships for higher education	2014-1-AT01-KA203-000887	Matej Bel University, Banská Bystrica	Academic Writing Online
Strategic Partnerships for higher education	2015-1-PL01-KA203-016468	POLITECHNIKA POZNANSKA, Poznan, Poland	Metoda akceleracji rozwoju kompetencji przekrojowych w procesie kształcenia praktycznego studentów. (The acceleration method of development of transversal competences in the students' practical training process)
Strategic Partnerships for higher education	2016-1-PL01-KA203-026302	Uniwersytet Jana Kochanowskiego w Kielcach, Poland	Włączanie imigrantów w proces edukacji akademickiej w państwach Grupy Wyszehradzkiej
Strategic Partnerships for youth	2014-2-SK02-KA205-000364	Platforma dobrovoľníckych centier, Stupava, Slovak Republic	Competent in Volunteering - Competent in Life
Capacity Building in higher education	574076-EPP-1-2016-1-BA-EPPKA2-CBHE-JP	Univerzitet u Travniku, Bosnia	Introducing competence-based preschool teacher education curricula in Bosnia and Herzegovina
Capacity Building in higher education	574092-EPP-1-2016-1-SK-EPPKA2-CBHE-JP	Matej Bel University, Banska Bystrica	Assessing and Improving Research Performance at South East Asian Universities
School education and staff mobility	2014-1-SK01-KA101-000141	Private elementary school J. Bakossa 5, Banská Bystrica	Anglický jazyk ako prostriedok na ceste k výchove dobrých, múdrych a aktívnych
Erasmus+ Sport 2015 Not-for-profit European Sport Events	567364-EPP-1-2015-2-FR-SPO-SNCESE	The University of Franche-Comté	Equality, Mixity and integration by Sports (EMIS)
Europe for Citizens, EC	564220	European Network Remembrance and Solidarity	In Between? Searching for local histories in European borderlands
Erasmus +	573977-EPP-1-2016-1-ME-EPPKA2-CBHE-JP (2016-2553/001-001)	University of Donja Gorica	Enhancement of study programs in Public Health Law, Health Management, Health Economics and Health Informatics in Montenegro (PH-ELIM)–
Erasmus +	/	Center for Monitoring	Be ready for EU value

		and Research in Montenegro and University of Donja Gorica	
Erasmus +	561847-KA2-CBHE	University of Macedonia, Thessaloniki, Greece	School-to-Work Transition for Higher education students with disabilities in Serbia, Montenegro and Bosnia & Herzegovina Trans2Work -
Erasmus +	561546-EPP-1-2015-1-IT-EPPKA2-CBHE-JP	University of Lyon 2, France	Establishing Modern Master-level Studies in Information Systems (MASTIS)
TEMPUS	544373-TEMPUS-1-2013-1-RS-TEMPUS-JPHES	University of Novi Sad	Fostering students' entrepreneurship and open innovation in university-industry collaboration
TEMPUS	543950-TEMPUS-1-2013-1-ME-TEMPUS-SMHES	University of Montenegro	DEVELOPMENT OF LEARNING OUTCOMES APPROACH – A WAY TO A BETTER COMPARABILITY, RECOGNITION AND EMPLOYABILITY AT THE LABOUR MARKET
TEMPUS	544088-TEMPUS-1-2013-1-SI-TEMPUS-JPHES	University of Maribor	Enhancement of cyber educational system of Montenegro
TEMPUS	516758-TEMPUS-1-2011-1-GR-TEMPUS-JPGR	University of Macedonia, Thessaloniki, Greece	Support and Inclusion of Students with Disabilities at Higher Education Institutions in Montenegro
TEMPUS	517319-TEMPUS-1-2011-1-UK-TEMPUS-JPCR	University of Roehampton, London, UK	Human Rights at the Heart of Higher Education
IPA Adriatico	2°ord./0023/0	Marche Regional Authority – Innovation, Research and Competitiveness of productive sectors Unit, ITALY	Collaborative platform to support research and technology transfer.
IPA Programme	1° TCE/010	University of Terammo, Italy	High-Level Innovation for a Value-Driven Exploitation of a Joint S3 in The Adriatic Area
IPA Programme	CFCU/MNE/005	Bild Studio and University of Donja Gorica	Knowledge transfer among academic, research and industry entities
IPA Programme	CFCU/MNE/	Faculty for Information Systems and Technologies, University of Donja Gorica	Enhancement of Cooperation Model with Stakeholders of Critical Information Infrastructure in Montenegro
IPA Programme	CFCU /MNE/007	Faculty for Food	Improving traditional cheese

		Technology, Food Safety and Ecology, University of Donja Gorica	making in the North of Montenegro
IPA Programme	CFCU/MNE/	13 July Plantaze, Podgorica, Montenegro and Faculty for Food Technology, Food Safety and Ecology, University of Donja Gorica	The affirmation of vineyard areas and wine production through the promotion wine culture in Montenegro
IPA	/	University of Donja Gorica	SEECCEL – South East European Centre for Entrepreneurial Learning
EUREKA	/	Faculty for Food Technology, Food Safety and Ecology, University of Donja Gorica	Novel functional fruit beverages with consumers health impact
Erasmus Mundus Program	551984-EM-1-2014-1-ES-ERA MUNDUS-EMA21	University of Vigo	GREEN TECH WB: Steps of integration: Mutual visits of European and WB universities for the purpose of promoting entrepreneurship and ICT based education (with University of Vigo, Spain);
TEMPUS -CHTMLBAL-JPCR	517471- TEMPUS-1-2011-1-IT-TEMPUS- JPCR	Economic Faculty - University of Shkodra "Luigj Gurakuqi"	Network for Postgraduate Masters in Cultural Heritage and Tourism Management in Balkan Countries
TEMPUS -EUREQA-JPCR	530631 - TEMPUS -1- 2012 - 1 - BE – TEMPUS	Economic Faculty - University of Shkodra "Luigj Gurakuqi"	Empowering Universities to Fulfill their responsibility for Quality Assurance
TEMPUS - MARED - JPCR	544257-TEMPUS-1-2013-1-ME-TEMPUS-JPCR	Economic Faculty - University of Shkodra "Luigj Gurakuqi"	Modernizing and harmonizing maritime education in Montenegro and Albania
European Regional Development Fund-Instrument for Pre-Accession II Fund	INTERREG-ADRION	Economic Faculty - University of Shkodra "Luigj Gurakuqi"	Fostering Tourism Innovative system in Adriatic-Ionian Region
Horizon2020, VI-SEEM	No 675121.	PUT	VI-SEEM aims at creating a unique Virtual Research Environment (VRE) in Southeast Europe and the Eastern Mediterranean (SEEM), with special focus on the scientific communities of Life Sciences, Climatology and Digital Cultural Heritage.

EC COST, COST NESUS	IC 1305	PUT	Network for Sustainable Ultrascale Computing
EC COST, COST CITISEN	TD 1202	PUT	Inter-disciplinary networking activity that involves almost 30 countries and seeks to enhance the role of citizen sensors in mapping.
Erasmus Mundus, EUROWEB+	NA	Mardalen (Suedi), ABO Akademi (Finlande), Universiteta degli Studii dell'Aquila (Italy), Vrije University Amsterdam (Hollande), Universiteti i Paderborn (Gjermani), Universiteti i Ishujve Baleare (Spanje), Polytechnic University of Bucharest (Romania), Sofia University Kliment Ohridski (Bullgari), Josip Juraj Strossmayer University of Osijek (Kroaci).	Facilitate more almost 200 students/researchers/faculty from Western Balkans to conduct a part of their study at one of the partner institutions. The exchange of personnel, knowledge and competences in multiple study domains of science and technology by our consortium is expected to have a positive and long ranging impact on the socio-economic development of Western Balkan in a sustainable manner.
EC Lifelong Learning Programme, Erasmus FETCH	NA	PUT	Future Education and Training in Computing: How to support learning at anytime anywhere
IPA ADRIATIC, KHE-STO	NA	PUT + Albanian Center for the Stable Development and National Center for the Environment	KHE-STO (Know-How Enhancement for Sustainable Transportation Organization)
EC FP7, ICT-WEB-PROMS	231549	PUT	Promoting ICT cooperation opportunities and policy dialogue with the Western Balkan Countries
Erasmus+ Programme, KA1, Ghent University (Germany)	NA	PUT	Engineering, manufacturing and construction
Erasmus+ Programme, KA1, Politecnico di Bari (Italy)	NA	PUT	Architecture and Construction
Erasmus+ Programme, KA1, University of Siegen (Germany)	NA	PUT	Engineering and Engineering trades
Erasmus+	NA	PUT	All

Programme, KA1, University of Hohenheim (Germany)			
Erasmus+ Programme, KA1, Universitat Politecnica de Catalunya Barcelona (Spain)	NA	PUT	All
Erasmus+ Programme, KA1, Mersin Universitesi (Turkey)	NA	PUT	Architecture and town planning Architecture and building
Erasmus+ Programme, KA1, University of Ljubljana (Slovenia)	NA	PUT	Electrical Engineering
Erasmus+ Programme, KA1, University of Applied Sciences Swickau (Germany)	NA	PUT	Textile Engineering
European Commission	TEMPUS JPCR, RENEWABLE ENERGY STUDIES IN WESTERN BALKAN COUNTRIES	PUT	The specific project objectives were the establishment of the new M.Sc. and Ph.D. studies on renewable energy including the knowledge transfer on scientific reporting and peer reviewed publishing for Ph.D. students and academic staff
European Commission	574150-EPP-L- 2016-1-HREPPKA2- CBHE-JP, WESTERN BALKANS ACADEMIC EDUCATION EVOLUTION AND PROFESSIONAL'S SUSTAINABLE TRAINING FOR SPATIAL DATAINFRASTRUC	PUT	Aim of BESTSDI project is evolution of existing undergraduate and graduate geodesy and geoinformatics curricula's in the academic institutions in the WB region to the higher level of role recognition of spatial data for modern society through the incorporation of SDI concept and other modern concepts based on spatial data and information providing the

	TURES (BESTSDI)		students of those studies with ability to provide efficiently spatial data and services to SDI users.
European Commission	561902-EPP-1-2015-1SE-EPPKA2-CBHE-JP, MODERNISING GEODESY EDUCATION IN WESTERN BALKAN WITH FOCUS ON COMPETENCES AND LEARNING OUTCOMES	PUT	The objective of this project is to improve quality of geodesy education at Western Balkan partner universities. We will implement the following types of activities (to be organized as work packages) which all together will help us to achieve the final objectives
HERD Energy Programme, granted by the Foreign Affairs	NORMAK, NORMAK Sustainable Energy Development	PUT	The main objective was the establishment of a Scientific Master on the Energy Management, as well as the scientific research on the energy field.
Erasmus+ Programme, KA2	Graduates Advancement and Development of university capacities in Albania (GRADUA)	PUT and other Higher Education Institutions in Albania	
Erasmus+ Programme, KA2	585578-EPP-1-2017-1-ES-EPPKA2-CBHE-JP IT Governance for Albanian Universities (ITG4AU)	PUT and other Higher Education Institutions in Albania	
IPA II cross-Border Cooperation Programme Greece – Albania 2014-2020		University of Vlora “Ismail Qemali”	CROWDHHEALTH Project
IPA II cross-Border Cooperation Programme Greece – Albania 2014-2020		University of Vlora “Ismail Qemali”	Public Spaces-Revitalisation and Evolution/Place
IPA II cross-Border Cooperation Programme Greece – Albania 2014-2020		University of Vlora “Ismail Qemali”	Smart Tourism destination and joint branding of the Ionian Coast through personalised traveler oriented services

IPA II cross-Border Cooperation Programme Greece – Albania 2014-2020		University of Vlora “Ismail Qemali”	Establishment of Bussiness Clubs for the enhance of entrepreneurship in the cb area,Bussiness Clubs
IPA II cross-Border Cooperation Programme Greece – Albania 2014-2020		University of Vlora “Ismail Qemali”	Open source ICT as a means to support bussines activity in the Greek-Albanian cross border area”
IPA II cross-Border Cooperation Programme Greece – Albania 2014-2020		University of Vlora “Ismail Qemali”	PhaRem Project
Macro Adriatico Ionian Program – ADRION		University of Vlora “Ismail Qemali”	Possibilities of Establishing Cruise Ship Low Sulphur Pilot Zones In Adriatic –Ionian Region and its Impact an Local Tourism Industry”
TEMPUS	544257-TEMPUS-1-2013-1-ME-TEMPUS-JPCR	University of Vlora “Ismail Qemali”	“Modernizing and harmonizing maritime education in Montenegro and Albania”
Joint Project	544257-TEMPUS-1-2013-1-ME	University of Montenegro	Modernizing and harmonizing maritime education in Montenegro and Albania - MArED
Joint Project	573997-EPP-1-2016-1-ME-EPPKA2-CBHE-JP	University Donja Gorica	Enhancement of study programs in Public Health Law, Health Management, Health Economics and Health Informatics in Montenegro
Structural Measures	543950-TEMPUS-1-2013-1-ME-TEMPUS-SMHES	University of Montenegro	Development of learning outcomes approach – a way to better comparability, recognition and employability at the labour market
Joint Project	544088-TEMPUS-1-2013-1-SI-TEMPUS-JPHES	University of Maribor	Enhancement of Cyber Educational System of Montenegro”-ECESM
FP6	515805	Ministry of Science of Montenegro	Integrating key research institutions from Southeast Europe into the European Research Area SEE-ERA.NET
FP7	226156	Ministry of Science of Montenegro	Further integrating key research institutions from Southeast Europe into the European Research Area
FP7	212029	Ministry of Science of Montenegro	Western Balkan Countries INCO-NET
FP7	288076	Ministry of Science of Montenegro	Boosting EU-Western Balkan Countries research collaboration in the

			Monitoring and Control area - BALCON
FP7	212879	Ministry of Science of Montenegro	European Research Infrastructures Network of National Contact Points
FP7	283663	Ministry of Science of Montenegro	European Network of National Contact Points for Research Infrastructures moving forward
FP7	211359	Ministry of Science of Montenegro	Mediterranean Innovation and Research Coordination Action
FP7	245034	Ministry of Science of Montenegro	Researchers' Night in Montenegro 2010
FP7	287485	Ministry of Science of Montenegro	Researchers' Night in Montenegro 2011
FP7	316593	Ministry of Science of Montenegro	Researchers' Night in Montenegro 2012
FP7	610307	Ministry of Science of Montenegro	Researchers' Night in Montenegro 2013
H2020	633406	Ministry of Science of Montenegro	Researchers Night in Montenegro 2014/2015
Erasmus Plus Eurydice Support for policy reform	571933-EPP-1-2016-1-AL-EPPKA3-EURYDICE	Ministry of Education and Sports	Strengthening capacities of Eurydice Unit in Albania
Erasmus Plus: Support for the better knowledge of policy reform	72627-EPP-1-2016-1-AL-EPPKA3-EUROSTUD	Ministry of Education and Sports	Financial support for Eurostudent Albania
Erasmus Plus	561510-EPP-1-2015-1-AT-EPPKA2-CBHE-JP	Ministry of Education and Sports, private universities	Strategic support to strengthening quality assurance structure at the private higher institutions in Albania
Erasmus Plus	583103-EPP-1-2017-1-AL-EPPKA2-ETWNS2017	Ministry of Education and Sports	E-twinning
TEMPUS IV	158675-TEMPUS-1-2009-1-HU-TEMPUS-JPHES	University of Debrecen(Hungary)	Development of Business Training in Montenegro
TEMPUS IV	511382-TEMPUS-1-2010-1-XM-TEMPUS-SMHES(2010-3175/001-001	University of Montenegro(Montenegro)	Development of the Lifelong Learning Concept at the University of Montenegro (DeLLco)
TEMPUS IV	543950-TEMPUS-1-2013-1-ME-TEMPUS-SMHES	University of Montenegro(Montenegro)	DEVELOPMENT OF LEARNING OUTCOMES APPROACH – A WAY TO A BETTER COMPARABILITY, RECOGNITION AND EMPLOYABILITY AT THE

			LABOUR MARKET"-DEVCORE
IPA Adriatic	2°ord./0083	Marche Region (Italy)	Collaborative platform to support research and technology transfer NEXT
IPA Adriatic	1°str./0007	Ionian University Cofru (Greece)	An Adriatic Network for Advancing Research Development and Innovation towards the Creation of new Policies for Sustainable Competiveness and Technological Capacity of SMEs ADRIATinn
COSME Program	652993	Provincia Pesaro and Urbino (Italy)	Erasmus for Young Entrepreneurs – cycle 7 You Enter in EU 2
Transfer of knowledge between sectors of higher education, souvenirs based on local inputs	CFEU/MNE/018	Chamber of Economy of Montenegro	Gastronomic souvenirs to Go, Innovation of entrepreneurship in tourism through production of gastronomic souvenirs based on local inputs
Erasmus+ KA1	2014-3-IT03-KA105-005061	CSA-Italia	Youth in Green – For a European Culture of Environmental Protection and Promotion of the Local Territory
Erasmus+ KA1	2014-2-EL02-KA105-001013	InterMedi@KT	InterPrise – Intercultural Primary School Education
Erasmus+ KA3	2016-1-TR01-KA347-030092	Governorship of Bursa, Turkey	DEMO for Democracy – Promoting Democratic Values to Youth
HOME/2015/JDRU/AG/DRUG	HOME/2015/JDRU/AG/DRUG/8863	Coordinator University College Ghent, Faculty of Education, Health and Social Work	'UPCAadapt: Implementing a prevention training curriculum in Europe: Adaptation and Piloting' (2017-2019)
JUST/2015/JCOO/AG/TERR	723203 — Strengthening JJS — JUST-2015-JCOO-AG/JUST-2015-JCOO-AG-1	International Juvenile Justice Observatory (IJJO)	'Strengthening Juvenile Justice Systems in the counter-terrorism context: capacity - building and peer learning among stakeholders (2017-2019)
Erasmus+	573610-EPP-I-2016-1-GE-EPPKA2-CBHE-JP, Agreement number – 2016 – 3542 / 001 – 0019.	Iliia State University, Georgia	'Assisting Better Communication' (2016 – 2019)
Erasmus+	2014-1-IT02-KA201-003578	Università degli Studi di Perugia	Evidence Based Education - European Strategic Model for

			School Inclusion”, EBE – EUSMOSI’ (2014-2107)
Erasmus+	2015-1-UK01-KA204-013397	University of Northampton, UK	'Equity and Social Inclusion through Positive Parenting - ESIPP' (2015. - 2018.)
Erasmus+	2016-1-RO01-KA204-024504	University Stefan cel Mare Suceava, Romania	'Building bridges: promoting social inclusion and wellbeing for the families of children with special needs - PSI_WELL (2016 – 2019)
Erasmus+	2017-1-RO01-KA203-037296.	University of Timisoara, Romania	'Innovative Academic Course on Integrative Interventions for Children with Autism Spectrum Disorders - IACIIC_ASD' (2017-2019)
JUST/2015/RDAP/AG/0116/8830	JUST/2015/RDAP/AG/0116/8830	Centar za nestalu i zlostavljanu djecu	Hotline for Missing Children Croatia' (2016-2018)
Adriatic-Ionian Programme INTERREG V-B Transnational 2014-2020	Adrion613	CHANIA CHAMBER OF COMMERCE AND INDUSTRY/ Union of Chambers of Commerce and Industry of Albania	Development of an innovative network for the promotion of extroversion of agro-food companies in Adriatic - Ionian Area
Civil Society Facility Instrument for Pre-Accession Assistance (IPA), European Union (EU)	251503 - PACE Acquis & Energy	EUROCHAMBRES - The European Association of Chambers of Commerce and Industry/Union of Chambers of Commerce and Industry of Albania	Partners for Acquis Compliance and Energy Efficiency

Please insert rows as necessary.

Please list **other grant applications** submitted by your organisation, or by any partner organisation in this project proposal. For each grant application, please mention the EU Programme concerned and the amount requested.

Programme concerned	Beneficiary Organisation	Amount requested
Erasmus +	University of Montenegro	979.153,00
Erasmus +	University of Montenegro	883.250,00
Erasmus +	University of Montenegro	873.120,00
Erasmus +	University of Montenegro	995.567,00

Please insert rows as necessary.

CHECK LIST

Please make sure that you fully completed each part of this application form, as follows:

- PART D - Quality of the project team and the cooperation arrangements
- PART E - Project characteristics and relevance
- PART F - Quality of the project design and implementation
- PART G - Impact, dissemination and exploitation, sustainability
 - Logical Framework Matrix
 - Workplan
- PART H - Work packages
- PART I - Other EU Grants