

ERASMUS+ CBHE PROJECT

**Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning
– IESP**

Project no. 609675-EPP-1-2019-1-ME-EPPKA2-CBHE-SP

Kick-off Meeting

Podgorica, 15 – 16 January 2020

Venue - Rectorate building – University of Montenegro

List of Participants

1. **Prof. dr Danilo Nikolić**, Rector, University of Montenegro
2. **Prof. dr Nataša Kostić**, Vice-rector, University of Montenegro
3. **Ms. Mubera Kurpejović**, General Director for Higher Education, Ministry of Education of Montenegro
4. **Ms. Vanja Drljević**, Head of National Erasmus+ Office Montenegro
5. **Mr. Marko Vukašinović**, Head of Department for International Cooperation and European Integration, Ministry of Education
6. **Mr. Saša Ivanović**, State Secretary for Innovation, Ministry of Science
7. **Prof. Milica Vukotić**, PhD, Dean of the Faculty for Information Systems and Technologies, University of Donja Gorica
8. **Ms. Sandra Tinaj**, PhD, General Manager, University of Donja Gorica
9. **Ms. Bojana Mališić**, MA, University of Donja Gorica
10. **Prof. dr Nela Milošević**, University of Donja Gorica
11. **Tomo Popović**, PhD, University of Donja Gorica
12. **Prof. dr Radislav Jovović**, University of Mediterranean
13. **Ms. Milica Kovačević**, MA, University of Mediterranean
14. **Mr. Petar Krivokapić**, Office for International Cooperation, University of Mediterranean
15. **Prof. dr Srđan Redžepagić**, Director, Balkan Institute of Science and Innovation – BISI, University Cote d'Azur

16. **Mr. Clément Moreau**, European project manager, University Cote d'Azur
17. **Ms. Katja Cerar**, Head of Office for Internationalization, University of Ljubljana
18. **Ms. Bibi Ovaska Presetnik**, Head of the University Office for International Relations, University of Ljubljana
19. **Mr. Juan Carlos Garcia Galindo**, PhD, former Vice-rector of International Relations, University of Cadiz
20. **Mr. Rafael Velez Nuñez**, PhD, former General Director for International Mobility, University of Cadiz
21. **Ms. Tamara Đuričković**, PhD, Advisor for quality control, Agency for Control and Quality Assurance of Higher Education
22. **Ms. Dunja Bulajić**, Advisor for international relations, Agency for Control and Quality Assurance of Higher Education
23. **Ms. Rina Muhaj**, National Erasmus+ Office Montenegro
24. **Ms. Anabelle Royer**, MA TESOL, English Language Fellow, University of Montenegro
25. **Ms. Ana Dragutinović**, International Relations Office Manager, University of Montenegro
26. **Ms. Maja Škurić**, International Relations Office, University of Montenegro
27. **Ms. Isidora Lakić**, International Relations Office, University of Montenegro
28. **Ms. Jelena Simeunović**, International Relations Office, University of Montenegro
29. **Ms. Nikolina Radulović**, International Relations Office, University of Montenegro
30. **Mr. Vladan Perazić**, Consultant for Projects, University of Montenegro
31. **Mr. Nikola Pavlović**, International Relations Office, University of Montenegro
32. **Mr. Luka Filipović, PhD**, Center for Information System

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Agenda

Wednesday, 15th January

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| 9.00 – 9:15 | Official opening
Welcome speeches

Prof. dr Danilo Nikolić, Rector of the University of Montenegro
Ms. Vanja Drljević, Head of National Erasmus+ Office |
| 9.15 – 9.45 | Presentation of the project – Prof. dr Nataša Kostić, Vice-Rector of the University of Montenegro |
| 9.45 – 11.15 | Presentation of partner institutions with focus on internationalization |
| 11.15 - 11.45 | Coffee break |
| 11.45 -12.15 | Presentation of WP1: <i>Identification of internationalization models and development of guidelines for effective and efficient internationalization at Montenegrin HEIs</i>
Lead partner: University Côte d’Azur |
| 12.15 – 12.45 | Presentation of WP2: <i>Capacity Building for Internationalization through staff training and equipment upgrade</i>
Lead partner: University of Ljubljana |
| 12.45 – 13.15 | Presentation of WP3: <i>Development of tools for enhanced internationalization</i>
Lead partner: University of Montenegro |
| 13.15 – 15.00 | Buffet lunch |
| 15.00 – 15.30 | Presentation of WP4: <i>Integration of internationalization at Montenegrin HEIs</i>
Lead partner: University Donja Gorica |

- 15.30 – 16.00** **Presentation of WP5: *Quality control and monitoring***
Lead partner: **University of Cadiz**
- 16.00 – 16.15** Coffee break
- 16.15 – 16.45** **Presentation of WP6: *Dissemination and exploitation of project's results***
Lead partner: **University Mediterranean**
- 16.45 – 17.00** **Discussion**

Thursday, 16th January

- 9.00 – 9.30** **Presentation of WP7: *Project management***
Lead partner: **University of Montenegro**
- 9.30 – 9.45** **Establishment of Project Management Board and Quality Assurance Body**
- 9.45 – 10.15** **Partnership Agreements**
- 10.15 – 10.45** **Detailed timetable for the first year**
- 10.45 – 11.00** Coffee break
- 11.00 – 11.30** **Study visits planning**
- 11.30 – 12.00** **Planning of trainings for academic and non-academic staff related to internationalization**
- 12.00 – 13.30** Buffet lunch
- 13.30 – 14.00** **Communication tools**
- 14.00 – 15.00** **Financial management**
- 15.00 – 17.00** **Discussion, wrap up**

Minutes of Kick-Off Meeting

January 15th 2020

Welcome speeches

- Rector of the University of Montenegro (UoM), Prof. Danilo Nikolic, gave a welcome speech stating that improving internationalization and competitiveness, i.e. increase of international visibility and comparability within the European space of higher education and European research space, present a strategic vision of the University of Montenegro. Moreover, in the following two years the University of Montenegro will coordinate a structural national project 'Fostering Internationalization at Montenegrin Higher Education Institutions through Efficient Strategic Planning' (IESP), in cooperation of partners with roles divided according to work packages. The project which was included in the first category of 16% best quality applications includes the following partners: University of Donja Gorica, University Mediterranean, the Ministry of Education, the Ministry of Science, the Agency for Control and Quality Assurance of Higher Education, as well as partner universities from EU countries: University of Ljubljana, University of Cadiz and University Cote d' Azur from Nice. The project implementation will, as Rector stated, contribute to increase of overall competitiveness and visibility of institutions, improvement of institutional management, capacity building of different groups within field of education and research, strengthening competences of line ministries and agencies regarding the latest trends of policies and strategies at the EU level, as well as strengthening institutional openness, internationalization and modernization of Montenegrin higher education system.
- Ms. Vanja Drljevic, the Head of the National Erasmus+ Office, spoke about the importance of internationalization dealt with by the only structural Erasmus+ project approved for Montenegro, coordinated by the University of Montenegro, as well as about the importance of establishing good communication among local partners and other partner universities from EU countries as foreseen by the project implementation.
- Vice-Rector, Prof. Natasa Kostic presented the University of Montenegro stating that it has a key role and responsibility to create and spread knowledge through its excellence in education, science and achievements; to improve international cooperation; to create successful and socially responsible university graduates; and to promote democratic and sustainable development of Montenegrin society and state. Since 2004 the University has organized studies according to the Bologna Declaration with organizational structure of 19 faculties and 3 institutes located in 8 towns. The central university services and centers functioning within the Rectorate are: the Centre for Quality Assurance, the Centre for Doctoral Studies, the Centre for International Cooperation and Career Development, the Centre for Information Systems, the Communications and PR Centre and the Central University Library. Researchers from UoM have taken part in a large number of projects in various programmes: Erasmus+, IPA, HORIZON 2020,

FP7, HERD (Programme for Higher Education, Research and Development 2010-2014), SCOPES (Scientific co-operation between Eastern Europe and Switzerland), COST, TEMPUS. Internationalization Strategy (2016 – 2020) implies that the University strives to have a larger network of partners in the area of education, research, the public sector and industry from across the whole world, which will provide the basis for the development of internationally oriented teaching and learning, as well as for coordinated research and knowledge transfer. The motivation to undertake the project was the fact that internationalization of higher education is one of the key aspects of its development and a strategic priority of all European higher education institutions. Even though Montenegrin HEIs have been actively involved in different programmes and initiatives, adequate support mechanisms are still missing and internationalization is still insufficiently incorporated in the overall strategic development. Lack in the strategic approach to internationalization and strategy monitoring and implementation is identified as one of the main hindering factors to exploiting potential of Montenegrin HEIs and to the increase of their competitiveness at the international level. The aim of the two-year project is to enhance international competitiveness of Montenegrin HEIs, by providing the best model for strengthening capacities of various aspects of internationalization. Also, the Vice- Rector Presented Work Packages that were later explained in detail by their leaders. Finally, the most important benefits to be achieved by the project are: increase of the overall competitiveness and visibility of the institutions; improvement of institutional management, decision and policy making, capacity building of different groups within Montenegrin HEIs: university top management, management on the level of faculties/departments, teaching staff, researchers, administration, IT support services, students, new partnerships from abroad in the field of education and research, boosting the knowledge of the relevant ministries and Agency on the most recent trends in policies and strategies on EU level, boosting institutional openness, internationalization and modernization of Montenegrin higher education system.

- Ms. Mubera Kurpejovic, the General Director for Higher Education from the Ministry of Education of Montenegro, in her speech said that the mission of the Ministry is to develop an effective and quality system of higher education and research that will foster the social and economic development of Montenegrin society, as a society with equal opportunities for all, in accordance with the principles of freedom and democracy. Promotion of internationalization and increase of mobility of Montenegrin students and staff is achieved through participation in international and bilateral programs. The number of projects is constantly increasing - about 3,200 outgoing and incoming students, teaching and administrative staff mobility is planned. Ms. Kurpejović also stated that challenges for the future are increase of involvement in international programs (Erasmus+, horizon 2020, IPA, cross border cooperation etc.), increase in the number of projects and international partner institutions, and the number of study programs provided in English language.
- Mr. Sasa Ivanovic, State Secretary for Innovation from Ministry of Science, had a short video played showing missions, accomplishments, aspirations and aims of the Ministry of Science in the field of science in Montenegro.

- **Presentation of partner institutions**

Representatives of partner universities presented their institutions:

- Ms Katja Cerar from the University of Ljubljana (UL) presented the main facts and history of this institution stating their responsibility is to attract international students and mobility in general. This is the largest higher education university in their country with **37.615** students (2019/2020), 3.094 international students (2019/2020), 2.110 incoming exchange students (2018/2019). Vision of the University is to become a part of a global higher education area, continuously improving its quality of education through collaboration with the best international institutes. The Strategy for the Internationalization of the Slovenian Higher Education is focused on five main areas: mobility, as a key component of the Slovenian higher education community, quality international scientific research and development cooperation, promoting the development of intercultural competences, targeting priority regions and countries, promotion, support and monitoring of the Strategy for Internationalization of Slovenian Higher Education. Through internationalization Strategy the UL strives to be recognized, internationally opened and an excellent research university, which will creatively contribute to the wider quality of life. The UL has formed strategic partnership networks with selected universities. The University has increased the number of foreign teachers and researchers who are included in its educational and research programmes for almost 50 percent since 2011. Furthermore, it has established an international network of Slovenian scientists and researchers who work around the world since 2015 (currently 199 members). Summer school programmes are organized for primary school students, undergraduate and graduate students, researchers, professors and others.
- Prof. Juan Carlos Garcia Galindo from the University of Cadiz (UCA_E) presented the main facts and history of the university, stating there are 4 campuses: Algeciras, Cadiz, Jerez, Puerto Real, 46 Degrees/18 Double Degrees (double majors), 57 Masters degrees, 18 Ph. D. Programs, 2 Doctoral Schools: EDUCA (comprehensive) & EIDEMAR (Sea studies), 10 Accredited Research Institutes, 15 Faculties / Schools, 45 Departments with 22.000 students. Also, there are two doctoral schools and 18 PhD Programs. Institutional strategy is based on: a global strategy; based on the Strategic Plan of UCA_E (2015-2020 - PEUCA) that stated: Erasmus+ as a key reference point, establishing stable and long standing collaborations, scientific cooperation based on PhD co-tutees, double degrees (Master and Bachelor agreements), mobility: students and staff exchange, Erasmus cooperation projects, joint research projects. The Strategic Plan includes: prior analysis by groups of interest, consensus on the objectives by the whole University body, a document based on the strengths and singularities of UCA to highlight the differences as opportunities; developing quality assessment and final evaluation. The driving force is the expertise in marine/maritime disciplines with an alliance of the universities as a whole in progress. Finally, the University is proud of a very positive university ranking.
- Professor Srđan Redžepagić from the he University Cote d' Azur (UCA_F) presented some basic facts and history stating they have more than 30 000 students (8 000 in master and 16 000 bachelor, 1 700 in doctoral studies). Recently, the Clinical Centre has become the part of their University. The University has been awarded with the Index of Excellency in the Field of Research. Internationalization includes creating networks and regional centers. The University has established cooperation in four different parts of the world with their strategic partners: Vietnam for Asia, the University of Montenegro for the Balkans, Tunis Institute for the rest of Africa and

4th partner is from ex-Soviet Union countries i.e. East Europe. They have established departments in internationalization strategy. Strategy and development department manages different Erasmus+ projects and there are 6 different programs in capacity building activities. Their focus is on European projects and their important partner is the University of Montenegro since they have found that the UoM and its Development Strategy have very much in common with UCA_F in the field of science in general, making this cooperation fruitful from the start.

- Prof. Tomo Popović from the University of Donja Gorica (UDG) presented the history and facts of UDG stating the University has 300 professors and the incoming staff mobility increases the number of teachers. They use research and entrepreneurial method with individual approach to every student. English language is an official language in the UDG, there are international courses and programs and English so it may be said that internationalization already exists in this University. They have a flexible institutional system for incoming and outgoing mobility. Their regional target areas are Europe and China for now.
- Professor Radislav Jovović from the University of Mediterranean presented facts and history of the university stating their focus is on international cooperation. They have introduced programs in English with lectures in English. The University also strives for internationalization and mobility increase.
- Ms Tamara Đuričković from the Agency for Control and Quality Assurance of Higher Education presented the institution explaining and describing its main responsibilities and roles in this internationalization process. It was established in 2017 by the Government Decision. The Agency's mission is to ensure full implementation of Standards and Guidelines for Quality Assurance in the European Higher Education area. Its legislation framework includes Law on Higher Education and bylaws on higher education. The contribution of the Agency in the internationalization process is to be made through: expert inputs and review of internationalization strategies with action plans, accreditation rules and procedures for study programs in English language; accreditation rules and procedures for lifelong learning study programs (summer schools, etc.). The Agency will ensure that the strategic planning process is aligned with the highest quality standards and the current EHEA practices and that the national ranking criteria for HEIs, relevant to internationalization are taken into consideration for defining strategy goals. The Agency will be involved in the accreditation process. Their main responsibilities include accreditations and reaccreditations with the leading supervisory and monitoring role.

- **Presentation of Work Packages**

The IESP project includes seven working packages that are presented by partner universities as follows:

- **Presentation of WP1:** *Identification of internationalization models and development of guidelines for effective and efficient internationalization at Montenegrin HEIs*

Lead partner: University Côte d'Azur

The main goal of WP1 is to identify appropriate model of internationalization for Montenegrin HEIs and to develop guidelines for its effective and efficient implementation. This will be achieved through 3 tasks: review of EU HEIs models of internationalization; benchmarking of internationalization criteria;

development of guidelines for enhancing internationalization of Montenegrin HEIs. The starting point for WP1 is preparation process of gathering information about Montenegrin HEIs current situation in regard to internationalization, which was conducted through self-evaluation processes and follow-up evaluation processes conducted by EUA (European University Association) Institutional Evaluation Programme in 2018. The first task will be scanning on EU HEIs internationalization models of legal and administrative framework. The second task is oriented on finding a reference point within EU Partners for setting goals and targets. The benchmark indicators will be defined in key areas of the process of internationalization. As a result, the best model for enhancing internationalization process will be proposed for each Montenegrin HEI. At the end, as a third task, guidelines for enhancing internationalization will be delivered for each Montenegrin HEI. **WP1 Activities include:** review of EU HEIs models of internationalization (INT), benchmarking of INT criteria, and development of guidelines for enhancing INT of MNE.

Estimated start date of this work package is November 15th 2019 and estimated end date June 15th 2020.

- **Presentation of WP2:** *Capacity Building for Internationalization through staff training and equipment upgrade*

Lead partner: University of Ljubljana

The goal of WP2 will be achieved through: procurement of equipment for supporting internationalization, development/redesign of English web sites of Montenegrin HEIs, know-how transfer to teaching staff related to the internationalization, know-how transfer to administrative staff related to internationalization. The costs divided into three categories: travel, equipment and subcontracting costs were also presented.

As far is Procurement of equipment for supporting internationalization is concerned it includes: new IT equipment that will be purchased and installed for language support centers and international relation offices at each Montenegrin HEI, development of a tailor-made software for administration of mobility that will be developed for International relation offices at each Montenegrin HEI, development of a report on tendering procedures, conducting of equipment instalment and training. The report shall be disseminated and incorporated into the interim and final report. Due date of this task is July 15th 2020.

Development/redesign of English web sites of Montenegrin HEIs implies modernization and redesign of existing English versions of websites. Websites will be maintained for the project lifetime and afterwards; Websites will be mobile-responsive, optimized for search, speed-tested, optimized for conversions and data-driven.

Due date of this task is March 15th 2021.

Know-how transfer to teaching staff related to the internationalization implies: trainings for teaching staff to gain knowledge in wide aspects of internationalization that include strategic planning for internationalization; internationalization of research and innovation; enhancing skills for purpose of delivering courses in English language.

Due date for this task is January 15th 2021.

Know-how transfer to administrative staff related to internationalization includes trainings for administrative and technical staff implying implementation, supporting and monitoring of the internationalization process and improving English skills of administrative staff.

Due date is January 15th 2021.

- **Presentation of WP3: *Development of tools for enhanced internationalization***
Lead partner: **University of Montenegro**

The aim of WP3 is to enhance internationalization process of Montenegrin HEIs by developing adequate tools. This will be achieved through 6 tasks: development of internationalization strategies and action plans; development of supporting documentation for internationalization; design of catalogues for courses offered in English; development of pilot summer school in English with curricula, development of teaching materials in English, developing criteria for assessing quality of internationalization of Montenegrin HEIs. The first task includes drafts of each Montenegrin HEIs' internationalization strategy for period 2020 – 2025 to be developed with support of EU HEIs, the ministries and the agency. Strategies will be accompanied by implementation Action plans that will list activities, actors and deadlines for reaching Strategy goals. The Action plans are important basis for the development of the Quality Assessment and Evaluation criteria. The second task includes supporting documentation for the internationalization process to be developed such as university procedures, protocols, manuals, guidelines and templates for the staff dealing with international affairs. In order to support internationalization through incoming student mobility, courses in English language with syllabi at BSc and MSc level at each Montenegrin HEI will be offered. In view of supporting internationalization through incoming student mobility, P1 (UoM) will offer 2 accredited interdisciplinary summer schools in English language with ECTS. All the courses in English, as well as the summer schools, teaching materials will be developed by Montenegrin HEIs teaching staff. Electronic versions of materials will be produced as well. All teaching materials will be approved by Montenegrin HEIs governing bodies. Materials will be disseminated and incorporated into the general overview report. Finally, criteria for assessing quality of internationalization of Montenegrin HEIs will be developed in order to define indicators, tools and actors necessary for smooth and high quality implementation of the Plans, measuring, at the same time, success of internationalization effort of the institutions. Due date is November 14th 2021.

- **Presentation of WP4: *Integration of internationalization at Montenegrin HEIs***
Lead partner: **University Donja Gorica**

The aim of the WP4 is adoption, accreditation and implementation of WP4 activities. This will be achieved through: adoption and implementation of strategic documents; establishment of language support center for internationalization; adoption and implementation of English courses offered at BSc/MA and MSc/MA levels; adoption and implementation of pilot summer schools. The first task includes internationalization strategies and accompanying documents to be presented to the Montenegrin HEIs' governing bodies for adoption, implementation of internationalization strategy, quality assessment and evaluation plan to be developed in order to help Montenegrin HEIs universities to control and monitor the defined goals achievements, the supporting documents for internationalization to be distributed to all university units via International Relations Offices, each Montenegrin HEI will organize information sessions (M13) with their colleagues from the university units, report and materials from the info session will be disseminated and incorporated into the general overview report. The second task includes the Language support center

for internationalization offering a wide range of English language courses and services for University teaching staff and administration. The third task includes catalogues of English courses at BSc/BA and MSc/MA levels to be presented to Montenegrin HEIs governing bodies for adoption; after adoption, if needed, accreditation process will be performed at National Agency for Quality Assurance; report with catalogues will be disseminated and incorporated into the general overview report. Summer school curricula with course catalogues will be presented to P1 governing bodies for adoption; after adoption, accreditation process will be performed by the National Agency for Quality Assurance; implementation will follow accreditation process. Estimated Start Date: 15-09-2020 and Estimated End Date: 15-11-2021.

- **Presentation of WP5: *Quality control and monitoring***
Lead partner: **University of Cadiz**

The objectives of this work package are: to establish a simple, easy-to-follow quality control procedure; to develop proper implementation tools for quality control & assurance, to ensure adequate implementation of the aims of the project, to set up a matrix of indicators containing all WP objectives and deliverables,; to monitor the delivery of tasks/deliverables of each WP according to the project schedule, to set up proper corrective measures in case of delay, to engage all partners in the quality procedures. WP5 includes the following: Quality Body (QB) establishment, defined stages of the Quality Control and Monitoring, organization of meetings of the QB, introduction of measures for quality control and assurance and overall project management. The Quality Body has duties to ensure the dissemination of the Internal Quality Control and Monitoring Plan among all partners, to follow-up the schedule of activities, to make sure that all the documentation, evidence of meetings and activities, reports, and financial information is delivered on time and distributed among partners, to ensure that all partners will present on time the deliverables of each WP; to propose corrective measures to WP leaders in case of deviations. Stages of the Quality Control and Monitoring include annual QA reports, delivery of mid-term report/s required by the EACEA, monitoring: after each consortium meeting, a report will be delivered to the QAB with the comparison between the initial schedule and the real situation, with a brief SWOT analysis and correcting measures if needed and selection of the external evaluator and external evaluations. QB will meet virtually three times a year. The QAB will deliver the Internal Quality Control and Monitoring Plan that will be disseminated among all partners. QAB will deliver the following tools for Quality Assurance: templates for assessment of events, activities, tasks and check-list of deliverables, templates for reports by the PMB, QB or the WP meetings, templates for attendance lists to events, meetings, and activities, meetings and reports of the QB, list of indicators concerning the different tasks and deliverables of each WP. Project management follow-up includes financial monitoring and impact analysis on beneficiaries (students, staff, administrative team, IOs, governing boards).

- **Presentation of WP6: *Dissemination and exploitation of project's results***
Lead partner: **University Mediterranean**

The main objective of WP6 is to ensure the dissemination and sustainability of project results. Dissemination and Exploitation will be shaped through respective plans that will be carefully prepared, and all project partners will be involved in their implementation. Dissemination of the project results will be based on the principles of full transparency and involvement of all relevant stakeholders during the project lifetime and sharing of appropriate information and visibility activities. Exploitation activities will ensure that the results of the project will have lasting effects, after its completion. The basis for

exploitation will be given in the exploitation plan and exploitation roadmap, where the latter will be delivered by the end of the project. Also, IESP should set basis for continuation of joint activities of Montenegrin and EU partners, especially since improving internationalization is the overarching goal of the project. This will be achieved through: development and implementation of dissemination and exploitation plans; website of the project and social media accounts, dissemination products and materials, dissemination and exploitation events, development of exploitation roadmap, exploring possibilities for continuation of the cooperation with the EU partners. The dissemination plan will be developed and adopted by all partners and will define the way dissemination should be provided for each activity. All project partners have to comply with dissemination plan during the project. Dissemination plan will be published on the website. Next, the project web-site will be developed and put into the service to provide visibility of the project, containing, first and foremost, all necessary data on the project, as well as announcements, articles and other information related to the project implementation. Project web-site will be maintained at least 3 years after the project completion, and serve as a valuable resource for everyone dealing with strategic planning in Montenegrin HEIs. Promotional material will be prepared and provided at the beginning of the project. It will be prepared in English and Montenegrin language in order to maximize impact of dissemination. Project visual identity will provide basis for the development of printed and electronic project promotional material. Also, electronic newsletter will be prepared and distributed. In addition to the project promotional material, two types of institutional guides in English will be updated/developed: guides for incoming students and guides for incoming researchers. Promotional and communication events will be organized throughout the project lifetime, in order to bring attention of the project, its outcomes and exploitation possibilities to different target groups. Exploitation roadmap will provide basis for continuation of the project results after its completion. It will be developed during the project lifetime, based on the project results and outcomes of Impact Analysis. On one hand, it will focus on Montenegrin HEIs individually, in terms of follow-up on the process of internationalization and its implementation and monitoring processes conducted within IESP, define how it will be best retained after the project completion, and how these processes will become inseparable part of the institutional development policies and actions. Developed action plans, quality and evaluation and monitoring plans as well as established strategic bodies shall provide sound basis for this component. Setting basis for continuation of the cooperation with the EU partner HEIs will be another way to ensure the continuity of the IESP achievements.

January 16th 2020

- **Presentation of WP7: *Project management***
Lead partner: **University of Montenegro**

The second day of the meeting started with the presentation of project management structures, Partnership Agreements and the obligations and duties of all partners on the project. Project management includes the Project Coordinator, the Project Management Board (PMB), Quality Assurance (QA) Board and WP Leaders. The Project Coordinator is responsible for the achievement of the project outcomes, as

well as for: overall project management (technical and operational), communication and reporting to EACEA, efficient use of the project grant, etc. PMB is a decision-making body consisting of one representative (preferably the contact person) from each partner institution. PMB will meet twice a year (in combination with other project events due to cost efficiency) in order to: discuss and review the progress of project activities, make decisions, approve deliverables, and agree on any risk contingency measures. The QA Board consists of one representative from each partner institution. The QA Board is a direct support to the PMB in: monitoring and assessing the quality of the project and its results and in the development of the Quality Assurance Plan. WP Leaders are responsible for monitoring overall progress of activities within WPs. Establishment of Project management structures includes: PMB as the main decision-making body; Project Management Board (PMB) is to be proposed right after the beginning of the project, and officially appointed at the Kick-off meeting. Each consortium partner will be represented in the PMB, with the coordinator being in the charge of the board. It will be the main decision-making body of the project, with 2/3 decision-making. PMB will have responsibility for planning, directing, strategic management, monitoring and control of the project implementation. Also, PMB will be in charge of the monitoring of implementation of Partnership Agreements that will be signed between the coordinator and each consortium partner. During the project lifetime, 3 PMB two-day meetings will be held; first meeting will be held during the Kick-off meeting at P1, the second meeting at the end of first project year at P4 and third meeting at the end of the final project year at P1. In addition to face-to-face meetings, video conferences and/or skype conferences may be organized, as needed, for decision making purposes. Also, all WP meetings will be used for the purpose of coordination. After each meeting, minutes will be prepared and approved via e-mail by the PMB. Moreover, day-to-day management will be maintained through communication at the level of the consortium, WPs, or even tasks. The communication will be done via e-mail, phone, or other means deemed suitable. In order to facilitate this process, the Project Handbook will be prepared by the Project Coordinator and adopted by the PMB at the beginning of the project. Also, individual Partnership Agreements will contribute to setting basis and guidelines for smooth and transparent coordination, as they will define roles and responsibilities of the coordinator and all partners, reflecting the Grant Agreement and internal set of rules for coordination. Following the rules set in the Grant Agreement, the Project Coordinator will submit two reports to EACEA during the project implementation – Interim and Final report. All project partners will take part in its completion by providing reports for their institutions. Also, they will be in day-to-day communication with the Coordinator until the end of the reporting. The Coordinator may choose to make on-site visits to partners, if deemed necessary for meeting reporting obligations. As part of the final report, obligatory audit report will also be submitted. The audit will be carried out by an independent external auditor, with experience in auditing internationally funded projects. The Coordinator will submit the reports to EACEA, and also inform project partners on feedback received. Finally, P1 will provide external financial audit of the project by the authorized organization in accordance with existing legislation.

The obligations and duties of the beneficiaries stipulated in the Partnership Agreements (PA) and deriving from the Grant Agreement signed between the coordinator and the EC were explained. The part regarding payments of funds to the partners was explained in detail. The payments in advance included in Partnership Agreements are defined as follows: The Coordinator will transfer to the respective account of the Beneficiary, in advance of the actual expenditures, 90% of the maximum total amount specified in the estimated Erasmus+ grant contribution identified under Annex 1 of the PA, in the following way: First instalment of 60% of the Beneficiary's maximum Erasmus+ grant contribution, deducted for the funds intended for equipment purchase, will be transferred within 30 days after the signing of the Agreement. **2. Second instalment of 25%** of the Beneficiary's maximum Erasmus+ grant contribution within 30 days after the Coordinator has received and approved the necessary proofs of expenditures/activities already

paid under previous instalment, provided that the Coordinator has received the second pre-financing payment from the Executive Agency. In addition, the Beneficiary will have to meet the following conditions: i) purchased all the equipment following the Erasmus+ CBHE rules about equipment purchasing and ii) demonstrated expenditure covering at least 80% of the total amount already transferred, including the amount related to equipment. **3. Third instalment of 5%** of the Beneficiary's maximum Erasmus+ grant contribution will be transferred within 30 days after the Coordinator has received and approved necessary proofs (all supporting documents) for the spent funds from the first and second instalments, under above points 1 and 2. In addition, the Beneficiary will have to demonstrate expenditure covering at least 90% of the total amount already transferred in previous instalments.

The Coordinator will transfer to the respective account of the Beneficiary, in advance of the actual expenditures, 90% of the maximum total amount specified in the estimated Erasmus+ grant contribution identified under Annex 1 of this Agreement, in the following way: **1. First instalment of 30%** of the Beneficiary's maximum Erasmus+ grant contribution will be transferred within 30 days after the signing of the Agreement. **2. Second instalment of 50%** of the Beneficiary's maximum Erasmus+ grant contribution will be transferred within 30 days after the Coordinator has received and approved the necessary proofs (all supporting documents) of expenditures/activities already paid under previous instalment, provided that the Coordinator has received the second pre-financing payment from the Executive Agency. In addition, the Beneficiary will have to demonstrate expenditure covering at least 80% of the total amount already transferred in pervious installment. **3. Third instalment of 10%** of the Beneficiary's maximum Erasmus+ grant contribution will be transferred within 30 days after the Coordinator has received and approved the necessary proofs (all supporting documents) for the spent funds from the first and second instalments, under above points 1 and 2. In addition, the Beneficiary will have to demonstrate expenditure covering at least 90% of the total amount already transferred in previous instalments. Erasmus+ grant amounts received in advance and not used by the Beneficiary will be reimbursed to the Coordinator at the latest 30 days after the end of the project's contractual period. If applicable, **final instalment** of the grant to be transferred to the Beneficiary by the Coordinator (up to the remaining 10% of the Beneficiary's maximum Erasmus+ grant contribution) will be defined once the total Erasmus+ grant has been confirmed by the Executive Agency after the end of the project and approval of the Coordinator's final financial statement. This instalment will be transferred to the Beneficiary within 30 days after the receipt of final balance payment from the Executive Agency. In the event there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, if responsible for the expenditure declared ineligible, the Beneficiary will reimburse the corresponding amount to the Coordinator within 20 days from the date of the receiving the notice from the Coordinator. The costs of dispatching funds to the beneficiary will be paid by the Coordinator and the cost of receiving funds (which may be charged by the receiving institution's bank) will be paid by the receiving institution.

At the Kick-off meeting the following members of the PMB, Project QA Board and WP leaders were appointed:

➤ **Members of the Project Management Board were defined as follows:**

No.	Institution	Name
1	UoM	Nataša Kostić
2	UDG	Milica Vukotić
3	UNIM	Radislav Jovović
4	UCA F	Srđan Redžepagić
5	UL	Katja Cerar
6	UCA E	Juan Carlos Garcia
7	MoE	Mubera Kurpejović
8	MoS-ME	Saša Ivanović
9	ACQAHE	Tijana Stanković

➤ **Members of the Quality Assurance Body:**

No.	Institution	Name
1	UoM	Vladan Perazić
2	UDG	Sandra Tinaj
3	UNIM	Slobodanka Krivokapić
4	UCA F	Clement Moreau
5	UL	Tomaž Deželan
6	UCA E	Rafael Velez Nunez
7	MoE	Marko Vukašinović
8	MoS-ME	Lidija Vukčević
9	ACQAHE	Milica Kavedžić

➤ **WP leaders:**

No.	Institution	Name
1	UL	Katja Cerar
2	UDG	Bojana Mališić
3	UoM	Danilo Nikolić
4	UCA_E	Juan Carlos Garcia Galindo
5	UCA_F	Srđan Redžepagić
6	UNIM	Milica Kovačević
7	UoM	Danilo Nikolić Nataša Kostić

Detailed timetable of project activities was presented in the form of a Gantt chart

	YEAR 1												YEAR 2											
WPs	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
WP1 (PREPARATION)	Nov '19					Jun '20																		
WP2 (DEVELOPMENT)				Mar '20																				Nov '21
WP3 (DEVELOPMENT)							Jul '20											May '21						
WP4 (DEVELOPMENT)											Oct '20													Nov '21
WP5 (QUALITY PLAN)			Feb '20																					Nov '21
WP6 (DISS & EXPL)	Nov '19																							Nov '21
WP7 (MANAGEMENT)	Nov '19																							Nov '21

Detailed planning for the first year of project implementation followed. There was a discussion on the most suitable dates for hosting the visits by the EU partners and for organization of trainings for representatives of Montenegrin partners. Detailed timetable for the first year of project implementation was presented, while indicative dates of study visits and training foreseen for the first project year were agreed on.

It was agreed to organize 1st study visit to the University of Ljubljana on 20 – 21st February.

The dates 12 – 13th March were proposed by the representatives of the University Cote d’Azur for the visit to that institution.

Two indicative dates were proposed for the third visit, that to the University of Cadiz – either 23-24th March or 26 – 27th March, depending on the most suitable flight options.

Through discussions with partners it was agreed which EU partner universities will provide experts for particular trainings at workshops planned to be held in Montenegro. For the workshop on strategic planning the University of Ljubljana would provide experts (indicative month (April)), the University Cote d’Azur for training of young researchers (April/May/June), while EU universities would subsequently provide information on experts for training of administrative staff for internationalization activities (May/June). It was agreed to organize the workshop on strategic planning at the beginning of April, while the trainings for young researchers and administrative staff were planned for April/May.

Furthermore, it was agreed to organize second round of visits within the first year as follows:

The second visit to the University of Ljubljana and the University of Cadiz would be organized at the end of June and in July, while, while the second visit to the University Cote d’Azur would be organized in November and it would be used also for the second project coordination meeting.

During the study visit to University of Ljubljana the drafts of Strategies of Internationalization would be discussed, while in September a public debate on them would be organized in Montenegro.

In September the document pertaining to criteria for assuring quality of internationalization would be discussed at the University Mediterranean.

The programmes of summer schools would be presented at the University of Montenegro in November/December.

➤ **Communication tools**

The Communication procedures and tools were next discussed. The Communication procedure will be included in the Project Handbook. Overall communication has internal and external level. Internal communication includes communication on project aims and targets, ongoing tasks and activities to the staff of PPs; facilitation of the process of deliverables development through internal reviewing and

collaboration, ensuring instant and direct implementation of remedial actions and corrective measures, providing P1 with the information required for onward reporting of progress, providing P1 and respective WP leaders with detailed, up-to-date and high quality information on the state of the project allowing for constant monitoring and continuous improvement. In external communication, project communication policy is built upon the following objectives: development of institutional strategies of internationalization with action plans; development of mechanism for monitoring and evaluation of internationalization; enhancement of teaching and administrative staff knowledge and skills for participating in process of internationalization; enhancement of preconditions for increase of mobility. The media communication mix includes: meetings, public events, round tables/workshops/seminars, press office, e-mail, conferences, newspapers, television, radio, website and multimedia, communication material, internet and social media. Project website will be put into the service to provide visibility of the project. The project's content management relies on content issues (i.e. strategic priority of all EU HEIs, international standing, visibility and comparability, mobility of students, mobility of academic and administrative staff, joint studies and degree - issues related to development of internationalization, efficient strategic planning, greater opportunities for youth employment, scientific research activity, innovation activities and strengthening capacities). The same content management process applies to the issues related to cooperation, sustainable dimension, equal opportunities and non-discrimination. The cooperation between PPs is a fundamental aspect of the project, whose complexity is determined from the communicative aspect and by the necessity of interaction between entities coming from different regions. As far as the website is concerned it should be: responsive web site with public and restrictive (admin) part. Document management platform - team zone will be developed which will include the project document management tool, file storage with restricted access for project members, different roles (administrator and reader), and directory and subdirectory structure.

➤ Financial Management

The University of Montenegro is "the coordinator" (project applicant) and the sole recipient of grant payments from the Agency (EACEA); the coordinator will transfer respective grant installments to each partner and will verify the appropriate spending of funds by the partners. It bears the responsibility towards the Agency for the proper financial implementation of the project. Partner institutions will open a sub-account dedicated solely for the IESP project and are responsible for sound and efficient financial management of their allocated part of the grant amount. Grant amount calculation is based on two financing approaches: unit costs and actual costs. Eligible costs are: incurred during the implementation period of the project (with the exception of costs for the preparation of the final report); in connection with the project action and necessary for project implementation; the costs comply with applicable taxes and national legislation; the costs are reasonable, complying with principle of sound financial management (in particular regarding economy and efficiency) and they are foreseen in the project budget. Ineligible costs are: cost of premises, activity out of the beneficiaries' countries, unless authorized by the Agency, VAT, when considered recoverable under the national legislation, unless competent authorities declare that these costs cannot be recovered, cost in the framework of another action receiving an EU grant, excessive or reckless expenditure, exchange losses, interest owed, debt and debt services charged, depreciation costs. Staff costs include costs for the tasks directly necessary to the achievements of project

objectives. A staff member must have a formal contract of employment with the beneficiary institution. Travel costs are only for travels directly related to the achievements of project objectives; they include visa fee and related obligatory insurance, travel insurance and cancellation costs if justified, travels intended for: project-management related meetings; updating programmes and courses, workshops/visits for result dissemination, teaching/training assignments, training and retraining purposes (for staff from Erasmus+ Partner Countries), practice in companies and institutions (for staff from Erasmus+ partner countries). Costs of stay include subsistence, accommodation, local transport, personal or optional health insurance. Sub-contracting implies engagement of third parties for specific project-related tasks which cannot be performed by the consortium members themselves. It includes self-employed / free-lance experts. Sub-contracting for project-management-related tasks is not eligible. Travel costs and costs of stay for sub-contracted service providers have to be declared under the sub-contracting budget category. Activities which may be sub-contracted are: compulsory financial audits and any external QA procedure; IT courses, language courses; printing, publishing and dissemination activities, translation services; web design and maintenance; logistic support for organization of events. Reporting obligation of the Coordinator are mid-term report and final report.

➤ **CONCLUSIONS:**

- Each work package was explained and described by partner institutions and coordinator in stated order;
- Detailed timetable for the first year of project was defined and determined, pointing out that the proposed deadlines and dates may be approached flexibly taking into consideration tight schedules and obligations of partner institutions;
- Project Management Board was established;
- Quality Assurance Body was established;
- Work Package Leaders were appointed;
- Financial implications were discussed;
- It was agreed that the first installment i.e. 70 % of the first installment received from EC should be spent as soon as possible.