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QUALITY REPORT

Erasmus+ project

Fostering Internationalization at Montenegrin HEIs

through Efficient Strategic Planning

609675-EPP-1-2019-1-ME-EPPKA2-CBHE-SP

Project months: Nov 15, 2019 - Nov 14, 2022

November, 2022

Dr Fatima Zivic
External evaluator, Erasmus + IESP project

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1. Introduction

This report presents the full-term Quality Evaluation of the Erasmus+ project Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning, 609675-EPP-1-2019-1-ME-EPPKA2-CBHE-SP.

Previous to this full-term Quality Evaluation report, the mid-term Quality Evaluation of the Erasmus+ project Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning, 609675-EPP-1-2019-1-ME-EPPKA2-CBHE-SP, was done for a period Nov 15, 2019 - Jan 15, 2021. This Quality Evaluation report pertains to the whole project period, including the prolongation of the project granted by the EACEA: Nov 15, 2019 - Nov 14, 2022.

The Quality Report is aimed at assuring the quality of the project. The report considered wide range of actions that have been performed to impact the target groups; to demonstrate the quality of project outcomes, both tangible and intangible results; management efficiency and relevance to the activities foreseen in the application proposal.

The Quality Report is based on the evaluation of three aspects of the project:

- The management and cooperation in project activities;
- The outputs of the project;
- The impact on the target groups, the public in general and the main stakeholders in the field.

Erasmus + IESP project, „Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning“, 609675-EPP-1-2019-1-ME-EPPKA2-CBHE-SP, www.iesp.ucg.ac.me is aimed at strategic planning and internationalization of Higher Education, and the implementation and monitoring of internationalization strategies. IESP is a two-year national structural project under category 2: Improving management and operation of Higher Education Institutions, but the project was granted with additional time to realise project activities. The main objective of the project is to improve international competitiveness and visibility of Montenegrin HEIs, by implementation of optimum model for strengthening capacities pertaining to internationalization including: internationalization strategy with action plans, supporting documentation for internationalization, internationalization of research and innovation, international mobility of staff and students, international networking and quality assessment of internationalization.

After successful two-year project realisation, even with ongoing COVID-19 pandemic that prevented travels and live meetings in general, the Consortium was granted longer time for realisation of project activities: AMENDMENT N° 2019 - 1944 / 001 – 004, by the

European, Education and Culture Executive Agency (EACEA), whereas the project ends on 14-11-2022.

Project activities are organised in 7 WPs:

- WP 1. Identification of internationalization models and development of Guidelines for Effective and Efficient Internationalization model at Montenegrin HEIs
- WP 2. Capacity Building for Internationalization through staff training and equipment upgrade
- WP 3. Development of Tools for Enhanced Internationalization
- WP 4. Integration of Internationalization at Montenegrin HEIs
- WP 5. Quality Control and Monitoring
- WP 6. Dissemination and Exploitation of Project Results
- WP 7. Project Management

IESP project gathered 9 partners, including 3 Montenegrin HEIs, 3 EU HEIs, 2 Montenegrin Ministries and 1 Montenegrin Agency for Control and Quality Assurance of Higher Education, thus representing major stakeholders in the internationalization process at HEIs. The list of project partners is given in Table 1.

Table 1. The list of IESP project partners

Partner No.	Partner acronym	Partner name	Country
P1	ACQAHE	Agency for Control and Quality Assurance of Higher Education	Montenegro
P2	UCA_F	University Côte d'Azur	France
P3	MoS-ME	Ministry of Science	Montenegro
P4	MoE	Ministry of Education	Montenegro
P5	UCA_E	University of Cadiz	Spain
P6	UL	University of Ljubljana	Slovenia
P7	UDG	University Donja Gorica	Montenegro
P8	UNIM	University Mediterranean	Montenegro
P9	UoM	University of Montenegro, Coordinator	Montenegro

According to IESP project activities at <http://www.iesp.ucg.ac.me/page.php?id=10> and project outcomes at <http://www.iesp.ucg.ac.me/page.php?id=12>, External Quality Control and Evaluation is aimed to complement the developed IESP Internal Quality Control and Monitoring Plan, in coordination with IESP Project team who delegated persons who have provided all the necessary information and data. External Quality Control and Evaluation also assists in realisation of the Impact Analysis of the IESP project.

Generally, project results have been assessed per each WP, according to a scheduled time of the workplan, against the following four award criteria, in agreement with Project team (with maximum number of points for a criterion):

- Relevance of the project results: activities, outcomes and deliverables (max score 30),
- Quality of the project results and implementation (max score 30),
- Quality of the cooperation arrangements (max score 20),
- Impact and dissemination (max score 20).

One WP can receive a maximum total of 100 points.

Range of scores has been awarded on each of WPs, as follows:

Very good: the WP addresses all relevant aspects of the criterion in question convincingly and successfully. It provides all the information and evidence needed and there are no concerns or areas of weakness.

Good: the WP addresses the criterion well, although some small improvements could be made. It gives clear information on all or nearly all of the evidence needed.

Fair: the WP broadly addresses the criterion, but there are some weaknesses. It gives some relevant information, but there are several areas where detail is lacking or the information is unclear.

Weak: the WP fails to address the criterion or cannot be judged due to missing or incomplete information. It does not address the question asked, or gives very little relevant information.

The Table 2 shows the ranges of scores for the individual quality standards depending on the maximum score of the award criterion.

Table 2. The ranges of scores

Maximum number of points for a criterion	Range of scores			
	Very good	Good	Fair	Weak
30	26-30	21-25	15-20	0-14
20	17-20	14-16	10-13	0-9

For quality assessment, the following tools have been used: email correspondence, virtual meetings, and analysis of the IESP website and realised deliverables.

IESP project team has uploaded all project results at their web portal that has two separate domains: 1. public domain with open access to all published project results and 2. encrypted domain that can be accessed only through user name and password dedicated for members of

the Project Consortium for documents exchanges and posting of confidential documents that are not allowed to be publically accessed due to specific confidentially aspects. Accordingly, evaluation of all project results can be done through the project website, in coordination with IESP representatives in this project evaluation. This reflects the high quality of organisation and realisation of the IESP Erasmus+ project.

Assessment of each project deliverables has been realised based on common quality expectation for each of them. All project deliverables have been assessed:

1. tangible deliverables: reports, publications, manuals, methodology, plans, promotional material
2. intangible deliverables: organized events (trainings, schools, conference, seminar, info days, etc.); developed and launched collaborative platform, integrative approaches in HEIs internationalization and internationalization of Montenegrin universities, etc.

Common quality expectation for all deliverables is their relevance to reach the overall objective and the specific objectives, as well as their timely delivery.

This evaluation report comprises several chapters, including Meetings evaluation, Impact & dissemination and promotion activities evaluation, Evaluation of lessons from internationalization models and Implementation of Internationalization at Montenegrin HEIs. Detailed List of realised activities and evaluation scores are given in Appendix. Conclusions present the main evaluation findings.

2. Meetings evaluation

Erasmus+ program is well known for its support to mobility and exchange of teaching staff between countries, as the major aspect for boosting internationalization of HEs including transnational dimensions. In general, mobility in Erasmus+ focus on learning and acquiring new knowledge and skills through visits to different institutions and practical in situ trainings. Learning mobility opportunities aim to encourage the mobility of students, staff, trainees, apprentices, youth workers and young people.

Considering that the topic and focus of the IESP Erasmus+ program is Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning, mobility represents very significant factor for acquiring new knowledge and skills by different target groups in the project: Teaching staff, Students, Trainees, Administrative staff, Technical staff, Librarians and other stakeholders of the university life in general. However, unprecedented appearance of Corona virus pandemic imposed Force majeure, due to extraordinary circumstances beyond the control of the parties. Hence, mobility has been limited and stopped for quite a long period of time when the IESP project started. However, Project Consortium have used all available means and tools to organise virtual mobility schemes and all planned activities in this part of the project has been successfully organised

within distance virtual environments and by using tools such as Zoom, Skype, phone meetings, Viber, email correspondence.

After the COVID-19 restrictions stopped, project team organised series of in live events, including mobility and dedicated meetings, trainings and focused workshops, as shown in Appendix, Table 3.

For the reported full period, 24 meetings were organised, including trainings that were always used also for discussions about the project activities. Project team participated in trainings and some of the trainings were dedicated to staff/project team, as it can be seen in attached Table 3, List of activities and evaluation scores (Appendix) and the following list. All details of the organised Meetings and Trainings can be found at IESP website (<http://www.iesp.ucg.ac.me/>):

1. Kick-off Meeting, Podgorica, January 15 – 16, 2020, University of Montenegro
2. February 20 – 21, 2020 visit University of Ljubljana, Slovenia
3. The National Erasmus+ Office on-line preventive monitoring visit on April 27, 2020
4. Online meeting of Project Management Board (PMB) on May 18, 2020
5. June 3, 2020 virtual study visit University Côte d’Azur, Nice, France
6. The National Erasmus+ Office visit in situ on June 5, 2020
7. June 16 – 18, 2020 online training on strategic planning for Montenegrin HEIs representatives
8. Online training for internationalization of research and innovation, 7 days in June 2020
9. The Quality Assurance Body (QAB) held its on-line meeting in June 2020
10. Online meeting of Project Management Board (PMB) on July 4, 2020
11. Virtual study visit to the University of Cadiz was performed on July 24, 2020
12. Online training October 22 – 23, 2020
13. Online training of administration, October 27 – 28, 2020
14. Online Consortium Meeting on November 9, 2020
15. Online training November 9, 2020
16. Online training November 11, 2020
17. Online video meeting of Project Management Board (PMB) on November 13, 2020
18. Online video meeting of Quality Assurance Body (QAB) on November 27, 2020
19. 4th IESP Project Management Board Meeting, February 25, 2021
20. Online Training on Design of Courses in English Language, March 2 – 5, 2021
21. Meeting held to plan development of summer school programs in English at the University of Montenegro on March 15, 2021
22. Meeting with the representatives of the Agency for Control and Quality Assurance of Higher Education – ACQAHE on March 18, 2021
23. Workshop on Interculturality in Higher Education Organized for the Teaching Staff of Montenegrin Partners, June 3 – 4, 2021
24. Training Week for staff of partner universities, November 7 – 11, 2022

The situation with the COVID-19 pandemic made it impossible to organise live meetings or live events for the project activities in the beginning of the project. However, IESP project team fully used available virtual tools (e.g. video meetings by Zoom) and organised high quality online meetings and trainings. Accordingly, it can be stated that these digital solutions fully overcome the risk of project being stopped due to COVID-19 pandemic, and allowed the project activities to be realised smoothly even in such extraordinary circumstances. Accordingly, the Project Consortium was granted longer time to fully realise all activities and project duration was prolonged from the initial period (Nov 15, 2019 - Jan 15, 2021) until Nov 14, 2023. This additional project period was used to organise live trainings and meetings thereof but also to comprehensively support efficient project sustainability after the project ends.

In accordance with project plans and the workplan, all meetings and trainings were organised with relevant agendas, topics and participation of the important project stakeholders: teachers, administrative staff, representatives from Ministries, university management of Montenegrin HEIs and EU HEIs. Meetings served as an efficient method to develop mindsets of all HEIs stakeholders in a process of HEIs internationalization.

3. Impact & dissemination and promotion activities evaluation

This evaluation is aimed at measuring the project objectives relevance and accomplishment pertaining to different project results and activities impact on different target groups, stakeholders and general public, as listed within the application proposal of IESP project. Evaluation of the promotion activities and dissemination during the first project period revealed that the project outcomes reached the widest project audience and relevant target groups for the implementation of internationalization at Montenegrin HEIs. The impact of the IESP project is long-term, because of the setup objectives including internationalization within the four major aspects of university dealings:

- Teaching,
- Mobility (staff and students),
- Science-research,
- Positioning (ranking).

Project dissemination and promotion, has reached all the valuable target groups that can influence successful adoption of methods and approaches to foster internationalization within a previous groups: teachers, administrative staff, researchers, also including young researchers and university management, at all Montenegrin HEIs. Accordingly, strong impact has been realised and project sustainability can be fully expected in activities beyond the

project duration, even though the situation with the COVID-19 pandemic made it impossible to organise or attend live events for presentation of the project at the beginning project period. However, online events and promotion have been strongly established by the project team, thus overcoming those extraordinary circumstances.

Added value of the project is the use of digital technologies as a support to internationalization of HEIs. Virtual meetings and events showed benefits of digital technologies in different areas, including teaching, trainings and collaborative research. Lessons learnt from that period when only virtual activities could be performed strongly showed that digital technologies should be further used since they enable reaching out to wider audience in comparison to in live meetings. Hence, virtual and hybrid events have continued during the project period without COVID-19 restrictions. Another benefit is the possibility to record events and target groups can use them after the events for trainings and knowledge enhancing, as well as to promote IESP project concepts. IESP project website is well organised with comprehensive project info and data, including links to training materials that could be posted as public. All IESP partnering HEIs developed and started English versions of their institutional websites, as very important tool in a process of internationalization, as well as for the impact & dissemination and promotion activities.

For the reported full period, around 47 promotional activities were organised, as it can be seen in attached Table 3, List of activities and evaluation scores (Appendix). The short list of the realised project activities that is relevant for the promotion and dissemination of the project results and towards the project sustainability, with all details of the promotional activities, as well as promotional materials can be found at IESP website (<http://www.iesp.ucg.ac.me/page.php?id=11>):

1. Article about the Kick-off meeting held in Podgorica (published on the website of the University of Montenegro and IESP project website)
2. About the Kick-off on the portal 'Volim Podgoricu'
3. About the Kick-off on the portal 'Portal Analitika'
4. About the Kick-off on the portal 'Volim Podgoricu'
5. About the Kick-off at the website of the Ministry of Science of Montenegro
6. About the Kick-off on the student portal Mankanje.me
7. About the Kick-off at the website of the National Erasmus+ Office in Montenegro
8. Interview with Prof. dr Nataša Kostić, Vice-Rector for International Cooperation
9. Information on the study visit to the University of Ljubljana on the website of the University of Ljubljana
10. About the study visit on the portal Mankanje.me
11. About the project in the daily newspaper 'Dan'
12. About the project in the daily newspaper 'Dnevne novine'
13. About the project on the portal 'CDM'
14. About the project on the portal 'Portal Analitika'
15. About the project on the portal 'Volim Podgoricu'

16. About the project on the portal 'Aktuelno.me'
17. Information on the website of the Ministry of Science about the first visit to the University of Ljubljana
18. Information on the website of the Agency for Control and Quality Assurance of Higher Education about the first visit to the University of Ljubljana
19. Information on the website of the Institute for Textbooks and Teaching Aids - Podgorica
20. Information on project activities of the University of Montenegro, including IESP on the website of the University of Montenegro
21. Information on online training for Strategic planning on the web site of the University of Ljubljana
22. News about the virtual webinar organized by the University of Cadiz on the web page of the Vice-Rectorate of Internationalisation of University of Cadiz
23. Presentation of the IESP project within the Zoom conference organized by the Organization of Youth with Disabilities within Erasmus + Days
24. Interview with the Vice-rector of the University of Montenegro, prof. Nataša Kostić within Erasmus+ Days
25. About the project in the daily newspaper 'Vijesti'
26. About the project in the daily newspaper 'Vijesti'
27. Information About the equipment provided within the IESP project on the web site of the University of Montenegro
28. Information about the equipment on the portal 'FOS Media'
29. Information about the equipment on the portal 'Mladi Nikšića'
30. Impressive results in Higher Education capacity building - Prof. dr Danilo Nikolić, Rector of the University of Montenegro
31. Awards for the special contribution to the development of the University of Montenegro
32. About the University of Montenegro Internationalization Strategy 2021-2026 on the web site of University of Montenegro
33. University of Montenegro Newsletter – page 5
34. Participation of representatives of UDG in online workshop within Erasmus project IESP
35. Information about the workshop »Teaching multicultural groups of students in HE settings« at the web site of the University of Donja Gorica
36. Information about IESP at the website of the University of Ljubljana
37. Information on English language Course for teaching and administrative staff of the University of Donja Gorica
38. Presentation of the IESP project at the Research Day 2021 at the University of Donja Gorica
39. Promotional YouTube video on UDG Montenegro channel
40. Information about workshop »Interculturality in HE« at the web site of the University of Ljubljana

41. Presentation of the project at event organized by National Erasmus+ Office of Montenegro
42. Info Day: Support for students with disabilities through Erasmus+ projects
43. IESP English Course - Awarding Ceremony
44. Scientific and teaching staff of the University of Montenegro are trained for creative and interactive lectures in English
45. Information on the great Importance of Four Erasmus + Structural Projects at the University of Montenegro
46. University of Ljubljana – Implementation Overview
47. Erasmus+ project IESP presented during the event titled „Tell me about your story – what’s on after mobility period? – overcoming the credit recognition challenges after Erasmus+ mobility period“

All promotion activities and dissemination of project results and outcomes, as well as project objectives strongly supported project mission and vision, thus it can be concluded that it is realistic to expect very good project sustainability. Special attention was paid to issues related to inclusion of vulnerable groups i.e. students coming from socio-economically disadvantaged environments and students with disabilities. In order to support incoming and outgoing mobility of students and staff with disabilities during project lifetime and beyond, Montenegrin HEIs have officially made necessary framework and created a position where person with disabilities can be engaged. This project has fully assisted in enriching the HEI’s curricula and the knowledge of the staff that deals with the access of vulnerable/ underrepresented groups and will continue to be implemented, based on strategically developed and realised IESP project activities, including:

- Strategic planning aspects in HEIs organisation and activities
- English language courses for administration and researchers
- Adopted Internationalization Strategy
- Discussing and discovering main challenges in teaching multicultural groups of students in HE settings and interculturality in HE
- Discussions and further strategic directions on overcoming the credit recognition challenges after Erasmus+ mobility period

Significant impact and sustainability of the IESP project is guaranteed based on the comprehensive well-organised project activities that produced strategic official changes in partnering HEIs, including: Internationalization Strategy 2021-2026, developed and implemented courses offered in English and other activities as presented further in this evaluation report.

Newsletters

Beside organisation of different previously listed promotion and dissemination, IESP project established a Newsletter of the project with relevant information to support project realisation and to increase project visibility. In the first project period, the first IESP project newsletter was published, the second was published in 2021, what will be followed by the next newsletters at the website of the University of Montenegro was published with info on IESP project, as follows:

1. IESP Visibility NEWSLETTER-Iss01, **June 2020**

http://www.iesp.ucg.ac.me/uploaded/files/IESP_Visibility_NEWSLETTER-Iss01_FINAL_A4_web_corr-4_16str.pdf

2. University of Montenegro Newsletter, **Jan 2021**

<https://www.ucg.ac.me/objava/blog/1033/objava/102594-decembarsko-izdanje-univerzitet-1974>

3. IESP Visibility NEWSLETTER-Iss02 **June 2021**

http://www.iesp.ucg.ac.me/uploaded/files/IESP_Visibility_NEWSLETTER-Iss02_FINAL-Draft_A4_web-----.pdf

4. UNIM published the first semi-annual Newsletter:

http://www.iesp.ucg.ac.me/uploaded/files/IESP_Visibility_NEWSLETTER-Iss01_FINAL_A4_web_corr-4_16str.pdf

Inter-Institutional Agreements (IIAs) for credit mobility within KA107 programme

The University of Montenegro has signed the IIAs with all three EU partner institutions:

1. University of Ljubljana,
2. University Cote d'Azur and
3. University of Cadiz.

The Calls for applications within the IIAs have been published at the web site of the University of Montenegro, thus showing full adoption of the credit mobility concept at UoM for the students and staff.

1. <https://www.ucg.ac.me/objava/blog/19379/objava/87522-konkurs-za-univerzitet-u-ljubljani-masinstvo-rok-12-oktobar-2020>
2. <https://www.ucg.ac.me/objava/blog/19379/objava/90769-konkurs-za-razmjenu-za-univerzitet-u-ljubljani-arhitektura-rok-2-novembar-2020>

3. <https://www.ucg.ac.me/objava/blog/19379/objava/87545-konkurs-za-univerzitet-u-kadizu-sve-oblasti-rok-12-oktobar-2020>
4. <https://www.ucg.ac.me/objava/blog/19379/objava/62969-konkurs-za-razmjenu-za-univerzitet-azurna-obala-francuska-rok-za-prijavu-13-02-2020>
5. <https://www.ucg.ac.me/objava/blog/19379/objava/106773-aristotelov-univerzitet-u-solunu-rok-28-septembar-2022-godine>
6. <https://www.ucg.ac.me/objava/blog/19379/objava/147839-univerzitet-u-kadizu-spanija-rok-28-septembar-2022-godine>
7. <https://www.ucg.ac.me/objava/blog/19379/objava/148678-lab-univerzitet-u-finskoj-turizam-rok-3-oktobar-2022-godine>
8. <https://www.ucg.ac.me/objava/blog/19379/objava/149184-egejski-univerzitet-u-grckoj-rok-27-oktobar-2022>
9. <https://www.ucg.ac.me/objava/blog/19379/objava/149187-univerzitetu-u-vroclavu-poljska-rok-1-decembar-2022-godine>
10. <https://www.ucg.ac.me/objava/blog/19379/objava/149608-univerzitet-u-lihtenstajnu-rok-24-oktobar-2022>
11. <https://www.ucg.ac.me/objava/blog/19379/objava/149711-univerzitet-u-tusci-italija-rok-28-oktobar-2022-godine>
12. <https://www.ucg.ac.me/objava/blog/19379/objava/149743-tehnicki-univerzitet-u-rigi-letonija-rok-27-oktobar-2022>
13. <https://www.ucg.ac.me/objava/blog/19379/objava/149751-za-mobilnost-osoblja-na-univerzitetu-u-kadizu-rok-20-oktobar-2022>
14. <https://www.ucg.ac.me/objava/blog/19379/objava/150124-univerzitet-u-pecuju-madarska-rok-27-oktobar-2022>
15. <https://www.ucg.ac.me/objava/blog/19379/objava/150139-univerzitet-u-granadi-spanija-rok-20-oktobar-2022>
16. <https://www.ucg.ac.me/objava/blog/19379/objava/150292-irski-univerzitet-university-college-cork-pravni-fakultet-rok-20-oktobar-2022>
17. <https://www.ucg.ac.me/objava/blog/19379/objava/150293-univerzitet-u-ljubljani-masinski-fakultet-rok-24-oktobar-2022>
18. <https://www.ucg.ac.me/objava/blog/19379/objava/150304-univerzitet-u-almeriji-spanija-rok-25-oktobar-2022>
19. <https://www.ucg.ac.me/objava/blog/19379/objava/150909-marmara-univerzitet-turska-filozofski-fakultet-sociologija-rok-za-prijavu-31-oktobar-2022>
20. <https://www.ucg.ac.me/objava/blog/19379/objava/151016-univerzitet-warmia-i-mazury-u-olstinu-poljska-arhitektura-i-gradevina-rok-31-oktobar-2022>
21. <https://www.ucg.ac.me/objava/blog/19379/objava/151041-politehnicki-univerzitet-u-temisvaru-pfk-i-etf-za-studente-pfk-etf-i-ekonomski-fakultet-za-osoblje-rok-4-novembar-2022>
22. <https://www.ucg.ac.me/objava/blog/19379/objava/151130-univerzitet-u-rejkjaviku-island-rok-za-prijavu-1-novembar-2022>

23. <https://www.ucg.ac.me/objava/blog/19379/objava/151202-za-mobilnost-osoblja-na-ekonomskom-univerzitetu-u-katovicama-rok-za-prijavu-1-novembar-2022>
24. <https://www.ucg.ac.me/objava/blog/19379/objava/151204-univerzitet-zapadne-atike-grcka-rok-8-novembar-2022>
25. <https://www.ucg.ac.me/objava/blog/19379/objava/151206-varsavska-skola-ekonomije-sgh-poljska-rok-1-novembar-2022>
26. <https://www.ucg.ac.me/objava/blog/19379/objava/151207-erasmus-konkurs-za-mobilnost-osoblja-na-univerzitetu-u-varni-rok-za-prijavu-4-novembar-2022>
27. <https://www.ucg.ac.me/objava/blog/19379/objava/151289-univerzitet-nikola-kopernik-u-torunu-poljska-rok-za-prijavu-4-novembar-2022>
28. <https://www.ucg.ac.me/objava/blog/19379/objava/151361-univerzitet-prirodnih-nauka-kralj-mihaj-i-iz-temisvara-rumunija-rok-15-novembar-2022>
29. <https://www.ucg.ac.me/objava/blog/19379/objava/151696-tehnoloski-univerzitet-u-brnu-ceska-republika-rok-10-novembar-2022>
30. <https://www.ucg.ac.me/objava/blog/19379/objava/151689-univerzitet-u-beogradu-rok-11-novembar-2022>
31. <https://www.ucg.ac.me/objava/blog/19379/objava/152000-univerzitet-u-marburgu-rok-22-novembar-2022>
32. <https://www.ucg.ac.me/objava/blog/19379/objava/152012-univerzitet-stefan-cel-mare-iz-suceave-rumunija-filosofski-fakultet-rok-za-prijavu-18-novembar>
33. <https://www.ucg.ac.me/objava/blog/19379/objava/152125-helenski-univerzitet-na-kritu-rok-22-novembar-2022>
34. <https://www.ucg.ac.me/objava/blog/19379/objava/152137-univerzitet-vasile-aleksandri-u-bakau-rok-21-novembar-2022>
35. <https://www.ucg.ac.me/objava/blog/19379/objava/17564-erasmus-konkursi-objavljeni-u-zimskom-semestru-2022-23-godine>

University of Donja Gorica (UDG) has made an agreement with all three EU institutions for signing the IIA. The University Mediterranean (UNIM) has also considered signing the agreements with EU partners. Close contacts of all three Montenegrin HEIs with EU partners have been established including discussions and agreements to pursue further joint projects and activities.

Trainings

For the reported full-term period, 12 training activities were organised, as it can be seen in attached Table 3, List of activities and evaluation scores (Appendix): 5 study visits that included training on different project aspects and 7 online training events for teachers and administrative staff, with participation of all partners and wider audience. All details of the training activities can be found at IESP website (<http://www.iesp.ucg.ac.me/page.php?id=12>):

1. February 20 – 21, 2020 visit University of Ljubljana, Slovenia
2. June 3, 2020 virtual study visit University Côte d’Azur, Nice, France
3. June 16 – 18, 2020 online training on strategic planning for Montenegrin HEIs representatives
4. Online training for internationalization of research and innovation, 7 days in June 2020
5. Virtual study visit to the University of Cadiz was performed on July 24, 2020
6. Online training October 22 – 23, 2020
7. Online training of administration, October 27 – 28, 2020
8. Online training November 9, 2020
9. Online training November 11, 2020
10. Online Training on Design of Courses in English Language, March 2 – 5, 2021
11. Workshop on Interculturality in Higher Education Organized for the Teaching Staff of Montenegrin Partners, June 3 – 4, 2021
12. Training Week for staff of partner universities, November 7 – 11, 2022

Online trainings were devoted to different aspects of:

- Strategic planning for Montenegrin HEIs
- Internationalization aspects related to Research and Innovation
- Training on Summer Schools
- Training on Design of Courses in English Language
- Training on Interculturality in Higher Education

Trainings of teaching staff related to the strategic planning and implementation of internationalization strategy, and trainings for administrative staff on the topic of daily functioning of international relations offices well supported the major project milestones as planned: compliance with procurement related legislation, enhanced knowledge of teaching staff in the fields of strategic planning and internationalization of research, and improved skills of teaching and administrative staff in the context of using English for specific purposes. All trainings have been organised and realised in accordance with the project workplan.

More than 50 young researchers have participated in trainings; more than 120 representatives of all HEIs units from UoM, UDG and UNIM:

- 35 representatives of all university units of the University of Montenegro at Virtual training on summer schools organized by the University of Ljubljana Oct. 26 2020
- More than 60 representatives from Montenegrin universities at the Online Training on Design of Courses in English Language March 2 – 5, 2021

- 26 representatives of the Montenegrin institutions at the Workshop on Interculturality in Higher Education Organized for the Teaching Staff of Montenegrin Partners June 3-4 2021

Successful examples of the internationalization of the University of Montenegro, new summer schools and study programs in English, were presented at the International Training Week for staff of partner universities, at the University of Montenegro. The training brought together representatives of partner universities from Slovenia, Spain, Germany and Romania who were staying at UoM Nov 7 - 11, 2022.

At the University of Montenegro, certificates were awarded to 41 participants from the academic and non-academic staff for successfully passing exams at organized English language courses as part of the IESP project.

Satisfaction surveys have been used for analysis and evaluation of quality of project management, individual consortium meetings, trainings and deliverables (the templates of surveys are included as annexes in the Monitoring and Quality Plan (MQP)). The surveys were being collected and the data elaborated by the QA work package leader, who has been in frequent communication with the representatives of the project partners, especially with the coordinator, for the purpose of adequate coordination of tasks and activities.

Realised trainings have had strong impact on major target groups of the Project: teachers and administrative staff. They got acquainted with concepts and necessary activities for the Project to be successfully realised, as well as boost their motivation for changes in HEs. Altogether, it established a well-designed support structure and enhanced capabilities and capacities to introduce internationalization at Montenegrin HEIs and to continue with project activities and further develop it, also beyond the project time.

4. Evaluation of lessons from internationalization models

Implementation of IESP internationalization models and results of its impact on HEs activities, including teaching activities, teacher trainings and students learning, research, mobility and business aspects, are considered throughout the whole project and especially in WP2, WP3, WP4, whereas results from WP1 (reports and guidelines) offers new and improved perspectives on internationalization of HEs, as noted in Table 3, List of activities and evaluation scores (Appendix).

The following key performance indicators (KPIs) of HEIs internationalization have been considered, according to the IESP project topic (IESP Guidelines for internationalization of Montenegrin universities):

- Teaching,

- Mobility (staff and students),
- Science-research,
- Positioning (ranking).

IESP project results recommend intervention in these four areas that can significantly assist in creation and continuous enhancements of efficient management systems to further foster internationalisation activities in line with EU and global standards, thus improving their performance and universities rankings. These KPIs are based on multi-dimensionality and instruments of internationalisation strategy, including:

- Strategy and Management (Regulatory framework)
- Teaching and learning
- Research
- Business/Commercialisation, also including patents and startups
- Partnership/Social engagement, also including Inclusivity
- Multi-cultural integration
- Digitalisation
- Funding

This is all fully in scope of planned project results and workplan of the IESP project. Project activities during the project time altogether contributed and enabled adoption of appropriate models at each of the Montenegrin HEIs. All partnering HEs in IESP project adopted internationalization models and developed Guidelines for effective and efficient internationalization model at Montenegrin HEIs, including benchmarking analysis on internationalisation practices at each of the three participating HEs.

Additional high quality aspects are IESP trainings as planned in WP2 and WP3. In WP2, IESP trainings were realised related to the internationalization for the two main target groups:

- teaching staff and
- administrative staff.

Five thematic trainings related to internationalization have been realized for the teaching staff of Montenegrin HEIs, including focuses on: Strategic planning for Montenegrin HEIs, Internationalization aspects related to Research and Innovation; Improving English skills of teaching staff for delivering courses in English; Training on Design of Courses in English Language; Training on Summer Schools, Training on Interculturality in Higher Education. Four thematic trainings related to internationalization have been realized for the administrative staff of Montenegrin HEIs, with focuses on: implementation and monitoring of the internationalization process; improving English skills of administrative staff for supporting internationalization and supporting the internationalization process in different aspects such as design of courses pertaining to the setup and maintenance of software platforms that offer training materials and enable online teaching and communication with students and trainees.

Two on-line trainings via video platform were organised for the UoM representatives on the topic of the development and realisation of the summer schools in English, and two in live trainings where EU project partners presented their summer school programs and administration procedures, with more than 120 representatives from several HEs' units. The trainings included both academic and administrative topics that are important for the internationalization process.

Organization of tailored trainings provided also an opportunity to discuss lessons from all the collected documents and reviews, as well as guidelines, pertaining to trainings of teaching staff and trainings for administrative staff on the topic of daily functioning of international relations offices. Additional meetings offered teachers and staff perceptions on the impact of IESP lessons. Participants within trainings, contributed to different aspects of reports and guidelines that have been developed in IESP project.

Measurable indicators strongly suggest high quality of these project deliverables and outcomes, as given in details in attached Table 3, List of activities and evaluation scores (Appendix).

5. Implementation of Internationalization at Montenegrin HEIs

Implementation of IESP internationalization models and results at Montenegrin HEIs has considered comprehensive set of activities fully in line with project proposal. Main project activities in relation to project objectives have been organised in accordance with project timeframe, schedule and workplan, as following:

- Improvement of the institutional strategic framework for internationalization,
- Improvement of existing procedures for mobility, including recognition (Learning Agreement, credit vs. subject recognition, etc.),
- Improvement of capacities of staff dealing with the mobility (academic and non-academic),
- Establishing foundation for broader teaching process in English at Montenegrin HEIs.

Specific activities that contributed to accomplishing Internationalization at Montenegrin HEIs have been realised in relevant Workpackages, especially in WP1-WP4. In WP1, identification of internationalization models and development of guidelines for internationalization model at Montenegrin HEIs has been fully realised. Review of EU HEIs models of legal and administrative framework in the field of internationalization of education, research and mobility has been prepared: "Review on European Union higher education institutions models of legal and administrative framework in regard to internationalization of education, research and mobility", together with study visits (in live and virtual) to EU partners and reviews of exchange opportunities with EU universities for both the students and staff. Meetings were used to discuss national strategic framework and evaluate comparison with

Montenegrin HEIs based on the findings from EU partners, aiming at appropriate model of internationalization and most important aspects of internationalization of Montenegrin HEIs. Based on these initial activities, the reports (for each of the Montenegrin HEI) have been realised - benchmarking analysis on internationalisation practices and benchmarking reports for UoM, UDG and UNIM were prepared. University of Ljubljana partner served as a reference point for benchmark analyses, and practices from University of Cadiz were later added to analysis. As the final report in WP1, the document has been prepared: "Guidelines for internationalisation of Montenegrin universities" that will serve to support internationalisation process. Involving ministries into the project is twofold, supporting internationalization and safeguarding its quality, what is one of the very important guarantees of the success of IESP project and the quality of project results and outcomes. COVID 19 pandemic initially shortly delayed some activities, but the project results are successful and at the foreseen quality level.

In WP2, capacity building for internationalization through staff training and equipment upgrade has been done. Procurement procedures were organised and new IT equipment was installed. Three comprehensive websites in English have been realised in scope of the redesign of existing websites in Montenegrin languages (University of Montenegro, University Mediterranean and University Donja Gorica), to be continuously upgraded beyond project time. Trainings of teaching staff were realised related to the strategic planning and implementation of internationalization strategy, internationalization of research and innovation, and improving English skills. Trainings of administrative staff were realised in relation to implementation and monitoring of the internationalization process: daily functioning of international relations offices, compliance with procurement related legislation, and improved skills in the context of using English for specific purposes. All trainings have been organised and realised in accordance with the project workplan. More than 50 young researchers have participated in trainings and more than 120 representatives of all HEIs units from UoM, UDG and UNIM. English language certificates were awarded to 41 participants from the academic and non-academic staff.

Training material was prepared related to the tailored training dedicated to the development of methodologies for development and implementation of internationalization strategy. At the project beginning, some of the trainings were delayed or delivered online, due to COVID19 restrictions. COVID19 pandemic also influenced equipment procurement, but all project activities have been successfully finished until the project end. Part of the training material was published as open access: International research and innovation cooperation; Competitive bids preparation and implementation; Innovative Activities; Communication and Presentation Skills; Interculturality in Higher Education; Welcoming and Registration Procedures; UCA Services; Managing of Erasmus and exchange bilateral agreements; Promotion of international projects; Mobility Management Applications; Credit recognition. Special attention has been devoted to the exchange opportunities with EU universities and numerous Calls were published at HE's websites of the three participating universities in Montenegro. Altogether, activities that were realised in this project period have greatly

contributed to the enhancement of knowledge of teaching staff, young researchers and administrative staff in the fields of strategic planning and internationalization of research, and improved skills of teaching and administrative staff in the context of using English for specific purposes.

In WP3, development of tools for enhanced internationalization has been fully realised and in accordance with the project workplan:

- Development of internationalization strategies and action plans
- Development of supporting documentation to 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

HEs from Montenegro: University of Montenegro (UoM), University Mediterranean (UNIM), and University Donja Gorica (UDG) each made and adopted their Internationalization Strategies and accompanying Action Plans for the period 2021-2026, with inputs from EU partners. Three universities adopted specific focuses within their internationalisation strategies, depending on their development strategies.

Strategy of the UoM for the period 2021-2026 is focused on four priority areas:

- Internationalisation of study and teaching activities
- Internationalisation of research
- Student and staff mobility
- International positioning

The internationalisation strategy of UDG is focused on three priority areas:

- Student and staff mobility
- Quality international scientific research
- Internationalisation at Home

The internationalisation strategy of UNIM is focused on four priority areas:

- International mobility for students, faculty and researchers
- Internationalization of study and teaching activities
- International research cooperation and research
- Extending international perspective

All three HEs addressed the sustainability of their Strategies through defining responsibilities, further funding of activities and monitoring of the Strategies' implementation.

Development of the supporting documentation for the internationalisation process has been realised, UoM as the leading partner developed the draft of supporting documentation for mobility from which discussions among project partners were developing towards the final set of documents that will help and guide internationalisation process. HEs prepared a set of supporting documents related to mobility, projects, bilateral agreements and degree seeking students, university procedures, manuals for the staff dealing with international students and affairs, standardized documents to be issued to foreign students etc. Different protocols, manuals, templates have been drafted and used within IESP project and also made available for further use at HEs. EU partners' practices have been considered. Design of catalogues for courses offered in English has been fully developed and posted through digital tools (some of the teaching material have been posted fully open access, depending on the nature and IP of the teaching material). Course catalogues for courses offered in English language were also completed. Development of pilot summer school in English with curricula is done. Summer school programs have started as online trainings, due to COVID-19 pandemic limitations. However, online tools fully supported these trainings and they were successful with good number of participants from important project stakeholders. Project Consortium successfully overcame the extraordinary circumstances provoked by initial COVID-19 pandemic limitations. In the second part of the project, in live trainings were organised. The trainings encompassed all academic and practical aspects important for the successful planning and realisation of the summer school: development of the academic program, quality assurance, financial planning, process of application and selection of students, organization of accommodation and extracurricular activities, etc. Development of teaching materials in English is realised, with the list of available subjects in English offered online.

Successful examples of the internationalization of the University of Montenegro, new summer schools and study programs in English, were presented at the Final International Training Week for staff of partner universities, at the Rectorate of the University of Montenegro, in Podgorica. The training brought together representatives of partner universities from Slovenia, Spain, Germany and Romania who were staying at University of Montenegro during Nov 7 - 11, 2022.

Developing criteria for assessing quality of internationalization of Montenegrin HEIs is fully done and it was included as a part of the Internationalization Strategies and accompanying Action Plans for the period 2021-2026 of the three HEs: Key Performance Indicators.

Altogether, all WP3 activities are fully accomplished and in line with planned outcomes and the workplan.

In WP4, and based on previously listed activities and outcomes in WP1-WP3, integration of Internationalization at Montenegrin HEIs has been fully implemented and in accordance with the project outcomes and workplan. Adoption of specific procedures at Montenegrin HEIs has been implemented, in joint actions with non-academic partners and EU partners.

Especially important is full active participation of relevant Ministries that are the most important stakeholders of the university life and for any changes within the university procedures in general. Adoption and implementation of strategic documents has been fully realised at Montenegrin HEIs. Establishment of language support Centers for internationalization was done at each Montenegrin HEIs (3 centers). Several classrooms were equipped with adequate IT equipment (WP2) and used for English language courses that were organised within IESP project. Support for students with disabilities through Erasmus+ projects have been realised and discussed within various events and meetings. Career Development Centres deals with issues of students from vulnerable groups, providing support for the mobility, including support in the application procedures, searching for the partner university and other important aspects, as determined within project activities.

Adoption and implementation of English courses offered at BSc and MSc levels was realised. Training material was developed pertaining to teaching in English for selected courses of the Undergraduate and Master Studies and implemented. At UoM, accreditation of the following education programs was done: "Sustainable development of the yachting and cruising industry", "Entrepreneurship in Heritage Tourism", each having equivalent of 2 ECTS (or 60 hours) of training. Adoption and implementation of pilot summer schools were realised. Summer school curricula with course catalogues were prepared and posted online. Trainings were done with awarded certificates. Successful examples of the internationalization of the University of Montenegro, new summer schools and study programs in English, were presented at the International Training Week for staff of partner universities (Nov 2022).

Altogether, all realised project activities fully supported foreseen objectives and resulted in well organised and successful project implementation, with proven sustainability after the project end. Project mission and vision have been fully accomplished, supported by all results and outcomes achieved in scope of successfully realised activities pertaining to:

- Identification of internationalization models and development of Guidelines for Effective and Efficient Internationalization at Montenegrin HEIs
- Capacity Building for Internationalization through staff training and equipment upgrade
- Development of Tools for Enhanced Internationalization
- Integration of Internationalization at Montenegrin HEIs

Comprehensive set of officially adopted protocols and official strategic documents, accreditations of summer schools, developed and implemented courses and trainings, including those in English language and participation of great number of academic and administrative staff from the three Montenegrin Universities, all guarantee that these activities will continue also in the future.

6. Summary

The overall quality of the IESP project can be analysed from the results shown in the following list of Workpackages (WPs) with achieved average points per one WP and per outcomes in one WP: quality scores of the IESP project, full-term report. Detailed scores are shown in Table 3, List of activities and evaluation scores (Appendix). Total quality score of the IESP project, for a full report is **100 (out of 100 being maximum score)**, meaning that the quality of project results are exceptionally good and very high. Project team managed to succeed and successfully realise project activities even with initially imposed COVID 19 limitations, followed by fully in live activities later on. Prolongation of the project time was fully utilized and exceptionally good results of the highest quality were achieved.

IESP project activities						
WP type	The ranges of scores (WP), %	The ranges of scores (WP Outcome), %	Activity number	Title		
preparation	100		WP1 Identification of internationalization models and development of Guidelines for Effective and Efficient Internationalization at Montenegrin HEIs			
			100	1.1	Review of EU HEIs models of internationalization	
			100	1.2	Benchmarking of internationalization criteria	
			100	1.3	Development of guidelines for enhancing internationalization of Montenegrin HEIs	
development	100		WP2 Capacity Building for Internationalization through staff training and equipment upgrade			
			100	2.1	Procurement of equipment for supporting internationalization	
			100	2.2	Development/Redesign of English web sites of Montenegrin HEIs	
			100	2.3	Know-how transfer to teaching staff related to the internationalization	
			100	2.3	2.3.1	Training on strategic planning for Montenegrin HEIs representatives
			100		2.3.2	Training for internationalization of research and innovation
			100		2.3.3	Know-how transfer related to improving English skills of teaching staff for delivering courses in English
				2.4	Know-how transfer to administrative staff related to internationalization	

		100		2.4.1	Training of administration in relation to implementation and monitoring of the internationalization process
		100		2.4.2	Know-how transfer related to improving English skills of administrative staff for supporting internationalization
development	100		WP3	Development of Tools for Enhanced Internationalization	
		100	3.1	Development of internationalization strategies and action plans	
		100	3.2	Development of supporting documentation to internationalization	
		100	3.3	Design of catalogues for courses offered in English	
		100	3.4	Development of pilot summer school in English with curricula	
		100	3.5	Development of teaching materials in English	
		100	3.6	Developing criteria for assessing quality of internationalization of Montenegrin HEIs	
development	100		WP4	Integration of Internationalization at Montenegrin HEIs	
		100	4.1	Adoption and implementation of strategic documents	
		100	4.2	Establishment of language support centre for internationalization	
		100	4.3	Adoption and implementation of English courses offered at BSc and MSc levels	
		100	4.4	Adoption and implementation of pilot summer schools	
quality plan	100		WP5	Quality Control and Monitoring	
		100	5.1	Establishment of Quality Assurance (QA) body	
		100	5.2	Development and implementation of Internal Quality Control and Monitoring Plan	
		100	5.3	External Quality Control and Evaluation	
		100	5.4	Impact Analysis	
dissemination & exploitation	100		WP6	Dissemination and Exploitation of Project Results	
		100	6.1	Development and implementation of dissemination and exploitation plans	
		100	6.2	Website of the project and social media accounts	
		100	6.3	Dissemination products and materials	
		100	6.4	Dissemination and exploitation events	

		100	6.5	Development of exploitation roadmap
		100	6.6	Exploring possibilities for continuation of the cooperation with the EU partners
management	100		WP7	Project Management
		100	7.1	Establishment of Project management structures
		100	7.2	Project meetings
		100	7.3	Day-to-day management of the project activities
		100	7.4	Periodic and final reports to EACEA
		100	7.5	External financial control
100			Total quality score of the IESP project, full report	

Conclusions

The IESP project fully realised all the objectives, according to the foreseen high quality standards, and as planned. Project activities were fully implemented according to the foreseen project objectives and outcomes given in the workplan. Project objectives and outputs have been achieved, as planned in the workplan. At the project beginning, certain specific objectives had to be adjusted to the extraordinary circumstance (Force majeure) due to COVID-19 pandemic that made it impossible to organise live meetings and live events for the project activities, as well as it fully suspended the in live project mobility. Accordingly, some activities were slightly delayed, but these did not influence the overall outcomes, and quality of the project. Project team overcome the limitations, by using all available virtual tools such as Zoom virtual meetings, virtual trainings and virtual studies (virtual mobility) and additionally achieved added value of digitalization by providing well-connected project team and participants, and successfully realised project outcomes according to the project plans.

In general, the IESP project was implemented according to projected quality dimensions expectations of the participants. Project has demonstrated that internationalization of HEs can provide significantly improved teaching outcomes, research results and open up new directions of HEs developments. It is important, from quality aspects that the project activities included promotion and inclusion of vulnerable groups i.e. students coming from socio-economically disadvantaged environments and students with disabilities, towards planned employment from this vulnerable group by the end of the project. It is very important that project activities included significant number of young researchers, as the driving force of the university development in general. Virtual Conferences were fully used for different meetings, events and trainings, beside in live courses and trainings, thus building upon lessons learnt on digitalization benefits. Satisfaction surveys have been used for analysis and evaluation of quality of project management, individual consortium meetings, trainings and deliverables and for the purpose of adequate coordination of tasks and activities.

IESP project team showed excellent cooperation, especially important in case of the Force majeure, due to extraordinary circumstances beyond the control of the parties (COVID-19 pandemic). They demonstrated full ability to successfully realise all project activities even in such circumstances. Well organised joint undertakings of the project team together with comprehensive analysis of project activities through different meetings, including trainings, and discussions among all major stakeholders of the university life, altogether has enabled full long-year sustainability of IESP project beyond the project time.

Internationalization at Montenegrin HEIs through Efficient Strategic Planning has fully started during the IESP project and will further continue, based on exceptionally successful project results of the very high quality:

- Identification of internationalization models and development of Guidelines for Effective and Efficient Internationalization at Montenegrin HEIs

- Capacity Building for Internationalization through staff training and equipment upgrade
- Development of Tools for Enhanced Internationalization
- Integration of Internationalization at Montenegrin HEIs

Exceptionally good project results are adopted Internationalization Strategies of Montenegrin HEIs. Three major HEIs from Montenegro: University of Montenegro (UoM), University Mediterranean (UNIM), and University Donja Gorica (UDG) each made and adopted their Internationalization Strategies and accompanying Action Plans for the period 2021-2026. Each of these universities adopted specific focuses within their internationalisation strategies, depending on their development strategies and has started to implement those activities. Hence, long-term sustainability of the IESP project is fully guaranteed.

Appendix: List of activities and evaluation scores

Table 3. List of activities according to the IESP Project description and Grant Agreement and evaluation scores according to the quality of realised outcomes

Activity number	Title									
WP1	Identification of internationalization models and development of Guidelines for Effective and Efficient Internationalization at Montenegrin HEIs									
1.1	Review of EU HEIs models of internationalization									
	Project activities					Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)
	Report1: Review of existing national strategic documents	M1-M3	P1, P3, P4, P7, P8, P9	Analysis was done based on the report by IEP, EUA – Institutional Evaluation Programme for HEIs in Montenegro	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100
	Report2: Review on EU HEIs models of legal and administrative framework in regard to internationalization of education, research and mobility	M1-M3	All partners	A document prepared – “Review on European Union higher education institutions models of legal and administrative framework in regard to internationalization of education, research and mobility”: http://www.iesp.ucg.ac.me/uploaded/files/Review%20on%20EU%20HEIs%20models%20of%20legal%20and%20administrative%20framework%20in%20regard%20to%20internationalization%20of%20education%20FINALE%285%29.pdf	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100
	Event Two-day visits (M2-M3) to P2 and P6 partners will be organized for Montenegrin HEIs	M2-M3	P1, P2, P3, P4, P6, P7, P8, P9	Due to the outbreak of COVID 19 pandemic, a virtual study visit to the University Côte d'Azur took place on 3 rd of June 2020, while a virtual study visit to the University of Cadiz took place on 24 th of July 2020. Report on the first study visit to the University of Ljubljana (20 – 21 February 2020): http://www.iesp.ucg.ac.me/uploaded/files/IESP_Report%20on%20the%20study%20visit%20to%20t	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100

			<p>he%20University%20of%20Ljubljana%281%29.pdf</p> <p>Capacity Building for Internationalization through staff training and equipment upgrade (material): http://www.iesp.ucg.ac.me/team_zone/20200425-University%20of%20Ljubljana.pdf</p> <p>http://www.iesp.ucg.ac.me/uploaded/files/Ministry-Education-Science-Sport.pdf</p> <p>http://www.iesp.ucg.ac.me/uploaded/files/NAKVIS.pdf</p> <p>Report on the virtual visit to the University Côte d'Azur, France: http://www.iesp.ucg.ac.me/uploaded/files/Report%20virtual%20visit%20to%20the%20University%20Cote%20d%20Azure%282%29.docx</p> <p>Working visit to Nice for the Review of EU HEIs models of internationalization (material): http://www.iesp.ucg.ac.me/uploaded/files/Internationalisation%20of%20University%20of%20Cote%20d%20Azur%281%29%20%283%29.pptx</p> <p>http://www.iesp.ucg.ac.me/uploaded/files/IESP_EU%20and%20National%20context%20of%20INT%282%29.pptx</p> <p>http://www.iesp.ucg.ac.me/uploaded/files/PPT%20Srdjan%20REDZEPAGIC%20030620%281%29.pptx</p> <p>Other material related to these two visits: http://www.iesp.ucg.ac.me/page.php?id=15 Presentation on exchange opportunities at the University of Ljubljana – for students and for staff (November 2022): http://www.iesp.ucg.ac.me/news.php?id=46</p>						
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				7 & 8 November 2022 at University of Montenegro, University Mediterranean and University Donja Gorica https://www.iesp.ucg.ac.me/news.php?id=45						
1.2	Benchmarking of internationalization criteria									
	Project activities					Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)
	Report1: The benchmarking reports with defined performance indicators	M3-M5	All partners	The benchmarking reports were produced by each Montenegrin HEI. These documents were approved by all project partners at the on-line consortium meeting on the 9th of November 2020. Report: http://www.iesp.ucg.ac.me/uploaded/files/Report%20-%20On-line%20meeting%209th%20November.docx http://www.iesp.ucg.ac.me/page.php?id=22	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100
	Report2: The best model for enhancing internationalization process for each Montenegrin HEI	M3-M5	P1, P3, P4, P5, P7, P8, P9	The reports (one for each Montenegrin HEI) - benchmarking analysis on internationalisation practices: <ul style="list-style-type: none"> benchmarking report for UoM: http://www.iesp.ucg.ac.me/uploaded/files/UoM%20Benchmarking%20-%20Final%20document.pdf benchmarking report for UDG: http://www.iesp.ucg.ac.me/uploaded/files/UDG%20Benchmarking%20%20Draft%20document%281%29.docx benchmarking report for UNIM: http://www.iesp.ucg.ac.me/uploaded/files/University%20Mediterranean%20-%20Benchmarking%20analysis.pdf 	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100
	Event	M4	P1, P3,	For the purpose of efficient consideration and	Teaching staff	30	30	20	20	100

	P5 partner will host a two-day study visit		P4, P5, P7, P8, P9	<p>analyses of performance indicators, a virtual study visit to the University of Cadiz was performed on 24th of July 2020 via video platform, where the participants could learn about internationalisation strategy and good practices.</p> <p>http://www.iesp.ucg.ac.me/uploaded/files/Report%20virtual%20visit%20to%20the%20University%20of%20Cadiz_new.docx</p> <p>http://www.iesp.ucg.ac.me/page.php?id=22</p> <p>Study visit (online) was organised in July. Delays that occurred due to Covid restrictions were overcome by later meetings in live when it was possible and during the prolonged project time until Nov 2023.</p>	Administrative staff Other - Montenegrin HEIs' Management staff					
1.3	Development of guidelines for enhancing internationalization of Montenegrin HEIs									
	Project activities					Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)
	Report: Guidelines for enhancing internationalization of Montenegrin HEIs	M5-M7	All partners	<p>The document entitled “<i>Guidelines for internationalisation of Montenegrin universities</i>” was prepared by the UoM and approved by all project partners at the on-line meeting on 9th of November 2020).</p> <p>http://www.iesp.ucg.ac.me/uploaded/files/Guidlines%20for%20internatiionalisation%20of%20Montenegrin%20university.pdf</p> <p>Guidelines meeting material: http://www.iesp.ucg.ac.me/uploaded/files/IESP_Guidlines_9.11.2020_FIN.pptx</p> <p>Key performance indicators of HEIs internationalisation is presented and analysed.</p>	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100
	Event P7 will host a two-day meeting during which partners will	M6	All partners	Due to the obstacles encountered because of the COVID 19 pandemic, meeting was organised online (Nov 9-11, 2020), with participation of all	Teaching staff Administrative staff Other - Montenegrin	30	30	20	20	100

	adopt guidelines			<p>project partners and major stakeholders. The documents were approved by all project partners at the on-line meeting on 9th of November 2020.</p> <p>Report: http://www.iesp.ucg.ac.me/uploaded/files/Report%20-%20On-line%20meeting%209th%20November.docx</p> <p>http://www.iesp.ucg.ac.me/uploaded/files/Agenda%209.11.2020.docx</p>	HEIs' Management staff						
WP2	Capacity Building for Internationalization through staff training and equipment upgrade										
2.1	Procurement of equipment for supporting internationalization										
	Project activities							Evaluation score			
	Planned results	Period of realisation	Partners involved	<p>Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)</p>	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)	
	<p>Report: Report on tendering procedures, installment and training</p>	M4-M9	P6, P7, P8, P9	<p>First report on procurement of equipment http://www.iesp.ucg.ac.me/uploaded/files/Dev.%2002.1%20Procurement%20of%20equipment%20for%20supporting%20internationalization%20-%201%20st%20report.docx</p> <p>Second report on procurement of equipment http://www.iesp.ucg.ac.me/uploaded/files/Dev.%2002.1%20Procurement%20of%20equipment%20for%20supporting%20internationalization%20-%20the%20second%20report.docx</p> <p>Delay letters: http://www.iesp.ucg.ac.me/uploaded/files/Kasnjenje%20-%20G%20Tech%20-%20Univerzitet%20Crne%20Gore%2027102020.pdf http://www.iesp.ucg.ac.me/uploaded/files/Delayletter%20-%20G%20Tech%20-%20Univerzitet%20Crne%20Gore%2012112020.pdf</p>	<p>Teaching staff Students Trainees Administrative staff Technical staff Librarians</p>	30	30	20	20	100	

				Call for tender was announced at: https://jnportal.ujn.gov.rs/ Tender documentation is within the project archive.						
	Service/Product: New IT equipment will be purchased and installed	M9	P9, P6	The University of Montenegro has conducted a joint procurement of IT equipment for all three Montenegrin HEIs. The supplier for all equipment was selected and a contract signed. Equipment has been delivered and installed. Premises of English Language Centers for support of internationalisation at each Montenegrin HEI were equipped.	Teaching staff Students Trainees Administrative staff Technical staff Librarians	30	30	20	20	100
	Service/Product: Tailor-made software for administration of mobility will be developed	M4-M9	P6, P7, P8, P9	This activity was exchanged for other activities, in agreement with EACEA, because of the initial delays due to the Covid19 restrictions, including the inability to organise and obtain necessary software and train the staff during the project time. Initial delays made it impossible to organise tender and implement this software at three Universities in line with Erasmus+ rules for this type of equipment/software. In agreement with EACEA, project team exchanged this activity with training of staff to use existing software for teaching and mobility and on exchange programs. Hence, numerous Calls for mobility were posted on the websites of the three Universities, as shown in the previous Chapters of this report.	Teaching staff Students Trainees Administrative staff Technical staff Librarians	30	30	20	20	100
2.2	Development/Redesign of English web sites of Montenegrin HEIs									
	Project activities					Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)
	Service/Product: English versions of web sites will be developed/redesigned	M9	P6, P7, P8, P9	University of Montenegro has conducted procurement for development of new web site. Redesigned web site is in operation from Feb 2021. University of Montenegro functional	Teaching staff Students Trainees Administrative staff	30	30	20	20	100

				<p>web site in English: https://www.ucg.ac.me/</p> <p>University Mediterranean web site: https://unimediterran.net/?lang=en</p> <p>At UDG a redesign of the existing web site has been done (without engaging external service provider): https://www.udg.edu.me/en/</p>	<p>Technical staff</p> <p>Librarians</p>						
	Service/Product: Web sites maintenance for a lifetime of the project	M5-M36	P6, P7, P8, P9	<p>All Montenegrin partner universities have functional websites.</p> <p>https://www.ucg.ac.me/</p> <p>https://www.udg.edu.me/en/</p> <p>https://unimediterran.net/?lang=en</p>	<p>Teaching staff</p> <p>Students</p> <p>Trainees</p> <p>Administrative staff</p> <p>Technical staff</p> <p>Librarians</p>	30	30	20	20	100	
	Report: Report will be issued	M5-M36	P6, P7, P8, P9	<p>Report on the redesign of English web sites of Montenegrin HEIs:</p> <p>http://www.iesp.ucg.ac.me/uploaded/files/Report%20-%20202.2%20Development-Redesign%20of%20English%20web%20sites%20of%20Montenegrin%20HEIs.docx</p> <p>Other material related to redesign of web sites of Montenegrin HEIs:</p> <p>http://www.iesp.ucg.ac.me/page.php?id=33</p>	<p>Teaching staff</p> <p>Students</p> <p>Trainees</p> <p>Administrative staff</p> <p>Technical staff</p> <p>Librarians</p>	30	30	20	20	100	
2.3	Know-how transfer to teaching staff related to the internationalization										
	2.3.1	Training on strategic planning for Montenegrin HEIs representatives									
	Project activities						Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)	
	Training material: Tailored training dedicated to the development of methodologies for development and	M5-M8	All partners	<p>Training material published open access http://www.iesp.ucg.ac.me/page.php?id=18</p> <p>Workshop presentation: http://www.iesp.ucg.ac.me/uploaded/files/Present</p>	<p>Teaching staff</p> <p>Other - Montenegrin HEIs' Management staff</p>	30	30	20	20	100	

	implementation of internationalization strategy			ation%20-%20Toma%9E%20%28003%29.pdf							
	Event: The training will last 2 days and will be hosted by P9	M5-M8	All partners	<p>Training on strategic planning for Montenegrin HEIs representatives (completed). It was organised on-line, via video platform, by the University of Ljubljana, on 16th and 18th of June 2020.</p> <p>Workshop on university strategy formulation and implementation participants: http://www.iesp.ucg.ac.me/uploaded/files/List%20of%20participants%20-%20Training%20for%20strategic%20planning%20UUL%2016%2C%2018%20June%202020.docx</p>	Teaching staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100	
	Report: Reports on each training will be produced	M5-M8	All partners	<p>Minutes of the workshop Strategic Planning, June 16 –18, 2020: http://www.iesp.ucg.ac.me/uploaded/files/Minutes-Workshop-Strategic%20planning-16%20and%2018%20June%202020.pdf http://www.iesp.ucg.ac.me/page.php?id=18</p>	Teaching staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100	
2.3.2	Training for internationalization of research and innovation										
Project activities						Evaluation score					
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)	
	Training material: various topics	M5-M8	All partners	<p>Introductory material: http://www.iesp.ucg.ac.me/uploaded/files/0%20Introduction%281%29.pdf</p> <p>International research and innovation cooperation: http://www.iesp.ucg.ac.me/uploaded/files/1%20International%20research%20and%20innovation%20cooperation%281%29.pdf</p>	Teaching staff Students Other - Montenegrin HEIs' Management staff	30	30	20	20	100	

				<p>Competitive bids preparation and implementation: http://www.iesp.ucg.ac.me/uploaded/files/2%20Competitive%20bids%20preparation%20and%20implementation%281%29.pdf</p> <p>Innovative Activities: http://www.iesp.ucg.ac.me/uploaded/files/3%20Innovative%20Activities%281%29.pdf</p> <p>Communication and Presentation Skills: http://www.iesp.ucg.ac.me/uploaded/files/4%20Communication%20and%20Presentation%20Skills%281%29.pdf</p> <p>Training material published open access http://www.iesp.ucg.ac.me/page.php?id=18</p>						
	Event: The training will last 4 days and will be hosted by P9	M5-M8	All partners	<p>Training for internationalization of research and innovation (completed). It was organised on-line, via video platform, by the University Côte d'Azur, during 7 days in June 2020.</p> <p>Participants: http://www.iesp.ucg.ac.me/uploaded/files/List%20of%20participants%20Training%20for%20young%20researchers%20UCA%20June%202020%20updated_site.docx</p>	Teaching staff Students Other - Montenegrin HEIs' Management staff	30	30	20	20	100
	Report: Reports on each training will be produced	M5-M8	All partners	<p>Capacity Building for Internationalization through staff training and equipment upgrade report: http://www.iesp.ucg.ac.me/uploaded/files/Final%20report%202.3.2.docx</p> <p>http://www.iesp.ucg.ac.me/page.php?id=18</p> <p>Workshop on Interculturality in Higher Education Organized for the Teaching Staff of Montenegrin Partners, June 3 – 4, 2021 http://www.iesp.ucg.ac.me/uploaded/files/Interculturality%20in%20HE-report.pdf</p>	Teaching staff Students Other - Montenegrin HEIs' Management staff	30	30	20	20	100
	Event: Workshop sessions with the Ministry of Science	M5-M8	All partners	<p>About the Kick-off at the web-site of the Ministry of Science of Montenegro: https://mna.gov.me/ministarstvo/226126/Odrzan-</p>	Teaching staff Students Other - Montenegrin	30	30	20	20	100

				prvi-sastanak-partnera-na-projektu-Jacanje-internacionalizacije-na-univerzitetima-u-Crnoj-Gori-kroz-efikasno-stratesko-pl.html?alphabet=lat Information on the web-site of the Ministry of Science about the first visit to the University of Ljubljana: http://www.mna.gov.me/vijesti/225952/Prva-studijska-posjeta-Ministarstva-nauke-u-okviru-Erasmus-projekta-IESP.html	HEIs' Management staff						
2.3.3	Know-how transfer related to improving English skills of teaching staff for delivering courses in English										
Project activities						Evaluation score					
Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)		
Training material: Key elements of planning and delivery of lectures, seminars and workshops	M11-M14	P6, P7, P8, P9	Interculturality in Higher Education, Dr. Špela Razpotnik: http://www.iesp.ucg.ac.me/uploaded/files/Interculturality%20in%20HE-workshop%20material.pdf Presentation on exchange opportunities at the University of Ljubljana, Mr. Aljoša Belcijan: http://www.iesp.ucg.ac.me/uploaded/files/Final%20report-Annex-Exchange%20opportunities-agenda.pdf Training material published open access http://www.iesp.ucg.ac.me/page.php?id=18	Teaching staff	30	30	20	20	100		
Event1: The training will last 78 teaching hours and will be hosted by each Montenegrin HEI for its staff	M11-M14	P6, P7, P8, P9	Know-how transfer related to improving English skills of teaching staff for delivering courses in English. This training is hosted by each Montenegrin HEI for its staff. For the staff of UoM the training has started on 9th of November 2020 (http://www.iesp.ucg.ac.me/uploaded/files/2.3.3%20know-how-transfer-related-to-improving-english-skills-of-teaching-staff-for-delivering-courses-in-english.pdf)	Teaching staff	30	30	20	20	100		

				<p>20Know%20how%20transfer%20related%20to%20improving%20English%20skills%20of%20teaching%20staff%20for%20delivering%20courses%20of%20English.docx).</p> <p>Interculturality in Higher Education, June 2021 Workshop programme: http://www.iesp.ucg.ac.me/uploaded/files/Programme-Workshop%20Interculturality%20in%20HE-3.-4.6.2021.pdf</p> <p>UDG and UNIM have realised the preparations for the English course – infrastructural/technical preparations and contents of the course.</p> <p>This is an activity that was not planned by IESP, but shows the exploitation of project results since it was organized by Department for Language Support to Internationalization and was implemented in the classrooms equipped through IESP. Training of teaching staff for teaching in English at UoM: https://www.iesp.ucg.ac.me/news.php?id=38</p> <p>At the University of Montenegro, certificates were awarded to 41 participants from the academic and non-academic staff for successfully attending English language courses organized as part of the Erasmus + project IESP (Strengthening Internationalization at Montenegrin Universities through Effective Strategic Planning) coordinated by the University of Montenegro. https://www.iesp.ucg.ac.me/news.php?id=34</p>							
	Event2: After the completion of the course participants will be examined at P9	M11-M14	P6, P7, P8, P9	<p>Interculturality workshop statistics: http://www.iesp.ucg.ac.me/uploaded/files/Interculturality%20in%20HE-3%20and%204%20June%202021.xlsx</p>	Teaching staff	30	30	20	20	100	

				<p>Exchange opportunities workshop statistics: http://www.iesp.ucg.ac.me/uploaded/files/Final%20report-Annex-Exchange%20opportunities-questionnaire%20report.pdf</p> <p>Certificates were awarded https://www.ucg.ac.me/objava/blog/1021/objava/125712-dodijeljeni-sertifikati-polaznicima-kurseva-engleskog-jezika-u-okviru-realizacije-erasmus-projekta-iesp</p>							
	Report: Reports on each training will be produced	M11-M14	P6, P7, P8, P9	<p>Know-how transfer related to improving English skills of teaching staff: http://www.iesp.ucg.ac.me/uploaded/files/2.3.3%20Know%20how%20transfer%20related%20to%20improving%20English%20skills%20of%20teaching%20staff%20for%20delivering%20courses%20of%20English.docx</p> <p>Know-how transfer to teaching staff related to the Internationalization: http://www.iesp.ucg.ac.me/uploaded/files/Interculturality%20in%20HE-report%281%29.pdf</p> <p>Know-how transfer to teaching staff related to exchange opportunities: http://www.iesp.ucg.ac.me/uploaded/files/Final%20report-Annex-Exchange%20opportunities-report.pdf</p>	Teaching staff	30	30	20	20	100	
2.4	Know-how transfer to administrative staff related to internationalization										
	2.4.1	Training of administration in relation to implementation and monitoring of the internationalization process									
	Project activities						Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)	
	Training material: various aspects of functioning of international relation offices	M5-M8	All partners	<p>Welcoming and Registration Procedures http://www.iesp.ucg.ac.me/uploaded/files/Welcoming%20and%20Registration%20Procedures%20</p>	Administrative staff Technical staff	30	30	20	20	100	

				%281%29_compressed.pdf UCA Services http://www.iesp.ucg.ac.me/uploaded/files/UCA%20SERVICES.pdf Managing of Erasmus and exchange bilateral agreements http://www.iesp.ucg.ac.me/uploaded/files/IESP%20-%20Sesi%2B_n%20Pyctos%20-%20DEF%281%29.pdf Promotion of international projects http://www.iesp.ucg.ac.me/uploaded/files/IESP%20-%20Sesi%2B_n%20Pyctos%20-%20DEF.pdf Mobility Management Applications http://www.iesp.ucg.ac.me/uploaded/files/apps-mobility.pdf Credit recognition http://www.iesp.ucg.ac.me/uploaded/files/5-recognition.pdf Training material published open access http://www.iesp.ucg.ac.me/page.php?id=21						
	Event: The training will last 2 days and will be hosted by P2	M5-M8	All partners	Training of administration in relation to implementation and monitoring of the internationalization process (completed). It was organised on-line, via video platform, by the University of Cadiz, on 27th and 28th of October 2020. Agenda: http://www.iesp.ucg.ac.me/uploaded/files/Agenda%20-%20Administrative%20staff-training-UCA_E-internationalization.pdf Presentation on Double and Joint Study Programmes for administration: http://www.iesp.ucg.ac.me/uploaded/files/Agenda%20-Presentation%20on%20Double%20and%20Joint%20Degrees_Agenda.pdf	Administrative staff Technical staff	30	30	20	20	100
	Report: Reports on each training will be produced	M5-M8	All partners	Report on the on-line Training for administrative staff organized by the University of Cadiz:	Administrative staff Technical staff	30	30	20	20	100

				http://www.iesp.ucg.ac.me/uploaded/files/Report%20-%202.4%20Know-how%20transfer%20to%20administrative%20staff%20related%20to%20internationalization.docx Material related to 2.4.1 can be found here (agenda, list of participants, report, presentations): http://www.iesp.ucg.ac.me/page.php?id=21							
2.4.2	Know-how transfer related to improving English skills of administrative staff for supporting internationalization										
Project activities							Evaluation score				
Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)		
Training material: tailored English language courses for administration	M11-M14	P6, P7, P8, P9	Internal teaching materials. Open access only for trainees. http://www.iesp.ucg.ac.me/page.php?id=21	Administrative staff	30	20	20	20	100		
Event1: The training will last 78 teaching hours and will be hosted by each Montenegrin HEI for its staff	M11-M14	P6, P7, P8, P9	Know-how transfer related to improving English skills of administrative staff for supporting internationalization. This training is hosted by each Montenegrin HEI for its staff. The courses started at the beginning of November 2020 and will last for 12 weeks. Classes are taught by professors of the Faculty of Philology of the University of Montenegro twice a week. Before the start of the course, the participants were tested and the level of knowledge was assessed, and after the end of the course, the participants was tested again, on the basis of which progress was evaluated. The training has been realised at UoM, UDG and UNIM. At the University of Montenegro, certificates were awarded to 41 participants from the academic and non-academic staff for successfully attending English language courses organized as part of the Erasmus + project IESP (Strengthening	Administrative staff	30	30	20	20	100		

				Internationalization at Montenegrin Universities through Effective Strategic Planning) coordinated by the University of Montenegro. https://www.iesp.ucg.ac.me/news.php?id=34						
	Event2: After the completion of the course participants will be examined at P7	M11-M14	P6, P7, P8, P9	In scope of the IESP project, University of Donja Gorica, in March 2021, implemented an English language Course "Academic English and English as Medium of Instruction - EMI" for teaching and "Business English" for administrative staff of the University. https://www.udg.edu.me/en/news/successfully-completed-english-language-course-within-the-iesp-project-1730	Administrative staff	30	30	20	20	100
	Report: Reports on each training will be produced	M11-M14	P6, P7, P8, P9	Report on know-how transfer related to improving English skills of administrative staff related to internationalization: http://www.iesp.ucg.ac.me/uploaded/files/2.4.2%20Know%20how%20transfer%20related%20to%20improving%20English%20skills%20of%20administrative%20staff%20related%20to%20internationalization.docx	Administrative staff	30	30	20	20	100
WP3	Development of Tools for Enhanced Internationalization									
3.1	Development of internationalization strategies and action plans									
	Project activities					Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)
	Event1: Visiting P5 partner to finalize draft version	M9	P1, P3, P4, P6, P7, P8, P9	February 20 – 21, 2020 visit to University of Ljubljana, Slovenia	Teaching staff Students Administrative staff Technical staff Librarians Other - Montenegrin	30	30	20	20	100

					HEIs' Management staff, General public							
	Report1: Montenegrin HEIs' internationalization strategy and accompanying Action Plans for period 2020 – 2025	M8- M11	All partners	<p>Final Internationalization Strategy of the University of Montenegro (2021-2026): http://www.iesp.ucg.ac.me/uploaded/files/Strategija%20internacionalizacije%20UCG%202021%20-%202026.%282%29.pdf</p> <p>Final Internationalization Strategy of the University Mediterranean (2021-2026): http://www.iesp.ucg.ac.me/uploaded/files/UM_Internationalization%20Strategy%202021-2026_F.pdf</p> <p>Final Internationalization Strategy of the University Donja Gorica (2021-2026): http://www.iesp.ucg.ac.me/uploaded/files/strategija_jan21Ver2.pdf</p>	Teaching staff Students Administrative staff Technical staff Librarians Other - Montenegrin HEIs' Management staff, General public	30	30	20	20	100		
	Event2: P9 will host a two-day meeting during which partners will present drafts of internationalization strategies with action plans	M10	All partners	At the on-line video meeting of the PMB, hosted by the University of Montenegro on 13th of November 2020, the drafts of three internationalization strategies with action plans of the respective Montenegrin universities were presented and discussed.	Teaching staff Students Administrative staff Technical staff Librarians Other - Montenegrin HEIs' Management staff, General public	30	30	20	20	100		
	Event3: Debates on strategy plan drafts will be organized at each Montenegrin HEI	M10	P1, P3, P4, P7, P8, P9	Due to COVID 19 situation, this activity was realised online and by exchanging emails with management of HEIs and virtual Zoom meeting was organised. Draft plans were adjusted according to the suggestions provided at these online meetings. Updates of the initially adopted strategy have been discussed during the live meetings in the second part of the project realisation.	Teaching staff Students Administrative staff Technical staff Librarians Other - Montenegrin HEIs' Management staff, General public	30	30	20	20	100		
3.2	Development of supporting documentation to internationalization											
	Project activities							Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results	Quality of the project results and	Quality of the cooperation arrangement	Impact and dissemination (max)	Total score (max score 100)		

						(max score 30)	implementation (max score 30)	ments (max score 20)	score 20)	
	Event: P7 will host a two-day meeting during which partners will present drafts of supporting documentation	M10	All partners	Several meetings were dedicated to this task.	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100
	Report: Supporting documentation: university procedures, manuals for the staff dealing with international students and affairs, standardized documents to be issued to foreign students etc.	M8-M11	All partners	UoM and UDG has prepared a set of supporting documents related to mobility, projects, bilateral agreements and degree seeking students. UoM – supporting documentation for mobility: http://www.iesp.ucg.ac.me/uploaded/files/Smjernice%20i%20propratna%20dokumentacija%20za%20mobilnost.zip UoM – supporting documentation for projects: http://www.iesp.ucg.ac.me/uploaded/files/Smjernice%20i%20propratna%20dokumentacija%20za%20projekte%281%29.zip UDG – supporting documentation for internationalization: http://www.iesp.ucg.ac.me/uploaded/files/suportingDocumentsUDG.zip http://www.iesp.ucg.ac.me/page.php?id=28	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100
3.3	Design of catalogues for courses offered in English									
	Project activities					Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)
	Report: English courses catalogues and syllabus	M11-M13	All partners	Course catalogues for courses offered in English language - University of Montenegro https://www.iesp.ucg.ac.me/page.php?id=36 Academic Offer for Erasmus+ Students – UoM: http://www.iesp.ucg.ac.me/uploaded/files/List%20of%20available%20subjects%20in%20English%20	Teaching staff Students Administrative staff	30	30	20	20	100

[20language%20%20IESP.xlsx](#)

Report on know-how transfer related to the design of catalogues for courses offered in English:
<https://www.iesp.ucg.ac.me/uploaded/files/Report%20-%20Dev.%20%203.3%20-%20Know-how%20transfer%20related%20to%20the%20design%20of%20catalogues%20for%20courses%20of%20ered%20in%20English%282%29.docx>

Online Training on Design of Courses in English Language:
http://www.iesp.ucg.ac.me/uploaded/files/Presentations%20-%20UL%20courses%20in%20ENG-2%20and%205%20March%202021_compressed%282%29.pdf

The aim of the workshop was to present the experience of the University in Ljubljana in designing catalogues of courses in English language, design and preparation of teaching materials, financial planning, engagement of support staff and services
https://www.iesp.ucg.ac.me/uploaded/files/IESP_Visibility_NEWSLETTER-Iss02_FINAL-Draft_A4_web-----.pdf

Faculty of Architecture
<https://www.ucg.ac.me/objava/blog/19379/objava/120061-faculty-of-architecture>

Biotechnical Faculty
<https://www.ucg.ac.me/objava/blog/19379/objava/120063-biotechnical-faculty>

Faculty of Electrical Engineering
<https://www.ucg.ac.me/objava/blog/19379/objava/120064-faculty-of-electrical-engineering>

Faculty of Dramatic Arts
<https://www.ucg.ac.me/objava/blog/19379/objava/120065-faculty-of-dramatic-arts>

Faculty of Fine Arts
<https://www.ucg.ac.me/objava/blog/19379/objava/120066-faculty-of-fine-arts>

				Faculty for Sport and Physical Education https://www.ucg.ac.me/objava/blog/19379/objava/120067-faculty-for-sport-and-physical-education Faculty of Philology https://www.ucg.ac.me/objava/blog/19379/objava/120068-faculty-of-philology Faculty of Civil Engineering https://www.ucg.ac.me/objava/blog/19379/objava/120069-faculty-of-civil-engineering Faculty of Metallurgy and Technology https://www.ucg.ac.me/objava/blog/19379/objava/120070-faculty-of-metallurgy-and-technology Music Academy https://www.ucg.ac.me/objava/blog/19379/objava/120071-music-academy						
3.4	Development of pilot summer school in English with curricula									
	Project activities						Evaluation score			
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)
	Event1: P5 and P6 will host 2 day meetings during which EU HEIs will present their summer school programs	M8-M9	P1, P2, P3, P4, P5, P6, P9	Two on-line trainings via video platform were organised Training organised by the University of Ljubljana, Oct 22-23, 2020 (35 representatives from several UoM's units participated in the training). Agenda and training material accessible on page http://www.iesp.ucg.ac.me/page.php?id=20 Training organised by the University of Cadiz, Nov 9-11, 2020 (28 representatives from several UoM's units participated in the training). Agenda and training material accessible on page http://www.iesp.ucg.ac.me/page.php?id=20 . The trainings encompassed all academic and	Teaching staff Administrative staff	30	30	20	20	100

				practical aspects important for the successful planning and realisation of the summer school: development of the academic program, quality assurance, financial planning, process of application and selection of students, organization of accommodation and extracurricular activities, etc.						
	Event2: P9 will host a two-day meeting during which P1 will present summer schools programs	M13	P1, P2, P3, P4, P5, P6, P9	<p>Meeting with the representatives of the Agency for Control and Quality Assurance of Higher Education – ACQAHE http://www.iesp.ucg.ac.me/uploaded/files/Letter%20to%20AKOKVO%20-%20expression%20of%20intention%20to%20accredit%20summer%20school.pdf</p> <p>http://www.iesp.ucg.ac.me/uploaded/files/Meeting%20AKOKVO%20summer%20schools%20accreditation.pdf</p> <p>http://www.iesp.ucg.ac.me/page.php?id=20</p>	Teaching staff Administrative staff	30	30	20	20	100
	Report: Documents will be disseminated and incorporated into the general overview report	M8-M36	P1, P2, P3, P4, P5, P6, P9	<p>Report on the training conducted by the University of Ljubljana: www.iesp.ucg.ac.me/uploaded/files/2.3%20Online%20Training%20on%20Summer%20Schools%20organized%20by%20the%20University%20of%20Ljubljana%20-%20report.docx</p> <p>Report on the training conducted by the University of Cadiz: http://www.iesp.ucg.ac.me/uploaded/files/3.3.4%20Report%281%29.docx</p> <p>Other material related to these two trainings (agendas, attendance list, presentations): http://www.iesp.ucg.ac.me/page.php?id=20</p> <p>Virtual training on summer schools organized by the University of Ljubljana https://www.iesp.ucg.ac.me/uploaded/files/IESP_Visibility_NEWSLETTER-Iss02_FINAL-Draft_A4_web-----.pdf</p>	Teaching staff Administrative staff	30	30	20	20	100

				<p>Successful examples of the internationalization of the University of Montenegro, new summer schools and study programs in English, were presented at the International Training Week for staff of partner universities, at the Rectorate of the University of Montenegro, in Podgorica. The training brought together representatives of partner universities from Slovenia, Spain, Germany and Romania who were staying at UoM from November 7 to 11, 2022.</p> <p>https://www.ucg.ac.me/objava/blog/1021/objava/152428-uspjesni-primjeri-internacionalizacije-univerziteta-crne-gore-predstavljani-na-medunarodnoj-nedjelji-obuke-za-partnerske-univerzitete</p>						
3.5	Development of teaching materials in English									
	Project activities					Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)
	Teaching material: Montenegrin HEIs teaching staff will develop teaching materials for each course in English	M13-M18	P2, P5, P6, P7, P8, P9	List of available subjects in English: https://www.iesp.ucg.ac.me/uploaded/files/List%20of%20available%20subjects%20in%20English%20language%283%29.xlsx	Teaching staff Students Administrative staff	30	30	20	20	100
	Report: Materials will be disseminated and incorporated into the general overview report	M13-M18	P2, P5, P6, P7, P8, P9	List of available subjects in English: https://www.iesp.ucg.ac.me/uploaded/files/List%20of%20available%20subjects%20in%20English%20language%283%29.xlsx	Teaching staff Students Administrative staff	30	30	20	20	100
3.6	Developing criteria for assessing quality of internationalization of Montenegrin HEIs									
	Project activities					Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results	Quality of the project results and	Quality of the cooperation arrangement	Impact and dissemination (max	Total score (max score 100)

		tion				(max score 30)	implem entation (max score 30)	ments (max score 20)	score 20)	
	Event: P8 will host a two-day meeting during which Montenegrin HEIs will present guidelines	M10	All partners	Several meetings were dedicated to this task.	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100
	Report: Institutional guidelines for quality assessment, including monitoring and evaluation, of internationalization for each of the Montenegrin HEIs	M8-M11	All partners	UoM Internationalization Strategy 2021-2026 Key Performance Indicators https://www.iesp.ucg.ac.me/uploaded/files/KPI%20UoM%202021-2026%20ENG%282%29.docx https://www.iesp.ucg.ac.me/page.php?id=39	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100
WP4	Integration of Internationalization at Montenegrin HEIs									
4.1	Adoption and implementation of strategic documents									
		Project activities				Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)
	Report1: Quality assessment and evaluation plan will be developed	M12-M36	All partners	Adoption and implementation of strategic documents https://www.iesp.ucg.ac.me/uploaded/files/Strategija%20internacionalizacije%20UCG%202021%20-%202026.%282%29.pdf https://www.iesp.ucg.ac.me/page.php?id=29	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100
	Event1: Internationalization strategies and accompanying documents will be presented to the Montenegrin HEIs' governing bodies for adoption	M12	All partners	Adoption of Internationalization Strategy by the University Senate http://www.iesp.ucg.ac.me/news.php?id=20	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100
	Event2: Each Montenegrin HEI will organise information sessions with their colleagues	M13	All partners	University Senate at each of the three universities had informed university staff on Internationalization Strategy proposition and after	Teaching staff Administrative staff Other - Montenegrin	30	30	20	20	100

				discussions with their colleagues Internationalization Strategy was adopted by the University Senate. About the UoM Internationalization Strategy 2021-2026 on the web site of the University of Montenegro: https://www.ucg.ac.me/objava/blog/10/objava/100056-usvojena-strategija-internacionalizacije-univerziteta-crne-gore-za-period-2021-2026-godine	HEIs' Management staff						
	Report2: Report and materials from the info session will be disseminated and incorporated into the general overview report	M12-M36	All partners	Adoption and implementation of strategic documents https://www.iesp.ucg.ac.me/uploaded/files/IESP%20-%20Internationalisation%20Strategy%20of%20UoM%202021-2026.pdf https://www.iesp.ucg.ac.me/uploaded/files/strategija_jan21Ver2.pdf https://www.iesp.ucg.ac.me/uploaded/files/UM_Internationalization%20Strategy%202021-2026_F.pdf	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100	
4.2	Establishment of language support centre for internationalization										
	Project activities						Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)	
	Report: Report on establishing Centres	M11-M36	P7, P8, P9	Report on the establishment of language support centres for internationalization: http://www.iesp.ucg.ac.me/uploaded/files/Report%20DEV%204.2%20Establishment%20of%20language%20support%20centres%281%29.docx	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100	
	Service/Product: Centres will be equipped with adequate IT equipment within WP2 DEV	M9	P7, P8, P9	At the University of Montenegro the centre has been established with two classrooms. One in the rectorate building, in the university campus in	Teaching staff Administrative staff Other - Montenegrin	30	30	20	20	100	

	2.1.			<p>Podgorica. The other at the Faculty of Philology in Niksic (the second largest city in Montenegro) campus. Additional equipment has been installed at the Faculty of Sports and Physical Education in Niksic, close to the Faculty of Philology in case of larger number of attendees. ICT equipment procured within the project (activity 2.1) is partly installed in the centres. Apart from English language courses, they will provide Montenegrin language courses for international students and staff.</p> <p>English language courses at UoM have started at the beginning of November 2020, but due to the current situation with COVID 19 pandemic they were conducted on-line.</p>	HEIs' Management staff					
	<p>Event: An idea of establishment of the Language support centre for internationalization with adequate documentation will be presented to the Montenegrin HEIs' governing bodies for adoption</p>	M11	P7, P8, P9	<p>Language support centres for internationalization have been established at each Montenegrin HEI. Decision on establishment of language centre at UoM: http://www.iesp.ucg.ac.me/uploaded/files/02-401-1-%20Decision%20on%20establishment%20of%20Language%20Centre%20-%20UoM.pdf</p> <p>Decision on establishment of language centre at UDG: http://www.iesp.ucg.ac.me/uploaded/files/Decison%20on%20Establishment%20of%20language%20centre%20-%20UDG.pdf</p> <p>Decision on establishment of language centre at UNIM: http://www.iesp.ucg.ac.me/uploaded/files/Odluka%20o%20formiranju%20Odjeljenja%20za%20jezi%20C4%20ku%20podr%20C5%A1ku%20internacionalizaciji%20.pdf</p>	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100
	<p>Service: Career Development Centre at University of Montenegro will employ a person with disabilities to deal with issues of students from vulnerable groups, providing</p>	M22	P9	<p>In order to support incoming and outgoing mobility of students and staff with disabilities during project lifetime and beyond, Montenegrin HEIs have officially made necessary framework and created a position where person with disabilities can be engaged. Namely, they changed</p>	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100

	support for the mobility, including support in the application procedures, searching for the partner university			<p>the systematization of existing positions at university to enable such new position for a person with disabilities.</p> <p>Info Day: Support for students with disabilities through Erasmus+ projects Nikolina Radulovic, member of the project team IESP – Employment of the people with disabilities spoke about these activities. https://www.iesp.ucg.ac.me/news.php?id=35</p> <p>https://www.ucg.ac.me/objava/blog/10/objava/117585-na-univerzitetu-crne-gore-predstavljivi-vidovi-podrske-studentima-sa-invaliditetom-kroz-erasmus-projekte</p>						
4.3	Adoption and implementation of English courses offered at BSc and MSc levels									
	Project activities						Evaluation score			
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)
	Report: Report with catalogues will be disseminated and incorporated into the general overview report	M14-M36	All partners	List of available subjects in English: https://www.iesp.ucg.ac.me/uploaded/files/List%20of%20available%20subjects%20in%20English%20language%283%29.xlsx	Teaching staff Students Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100
	Service/Product 1: Catalogues of English courses will be presented to Montenegrin HEIs governing bodies for adoption	M14	All partners	Introducing Teaching in English for Selected Courses of Undergraduate and Master Studies of the University of Montenegro through the IESP project https://www.iesp.ucg.ac.me/news.php?id=5	Teaching staff Students Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100
	Service/Product 2: After adoption, if needed, accreditation process will be performed at National Agency	M15	All partners	Decision on Accreditation "Sustainable development of the yachting and cruising industry" https://www.iesp.ucg.ac.me/uploaded/files/Odluka_akreditacija_LLL_Pomorski_fakultet_21042022	Teaching staff Students Administrative staff Other - Montenegrin	30	30	20	20	100

	for Quality Assurance			%281%29.pdf Decision on Accreditation "Entrepreneurship in Heritage Tourism" https://www.iesp.ucg.ac.me/uploaded/files/Odluka_LLL_Preduzetnistvo_u_turizmu_bastine.pdf	HEIs' Management staff					
4.4	Adoption and implementation of pilot summer schools									
	Project activities					Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)
	Report: Report and curricula of summer schools will be disseminated and incorporated into the general overview report	M14-M35	P1, P2, P3, P4, P5, P6, P8, P9	Staff week was held. Report on the implementation of summer school "Sustainable Development of the Yachting and Cruising Industry" http://www.iesp.ucg.ac.me/uploaded/files/Report%20on%20Summer%20School%20Sustainability%20in%20Yachting%20and%20Cruise%20Tourism.pdf Certificates of completion: http://www.iesp.ucg.ac.me/uploaded/files/CERTIFICATE%20OF%20COMPLETION%281%29.pdf Photos and attendance list can be found on page http://www.iesp.ucg.ac.me/page.php?id=26 Report on the implementation of summer school "Entrepreneurship in Heritage Tourism " http://www.iesp.ucg.ac.me/uploaded/files/Report%20on%20Summer%20School%20Entrepreneurship%20in%20Heritage%20Tourism%20%282%29.pdf Photos and can be found on page http://www.iesp.ucg.ac.me/page.php?id=26 Faculty of Maritime Studies Kotor: Sustainability	Teaching staff Students Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100

				<p>in Yachting and Cruise Tourism https://www.iesp.ucg.ac.me/uploaded/files/Sustainability%20in%20Yachting%20and%20Cruise%20Tourism%20-%20Faculty%20Council%20Decision.pdf</p> <p>Faculty of Tourism and Hotel Management: Entrepreneurship in Heritage Tourism https://www.iesp.ucg.ac.me/uploaded/files/Entrepreneurship%20in%20Heritage%20Tourism%20-%20Faculty%20Council%20Decision.pdf</p> <p>More information on page: http://www.iesp.ucg.ac.me/page.php?id=26</p>						
	<p>Service/Product1: Summer school curricula with course catalogues will be presented to P1 governing bodies for adoption</p>	M14	<p>P1, P2, P3, P4, P5, P6, P8, P9</p>	<p>Meetings held to plan development of summer school programs in English at the University of Montenegro Together with the assistance of the colleagues from the Agency for Control and Quality Assurance of Higher Education – ACQAHE summer school curricula will be created as foreseen within WP3 Development of Tools for Enhanced Internationalization of IESP project. https://www.iesp.ucg.ac.me/news.php?id=27</p> <p>Summer school curricula: https://www.ucg.ac.me/skladiste/blog_1271/objava_143800/fajlovi/IESP%20Summer%20school%20Flyer.pdf</p>	<p>Teaching staff Students Administrative staff Other - Montenegrin HEIs' Management staff</p>	30	30	20	20	100
	<p>Service/Product2: Accreditation process will be performed at National Agency for Quality Assurance</p>	M15	<p>P1, P2, P3, P4, P5, P6, P8, P9</p>	<p>Decision on Accreditation "Sustainable development of the yachting and cruising industry" https://www.iesp.ucg.ac.me/uploaded/files/Odluka_akreditacija_LLL_Pomorski_fakultet_21042022%281%29.pdf</p> <p>Decision on Accreditation "Entrepreneurship in Heritage Tourism" https://www.iesp.ucg.ac.me/uploaded/files/Odluka_LLL_Preduzetnistvo_u_turizmu_bastine.pdf</p>	<p>Teaching staff Students Administrative staff Other - Montenegrin HEIs' Management staff</p>	30	30	20	20	100

				<p>Summer school on "Sustainable development of yachting and cruise industry" https://www.iesp.ucg.ac.me/news.php?id=39</p> <p>First Accredited Summer School: Interesting Findings, Practical Experiences and Nice Social Interactions in English Language https://www.iesp.ucg.ac.me/news.php?id=41 http://www.iesp.ucg.ac.me/uploaded/files/IESP%20Summer%20school%20Flyer%282%29.pdf</p> <p>Beginning of the first accredited summer school in English in Montenegro Marked: Entrepreneurship in legacy tourism https://www.iesp.ucg.ac.me/news.php?id=43</p> <p>Field Teaching of the Summer School "Entrepreneurship in heritage tourism" through implementation of "Old Royal Montenegro" tourist tour https://www.iesp.ucg.ac.me/news.php?id=44</p>	<p>Teaching staff Students Administrative staff Other - Montenegrin HEIs' Management staff</p>	30	30	20	20	100
	<p>Service/Product3: Implementation will follow accreditation process</p>	M20	<p>P1, P2, P3, P4, P5, P6, P8, P9</p>							
	<p>Event: 2-day monitoring visit at P9</p>	M36	<p>P1, P2, P3, P4, P5, P6, P8, P9</p>	<p>Successful examples of the internationalization of the University of Montenegro, new summer schools and study programs in English, were presented at the International Training Week for staff of partner universities, at the Rectorate of the University of Montenegro, in Podgorica. The training brought together representatives of partner universities from Slovenia, Spain, Germany and Romania who are staying at UoM from November 7 to 11, 2022. https://www.ucg.ac.me/objava/blog/1021/objava/152428-uspjesni-primjeri-internacionalizacije-univerziteta-crne-gore-predstavljani-na-medunarodnoj-nedjelji-obuke-za-partnerske-univerzitete</p>	<p>Teaching staff Students Administrative staff Other - Montenegrin HEIs' Management staff Other</p>	30	30	20	20	100
WP5	Quality Control and Monitoring									
5.1	Establishment of Quality Assurance (QA) body									

Project activities						Evaluation score				
Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)	
Report: Report on QA body will be disseminated and incorporated into the general overview report.	M3	All partners	QA body established, on 15th of January 2020. A list of its members can be seen here: https://www.iesp.ucg.ac.me/uploaded/files/IESP%20QAB%20members%282%29.docx	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100	
Event: QA body will be established during Kick-off meeting at P9	M3	All partners	The Quality Assurance Body (QAB) was established at the Kick-off meeting, held in Podgorica on 15th and 16th of January 2020. It consists of one delegated representative from each partner institution and it is chaired by the representative of the University of Cadiz, which is a leader of work package "Quality Control and Monitoring".	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100	
5.2 Development and implementation of Internal Quality Control and Monitoring Plan										
Project activities						Evaluation score				
Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)	
Report: Internal Quality Control and Monitoring Plan will encompass guidelines for QA to be implemented throughout the project	M3-M36	All partners	Monitoring and Quality Plan: http://www.iesp.ucg.ac.me/uploaded/files/IESP%20-%20Monitoring%20and%20Quality%20Plan%282%29.pdf The University of Cadiz, with participation of QAB members, developed the Monitoring and Quality Plan (MQP). It provides quality assurance and monitoring guidelines, which include the elaboration of tools to assess the quality of the activities and a list of quality indicators. After the	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100	

				<p>meeting of the Project Management Board held on-line in May 2020, in order to discuss how to proceed with activities i.e. to decide about re-scheduling and resume of the activities that had been temporarily stopped due to lockdown caused by Covid-19 pandemic, the QAB held its on-line meeting in June 2020 and adopted the MQP, which was afterwards approved by the PMB on 4th of July 2020.</p> <p>Satisfaction surveys have been used for analysis and evaluation of quality of project management, individual consortium meetings, trainings and deliverables (the templates of surveys are included as annexes in the MQP). The surveys were being collected and the data elaborated by the QA work package leader, who has been in frequent communication with the representatives of the project partners, especially with the coordinator, for the purpose of adequate coordination of tasks and activities.</p> <p>Virtual study visit of the University of Cadiz was organized on July 24, 2020. https://www.iesp.ucg.ac.me/news.php?id=11</p>							
5.3	External Quality Control and Evaluation										
	Project activities						Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)	
	Report: External evaluation reports will serve as another tool for improving overall quality of the implementation	M13-M36	External expert	The National Erasmus+ Office conducted an on-line preventive monitoring visit on 27th of April 2020, followed by visit in situ on 5th of June 2020, where representatives of all partners from Montenegro were present. Feedback from NEO sent on 17th of July 2020, following the two	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100	

				<p>visits, containing observations and recommendations.</p> <p>The National Erasmus+ Office in Montenegro conducted a monitoring visit of the IESP project on 14th April 2021. http://www.iesp.ucg.ac.me/news.php?id=29</p> <p>Tender for services of external quality evaluation of the project was realised (Dec, 2020-Jan 2021) and external expert was selected. The first External Quality Report of the project was realised in Jan 2021 and this second External Quality Report has been realised in Nov-Dec 2022. http://www.iesp.ucg.ac.me/uploaded/files/IESP-QE-final.pdf</p>							
5.4	Impact Analysis										
	Project activities						Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)	
	Report: Impact Analysis, providing measurable impact data on the planned results and expected long-term outcomes	M15-M36	All partners	<p>Impact analysis is given in scope of evaluation documents for: summer school, trainings, Monitoring and Quality Plan. Impact analysis is given by the first evaluation report and within this second quality report: http://www.iesp.ucg.ac.me/uploaded/files/Quality%20Plan-IESP%283%29.pdf</p> <p>Benchmarking Analyses of Montenegrin universities and Guidelines for Internationalization of Montenegrin HEIs was presented at the virtual meeting of IESP partners: http://www.iesp.ucg.ac.me/news.php?id=18</p>	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100	
WP6	Dissemination and Exploitation of Project Results										
6.1	Development and implementation of dissemination and exploitation plans										

Project activities						Evaluation score				
Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)	
Report: Dissemination and exploitation plans	M1-M36	All partners	<p>University Mediterranean developed a Dissemination and exploitation plan at the end of May 2020. Dissemination activities have been numerous and diverse and assigned to each partner. For the dissemination purposes different channels and tools have been used, such as project website, web sites of institutions involved in the project, social media accounts, info-days (e.g. Erasmus week in Montenegro in October 2020) and other meetings within the institutions, interviews to local and national electronic and print media given by universities' representatives and in particular by the vice-rector for international relations at the UoM, printing material, etc. Information on the project activities has been distributed to the media. Dissemination and exploitation plan:</p> <p>http://www.iesp.ucg.ac.me/uploaded/files/Dissemination%20and%20Exploitation%20Plan%284%29.pdf</p> <p>Activities, outputs and material related to dissemination:</p> <p>http://www.iesp.ucg.ac.me/page.php?id=11</p>	<p>Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff</p>	30	30	20	20	100	
6.2	Website of the project and social media accounts									
Project activities						Evaluation score				
Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)	

	Service/Product: Project web-site containing all necessary data on the project, as well as announcements, articles and other information	M2-M36	P8, P9	Project web-site was developed by the University of Montenegro. The UoM is responsible for editing the site, but all partners have submitted materials and have been involved in these activities. UNIM created accounts for the project on social media (Facebook, Instagram) on 8th of July 2020. IESP project web site: http://www.iesp.ucg.ac.me/ Social media accounts: Facebook: https://www.facebook.com/iesp2020 Instagram: https://www.instagram.com/iesp/	Teaching staff Students Trainees Administrative staff Technical staff Librarians Other - Management staff	30	30	20	20	100
6.3	Dissemination products and materials									
	Project activities					Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)
	Service/Product: Project brochures, posters, roll-ups, folders and pads, electronic newsletter, Guides for Incoming Students and Guides for Incoming Researchers	M3-M36	All partners	Dissemination of the project results and objectives has been wide. Visibility of the project is achieved. Newsletter and other dissemination products and material can be found here: http://www.iesp.ucg.ac.me/page.php?id=19 UNIM published the first semi-annual Newsletter: http://www.iesp.ucg.ac.me/uploaded/files/IESP_Visibility_NEWSLETTER-Iss01_FINAL_A4_web_corr-4_16str.pdf - About the project in the daily newspaper 'Vijesti' http://www.iesp.ucg.ac.me/uploaded/files/Daily%20Newspaper%20Vijesti%20insert%20-%20November%202020%20-%20pg.%208.pdf	Teaching staff Students Trainees Administrative staff Technical staff Librarians	30	30	20	20	100

6.4		Dissemination and exploitation events					Evaluation score				
Project activities											
Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)		
Event1: Open day for students and wider public	M17	P1, P3, P4, P7, P8, P9	<p>The situation with the COVID-19 pandemic made it impossible to organise or attend live events for presentation of the project.</p> <p>Virtual Conference was organised by using Zoom virtual platform.</p> <p>Presentation of the project at event organized by National Erasmus+ Office of Montenegro</p> <p>https://www.ucg.ac.me/objava/blog/10/objava/117585-na-univerzitetu-crne-gore-predstavljeni-vidovi-podrske-studentima-sa-invaliditetom-kroz-erasmus-projekte</p> <p>https://www.ucg.ac.me/objava/blog/1021/objava/116548-odrzana-diskusija-na-temu-priznavanja-kredita-nakon-povratka-sa-razmjene</p> <p>http://www.iesp.ucg.ac.me/page.php?id=42</p> <p>Discussion was held on the topic of credit recognition post exchange</p> <p>https://www.ucg.ac.me/objava/blog/1021/objava/116548-odrzana-diskusija-na-temu-priznavanja-kredita-nakon-povratka-sa-razmjene</p> <p>At the meeting held in the Rectorate of the University of Montenegro with the Vice-deans for International Cooperation on October 26th 2022, the supporting documentation for mobility of students and staff and guidelines for project</p>	<p>Teaching staff</p> <p>Students</p> <p>Trainees</p> <p>Administrative staff</p> <p>Technical staff</p> <p>Librarians</p> <p>Other - Montenegrin HEIs' Management</p>	30	30	20	20	100		

				<p>implementation were presented. The documents will be very useful for daily work of Vice-deans with administration of mobility projects and other international projects, but also to all those dealing with internationalization activities.</p> <p>http://www.iesp.ucg.ac.me/news.php?id=47</p>						
	Event2: Staff week for EU partner universities (2 days)	M32	<p>P1, P3, P4, P7, P8, P9</p> <p>Five-day long Staff week for EU partner universities and Montenegrin universities was organised, regarding joint degrees among other things.</p> <p>Staff week agenda: http://www.iesp.ucg.ac.me/uploaded/files/Agenda.pdf</p> <p>Staff week report: http://www.iesp.ucg.ac.me/uploaded/files/Report%20on%20International%20Staff%20Week.pdf</p> <p>More information on page: http://www.iesp.ucg.ac.me/page.php?id=42</p> <p>Benchmarking Analyses of Montenegrin universities and Guidelines for Internationalization of Montenegrin HEIs presented at the virtual meeting of IESP partners</p> <p>http://www.iesp.ucg.ac.me/news.php?id=18</p>	<p>Teaching staff Students Trainees Administrative staff Technical staff Librarians Other - Montenegrin HEIs' Management</p>	30	30	20	20	100	
	Event3: Participation in annual Science Days (M11,M22)	M11-M22	<p>P1, P3, P4, P7, P8, P9</p> <p>The situation with the COVID-19 pandemic made it impossible to organise or attend live events for presentation of the project.</p> <p>Presentation of the IESP project at the Research Day 2021 at the University of Donja Gorica</p> <p>https://www.udg.edu.me/obavjestenja/dan-istrzivanja-2021-na-udg-1725</p>	<p>Teaching staff Students Trainees Administrative staff Technical staff Librarians Other - Montenegrin HEIs' Management</p>	30	30	20	20	100	
6.5	Development of exploitation roadmap									

		Project activities				Evaluation score				
Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)	
Report: Basis for continuation of the project results after its completion	M15-M36	All partners	<p>Concept of the exploitation roadmap is given within Dissemination and Exploitation Plan. It was fully supported by comprehensively organised Dissemination and exploitation events during the project realisation.</p> <p>Exploitation roadmap has provided basis for continuation of the project results after its completion. It has been developed during the project lifetime, based on the project results and outcomes of Impact Analysis. It has focus on, on one hand, 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 has 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 have provided sound basis for this component. The strategies and accompanying documents have been adopted by the HEIs managing structures, thus providing the necessary `entry ticket` to improving institutional management through strategic planning.</p> <p>On the other hand, IESP project has used this exploitation roadmap to pave the way for continuation of the joint activities with the EU partners, be it within the consortium as a whole, or in particular pairs and groups, given the specific strengths and interest of the institutions. The cooperation will continue either in education or in</p>	<p>Teaching staff</p> <p>Administrative staff</p> <p>Other - Montenegrin HEIs' Management</p>	30	30	20	20	100	

				<p>research and innovation activities, or both. For example, modalities of future cooperation has been recognised as any of these: realization of joint programs, preparation of new ERASMUS+, RTDI framework program proposals, organization of joint annual conferences on HEI or research, preparation of joint research papers (conferences and journals), etc. As a good starting point, summer school (WP4) that was organized during IESP project has grown into a traditional annual event, supported by all the partners.</p> <p>In order to support incoming and outgoing mobility of students and staff with disabilities during project lifetime and beyond, Montenegrin HEIs have officially made necessary framework and created a position where person with disabilities can be engaged. Namely, they changed the systematization of existing positions at university to enable such new position for a person with disabilities, as planned for the future.</p> <p>This is an activity that was not planned by IESP, but shows the exploitation of project results since it was organized by Department for Language Support to Internationalization and was implemented in the classrooms equipped through IESP. Training of teaching staff for teaching in English at UoM: https://www.iesp.ucg.ac.me/news.php?id=38</p>							
6.6	Exploring possibilities for continuation of the cooperation with the EU partners										
	Project activities						Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)	
	Events: Meetings of Project	M3-	All	All project meetings were used to explore	Teaching staff	30	30	20	20	100	

	team to explore possibilities	M36	partners	<p>possibilities for continuation of the cooperation with the EU partners. With University of Cadiz, University of Ljubljana, and the University Cote d'Azur, in August 2020 the University of Montenegro was approved for funding the Erasmus + application for the project "Development of regional joint master program in Maritime environmental protection and Management - MEP&M", ref. number 619239-EPP-1-2020-1-ME-EPPKA2-CBHE-JP. The sustainability of cooperation within the project consortium is ensured also through signing of Inter-Institutional Agreements for credit mobility within KA107 programme. The University of Montenegro has signed the IIAs with all three EU partner institutions: the University of Ljubljana, the University Cote d'Azur and the University of Cadiz. Some of the mobilities have been implemented, but due to the COVID-19 outbreak, most of them will be realized when the objective circumstances allow it. The University of Donja Gorica has made an agreement with all three EU institutions for signing the IIA. The University Mediterranean has also considered signing the agreements with EU partners. Report on exploring the possibilities for continuation of the cooperation with the EU partners: http://www.iesp.ucg.ac.me/page.php?id=34 The calls for applications within the IIAs for credit mobility signed with the University Cote d'Azur, University of Ljubljana and University of Cadiz published at the web site of the University of Montenegro: https://www.ucg.ac.me/objava/blog/19379/objava/87522-konkurs-za-univerzitet-uljubljani-masinstvo-rok-12-oktobar-2020</p>	Administrative staff Other - Montenegrin HEIs' Management					
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				https://www.ucg.ac.me/objava/blog/19379/objava/90769-konkurs-za-razmjenu-zauniverzitet-u-ljubljaniarhitektura-rok-2-novembar-2020 https://www.ucg.ac.me/objava/blog/19379/objava/87545-konkurs-za-univerzitet-ukadizu-sve-oblasti-rok-12-oktobar-2020 https://www.ucg.ac.me/objava/blog/19379/objava/62969-konkurs-za-razmjenu-zauniverzitet-azurna-obalafrancuska-rok-za-prijavu-13-02-2020							
WP7	Project Management										
7.1	Establishment of Project management structures										
	Project activities						Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)	
	Event: Project Management Board (PMB) will be proposed right after the beginning of the project, and officially appointed at the Kick-off meeting that will be held at P9	M3	All partners	The project management structure was established at Kick-off, including: Project Coordinator (PC), Project Management Board (PMB), Quality Assurance Body (QAB) and Work Package Leaders. The lists of the members: http://www.iesp.ucg.ac.me/page.php?id=17	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100	
7.2	Project meetings										
	Project activities						Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)	
	Event1: Kick-off meeting	M3	All partners	Kick-off meeting was in January 2020. http://www.iesp.ucg.ac.me/page.php?id=16	Teaching staff Administrative staff	30	30	20	20	100	

					Other - Montenegrin HEIs' Management staff					
	Event2: second meeting at the end of first project year	M12	All partners	<p>Three PMB meetings were realised: online meetings on May 18, 2020; Nov 13, 2020 and Feb 25, 2021. http://www.iesp.ucg.ac.me/page.php?id=16</p> <p>On-line IESP Project Management Board meeting held on 13 November 2020 https://www.iesp.ucg.ac.me/news.php?id=22</p>	<p>Teaching staff</p> <p>Administrative staff</p> <p>Other - Montenegrin HEIs' Management staff</p>	30	30	20	20	100
	Event3: The final meeting at the end of the final project year	M36	All partners	<p>Meeting of the Project Management Board, 10-11 November 2022 http://www.iesp.ucg.ac.me/page.php?id=16</p> <p>Final project management board meeting agenda: http://www.iesp.ucg.ac.me/uploaded/files/Agenda%20Final%20PMB%20meeting%20IESP.pdf</p> <p>Report/minutes: http://www.iesp.ucg.ac.me/uploaded/files/Final%20-%20IESP%20PMB%205th%20meeting%20Minutes.pdf</p>	<p>Teaching staff</p> <p>Administrative staff</p> <p>Other - Montenegrin HEIs' Management staff</p>	30	30	20	20	100
7.3	Day-to-day management of the project activities									
	Project activities					Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)
	Report1: Project Handbook will be prepared by the Project Coordinator and adopted by the PMB	M1-M36	All partners	<p>In order to facilitate day-to-day management and communication, the Project Coordinator (PC) prepared a Project Handbook, approved by all partners: http://www.iesp.ucg.ac.me/uploaded/files/IESP%20Project%20Handbook%282%29.pdf</p>	<p>Teaching staff</p> <p>Administrative staff</p> <p>Other - Montenegrin HEIs' Management staff</p>	30	30	20	20	100

				http://www.iesp.ucg.ac.me/page.php?id=27						
	Report2: Individual Partnership Agreements will contribute to setting basis and guidelines for smooth and transparent coordination	M1-M36	All partners	The PC signed a Partnership Agreement with each partner in March 2020. An e-mail account (iesp@ucg.ac.me) has been created and used by authorized PC's staff for communication related to the project. Part of the project website was created as separate web platform, accessible only to the partners (with user name and password), for submission and exchange of documentation, where each partner reviewed and uploaded documents in its own section : https://www.iesp.ucg.ac.me/team_zone.php https://www.iesp.ucg.ac.me/administracija/ Report on day-to-day management of project activities: http://www.iesp.ucg.ac.me/uploaded/files/Report%20MNGT%207.3%282%29.docx	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100
7.4	Periodic and final reports to EACEA									
	Project activities					Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)
	Report1: Interim report	M12-M36	All partners	Interim report mid-term was submitted to EACEA in Jan 2021. Based on successful project realisation within the first project period, EACEA granted prolongation of the project to finish part of the activities that were delayed due to Covid restrictions and because it was necessary to realise in live activities that required longer project duration.	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100
	Report2: Final report	M12-M36	All partners	Periodic and final reports to EACEA https://www.iesp.ucg.ac.me/page.php?id=38	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff	30	30	20	20	100
	Report3: As part of the final	M12-	Audit	External audits has been realised in accordance	Teaching staff	30	30	20	20	100

	report, obligatory audit report will also be submitted	M36	will be carried out by an independent external auditor	with EACEA requirements and signed Project Agreements.	Administrative staff Other - Montenegrin HEIs' Management staff					
7.5	External financial control									
	Project activities					Evaluation score				
	Planned results	Period of realisation	Partners involved	Results (until Nov 2022) - Specific and measurable indicators of achievement (activities, outcomes and deliverables)	Realised impact and dissemination	Relevance of the project results (max score 30)	Quality of the project results and implementation (max score 30)	Quality of the cooperation arrangements (max score 20)	Impact and dissemination (max score 20)	Total score (max score 100)
	Report: P9 will provide external financial audit of the project by the authorized organization in accordance with existing legislation	M22-M36	P9	External audits has been realised in accordance with EACEA requirements and signed Project Agreements.	Teaching staff Administrative staff Other - Montenegrin HEIs' Management staff Other	30	30	20	20	100