



Education, Audiovisual and Culture Executive Agency

Erasmus+ : Higher Education - International Capacity Building

Brussels, 20.06.2018
Appfin (2018) 18D011314
File code: 2016-3095

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**Subject: 573866-EPP-1-2016-1-ME-EPPKA2-CBHE-JP
Technical Implementation Report of the project**

Dear Mr Nikolic,

We would like to inform you and your project partners that we have carried out the assessment of your Technical Implementation Report submitted on 30 April 2018 and we are pleased to inform you that it has been approved.

Our assessment looks at the partnership's performance as regards the efficient implementation of the project. It takes into account the Technical Implementation Report but also the desk monitoring conducted by the EACEA since the start of the eligibility period and the field monitoring visits carried out so far. The project implementation should not only respect the CBHE requirements but it should also be in line with the original proposal included under Annex I of the Grant Agreement.

In this context and in accordance with the Grant Agreement and with the Guidelines for the Use of the Grant, your project implementation has been qualified as "**FAIR**" (please refer to the Categories of qualification below). The Comments and recommendations sheet in Annex of the letter provides more detailed feedback.

We would like to draw your attention on the fact that we have requested some additional information/clarifications to be provided within one month of the signature of this letter.

If the information requested by the Agency is not received by the deadline set or lacks the quality and details required, the Agency may invite the project coordinator for a meeting at the Agency's premises in Brussels. The meeting's objective will be to discuss the project's weaknesses and challenges and to agree on the areas that require improvements and a close follow-up by the project coordinator.

Education, Audiovisual and Culture Executive Agency (EACEA)
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In addition, we remind you that your project is now online on the Erasmus+ Project Results Platform, so as to ensure transparency and visibility of EU funding. We invite you to update your project data and to upload your project results. Please note though that these results will become publicly available only after the validation of your final report by the Agency.

Finally, we would like to thank you for your "Statement of the Costs incurred and Request for Payment" received on 29 April 2018 together with the report.

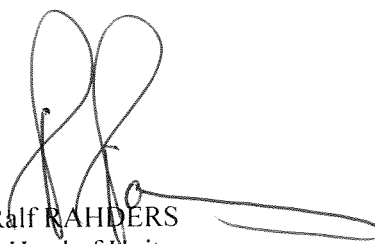
We are pleased to inform you that, on the basis of the information provided in the above mentioned form, the requirements foreseen by Article I.4.1 of the Grant Agreement have been met. Therefore, you may expect payment of a further pre-financing, corresponding to 40% of the maximum grant amount (please refer to Article I.3 of your Grant Agreement).

Please note that the eligibility of the costs incurred (excel file) will only be verified at Final Report stage (art.II.24 and II.25 of the Grant Agreement). Therefore this feedback letter does not imply the approval of the costs declared in this reporting exercise.

Should you require any further information, please contact Giulia Moro (Tel: +32 2 29 51658, e-mail: Giulia.moro@ec.europa.eu). We also encourage you to regularly consult our Erasmus+ website https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space_en.

We wish you a successful continuation of your activities.

Yours sincerely,


Ralf RAHDERS
Head of Unit

Copy: NEO Montenegro

Annex: Comments and recommendations

Categories of qualification:

Very good (at least 75 pts out of 100): the project is implemented in accordance with its original work programme and timetable; the report provides all the information and evidence needed and there are no particular concerns or areas of weakness.

Good (between 74 and 60 pts out of 100): the project progresses in accordance with its original work programme and timetable but some improvements could be made; the report gives clear information on all or nearly all of the evidence needed.

Fair (between 59 and 50 pts): there are weaknesses and concerns in the project implementation; although the report gives some relevant information, details are lacking and/or the information is unclear; there are several areas in the implementation that must be improved during the second half of the project.

Weak (less than 50 pts out of 100): the project is not respecting its original work plan/timetable and/or is not fulfilling the CBHE requirements; the report fails to address important aspects of the project implementation that cannot be judged due to missing or incomplete information; in accordance with article 1.10.6 of the Grant Agreement and section 3.5.2.2 of the Guidelines for the Use of the Grant, the maximum grant will be reduced at final report stage if no substantial improvements are observed during the second half of the project.



Project Implementation Report

COMMENTS AND RECOMMENDATIONS

Project Number:	573866-EPP-1-2016-1-ME-EPPKA2-CBHE-JP
Project Title:	Capacity Building of the Faculty of Law, University of Montenegro – curricula refreshment, boosting of international cooperation and improving human, technical and library resources
Coordinating Institution:	Javna ustanova Univerzitet Crne Gore Podgorica

Please note that the additional information and the follow-up requested in the following two points should be provided within one month of the signature of the feedback letter.

- Firstly, we noted that the new curriculum was prepared (WP4) and that the draft request for accreditation is available on the website. We would like to ask you to provide us with a follow-up and additional clarification on the state-of-play and potential constraints regarding the partner's evaluation and launching of the new curriculum/courses, i.e. enrolment of the first generation of the students. We noted a delay in this key activity and we believe it might impact the project negatively if not addressed in due time, i.e. according to the initial work plan.
- Secondly, we understand that establishment of the Alumni association would contribute to ensuring project's sustainability and plays a significant role in creating stronger synergies between the Faculty of Law of the University of Montenegro and employers in the field law. It would interest us whether any initial steps were taken in this direction and whether there has been any formal consent on the part of the Faculty of law, i.e. an expression of interest on the part of employers as stakeholders to partake in this initiative, particularly after the project's end.

We would also like to draw your attention to the following remarks; however, it suffices to provide additional information where requested in your final report.

Relevance:

We understand that the project retained its relevance for the partner country within the context of national strategy to prepare for potential negotiations on Montenegro's integration into the EU. The proposed curriculum development would contribute to implementing the national strategy, aligning the law study program with the labour market needs in Montenegro and ensure its overall capacity improvement and internationalization.

Implemented activities:

We noted that the preparatory activities (including the Status quo analysis, the individual analyses of the syllabi at Faculty of Law at University of Montenegro; survey on conversance with EU law conducted with members of the Judicial Council of Montenegro and of the Judicial Training Centre of Montenegro) were implemented and that the related project results from this WP were published on the project website.

The implementation of other work packages seems to be progressing, but with some delays. The



following are the issues that we would like to highlight since insufficient information on these matters was provided in the report and since, as we believe, closer attention should be paid to these issues:

- The report stated that the planned hardware equipment was purchased and that training for teachers and students on the use of the new hardware was conducted by the staff of the Faculty of Law. We noted that a report on the purchase is available on the project website. However, no deliverables were provided regarding the implemented trainings. Please upload the necessary deliverables on the project's website and provide more elaborate information on this activity in your final report.
- A lack of teachers' motivation was reported with regard to participation in language courses. It is recommended to invest effort into promotion of the courses and the expected benefits among the Faculty staff. Please provide a follow-up on this issue.

Quality assurance:

- We understand that the Quality Control Board (QCB) was established (10 members) and its first meeting was held. Also, the Quality Control Plan was developed and made available on the website. It seems to be extensive and includes a variety of information. Nevertheless, we would like further clarification on when it was produced and why it includes the reports and evaluations which are already made available separately on the project website, i.e. were disseminated to partners via E-mail.
- It seems that reporting practices were conducted regularly according to the initial work plan and the reports are available on the project website. We welcome this and urge the partners to continue with this practice.
- Regarding external QA measures, we noticed that no reference was made to expert's recommendation to hire an external expert in the second year of the project and that the consortium maintained their decision to engage one in the third year. Please provide a brief reasoning for this decision.
- The beneficiary also received a recommendation in the expert's evaluation of their application to strengthen the contingency plans. After assessing the submitted report, we consider that this issue was not addressed appropriately and should be considered by the partners for the following project term, especially in relation to the delayed activities and activities ensuring project's sustainability. Please provide a follow-up in the final report.

Quality of the project team, project management and stakeholder involvement:

- We noted that the kick-off meeting and two Management Board meetings were organised. This seems to be a slight delay compared to the initial work plan. Also, we were only able to find the minutes of one of the MB meetings on the project's website. Please make sure that all project results are updated regularly and are visible and easily accessible on the website.
- Furthermore, we would like to request the consortium and its project coordinator to provide us with more elaborate information on the collaboration among consortium partners, the role and activity of WP leaders as well as participants' lists for all management meetings.
- Please also note that a discrepancy was found in the reported information regarding MB meetings in Saarbrücken and Ljubljana; whereas one of the meetings was held in Split according to the minutes on the website. A clarification on this issue is necessary in the final report. Also, please note that the Table of achieved results should be filled in if the activities were implemented. There seems to be data missing in the WP7 in that particular document.
- Please provide more elaborate information on the members and work of the Project Management Team, achieved results and related deliverables.
- We welcome the fact that the project implemented the expert's recommendation to involve students in the project more strongly by including a student representative in the Quality Control Board.
- The report mentioned that speeches were held by two representatives of the Ministry of Justice at the premises of UoM. We welcome the fact that the recommendation coming from EACEA was taken into consideration; nonetheless further information on the achieved synergy



with public authorities is recommended for the final report.

Dissemination, impact and sustainability:

- It was noted that the Dissemination plan was submitted with the report but is not available on the website. Also, the plan needs further improvements since it only includes the WP 6 table from the application form and lists the implemented dissemination activities that have already been reported on through other project results. It therefore offers little additional value to the project. Please revise the plan and upload the revised version on the project's website.
- It was established that a number of dissemination activities was implemented. The project website was created and it is relatively user-friendly. However, the uploaded documents on the website should be categorized according to the work package rather than just listed out, to offer a better overview. Nine different news articles (press clippings) were included on the website and altogether 6 newsletters. It is however recommended to offer the newsletters a more prominent position on the website instead of simply including them in a longish list of uploaded documents.
- We welcome the fact that the first article was published in the Montenegrin specialized journal and that two speeches were held by two representatives of the Ministry of Justice and were reported on in the form of news articles on the project website.
- We noted that the project logo and the EU emblem were used in the majority of project results, but the disclaimer was often missing. Moreover, in some of the deliverables (e.g. summary of all individual analyses of syllabus, Status Quo Analysis, summary report on questionnaire responses, report on the study visit to Regent's University in London) the project logo, EU emblem and disclaimer are missing. Please bear in mind for the second project term that EACEA's rules on visibility should be followed without exceptions, particularly if the results are disseminated to a wider public and external stakeholders.
- Delays were noted regarding the production of the brochure and organisation of dissemination events. Three dissemination events and one student info day were planned for the first project term and none were implemented. Please provide a follow-up on these delays and ensure that dissemination events are implemented regularly with appropriate use of promotional materials.
- It was also noted that the application planned the use of social media (Facebook and Twitter). However, the report mentioned no dissemination efforts via these channels. Please provide a follow-up on this aspect.
- Regarding sustainability, we would encourage you to develop a clear strategy, with concise plans and approval of relevant stakeholders, especially with regard to public authorities, employers and the management of the university. Also, please provide more elaborate information on the achieved impact at institutional and wider national and international level in the final report.

