



EVALUATION REPORT

Capacity Building of the Faculty of Law, University of Montenegro - curricula refreshment, boosting of international cooperation and improving human, technical and library resources (CABUFAL)

CENTRE FOR SEELS



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Executive Summary

This document outlines the evaluation of the implementation and the achieved outputs and results of the CABUFAL project - Capacity Building of the Faculty of Law, University of Montenegro - curricula refreshment, boosting of international cooperation and improving human, technical and library resources, hereinafter referred to as the “project”, which was implemented by the Faculty of Law of the University in cooperation with the project partners Faculty of Law, University of Ljubljana; Faculty of Law, University of Zagreb; Faculty of Law, University of Split; Faculty of Law Iustinianus Primus, University of Skopje; Europa Institute, Saarland University; Regent’s University London; Judicial Council of Montenegro and Centre for Training in Judiciary and State Prosecution.

The Centre for South East European Law School Network was awarded contract to carry out evaluation of the level of achievement of the goals and objectives set in the project. The evaluation was carried out by employing two tools:

- Analysis of the available reports on the implementation of the project
- Analysis of the positions of the key stake-holders in the project implementation

Using these tools we have assessed the overall context of the project’s life, the challenges that affected the planned course of action and the methods or actions used to address the same issues, and finally the overall success of the project - to meet the goals it originally set to achieve.

The evaluation was carried out by academic staff and project staff of the SEELS Network, who have adequate expertise in design and implementation of projects in the field legal education.

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- Dr. Aida Mulalić, Associate Professor, Faculty of Law, University of Zenica
- Dr. Jelena Lepetić, Assistant Professor, Faculty of Law, University of Belgrade
- Tamara Bushtreska, Program Coordinator, Centre for SEELS
- Frosina Klisaroska, LL.M, Project Coordinator, Centre for SEELS

The quality control of the evaluation process was carried out by Dr. Gordana Lazetić, Professor, Manager of the Centre for SEELS.

The overall conclusion following the evaluation is that the project was successfully implemented and resulted in:

- Increase of the capacities of the academic staff of University of Montenegro Faculty of Law and in particular the teaching skills and the level of comprehension and understanding of various aspects of EU law;
- Advancement of the curriculum of the University of Montenegro Faculty of Law so to equal that of such courses in EU Member States;
- Establishment and development of long-lasting academic cooperation between University of Montenegro Faculty of Law and its academic staff, on the one side, and their counterparts, on the other.

I. Project Information

Project Background

The project “Capacity Building of the Faculty of Law, University of Montenegro – curricula refreshment, boosting of international cooperation and improving human, technical and library resources (CABUFAL)” is developed and implemented by the University of Montenegro Faculty of Law in cooperation with the project partners Faculty of Law, University of Ljubljana; Faculty of Law, University of Zagreb; Faculty of Law, University of Split; Faculty of Law Iustinianus Primus, University of Skopje; Europa Institute, Saarland University; Regent’s University London; Judicial Council of Montenegro and Centre for Training in Judiciary and State Prosecution.

The project is developed within the ambit of the accession processes between Montenegro and European Union, a process which started in 2012, or more specifically on the need of harmonization of Montenegrin legal and institutional system with the EU standards. The main justification for the need of the actions proposed in the project was the need of an active and responsible approach of all public institutions and other stakeholders, especially of the sole public Faculty of Law, one of the oldest academic units of the University of Montenegro. This was specifically emphasized following the need of the harmonization with the *Acquis Communautaire* which in its essence is a legal issue, with specific accent to the most important chapters in the accession negotiation process which are related to legal aspects, thus giving the University of Montenegro - Faculty of Law a significant role. In addition, it was understood that the success of the accession process and the fulfilment of the EU membership obligations, could be achieved only with a strong legal educational system and for that reason the role of the Faculty of Law is of crucial importance to bringing changes that can impact various aspects in society in general. Faculty of Law intended to contribute to this important process by significantly revising its curricula and adapting it, so as to be able to respond to the needs of European and Euro-Atlantic integration in order to meet the needs of the Montenegrin state and society, as well as the need of rapid and comprehensive education of Montenegrin legal professionals on various aspects of EU law.

Aims and Objectives of the Project

The key objectives of the CABUFAL project were the following:

- Through facilitating various study visits between partner institutions, securing the proper training for University of Montenegro Faculty of Law academic staff so as to improve their general teaching skills and their level of comprehension and understanding of various aspects of EU law.
- Confirming that curricula of the various courses linked to many aspects of EU law were framed in a manner that equals that of such courses in EU Member States;
- Assessment of the newly accredited general curriculum (accredited during 2016 and 2017 in alignment with the strategy of the UoM) was conducted in cooperation with the experts from partner institutions and Montenegrin teachers after the first year of implementation of the new program. Study visits and overall capacity building of the Faculty of Law personnel gave the opportunity for individual assessment of the syllabi and updating of the individual courses and teaching methodologies.

- Producing a guidebook/reference manual on teaching and researching various aspects of EU law in Montenegro, which took into consideration not only the latest developments in the EU law and the teaching of it throughout Europe, but also specific features and historical background of Montenegrin legal system, including the manner of transposition of *Acquis Communautaire* in Montenegrin law used so far by the Montenegrin legislator;
- The overall technical capacity of the University of Montenegro Faculty of Law was improved with regards to teaching of the courses on EU law and related courses:
 - by acquiring new IT equipment used by the academic staff involved in executing the project;
 - by acquiring up to date legal books in the field of EU law and related fields of law;
 - by acquiring access to prestigious law science literature database focusing on EU law;
- Analysing the manner i.e. legal techniques used by the national legislator for aligning Montenegrin with EU law in course of accession negotiations, so as to compare them with such processes in the partner institutions home countries. This comparative overview was made in order to include its results in the afore mentioned guidebook and use it as the base point for providing instructions and guidelines to University of Montenegro Faculty of Law academic staff teaching courses on EU law or only certain aspects of it within number of other specific courses.
- Establishing the basis for long lasting both institutional and individual academic cooperation between University of Montenegro Faculty of Law and its academic staff, on the one side, and their counterparts, on the other side, thus making this project self-sustainable in a very particular way.
- Contributing to several endeavours of Montenegro in successful closing of accession negotiations with EU in key chapters 23 and 24 by working closely with Montenegrin judges and members of executive power in Judicial Council on enhancing their overall capabilities regarding the understanding and research of EU law.

Project Activities and Methodology

The activities planned for the purpose of delivery of the project were grouped in several working packages, led by different project partners.

- Working Package 1: Preparation-Status Quo Analysis
- Working Package 2: Development – Teacher Training
- Working Package 3: Development – Equipment Acquisition
- Working Package 4: Development – Potential Curriculum Refreshment
- Working Package 5: Quality Plan
- Working Package 6: Dissemination & Exploitation
- Working Package 7: Management-Coordination and Reporting

Expected Impact

It was envisaged the project to have long-term impact on the legal education in Montenegro, through:

- Development of new curriculum and new courses that are integrating various aspects of EU Law
- Development of the competencies of the academic staff

- Transfer of knowledge and understating to the students that will have prolonged impact
- Development of new skills and understating of the EU Law within the Montenegrin judiciary

Quality Control and Monitoring

The project envisaged continuous quality control and monitoring of project activities and results, through establishment of Quality Control Board and continuous monitoring of the implementation of the project activities.

II. Evaluation

For the purpose of evaluation of the project implementation and success the team of evaluators used two-folded approach i.e. two evaluation tools:

- Analysis of the publicly available information on the project activities, to serve the purpose of comparison between the envisaged and realized activities and the outcomes thereof;
- Survey among the stake-holders in the project implementation – the Project Management Team, the Management Board Team and the Quality Control Board.

II.1. Project Documentation Analysis

Project Documentation Description

The evaluation team analysed the publicly available information on the project activities as provided on the project web site. The analysis included the following documents:

1. *Technical Report*¹

In this report the horizontal issues, award criteria and statistics and indicators were analysed.

- CABUFAL project officer Giulia Moro issued five recommendations which had been circulated to all consortium partners and addressed in the following manner:
For Montenegrin context, former Yugoslav countries are additional value of the project, given that education system background is very similar, and still these countries have experience as EU member states, so their experience should be used as much as possible.
- Non-academic partners from Montenegro should be more involved in the project.
- The Ministry of Justice is important to be on board during the project implementation phase
- Enhancing the mobility of students
- The web page of the project to be linked with the web page of the University of Montenegro.

In the report was concluded that: in comparison to the original project proposal, there were no major changes that may have affected the project relevance; all activities envisaged in the application were thoroughly implemented in the manner defined in the project; during the entire duration of the project, continuous quality control and different aspects of quality assurance were monitored and *controlled*.

2. *Project Implementation Report – comments and recommendations*²

The Technical Implementation Report submitted on the 30.04.2018 was approved and in accordance with the Grant Agreement and with the Guidelines for the use of the Grant, the project implementation had been qualified as “FAIR”. Detailed feedback was provided in this report and additional information/clarifications with regards to specific issues were required

¹ <http://cabufal.ac.me/wp-content/uploads/2018/10/Technical-Report-CABUFAL.-mid-term.pdf>

² <http://cabufal.ac.me/wp-content/uploads/2018/10/Project-implementation-report-Comments-and-Recommendations.pdf>

to be given. There had been a follow up letter to the Project Implementation Report, where the Rector of the University of Montenegro clarified all the issues raised up in the report and provided a clear picture of all the questionable activities mentioned in the Report.

3. *Monthly activity reports*³

Since the Management Board was focused on project progress in terms of expenditure, use of resources, implementation of activities and delivery of results, in order to assure achievement of the defined goals of the project, one of its main functions was to systematically collect and analyse relevant information about project progress. In that regard, during the implementation of the project 27 monthly reports that covered activities and major project development were published.

4. *Annual activity report*⁴

For the first year of the implementation of the project, an annual report was submitted, covering projects progress in terms of expenditure, use of resources, implementation of activities and delivery of results, in order to assure achievement of the defined goals of the project. As first activities regarding the project have started in January of 2017, the first monthly report was submitted for this month.

5. *Other reports*:⁵

- *Report on the literature procurement*: During the first year of the project, the Project coordinator, with the assistance of project management team, has completed the literature procurement for Faculty of law University of Montenegro.
- *Report on hardware procurement*: During the first year of the project, following the preparation of the Amendments in the financial plan of the University of Montenegro for 2017, the procedure for hardware procurement was successfully realized and all equipment was delivered to the Faculty of law, installed or distributed to academic staff, by the end of June 2017.
- *Report on language training*: After completion of the public procurement procedure for the language training services, International House Cambridge Centre Podgorica was selected as the contractor that will provide language trainings within the project. The public procurement procedure was finished during September, 2017.
- *Report on Teachers' Training*⁶. The set included reports on trainings at 5 partners.
- *Report on the students' involvement in CABUFAL*: During the first year of the project, the Project coordinator, with the assistance of the project management team were focused on raising the students' awareness of the project, its aims and the importance of their involvement in the realization of the project activities. In that regard during May, June and July of 2017 prospective students were informed on the existence of the CABUFAL project which, later on, was followed by their inclusion in all relevant project activities.
- *Report on the procurement of the access to science literature database for 2017*: After the adoption of the Amendments to the financial plan of the University of Montenegro, the planed procurement of the access to science literature database was successfully completed.

³ <http://cabufal.ac.me/monthly-reports/>

⁴ <http://cabufal.ac.me/wp-content/uploads/2017/04/Annual-report.pdf>

⁵ <http://cabufal.ac.me/documents/>

⁶ <http://cabufal.ac.me/tranings/> [last access 20.09.2019]

6. Other Documents

- *Agendas, minutes and materials for Management Board meetings (total 6 packages⁷)*
- *Agendas, minutes and materials for Quality Control Board meetings (total 4 packages⁸)*
- *Documentation on the accreditation of new curriculum.* This included the Curriculum Document and Evaluation of the accredited curriculum and syllabus⁹ and relevant decisions¹⁰
- *CABUFAL Quality Control Plan¹¹.* The Quality Control Plan for the Capacity Building of the Faculty of Law, University of Montenegro - curricula refreshment, boosting of international cooperation and improving human, technical and library resources (CABUFAL) had been produced based on the approved project description and CABUFAL first year outcomes measured by analysis, reports, and questionnaires. The quality of the project and the evaluation was carried out by the project management.
- *Dissemination activities documents¹².* This included the Dissemination Plan and different media presentations on the project.

Conclusions from Project Documentation

The analysis of the project documents is carried out in light of two main segments of the project: working packages and quality control and monitoring activities. The evaluation team compared the information provided in the analysed documents to the project description provided in the project application.

Based on the analysed documents the following is concluded:

1. *Implementation of Working Packages*

- *Working Package 1: Preparation-Status Quo Analysis*

This work package was comprised of preliminary activities necessary for the future project development. The newly accredited program of law studies in Montenegro was analysed together with the analysis of the labour market needs in Montenegro. The Faculty of Law prepared a report on the regulatory framework on legal profession in Montenegro that was the basis for the future work. All of the professors of the Faculty of Law assessed their individual syllabi and proposed changes and made their report on the assessment.

⁷ <http://cabufal.ac.me/mb-saarbrucken/>; <http://cabufal.ac.me/mb-ljubljana/>; <http://cabufal.ac.me/mb-split/>; <http://cabufal.ac.me/mb-skoplje/>; <http://cabufal.ac.me/mb-zagreb/>; <http://cabufal.ac.me/mb-london/> [last access 20.09.2019]

⁸ <http://cabufal.ac.me/qcb-zagreb/>; <http://cabufal.ac.me/qcb-london/>; <http://cabufal.ac.me/qcb-podgorica/>; <http://cabufal.ac.me/materials/> [last access 20.09.2019]

⁹ <http://cabufal.ac.me/accreditation-of-the-new-curriculum/> [last access 20.09.2019]

¹⁰ <http://cabufal.ac.me/curriculum-change/> [last access 20.09.2019]

¹¹ <http://cabufal.ac.me/wp-content/uploads/2017/04/CABUFAL-Quality-Control-Plan-1.pdf> [last access 20.09.2019]

¹² <http://cabufal.ac.me/dissemination/> [last access 20.09.2019]

In this stage, the Faculty of Law with the Judicial Training Centre of Montenegro and Judicial Council of Montenegro conducted a survey amongst judges and other prominent members of the legal profession in Montenegro on their conversance of the EU law.

The project coordinator organised a kick-off meeting in order to communicate a shared view of the project, to ensure understanding of the approved project, and to clarify next steps in producing the deliverables. This meeting was used to form all the management and quality control bodies and procedures. These tasks were planned to be achieved in the first months of project.

- *Working Package 2: Development – Teacher Training*

The objective of this set of activities was to facilitate the modernization and improvement of teaching methods. Study visits, in total 5, by the Montenegrin partners to other consortium members, in order to exchange experiences and knowledge, were realized.

Under the project in total 9 training events were organised that provided, training for teachers of the Faculty of Law and representatives of non-academic partners at the Faculty of Law in order to improve their general teaching skills and level of comprehension and understanding of various aspects of EU law.

Under this package a Guidebook for Academic and Professional Community on best practices in teaching and researching various aspects of EU law in Montenegro was created.

Teacher training for use of the newly acquired ICT equipment was carried out as well.

- *Working Package 3: Development – Equipment Acquisition*

Implementation of the new curriculum required acquisition of a new equipment to be used by the academic staff involved in execution of the project. For that reason, the teaching facilities were upgraded. Training of the academic staff required an acquisition of law books in the field of EU law and other fields of law, and providing access to the prestigious law science literature database focusing on the EU law. The purchase of planned equipment and new books enabled modernization and upgrading of the library and students' computer hall.

- *Working Package 4: Development – Potential Curriculum Refreshment*

The preparation of the new curriculum was made by the Faculty of Law, University of Montenegro in collaboration with foreign experts. It was sent to the Council for higher education of Montenegro for the procedure of accreditation by September 2016, and was accredited in 2017. Bachelor studies according these new teaching programs and syllabus started with the school year 2017/18, while master studies are planned for the beginning at the school year 2020/21.

The experts from the consortium assessed the newly accredited curriculum and individual syllabi in cooperation with Montenegrin teachers. This led to an update of the individual courses and teaching methodologies and if found necessary, it was planned to lead to a possible change to up to 30 ECTS during the last year of the project, that will not require a new accreditation, by Montenegrin legislation on study program accreditation.

WP leader collected all the individual evaluations and in agreement with the partners produced a joint report of the partner's opinions and recommendations.

These opinions and recommendation were assessed by the Montenegrin teachers and where possible implemented during the implementation of the new curriculum.

- *Working Package 5: Quality Plan*

Different aspects of quality assurance in this project were monitored and controlled through this WP.

Quality of the project and its evaluation were ensured by the activities of the Quality control board that was formed on the first meeting of the partners. QCB adopted a Quality Control plan for Quality Assurance that governed the activities of this body during and in between the meetings.

Necessary questionnaires related to the quality control were developed by experts in coordination with QCB. Self-evaluation reports were regularly sent to the QCB. Self-evaluation by consortium members was done after every event organized by the consortium on the Event evaluation forms.

A quality-review and evaluation meetings of the QCB were held in November and December 2018 and in September 2019, 2018 and 2019) and resulted with an Annual Report of the QCB.

The Project coordinator ensured evaluation of the programs by the students. At the end of project year 2 and 3, the students were asked to comment on the quality of the programs in a written survey.

Activities for External quality control were undertaken by awarding a contract to a non-consortium entity in order to check the quality of the activities that were conducted during the project.

All the expenditures during the project were subject of an external audit that was planned to be done at the end of the project.

- *Working Package 6: Dissemination & Exploitation*

A specific project identity was created in order to reinforce the project's external image and to ensure a transversal coherence between all project communication channels.

A web site was designed to present the project, promote the new study program with enrolment information, and host the electronic versions of all materials produced during the project.

A brochure was designed to promote the program and present relevant enrolment information, and was distributed to all dissemination events, as well as sent to schools, local, regional and national authorities via post and email lists.

The local and national press and TV were used for the purposes of project promotion.

The project newsletter was also regularly issued, distributed in printed form, and through the web site.

Once a year an article was published in the Montenegrin Law Review presenting current progress of the project.

Project results were promoted at events held at the local and national level.

Student info days were organised in June 2017, 2018 and 2019.

The new generations of students were enrolled in June 2017, 2018 and 2019.

Alumni club of the Faculty of Law was formed in order to improve connection between the Faculty of Law and employers.

Information was disseminated by the consortium members too.

- *Working Package 7: Management-Coordination and Reporting*

The aim of this work package was the administration, coordination and implementation of the project. Also, this WP focused on organising planning and reporting, partnership meetings, internal communication, financial coordination and liaising with the EC. Activities included: overall management of the project, project coordination, activities of the project management team, and project management meetings. MB created a mid-term and final report.

The Management Board held in total 6 meetings, at different partners: October 2017 at Faculty of Law, University of Ljubljana; December 2017 at Europa Institute, Saarland University; May 2018 at Faculty of Law, University of Split; October 2018 at Faculty of Law Iustinianus Primus, University of Skopje; February 2019 at Faculty of Law, University of Zagreb and June 2019 at Regent's University London. The issues discussed and conclusions made were related to the main objective of the Management Board and directed the implementation of the project.

2. Implementation of Quality Control and Monitoring activities

During the entire duration of the project, continuous quality control and monitoring of project activities and results was performed. Quality of the project and its evaluation was ensured by the activities of the Quality control board formed on the first meeting of the partners. They monitored and supervised the quality of all phases and activities of the project.

Quality control board inspected the accomplished work in order to ensure its alignment with the project scope and to evaluate whether actions and deliverables met the quality requirements of the project. In addition, quality control board adopted an Activity Plan for Quality Assurance that governed the activities of this body in between the meetings. So as to assure the quality control and monitoring, written documents about every project activity were created in accordance with the best practices as well as an activity plan.

Different aspects of quality assurance in this project were monitored and controlled. Necessary questionnaires related to the quality control were developed by experts in coordination with Quality control board. Self-evaluation reports were regularly sent to the Quality control board. Self-evaluation by consortium members was done after every event organized by the consortium on the Event evaluation forms. One of the topics of the annual consortium of the Quality control board was the deliberation on the Self-evaluation by consortium members, that was done by the Project evolution form¹³. Statistical assessment of the questionnaires was prepared for the annual meeting of the Quality control board. A quality-review and evaluation meeting of the Quality control board was held once a year resulted with an Annual Report of the Quality control board.

Yearly quality control meetings were held at the different University every year, at the end of each project year (in November 2018 in London, December 2018 in Zagreb and September 2019 in Podgorica), with participation of the representatives of all Consortium members.

Project coordinator ensured continuous evaluation of the programmes as well as the supervision of students. At the end of project year 2 and 3, the students were asked to

¹³ <http://cabufal.ac.me/materials/>

comment on the quality of the programmes in a written survey. As a long term aim the curricula and its implementation will be evaluated by an external accreditation agency.

II.2. Survey

The Evaluation Team developed a set of questionnaires for the members of the project bodies that constituted the main stake-holders in decision making, quality control and implementation of the project:

- Project Management Team (including 3 persons from the Faculty of Law, University of Montenegro)
- Management Board (10 persons from the project partners who participated at Management Board meeting and/or carried out project management activities at the respective partners)
- Quality Control Board (8 persons from the project partners who participated at Quality Control Board meeting and/or carried out quality control activities at the respective partners)

The questionnaires were placed on a platform and the respondents were asked for their opinion anonymously.

Analysis of Survey Responses

1. *Project Management Team*

The information is obtained from a specifically tailored questionnaire for the Project Management Team (PMT) members, in which they evaluated the overall success of the project, its implementation, the achieved outputs and results of the CABUFAL project.

The objective of the questionnaire, thus the analysis is to assess the efficiency, effectiveness and relevance of project implementation and, in particular, to document the results of the project in relation to its overall objectives and expected results as defined in the project document.

The PMT questionnaire contained a group of questions to guide the evaluation of the project. These questions were grouped into four categories: Questions related to the overall success of the project, to its wide and specific objectives, to its implementation and outputs.

The questionnaire was delivered to three persons -members of the Project Management Team and the total number of respondents was three.

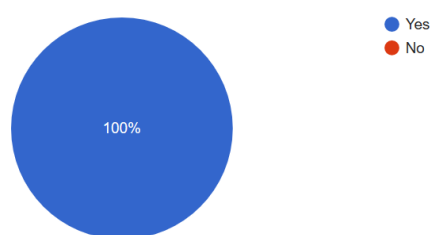
a. Overall Success

According to the answers given in the PMT questionnaire, the Project Management Team agreed that the main goals of the project were highly achieved.

When asked to give their own opinion on how successful was the implementation of the project, they unanimously answered that it was totally achieved, as planned in the initial project description.

1.2. In your point of view, was the overall implementation of the project successful?

3 responses



According to the PMT members, the main factors for its success were: highly motivated people involved in the project, their expert knowledge, the overall organisation and support and the good cooperation between the partners of the project.

With regard to the achievement of the key outputs planned within the project, the members of the PMT stated that there was a very high level of achievement. They elaborated on the key outputs that were most successfully implemented and put on the first place the refreshment of the curriculum and its better recognition at the labour market, which at the same time makes it more compatible and comparable to the similar EU programmes. On the second place was the improvement of cooperation between participating institutions and together with that the Study visits by the Montenegrin academic and non-academic partners to other consortium members. Last but not least, the academic staff training so as to improve their general teaching skills and their level of comprehension and understanding of various aspects of EU law. In addition, producing a textbook on best practices in teaching EU law was also one of the outputs that were planned and achieved.

Concerning the major obstacles that appeared during the implementation of the project, the members of the PMT specified that going through all the administrative procedures, with respect to tenders/calls under the national legal regulation was an issue for them. Moreover, the main challenge was the implementation of the public procurement procedures since there were changes in the Law on public procurement after the first year, and the new procedures were unexpectedly long.

b. Project Aim

When asked about the achievement of the overall aim i.e. development of high-quality syllabi for legal studies that will meet professional and employers' needs and the needs of the Montenegrin society in the EU accession process, the members of the PMT agreed that overall broader objective was highly achieved.

In view of the achievement of the key indicator of the wide project objectives i.e. the enhancement of professional skills, they qualify it as highly achieved.

With respect to the question querying about the extent of the absorption of theoretical and practical knowledge by students (Bachelor, Master and PhD) and practitioners, the members of the PMT agreed that it was not achieved to a large extent i.e. mostly achieved.

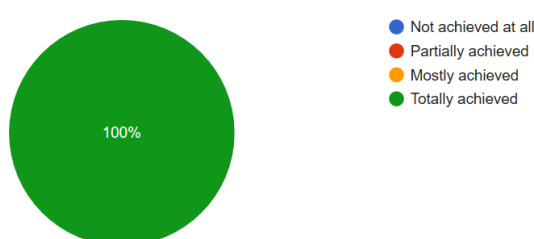
Apart from the previous question, the opinion of the members of the PMT significantly changed when asked about the extent was the absorption of theoretical and practical knowledge by academic staff, and they all agreed that the level of absorption of theoretical and practical knowledge was very high.

c. *Specific Project Objectives*

Concerning the specific project objectives, the project management team fully agreed that the establishment of modernized study program for undergraduate studies of law, with special focus on EU law modules/courses was totally achieved.

3.1. Was the establishment of modernized study program for undergraduate studies of law, with special focus on EU law modules/courses, achieved?

3 responses



In their point of view, the afore mentioned brought an improvement of employability and competitiveness of the students at Faculty of Law and they evaluated this objective as highly achieved. In addition, they consider the enhancement of teaching resources as highly achieved.

Being asked to evaluate the level of knowledge enhancement of Montenegrin judicial organisations on the teaching and researching EU law, the PMT considered it as mostly achieved.

With respect to the achievement of accreditation and implementation of the curriculum developed by Faculty of Law and University of Montenegro until month 12, as one of the key indicators, the members of the PTM evaluated it as mostly achieved.

They considered that the collaboration between the Faculty of Law and its academic staff increased, and evaluated this objective as highly achieved. There were no ambiguous opinions regarding the refreshed study programme, they all expressed their satisfaction and evaluated it as totally achieved. However, there is still space for improvement of the mobility of students and retraining of teachers, as the PMT evaluated both as highly achieved.

d. *Implementation*

As from the Project Management Team members observations, the schedule of the project's implementation was completely achieved, as planned in the application. Notwithstanding the fact that the PMT members fully agreed on the previous matter, their views regarding the project development approach were ambiguous. In their opinion, the approach taken might not have been the most appropriate one.

When being asked to evaluate the involvement in the project implementation of the professors of the Faculty of Law - University of Montenegro, they all agreed that the level of inclusion was very high as it fluctuated between 70% and 100%. Being that the case, they also evaluated the overall coordination and direction of the project as highly achieved.

The project management team stated that there was mostly a direct communication/cooperation between the implementing bodies which means that the communication was effective and unmediated between all project partners. The process of implementation went smooth and it had not been altered by any unforeseen issues.

e. Outputs

Regarding the outputs of the project, taking into consideration the answers of the PMT, it could be deduced that the project management team in general is satisfied with the outputs of the project.

Considered as fully achieved:

- Completion of the analysis report on the needs of the Faculty of Law
- Literature and hardware planned within the project procured
- Access to science literature databases provided
- Project identity developed as planned
- Project website established and regularly maintained
- Promotional material and the project newspaper published and disseminated properly
- National media reporting on developed programmes and promoting the project
- Promotion of project results on panel discussions with stakeholders
- Alumni association created as planned
- Roles and responsibilities of the people participating in the project agreed beforehand

Considered as highly achieved:

- Completion of the survey results on conversance of the EU law amongst the Montenegrin judges
- Capacity building of teaching staff of the Faculty of Law and non-academic partners
- Training of teaching staff of the Faculty of Law and non-academic partners on teaching, researching and implementing EU Law
- Training of teaching staff on hardware usage
- Implementation of the recommendations of the consortium
- Quality control procedures determined
- Regular reporting on the project activities
- Annual quality control check
- External quality control check
- External Audit completion
- Dissemination of information about the project to new generation enrolled and prospective students
- Decision-making process of the Management Board
- Mid-term progress report and the final report completed successfully

Considered as mostly achieved:

- Completion of the survey results on conversance of the EU law amongst other legal professions
- Training for proficient usage of foreign languages of academic staff
- Accreditation of new curricula
- Assessment of students' feedback

2. Management Board Team (MBT)

The information is obtained through a specifically tailored questionnaire for the Management Board Team (MBT) members, in which they evaluated the overall success of the project, its implementation, the achieved outputs and results of the CABUFAL project, through the prism of their specific role in the project implementation.

The Management Board Team (MBT) questionnaire contained set of questions grouped into four categories: questions related to the overall success of the project, to its aim and specific objectives and to its implementation.

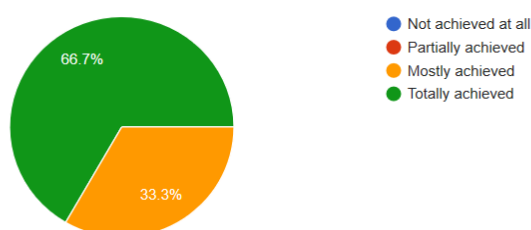
The questionnaire was delivered to 10 (ten) persons members of the Management Board Team and the total number of respondents was 6 (six). It is considered that the number of respondents is sufficient for adequate analysis.

a. Overall Success

The analysis shows that the members of the Management Board Team agree that the main goals of the project were highly achieved.

Please evaluate to which extent was the main goal of the project achieved?

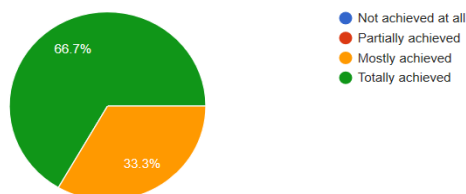
6 responses



The same answer was given when being asked about the achievement of the overall outputs planned within the project. Following this, it can be concluded that the management board team in overall finds the implementation of the project successful.

In your estimation, have the overall outputs which were planned within the projects achieved?

6 responses

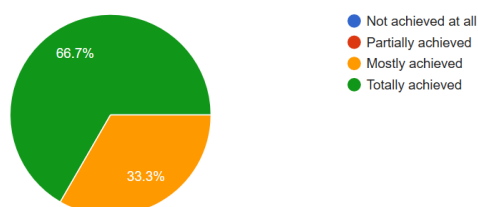


b. Project Aim

When asked about the achievement of the overall project aim i.e. development of high-quality syllabi for legal studies that will meet professional and employers' needs and the needs of the Montenegrin society in the EU accession process, the members of the MBT agreed that it was highly achieved (67% of the respondents).

Was the overall broader objective i.e. development of high-quality syllabi for legal studies that will meet professional and employers' needs and the needs of the Montenegrin society in the EU accession process, achieved?

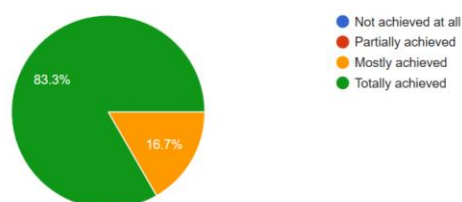
6 responses



In view of the establishment of modernized study program for undergraduate studies of law, with special focus on EU law modules/courses, the members of the MBT agreed that this as well was very highly achieved as 83% of the respondents (5 out 6) replied that this was totally achieved.

Was the establishment of modernized study program for undergraduate studies of law, with special focus on EU law modules/courses, achieved?

6 responses

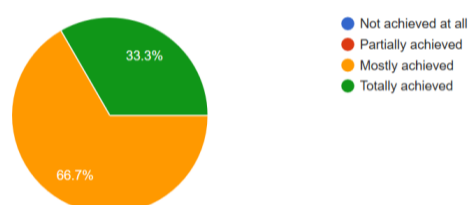


c. *Specific Project Objectives*

With regard to the specific project objectives, the management board team evaluated the improvement of employability and competitiveness of the students at Faculty of Law as mostly achieved. It has to be noted that this is a long-term objective of the project, thus in the given time distance it is difficult to assess its achievement, so the responses were gathered to reflect the perception of the Management Board members.

Was the improvement of employability and competitiveness of the students at Faculty of Law achieved?

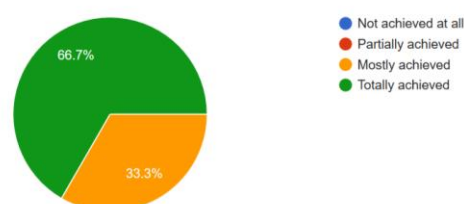
6 responses



The enhancement of teaching resources, as one of the objectives of the project, by the Management Board is considered to be highly achieved

Was the enhancement of teaching resources achieved?

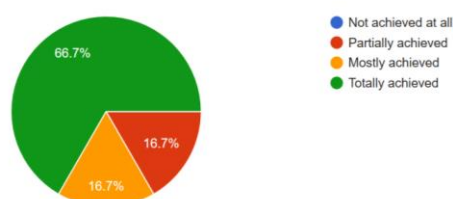
6 responses



Being asked to evaluate the level of knowledge enhancement of Montenegrin judicial organisations on the teaching and researching EU law, the management board team considered it, in average, as mostly achieved.

How was the knowledge enhancement of Montenegrin judicial organisations on the teaching and researching EU law achieved?

6 responses

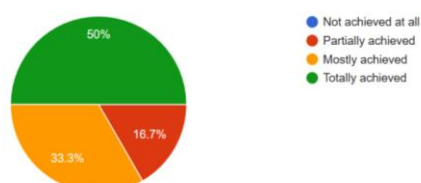


d. Implementation

The MBT members agreed that the adoption of contingency plans and adjustment mechanisms for the project activities, as well as the measures for the eventual conflict resolution were mostly achieved.

To which extent was the adoption of contingency plans and adjustment mechanisms for the project activities, as well as the measures for the eventual conflict resolution achieved?

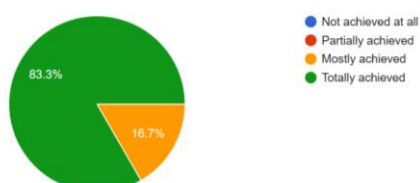
6 responses



The Management Board agrees that the activities related to project management, including financial management and reporting to EU authorities, were successfully completed and the expectations in this regard were highly achieved.

To which extent was the MB project management including financial management and reporting to EU authorities achieved?

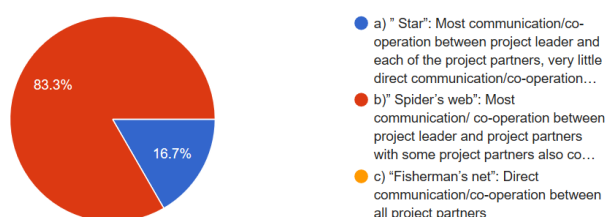
6 responses



Regarding the issue of the communication and cooperation between the project partners, important not only from the perspective of the implementation of the project, but also standing as an objective on its own, the management board team stated that most communication/co-operation was done between project leader and project partners with some project partners also communicating/co-operating directly. This means that mostly the project leader communicated with each of the project partners and rarely the communication was done directly between the partners of the project. We consider this as appropriate for management of project of this scale.

Which of the pictures below describes best the structures of communication and cooperation of the project?(Please tick the appropriate answer)

6 responses



In addition, the members of the MBT agreed that in course of the project the expected results for the monitoring and evaluating the activities of project partners were highly achieved.

The Management Board team notes that the implementation of the project provided for increased multilateral and bilateral cooperation between the project partners, exchange of knowledge and experiences and increased the potentials for further collaboration on the modernization of the curricula and the teaching methods in the different project partners not only the main beneficiary. It was also noted that the consortium and the partnership created should be further expanded on other projects as well. In addition, it was noted, as by the

Project Management Team that the public procurement procedures in place in Montenegro have challenged the timely delivery of the activities, however this was overcome.

3. Quality Control Board (QCB)

The information is obtained from a specifically tailored questionnaire for the Quality Control Board (QCB) members, in which they evaluated the overall success of the project, its implementation, the achieved outputs and results of the CABUFAL project, having in mind the specific set of activities that they had in course of the project.

The Quality Control Board (QCB) members questionnaire contained a set of questions grouped into four categories: questions related to the overall success of the project, to its aim and specific objectives and to its implementation.

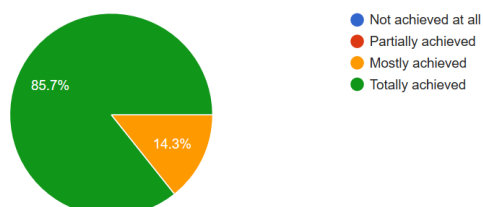
The questionnaire was delivered to 8 (eight) persons and the total number of respondents was 7 (seven) which makes the responses highly relevant for overall conclusions.

1. Overall Success

The members of the Quality Control Board agreed that the main goal of the project was highly achieved (6 out of 7 responders find the main goal totally achieved).

1.1. Please evaluate to which extent was the main goal of the project achieved?

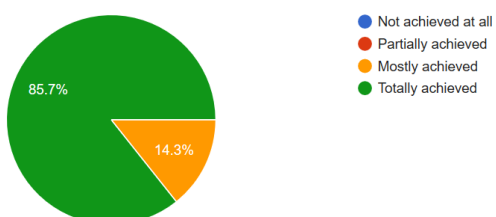
7 responses



When being asked about the achievement of the overall outputs planned within the project, again, the QCB agrees that they were delivered.

1.2. In your estimation, have the overall outputs which were planned within the projects achieved?

7 responses



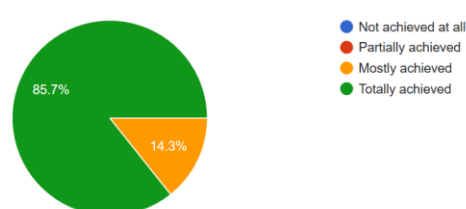
Following this, it can be concluded that the Quality Control Board members are highly satisfied with the overall success of the project.

2. Project Aim

When asked to give their opinion about the achievement of the overall project aim i.e. development of high-quality syllabi for legal studies that will meet professional and employers' needs and the needs of the Montenegrin society in the EU accession process, the members of the QCB agreed that it was highly achieved.

2.1. Was the overall broader objective i.e. development of high-quality syllabi for legal studies that will meet professional and employers' needs and the needs of the Montenegrin society in the EU accession process, achieved?

7 responses



3. Specific Project Objectives

In view of the specific project objectives, the Quality Control Board unanimously agreed that the establishment of modernized study program for undergraduate studies of law, with special focus on EU law modules/courses, was totally achieved.

3.1. Was the establishment of modernized study program for undergraduate studies of law, with special focus on EU law modules/courses, achieved?

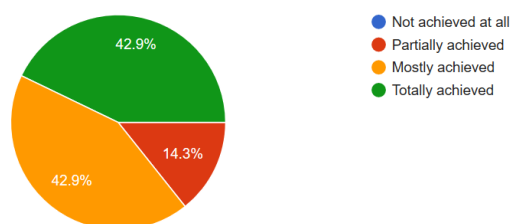
7 responses



The Quality Control Board members stated that the improvement of employability and competitiveness of the students at Faculty of Law is mostly achieved. Again, it should be taken into consideration that this is a long-term objective of the project that cannot be fully evaluated within the given time-limits.

3.2. Was the improvement of employability and competitiveness of the students at Faculty of Law achieved?

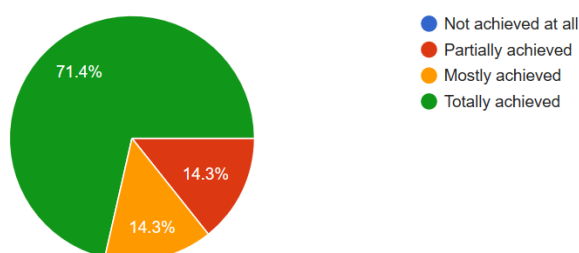
7 responses



With regard to the enhancement of teaching resources, the QCB evaluated both as highly achieved.

3.3. Was the enhancement of teaching resources achieved?

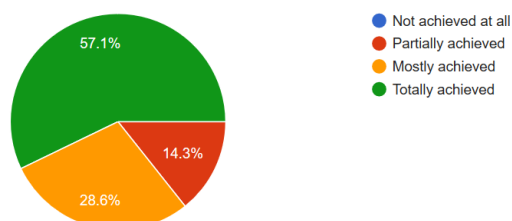
7 responses



When it comes to the enhancement of the level of the Montenegrin judicial organisations on the teaching and researching EU law, the QCB evaluated this, in average, as mostly achieved.

3.4. How was the knowledge enhancement of Montenegrin judicial organisations on the teaching and researching EU law achieved?

7 responses

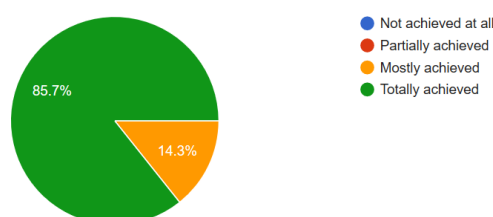


4. Implementation

According to the Quality Control Board the expectations from the adoption of Quality Control Plan for quality assurance that will govern the activities of QCB were met.

4.1. To which extent was the adoption of Quality Control Plan for quality assurance that will govern the activities of QCB achieved?

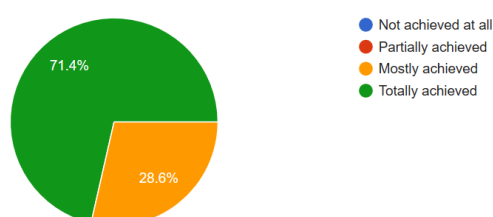
7 responses



The same evaluation goes for performing quality control of activities within the project and consultation on conflict issues.

4.2. To which extent was the performing quality control of activities and consultation on conflict issues achieved?

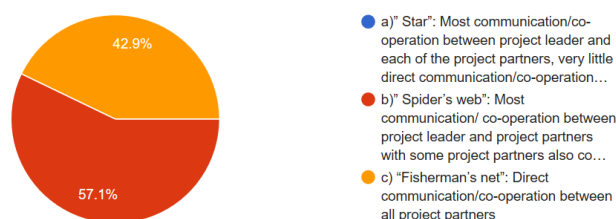
7 responses



The Quality Control Board stated that most communication/ co-operation was done between project leader and project partners with some project partners also communicating/co-operating directly which means that mostly the project leader communicated with each of the project partners and rarely the communication was done directly between the partners of the project. It is to be noted, that the system of communication differs between the MBT and the QCB, that could be understandable from the perspective of the different roles the bodies have.

4.3. Which of the pictures below describes best the structures of communication and cooperation of the project? (Please tick the appropriate answer)

7 responses



In addition, the members of the QCB agreed that the procedure of monitoring and evaluating the activities of project partners was highly achieved.

Survey Conclusions

1. Project Management Team

The Project Management Team members expressed their satisfaction with the implementation of the project as it was an valuable experience and step forward to prosperous development of the Law Faculty in Podgorica. They appreciated the opportunity to improve the institutional and individual academic cooperation between University of Montenegro Faculty of Law and its academic staff, on the one side, and their counterparts, on the other, thus making the project self-sustainable in a long run.

When being asked about the strongest points of the project, the project management team members had almost unanimous answers. They all emphasized the importance of the projects' sustainability and cooperation between the partners as well as the curriculum refreshment, teachers training and study visits which were the most valuable tools for a successful project implementation.

In evaluating the weakest points of the project, again, they fully agreed that in general the major problems were due to administrative procedures in Montenegro and in particular, the long-lasting procurement calls introduced by the new Law on public procurement.

Finally, the Project Management Team members gave favourable answers when asked to evaluate various aspect of the project. They agreed that the quality of the partnership, clearness of the roles within the partnership and partners' professional behaviour were aspects, which in their opinion were totally achieved. When asked to evaluate the clearness of objectives, communication among partners and their level of cooperation, they self as partners of the project, the project management, clearness of information received, respect of timing, deadlines and their own involvement, goals achieved, quality of output, usefulness of output for the Faculty of Law and target groups and sustainability of results, they concluded that these aspects were highly achieved, as there should always be a space for their improvement.

2. Management Board Team (MBT)

The Management Board Team members gave their positive feedback on the implementation of the project. In their point of view, it provided increased multilateral and bilateral cooperation between the project partners, exchange of knowledge and experiences as well as increased potentials for further collaboration on the modernization of the curricula/teaching methods within different project partners as it was not limited only to the main beneficiary.

The management board team members agreed that although the public procurement procedures in Montenegro made it very challenging for the project leader to follow the temporal dynamics of the project, at the end the overall implementation of the project was very successful because of the unsparing efforts and dedication of everyone involved.

Finally, they are all welcoming the opportunity to use the CABUFAL's project partner network in future, to put into effect the project's acquired experience and to apply for similar ones which could only bring benefit to the educational system and the society in general.

3. Quality Control Board (QCB)

The quality control board members are well-pleased with the outcome of their dedicated work on the project. The quality control encompassed series of activities to monitor the quality of the implementation process, make records on quality performance, revealing any defects or failures in project implementation, and generating necessary suggestions and recommendations for improving the project quality plan and increasing the quality levels. The QCB's primary goal was to ensure that everything is done within the scope of the project planning. In the project closure phase, the Quality Control Board concluded that the project outputs are produced in compliance with the quality requirements and that there are no disparities from the initial project planning.

4. General Survey Conclusion

The general conclusion based on the cross-analysis of the survey results of the stake-holders is that the goals and the objectives of the project were met. They agree the most important feature of the project, in the same time the most successful one is the modernization of the curriculum and introduction of new courses at the Faculty of Law University of Montenegro, as well as the development of the knowledge and skills for the academic and non-academic staff that will support the delivery of the new curriculum. Having in mind that the increase of the employability of the students is a long-term goal of the project, the achievement of this aim cannot be fully evaluated at the given moment. The analysis also shows that adequate communication and coordination procedures existed, which resulted in strengthening the relations between the project partners.

III. Overall Conclusion

The overall conclusion following the evaluation is that the project was successfully implemented and resulted in:

- Increase of the capacities of the academic staff of University of Montenegro Faculty of Law and in particular the teaching skills and the level of comprehension and understanding of various aspects of EU law;
- Advancement of the curriculum of the University of Montenegro Faculty of Law so to equal that of such courses in EU Member States;
- Establishment and development of long-lasting academic cooperation between University of Montenegro Faculty of Law and its academic staff, on the one side, and their counterparts, on the other;
- Increased multilateral and bilateral cooperation between the project partners as well as increased potentials for further collaboration on the modernization of the curricula/ teaching methods within different project partners.

We find that not only the Faculty of Law of the University of Montenegro benefited from the new curriculum and the new courses, but it also contributed to meeting the needs of the Montenegrin state and society. This, having in mind that the Faculty of Law is the only state Law Faculty in Montenegro, and that it is a faculty with the largest number of law students in Montenegro, so it could be realistically expected that the project will have a long-term impact.

The project allowed the academic staff to acquire new competences which were systematically transferred to students and are expected to have a positive impact on the students studying at the Faculty of Law, and their employability.

Professional associations of lawyers from Montenegro (especially the non-academic partners in this project – Judicial Council of Montenegro and Judicial Training Centre of Montenegro) also benefited from the project, having in mind the fact that they were active participant in its implementation. The project contributed to increasing the level of understanding of the EU law by Montenegrin judges and other legal professionals in Montenegro.

Annexes

QUESTIONNAIRE 1 - Project Management Team (PMT), CABUFAL Project

1. Overall Success

1.1. Please evaluate to which extent was the main goal of the project achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

1.2. In your point of view, was the overall implementation of the project successful?

Yes ☐ No ☐

If yes, what were the main factors for its success?

If not, what do you think were the main problems?

1.3. In your estimation, have the overall outputs which were planned within the projects achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

1.3.1. Please elaborate in one paragraph what where the outputs which were not met and why do you see them as poorly implemented? ***please note that this question should be answered only if you ticked "totally achieved"**

1.3.2. Please list at least 3 of the most successfully implemented outputs, and why do you see them as such.

1.3.3. Please list what were the major challenges that raised during the implementation and how were they addressed.

2. Wide Project Objectives:

2.1. Was the overall broader objective i.e. development of high-quality syllabi for legal studies that will meet professional and employers` needs and the needs of the Montenegrin society in the EU accession process, achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

2.2. As a key indicator, was the enhancement of professional skills achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

2.3. To which extent was the absorption of theoretical and practical knowledge by students (Bachelor, Master and PhD) and practitioners achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

2.4. To which extent was the absorption of theoretical and practical knowledge by academic staff achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

3. Specific Project Objectives:

3.1. Was the establishment of modernized study program for undergraduate studies of law, with special focus on EU law modules/courses, achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

3.2. Was the improvement of employability and competitiveness of the students at Faculty of law achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

3.3. Was the enhancement of teaching resources achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

3.4. How was the knowledge enhancement of Montenegrin judicial organisations on the teaching and researching EU law achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

3.5. As a key indicator, was the accreditation and implementation of the curriculum developed by Faculty of Law and University of Montenegro until month 12 achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

3.5.1. Has the collaboration between the Faculty of Law and its academic staff increased?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

3.5.2. Has the study programme been refreshed?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

3.5.3. Has the mobility of students increased?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

3.5.4. Were the teachers retrained?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

4. Implementation

4.1. Was the project implemented on schedule?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

4.2. In hindsight, was the project development approach taken the most appropriate?

Yes ☐ No ☐

If not, what could have been done differently?

4.3. As a key indicator, please specify how many of the professors of the Faculty of Law - University of Montenegro were involved in the project implementation?

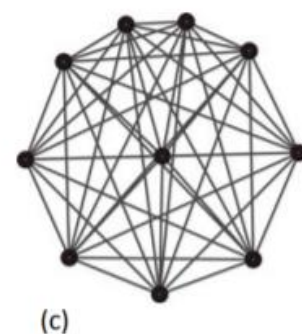
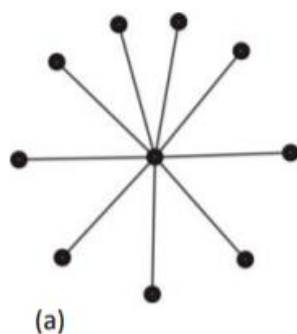
- ☐ 0-30%
- ☐ 30%-50%
- ☐ 50%-80%
- ☐ 80%-100%

4.4. How was the overall coordination and direction of the project achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

4.5. Please evaluate the communication processes between the implementing bodies

- Which of the pictures below describes best the structures of communication and cooperation of the project? *(Please tick the appropriate answer)*



- a) *"Star": Most communication/co-operation between project leader and each of the project partners, very little direct communication/co-operation between project partners*
- b) *"Spider's web": Most communication/ co-operation between project leader and project partners with some project partners also communicating/co-operating directly*
- c) *"Fisherman's net": Direct communication/co-operation between all project partners*

4.6. Has the process of implementation been altered by some unforeseen issues?

Yes ☐ No ☐

If yes, please describe briefly.

4.7. Have these alterations effected the overall completion of the project?

Yes ☐ No ☐

If yes, please describe briefly.

Please tick the most appropriate answer

5. Outputs

5.1. In your opinion, was the completion of the analysis report on the needs of the Faculty of Law achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

5.2. In your opinion, was the completion of the survey results on conversance of the EU law amongst the Montenegrin judges achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

5.3. In your opinion, was the completion of the survey results on conversance of the EU law amongst other legal professions achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

5.4. In your opinion, to which extent was the capacity building of teaching staff of the Faculty of Law (University of Montenegro) and non-academic partners achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

5.5. In your opinion, to which extent was the training for Faculty of Law (University of Montenegro) teachers and non-academic partners on teaching, researching and implementing EU Law achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

5.6. To which extent was the training of teaching staff on hardware usage achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

5.7. To which extent was the training for proficient usage of foreign languages of academic staff achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

5.8. Was the literature and the hardware planned within the project procured?

Yes ☐ No ☐

5.9. Was an access to science literature databases provided?

Yes ☐ No ☐

5.10. In your opinion, was the accreditation of the new curricula achieved as planned?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

5.11. In your opinion, was the implementation of the recommendations of the consortium implemented?

- ☐ Not achieved at all

☐ Partially achieved

☐ Mostly achieved

☐ Totally achieved

5.12. Were there any quality control procedures determined?

Yes ☐ No ☐

5.13. In your opinion, how was the regular reporting on the project activities achieved?

☐ Not achieved at all

☐ Partially achieved

☐ Mostly achieved

☐ Totally achieved

5.14. In your opinion, to which extent was the assessment of student feedback achieved?

☐ Not achieved at all

☐ Partially achieved

☐ Mostly achieved

☐ Totally achieved

5.15. In your opinion, was the annual quality control check achieved successfully?

☐ Not achieved at all

☐ Partially achieved

☐ Mostly achieved

☐ Totally achieved

5.16. To which extent was the external quality control achieved?

☐ Not achieved at all

☐ Partially achieved

☐ Mostly achieved

☐ Totally achieved

5.17. To which extent was the external Audit completion achieved?

☐ Not achieved at all

☐ Partially achieved

☐ Mostly achieved

☐ Totally achieved

5.18. Was the project identity developed as planned?

☐ Not achieved at all

☐ Partially achieved

☐ Mostly achieved

☐ Totally achieved

5.19. Was the project website established and regularly maintained?

☐ Not achieved at all

☐ Partially achieved

☐ Mostly achieved

☐ Totally achieved

5.20. Was the promotional material and the project newspaper published and disseminated properly?

☐ Not achieved at all

☐ Partially achieved

☐ Mostly achieved

☐ Totally achieved

5.21. Was the national media reporting on developed programmes and promoting the project achieved successfully?

☐ Not achieved at all

☐ Partially achieved

☐ Mostly achieved

☐ Totally achieved

5.22. In your opinion, was the promotion of project results on panel discussions with stakeholders achieved successfully?

☐ Not achieved at all

☐ Partially achieved

☐ Mostly achieved

☐ Totally achieved

5.23. In your opinion, was the dissemination of information about the project to new generation enrolled and prospective students achieved successfully?

- ☐ Not achieved at all
☐ Partially achieved
☐ Mostly achieved
☐ Totally achieved

5.24. Was an alumni association created?

Yes ☐ No ☐

5.25. Were the roles and the responsibilities of people participating in the project agreed beforehand?

Yes ☐ No ☐

5.26. In your estimation, how was the decision-making process of the Management Board achieved?

- ☐ Not achieved at all
☐ Partially achieved
☐ Mostly achieved
☐ Totally achieved

5.27. Were the mid-term progress report and the final report completed successfully?

- ☐ Not achieved at all
☐ Partially achieved
☐ Mostly achieved
☐ Totally achieved

6. Conclusions

6.1. What are in your opinion the two strongest points of the project? (please describe in few words)

1. _____

2. _____

6.2. What are in your opinion the weakest points of the project? (please describe in few words)

1. _____

Please tick the most appropriate answer, 0=not achieved at all, 1=partially achieved, 2=mostly achieved, 3=totally achieved)

	0	1	2	3
a. Clearness of objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Quality of the partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Clearness of the roles within the partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Communication among partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Partners' professional behavior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Level of cooperation among the partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. You yourself as a partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Project management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Clearness of information received	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Respect of timing and deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Your involvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Goals achieved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Quality of output	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Usefulness of output for target groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. Usefulness of output for the Faculty of Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. Sustainability of results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Finally, please use this space to add any additional comments that you might have.

[illegible]

Centre for SEELS

QUESTIONNAIRE 2 – Management Board Team (MBT), CABUFAL Project

1. Overall Success

1.1. Please evaluate to which extent was the main goal of the project achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

1.2. In your estimation, have the overall outputs which were planned within the projects achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

2. Wide Project Objectives

2.1. Was the overall broader objective i.e. development of high-quality syllabi for legal studies that will meet professional and employers' needs and the needs of the Montenegrin society in the EU accession process, achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

3. Specific Project Objectives

3.1. Was the establishment of modernized study program for undergraduate studies of law, with special focus on EU law modules/courses, achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

3.2. Was the improvement of employability and competitiveness of the students at Faculty of law achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

3.3. Was the enhancement of teaching resources achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

3.4. How was the knowledge enhancement of Montenegrin judicial organisations on the teaching and researching EU law achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

4. Implementation

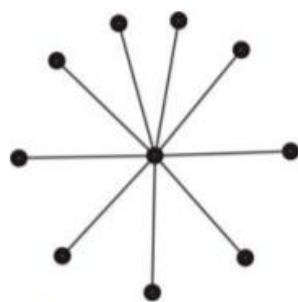
4.1. To which extent was the adoption of contingency plans and adjustment mechanisms for the project activities, as well as the measures for the eventual conflict resolution achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

4.2. To which extent was the MB project management including financial management and reporting to EU authorities achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

4.3. Which of the pictures below describes best the structures of communication and cooperation of the project? (Please tick the appropriate answer)



(a)



(b)



(c)

- a) *"Star": Most communication/co-operation between project leader and each of the project partners, very little direct communication/co-operation between project partners*
- b) *"Spider's web": Most communication/ co-operation between project leader and project partners with some project partners also communicating/co-operating directly*
- c) *"Fisherman's net": Direct communication/co-operation between all project partners*

4.4. To which extent was the procedure of monitoring and evaluating the activities of project partners achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

Finally, please use this space to add any additional comments that you might have.

Thank you very much for taking the time to complete the questionnaire.

QUESTIONNAIRE 3 - Quality Control Body (QCB), CABUFAL Project

1. Overall Success

1.1. Please evaluate to which extent was the main goal of the project achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

1.2. In your estimation, have the overall outputs which were planned within the projects achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

2. Wide Project Objectives:

2.1. Was the overall broader objective i.e. development of high-quality syllabi for legal studies that will meet professional and employers' needs and the needs of the Montenegrin society in the EU accession process, achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

3. Specific Project Objectives:

3.1. Was the establishment of modernized study program for undergraduate studies of law, with special focus on EU law modules/courses, achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

3.2. Was the improvement of employability and competitiveness of the students at Faculty of law achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

3.3. Was the enhancement of teaching resources achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

3.4. How was the knowledge enhancement of Montenegrin judicial organisations on the teaching and researching EU law achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

4. Implementation

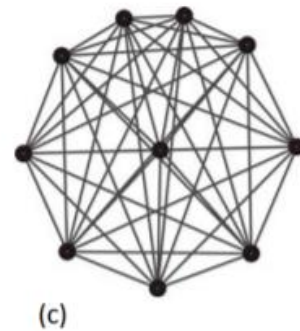
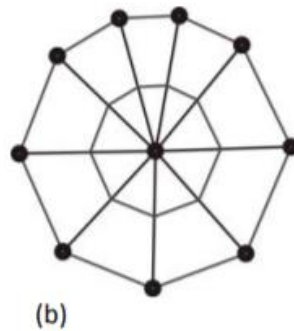
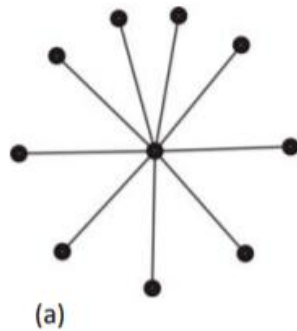
4.1. To which extent was the adoption of Quality Control Plan for quality assurance that will govern the activities of QCB achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

4.2. To which extent was the performing quality control of activities and consultation on conflict issues achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

4.3. Which of the pictures below describes best the structures of communication and cooperation of the project? (Please tick the appropriate answer)



- "Star": Most communication/co-operation between project leader and each of the project partners, very little direct communication/co-operation between project partners
- "Spider's web": Most communication/ co-operation between project leader and project partners with some project partners also communicating/co-operating directly
- "Fisherman's net": Direct communication/co-operation between all project partners

4.4. To which extent was the procedure of monitoring and evaluating the activities of project partners achieved?

- ☐ Not achieved at all
- ☐ Partially achieved
- ☐ Mostly achieved
- ☐ Totally achieved

Finally, please use this space to add any additional comments that you might have.

[illegible]

Thank you very much for taking the time to complete the questionnaire.