



Erasmus+

Cooperation for innovation and the exchange of good practices sub-programme

TECHNICAL REPORT form

Programme	Erasmus+
Sub-Programme	Cooperation for innovation and the exchange of good practices
Action	Capacity Building in higher education
Sub-Action	Joint Projects
Call for Proposal	EAC-A04-2015
Project number	573997-EPP-1-2016-1-ME-EPPKA2-CBHE-JP
Agreement/decision number	20162553
Project Title	Enhancement of study programs in Public Health Law, Health Management, Health Economics and Health Informatics in Montenegro
Language used to complete the form	English

Contractual Data

Dates and Beneficiaries

Dates

Project Start: 15/10/2016	Project End: 14/10/2019
Activities Start:	Activities End:
Project Duration(months): 36	

Beneficiary Data

Role	PIC	Name	Country
Co-Beneficiary / Partner	921159143	MINISTARSTVO ZDRAVLJA	Montenegro
Co-Beneficiary / Partner	946482351	MINISTRY OF EDUCATION	Montenegro
Co-Beneficiary / Partner	998754681	ZDRAVSTVENA USTANOVA INSTITUT ZA JAVNO ZDRAVLJE PODGORICA	Montenegro
Co-Beneficiary / Partner	932416284	INSTITUTE OF MODERN TECHNOLOGY MONTENEGRO	Montenegro
Co-Beneficiary / Partner	990226053	UNIVERZITET MEDITERAN PODGORICA PRIVATNA USTANOVA	Montenegro
Co-Beneficiary / Partner	999836328	JAVNA USTANOVA UNIVERZITET CRNE GORE PODGORICA	Montenegro
Coordinating Organization / Beneficiary	948824319	UNIVERZITET DONJA GORICA PODGORICA	Montenegro
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Co-Beneficiary / Partner	999881239	DEBRECENI EGYETEM	Hungary
Co-Beneficiary / Partner	999987648	RUPRECHT-KARLS-UNIVERSITAET HEIDELBERG	Germany
Co-Beneficiary / Partner	999643007	ETHNIKO KAI KAPODISTRIAKO PANEPISTIMIO ATHINON	Greece

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Project Summary and Horizontal Issues

Project Description

English - 1	<p>The main goal of the project is to enhance educational system in ME in accordance with well known EU best practices, thus providing education of public health professionals making them highly skilled to support nation in creating sustainable and flexible health system, providing good quality health, protecting of citizens against health threats, all by cost-effective and straightforward approach. Additionally, the continual sustainable educational approach will be developed at all levels, from undergraduate to PhD at all ME HEIs, all adopted to ME specificities, including evidence-based approach through innovative National Platform for Education and Research in Public Health, with full support of national ministries and HEI society in ME. Also, carefully selected raising awareness campaigns about health prevention and public health promotion will be implemented among ME citizens (including children, youth, workforce, elder population, vulnerable groups, etc.).</p> <p>OBJECTIVES:</p> <ol style="list-style-type: none">1. Enhancement and modernization of curricula and programs in public health fields (public health law, health management & economics, health informatics and medicine) at different levels in educational system in ME (from undergraduate to PhD level)2. Enhancement of the level of competencies and skills of staff members from ME HEIs by sharing evidence-based public health teaching models of innovation and good practice; respecting the diversity of national and European population health challenges and threats3. Creation of new learning and teaching approaches in public health in ME through developing National Platform for Education and Research in Public Health, ICT enhanced evidence-based learning and teaching materials, etc.4. Strengthening internationalisation of ME HEIs, including increased visibility of staff members and participating institutions' profiles in international teaching community in the multidisciplinary area of public health5. Raising awareness about health prevention and public health promotion at national level in ME. <p>Successful realization of specified objectives will directly improve current situation in ME in beneficiary fields of public health, by providing grounds for sustainable human capacities building and national level, making them capable to address open issues in health care domain. More specifically: (i) Newly accredited program(s) and adapted/innovated curricula/courses at MSc level are expected to provide key competencies for health authorities, managers and other stakeholders, in managerial leaderships, health promotion, health protection and disease prevention, economic evaluation increasingly used for medical decision making and priority settings within healthcare, security and data protection, etc. Furthermore, curricula/courses within PhD program will enhance research and innovativeness in the field, thus positing graduates as leaders of key innovations and progress at national level. (ii) On the other side, (under)graduate programs ensure sustainable and continual education of future national forces in different fields of public health. (iii) HEI staff members with enhanced skills will improve the quality of higher education and enhance its relevance for the labour market and society; (iv) Development of new teaching and learning materials (supported by innovated educational Platform), will provide unique case based education beneficial for all students in deeper understanding of how public health concepts apply to the national level and real world; (v) ME society with raised awareness will be prepared to accept advancements in public health domains, thus contributing to better health indicators and well-being.</p> <p>However, PH-ELIM will directly contribute to national issues in meeting EU standards and requirements in public health fields, with developing sustainable education approach for continual education of professionals needed to lead and implement public health key actions and rules at national level.</p>
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Horizontal Issues

Previous recommendations/follow-up

In the Evaluation Report attached to Notification letter for receiving a grant, there were not strict recommendations defined. However, the following comments of evaluators were carefully analysed:

1. A more effective multiplier effect could be achieved through involving the trained staff into training other target groups.

Action taken: We decided to organise training events in Montenegro and invite more trainees from partner institutions. Also we launched distance learning platform at early beginning of the project enabling training content management as one of key resources for future multiplication of training events for other target groups in Montenegro.

2. The project sustainability is not ensured and the applicant should have explained more clearly how the project outputs/outcomes will be maintained after the end of the project.

Action taken: Dissemination and Exploitation plan is prepared, its progress monitored at M12, and updated accordingly. The Plan clearly assigned roles and responsibilities to be taken. Furthermore, close cooperation with the Ministry of Health is established, and joint actions are defined aimed on providing support for sustainability of new MSc program.

National Erasmus Office of Montenegro made monitoring visit on 18th December 2017, and the following recommendations were sent:

1. Since accreditation procedure changed due to the creation of Quality Assurance agency, close communication with Ministry of Education is necessary to be able to pass the accreditation procedure in due time, so as to be in accordance with the project foreseen plan.

Action taken. The coordinator is in very close cooperation with the Ministry, and they expressed willingness to provide full support to enforce accreditation procedure as the Agency is established.

2. Close communication with Ministry of Health is necessary, since the new programme concerns those working in public health institutions at managerial positions. Although not explicitly foreseen by the project, still they should invest efforts to introduce standards as regards managers in public health institutions, and make it obligatory standard before starting managerial position. In order to do so, more intensive dissemination activities are needed involving representatives of the Ministry of Health.

Action taken. The Ministry of Health actively participated in project promotion targeting different groups. However, they presented their strategical plan about specifying managerial skills gained through formal education process, as pre-requisites for any leading position at health institutions. Further actions are scheduled for next period, related to joint intensified promotion of new MSc program and enrolment of the 1st generation of students.

3. It is recommended to consider the possibility of introducing lifelong learning opportunity for managers, that could be one of side effects of the project.

Action taken: The accreditation of lifelong training modules is specified as one of goals of established National Centre for Education in Public Health; and is planned to start after accreditation of master program.

4. It is recommended to consider the possibility for local partners to make use of international credit mobility projects, as a potential for sustaining partnership scheme with EU partners.

Action taken: Application between DE (Hungary) and UDG (Montenegro) and UoM(Montenegro) is submitted. Applications between other partner institutions are planned for 3rd project year.

5. Dissemination activities could be strengthened further.

Action taken: The Dissemination & Exploitation plan is updated after analysing progress of implementation; and they will be more intensified in next period after formal accreditation of new master program.

Transversal issues

Health systems in EUROPE are at the core of its high level of social protection and they are a cornerstone of the European social market economy. It puts an additional strain on the sustainability of health systems and raised the urgency to channel EU efforts towards economic recovery and growth as outlined in the Europe 2020 strategy. Investing in health can lead to smarter spending — not more spending — that brings savings or secures better health outcomes. It may take different forms, such as change in the management of care to improve efficiency while improving health outcomes, investment in healthcare staff, training or equipment and initiatives to promote good health and prevent diseases. Furthermore, universal access to safe, high-quality, efficient healthcare services, better cooperation between social and healthcare services and effective public health policies to prevent chronic disease can make an important contribution to economic productivity and social inclusion. Reforms complemented by the above mentioned targeted investments should foster cost-effective innovation to achieve good health outcomes and aim to avoid increasing disease and financial burdens in the long term. Thus, the following key areas are prioritized in 'Investing in Health' (contributing to Europe 2020 objectives of smart, sustainable and inclusive growth): (i) Investing in sustainable health systems, (ii) Investing in people's health as human capital, (iii) Investing in reducing health inequalities, and (iv) Investing in health through adequate support from EU funds, on which basis EU member states adopted National Strategies for Health.

MONTENEGRO (ME) is a small country facing rapid changes and development challenges in all areas that are relevant for societal progress and prosperity. ME Government and Ministry of Health defined health as a priority value and, as the major developmental task, in order to: prepare a set of measures to achieve optimal health of the population, reduce inequalities in health between regions and among citizen groups, promote healthy behavior and prevention of early morbidity, improve accessibility, safety and quality of health services, invest in human capacities and modernization of health facilities.

The strategic document 'Master Plan: Development of Health care System of ME 2010 - 2013' directs development of health care system in ME in line with the overall development of the country and by following the guidelines of the healthcare strategy of the EU 'Together for Health', thus aimed on providing conditions for efficient, rational and sustainable development of the health care system, creating the conditions for the health care system to become a part of the health integration into the EU, in accordance with universal values, goals and instruments.

It is the reason why the main goal of the project is to ENHANCE EDUCATIONAL SYSTEM IN ME IN ACCORDANCE WITH WELL KNOWN EU BEST PRACTICES, THUS PROVIDING EDUCATION OF PUBLIC HEALTH PROFESSIONALS MAKING THEM HIGHLY SKILLED TO SUPPORT OWN NATION IN CREATING SUSTAINABLE AND FLEXIBLE HEALTH SYSTEM, PROVIDING GOOD QUALITY HEALTH, PROTECTING OF CITIZENS AGAINST HEALTH THREATS, ALL BY COST-EFFECTIVE AND STRAIGHTFORWARD APPROACH. Additionally, the continual sustainable educational approach will be developed at all levels, from undergraduate to PHD, all adopted to ME specificities, including evidence-based approach through innovative National Platform for Education and Research in Public Health, with full support of national ministries and HEI society in ME.

Involvement of people with fewer opportunities

This project is not focused on people with fewer opportunities.

Award Criteria

Typology

Horizontal priorities

Fostering the assessment of transversal skills	<input checked="" type="checkbox"/>
Promoting the take-up of practical entrepreneurial experiences in education, training and youth work	<input type="checkbox"/>
Promoting the professional development of staff and youth workers in ICT methodologies	<input checked="" type="checkbox"/>
Supporting the production and adoption of Open Educational Resources in diverse European languages	<input type="checkbox"/>
Facilitating the validation of non-formal and informal learning and its permeability with formal education pathways	<input type="checkbox"/>

Linkages

School education	<input type="checkbox"/>
Higher education	<input checked="" type="checkbox"/>
Adult education	<input type="checkbox"/>
Vocational training	<input type="checkbox"/>
Youth sector	<input type="checkbox"/>
Cross-sector	<input type="checkbox"/>

If cross sector is selected

School education	<input type="checkbox"/>
Higher education	<input checked="" type="checkbox"/>
Adult education	<input type="checkbox"/>
Vocational training	<input type="checkbox"/>
Youth sector	<input type="checkbox"/>

CBHE Aims

Support the modernisation, accessibility and internationalisation of the higher education field in the eligible Partner Countries.	<input checked="" type="checkbox"/>
Support eligible Partner Countries to address the challenges facing their higher education institutions and systems, including those of quality, relevance, equity of access, planning, delivery, management, governance.	<input checked="" type="checkbox"/>
Promote people to people contacts, intercultural awareness and understanding.	<input type="checkbox"/>
Promote voluntary convergence with EU developments in higher education.	<input type="checkbox"/>
Contribute to the cooperation between the EU and the eligible Partner Countries (and amongst the eligible Partner Countries).	<input type="checkbox"/>

CBHE Objectives

Improve the quality of higher education and enhance its relevance for the labour market and society.	<input checked="" type="checkbox"/>
Improve the level of competences and skills in HEIs by developing new and innovative education programmes.	<input checked="" type="checkbox"/>
Enhance the management, governance and innovation capacities, as well as the internationalisation of HEIs.	<input type="checkbox"/>
Increase the capacities of national authorities to modernise their higher education systems, by supporting to the definition, implementation and monitoring of reform policies.	<input type="checkbox"/>
Foster regional integration and cooperation across different regions of the world through joint initiatives, sharing of good practices and cooperation	<input type="checkbox"/>

Specific activities

Curriculum development	<input checked="" type="checkbox"/>
Modernisation of governance, management and functioning of HEIs	<input type="checkbox"/>
Strengthening of relations between HEIs and the wider economic and social environment	<input type="checkbox"/>

Regions involved

Region 1 - Western Balkans	<input checked="" type="checkbox"/>
Region 2 - Eastern Partnership Countries	<input type="checkbox"/>

Region 3 - South Mediterranean Countries	<input type="checkbox"/>
Region 4 - Russian Federation	<input type="checkbox"/>
Region 6 - Asia	<input type="checkbox"/>
Region 7 - Central Asia	<input type="checkbox"/>
Region 8 - Latin America	<input type="checkbox"/>
Region 9 – Iran, Iraq, Yemen	<input type="checkbox"/>
Region 10 - South Africa	<input type="checkbox"/>
Region 11 - ACP	<input type="checkbox"/>
Cross-regional	<input type="checkbox"/>
Regional	<input type="checkbox"/>
National	<input type="checkbox"/>

Special mobility strand

The project contains a Special Mobility Strand	<input type="checkbox"/>
The project does not contains a Special Mobility Strand	<input checked="" type="checkbox"/>

Involvement of people with fewer opportunities

YES/NO	<input type="checkbox"/>
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Assessment Criteria

Relevance of the project

<p>Relevance to the objectives</p>

Internal constraints/changes.

- At early beginning of the project, FBTB (Montenegro), initiated withdrawing procedure due to limited resources. With the consent of all project partners and as approved by EACEA, the coordinator took over all obligations from withdrawn institution. This change has no impact on the relevance of the project, since other 3 ME HEIs present almost 98% of all student population in ME.
- During the implementation of the project, a new Law on Higher Education in Montenegro was adopted in 2017. Accordingly, accreditation of new study programs shall be conducted by the new Agency of National QA, which is expected to be established. Bearing in mind that the Agency has not been established yet, a slight delay in realization the following planned project activities could occur: (i) accreditation of new MSc program, (ii) enrollment of 1st generation and the beginning of the academic year. The consortium is fully aware of this risk; in order to overcome delays in the Agency establishment, made close cooperation with Ministry of Education (which is expected to help in enforcing the procedure). However, partners agreed on making all activities during 3rd year more intensified if needed, in order to achieve all planned project results until the end of the project.
- All project partners are very motivated and have taken an active role during implementation of all planned project activities.

Relevance of the objectives.

- All the Project's objectives are still relevant for Montenegro. The ME Government still supports all activities in order to lead society on achieving the following identified priority aims: (i) develop national programme of preventive health measures in all health institutions, (ii) develop post-graduate studies in public health, (iii) develop cost-effective measures to invest in sustainable health system, (iv) improve mechanisms for the sound implementation of the law on patients' rights in cross-border healthcare and raise awareness on this subject and on existing procedures, (v) continue with further improvements of integral information system, by health technology assessments.
- During the project implementation, close cooperation between ME HEIs and Ministry of Health is established. The Ministry gives full support for all project activities, significantly contribute to their implementation, with special focus on formal integration of requirements about managerial education for future authorities/managers in health care institutions (as suggested in the Action Plan for Structural reforms in Healthcare system in ME for period 2015-2017).

Improving quality of education and teaching (priority B).

- oCreating a new Master Study Program in Health Management, Economics and Medicine Informatics will enhance Montenegrin Education System in the fields of public health.
- oNew teaching approach supported by ICT enhanced National Platform for education and Research in Public Health will provide effective and efficient evidence-based teaching/ learning process.
- oThe successful organization of the trainings conducted by the EU partners have significantly improved the human capacity building of teaching staff at all 3 ME HEIs, 2 research institutes, Ministry of Health and Ministry of Education.
- oNew/updated courses about public health issues on bachelor, master and PhD level study programs at all three Montenegrin university will promote good health and prevent diseases. Furthermore, universal access to safe, high-quality, efficient healthcare services, better cooperation between social and healthcare services and effective public health policies to prevent chronic disease can make an important contribution to ME economic productivity and social inclusion.

EU Education, Cooperation & Development policies

Ongoing amendments and changes to the Law on Higher Education in Montenegro are underway. These aim to improve the quality of higher education and the creation of competitive human resources in the European market. During implementation of all project activities we took into account all these amendments and changes that led to the following:

- The establishment of the Agency for Quality of Higher Education, which will, among other things, instead of the Council for Higher Education conduct accreditation and re-accreditation or external evaluation of higher education institutions.
- PH-ELIM actions: Our new Master study program will be accredited by newly established Agency (the Agency was not established till the Report submission).
- The Public institutions and the government will conclude the Agreement on Financing, which regulates mutual rights and obligations, for the realization of study programs;
- PH-ELIM actions: Financial sustainability of study programs at University of Montenegro (as the only public university) is ensured.
- A new structure of study programs 3 + 2 + 3, instead of current 3+1+1+3, except for the regulated professions
- PH-ELIM actions: Our new Master study program will last 2 years according with new structure of study programs. Furthermore, all other new/updated courses are prepared for university re-accreditations, and thus fulfilling new structure and rules.

Furthermore, having in mind that all new/updated courses/programs are prepared for accreditation and will be accredited during the project implementation, the following EU policies/requirements will be satisfied:

- The diplomas in the field of regulated professions will be acquired in accordance with the relevant EU Directive.
- The Government of Montenegro adopted the Strategy for Development of Higher Education in Montenegro (2016–2020), together with its Action plan. The rationale behind the Strategy is to define the new strategic framework in the HE field that will respond to societal needs and inputs coming from the EHEA. The new Master study program and all updated study programs are in line with new Action Plan.
- The Parliament of Montenegro adopted changes and amendments of the Law on Recognition of Foreign Educational Certificates and Equivalence of Qualifications (Official Gazette of Montenegro, 57/11 i 42/16), that further stipulates authorities of ministries, HEIs, and schools in the recognition process procedure.
- PH-ELIM action: Accreditation process of new MSc program started with the phase of applying for new qualification for new multidisciplinary Master program. Thus, new qualification at national level in Montenegro is developed by PD-ELIM project in accordance with adopted qualification framework at national level.

Furthermore, in order to meet EU standards in education, cooperation and development, the following actions are implemented:

- Close cooperation with highly experienced EU partner institutions resulted with spread network of relevant international associations/bodies and international recognition for ME institutions. Also, ME HEIs started procedure for enrolling EU associations (e.g. European Federation for Medical Informatics- EFMI: <https://www.efmi.org>) which will have huge impact for knowledge and know-how transfer in the field.
- During development of new Master study program we had in mind wider goal: compatibility with existing EU programs and potential joint accreditation in the future. Thus, the program is fully compatible with European Master in Health Economics and Management: <http://eu-hem.eu> and for ensuring the program sustainability, it is planned to apply for joint accreditation.

Quality of the project implementation

Description of the implemented activities

At project beginning we faced: (i) delay of 3 months, (ii) withdrawal of ME institution (FBTB); overcome by (i) more intensified activities, which resulted with implementation of all activities, and achievement of defined results and indicators, (ii) coordinator accepted all responsibilities from FBTB (approved by EACEA).

WP1: creation of research ground by reviewing and analyzing EU/global practices in public health (Dev 1.1) and education (Dev 1.2); summarizing current situation in ME and cross-matching with EU (Dev 1.3); creation of Roadmap for ME (Dev 1.4).

WP2: human capacity building; implemented by analyzing of existing practices in ME (Dev 2.1), planning the comprehensive set of 1+13 training activities (till now, 1+6 are implemented) (Act 2.2), all by following carefully selected methodology and quality procedures. Also, we are entering into public health education/research community (Dev 2.3).

WP3: creation/update of programs/courses in public health in ME (from BSc to PhD programs) after exploring existing situation in ME (Dev 3.1). We faced several changed circumstances; all were successfully addressed: (i)UoM (ME) submitted university accreditation in 2017 and it was right opportunity to include new courses in public health. As explained below in the Report, it was successfully completed and resulted with accredited 14/4 courses at undergraduate/PhD level (Dev 3.2, 3.4). (ii)New Law of HE in ME was changed (as described below in the Report), with the following consequential issues: (a)Re-accreditations of UDG and UNIM are required during 2018/2019 and thus, formal integration of new/updated courses is scheduled for re-accreditation process. All materials for UDG and UNIM were prepared. (b)

Establishment of Agency for National QA was delayed. However, all accreditation materials were prepared and submitted. MoE (ME) as partner institution is in close cooperation with UDG and they will enforce the procedure as soon as the Agency is established.

Supporting WPs (DISS & EXP, MNGT, QPLMN) are also implemented in accordance with a plan, as described below in the Report.

All aforementioned activities are successfully implemented, by active involvement of all partner institutions, as follows:

(i)The following basic principles of close cooperation between EU and ME partner institutions are implemented: EU HEIs shared their expert knowledge and experience; on which bases all partner institutions shared work within all activities; while WP leaders were responsible for organisation and division of tasks among consortium members, monitoring and review of implemented activities, etc.

(ii)Thematic WGs were created for continual implementation of research activities within WP1 (led by EU HEIs, participants: ME institutions) and training activities within WP2 (with trainers: EU partner institutions; trainees from ME); (iv)ME public institutions (MoH, MoE, IPHME) contributed in providing all information and inputs about existing situation, practices and strategical orientation at national level and actively participated in all training events;

Achieved key impacts: (i)Increased knowledge of ME beneficiaries about best practices&education in public health; (ii)Created Roadmap at national level; (iii) Enhanced teaching and expert competencies of ME staff members; (iv)cooperation with EU authorities/bodies in research/education; (v) Enhanced education and research through: (1) submitted accreditation of new MSc program; (2) created improvements of existing courses/curricula; (3) launched Distance Learning platform; (4) purchased modern ICT equipment; (vi) Raised awareness of ME society during (1) organised campaigns and promotional events, (2) published and distributed publications; with established sustainability grounds.

Quality assurance

Project QA plan. Key measures about quality assurance are agreed during Kick-off meeting, then the Project QA plan is created and published, defining: (i) the Quality Control Board (QCB) structure, roles and responsibilities; (ii) internal quality procedures with assigned roles (to WP/activity leaders, WG leaders, members of the boards, etc.) and reporting templates; (iii) quality procedures and measures for project activities, outputs and results; (iv) quality procedures and measures for training and educational activities; (v) contingency actions, roles and responsibilities.

Internal QA. QCB as the main body is responsible for monitoring and evaluation of project implementation. It consists of 9 members: one member per each HEI institution, while coordinating institution is presented with 2 persons, among which one is nominated as a President.

QCB was constituted during Kick-off meeting: www.ph-elim.net/project/project-boards/.

Having in mind that training activities were one of key focuses within the project in reporting period, special focus is put on their QA and monitoring, as follows:

(i)Distance learning platform (http://ph-elim.net/distance_learning/?redirect=0) was developed in order to provide ICT enhanced training events, as proposed by activity leader (UHEI, Germany) and agreed during the 2nd project meeting. In the project proposal, it was planned to develop it only for educational purposes, while the implemented extension significantly enhanced organization and management of training events, its evaluation and provided grounds for sustainable repetition for different target groups.

(ii)Evaluation form for training events (consisting of 12 questions: 9 closed and 3 opened) was agreed at WP2 level and implemented by using technical tools of developed platform. Trainees were invited to fulfil the evaluation form after each day of the training event; while summary reports per each training event are provided in training reports.

(iii)One of the measures defined by QCB (focused on prompt monitoring of training events) includes comprehensive presentation of training evaluation results during project meeting (usually organized immediately after the training events as its continuation). It serves as a key opportunity for all project members to discuss the results, identify potential weaknesses, obstacles and request QCB for corrective measures. For reporting period, if any issue occurred, it was resolved immediately at project meetings.

(iv)Concept of self- regulation is implemented in addition to presented evaluation form, as initiated by UMIT (Austria). At the end of the training event (for example, up to two weeks after the training), participants are asked to deliver a written self-reflection (of 2 – 3 pages) describing their personal learning objectives, learning process and learning outcomes they made in the course as well as the transfer of the new knowledge to their professional life. Summary report is available at <http://ph-elim.net/activities/wp2/> - Training evaluation QCB results. QCB members have continual online communication via email/Skype; while 2 on-site meetings were organized as integral parts of the 3rd and 5th coordination meetings (by applying cost-effective approach).

For the reporting period, the following evaluation procedures are made by QCB: (i) quality control of finished activities (WP1 and WP2-activity 2.1); (ii) quality of on-going activities (monitoring in M12). They approved successful implementation of all finalized activities and right progress of all other activities (reports available at: <http://ph-elim.net/activities/qcm/>)

External QA. It is planned for the 2nd half of the project implementation. Now, we are in the process of selecting the appropriate QA candidate.

Visibility

Project web site: <http://ph-elim.net/> is launched at early beginning of the project implementation and it contains at least the following:

- (i) Description of the project with listed objectives at Front Page, as well as list of all planned activities and work plan (<http://ph-elim.net/activities/>);
- (ii) Additionally, for the purpose of publishing project results, separate pages are created for each WP, as follows: WP1: <http://ph-elim.net/activities/wp1/>; WP2: <http://ph-elim.net/activities/wp2/>; WP3: <http://ph-elim.net/activities/wp3/>; WP4: <http://ph-elim.net/activities/wp4/>; Quality Control and Monitoring: <http://ph-elim.net/activities/qcm/>; Dissemination and Exploitation: <http://ph-elim.net/activities/dissemination-exploitation/>; Management: <http://ph-elim.net/activities/management/>
- (iii) Contact details of the Coordinator are put in footer Section, while project logo and Erasmus+ support icon are in header Section.
- (iv) List of beneficiaries: <http://ph-elim.net/participants/>

The web site is maintained with the content up-to-date.

The web site is primarily used for the following purposes: (i) provide all project results available and visible to the larger audience (including deliverables/reports, project news, promotions), (ii) support to beneficiaries by providing templates created for the purpose of the project: dissemination templates (brochures, roll-up, posters) and reporting templates (available at: <http://ph-elim.net/downloads/>). As reported in the Section 'Project management' of this report, DropBox folders were used for sharing financial and other documentation with restricted access only to beneficiaries and coordinator).

The following actions are taken ensuring visibility of the project web site:

- (1) project logo is created providing visual identity;
- (2) inter-links with institutional web sites: each beneficiary put PH-ELIM logo on its web site and hyperlink; each beneficiaries' logo is put on PH-ELIM web site and hyperlinked to institutional web sites (see reports at: [http://ph-elim.net/activities/dissemination-exploitation/section 'Social networks, websites'](http://ph-elim.net/activities/dissemination-exploitation/section/Social%20networks,%20websites/));
- (3) inter-links with Facebook account (<https://www.facebook.com/phelimErasmus/>); Facebook page (<https://www.facebook.com/Ph-Elim-Erasmus-182274239188565/>); Twitter account (https://twitter.com/ph_elim) and YouTube channel (https://twitter.com/ph_elim), that are all continually updated with project news/information;
- (4) inter-links with created distance learning platform, and its connection with other beneficiaries' web sites and similar platforms; while the following actions ensure exploitation and publicity obligations (all available at: <http://ph-elim.net/activities/dissemination-exploitation/>)

- Templates (for project deliverables, minutes, agendas, promotional materials, as well as for internal communication) with clear visual identity of the project and Erasmus+ are created and all beneficiaries are required for their use, which is monitored by the coordinator;
- Different promotional materials are created and distributed (roll up, brochures, notebooks, pencils, posters, etc.)- photo gallery is available at aforementioned link;
- DISS&EXP Plan is published at early beginning of the project ('Version I'); which implementation is evaluated ('Report- Dissemination activities- 1 year'), and updated plan is published ('Version II');
- The public at national level in ME is informed about the project by using different channels: (i) press; (ii) electronic media; (iii) social networks;
- (iv) organisation of different events; all clearly presenting Erasmus+ support of the project;

Several dissemination activities at EU level are organized, by following the same visual identity and visibility rules.

Equipment

The following equipment was planned in the project proposal: (i) technical equipment, (ii) medical equipment, (iii) hardware & software for National Platform.

NCB made decision on 30/11/2017 to divide the equipment purchase on two parts: (i) technical and medical equipment, and (ii) hardware & software, whereby the procurement of the second part will be after the definition of the software development project tasks, all in accordance with new Master study program and related subjects.

Therefore, technical and medical equipment was purchased, with the procedure described as follows. All three beneficiary universities, UDG, UoM and UNIM, announced the joint Tender in order to select the best supplier for procurement of technical and medical equipment. The joint Tender was announced in: daily newspaper "Pobjeda" and on coordinator's web site on 24th of February 2018.

Bid opening Committee established by the coordinator, was composed of one representative from each university, UDG, UoM and UNIM. The Committee analyzed three bids which participated in tender procedure. The Committee created Minutes of bid opening, in which there was clearly mentioned that received bids are only related to technical equipment. There was no received bid for medical equipment.

The Committee created Minutes of evaluation of received bids for selection the most favorable supplier of the technical equipment for this Erasmus+ Project. The tender procedure was realized according to national legislation and is completely in accordance to Erasmus+ rules. During the tender procedure we did not have any complaint on tender procedure.

Related to medical equipment, the Committee suggested to use the method of 'selecting the most preferable among at least 3 bids during single procedure' since the total amount is under 10.000,00EUR.

In accordance with Minutes of evaluation of received bids, the following actions are implemented:

- (i) Based on the results of the selection the most favorable supplier for technical equipment, each University signed Agreement with "ČIKOM" (elected ICT company) for purchase technical equipment in March 2018. All purchase equipment is delivered and the procedure of installing the equipment is in progress.
- (ii) Based on suggestion for medical equipment purchase, three new bids were received on 30th March 2018, and the Committee evaluated received bids by following the same procedure as for technical equipment. The Committee created Minutes of bid opening and Minutes of evaluation received bids, after which company "CENTROSLAVIJA" was elected. UoM signed Agreement with "CENTROSLAVIJA" for purchase medical equipment on 2nd April 2018. The equipment is delivered and the procedure of installing the equipment is in progress. The equipment items are selected to meet the educational needs of students at all three study levels (BSc, MSc, PhD) with a special accent on future students of new MSc program in public health fields, as well as researchers and teaching staff of all 3 ME HEIs. The equipment will be used for demonstration, training, simulation and analysis of different aspect of public health.

The following documentation provides information about purchased equipment and process of tender procedure:

1. Tender calls, 2. Tender calls in newspaper "Pobjeda", 3. Decision on forming a Committee for the opening and evaluation of bids, 4. Minutes of bid opening, 5. Minutes of evaluation received bids and selection the most favorable supplier, 6. Contracts with the most deliverable supplier, 7. Minutes of bid opening for medical equipment, 8. Minutes of evaluation received bids and selection the most favorable supplier for medical equipment, 9. Contracts with the most deliverable supplier for med. equipment.

The project includes activities relating to curriculum development

Yes

HIGHER EDUCATION: Promoting internationalisation, recognition and mobility, supporting changes in line with Bologna principles and tools.

The higher educational system in Montenegro is fully in line with Bologna principles (since 2010 when Montenegro officially became a Bologna signatory country in 2010). Thus, all updated and newly established courses, as well as new Master study program do/will satisfy the following key Bologna principles, as follows:

•Integration in the 3 cycles.

New/updated courses/programs are at all three cycles (undergraduate, graduate and doctoral studies). It is important to highlight that, in the period of the project proposal preparation, the 3 cycles system was implemented with following educational levels: undergraduate- 3 years (180 ECTS), graduate: 1 year of specialist studies (60 ETCS) + 1 year of Master studies (60 ETCS), doctoral studies: 3 years (180 ECTS).

In June 2017, new Law on Higher Education in Montenegro was adopted, which defined 3 cycles system by following common structure in European higher education: the first cycle (labelled "Bachelor")- 3 years (180 ECTS); the second cycle labelled "Master"- 2 years (120 ECTS); the third cycle (Doctoral studies)- 3 years (180 ECTS).

In order to adopt project indicators with new Law on Higher Education, the following changes are made by QCB:

Indicators defined in the project proposal:

(i) In total 25 courses/curricula updated/established (at least 7 courses at BSc level, at least 8 courses at SSc level, at least 6 courses at MSc level, at least 4 courses at PhD level)

(ii) 1 new MSc program created and accredited

(iii) 1 PhD program renewed

are slightly changed only by summarizing SSc and MSc level, and they are finally now:

(i) In total 25 courses/curricula updated/established (at least 7 courses at BSc level, at least 14 courses at MSc level, at least 4 courses at PhD level)

(ii) 1 new MSc program created and accredited

(iii) 1 PhD program renewed

•Definition of learning outcomes in accordance with a National Qualification Framework.

According to the law on Montenegrin Qualifications Framework, Learning outcomes are statements confirming what an individual knows, understands and is able to do at the end of the learning process, irrespective of the learning methods, and are defined in terms of knowledge, skills and competences

•Application of student-centered approaches

Student-centered learning tend to emphasize a few fundamental characteristics:

1. Teaching and learning is "personalized," meaning that it addresses the distinct learning needs, interests, aspirations, or cultural backgrounds of individual students.

2. Students advance in their education when they demonstrate they have learned the knowledge and skills they are expected to learn

3. Students have the flexibility to learn "anytime and anywhere,".

4. Students are given opportunities to make choices about their own learning and contribute to the design of learning experiences.

•Compatibility with European Credit Transfer System ECTS

According to the law on Montenegrin Qualifications Framework, Montenegrin Credit Transfer System (MCTS) is a process that allows for learning outcomes achieved in one context to be taken into account in another context. It is based on assessment, confirmation and recognition processes, and is aligned with the European Credit Transfer and Accumulation System (ECTS) and with vocational education and training (ECVET);

•Compatibility with European Standards and Guidelines ESGs for QA

Standards and procedures of quality assurance and enhancement are implemented in accordance with special regulations, standards and Guidelines ESGs for QA, including: Validation of a qualification; Accreditation and licensing; Teaching; Student; Issuance of certificates; Evaluation of education institution and Public announcements.

New/updated courses

One of project objectives was aimed on development of updated/new courses/curricula at different levels, as well as accreditation of new multidisciplinary MSc study program. The following activities are implemented:

(I) QCB in October 2017 made decision about adopted indicators in accordance with new regulations (by simple recalculation in accordance with new structure 3+2+3, compared to previous 3+1+1+3): (i) In total 25 courses/curricula updated/established (at least 7 courses at BSc level, at least 14 courses at MSc level, at least 4 courses at PhD level); (ii) 1 new MSc program created and accredited; (iii) 1 PhD program renewed.

(II) During Kick-off meeting, contact person from UoM(ME) informed the consortium members about upcoming re-accreditation at the university level. QCB agreed on: (i) using university re-accreditation for development and accreditation of new/updated courses at Faculty of Medicine; (ii) close cooperation between UoM and DE(Hungary) (as leader of WG-Medicine) with recognizable references in education of public health fields for doctors of medicine.

(III) Intensified cooperation between UoM and DE(Hungary) resulted with (Dev 3.3): (1) prepared documentation for 14 courses at BSc and 4 courses at PhD level, and (2) finalized formal integration of new courses (i.e. accreditation) on July 2017. UoM continued with active involvement in WP3 activities: after development of new tools for evidence based learning and supporting teaching/learning materials, they will be integrated into developed courses at UoM.

(IV) Existing situation in ME it comprehensively evaluated (Dev 3.1) and the following further actions are agreed (in addition to implemented improvements at UoM):

(iv.i) Multidisciplinary study program will be accredited at UDG. During reporting period, we: (i) created the curricula and prepared all supporting materials, (ii) submitted documentation to the National QB. Recently established new Law on HE also implies establishment of National QA Agency, which is delayed (it was not established till the Report submission day). It is expected to overcome delays in establishment of National QA by close cooperation between partner institution MoE(ME) and UDG (as proposing institution) and enthusiastically we expect to start with new accredited program in fall 2018.

(iv.ii) UDG also suggested the following number of courses to be improved/created 7, and 4 new modules created. The courses' structure and supporting materials are prepared and it could be slightly modified for upcoming re-accreditation at university level (which is scheduled for academic 2018/2019 year).

(iv.iii) UNIM prepared courses' structure and supporting materials for newly established 13 courses. All courses will be formally included during upcoming re-accreditation procedure at university level (which is scheduled for academic 2018/2019). It is important to highlight that:

(i) Teaching methods will be also modernized with the innovative software platform for evidence based teaching and learning (which is expected to be developed after creation of all courses and definition of software project tasks accordingly).

(ii) Mutual recognition between the ME and EU universities are based on common ECTS system. Furthermore, it is proved by submitted Erasmus+ proposal for credit mobility (DE (Hungary), UoM, UDG). More similar proposals between other project partners will be submitted after formal accreditation of other courses/programs.

(iii) New MSc program (which is submitted for accreditation by UDG) is created in full compatibility with joint Master's programme EU-HEM (<http://eu-hem.eu>) and one of further actions will be on moving towards integration of programs.

No

Teaching / Training Activities

Yes

Mobility for Teaching, Training and/or project research activities

Training mobility activities. Training activities are implemented within WP2 (Act 2.2), aimed on capacity building development at ME HEIs. The following methodological approach is implemented:

(i) Having in mind multidisciplinary nature of public health, 4 working groups are established: WG1: Public health economy and management; WG2: Law of Public health & EU regulations; WG3: Medical informatics; WG4: Medicine. Each group consists of representatives from EU and ME partner institutions; nominated as trainers and trainees, respectively. Promotional materials of each WG are created and published at project YouTube channel.

(ii) Step wise approach of transfer of knowledge and expertise is applied: Step I- intensified training events hosted by EU experienced partners (for limited number of participants, in accordance with Budget lines); Step II- training events hosted by ME HEIs with larger audience of staff members from ME. For training events organized within Step I, trainers are selected from EU partner in accordance with their professional experience and expertise; while training events organized within Step II also include sharing what was learnt at EU partner institutions (presented by ME HEIs trained staff members, which are future trainers at national level). Trainees from ME are selected in accordance with their professional expertise, working positions and future engagements in the fields of public health education/professionalization at national level.

(iii) For reporting period, the following training events are organized (<http://ph-elim.net/training-events/>): (i) Zero training: 27-28th June 2017, UHEI, Germany- introduction to all fields by presenting capacities/innovation activities at EU HEIs; (ii) 1st training: 7-9th September 2017, DE, Hungary (FIELD: Public health Law); (iii) 2nd, 3rd, 4th training: 18th October 2017, UDG, ME (FIELDS: med. Informatics & Economy; Law; Medicine; respectively); (iv) 5th training: 15-17th January 2018, UoA, Greece (FIELD: Health Economics & Management); (v) 6th training: 12-13th March 2018, UMIT, Austria (FIELD: Medical Informatics). The other training events are scheduled as follows: (i) 7th training: 15-17th April 2018, UHEI, Germany (FIELD: Medical Informatics); (ii) 8-11th training: 5-7th June 2018, UNIM, ME (FIELDS: all); (iii) 12th training: 25-29th June 2018, DE, Hungary (FIELD: Medicine); (iv) 13th training: October 2018, UoM, ME (FIELDS: all).

(iv) Evaluation procedure: In order to ensure high quality in implementation of training activities, 2 different evaluation procedures are implemented continually after each training events, as explained in the Section 'Quality Assurance' of this report. Reports for each training event comprehensively present the training content, prepared training materials analyses evaluation results.

(v) ICT support to training events (as explained in the Section 'Quality Assurance' of the Report), Distance learning platform is developed providing ICT enhanced support for training activities, materials sharing, communication and cooperation between trainers and trainees, etc.

Teaching mobility activities are planned for the 3rd project year and will be implemented by creating detailed methodological approach and integration of experience gained by organizing/quality evaluation/material preparation of training activities.

Research mobility activities. Having in mind cost-effectiveness due to limited financial resources, all research activities within WP1 are conducted at home, while regular project meetings are used also for: (i) planning of research activities, presenting/analyzing of research results and findings, joint measures and improvements when applicable; as well as for (ii) sharing experience and knowledge from EU institutions.

No

Quality of cooperation

Project management

Partnership Agreement (PA). The coordinator prepared drafted version of the PA which was presented and harmonized during Kick-off meeting, and then sent for signing to partner institutions. During preparatory phase, one institution FBTB (ME), due to limited human resources decided to withdraw the project. The following procedure was implemented: (i) all partner institutions agreed that UDG as coordinator will accept activities and responsibilities previously assigned to withdrawing institution; (ii) UDG informed EACEA and (iii) positive feedback was received.

Management tools. At early beginning of the project, the following tools were created: (i) communication email address: phelim.udg@gmail.com managed by project coordinators, (ii) financial documentation sharing system: DropBox folders separately per each institution shared only between the project coordinators and institutional contact person; (iii) publishing system (reports, templates, minutes, agendas, etc.): project web site: <http://ph-elim.net>.

Additionally, for the purpose of managing training/teaching resources, distance learning platform was established containing: (i) all training materials (WP2), (ii) training evaluation tools and results; (iii) trainers and trainees have assigned accounts with restricted access in accordance with their roles. The same platform will be used during teaching and educational process at ME HEIs (as planned for WP4). Internal procedures and decision making. At Kick-off meeting, the following 3 bodies were established and constituted <http://ph-elim.net/project/project-boards/>: (i) Project Management Board (PMB)- consisting of contact persons from each partner institution- with key role on managing and monitoring of all project activities; (ii) National Project Board (NPB)- having crucial role in project implementation and effective cooperation and collaboration at national level; (iii) Quality Control Board (QCB)- consists of representatives per each academic partner institutions and has key role in approving successful implementation of project activities (the procedure is described in sections above).

Additionally, each WP has assigned leader(s) who are responsible for organisation and monitoring of activities' implementation. It is the lowest level in decision making hierarchy.

Established performance indicators. Due to established hierarchical structure for management and quality control, the following mechanisms are implemented (related to monitoring performance indicators): (i) in accordance with project application, WP/activity leaders defined lists of performance indicators; (ii) during WP/activity implementation, the leaders reported the progress of achievements, usually during project meetings; (iii) after WP/activity implementation, the leaders submitted technical implementation report to QCB who are responsible for evaluation of the indicators' achievement and assessing quality level of the results.

Internal communication mechanisms. All partners have close communication via e-mails almost on daily basis. English is official language. In order to assist fruitful collaboration, effective management and analysis of achieved results, project meetings were organised regularly: (i) 7 project meetings; for the representatives who could not participate at meetings, Skype connection was organized; and (ii) 3 national coordination meetings (in order to assure effective implementation at national level).

Meetings' Agendas, Minutes and other materials are available at: <http://ph-elim.net/activities/management/>.

Involvement of partners and stakeholders

Responsibilities between partners. The institutions from the EU and ME were intensively involved both academically and administratively. Administrative assignments are described in the section below. Concerning academic involvement, the coordinator strictly and cautiously scheduled project activities and DEVs, so that the deadlines for DEVs could be flawlessly respected.

For instance, the close cooperation between all EU and ME partners was fundamental in all phases of WP1. First, each EU partner helped identifying relevant EU standards and best-practices for public health policies, management and education; while ME institutions together with EU partners worked on analysing these best practices. Next, with the help of ME partners, these standards were cross-matched with the current situation in ME.

In WP2 EU partners then collaborated to develop a competency framework for public health professionals, that allowed designing and organizing training activities for future ME public-health trainers. Finally, having in mind expertise in multidisciplinary areas of public health, each thematic working group was led by respective EU partner institution with active participation of representatives from ME HEIs.

Similarly, implementation of other WPs was organised by having in consideration both, personal expertise of institutional staff members as well as institutional experience in organising educational/training programs. All consortium members participated in dissemination of project activities and ensuring sustainability, while the focus was put on ME partners.

Less experienced partners. Regarding participation in Erasmus+ projects, 2 partners are less experienced: MoH (Montenegro) and IPHME (Montenegro). The coordinator stayed in regular contact closely with both institutions, thoroughly explaining and providing them help in respecting the administrative rules, and implementing assigned activities.

Partner country needs. NPB is established with representatives from each ME partner institution, thus having crucial role in project implementation and effective cooperation and collaboration at national level. Furthermore, 3 non-academic partner institutions brought specific benefits to the project by presenting specific needs and existing situation at national level; they actively participate at project meetings and they are members at PMB.

Public Authorities roles and contributions. Representatives from non-academic ME institutions actively participated in implementation of all project activities with key roles on providing inputs and information about existing situation in ME, helping in deeper understanding of specificities of national regulations/legislatives and sharing information about the project to wider audience. For instance, MoH and IPHME provided all needed documentation about public health system in ME, health indicators at national level, etc. (as needed for WP1) while MoE provided inputs about understanding of national educational system (WP1) and recent changes in accreditation procedure (for WP3). On the other side, MoH and IPHME significantly contributed to proper understating of the final stakeholders' needs in regard with management and organisation of public health at both national and international level (as crucial input for planning future educational programs in WP3); and they led raising awareness activities. Their contribution in planning future lifelong programs will be of crucial importance.

It is also important to highlight that the project significantly contributed on establishing strong cooperation between: (i) ME HEIs and Min.of health and Institute of Public Health (which existed only with Medical Faculty), (ii) ME HEIs and WHO, Chamber of Doctors (which existed only with Medical Faculty).

Management of the grant

Grant management procedures. During Kick-off meeting project coordinator made comprehensive presentation with practical examples of all administration procedures, and explanation of internal procedures that will be implemented. The reason is that the coordinator requested regular reporting from partners strictly following of Erasmus+ rules as described in the following paragraph. Anyway, the coordinator stayed in regular contact with each partner institution and thoroughly explained the necessity of respecting the administrative rules. As a result, administrative staff were proactive and very motivated for regular reporting and work on providing all supporting documentation.

Furthermore, in order to ensure:

(i) Uniformity in reporting and preparing documentation- all Minutes from project meetings were prepared by project coordinator, by applying the following procedure: (1) the Minutes are sent to all representatives who attended the meeting at latest 7 days after the meeting; (2) all representatives who attended the meeting were invited to send any comments/suggestions for revisions during 7 days; (3) revised document is agreed and published at project web site as final version.

(ii) Cost-effectiveness and accurate planning- all mobility activities were planned in advance at least 6 months;

(iii) Effective use of grant- Consortium Agreement defines ways of transfer of funds in several transactions: 1st transaction in the amount of 25%, the next after using and reporting the expenditures (by following the methodology described below). Call for funds are expected to be sent to the coordinator after spending 80% of latest received amount (template is available at project web site: <http://ph-elim.net/downloads/>) Internal methodology about using the grant. The following internal procedure is agreed at Kick-off meeting and it was strictly followed: (i) templates for financial reporting are available at project web site (<http://ph-elim.net/downloads/>) usually containing templates for supporting documents as additional documentation to EACEA templates; (ii) contact person uploads financial documentation in DropBox folders; (iii) coordinator performs check and gives feedback with requests for revisions (if needed); otherwise coordinator make submitted documentation approved, assigns reference numbers and put them in official project documentation. As the documentation is approved, institutional contact person receives mail notification about assigned reference numbers and accepted expenditures.

The Budget Table is updated accordingly and kept by coordinator with periodical (each 6 months) checking with institutional contact persons. Addressing specific concerns. Administrative staff of the coordinating institution and project partner institutions are continuously in close contact, so that they are on the right way towards project success. Using the advantage that project coordinator is from ME, regular phone calls on native language was used to address any difficulties in regular project administrative, as they occur.

Difficulties concerning the management of the grant. We faced the following difficulties: (i) delay in project beginning, but during Kick-off meeting all partners agreed about more intensified work with new adjusted deadline, and the delay is overcome; (ii) transfer of funds to partner institution UoA (Greece) was delayed in receiving 1st transfer of funds (due to internal problems with national banking Greece) It than caused problems with signing supporting documents for staff and travel costs by UoA Rector. However, the coordinator is in close cooperation with EACEA and UoA authorities, working on overcoming the issues; (iii) tender procedure- difficulties in purchase of medical equipment.

IMPACT AND SUSTAINABILITY

Awareness raising, dissemination, sustainability and exploitation of the project results

WP. DISS & EXP is designed to ensure high project visibility and sustainability. With this regard, the following activities were taken:

i. DISS & EXP Plan is created at early beginning of the project defining action plan with assigned roles to all partner institutions. The achievement progress is reported and discussed during each coordination meeting, with definition of corrective measures when considered as appropriate. The Plan was reviewed and updated at M12.

ii. Implemented activities are available at project web site <http://ph-elim.net/activities/dissemiation-exploitation/> Summarized indicators according to different target groups:

1. National level- target groups: students (6 activities); health care workers (6 activities); NGOs (1 activity); healthcare stakeholders (7 activities);
 2. Scientific/educational community: national (3 activities), international foundation (1 activity);
 3. 3 conference presentations;
 4. 3 articles about the project published in different proceedings/magazines;
 5. established inter-links connection with 4 projects; 1 Erasmus; web-sites: 11;
 6. 1st national conference is organized as integral part of the Festival of Medicine in Podgorica;
 7. Online newsletter is launched and online distributed and promoted.
- iii. All partner institutions participated in implementation of these activities, as follows: UDG(10), UHEI(3), DE(1), UMIT(3), UoA(1), UoM(4), UNIM(7), IMTM(6), IPHMNE(6), MoH(5), MoE(2).

Raising awareness campaigns:

i. Min.of Health put additional efforts on preparing Hypocraic Oath at PH-ELIM poster and putting on public places at entrance halls at all (100%) health care institutions at national level in Montenegro (18 public health centers; 7 general hospitals; 3 special hospitals; Clinical centre, Children hospitals; Oncology and Ministry)

ii. Promotional videos (promoting Hypocraic Oath posters and future trainers at national level in multidisciplinary fields of public health) are published at YouTube channel

iii. IPHMNE organized 6 workshops for health workers among all regions of ME.

Project sustainability is aimed on ensuring (i) sustainability of study programs at 3 ME HEIs (throughout close cooperation with the Ministry of health and intensified promotional activities), (ii) sustainable internationalization; (iii) continues human capacity building; and (iv) sustainability of the actions at national level through newly established National Center for Education in Public Health. Therefore:

(i) the Centre was established at premises of the coordinator; with published sustainability plan;

(ii) accreditation of lifelong training programs are considered and suggested for the 3rd project year;

(iii) Key WP1 deliverable Dev 1.1- 'Analysis of EU practice for public health' is translated on ME language and submitted for official registration at National Library (and getting ISBN), will be printed, distributed and also used as course/training material.

(iv) Ministry of health already suggested the changes in national regulation regarding definition of prerequisite for all managerial and leading positions in health institutions related to mandatory formal managerial education. It is planned to intensify the process of adaptation the proposed change in ME.

(v) new funding schemes at national/ international levels are continually analyzed and applications prepared, aimed on ensuring further financial resources. One project is already accepted by German Ministry of Education.

All project deliverables are promoted and distributed to different target groups. Due to limited space, the list is available at: <http://ph-elim.net/activities/>

Statistics and Indicators

Type of equipment:

- books and pedagogic material
- audio-visual equipment
- Computers and software
- lab material
- Other

For Curriculum Development projects

Yes

Courses updated
(/developed/accredited) in line
with Bologna principles.

totally accomplished

Number of new/updated courses
DEVELOPED

34

Number of new/updated courses
RECOGNISED/ACCREDITED

18

Number of new/updated courses
IMPLEMENTED/DELIVERED

0

Level of new/updated courses:

- Short cycle
- 1st Cycle (e.g. Bachelor)
- 2nd Cycle (e.g. Master)
- 3rd Cycle (e.g. Doctoral)
- Vocational Education and Training

Type of recognition:

- HEI Degree
- National degree
- Multiple Degree
- Joint Degree

Volume (in ECTS) of new/updated courses

199

The new study programme includes:

- Placements/internships for students
- Career orientation service
- Career development measures

Number of learners / trainees enrolled (per intake / course delivery)

0

Type of skills/competence developed:

- Transversal/behavioural skills
- Technical /academic /scientific / research skills
- Linguistic competences

% of the new curriculum taught in foreign language of the the total of new curriculum developed by the project

0

For Training/Mobility Activities

Number of partner country "HEIs' students" trained

0

Number of partner country "HEIs' academic staff" trained

48

Number of partner country "HEIs' administrative staff" trained

0

Number of partner country "non-HEI individuals" trained (priv. sector, NGOs, civil servants, etc.)

17

IMPACT AND SUSTAINABILITY

Impact at individual level

Extent of attention given to vulnerable groups

not applicable

Number of direct beneficiaries in the Partner country(ies) per year: academic staff from HEIs

0

Number of direct beneficiaries in the PCs (/year): administrative staff from HEIs

0

Number of direct beneficiaries in the PCs (/year): HE students

0

Number of direct beneficiaries in the PCs (/year): non HE individuals

0

Impact at institutional level

Extent of impact at institutional level: for instance new courses / strategies (policies, regulations) / services (units, centres)

totally accomplished

Potential of planned project measures to contribute to new national cooperation activities in the Partner countries HEIs as a result of the project (Memorandum of Understanding /research projects / joint publications /participation in networks or associations etc.)

totally accomplished

Potential of project to contribute to new international cooperation activities in the Partner countries HEIs as a result of the project (international agreements / Memorandum of Understanding / research projects / joint publications / participation in networks or associations, etc.)

totally accomplished

Impact on the HE Sector

Potential of project to contribute to new (/updated) national or regional policies / laws / regulations in HE

not applicable

Potential of project to contribute to the establishment (/ further development) of external bodies (/associations /agencies)

to a high extent

Potential of project to contribute to improve the excellence / competitiveness / attractiveness of the Higher Education institutions

to a very high extent

Innovative character of the planned results (i.e. the courses developed; the new tools, services, procedures delivered; the strategies implemented for reaching the target groups; etc.)

to a very high extent

Impact on the society as a whole

Potential of the project to pay particular attention to least developed countries

totally accomplished

Potential of the project to engage Partner Countries HEIs in new means of cooperation with employers and other stakeholders (e.g. NGOs, associations, etc.)

to a high extent

Measures contributing to improving lifelong learning approaches in the Partner Country HEIs

to a very high extent

Sustainability

Institutional support for Partner Country HEIs to sustain project results

to a very high extent

Measures to collect Sources of financial (/logistic) support for sustaining the project results from:

- Partner HEIs
- Public authorities in Partner countries
- NGOs
- Private sector
- European Union
- Other

QUALITY OF PARTNERSHIP & COOPERATION

Involvement of students in the project implementation

not applicable

Involvement of non-educational stakeholders in the project implementation

to a very high extent

RELEVANCE in relation to project objectives

To what extent the project contributes to the policy objectives of the Partner Countries

to a very high extent

Project potential to promote EU's horizontal policies

- Agriculture, fisheries and foods

- Business
- Climate action
- Cross-cutting policies
- Culture, education and youth
- Economy, finance and tax
- Employment and social rights
- Energy and natural resources
- Environment, consumers and health
- External relations and foreign affairs
- Justice, home affairs and citizens' rights
- Regions and local development
- Science and technology
- Transport and travel

Meetings, Training and Mobilities

Meetings, Trainings and Mobilities

Estimated dates of consortium meetings until the end of the projects

Venue country	Venue city	Date of Meeting
EUR18	Heidelberg	19/04/2018
Montenegro	Bar	08/06/2018
EUR18	Athens	09/07/2018
Montenegro	Podgorica	23/09/2018
Montenegro	Podgorica	18/11/2018
EUR18	Hall in Tiroll	12/12/2018
Montenegro	Podgorica	11/02/2019
EUR18	Heidelberg	17/04/2019
EUR18	Debrecen	28/05/2019
Montenegro	Podgorica	02/07/2019

EUR18	Hall in Tiroll	26/08/2019
Montenegro	Podgorica	22/09/2019
EUR18	Athens	09/10/2019

Training and Mobilities

Event	Purpose	Type of participants	Gender	Number	Country of Origin	Country of destination	Duration (in weeks)	%compared to objectives
Training in Medical Informatics	Training	Academic staff – teaching	Number Male	15	Montenegro	EUR18	0,5	100
Training in Health Economics and Management	Training	Academic staff – teaching	Number Female	3	EUR18	Montenegro	0,5	100
Training in Medicine	Training	Academic staff – teaching	Number Male	3	EUR18	Montenegro	0,5	100
Training in Public Health Law	Training	Academic staff – teaching	Number Female	3	EUR18	Montenegro	0,5	100
Training in Medical Informatics	Training	Academic staff – teaching	Number Male	5	EUR18	Montenegro	0,5	100
Training in Medicine	Training	Academic staff – teaching	Number Female	10	Montenegro	EUR18	1	100
Final Training in all fields	Training	Academic staff – teaching	Number Male	10	EUR18	Montenegro	0,5	100
Workshop for students	Workshop	Academic staff – teaching	Number Female	7	EUR18	Montenegro	1	100
Workshop for students	Workshop	Academic staff – teaching	Number Male	7	EUR18	Montenegro	1	100
Workshop for students	Workshop	Academic staff – teaching	Number Female	7	EUR18	Montenegro	1	100
Workshop for students	Workshop	Academic staff – teaching	Number Male	7	EUR18	Montenegro	1	100

Attachments

Type of File	Name of the File
Budget Table	PHELIM financial_statements.xlsm
Declaration of Honour	Declaration of Honour.pdf
Table of achieved results	4-annex_c_table_of_achieved_planned_results.docx
Dissemination/Exploitation Plan	DISS and EXP plan.pdf
Quality Assurance Plan	Quality and Management Plan.pdf
Report Special Mobility Strand	
Request for Payment	Annex VI.pdf