

EACEA 586029-EPP-1-2017-1-RS-EPPKA2-CBHE-SP



University of
Belgrade



**Implementation of Dual Education in Higher Education of
Serbia**

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Faculty of Mechanical
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5.3 FINAL EVALUATION REPORT

(created by external expert)

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Abstract	The report is the outcome of the project activity "Quality and evaluation strategy ", sub-activity "External monitoring report" and covers the entire duration of the project per the initial project plan, including an additional ten months extension, until August 14 2021.
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The report is the outcome of the project activity "Quality and evaluation strategy", sub-activity "External monitoring report" and covers the entire duration of the project per the initial project plan, including an additional ten months extension. The evaluation is based on a variety of inputs. All materials on the project Web site and internal documents have been analyzed. Furthermore, the evaluator conducted a series of information obtained in communication with representatives of the project consortium members.

The goal of this external evaluation is therefore summarize and present neutral expert view on the strengths and weaknesses of the project's activities to DealEdu partners, and to all other potentially interested parties. As such, this document can be used for a follow-up of the activities initiated by the project and the development of new projects, arising from the results of DualEdu.

1. General Overview on Project Implementation

The project has been designed to address

- Improvement of the competencies of higher education graduates in Serbia according to the needs of employers,
- Increase of the employability of graduates and their motivation to study, and
- Improvement of accessibility to higher education of students from lower income families.

Further, it is expected that the project will contribute, in general, to the quality and relevance of Serbian HEI's Activities of the project should provide an essential contribution to fulfillment of strategic commitment to enable students to acquire more relevant knowledge and skills by combining formal education with training acquired at the work place (internships). As a consequence, this will provide them with competences that are more in line with needs of companies, and they will get the opportunity to get jobs easier. This will not only raise the motivation of students to study, but also raise the interest of companies to offer internships and scholarships to students practicing Dual Higher Education (DHE). It is expected that the companies would provide scholarships to selected students realizing their internships during their studies. This will help students to cover their expenses during studies, thus allowing students from lower income families to study as they will be able to earn.

The specific sub-objectives of the project were:

- 1) To identify needs and specific requirements of companies in different industrial sectors and businesses for DHE and to find companies willing to participate in pilot implementations of DHE during the project;
- 2) To develop a flexible and generic Dual Higher Education Model (DHEM) to support different needs and interests of employers, higher education institutions (HEIs) and students in different industrial and business sectors and to provide recommendations to HEIs for implementation of Dual Higher Education;
- 3) To test the specific DHE models generated from the developed generic DHEM, by realizing their pilot implementations during the project and to analyse achieved results; and

- 4) To propose changes to legislation/regulations to adapt Dual Higher Education in Republic of Serbia

The project was realized in direct correlation with the main issues concerning the employability of students and graduates which is in line with national strategy for increasing the employment rate of young population. An important indicator for that is the analysis published by the Statistical Office of the Republic of Serbia, which shows that the unemployment rate is significantly lower for young people with vocational secondary education than for graduates. The sustainable solution for the youth unemployment problem is to develop the study programmes and education models based on the dual education, initiated through this project.

Further, it is expected that the project will contribute, in general, to the quality and relevance of Serbian HEI's, to the integration between HEI's and enterprises, as well as to the harmonization with EU developments, to the integration between HEI's and enterprises, as well as to the harmonization with EU developments.

The primary target groups of the project were the whole academic community and different industrial and business sectors, although the whole society will benefit directly or indirectly from the project activities.

The results of the project will contribute not only to the successful shaping of higher education in Serbia, but also to the entire economy of the country through better interaction and coordination of education and business, through more intensive mobility of students and teaching staff between different branches and sectors of society.

The partnership in the project corresponded very well to the objectives of the DualEdu project. The Ministry of Education, Science and Technological Development of the Republic of Serbia and National Council for Higher Education of the Republic of Serbia have given the high priority level to the initiative to prepare the project application. Both these institutions were aware of the high importance of taking concrete steps to more directly linking higher education and industry. Their participation, together with the coordinating role of the University of Belgrade (the most prestigious university in Serbia) provided an indirect impact of the project results at the national level and the participation of all Serbian higher education institutions.

Also, it encompassed six HE institutions from Serbia, selected on the principles of geographic dispersion (from all major regions of the state), ownership type (both state and private universities), and educational type (both universities and schools of professional studies).

EU partners are well selected on the basis of their specific expertise and experience. They are very well known for their achievements in the field of developed dual educational programs. From the point of view of introducing new structures in dual education, a particularly significant feature of the EU partners is their diversity in terms of organizing dual education. Therefore, partners from different EU countries (Austria, France, Spain, Poland, Germany), with developed cooperative education systems, are involved. This diversity also manifests itself in different approaches and solutions, thus indicating that there are several options, which were analyzed taking into account the context in the Serbia, in order to identify the most suitable concepts, strategies and implementation mechanisms.

As dual higher education would not be possible without the interest from and benefits for industry, NICat ICT cluster and PowMio GmbH, Germany, are project partners. Through the participation of NICat ICT clusters, pilot tests of flexible and generic DHEM were performed, with the most successful industrial partners from Southeast Serbia, in the field of information and communication technologies (ICT). These activities were complemented by the participation of the compatible company PowMio GmbH, whose activities are also in the ICT sector. Together with their clients, small and medium size companies, their understanding of the market needs and awareness of university work integrations, has significantly contributed to the project. The experience of PowMio GmbH in the field was particularly valuable in planning the survey on companies' needs for DHE.

Additional quality to the testing and implementation of project activities was given by companies in the capacity of associated partners.

2. Key Activities and Results Achieved

At the time of writing this report, most project activities have already been realized successfully. Most of these activities have been undertaken according to the envisaged timetable.

Due to the delay in Grant Agreement signing the action plan for the first project year was rescheduled by the Steering Committee at the kick-off meeting (Belgrade, 11/12/2017). In this context, the modified action plan is taken as a reference in this report.

Delays in the first phase of the project and recommendations for their compensation are set out in the Report on the National Erasmus+ Office Foundation Tempus monitoring visit. The DualEdu consortium actions undertaken on

the basis on these suggestions were successful so that almost all delays compensated, by the initial deadline for completion of the project.

Unfortunately, some project activities in 2020, caused by the COVID-19 pandemic, have been slowed down or stopped. For that reason, the University of Belgrade, in the name of the project consortium, sent a request to the Education, Audiovisual and Culture Executive Agency (EACEA) to extend the duration of the project.

In accordance with the approved request for extension of the eligibility period of the project, until 14/08/2021, an action plan for the subsequent implementation of the following activities was accepted.

- 1) Creating recommendations to HEIs in Serbia on how to implement DHE,
- 2) Pilot implementation and testing of specific DHEMs,
- 3) Analysis of the results of pilot testing,
- 4) Creating quality and evaluation strategy and project quality monitoring,
- 5) Preparation of the final evaluation report,
- 6) Preparation of dissemination products,
- 7) Preparation of the final dissemination and exploitation report,
- 8) Final Conference,
- 9) Overall project management,
- 10) V Steering Committee meeting,
- 11) VI and VII Local Committee meeting,
- 12) Preparation of final report.

The above activities are foreseen in the work plan for the extended eligibility period to be implemented from M36 to M46.

Within set of activities “**Research and needs analysis**” attention was paid to the analysis of EU practice, experiences and legislation in the area of DHE and survey of Serbian companies needs for DHE.

These activities have been rescheduled by the Steering Committee at the kick-off meeting due to the delay in Grant Agreement signing (this, sequentially caused the delay of all related activities). Nevertheless, all activities are carried out during the first eight months of the project duration with a number of key performance indicators. The exception is the visit to PowMio GmbH company, which was in agreement with Project Officer associated with Pilot testing of the flexible and generic DHEM activity. The same

goes for at least one more study visit (UDL, Spain) which needs to be organized in order to achieve the minimum indicator of project progress.

A preliminary report giving an overview of different aspects of higher education with a focus on dual education is given in the document Analysis of EU and worldwide practices and experiences in the DHE. The document consists of two parts. The first part is dedicated to the basic concepts, the state of legislation in Serbia and the role of companies in the field of dual education. The second part provides an overview of dual education practices in the EU (Germany, Italy, Austria, UK, Portugal, Poland, Slovakia, France, Spain and Switzerland). The document provides reviews of dual education in these countries from various aspects. The document lacks a systematic presentation of these models, comparative analysis, conclusions and / or recommendations.

In accordance with the mentioned rescheduled plan of activities, adopted at the kick-off meeting of the Steering Committee, 4 study visits to partner institutions in the EU were realized, according to following order and dates:

1. FORMASUP Nord Pas-de-calais, France: 19-20/03/2018
2. University of Lleida, Spain: 18-19/04/2018
3. FH JOANNEUM, Graz, Austria: 03-04/05/2018
4. University of Social Sciences, Lodz, Poland: 21-22/05/2018

The aim of visits was to acquaint Serbian representatives with practice in dual education system in higher education in EU. Reports on each study visit are given after the completion of each visit. The reports describe all activities and participants in those activities.

The integral report that represents the synthesis of all individual reports can be found in the document Transfer of knowledge and skills from the programme countries institutions to Serbian HEIs. This report represents the minutes of all the study visits to programme countries institutions due to the transfer of knowledge and experience in the field of DHE.

Based on the gained experiences from the realized visits, reviews given in the reports and literary available information from other HEI countries of the EU, a questionnaire for company management in Serbia was prepared. The theme of the questionnaire was Dual Education in Higher Education of the Republic of Serbia. In addition to the field for entering basic data on the company, the questionnaire also included sixteen questions related to the examination of companies' interest in the implementation of the dual education system. In order to have a better response and a clearer understanding of the terms, the questionnaire was provided in Serbian. The

summary results of the companies' responses to the questionnaire are presented in the document Report on review of needs and recommendations regarding DHE.

Within set of activities **“Flexible and generic Dual Higher Education Model (DHEM) for Serbia”** attention was paid to the following two main topics: Development of a flexible and generic dual higher education model for Serbia and the realization of events for stakeholders, on analysis and promotion of the proposed model.

The results related to the first topic have been published in the document, Development of the Generic and Flexible Model of Dual Higher Education in Serbia (December 2018.) that summarizes the needs and requirements of different stakeholders in DHE: companies, HEIs, students, as well as policy makers and legislators.

The document systematically presented flexible model in terms of DHE programme concept, engagement duration of students, their working time, kind of contracts, tutorship, selections of candidates, assessment of dual students, and other features of study programs, as well as all other options identified. The presented model is also generic in order to generate specific models that satisfy needs and expectations of three major stakeholders: dual students, higher education institutions (HEIs) and companies – work centers for dual education students during their studies. Established on such foundations, this model has the potential for generation of specific DHE programs at particular HEIs.

The next two chapters of the document, based on a detailed preliminary analysis, crucial for the implementation of the model, are: Specification of the Legal Framework of Dual Higher Education in Serbia and Specification of the Generic and Flexible Model of Dual Higher Education.

These two chapters have the potential to be used as guidelines for creation of the legislation of dual higher education of Serbia, as well as guidelines for specification of a concrete implementation of dual higher education that a HEI and its partner companies agreed to practice.

The document also specifies seven parallel or sequential scheduling models that determine working and teaching/learning time intervals during an academic year. These models can be also extended and modified according to specific implementation contexts.

The document represents the cornerstone for the next project activities defined in work packages: WP3 - Creation of Legal and Other Conditions for Implementation of DHE in Serbia and WP4 - Pilot testing of the flexible and generic DHEM. Even more, the analysis performed, together with the conclusions for further work, represents the first comprehensive insight into DHEM, in the West Balkan countries.

The drafts of the mentioned document have been discussed at different events organized by DUALEDU. Within this activity, a conference entitled “Dualno obrazovanje u visokom obrazovanju” was organized on June 2018th in Nis, with participation of

representatives of companies, students and partners institutions. Due to experience from programme countries and needs of domestic industrial sector, it emphasized the benefits of dual education for industrial sector and improvement of some competencies of DHE students.

Furthermore discussion forum on the proposed DHEM model is held in Belgrade (December 2018.) and it gave an opportunity to consortium obtain public opinions and ideas of key stakeholders and policy makers regarding flexible and generic DHEM. Both events were used to gain valuable inputs to improve the text and promote the project.

The project application defined a very ambitious plan related to the **“Creation of Legal and Other Conditions for the Implementation of DHE in Serbia”**.

At the Steering Committee meeting, held in October 2018 in Kragujevac, three working groups were proposed for preparation of amendments to the relevant legislation. All three working groups were formally established and started working in July 2018.

Working Group 1 (WG1) was in charge of preparing proposals for amendments to the Law on Higher Education and the Law on Dual Education in the part related to the organization and implementation of dual education, in higher education institutions in Serbia, based on the previously agreed and adopted conceptual model.

Working Group 2 (WG2) was in charge of preparing proposals for amendments to the Labor Law and the Tax Law, in the part related to the organization and implementation of dual education at higher education institutions in Serbia based on the previously agreed and adopted conceptual model.

Working Group 3 (WG3) was in charge of preparing proposals for amendments to the Standards for Accreditation of Study Programs which include elements of dual education, based on a previously agreed and adopted conceptual model.

From the standpoint of time frame for realization and quality of work, it is important to mention that a very good basis for the work of these working groups was the material presented above in the document "Development of the Generic and Flexible Model of Dual Higher Education in Serbia ". It is also important to note that, in addition to preparing proposals for related documents, the tasks of all working groups were to present proposals at round tables, workshops and forums organized within the project, and to monitor progress and implementation of recommendations.

The final outcomes of the WG1 work, at the time of writing this report, are that the draft version of the proposed amendments to the Law on Higher Education has been submitted and prepared for voting in the National Assembly, and the Law on Dual Education in Higher Education in Serbia was adopted on September 2019. Discussion forum on amendments for national Law on Dual Education in Higher Education in Serbia is held in Kragujevac in December 2019. The purpose of the discussion forum was to present what changes were proposed and adopted within the DualEdu project,

and how the work on the DualEdu project contributed to the final version of the Law. In this way, a significant step has been made on the path from legality to the legitimacy of the Law.

The WG2 prepared a document which explains why the amendments to the Labor Law are written. Also, in November 2020, the Analysis of the provisions of the Labor Law in terms of employment of students in order to acquire knowledge through work was sent for further analysis to all partners in Serbia. Due to the changes government policy of Serbia, instead of making amendments to the Labor Law, the amendments dealing with the labour issues are integrated into the mentioned proposed draft of the Law on Dual Education in Higher Education in Serbia.

Also, based on the material prepared by WG2, the Project Coordinator sent to the Ministry of Finance of Serbia, in November 2020, the Proposal to amend the Law on Personal Income Tax. The proposal suggests exempting companies from paying VAT if they hire and temporarily employ students during dual studies.

The WG3 prepared amendments to the Accreditation Standards together with the appropriate Elaborate. These documents were forwarded to the National Accreditation body of HEI in Serbia in January 2020, for analysis and harmonization. The National Accreditation body of HEI in Serbia is in charge of accreditation and preparation of draft documents in the field of quality assurance and accreditation of HEI in Serbia. The first proposal went through several iterations until its final draft. The project consortium was involved in all iterations of text harmonization, especially the National Council for Higher Education (member of the project consortium). Furthermore, new accreditation standards and bylaws for establishment of dual education were discussed on many other occasions. The main intention was to find the most efficient ways of introducing dual education in Serbia, not requiring substantial changes of legal regulations, having in mind versatility of situations at different universities.

The National Accreditation body of HEI in Serbia, in accordance with the provisions of the Law on Higher Education, forwarded the draft text of the Rulebook on standards and procedure for accreditation of study programs to the National Council for Higher Education, for consideration and adoption.

The National Council for Higher Education, in accordance with the Law on Higher Education and the Law on the Dual Model of Studies in Higher Education, adopted the Rulebook on standards and procedures for accreditation of study programs.

The Rulebook officially came into force by publishing in the "Official Gazette of RS", no. 19/2021 of 05.03.2021. This rulebook defines the standards and procedure for accreditation of study programs. Article 12a of this document precisely regulates the accreditation of academic and vocational study programs according to the dual model of studies.

The success of all the above mentioned activities was verified by the activities **"Pilot testing of the flexible and generic DHEM "**.

The Serbian HEI partners, in the first phase of these activities, based on the proposed the flexible and generic DHEM, provided a description and concept of their specific models, for appropriate study programs.

All Serbian HEI partners, with the exception of the Belgrade Metropolitan University, finished reports about these activities for study programs as follows:

- University of Belgrade - study program Industry 4.0, II cycle of studies;
- School of Electrical and Computer Engineering of Applied Studies in Belgrade - study program Electrical Engineering, II cycle of studies;
- University of Kragujevac - study programs: Information Technology and Mechatronics, II cycle of studies;
- The State University of Novi Pazar - study program Construction, I cycle of studies;
- University of Novi Sad, study program Agricultural Economics and Agribusiness, II cycle of studies;

After that, the developed models were presented to companies in the relevant sectors. Each HEI project participant from Serbia and the companies from the selected area signed an agreement on joint participation in the DHE study program. After signing the agreement, HEI together with partner companies created DHE programs and related training materials. Equipment for pilot DHE programs is purchased and delivered. Also, plans for pilot implementation and testing of the models have been prepared. The questionnaire for analysis of the realized DHE pilot study programs have been prepared by the University of Belgrade and forwarded to other partners.

Partners from Serbia have conducted visits to partner companies PowMio GmbH, Germany, with the aim of comprehensively prepare for the pilot testing of the flexible and generic DHEM activity. As mentioned, the visit was carried out in accordance with the recommendation of the SC and the approval of the Project Officer.

The analysis of the realized DHE pilot study programs is in progress.

The above experiences and achievements should serve as a clear guideline for the development, accreditation and launching of study programs in the form of dual education, in higher education institutions in Serbia out of the project consortium.

The FH Joanneum Gesellschaft M.B.H, Austria, as the Lead Partner for the WP5 - **Quality Assurance and Monitoring**, prepared an outline of activities in the form of a Quality Control and Monitoring Manual (QCM). The first draft of the document was completed on 14/01/2018. The document is crucial for this WP5 because it defines the minimum quality requirements and provides the mechanisms for collecting, monitoring and analysis the project implementation and deliverables. In that direction it defines the quality expectations of the consortium regarding the project as a whole, defines the internal monitoring strategy, the external monitoring strategy and issue on the financial and technical reporting of the partners. The document provides some templates for the events and deliverables in the project, also. There was a delay in the implementation of

this activity, because the leader of the WP5 understood that the subject of quality assurance is dual education in Serbia instead of quality assurance of the project implementation. For that reason, and based on several recommendations for improvement, the text has been modified through ten versions. The last version was completed on 08/09/2019.

For internal monitoring of all project activities and deliverables, internal hierarchical responsibility has been adopted. This hierarchy defines 5 levels of responsibility, going from the lowest to the highest, as follows:

1. Task Leader (main author of the deliverable);
2. Other partners involved in the activity, co-authors;
3. WP Leader;
4. Project Coordinator;
5. Steering Committee (SC);

On the other hand, project quality assurance strategy includes four levels of quality control:

1. Deliverable authors, Task and WP-leaders;
2. Deliverable reviewers;
3. Coordinator level;
4. Steering Committee level.

The Steering Committee is the highest decision-making body that makes the final decision on approving the main results.

In this document, Local Committee does not have any prescribed responsibility level or competencies in quality control. In this context, Local Committees can be considered as ancillary bodies in the work of the Steering Committee.

External monitoring of the project was performed by National Erasmus+ Office on 19/06/2019. More details on the discussions and the content of the monitoring can be found in the monitoring report, which was prepared in the form of minutes.

Another important activity, which was part of the external evaluation process, was reporting to the EACEA. In accordance with the project application, the Technical Implementation Report was generated on 26/03/2019 for the EACEA. In accordance

with the offered template, it describes all activities realized up to the time of writing the report.

With the document dated 12/07/2019, EACEA approved the Technical Implementation Report and assessed the implementation of the project as good. In the same document, EACEA provided comments and recommendations, with a request for some additional information to be provided by 09/09/2019.

In accordance with the recommendations of the National Erasmus+ Office, Serbia and EACEA, changes were made in the latest version of the mentioned Quality Control and Monitoring Manual (tenth version) and the project implementation was improved accordingly.

The independent external expert was hired for the external monitoring of the project, with the obligation, starting from 17/02/2020, by 14/08/2021, monitors its implementation, in accordance with contractual obligations. At the end of the project he is obliged to make an external monitoring report.

The preparation of the Final Technical Report is in progress.

The set of activities **Dissemination and exploitation of results** was launched by drafting the document Defining dissemination and exploitation plan. This document was adopted on 11/02/2018, and was supposed to be a key document for the dissemination and exploitation of project results.

The first part of the document provides a kind of direct and internal dissemination of the project, through its broad description. The second part of the document presents the main tools and activities for the dissemination of project results:

- Project visual identity (project logo, leaflets, posters, postcard etc.)
- Public website;
- Press releases/informative articles;
- General informative presentations
- TV broadcast.

The rest of the document is devoted to a general overview of the following issues, related to the topic: Dissemination activities and dissemination strategy, Target

groups and different stakeholders, Dissemination methodology, Definition of responsibilities, Available resources for dissemination, Summary and conclusions.

The observations and recommendations of the National Erasmus+ office, according to this document, expressed during the mentioned monitoring visit, and the opinion of the authors of this text, are almost identical. The document does not contain a specific plan with an appropriate specific indication of dissemination events, type of activities, time of implementation, venue and others.

The previous document underwent two modifications. The version of the document, adopted at the SC meeting in Novi Sad on 19/06/2019, is only a minor modification of the previous one. The final version of the document, dated 28/08/2019, contains modifications partially in line with the above recommendations.

In parallel with the modifications of the dissemination plan, dissemination activities were performed. Creating, maintaining and updating the project website was one of the key forms of dissemination of project activities and achievements. It contains information in English, with the following main menu: Home, Events and activities, Project, Other, Links, Contact, Download. During the entire lifetime of the project there were 51 news releases on the project website, in total. All the news automatically distributed to social networks: Facebook and LinkedIn.

Implemented activities on dissemination and exploitation results are, for the period from the beginning of the project to June 2019, quite generally listed in the Interim Dissemination Report. These activities are, classified according to the adopted categories, more explicitly listed below.

- Informative articles
 1. The paper titled "Dual Education: Connecting Higher Education and Labour Market" was presented at the forum DOVE IL PASSATO INCONTRA IL FUTURO: IL CONTRIBUTO DELLE UNIVERSITE DEI CENTRI DI RICERCA IN EUROPA in Teramo (Italy), June, 2018.
 2. The paper titled "Dual Education in the EHEA Countries – Experiences and results" was presented at the conference THEORETICAL AND EMPIRICAL ASPECTS OF ECONOMIC SCIENCE, in Belgrade, November, 2018.
- TV/radio broadcast

1. An interview on Radio Television of Serbia was held with the project coordinator; February, 2018.
 2. The project coordinator, during his guest appearance in the morning program, talked about the importance of dual education and the DualEdu project, Radio Television of Serbia, December, 2018.
 3. TV show about DualEdu project was broadcasted at Radio Television of Serbia, within scientific program; May, 2019.
 4. The project coordinator talked about the importance of dual education and the DualEdu project, Radio Belgrade, May, 2019.
- General informative presentations
 1. Discussion forum “Proposed Models of Dual Education in Higher Education; Faculty of Mechanical Engineering, Belgrade, December, 2018.
 2. The first meeting of the German-Serbian Chamber of Commerce (AHK HR) Working Group on dual education. The central topic of this meeting was the dual education, discussed by the Director of the AHK Serbia Martin Knapp, Dental Education Advisor in the AHK Serbia Tatijana Oroz, DualEdu project coordinator Prof. Dr. Nenad Zrnić and Director of the Sector for Education of the Serbian Chamber of Commerce Mirjana Kovačević; Belgrade, March, 2019.
 3. Public debate about draft law: Dual model of higher education studies; Faculty of Agriculture at the University of Novi Sad; April, 2019.

After the period covered by the Interim Dissemination Report, the following dissemination and exploitation project results were implemented:

- TV/radio broadcast
 1. Project coordinator, Prof. Dr. Nenad Zrnić, gave the interview for the Web portal Radio Television of Serbia, about the new study model; RTS portal, February, 2021.
 2. Gabriela Grujić, Ministry of Education, Science and Technological Development and Prof. Dr. Mirko Savić, University of Novi Sad, were guests in the morning program of the Radio Television of Serbia. They informed the public that from the school year 2021/2022, dual education will be initiated in Serbia, because all formal preconditions have been created based on the results of the DualEdu project; Radio Television of Serbia, March, 2021.

- General informative presentations

1. Open-doors day for the promotion of dual education, School of Electrical and Computer Engineering of Applied Studies; Belgrade, June, 2019
2. The 9th IRMES 2019 International Conference; Prof. Dr. Radivoje Mitrovic (DualEdu Project Coordinator) and Dr. Zarko Miskovic (DualEdu Project Administrator) presented the results of the DualEdu project; Kragujevac, October, 2019.
3. DualEdu presentation at VISER, The DualEdu project has been introduced to the new students who are enrolled on master studies at VISER; October, 2019.
4. Erasmus+ Contact Seminar with the Western Balkans; Prof. Mirko Savić, was present at the seminar using the opportunity to promote DUALEDU project and to discuss possible cooperation in the future; Tirana, Albania, October, 2019.
5. 27th International Conference Telecommunications Forum - TELFOR 2019; the results and activities of the DualEdu were presented; Belgrade, November, 2019.
6. A lecture and discussion at the Austrian Embassy in Belgrade on the topic of "Dual Higher Education". December, 2019.
7. 9th WeB & Serbian Moodle Moot 2019 conference; DualEdu presentation, Belgrade, December, 2019.
8. Forum and presentation of the Dual Model Studies in Higher Education Law; University of Kragujevac, Kragujevac, December, 2019.
9. Erasmus+ week, DualEdu presentation, Subotica, October, 2020.

The obtained results have had a huge impact on the entire higher education scene in Serbia. The results have been presented in the whole Serbian press with a very high respect and positive opinion.

General information about the project activities on dissemination and exploitation of results, during the entire lifetime of the project, are given in the Final Dissemination Report, 27/06/2021.

At the time of writing the first draft of this document, the external evaluator had no information on the Final Conference, planned for M36 + 10.

Project management was carried out at the overall (consortium) level - the Steering Committee, and at the local level including only Serbian partners - Local Committee. At the Kick Off meeting, held on 25/12/2017, the composition of Steering Committee and Local Committee were unanimously adopted.

The major decision-making body of the project, at the overall consortium level is the Steering Committee which consists of representatives from each partner organization. It monitored all project activities, evaluated deliverables, approved reports on implementation and suggested further activities. The Steering Committee coordinated creation of mentioned Quality Control and Monitoring Manual, the Dissemination and Exploitation Plan, the Technical Implementation Report, the Interim Dissemination Report, the Final Dissemination Report, and also provides an input into strategic and organizational issues and agree on all project policies that must be formally and explicitly stated. The Steering Committee met 5 times, in total.

- I SC meeting in Belgrade, December, 2017;
- II SC Meeting in Kragujevac, July, 2018;
- III SC Meeting in Novi Sad, June, 2019;
- V SC Meeting in Nis March, 2020;
- V SC Meeting in Belgrade, December, 2020.

The second governing body is the Local Committee and it consists of representatives from all institutions from Serbia. It monitored implementation and organization of activities in Serbia, and actively participated in dissemination of project results.

The project management bodies performed the processes of self-evaluation in order to achieve direct coordination and synchronization with the evaluation done by the National Erasmus+ office, the EACEA and independent external expert, having in mind that a combination of internal and external view on the project was expected to provide a useful input in the process of securing quality of the DualEdu project. All quality control reports contained evaluation of the indicators specified in the LFM, as well as recommendations relevant for the accomplishment of the project objectives.

At the time of writing the first draft of this document the Final Project Report was being prepared.

Overall, the project management was successful because, despite the mentioned delays and imperfections of some template-type documents, it ensured the achievement of very ambitious goals.

3. Sustainability of the Project Results

As for the sustainability of the project results, strong connection of all interested parties is established. At the highest level of that network are networked bodies responsible for higher education in Serbia. This primarily refers to the Ministry of Education, Science and Technological Development; the National Council for Higher Education.

Although the Chamber of Commerce and Industry of Serbia was not an official member of the consortium, it provided important support to the project. Furthermore, almost all persons with the power to make important decisions for Higher Education of Serbia are actively involved.

Preconditions for sustainability of the project results have been created by engaging of all mentioned participants. The final result is a number of outcomes which guarantee sustainability. Many outcomes have already been mentioned above. However, it is worth to point out that the sustainability of the project results directly derived from the following outcomes achieved.

- In depth evaluation of the status and perspectives of dual education in Serbia;
- Publication and distribution of a document, Development of the Generic and Flexible Model of Dual Higher Education in Serbia. That summarizes the needs and requirements of different stakeholders in DHE;
- The draft version of the proposed amendments to the Law on Higher Education has been submitted and prepared for voting in the National Assembly;
- Adoption of the Law on Dual Education in Higher Education in Serbia.
- Adopted the Rulebook on Standards and Procedures for Accreditation of Study Programs. Article 12a of this document precisely regulates the accreditation of academic and vocational study programs according to the dual model of studies.
- At the I or II cycle of studies, seven selected study programs, at different universities, were realized according to the proposed model of dual education;
- The proposal to amend the Law on Personal Income Tax, which suggests exempting companies from paying VAT if they hire and temporarily employ students during dual studies.
- Organization of numerous conferences devoted to the synergy higher education - industry and civil sector;
- The bylaws related to dual education at HEI in Serbia adopted;
- The first step, but a very significant one, has been taken to mitigate resistance of higher education institutions to transfer parts of their educational activities and competencies to companies. This is very important achievement of the project in the direction of long-term sustainability, which is not directly visible from the project documentation.

4. Conclusions

The conclusions follow directly from the facts presented above. The project has delivered good results, until the writing of this report, since all the important activities were successfully performed in accordance with implementation plan.

Despite the very ambitious activity plan, the large consortium, the initial delay of some activities and the very difficult realization of activities due to the COVID-19 world pandemic, the planned results have been achieved. More precisely, the above mentioned initial delays are largely compensated in the second year of project implementation.

The extension of the project is mainly due to the difficulties caused by the COVID-19 global pandemic. It is a pleasure to note that the extended duration of the project was used for some additional activities, which were not initially planned. These additional activities (together with initially planned) give outcomes above those specified in the project application.

Moreover, bearing in mind that this is the first case of legislative formalization of dual education in the Western Balkans region, it is realistic to assume that the project's achievements will initiate similar changes in this region and help harmonize it with current practices in the European Union.

At this moment there is no doubt that in the time remaining until the formal end of the project, additional outcomes to be achieved, which will guarantee long-term sustainability of the project results. This primarily refers to the analysis of the realized DHE pilot study programs and the Final Project Report.

The evaluator would like to thank all consortium partners, and especially coordinator, for their open and constructive cooperation, which were essential for carrying out of the external monitoring report.