



Application Form

Selection: 2017

KA2 – Cooperation for innovation and the exchange of good practices –Capacity Building in the field of Higher Education

Call for Proposals 2017 - EAC/A03/2016

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

DETAILED DESCRIPTION OF THE PROJECT

(To be attached to the eForm)

PART D - Quality of the project team and the cooperation arrangements

D.1. Organisations and activities

This part must be completed separately by each organisation participating in the project (applicant and partners).

Partner number	E.1. F.1. i H.1.	P1
Organisation name & acronym	UNIVERSITY OF BELGRADE (UB) - Coordinator	
D.1.1 - Aims and activities of the organisation		
<i>Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
The University of Belgrade is the oldest university in Serbia and the largest in this part of Europe. Founded in 1808, it consists of 31 faculties (among them 11 in the field of engineering), 11 research institutes, 13 University centres, Computer Centre and the University Library with more than 3.500.000 volumes. It provides education in sciences and mathematics, technology and engineering sciences, medical sciences, social sciences and humanities, with 340 study programs, over 95.000 students and 5.000 academic and research staff, 3,696 papers in 2014 on SCI, SSCI and AHCI lists, numerous publications and scientific and research projects. The University has 11 endowments and 7 funds for supporting the best students. Intensive capacity building for scientific research results in over 300 doctoral theses per year. One of the basic priorities of UB through its Strategy of internationalization is the establishment and the development of cooperation with international organizations dealing with the issues of higher education. UB has a very intensive cooperation with Serbian and regional industry. A very important result of this cooperation represents the skill praxis that UB students take at domestic companies to get real-world experience in the major field of studies (skill praxis is mandatory in most of the curricula at UB). Many students work on parts of their B.Sc. and M.Sc. theses in companies where they solve real-world practical problems. An additional effect of industrially based thesis is that students get acquainted with company procedures and prepare for future employment. Finally, UB faculties utilize problems from industry for formulation of project topics for courses that include project design in syllabus. For more information about the University of Belgrade please visit www.bg.ac.rs.		
<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>		
Applicant organization UB, as the biggest institution with the longest tradition and highest expertise capacity of all Serbian HEIs will be the project coordinator, responsible for the overall financial and administrative management of the project activities in close cooperation with other partners. UB will provide complete coordination of work and mobility of consortium staff members. UB will be the leader of the WP7, Project management. Additionally, UB will participate in all other WPs: - Research and needs analysis, WP1 (Preparation) - Flexible and generic Dual Higher Education Model (DHEM) for Serbia, WP2 (Development) - Creation of Legal and Other Conditions for Implementation of DHE in Serbia, WP3 (Development) - Pilot testing of the flexible and generic DHEM, WP4 (Development) - Quality Assurance and Monitoring, WP5 (Quality Plan) - Dissemination and Exploitation of Results, WP6 (Dissemination and Exploitation)		
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project		
<i>Please add lines as necessary.</i>		
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>	
Nenad Zrnić	Vice Dean / Professor at the Faculty of Mechanical Engineering (University of Belgrade) and corresponding member of the Academy of Engineering Sciences of Serbia. In the period 2012-2015, he was the Vice Dean for Studies at the Faculty of Mechanical Engineering (FME) in Belgrade (ASIIN	

	accreditation of FME study programs in 2013), and 2015-2018 Vice Dean for International Cooperation and member of the Serbian HERE team (Higher Education Reform Experts). He is managing the Laboratory for logistics and ecodesign at FME since 2013. He is president of the Executive Board of the Association of Graduate Mechanical Engineers of Serbia. He was Coordinator of a working group for the preparation of the new Law on Higher Education in the field of accreditation and quality programs. He is a member of several international scientific societies and their bodies. He participated in 9 projects financed by Ministry of Education, Science and Technological Development of the Republic of Serbia. He was managing 3 and participating in 7 international projects, including FP7 project NEWS (2013-2015). He is the technical expert of Eureka Eurostars program, evaluator of projects in H2020 FET OPEN RIA Call 2016-1 and was the external expert of FP7 project Spider Plus (2013-2015). He was awarded by Belgrade Chamber of Commerce for technological improvements in industry in 2009. He published more than 200 scientific papers, among them 21 in scientific journals with impact factor (SCI), 2 university text books and 2 monographs.
Radivoje Mitrović	Dean / Professor at Faculty of Mechanical Engineering (University of Belgrade), with extensive educational, scientific and professional experience. In 1999 he actively participated in the adaptation of the Law for Scientific Research Activities, Innovation and Technology of the Republic of Serbia, and of the 'Economic-social programme' of the Serbian Government. In the period 2008-2013, he was the State Secretary in the Ministry of Education, Science and Technological Development of the Republic of Serbia. In the period 2008–2013, he was the member of UNESCO Commission / representative of the Republic of Serbia. He is initiator and one of the co-authors of valid 'Strategy for Development of Education in Serbia until 2020', adopted in 2012. He was successful manager of various projects, studies and expertises, among them, 66 research projects for industry of Republic of Serbia, as well as of 12 projects financed by Ministry of Education, Science and Technological Development of the Republic of Serbia. He was a Work package manager and local coordinator of European TEMPUS project IPROD (530577-TEMPUS-1-2012-1-RS-TEMPUS-JPCR). Since 2009 he is managing the accredited Laboratory for machine elements and systems testing 'LIMES'. He is author/designer of 2 registered patents and over 10 industrial prototypes, as well as of numerous scientific papers published in journals, monographs and conference proceedings. Among them: 16 in scientific journals with impact factor (SCI); 60 in international conference proceedings; 4 monographs and over 30 books/hand-outs.
Nada Kovačević	Magistar of Pharmacy, MrS, PhD, Spec., Vice Rector of the University of Belgrade Nada Kovacević joined the Faculty of Pharmacy University of Belgrade in 1984 and passed all steps from technical assistant to full professor (2005). She is teaching Pharmacognosy and Phytotherapy; has been a supervisor for 6 PhD dissertations, 5 master theses, 5 professional specializations and more than 50 students' graduate papers. As a result of her research work, more than 60 papers have been published in international journals. Professor Kovačević had been a Head of Department of Pharmacognosy (1997-2007) and Dean of the Faculty of Pharmacy (2007-2012). At this moment she is a Vice-Rector of University of Belgrade (from 2012) for education (teaching and learning process). She is a president of the Committee for Academic Recognition of Foreigner Diplomas as well as president of the Quality Assurance Board of the University of Belgrade.

Ivanka Popović	Ivanka Popović is Vice-Rector of the University of Belgrade and Full Professor at the Faculty of Technology and Metallurgy (FTM), University of Belgrade. She obtained all of her academic degrees in chemical engineering at the FTM. She served as the first female Dean of the FTM (2006 - 2012). She has coordinated the R&D strategy of the University since 2012. Her research interests are polymer science and sustainable development. She has headed several national projects and has been involved in several TEMPUS, two FP7 projects and currently in one H2020. I. Popović has authored or co-authored more than 70 papers in international scientific journals with a total citation of more than 2000 and h-index of 16. She was the first female President of the Serbian Chemical Society (2009 – 2013).
Ljubodrag Tanović	Vice Dean / Professor at the Faculty of Mechanical Engineering (University of Belgrade) and former member of the National Council for Higher Education. Former Vice Dean for finances (1996-2000) and current Vice Dean for studies, since 2015, responsible for the next accreditation of the Faculty study programs in 2018, including redesign of Learning Outcomes including internship issues. He was the Head of the Institute of Machine Tools (1995-1997) and the Head of Production Engineering Department (2003-2012) at FME. He participated in numerous projects realized by the Institute of Production Engineering, specially financed by the former Yugoslav federal ministries and the Ministry of Science and Ecology of the Republic of Serbia. He managed the following projects: MIS.3.02.0032B “Production Technology of Taps Made of Modern Tool Materials“, within the programme of technological development, financed by the Ministry of Science, Technology and Development of the Republic of Serbia; TR-6338B “The Development and Application of New Tools in Machining Technology of Marble and Granite Based Stone” – research in the area of technological development, financed by the Ministry of Science and Technology of the Republic of Serbia; TR 14034 “The Development of Technology of Multi-axis Machining of Complex Tools for the Purposes of Domestic Industry”. He published over 200 scientific papers.
Živana Jakovljević	Associate professor at the Faculty of Mechanical Engineering (University of Belgrade). Since 2014 she is managing the Laboratory for Manufacturing Automation at the Department for Production Engineering. She participated in 6 projects financed by Ministry of Education, Science and Technological Development of the Republic of Serbia and several projects with industry. She is the author/designer of 2 industrial prototypes and 2 robotic systems introduced into production, as well as 5 new methods and industrial software. Dr. Jakovljevic is fully responsible for curriculum development and teaching of 6 courses at BSc, MSc, and PhD level in the field of manufacturing. For these courses, besides learning materials (hand-outs), she developed laboratory/experimental installations for over 20 laboratory exercises where students can obtain hands-on experience. She was the evaluator of proposals for two H2020-MSCA calls in 2016, as well as for H2020-IND-CE 2016-17 Call. In addition, she is reviewer for 10 scientific journals with impact factor (SCI). Dr. Jakovljevic published more than 70 scientific papers (among them 11 in scientific journals with impact factor (SCI) and 24 in international conference proceedings) and one monograph.
Vlada Gašić	Assistant Professor at the Faculty of Mechanical Engineering (University of Belgrade). He is manager of the Laboratory for Structural and Dynamic Analysis of Material Handling Machines, since 2014. He is fully responsible for curriculum development and teaching of 4 courses at BSc, MSc and PhD levels. The courses are in the topic of structural analysis of material handling

	machines and are developed towards practical industrial models and needs. He published several scientific papers in scientific journals with impact factor as well in international conference proceedings. Also, he is a member of Serbian Chamber of Engineers and holder of licence for responsible designer of material handling machines. Thus, he has numerous projects for industry with more than 25 built-up realizations in industrial practice. In addition, he participated in 3 projects financed by Ministry of Education, Science and Technological Development of the Republic of Serbia.
Žarko Mišković	MSc, Teaching assistant at the Faculty of Mechanical Engineering (University of Belgrade). Specialist in the field of mechanical engineering and mechatronics with different subjects: Machine Elements, Machine Design and Technical Laws and Regulations. He participated in Tempus project Improvement of Product Development Studies in Serbia and Bosnia and Herzegovina (530577-TEMPUS-1-2012-1-RS-TEMPUS-JPCR), as assistant of the local manager. Also, he participates in CEEPUS networks (at the moment, he is local manager of three networks: CIII-PL-0033-11-1516-M-87494, CIII-BG-0722-05-1617 and CIII-RS-0304-09-1617). He was the President of organisational committee of International Workshop KOD 2015 – held in Balatonfüred, Hungary. He is author/designer of 2 registered patents and 4 industrial prototypes, as well as of numerous scientific papers published in journals, monographs and conference proceedings. Since 2012 he is a Deputy manager of the accredited Laboratory for Machine Elements and Systems Testing 'LIMES'.

Please copy and paste tables as necessary

Partner number		P2
Organisation name & acronym	FH JOANNEUM UNIVERSITY OF APPLIED SCIENCES (FHJ)	
D.1.1 - Aims and activities of the organisation		
<i>Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).</i> With currently more than 40 highly specialized degree programs in the 6 departments (applied computer sciences, engineering, health studies, building energy & society, media&design, management) 530 employees and more than 800 affiliated lectures FH JOANNEUM is one of Austria's leading universities of applied sciences. FH JOANNEUM considers the production of knowledge and passing it on, as well as research and training, as processes, which are inseparably connected with each other. These are integrated activities, which enrich and strengthen each other. FH JOANNEUM is a university of applied sciences committed to stimulating innovation through R&D in order to meet sustainability goals and societal needs in line with the principle 'from idea to implementation'. Against this background, research and development is a prerequisite for the internationally recognized education provided by FH JOANNEUM, which is based on permanent transfer of knowledge between teaching and R&D. Production Technology and Organization (PTO) and Engineering and Production Technology at the Institute of Applied Production Technologies (IAP) of FH JOANNEUM have been the first cooperative (in German "dual") study programs in Austrian Higher Education . (Students are assigned to a partner company during the program and alternate theory semesters with work terms, with a duration of three to six months each, throughout their education). This specific competence in Work Based Education has led to numerous project partnerships, membership in international bodies in this field like the World Association of Cooperative Education (WACE) and conference presentations and organization (f.e. WACE 8th International Symposium on Work Integrated Learning, June 2010 in Graz).		
<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>		

Through many years of direct experience as well as the participation in research projects the IAP has expertise in the specific pedagogical and organizational implications for the different options of WBL (work based learning) and WIL (work integrated learning) within higher education and possess first results towards a common framework for strategic development and quality assurance at the implementation of co-operative programs in secondary and tertiary education. Due to its high experience in the field, within this project FHJ will be the leader of WP5: Quality Assurance and Monitoring. In addition, FHJ will take active role in all work packages. In WP1 (Research and needs analysis) FHJ will host study visit of staff members from Serbian partner organization to transfer the experiences in dual higher education.	
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project <i>Please add lines as necessary.</i>	
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
DI Johannes Haas	Johannes Haas studied Chemical Engineering at the Graz University of Technology and graduated in 1981. He was Research Assistant in the Departments Biochemistry and Food Technology, Pulp and Paper Engineering and Alternative Energy Systems. From 1987 to 1990 he was Senior Research Scientist (Dep. of Energy Research) at Joanneum Research, Graz. From 1991 to 1996 he headed the Energy Institute of the Austrian province Vorarlberg. In 1996 he became consultant and lecturer (energy efficiency, alternative energy and cleaner production in industry, tourism and communities). He was initiator and head of the first co-op study program PTO in Austria in 2002. Since many years his research focus lies on cooperative and work-integrated education, participating in many international projects. Since 2007 he is Member of the Board of Governors of WACE (World Association of Cooperative Education).
DI Hagen Hochrinner	Hagen Hochrinner studied mechanical engineering and worked as junior researcher at the Graz University of Technology. After several years of work experience in business, in October 2002 he became lecturer at FH JOANNEUM Graz. Hagen Hochrinner has been participating in numerous international research projects concerning curricula development and organisation of cooperative and work integrated education.
DI Christine Wöls	Christine Wöls graduated in 1987 at Graz University of Technology. Since 2012 she is responsible for company co-operations of the co-op study programs Production Technology and Organisation as well as Engineering and Production Management at FH JOANNEUM Graz. Additionally, she works at the transfer-center of the Institute of Applied Production Technologies and supports the international projects concerning co-op and work integrated education.
Dr. Georg Wagner	Georg Wagner studied mechanical engineering at the Graz University of Technology where he graduated in 1987. Wagner initially worked as a development engineer for AVL List in Graz and subsequently as a research assistant at the Institute of Production Engineering at the Graz University of Technology, where he completed his PhD in Technical Sciences in 1992. After that, he was head of design and development in two companies. Georg Wagner together with Johannes Haas and Hagen Hochrinner has been involved from the very beginning in the development of the cooperative study program "Production Technology and Organisation" and has taught at various institutes at FH JOANNEUM since 1996. Since 2014 he is heading the Institute of Applied Production Technologies at FH JOANNEUM.

Partner number		P3
Organisation name	FORMASUP (FORMASUP)	

&acronym	
D.1.1 - Aims and activities of the organisation	
<i>Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).</i>	
Formasup in the Hauts de France region is a vocational training centre which gathers universities and high schools, both commerce and engineer schools. Formasup includes 4300 apprentices in the high education and delivers more than 120 degrees from the technician level to the master level, including engineer level among 40 high education institutions. It covers a large variety of sectors, such as the industrial field, commerce, law, communication, politic sciences, etc...It is an association created in 1992 with 3 major academic training centres in the industrial area. The apprentices are enrolled in partnership with 2500 companies. The purpose of this structure is to promote the WIL (work Integrated learning) under contract and thus to improve the collaboration between the academic training centres (universities, schools), the firms and the French authorities (regional administrations and organisations). We stress on the fact that FORMASUP provides a professional qualification that confers further education degree. With implied educational professionals and motivated companies, it makes it possible for young adults to acquire a diploma, with qualification as well as professional experience. To achieve this goal, FORMASUP promotes the development of pedagogical tools in order to improve this acquisition of abilities through work experience. Such tools connect the 3 actors of the training: apprentice, company mentor and school tutor. With respect to this framework, the apprentice is both a student and an employee with a work contract. Such a system is a plus for learners to get acknowledged degree which is the same as the one by the conventional education system but based on another learning process. Good results were achieved. Indeed WIL allows the apprentice to develop his competences and improve his employability, gives the company the opportunity to recruit a young who already knows the industrial field, improves the ability of the training centre to form on a quality basis.	
<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>	
Formasup has developed a leader position in the framework of WIL in France (and belongs to the ANASUP network which gathers the vocational training centres in the high education in France; and Mr Frédéric SAUVAGE is the Vice President of ANASUP). It has acquired an expertise in introducing this particular way of learning among the universities and high schools; this expertise is identified at each step of the implementation. As a result, Formasup has the ability to give the tools for implementing WIL in another country. Moreover, Formasup, by participating in a Cooperative and Work Integrated Higher Education project, wrote a handbook for policy recommendations. In DualEdu project Formasup will be the leader of WP1 (Research and needs analysis) that will include the Analysis of EU and worldwide practices and experiences in the DHE. It will host a study visit of Serbian partners' staff to transfer its knowledge in the field of the development of pedagogical tools for DHE. In addition, Formasup will be involved in all work packages. Special contribution is expected in WP4 during the generation of specific DHEMs.	
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project	
<i>Please add lines as necessary.</i>	
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
Frédéric SAUVAGE	Mr Frédéric SAUVAGE, Director He has developing an expertise in WIL trainings by introducing such programs at the University and by managing the vocational training center Formasup since 2009. Sauvage, F., Leroy, N., & Guilbert, F. (2012). Work Integrated learning in French high Education : towards new logics of use ? The case of innovation support in SMEs. <i>WACE (Advancing Cooperative and Work-Integrated Education)</i>, Istanbul, Turkey.
Mrs Nathalie LEROY, Mobility & Quality	Mrs Nathalie LEROY, Mobility & Quality Manager

Manager	Responsible for the international mobility programs, especially with Erasmus. She has been in Formasup since 2010 to develop Quality in pedagogy and promote international internships for the apprentices on administrative and legal aspects. Créquis, A., Leroy, N., Nuninger, W., Berthoux, A., & Pauwels, J.P. (2010). 3 partners, 3 frameworks, 3 goals : the WIL to achieve the success of all. Communication orale lors du colloque international WACE. <i>International conference on work integrated learning university industry collaboration for real life education</i>, Hong Kong. Créquis, A., Geoffroy, F., Lannoy, J., Leroy, N., Nuninger, W., Pauwels, J.P., Verheyde, F., Vieren, C., & Winter, E. (2009). French framework for work based learning education. <i>WACE</i>, Vancouver (Canada).
---------	---

Partner number		P4
Organisation name & acronym	UNIVERSITAT DE LLEIDA (UDL)	
D.1.1 - Aims and activities of the organisation		
<i>Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).</i> The University of Lleida is a part of the public university system of Catalonia. It has about 11.000 students including undergraduate, master and doctorate levels, covering a wide range of knowledge fields, from health sciences and medicine, agronomics, law and economy, educational sciences, humanities and engineering. Its research specialization fields are agro food technology, bio medics, sustainable technology and social development. It has about 600 faculty members. We provide high standards of teaching with quality services throughout the university community that reach society beyond the campus gates. Students make up most of the UdL community, and our objective is to ensure that they enjoy the teaching and learning processes involved. They will thus be able to develop both at a professional and personal level by following other educational, cultural or leisure activities, and by participating in the UdL to keep it a lively, ever-improving educational institution. The UdL of the 21st Century is an entrepreneurial university that promotes a comprehensive educational model. It caters for the requirements of different educational contexts through its involvement in the development of initiatives to ensure all students have the basic skills, the ability to think for themselves and the tools needed to deal with life as citizens in an ever-changing social arena. In 2013, the University of Lleida adopted its new strategic plan 2013-2016. With the aim of improving the employability of our students, one of the main pillars of the strategic plan is precisely the promotion and development of work integrated learning for graduate and Master programs. To this end we have created a Commission for the development of coop programs, chaired by the vice-rector of Planning, Innovation and Entrepreneurship and supported by the Social Council of the University of Lleida and the Foundation of the University of Lleida. As a result, during 2012-2103 the first studies on work and training in higher education were implemented through a pilot program training primary teacher in partnership with the Department of Education of the Generalitat of Catalunya. All the educational programs are certified by AQU (Catalan Agency for University Quality) and ANECA (Spanish Agency). It has a quality system certified by AQU <i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>		

At present, the UdL offers the degree in Primary School Teachers, master in Informatics Engineering, master in Industrial Engineering, master in Agricultural Engineering, master in Operations and Distribution and master in Human Resources. UDL will be involved in all work packages within this project. It will give particular contribution to the Project through the transfer of its experience gained in establishing dual education programs specially in the field of informatics engineering where UDL has gained good experience in the creation of the dual program, relations with companies, managing tutors, supervising students and assessing the work in the companies. This experience will be particularly important for WP2 (Flexible and generic Dual Higher Education Model (DHEM) for Serbia) and WP4 (Pilot testing of the flexible and generic DHEM). In addition, UDL will be the host of Serbian partners study visit during WP1.	
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project <i>Please add lines as necessary.</i>	
Name of staff member	Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.
Dr. Ferran Badia	Ferran Badia studied Physics at the University of Barcelona and graduated in 1988 and worked at the same university as teacher assistant and doing research in the area of science and technology of materials, particularly in the study of the magnetic properties of nanostructured materials. He completed his PhD in 1991. After a period of three years working at the University of Vic, he is professor of physics at the Polytechnic School of the University of Lleida since 1998. Since then he has been doing research in the field of clean energy, thermal energy storage and the design of PVT systems by concentration. He has been also involved in the management of the University of Lleida, as Dean of the Polytechnic School of the University of Lleida from 2005 to 2011 and as Vice-rector for Planning, Innovation and Business from 2011 to present. He is responsible of the Quality assurance of the University of Lleida. He is the responsible for developing cooperative education at the University of Lleida where the first master program in co-op education started three years ago, being still the only University in Spain offering this modality of education. He is the director and coordinator of the report <i>Promotion and development of the dual education in the Catalan university system</i>, prepared in the frame of the Catalan Association of Public Universities.
Josep Lluís Llérida	Josep Lluís Llérida received the BS degree in Computer Science Engineering from the Open University of Catalonia (UOC) in 2004, the MS degree in Research from the University Autònoma de Barcelona (UAB) in 2006 and the PhD in Computer Science from Autonomous University of Barcelona. He is member of the INSPIRES research centre and currently participating in different national and international research projects. His current research interests include Scheduling on Cluster Federated and Cloud Environments, performance modelling, prediction and energy optimization. He has been involved in different projects funded by the Spanish Educational Ministry about students tutoring, skills evaluation, and university guidance. He is currently the coordinator of the MS in Informatics Engineering and working in the implantation of the Dual training program in this degree.
Albert Castells	Albert Castell received his Degree in Mechanical Engineering from the Universitat de Lleida (UdL), Spain, in 2003, his M.S. in Industrial Engineering from the Universitat Politècnica de Catalunya (UPC), Spain, in 2005, and his Ph.D from the Universitat de Lleida (UdL) in 2009. He is currently an associate professor of Industrial Engineering and Technical Architecture at the Universitat de Lleida (UdL), Spain, and Coordinator of the Master degree in Industrial Engineering at the Polytechnic School. During 2016 he has

	implemented the CO-OP education model in the Master in Industrial Engineering. His research interests include renewable energies, energy efficiency, thermal energy storage, and nearly zero energy buildings. He has a wide experience in research projects, both national and European, and has been involved in many technology transfer projects to industry
Madga Valls	Magda Valls received the M.S. in mathematics from the Universitat Autònoma de Barcelona (UAB), Spain, in 1994, and the Ph.D. in applied mathematics from the Universitat Politècnica de Catalunya (UPC), in 2001 respectively. She is currently an associate professor of mathematics at the Universitat de Lleida (UdL), Spain, and Head of Studies of computer Engineering at the Polytechnic School. She is member of the Cryptography and Graph Theory Research Group. Her research interests include cryptography, computational security and elliptic curve cryptosystems. She has a wide experience in research projects and has been involved in some technology transfer to industry projects. She has been involved in several european TEMPUS projects, where Universitat of Lleida was a partner along with Paderborn University (Germany) and several universities from Bosnia-Herzegovina.
Marga Moltó	Marga Moltó received the Bachelor's Degree in Economics in 1992 from the University of Zaragoza (UNIZAR), Spain and She is currently the Academic Secretary of the Polytechnic School She is an associate professor of business organization at the Polytechnics School, University of Lleida (UdL), Catalonia, Spain. Her teaching activities are related to Business and management and Internship. Her research interests include educational innovation in technical studies, specially focused in evaluation and entrepreneurship. She has been involved in several european TEMPUS projects, where Universitat of Lleida was a partner along with Paderborn University (Germany) and several universities from Bosnia-Herzegovina.
Maite Sarrate	Maite Sarrate Teixidó graduated in Science Education in 1985 at Autònoma de Barcelona University. From 2005 to 2016 she has been working in the Financial Department at the University of Lleida and last year she started working in the same university supporting the vice-rector in the development of the co-op education project. In 2016 she attended a workshop about dual training at Rovira Virgili University. Before being hired at the university she worked for a training institution for young people who needed to develop skills for getting a job. Her responsibility was contact companies who were interested in receiving young trainees. She was also in charge of following its learning process.

Partner number		P5
Organisation name & acronym	University of Social Sciences in Lodz (SAN)	
D.1.1 - Aims and activities of the organisation		
Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).		

University of Social Sciences (SAN) is the largest private university in Poland, with more than 20 years of experience. We provide high-quality education to students from all over the world. The University offers a wide range of Bachelor's and Master's programs in major cities in Poland and in the branch campus in London. Our offer also includes MBA and PhD studies and a unique American Master's degree program in cooperation with Clark University. Our goal is to equip students and graduates with specialist knowledge and practical skills needed in the 21st century's labour market, both at the local and international levels. Therefore, all of our programs are developed in close cooperation with partner companies and institutions and provide students with an opportunity to participate in internship programs and various projects in a real-world business environment.

Dual studies, which offer the possibility of combining traditional education at a university level with acquisition of practical professional competencies in companies, are the model gaining in popularity. SAN follows these trends and develops cooperation in the scope of dual international studies that enable students to gain practical knowledge and professional competencies based on academic education in the country and at foreign partner universities as well as work in international companies.

SAN employs top class academic staff to provide high quality study programmes both in Polish and English. Our educational programmes reflect the needs of rapidly changing world, taking into account the needs of the labour market. As an educational organization we cooperate with more than 150 universities/organizations abroad and our didactics from various departments have been involved in more than 90 international projects so far. As an educational organization our SAN promotes a multidisciplinary approach, bringing together researchers from a diversity of backgrounds (economics, humanities, engineering, etc.).

Please describe also the role of your organisation in the project (limit 1000 characters).

The University of Social Sciences has got vast experience in cooperation with foreign universities and entrepreneurs running companies in the EU, which is an important element of the University's potential within the internalization of academic education and its direct connection with the actual needs of the economy and the job market.

SAN has the potential to provide support (according to specific roles and tasks assigned within the consortium) to project's activities having an immense expertise and experienced staff in respective field. Within this project, SAN will be involved in all work packages. It will host a study visit of staff members from Serbian partner organizations. Special contribution of SAN is expected in planning of survey on companies needs in Serbia (design of questionnaires and contents of interviews with management) in WP1 (Research and needs analysis), as well as in the analysis of the results of pilot testing in WP4 (Pilot testing of the flexible and generic DHEM).

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project

Please add lines as necessary.

Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
Prof. Łukasz Sułkowski	Professor of economics and humanities. Chair of HEI Management Department at the Faculty of Management and Social Communication of the Jagiellonian University, at Clark University and the Chair of the Management Department at the University of Social Sciences in Lodz, Poland. Vice-President and member of the Polish Accreditation Committee since 2012. Lukasz Sulkowski is participant of several professional, international associations: Reseau PGV (steering committee), IFERA, EURAM, AofM. From 2016 cooperating with Ministry of Science and Higher Education in Poland as Head of Advisory Team for Internationalisation. Since 2008 – the editor-in-chief of the quarterly 'Journal of Intercultural Management', in 2004-2011 the editor-in-chief of the quarterly 'Organization and Management'. Author of ca. 300 publications (including JCR) and 10 books. He was the main investigator of 11 research grants (including grants from the State Committee for Scientific Research, the National Science Centre and European Union). Holds numerous awards from the Rector of the Jagiellonian University in Cracow, Clark University and University of Social

	Sciences. His main research interests are: HEI management, organizational culture, intercultural management, family enterprises development, methodology of management, the development of human resources. His academic output includes over 300 publications in the field of management and sociology.
Bożena Zając, PhD	She holds a PhD degree in educational science. She has experience in trainings of modular and dual education for vocational teachers as well as experience in developing curricula, textbooks, guides, educational packages, modular programs for vocational education and trainings. She has been cooperating with employers for many years. Trainer and advisor of the labour market at the Regional Training Centre of the European Social Fund. Author of many publications, incl. 'Cooperation of universities with employers to ensure the success of graduates at the labour market'.
Katarzyna Czekaj-Kotynia, PhD	She is lecturer and methodology expert on teaching. Her research interests involve the aspect of innovation in educational programs aimed at adolescents and adults learners, human brain-based approaches to teaching and learning, ICT tools incorporation in teaching and learning processes, improving the quality of academic education. She is the author of scientific publications on the following subjects: improving the efficiency of teaching and learning processes, the use of innovative didactic forms and methods in elementary, vocational and higher education, as well as various analyses in the area of reforming school and academic curricula to meet labour market needs. In the near future, she plans to concentrate on research activities aimed at increasing the efficiency of academic education through the implementation of modern educational programs, implemented in cooperation of the university and an economic environment.
Michał Chmielecki, PhD	Studied in Poland, the USA and Germany. He gained his experience among others in TAW.de - one of the biggest consulting and training companies in Germany. He is an editor of the quarterly scientific journal 'Entrepreneurship and Management'. He is a member of various international associations including International Association for Conflict Management and American Communication Association.
Anna Sołtys, PhD	She is a sociologist, since 1994 a didactic and research university staff holding a PhD in humanities in the area of management sciences. Deputy chair of the Faculty of Sociology at the University of Social Sciences. Her current didactic, publishing and scientific activities focus on contemporary social transformations in the field of labour.
Justyna Kopańska,	Since 2004 has been dealing with quality assurance in traditional and dual education, internal and external project evaluation and national accreditation system; the Head of Quality Assurance Department; her job brief includes: working out and implementing quality assurance procedures, monitoring learning outcomes achieved by students during apprenticeships; in charge of efficient functioning and coordination of internal quality assurance system in the University of Social Sciences; deals also with involving stakeholders in quality assurance practices in HEI; interested in international accreditation systems - coordinated applying for ASIIN accreditation seal for computer science faculty in the Polish HEI and completed the task successfully;
Joanna Szczecińska	Head of International Office, responsible for co-ordination all international project activities at University of Social Sciences in Lodz; she is involved international co-operation and academic internationalisation since 1998. She is also project manager of educational and research international projects since 1999, during that time she was coordinator in more than 80

	different EU projects with different kind of institutions. She is M.A. in Cultural Studies and then she made post-diploma European Studies in Lodz. She has also experiences in creation and providing vocational training about fundraising and management for the EU project. Member of EAIE organization.
Marta Kędzia	She is a specialist in international cooperation and global marketing. For more than 15 years she has been managing, supervising and implementing international projects in educational institutions. Currently she's been cooperating with numerous European and Asian institutions. She is an author and co-author of many interesting international projects implemented under various EU programs, several of which were awarded at European level as examples of good practice. Wide experience in European project implementation makes her the right person to be the manager of the Polish partner's involvement in the project.

Partner number		P6
Organisation name & acronym	HAMM-LIPPSTADT UNIVERSITY OF APPLIED SCIENCES (HSHL)	
D.1.1 - Aims and activities of the organisation		
Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).		
Hamm-Lippstadt University of Applied Sciences (HSHL) is one of the youngest public universities in Germany. Having started with around 80 students in two study programmes in 2009, the university continues to grow quickly. Currently about 5,000 students study in 14 bachelor and 5 master programmes. The university is still growing in terms of master’s programs. The newly constructed and barrier-free campuses in Hamm and Lippstadt provide ideal conditions for the future-oriented education of engineers, computer scientists and managers. A total floor area of 32,250 square meters provides laboratories with state-of-the-art equipment, such as scanning electron microscope, industrial CT scanner, 3D projection surfaces, embedded systems or crane tracks, as well as plenty of space for student work, communication, teaching, and research. Working in a practice-oriented way and in small groups, HSHL offers study programmes on a very high academic level with a clear orientation towards current and future market requirements. The team of professors is practically experienced and young. With an interdisciplinary setup, teaching focuses on both the promotion of individual strengths and the conveyance of social competences such as teamwork. Right from the start, project-oriented work is attributed great importance. Whether practical semester, as internships, projects or theses, the involvement of companies in teaching activities is of great importance, too. This is particularly evident in two dual study programmes, which are offered as both practice- and training-integrated study courses. HSHL has a network of contacts with universities abroad. Currently the university cooperates with more than 20 partner universities and new co-operations are continuously added. Furthermore, HSHL maintains active co-operations with more than 40 partner companies.		
Please describe also the role of your organisation in the project (limit 1000 characters).		
HSHL was founded with the assignment to educate students in the STEM fields and business. During the last 8 years almost 20 new study courses have been developed to prepare students for career market. Among these study courses, two dual study programmes were implemented. Thus, HSHL has a lot of experience and expertise in the field of Dual Higher Education. HSHL will contribute to the success of the project by providing support and consulting, by presenting experience on development and implementation of dual education programs, by presenting experience in cooperation with companies in realization of study programs and by presenting best practise examples. HSHL will be involved in all WPs in this project. It will be the host of study visit in WP1. In addition, its experience on development and implementation of dual education programs will be very important in WP2 (Flexible and generic Dual Higher Education Model (DHEM) for Serbia) and WP4 (Pilot testing of the		

flexible and generic DHEM).	
D.1.2 – Operational capacity: Skills and expertise of key staff involved in the project <i>Please add lines as necessary.</i>	
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
Prof. Dr. Klaus Zeppenfeld	Klaus Zeppenfeld is the founding and acting president of HSHL. He graduated in computer sciences at University of Paderborn and gained his doctoral dissertation at University of Osnabrück. He worked as senior consultant in various customer contexts before he held various positions at Dortmund University of Applied Sciences (professorship, vice dean, dean). In 2009 he was appointed by the Ministry of Sciences in North Rhine-Westphalia as founding president of HSHL and has served as its acting president ever since. Klaus Zeppenfeld has many years of experience in developing (dual) study programs, especially in the field of IT. To sum up, Klaus Zeppenfeld both has a scientific background and practical experience in the field of IT and expertise in the development of study programs.
Annika Alke	Personal Assistant to the President Annika Alke has expertise in higher education management, in the development of study programs, in the accreditation of study programs and in process and organizational management.
Dr. Sarah Bienemann	Center for Teaching Management – Managing Director Sarah Bienemann has expertise in the development of qualification profiles (PhD Thesis), in the development of study programs, in the accreditation of study courses and in process and organizational management.
Anja Richter	Center for Research Management – Managing Director Anja Richter has expertise in the coordination and development of dual study programs and in the accreditation of study programs. She is responsible for technology transfer and for company co-operations.
Johannes Zenke	International Office Johannes Zenke has expertise in higher education systems and in international cooperation.
Kristin Twilfer	International Office Kristin Twilfer has expertise in higher education systems and in international cooperation.

Partner number		P7
Organisation name & acronym	PowMio GmbH (PowMio)	
D.1.1 - Aims and activities of the organisation		
Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).		

PowMio GmbH consists of highly-educated software engineers with over 15 years of joint experience in developing cutting edge software for SAP SE. Our team worked on both back-end and front-end development of solutions, including mobile, web and standalone applications. Our passion is to deliver quality and flexibility to our clients, such that we're sure that we're building the best products for their market.

Our offer to customers is full-stack software development, software design services and consulting services. Our main clients are small and medium size companies (SME), and we help them innovate, improve their existing products and to analyse their market potential – that will eventually lead to the market success of their products. We professionally address technical project challenges of our clients at any stage, either an early stage e.g. idea in a business plan, or e.g. extensions of a fully running commercial product. Furthermore, PowMio GmbH builds innovative solutions on its own and our daily work includes delivering innovative products to the market, and therefore very passionate about the success of their clients and open for investment negotiations to support innovative teams with the available skill set.

Technologies and solutions we professionally apply daily:

- Languages: Java, C#, Java Script, SQL, HTML
- Databases: PostgreSQL, MySQL, Microsoft SQL Server
- Back-end: Apache Tomcat, NodeJS, Hibernate/JPA, PHP, Java EE
- Front-end: Responsive web applications, native Android and iOS, Hybrid Apps, AngularJS, Apache Cordova, PhoneGap
- Communication layer: RESTfull Services, JSON, XML
- Other: Unity3D

Please describe also the role of your organisation in the project (limit 1000 characters).

Our understanding of the market needs will significantly contribute to the project. Beside that our team consist of highly educated individuals that are professionals today and therefore aware of university work integrations. Our work in Germany also includes student supervision on daily basis and we're aware of problems that they are facing when entering the market. Not to mention our experiences in university collaboration and very strong background in international conference participations and presentations, and participation in projects where consortium partners come from many different European countries. This is our daily work, and one of the biggest problems is the human resources and their market unawareness as well as their limited technical and operational knowledge.

Within this project PowMio GmbH will take active role in all work packages. It will host a study visit during WP1. In addition, its experience in the field will be valuable in planning of survey on companies' needs in task 1.3 Survey of companies needs for DHE in Serbia

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project

Please add lines as necessary.

Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
Dr.-Ing. Dejan Ilić	Full stack engineer and researcher, with strong academic and commercial background with high focus on technology innovation. He participated and drove many FP7 projects in the Smart Energy domain. Besides his responsibilities of organizing, engineering and problem solving challenges, he was also responsible for numerous scientific and project related dissemination activities.
Tirdad Rahmani	Full stack engineer and management responsibilities. Tirdad conducted his studies in KIT, one of the most prestigious IT universities in Europe. His engineering and managing activities affected tens of thousands of users worldwide, going from technologically advanced countries to solutions built for third-party countries. It is also important to mention that he was

	supervisor of numerous informatics students in past 10 years and therefore very aware of the challenges they face entering the software market.
--	---

Partner number		P8
Organisation name & acronym	BELGRADE METROPOLITAN UNIVERSITY (BMU)	
D.1.1 - Aims and activities of the organisation		
<i>Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
BMU is an integrated university consisting of three faculties, which are not legal entities: Faculty of Information Technology, Faculty of Digital Arts and Faculty of Management. BMU operates in two campuses - in Belgrade and Niš. BMU offers BSc programs in information technology, software engineering, information systems, game development, operations management, business and marketing, graphic design, design of interactive media and fashion design. MSc programs are in information security, software engineering, information systems, marketing management, and design of new media. PhD programs are in the areas of software engineering, management and development, and design of new media. Almost all study programs are offered in two forms: "face-to-face" and "online" (using e-learning). Most of its BSc programs are offered in three forms: "face-to-face", "online" (using e-learning) and "hybrid" (using blended-learning and flipped-classroom approach). Most of BMU master programs are offered only as online programs. BMU is a modern university, known for its mission to provide quality education by implementing innovative approaches in higher education. For BMU, quality education has to provide graduates that satisfy needs and expectations of their employers. In its Business and Education Centre in Niš, BMU is promoting entrepreneurship of its students supported by the IT incubator and innovation development with IT companies in its Innovation Centre. By implementing Dual Higher Education, BMU expects to establish close and long-term collaboration with companies - future employers of its students. In its Innovation Centre, BMU offers space to software development units of companies providing continuous internships and scholarships to its students. BMU is very interested for implementation of Dual Higher Education (DHE) in its IT-related programs after the end of this project and was the initiator of this project proposal.		
<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>		
BMU will be involved in all WPs, but will be the most active in development WPs. BMU will be the leader in the WP2 (New Dual Higher Education model for Serbia) aiming to develop a flexible and generic DHE model, providing different specific DHE models for specific needs and requirements of companies practicing DHE. In WP3 (Creation of legal and other Conditions for implementation of DHE in Serbia), BMU will contribute in preparation of amendments to the Law on Dual Education, currently supporting Dual Education in secondary education only, to the Law on Higher Education, Labour Law and accreditation criteria and guidelines related to DHE. In WP4 (Pilot testing of the flexible and generic DHE model) BMU will organize a pilot implementation of DHE in the second half of the project with IT companies - associate members of this project, interested for DHE implementation. Just before the end of the project, BMU will analyse the achieved effects of implemented DHE model interviewing companies employing both graduate students that completed DHE studies (pilot DHE implementation) and traditional studies.		
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project		
<i>Please add lines as necessary.</i>		
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>	
Prof. dr Dragan Domazet	Rector, Professor and founder of Belgrade Metropolitan University (BMU).	

	He was Minister for Science (2001-2004) in Government of Serbia, was Senior Research Fellow at Gintic Institute of Manufacturing Technology in Singapore (1994-2001), Fulbright Scholar at University of Illinois, Urbana, USA (1990/91), and chairman or member of Management Boards of two largest research institutes in Serbia (2008-2013). He is Vice-President of the Conference of Universities of Serbia and was member of the team that prepared the Strategy of Development of Education of Serbia till 2020 (2011-12), in charge for higher education. He has been teaching IT-related courses (Software Engineering, two object-oriented programming courses, E-learning) and some management courses (Operations Management, Development Policy and Strategy /PhD course). He was project leader of many R&D projects in Serbia and Singapore in area of IT implementation in product development. He was the chief designer of five mechanical and hydraulic presses (1975-1985) and was involved in many industrial projects and consultancies in Singapore related to IT implementation in product development. Dragan Domazet has been involved in two structural Erasmus+ projects: PT&SCHE - Introduction of part-time and short cycle studies in Serbia, and IF4TM - Institutional framework for development of the third mission of universities in Serbia He has published 144 research papers. The following articles are relevant to the topic of this project: 1. Dragan Domazet, Avram Adižes, Application of the concept of an innovative and entrepreneurial university - an approach to development of new knowledge-based industry and development of a new, open and modern university, Proceedings from the 21st Conference on Technology, Culture and Development, Tivat, 2-4th September 2014, pp. 23-38, ISBN 978-86-915151-3-3, Association "Technology and Society", 2014 2. Dragan Domazet, Life-time learning requires new rules of education, TREND Conference 2011, Kopaonik, 3-10.3.2011, University of Novi Sad 3. Dragan Domazet, Short-cycle programs as a complement to academic and professional programs for engineering education, 23rd Conference on Technology, culture and Development, Tivat, 29.8 - 2.9.2016
	Dr. Miroslava Raspopovic is an associate professor at Belgrade Metropolitan University (BMU). At BMU she acted in rolls of prorektor of education and dean of Faculty of IT, being responsible for quality control in education process for both traditional and online forms of teaching at the University, as well as implementing educational strategies, and the promotion of the most effective methods to enhance online and traditional studies. She earned her PhD at University of Massachusetts Lowell. Dr. Raspopovic was involved in projects: Research Experience for Undergraduate Students funded by NSF, Motorola Innovation: Vibes and Waves in Action: Path to Innovation in the Classroom, Dynamic Spectrum Sharing in Wireless Networks funded by MIT Lincoln Labs and NSF, Web-based Analysis and Visualization Environment funded by Open Indicators Consortium, Adaptive eLearning funded by Serbian Ministry of Education, Erasmus+ School-to-Work Transition for Higher education students with disabilities in Serbia, Bosnia & Herzegovina and Montenegro. Dr. Raspopovic's research focuses on networking, performance analysis of wireless spectrum sharing and wireless channel modeling, adaptive eLearning, quality and performance of eLearning. During her tenure at BMU, Dr. Raspopovic has been in charge of

Miroslava Raspopović Milić	internship program for the Information Technology academic program. 1. M. Raspopovic, S. Cvetanovic, I. Medan, D. Ljubojevic, <u>The Effects of Integrating Social Learning Environment with Online Learning</u>, The International Review of Research in Open and Distributed Learning, in press for publication in 2017. 2. M. Raspopovic, S. Cvetanovic, D. Stanojevic, M. Opacic, <u>Software architecture for integration of institutional and social learning environments</u>, Science of Computer Programming, vol. 129, pgs. 92-102, 2016, doi: 10.1016/j.scico.2016.07.001. 3. M. Raspopovic, A. Jankulovic, <u>Performance measurement of e-learning using student satisfaction analysis</u>, Information Systems Frontiers, pgs. 1-12, 2016, DOI: 10.1007/s10796-016-9636-z. 4. Gadjanski, D. Radulovic, F. Vranic, M. Raspopovic, <u>Formation of Fab lab Petnica</u>, In Multidisciplinary Engineering Design Optimization (MEDO), International Conference (pp. 1-4), IEEE, 2016, doi: 10.1109/MEDO.2016.7746540 5. M. Raspopovic, S. Cvetanovic, A. Jankulovic, <u>Challenges for Transitioning to e-Learning System with Learning Objects Capabilities</u>, The International Review of Research in Open and Distance Learning, Vol. 17, no. 1, 2016, ISSN 1492-3831. 6. J. Jovic, S. Cvetanovic, M. Raspopovic, <u>System for Learning Objects Retrieval in Ontology-based Database Course</u>, Proceedings of the Seventh International Conference on eLearning (eLearning-2016), 29-30 September 2016, pp.28-32, ISBN 978-86-89755-07-7, Belgrade Metropolitan University, Belgrade, Serbia, ISBN 978-86-89755-09-1. 7. Debevc, I. Kozuh, M. Raspopovic, K. Kaplarski, D. Ljubojevic, L. Kartasidou, D. Konzcyk, P. Wdowik, <u>E-Learning approaches for Supporting Higher Education (HE) Students with Disabilities on Transition Planning</u>, Proceedings of the Seventh International Conference on eLearning (eLearning-2016), 29-30 September 2016, pp. 103-108, ISBN 978-86-89755-07-7, Belgrade Metropolitan University, Belgrade, Serbia, ISBN 978-86-89755-09-1. 8. N. Misiunas, M. Raspopovic, K. Chandra and A. Oztekin, <u>Sensitivity of Predictors in Educational Data: A Bayesian Network Model</u>, Proceedings of the 2015 INFORMS Workshop on Data Mining and Analytics, Philadelphia, USA, November, 2015. 9. S.Cvetanovic, M.Raspopovic, A.Arsic, V.Vasic, <u>Integration software architecture of e-learning system with Facebook</u>, Proceedings of the Sixth International Conference on eLearning (eLearning-2015), 24-25 September 2015, pp.42-46, ISBN 978-86-89755-07-7, Belgrade Metropolitan University, Belgrade, Serbia. 10. E.S.Vejar, M.Raspopovic, <u>Evaluation of Flipped Classrooms in Undergraduate Mathematics Courses</u>, Proceedings of the Sixth International Conference on eLearning (eLearning-2015), 24-25 September 2015, pp.59-64, ISBN 978-86-89755-07-7, Belgrade Metropolitan University, Belgrade, Serbia. 11. M. Raspopovic, A. Jankulovic, J. Runic, V. Lucic, <u>Success Factors for e-Learning in Developing Country: A Case Study of Serbia</u>, The International Review in Open and Distance Learning, vol. 15, no. 3, 2014, ISSN 1492-3831.
Vladimir Milićević	Dr. Vladimir Milicevic is an assistant professor at Belgrade Metropolitan University. He earned his first PhD at University of Union – Nikola Tesla

Belgrade in 2012, and second PhD at University of Niš in 2016. Dr. Milicevic is focused on following research areas: intelligent business information systems, intelligent transportation systems, neural networks, genetic algorithms, object-oriented design and programming. Also, he is author of a number of software solutions in these areas as well as papers in the Country and abroad. Participant in several international software projects; at this moment he participate in *Fractals* project known as *BeeWeb*. He improved his knowledge in numerous of domestic and international academic and professional meetings and conferences. As the head of the study program was a mentor to many students who were sent to professional practice in a number of IT companies. Dr Milićević has a rich practice of working with IT companies such as ComTrade, Limesoft, Emisia Consulting and other.

1. Fine D, Grattoni A, Hosali S, Ziemys A, De Rosa E, Gill J, Medema R, Hudson L, Kojic M, Milosevic M, Brousseau Iii L, Goodall R, Ferrari M, Liu X. A robust nanofluidic membrane with tunable zero-order release for implantable dose specific drug delivery, *Lab on a Chip*, 2010,10, 3074-3083.ISSN: 1473-0189. M21 – 2010: IF 6.260
2. A.Ziemys, M. Kojic, M.Milosevic, N. Kojic, F.Hussain, M.Ferrari, A. Grattoni, Hierarchical modeling of diffusive transport through nanochannels by coupling molecular dynamics with finite element method, *Journal of Computational Physics*, 230(2011) 5722-5731. ISSN: 0021-9991. M21 – 2010: IF 2.346
3. A. Ziemys, M. Kojic, M. Milosevic, M. Ferrari, Interfacial effects on nanoconfined diffusive mass transport regimes, *Physical Review Letters*, 2012, Volume 108, Issue 23, 236102. M21 – 2012: IF 7.943
4. T. S. Mahadevan, M. Milosevic, M. Kojic, F. Hussain, N. Kojic, R. Serda, M. Ferrari, A. Ziemys, Diffusion transport of nanoparticles at nanochannel boundaries, *Journal of Nanoparticle Research*, February 2013, DOI: 10.1007/s11051-013-1477-9, ISSN: 1388-0764. M21 – 2013: IF 2.278
5. M. Kojic, M. Milosevic, N. Kojic, K. Kim, M. Ferrari, A. Ziemys. A multiscale MD–FE model of diffusion in composite media with internal surface interaction based on numerical homogenization procedure, *Computer Methods in Applied Mechanics and Engineering*. 01/2014; 269:123–138. M21 – 2014: IF 2.617
6. Guillermo U. Ruiz-Esparza, Suhong Wu, Victor Segura-Ibarra, Francisca E. Cara, Kurt W. Evans, Miljan Milosevic, Arturas Ziemys, Milos Kojic, Funda Meric-Bernstam, Mauro Ferrari and Elvin Blanco, Polymer nanoparticles enhanced in a cyclodextrin complex shell for potential site- and sequence-specific drug release, *Advanced Functional Materials*, Volume 24, Issue 30, pages 4753–4761, August 13, 2014. M21 – 2014: IF 11.805
7. K. Yokoi, M. Kojic, M. Milosevic, T. Tanei, M. Ferrari, A. Ziemys. Capillary-wall collagen as a biophysical marker of nanotherapeutic permeability into the tumor microenvironment. *Cancer Research* (2014). 2014 Aug 15;74(16):4239-46. M21 – 2014: IF 9.329.
8. M. Kojic, M. Milosevic, N. Kojic, Z. Starosolski, K. Ghaghada, R. Serda, A. Annapragada, M. Ferrari, A. Ziemys, A multi-scale FE model for convective-diffusive drug transport within tumor and large vascular

	networks, Computer Methods in Applied Mechanics and Engineering, 2015, 294:100–122, M21 – 2014: IF 2.617. 9. Milos Kojic, Miljan Milosevic, Suhong Wu, Elvin Blanco, Mauro Ferrari, Arturas Ziemys, Mass partitioning effects in diffusion transport. Physical Chemistry Chemical Physics, 2015, vol. 17 br. 32, str. 20630-20635. M21 – 2014: IF 4.493. 10. Kenji Yokoi, Diana Chan, Milos Kojic, Miljan Milosevic, David Engler, Rise Matsunami, Tomonori Tanei, Yuki Saito, Mauro Ferrari, Arturas Ziemys, Liposomal doxorubicin extravasation controlled by phenotype-specific transport properties of tumor microenvironment and vascular barrier, Journal of Controlled Release, 2015 Sep 25;217:293-299, M21 – 2014: IF 7.705
--	---

Partner number		P9
Organisation name & acronym	UNIVERSITY OF NOVI SAD (UNS)	
D.1.1 - Aims and activities of the organisation		
<i>Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
University of Novi Sad (UNS) was founded in 1960, operating in the four major towns of the Autonomous Province of Vojvodina: Novi Sad, Subotica, Zrenjanin, and Sombor. The University is comprised of the following 14 faculties covering all major fields of study: Faculty of Philosophy, Faculty of Agriculture, Faculty of Law, Faculty of Technology, Faculty of Economics, Faculty of Technical Sciences, Faculty of Medicine, Faculty of Sciences, Academy of Arts, Faculty of Civil Engineering, 'Mihajlo Pupin' Technical Faculty, Faculty of Sport and Physical Education, Faculty of Education, and Teachers' Training Faculty in Hungarian. In December 2007. UNS also has Institute of Lowland Forestry and Environment, Institute of Food Technology, Association of Centres for Interdisciplinary and Multidisciplinary Studies and Research, UNESCO Chair in Entrepreneurial Studies, and centres for applied statistics and education development. Currently at UNS is enrolled more than 43.000 students at bachelor level of studies, and around 6.500 students at master and doctoral level, studying on more than 350 study programmes. Number of employees is more than 5.000, including teaching staff of around 3.770, and around 130 foreign teachers. Research at the University is achieved through basic, applied and development research in the field of law, economics, mathematical, technological, social and medical sciences. UNS has significant international cooperation with other HEIs and its experienced and well qualified staff plays a significant role in great number of projects across Europe. The University of Novi Sad is the second largest among six state universities in Serbia. Having invested considerable efforts in intensifying international cooperation and participating in the process of university reforms in Europe, the University of Novi Sad has come to be recognized as a reform-oriented university in the region and on the map of universities in Europe. http://www.uns.ac.rs/sr/		
<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>		
UNS will be the leader of WP6: Dissemination and Exploitation of Results. It will be in charge of development and maintenance of project web portal, social media (Facebook, LinkedIn, youtube) profiles and organization of dissemination events. UNS will have an active role in creation of pool of industrial partners from Autonomous Province of Vojvodina. In addition it will participate in all work packages of the project with an emphasis on the activities within preparation (WP1- Research and needs analysis) and development (WP2-Flexible and generic Dual Higher Education Model (DHEM) for Serbia, WP3- Creation of Legal and Other Conditions for Implementation of DHE, WP4-Pilot testing of the flexible and generic DHEM) work packages.		
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project		

<i>Please add lines as necessary.</i>	
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
Aleksandar Grubor	Aleksandar Grubor is a full professor at the Faculty of Economics in Subotica, University of Novi Sad. Currently, he is a dean at the Faculty of Economics in Subotica. His field of interest is marketing. He is an author of 3 textbooks, 8 scientific papers published in Prominent International Journals ranked in the Thomson Reuters JCR, and more than 60 scientific papers published in Journals of National importance. Besides, he participated in more than 40 International Scientific Conferences. He teaches Global marketing, Services marketing, Brand management, Marketing communications, Sales management, Principles of marketing and Marketing management. In the period January - March 2004, he successfully completed the International Faculty Development Program at the Free Market Business Development Institute, School of Business Administration, Portland State University, Portland, Oregon, USA. Currently, he is a member of the Serbian Marketing Association (SEMA) and from 2010 to 2016 he was an Editor in chief of the Journal "The Annals of the Faculty of Economics in Subotica". Related papers: ▪ Grubor A., & Milicevic N. (2015). The Analysis of FMCG Product Availability in Retail Stores. <i>Inzinerine Ekonomika-Engineering Economics</i>, 26 (1), 67-74 ▪ Milićević, N., & Grubor, A. (2015). The Effect of Backroom Size on Retail Product Availability – Operational and Technological Solutions. <i>Amfiteatru Economic</i>, 17 (39), 661-675. ▪ Grubor, A., & Đokić, N. (2016). Organic Food Consumer Profile in the Republic of Serbia. <i>British Food Journal</i>, 118 (1), 164-182. ▪ Grubor A., Milicevic N., & Đokić, N. (2016). The Effect of Inventory Level on Product Availability and Sale. <i>Prague Economic Papers</i>, 25 (2), 221-233. ▪ Grubor, A., Đokić, N., Đokić, I., & Kovač-Žnideršić, R. (2015). Application of Health and Taste Attitude Scales in Serbia. <i>British Food Journal</i>, 117 (2), 840-860. ▪ Grubor, A., Đokić, N., Milićević, N., & Kovač-Žnideršić, R. (2015). Acceptance of Food with "Health Claims" in Serbia: Consumers' Profile Research and Recommendations for Promotion. <i>Custos E Agronegocio on Line</i>, 10 (4), 199-220. ▪ Grubor A., & Milicevic N. (2013). Consumer Reactions to Out-Of-Stock of Hedonic Products. <i>Actual Problems of Economics</i>, 147 (9), 282-293. ▪ Besic, C., Sedlak O., Grubor, A., & Ćirić, Z. (2011). Measurement Model for Assessing the Diffusion of E-Business and E-Marketing. <i>Technics Technologies Education Management-TTEM</i>, 6 (3), 651-656. ▪ Grubor, A., Milićević N., Mijić K. (2013). Empirical Analysis of Inventory Turnover Ratio in FMCG Retail Sector - Evidence from the

	Republic of Serbia. Engineering Economics, Vol. 24, No. 5, pp. 401-407
Dejan Jaksic	Dejan Jaksic is a full professor at the Faculty of Economics in Subotica, University of Novi Sad. His fields of interest are accounting and auditing. He is an author of two textbooks and more than 50 scientific papers. He teaches Financial accounting, Management accounting, Financial statements audit, Internal audit and IT audit. He works for a national audit firm where he is engaged in financial statements audit, appraisals, transfer pricing and donations audit. Currently, he is a vice dean for finance and acting vice dean for undergraduate and graduate studies at the Faculty of Economics in Subotica. Related papers: ▪ Andrić, M., Mijić K., Jakšić D., & Vuković B. (2011). Implementation of Accounting Software as a Support to Company Management. Tehnics Tehnologies Education Management. Sarajevo: DRUNPP. ▪ Bešlić I., Bešlić D., Jakšić D., & Andrić, M. (2015). Testing the Models for Detection of Earnings Management. Industrija. Belgrade: Ekonomski institut. ▪ Jakšić D., & Mijić, K. (2012). The Methodology of Business Process Management Using Software Solution, International Symposium Engineering Management and Competitiveness. EMC. Zrenjanin: Tehnical faculty, University of Novi Sad. ▪ Mijić K., Jakšić D., & Berber, N. (2015). The Analysis of Productivity and Profitability in the CEE region: Focus on the Private and Public Sector. Serbian Journal of Management. Bor: Technical faculty. ▪ Mijić K., Jakšić D., & Bonić, Lj. (2014). Developing bonus plans for managers in order to maximize value for owners. Facta Universitatis – series: Economics and Organization. Nis: University of Nis.
Stanislav Zekic	Stanislav Zekic is a associate professor at the Faculty of Economics in Subotica, University of Novi Sad. His fields of interest are agricultural policy and rural development. He is an author of two textbooks and more than 60 scientific papers. He teaches Economics and Politics of Agricultural Development, Economics and Politics of Rural Development and Economics Analysis of Farm Programs. Currently, he is engaged in a national project of the Ministry of Education, Science and Technological Development of Republic of Serbia. Related papers: ▪ Zekić S., Gajić M., Matkovski B. (2013): "Serbian agriculture in the regional and European integratons", in: (Eds. Tomić D., Ševarlić M., Lovre K., Zekić S.), Challenges for the Global Agricultural Trade Regime After Doha, Thematic Proceedings, Serbian Association of Agricultural Economists, Faculty of Economics in Subotica, University of Novi Sad, Belgrade, pp. 369-376; ISBN 978-86-86087-26-3. ▪ Gajić M., Zekić S. (2013): "Development characteristics of agricultural sector in Serbia", in: ed. Škorić D., Tomic D., Popovic V.: "Agri-food Sector in Serbia – state and Challenges" Monograph; Serbian Association of Agricultural Economists, and Serbian Academy of Science and Art – Board for Village, Belgrade; pp. 73-90; ISBN: 978-86-86087-35-5. ▪ Zekić S., Matkovski B. (2014): "New CAP reform and Serbian agriculture", in: ed. Cvijanović D., Subić J., Vasile A. J.: "Sustainable agriculture and rural development in terms of the

	Republic of Serbia strategic goals realization within the Danube region – rural development and (un)limited resources”, Thematic Proceedings, Institute of Agricultural Economics, Belgrade, pp. 1095-1110, ISBN 978-86-6269-036-4. ▪ Mijić K., Zekić S., Jakšić D., Vuković B. (2014): “Meat industry in Serbia – performance analysis of meat-processing and livestock companies”, Custos e @gronegocio online, Vol. 10, No. 3, pp. 124-144; ISSN: 1808-2882. ▪ Zekić S., Matkovski B. (2015): “Trade analysis of Serbian agri-food products”, in: ed. Subić J., Kuzman B., Vasile A. J.: “Sustainable agriculture and rural development in terms of the Republic of Serbia strategic goals realization within the Danube region – regional specificities”, Thematic Proceedings, Institute of Agricultural Economics, Belgrade, pp. 464-480, ISBN 978-86-6269-046-3. ▪ Gajić M., Matkovski B., Zekić S., Đokić D. (2015): “Development performances of agriculture in Danube region countries”, Ekonomika poljoprivrede, God. 62, br. 4, str. 921-936, ISSN: 0352-3462. ▪ Zekić S., Matkovski B., Đokić D., Kleut Ž., (2016): “Competitiveness of tobacco and tobacco products: The case of Serbia”, Custos e @gronegocio online; Vol. 12, No. 2, pp. 191-211, ISSN: 1808-2882. Matkovski B., Đokić D., Zekić S., (2016): “Export performances of agricultural sector in the Western Balkan countries”, in: (Eds. Tomić D., Lovre K., Subić J., Ševarlić M.) Emerging Technologies and the Development of Agriculture, Thematic Proceedings, Serbian Association of Agricultural Economists, Faculty of Economics in Subotica, University of Novi Sad, Institute of Agricultural Economics, Belgrade, pp. 294-303; ISBN 978-86-6269-052-4.
Kristina Mijic	Kristina Mijic is a assistant professor at the Faculty of Economics in Subotica, University of Novi Sad. Her fields of interest are accounting and auditing. She is an author of two monographs and more than 40 scientific papers. She teaches Financial accounting, Agricultural accounting, Internal audit and IT audit. Currently, she is a member of referee committee of journal Economic Outlook and of technical board of journal The Annals of the Faculty of Economics Subotica. Related papers: ▪ Grubor, A., Milićević N., Mijić K. (2013). Empirical Analysis of Inventory Turnover Ratio in FMCG Retail Sector - Evidence from the Republic of Serbia. Engineering Economics, Vol. 24, No. 5, str. 401-407 ▪ Andrić, M., Mijić K., Jakšić, D., Vuković, B. (2011). Implementation of Accounting Software as a Support to Company Management, Tehnics technologies education management, Vol. 6, No. 2, str. 471-477 ▪ Mijić, K., Zekić S., Jakšić, D., Vuković, B. (2014). Meat industry in Serbia: performance analysis of meat-processing and livestock companies. Custos e agronegocio, Vol. 10, No. 3, str. 124-144 ▪ Jakšić, D., Mijić, K., Zekić, S., Poljašević, J. (2015). Comparative profitability analysis of milk production companies to milk processing companies in Serbia. Custos e agronegocio, Vol. 11, No. 3, str. 206-226

	▪ Jakšić, D., Vuković, B., Mijić, K. (2011). Analiza finansijskog položaja poljoprivrednih preduzeća u Republici Srbiji, Ekonomika Poljoprivrede, br. 1, str. 81-90. ▪ Andrić, M., Mijić, K., Jakšić, D. (2011). Financial Reporting and Characteristics of Impairment of Assets in the Republic of Serbia, According to IAS/IFRS and National Regulation, Economic Annals, Br. 189, str. 101-116. ▪ Mijić, K., Spahić, N., Vuković, B. (2011). Regulativa i praksa finansijskog izveštavanja o biološkim sredstvima u Republici Srbiji. Ekonomika Poljoprivrede, br. 4, str. 647-659. ▪ Jakšić, D., Mijić, K., Andrić, M. (2012). Analysis of Variation in the Performance of Audit Firms in the Republic of Serbia. Economic Annals, Broj 193, str. 71-91. ▪ Vuković, B., Mijić, K., Spahić, N. (2015). Concentration of tobacco market: Evidence from Serbia. Ekonomika poljoprivrede, Br. 2, str. 385-398. ▪ Bonić, Lj., Mijić, K., Jakšić, D. (2015). Perspektive opstanka i razvoja revizorskih firmi putem uključivanja u revizorsku mrežu / Prospects for survival and development of audit firms through integration into audit networks. Teme, časopis za društvene nauke. Br. 2, str. 409-423. ▪ Zekić, S., Mijić, K., Jakšić, D., Milenković, I. (2016). Profitability gap in the milk production chain: Evidence from Serbia. Ekonomika poljoprivrede, Vol. 63, Br. 2, str. 485-499. ▪ Jakšić D., & Mijić, K. (2012). The Methodology of Business Process Management Using Software Solution, International Symposium Engineering Management and Competitiveness. EMC. Zrenjanin: Tehnical faculty, University of Novi Sad. ▪ Mijić K., Jakšić D., & Berber, N. (2015). The Analysis of Productivity and Profitability in the CEE region: Focus on the Private and Public Sector. Serbian Journal of Management. Bor: Technical faculty. ▪ Mijić K., Jakšić D., & Bonić, LJ. (2014). Developing bonus plans for managers in order to maximize value for owners. Facta Universitatis - series: Economics and Organization. Nis: University of Nis.
--	---

Partner number		P10
Organisation name & acronym	UNIVERSITY OF KRAGUJEVAC (UNIKG)	
D.1.1 - Aims and activities of the organisation		
Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).		

The University of Kragujevac is a modern educational and research centre embracing almost all major areas of teaching and research and offering a wide range of accredited study programs at Bachelor, Master and PhD levels at 12 faculties: Faculty of Economics in Kragujevac; Faculty of Law in Kragujevac; Faculty of Engineering in Kragujevac; Faculty of Medical Sciences in Kragujevac; Faculty of Science in Kragujevac; Faculty of Mechanical and Civil Engineering in Kraljevo; Faculty of Education in Jagodina; Faculty of Technical Sciences in Cacak; Teachers Training Faculty in Uzice; Faculty of Agronomy in Cacak; Faculty of Philology and Arts in Kragujevac; Faculty of Hotel Management and Tourism in Vrnjacka Banja. The total teaching staffs at the University exceeds 1.000, and more than 18.000 students are gaining higher education at the faculties of this University. Besides, the University comprises the following centres: University Centre for Career Development and Student Counselling; University Information Centre; Lifelong Learning Centre; Joint Centre for Scientific Research of Serbian Academy of Sciences and Arts and the University of Kragujevac; Collaborative Training Center and Knowledge Transfer Center. International cooperation as a priority activity of the University of Kragujevac and an integral part of the strategy of internationalization of the University is focused on the establishment and development of cooperation with foreign universities and international organizations dealing with higher education and expanding the network of inter-signing cooperation agreements with new partners abroad, as well as renewing contracts with existing partners.	
<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>	
UNIKG will be a leader of WP3: Creation of Legal and Other Conditions for Implementation of DHE in Serbia. Due to its expertise in the field, UNIKG staff will give special contribution to the development of amendments to considered laws and accreditation standards. Besides, as a partner institution, UNIKG is expected to be actively involved in all WPs of the project, including the following activities: - Research and needs analysis (current practice of Dual Education in the EU and worldwide, and companies needs for Dual Education in Serbia); - Development and validation of flexible and generic Dual Higher Education Model (DHEM) for Serbia; - Development of plans for pilot testing of specific DHEM; - Discussion Forum on the proposed DHEM model - Pilot testing of the specific DHEM model; - Creation of pools of industry partners interested to participate in the pilots; - Development of amendments to the Law on Higher Education, Law on Dual Education and amendments to the Accreditation Standards; - Development of the Recommendations to HEIs in Serbia on how to implement DHE; - Participation in project quality assurance, management and dissemination of the project's results.	
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project	
<i>Please add lines as necessary.</i>	
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
Prof. dr Vesna Mandić	Vesna Mandić is Assistant Minister for Development and Higher Education in Ministry of Education, Science and Technological Development since 2016, responsible for coordination of ENIC/NARIC centre in Serbia. She is a full professor at the University of Kragujevac, Head of Collaborative Training Centre of UKG (2009-), Coordinator of Business Support Office (2013-), founder and Head of Centre for Virtual Manufacturing (2006-2009, 2015-). She has coordinated and is coordinating more than 30 projects with industry and 14 EU projects (EAR, WUS, TEMPUS, EUREKA, FP6, SEE, GIZ). She was a Coordinator of two large TEMPUS projects (WBCInno and WBC-VMnet) and is Coordinator of one ERASMUS + project (IF4TM) with prestigious partners from EU and the region, during whose implementation major results were achieved in the area of knowledge transfer, innovation and continuing education that are of crucial importance for IF4TM project.

	She is an author and co-author of 4 scientific books and more than 90 scientific papers of which 11 are published in international peer-reviewed journals. Prof. Mandic is editor and/or co-author of following publications related to knowledge and technology transfer: 1. WBC Regional Model for University-Enterprise Cooperation (2010), 2. Strategic Research Agenda - Embedded Systems and Industrial Informatics (2011), 3. Methodology Guideline for Innovation (2012), 4. Catalogue on Research and Innovation potential of the University of Kragujevac (2013), 5. Knowledge And Technology Transfer Between Science And Business: Academic KTT Offices` Experience And Good Practise (2013), 6. Western Balkans Regional University Innovation Platform (2014), 7. Strategic Development Plan for Business Incubators and Science and Technology Parks in Western Balkan Region (2014), 8. Methodology for Innovation Management (2014) In 2009 she coordinated international team for development of two mobility programmes of knowledge transfer between academia and business: Practical Placement Programme and Industrial Fellowship Programme. She has also gained experience and knowledge in mentioned areas through participation in various training events at EU institutions, including the training for trainers for IP management (held by EPO in Vienna) and IP seminar (held by Intellectual Property Office in Serbia in cooperation with WIPO). She is a member of following professional bodies and networks: • President of Serbian Technology Brokers Networks (27 brokers from 12 Serbian HEIs) • Founder and Member of VMnet Network in Western Balkan Region (1500 members) • Member of Programme Committee of Entrepreneurship of UKG • Member of Programme Committee for International projects of UKG • Member of Steering Board of Serbian Knowledge Triangle Platform • President and Member of Regional Programme Committee for WB University Innovation Platform • President and Member of Regional Programme Committee for Business Incubators and Science Technological Parks in Western Balkan Region • Member of Serbian Computational Mechanics Association • Member of ICT Collaborative Network
Prof. dr Nenad Stanišić	Nenad Stanišić is an associate professor at the University of Kragujevac, Faculty of Economics and member of the Serbian national HERE team (Higher Education Reform Experts). HE gained his PhD in Economics at the University of Belgrade in 2010. He has been a researcher in various scientific projects funded by Ministry of Education, Science and Technological Development of the Republic of Serbia, Faculty of Economics, European Commission (TEMPUS, ERASMUS +, COST), German GIZ, etc. He gained international project experience trough participation in the following projects: • "The Emergence of Southern Multinationals and their Impact on Europe" , ref. no. IS0905, funded by the European Cooperation in Science and Technology – COST (2011-2014); • TEMPUS project "Restructuring of doctoral studies in Serbia – RODOS",

	544093-2013 (2013-2016), •TEMPUS project „Development of Lifelong Learning Framework in Serbia” ref. no. 145010-2009 (2009-2012), ERASMUS + project “Institutional framework for development of the third mission of universities in Serbia”, ref. no. 561655-2015 (2015-2018), ERASMUS + project “Financial management, Accounting and Controlling curricula development for capacity building of public administration”, ref. no. 573534-2016 (2016-2019). He held several positions at the faculty so far, among others: vice dean for research, vice dean for international cooperation, vice dean for science and international cooperation. He is currently on the position of the vice dean for academic affairs at the Faculty of Economics. He is the member of the following professional organizations: Scientific society of the economists of the Republic of Serbia, and Association of the economists of the city of Kragujevac. He is the author of number of scientific papers published in international and national journals, monographs and proceedings. As national HERE team member, he is engaged in policy-making activities in the field of higher education in Serbia, and the co-author of the publication “National Recommendations for management of intellectual properties in the knowledge transfer activities at the universities and institutes in Serbia”.
Prof. dr Nebojša Mitrović	Nebojša Mitrović is full professor of Physics and Materials Sciences and Dean of Faculty of Technical Sciences in Čačak, UN KG. He graduated at Electrical Engineering Faculty in Belgrade, and received MSc at University of Belgrade; Dr. Dissertation performed at UN KG. In last five years as a member of FTS ČA Management he has performed the Accreditation and Quality Assurance of all three levels of study programs (bachelor, master and doctoral studies), as well as the successfully acceptance of the FTS Čačak Engineering Programs into the FEANI INDEX of European Federation of National Engineering Associations. As a Vice Dean of Science and International Cooperation he establish a lot of prosperously cooperation devoted to involving students in excellent companies in Čačak (Elektrovat, Cini,...), in the region of Central Serbia (Fiat Automobiles) and few student internship in European companies (Fujitsu Siemens Augsburg GERMANY and Z&S GmbH Biel-Bienne SWISS). At this moment he is a member of UN KG Team that realize the ERASMUS+ K2 Project Introduction of part-time and short cycle studies in Serbia ref. no. 561868-EPP-1-2015-1-EE-EPPKA2-CBH. Last three years as Vice Dean and Dean he successfully assists to TEMPUS NERELA project 543667-TEMPUS-1-2013-1-RS-TEMPUS-JPHES under coordination by Faculty of Technical Sciences in Čačak, UN KG. Author of about 70 papers in the most relevant international science journals, performed 5 international projects (Germany, China, Austria, Slovakia, Ukraine) and 11 national science projects, adviser of 7 PhD Dissertation and 6 MSc Thesis in Materials Sciences. Coordinator of 2 WUS projects (CEP 059/2003 and CDP+ 102/2004) about strengthening University capacities (CEP–Center of Excellence, CDP–Course Development Program in Serbia).

Prof. dr Danijela Milošević	Danijela Milošević is full professor at Department of Information Technologies, Faculty of Technical Sciences in Čačak, University of Kragujevac. She graduated at Military Technical Faculty in Zagreb, Croatia, and received MSc and PhD degree at University of Belgrade. Her expertise includes distance learning, intelligent tutoring systems, adaptive user modeling, open educational resources, and MOOCs. She teaches traditional, online and blended IT courses. She took active role for successfully finished TEMPUS projects JEP-16067-2001, JEP-41016-2006. She was coordinator of the regional Tempus project DL@WEB for improving the quality of distance learning in higher education institutions in the Western Balkans and responsible for development of accreditation standards for study programs for distance learning. Now, she is involved in Erasmus+ structural project Introduction of part-time and short cycle studies in Serbia. She coordinated WUS MSDP project "MSc in eLearning: e-moderating Module" at the Faculty of Technical Sciences Čačak. She holds certificate for training on Quality assurance in Higher Education by EFQUEL - European Foundation for Quality in e-Learning. She is certified eLearning Course Designer by CARNet eLearning Academy and Oracle Academy teacher. She is also very active in different national projects, and recently successfully coordinated projects eLearning tools for Assessment, funded by Serbian Institute for teaching process improvement, and Assistive technologies in education, funded by Municipality of Čačak, Serbia. She is the president of Balkan Distance Education Network BADEN, and editor in chief of BADEN Newsletter aiming to disseminate and exchange the knowledge and experiences across the Western Balkan region. Relevant Publications: 1. MILOŠEVIĆ, Danijela, BRKOVIĆ, Mirjana, DEBEVC, Matjaž, KRNETA, Radojka. Adaptive learning by using SCOs metadata. Interdisciplinary journal of knowledge & learning objects, 2007, vol. 3, str. 165-174. ISSN: online 1552-2237 2. Bjekić, D., Krneta, R., Milošević, D.: Teacher Education from E-Learner to E-Teacher: Master Curriculum, THE TURKISH ONLINE JOURNAL OF EDUCATIONAL TECHNOLOGY, TOJET - Volume 9, Issue 1, ISSN: 1303 – 6521, January 2010, pp. 202-212 3. Milosevic Danijela (Invited speaker), Enhancing Quality of Distance Learning in Western Balkan Higher Education Institutions, International conference "EU Programs for Higher Education: Their Role and Impact on the Western Balkans", European Commission, DG Education and Culture, Belgrade, Serbia 30-31 October 2014 4. Stefanović, N., Milošević, D. Innovative OER model for Technology Enhanced Academic and Entrepreneurial Learning, Book Chapter in Jemni, M, Kinshuk, Koutheair Khribi (Eds.): "Open Education: from OERs to MOOCs", Springer - Verlag, Lecture Notes in Educational Technology, ISBN 978-3-662-52923-2, e-ISBN: 978-3-662-52925-6, 2016, pp. 337-359 5. Milošević, M., Milošević, D. Defining the e-learner's security profile: Towards awareness improvement, Sadhana - Academy Proceedings in Engineering Science, Springer, DOI 10.1007/s12046-016-0478-7, ISSN 0256-2499, March 2016, Volume 41, Issue 3, pp 317-326
Prof. dr Milovan Matović	Prof. Dr. Milovan Matović is a Vice-Rector for International Relations of the University of Kragujevac, a Full Professor and head of Department of Specialist Studies at the Faculty of Medical Sciences. He is a director of the Center for Nuclear Medicine at the Clinical Center

	Kragujevac, reviewer for the accreditation of higher education institutions of the Republic of Serbia Accreditation delegated by the Ministry of Education and Scientific Development. Among various responsibilities as a Vice-Rector, he monitors implementation and quality of all international projects and is in charge of the University rankings at international ranking lists. He participated in numerous research projects, is an author and coauthor in numerous papers published in SCI-indexed journals, author of more than 10 books. He was a Vice-Dean for Teaching at the Faculty of Medical Sciences, Vice-Dean for Research and Postgraduate studies etc.
Prof. dr Radovan Vukadinović	Prof. Dr. Radovan Vukadinović is a Vice-Rector for Education and Student Affairs of the University of Kragujevac and a Full Professor at the Faculty of Law. He is a member of Serbian Academy of Sciences and Arts. He is Director of the Center for European Union Law and the Institute for Law and Social Sciences. He is a member of the Commission for Harmonization of the national law with the EU law. He was a Dean, a Vice-Dean and a Head of the Department for International Law at the Faculty of Law. He was a federal government expert for international business law and EU Law and a member of the Legal Council of the Ministry of Foreign Affairs. He is a founder and coordinator of Winter School of European Law, Head of the Association for European Law etc. He is the author and co-author of more than 180 papers and, according to the records of the National Library of Serbia, quoted more than 250 times. His monograph is one of the most quoted monographs in Serbia in the field of law (quoted over 130 times).

Partner number		P11
Organisation name & acronym	UNIVERSITY OF NOVI PAZAR (SUNP)	
D.1.1 - Aims and activities of the organisation		
<i>Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).</i>		
SUNP is the only integrated state university in Serbia. With more than 4000 students and 250 permanent teaching staff (170 professors and lecturers and 80 assistants and research fellows) it is contributing to comprehensive development of the region. Integrated structure of SUNP has enabled it, as the youngest state university in Serbia, to develop much faster with the available funds and teaching and administration staff. SUNP operates through ten departments. It is accredited for 45 study programmes (20 bachelor, 20 master and 5 PhD study programmes). Relevant departments for the proposed project are Department for interdisciplinary studies and Departments of Technical Sciences with Civil Engineering and Architecture study programmes. SUNP has noticed results and number of realized projects (national and international) in various areas relevant to subject of this project like curriculum development, lifelong learning, university/enterprises cooperation, etc.		
<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>		

As a partner organization SUNP will be actively involved in all work packages of the project. In WP1 (Research and needs analysis) it will have special role in generation of pool of industry partners from Raska region. Within WP3 (Creation of Legal and Other Conditions for Implementation of DHE in Serbia), its expertise will be valuable in creation of the amendments to the Labour Law. In the second half of the project, during WP4 (Pilot testing of the flexible and generic DHEM) SUNP will organize pilot testing of specific DHEM. In addition, it will actively participate in quality assurance and monitoring, dissemination and exploitation and management activities.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project

Please add lines as necessary.

Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
Dolicanin Edin	He has an extensive research experience in the field of electronic component reliability and particularly in the effects of nuclear radiation on their compatibility in polluted surrounding. He has expertise in the fields of electrical circuits, computer architecture and design, effects of radiation on memory and other electronical devices. The enclosed list of publication provides a more comprehensive account of my professional history. He was active researcher in the project Physical and functional interaction effects radiation from electrical and biological systems, Serbian Ministry of Sciences, 2011-2014 1. B. Cavrić, E. Dolćanin, P. Petronijević, K. Stanković, Radiation Hardness of Flash Memory Fabricated in Deep-Submicron Technology, International Journal of Photoenergy, (2013) 2. E. Dolićanin, Gamma ray effects on flash memory cell arrays, Nuclear Technology & Radiation protection, Vol. 27, No. 3 (2012), pp. 284-289 [ISSN 1451-3994] 3. M. Vujisić, K. Stanković, E. Dolićanin, P. Osmokrović, Radiation hardness of COTS EPROMs and EEPROMs, Radiation Effects and Defects in Solids: Incorporating Plasma Science and Plasma Technology, Vol. 165, No. 5, (2010), pp. 362 – 369 [ISSN 1042-0150] 4. D. Lazarević, M. Vujisić, K. Stanković, E. Dolićanin, P. Osmokrović, Radiation Hardness of Indium Oxide Films in the Cooper-Pair Insulator State, Nuclear Technology & Radiation protection, Vol. 27, No. 1 (2012), pp. 40-43 [ISSN 1451-3994] 5. M. Vujisic, D. Matijevic, E. Dolicanin, P. Osmokrovic, Simulated Radiation Effect in superinsulating phase of titanium nitride films, Nuclear Technology and radiation protection, (2011), vol.26, br.3 str. 254-260 6. M. Pejovic, S. Pejovic, E. Dolicanin, Đ. Lazarevic, Gamma-raz irradiation and post-irradiation at room and elevated temperature response of pmos dosimeters with thick gate oxides, Nuclear Technology and radiation protection, (2011), vol.26, br.3 str. 261-265
Mekic Edis	He is an assistant professor at SUNP at Department of Technical sciences with the experience in the interdisciplinary engineering fields. Possess the experience in project management and implementation. In Mercy Corps (USAID funded CRDA programme) manage more than 40 projects worth more than 1 mil. USD in total. In UNDP PRO I and II program, he managed project schedules and budgets to ensure that all program activities are completed on time and within allocated component budgets. Supported process of establishment RDA offices in SW Serbia. He is author of five works on SSCI list in fields of communications and innovative teaching methodologies.

	1. As project manager in USAID funded programs supported establishment of 40 SME for refugees and supported 20 SME in employment expansion grants. 2. Established IN Doc centers in three Regional Developmental Agencies in South West Serbia, planned and implemented IT structure. Supported municipalities in organizing and establishing developmental agencies in EC funded programs. 3. Supported City of Novi Pazar during process of establishing Local economic development office and served as leader of unit for two years until full operation of this unit was established (PRO programme EC funded). Overviewed training programs regarding EC funding and application rules for Local economic development offices in Novi Pazar, Sjenica and Tutin (PRO programme EC funded). 4. Developed and implemented project of Establishing Audio-video technology laboratory and career Centre on SUNP funded by USAID. Mekic, E., Djokic, I., Zejnelagic, S., & Matovic, A. (2015). Constructive approach in teaching of VoIP in line with good laboratory and manufacturing practice. Computer Applications in Engineering Education. Matović, A., Mekić, E., Sekulović, N., Stefanović, M., Matović, M., & Stefanović, Č. (2013). The Distribution of the Ratio of the Products of Two Independent-Variates and Its Application in the Performance Analysis of Relaying Communication Systems. Mathematical Problems in Engineering, 2013. Mekić, E., Stefanović, M., Spalević, P., Sekulović, N., & Stanković, A. (2012). Statistical analysis of ratio of random variables and its application in performance analysis of multihop wireless transmissions. Mathematical Problems in Engineering, 2012. Mekic, E., Sekulovic, N., Bandjur, M., Stefanovic, M., & Spalevic, P. (2012). The distribution of ratio of random variable and product of two random variables and its application in performance analysis of multi-hop relaying communications over fading channels. Przegląd Elektrotechniczny, 88(7A), 133-137. Cvetkovic, A. D., Sekulovic, N. M., Krstic, D. S., Mekic, E. S., Popovic, Z. J., & Stefanovic, M. C. (2010). Performance analysis of multi-hop system in Nakagami-m environment. In Proceedings of the International Conference on Circuits, Systems, Signals. Cvetkovic, A. D., Sekulovic, N. M., Krstic, D. S., Mekic, E. S., Popovic, Z. J., & Stefanovic, M. C. (2010). Performance analysis of multi-hop system in Nakagami-m environment. In Proceedings of the International Conference on Circuits, Systems, Signals. Cvetkovic, A. D., Stefanovic, M. C., Sekulovic, N. M., Mekic, E. S., & Manic, D. (2011). Dual-hop system analysis in Nakagami-m environment. Elektronika ir Elektrotechnika, 108(2), 47-50.
Kahrovic Ernad	Ernad I. Kahrović, PhD, was born in Novi Pazar on 21 March 1985. He completed elementary and secondary Economic school in Novi Pazar with excellent grades. He graduated from the Faculty of Economics, University of

Kragujevac in 2007, among the best students of that generation. He completed his doctoral studies, Business Management module, at the Faculty of Economics, University of Niš. On 21 February 2013 he successfully defended his doctoral dissertation entitled "Managing Business Process Performance in Function of Increasing Enterprise Efficiency" after which he was promoted with the doctoral degree in Economic Sciences (scientific area of expertise Business Economics and Management).

Ernad Kahrović has been working at the State University of Novi Pazar since July 2007. At the undergraduate level, he teaches the following courses: Introduction to Management and Organization at the Department of Economics Sciences and the Essentials of Economics at the Department of Law Sciences. A key area of his scientific and research work is concentrated on the business economics and management, with a particular focus on process management, strategic management, organizational design and organizational behavior. He has published numerous papers in international and national journals, proceedings of international and national scientific conferences and thematic collection of papers of international significance.

Selective Bibliography by Ernad Kahrović:

- [1] Ernad Kahrović, Bojan Krstić, THE EFFECTS OF BUSINESS PROCESS MANAGEMENT ON IMPROVEMENT OF FIRM PERFORMANCES, *Industrija*, Vol. 43, No. 4, 2015, Ekonomski institut, Beograd, str. 67-87. [ISSN 2334-8526]
- [2] Bojan Krstić, Ernad Kahrović, ANALYSIS OF EFFECTS OF BUSINESS PROCESS MANAGEMENT IMPLEMENTATION ON FINANCIAL PERFORMANCE OF SERBIAN COMPANIES, *Improving the efficiency and competitiveness of enterprises and national economies*, Ekonomski fakultet, Univerzitet u Nišu i Andrzej Frycz Modrzewski Krakow University, 2015, str. 21-41. [ISBN 978-86-6139-100-2]
- [3] Bojan Krstić, Ernad Kahrović, Tanja Stanišić, BUSINESS PROCESS MANAGEMENT IN HOTEL INDUSTRY: A PROPOSED FRAMEWORK FOR OPERATING PROCESSES, *Ekonomika*, Vol. 61, No. 4, 2015, str. 21-34. [ISSN 0350-137X]
- [4] Bojan Krstić, Ernad Kahrović, BUSINESS PROCESS OUTSOURCING AS A TOOL FOR IMPROVING ENTERPRISE EFFICIENCY, *Ekonomika*, Vol. 61, No. 3, 2015, str. 31-41. [ISSN 0350-137X]
- [5] Ernad Kahrović, DESIGN AND IMPLEMENTATION OF BUSINESS PROCESS PERFORMANCE MEASUREMENT SYSTEM, *FACTA UNIVERSITATIS Series: Economics and Organization*, Vol. 10, No. 3, 2013, str. 283–299. [ISSN 0354-4699]
- [6] Bojan Krstić, Ernad Kahrović, EXPLORING THE IMPACT OF BUSINESS PROCESS PERFORMANCE IMPROVEMENT ON FINANCIAL PERFORMANCE AND COMPETITIVENESS OF SERBIAN COMPANIES, *Improving the competitiveness of enterprises and national economies – factors and strategies*, Ekonomski fakultet, Univerzitet u Nišu i Andrzej Frycz Modrzewski Krakow University, 2013, str. 1-18. [ISBN 978-86-6139-083-8]
- [7] Bojan Krstić, Ernad Kahrović, EXAMINING THE EFFECT OF BUSINESS PROCESS MANAGEMENT ON IMPROVEMENT OF COMPETITIVENESS PERFORMANCES IN SERBIAN COMPANIES, *Improving the competitiveness of enterprises and national economies – determinants and solution*, Ekonomski fakultet, Univerzitet u Nišu i Andrzej Frycz Modrzewski Krakow University, 2013, str. 1-18. [ISBN 978-86-6139-082-1]

	[8] Bojan Krstić, Ernad Kahrović, BUSINESS PROCESS APPROACH IN MANAGING SERBIAN ENTERPRISES AS A PREREQUISITE FOR IMPROVEMENT OF THEIR COMPETITIVENESS, Current Problems of Competitiveness Improvement in National Economies and Enterprises, Ekonomski fakultet, Univerzitet u Nišu i Andrzej Frycz Modrzewski Krakow University, 2012, str. 1-16. [ISBN 978-86-6139-052-4] [9] Bojan Krstić, Sonja Jovanović, Ernad Kahrović, PROCESS-ORIENTED ENTERPRISE MANAGEMENT AS A DETERMINANT OF ORGANIZATIONAL BEHAVIOUR IN CONTEMPORARY BUSINESS TERMS, Actual Problems of Economics, 11 (137), časopis Nacionalne akademije menadžmenta iz Ukrajine, (National Academy of Management), 2012, str. 369-380. [ISSN 1993-6788]
Kostic Milan	He is teaching assistant on department of Law sciences, his fields of expertise are public law modules, Labor Law and social law sub-module, international law. Actively participated in teachers trainings on ethics prepared by UNESCO on the Serbia Academy of Sciences and Arts. He also is expert in high education strategy and development. Kostic, M., Responsibility officials in Serbia - periodization of development, Proceedings master students and doctoral students of the Law Faculty of the University of Nis, Nis 2015 Kostic, M., rights arising from unemployment insurance - with special emphasis on the right to financial compensation, Labour and Social Law no. 2/ 2014 Kostic, M., the right to strike in international and regional documents, Defender, no. 1-2 / 2014. Kostic, M.- Higher education strategy for smart growth in the Republic of Serbia, ISSN: 2308-0825, The 2 nd International Conference on Research and Education –“Challenges Toward the Future” (ICRAE2014), 30-31 May 2014, University of Shkodra “Luigj Gurakuqi”, Shkodra, Albania

Partner number		P12
Organisation name & acronym	SCHOOL OF ELECTRICAL AND COMPUTER ENGINEERING OF APPLIED STUDIES (VISER)	
D.1.1 - Aims and activities of the organisation		
Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).		

The School of Electrical Engineering and Computer Science of Applied Studies (VISER) is public high educational institution, financing from the budget of the Republic of Serbia and the income from tuition fees. The main activity is 3 year of vocational studies with 180 ECTS (7 different programs) and 1 year of specialized professional with 60 ECTS (5 different programs). Curricula for seven foundation study programs are developed, authorised and accredited, in three year duration and granting upon their completion 180 ECTS points: Audio and video technologies, Automation and Vehicle Control Systems, Electronics and Telecommunications, E- Business, New Energy Technologies, New Computer Technologies, Computer Engineering. Students may continue further education at 6 accredited specialist study programs in one year duration and granting upon their completion 60 ECTS points: Multimedia and digital television, Mechatronics, Electronics and Telecommunications, Information Technology, Electric Power Engineering, Security of Information and Communication systems. Graduate students receive bachelor and specialized diplomas. The school has a building with 4000 square meters, 24 different laboratories with top-edge equipment, specializes laboratories, Regional HDTV studio and class rooms with more than 1120 seats. The School of Electrical Engineering and Computer Science of Applied Studies was coordinating institution for one regional Tempus project no.517022 which is successfully finished and currently is partner on three on-going projects.

Please describe also the role of your organisation in the project (limit 1000 characters).

VISER, known as a leader of Higher Education Institutions in the field of Applied Engineering Studies in the region, will help in successful implementation of the project objectives by strong efforts of competitive staff engaged in the project and school capacities. As a school in of Applied Studies,VISER will be the leader of WP4 (Pilot testing of the flexible and generic DHEM). In addition, it will be involved in all project work packages.VISER is going to participate in project preparation activities, developing new curriculums for dual education, pilot testing, dissemination and managing activities. VISER will actively participate in teachers training, curricula development, development of working books and all guidelines, cooperation with enterprises, training of mentors from industry, monitoring of students during dual education process, results analysis, publishing of papers with results, organization of dissemination events.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project

Please add lines as necessary.

Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
Vera PETROVIĆ	Ph.D. Professor of academic and applied studies. She was professor at Academy of Diplomacy and Security, Belgrade, Serbia. She is Head of the School of Electrical Engineering and Computer Science Applied Studies (VISER). Vice president of Conference of the Academy of Professional Studies Serbia. VISER team leader at EUROBOT, whose students won the competition in 2005 and participated in the European one. Teaching professor at following courses: Control in real-time, Control of dynamic process, Information technologies. Mentor for 120 graduate theses in the field of ICT. Team leader for accreditation and quality assurance in VISER. She published 1 monograph, 8 books, 50 scientific papers and 1 technical solution. Members of the Program Committee of the International Conference MIT. She has strong contacts with the social partners and professional associations. Member of a team for the construction of Temple of Saint Sava in BG. Detailed list of publication can be viewed on following links:http://www.viser.edu.rs/download/profesori/23_nastavnik_radovi_m_konf.pdf http://www.viser.edu.rs/download/profesori/23_nastavnik_radovi_m_cas.pdf http://www.viser.edu.rs/download/profesori/23_nastavnik_radovi_d_konf.pdf

	http://www.viser.edu.rs/download/profesori/23_nastavnik_radovi_udzbenici.pdf
Svetlana ŠTRBAC-SAVIĆ	Svetlana Štrbac-Savić, PhD, is the Professor and Head of Electronic Business Department at VISER. She has fourteen years of experience in the higher education system as well as five years working as a programmer. As a head of department she has participated in analysis, planning, implementation and management of the development of the Study program and accreditation process. She has participated in projects for the modernization and enhancing quality of higher education. Detailed list of publication can be viewed on following links: http://www.viser.edu.rs/download/profesori/220_nastavnik_radovi_m_konf.pdf http://www.viser.edu.rs/download/profesori/98_nastavnik_radovi_udzbenici.pdf http://www.viser.edu.rs/download/profesori/220_nastavnik_radovi_m_cas.pdf http://www.viser.edu.rs/download/profesori/220_nastavnik_radovi_m_konf.pdf http://www.viser.edu.rs/download/profesori/220_nastavnik_radovi_d_konf.pdf
Perica ŠTRBAC	Ph.D. Professor of applied studies. Head of the study programs: Computing Engineering and Information and Communication Systems Security. Teaches Computer Graphics, Object Programming 1, Object Programming 2, Standard User Interfaces, Functional Programming and Functional Programming Languages. Mentor for over 100 graduate theses in the field of Computer Programming. Author and coauthor of more than 50 scientific papers (one of the papers: Perica Štrbac, Gradimir V. Milovanović, "Upgraded Petri net model and analysis of adaptive and static arithmetic coding", Elsevier: Mathematical and Computer Modelling Vol. 58, http://dx.doi.org/10.1016/j.mcm.2013.06.001, 2013. pp. 1548–1562. impact factor: 1.365). More than 16 years of experience as leading engineer in IT sector (program for gambling for National Lottery, program for POS terminals INGENICO and VERIFONE, program for client side and server side for MARNET - Modified ALOHA Radio Network, PC card for data acquisition and process control, and many more). Author of Upgraded Petri-nets, developed at School of Electrical Engineering and Military Academy, Belgrade. One of authors of 2D programming suite PeM (Petri-net Manager) for graphical modelling, simulation and analysis by using standard and Upgraded Petri-net.
Aleksandra GRUJIĆ	Aleksandra Grujić, PhD, is the Professor and Head of New Energy Technology at VISER. She has sixteen years of experience in the higher education system. Her current professional and scientific interests include High voltage technique, Renewable energy sources, Electricity Market and ICT in Electrical Engineering. She received the B.Sc., M.Sc. and PhD. degrees at the School of Electrical Engineering, University of Belgrade, Serbia, in 2000, 2006 and 2016 respectively. She published more than 30 papers in national and international conferences and journals. She is a beneficiary project manager of ERASMUS project name "Waste management curricula development in partnership with public and private sector", WaMPPP 561821-EPP-1-2015 EPPKA2-CBHE-JP. Detailed list of publication can be viewed on following

	links: 1. http://www.viser.edu.rs/download/profesori/76_nastavnik_radovi_m_konf.pdf 2. http://www.viser.edu.rs/download/profesori/76_nastavnik_radovi_d_konf.pdf 3. http://www.viser.edu.rs/download/profesori/76_nastavnik_radovi_m_cas.pdf 4. http://www.viser.edu.rs/download/profesori/76_nastavnik_radovi_d_cas.pdf
Slavica MARINKOVIĆ	Slavica Marinković, PhD, is the Professor and Head of Electronics and Telecommunications Department at VISER. She has overall ten years of experience in the higher education system and over ten years of experience and expertise in research in telecommunications, in particular, physical layer optimization, error control coding techniques, multiuser and MIMO systems, and joint source and channel coding. As a head of department she has participated in analysis, planning, implementation and management of the development of the Study program and accreditation process. She has participated in scientific research projects, as well as, in projects for the modernization and enhancing quality of higher education. Detailed list of publication can be viewed on following links: http://www.viser.edu.rs/download/profesori/98_nastavnik_radovi_m_konf.pdf http://www.viser.edu.rs/download/profesori/98_nastavnik_radovi_m_cas.pdf http://www.viser.edu.rs/download/profesori/98_nastavnik_radovi_d_konf.pdf http://www.viser.edu.rs/download/profesori/98_nastavnik_radovi_udzbenici.pdf
Dejan MATIJEVIĆ	Dejan Matijević, M.Sc. was the best generation student in the secondary school. He completed M.Sc. in 2013, at University of Belgrade, Faculty of Mechanical Engineering. From the same year, he is a PhD student at Faculty of Mechanical Engineering in Belgrade. Since 2012. he is employed as a Teaching Assistant in VISER on study programs Automation and Vehicle Control Systems and Mechatronics. Had performed classes of 13 courses related to automotive area. Detailed list of publication can be viewed on following links: http://www.viser.edu.rs/download/profesori/232_saradnik_radovi_m_konf.pdf http://www.viser.edu.rs/download/profesori/232_saradnik_radovi_d_konf.pdf http://www.viser.edu.rs/download/profesori/232_saradnik_radovi_d_cas.pdf http://www.viser.edu.rs/download/profesori/232_saradnik_radovi_udzbenici.pdf

Partner number		P13
Organisation name & acronym	MINISTARTVO PROSVETE, NAUKE I TEHNOLOŠKOG RAZVOJA (MPNTR)	
D.1.1 - Aims and activities of the organisation		
Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).		

Ministry of Education, Science and Technological Development is in charge of administration tasks related to: research, planning and development of education; administrative supervision in education and student standards; participation in the construction, equipping and maintenance of facilities for education; pedagogic supervision in education and student standards; organization, performance appraisal and supervision of the training of employees in education; validation of public documents acquired abroad; improvement of social care for gifted students; improvement of social care for students with special needs, creating conditions for access and implementation of projects within the scope of the Ministry who are funded by the EU IPA funds, grants and other forms of development assistance, as well as other duties prescribed by law.

Ministry of Education, Science and Technological Development carries out public administration tasks related to the system, development and promotion of scientific research in the scientific, technological and economic development; proposing and implementing policies and strategies of scientific and technological development; identification and implementation of programs of scientific and technological research and development; training of personnel for scientific research; proposing and implementing innovation policy; knowledge and technology transfer in the economy; development and improvement of the innovation system in the Republic of Serbia; regulations in the field of transport and intellectual property rights; development of the functioning of scientific and technological information and program development of scientific and technological infrastructure.

<http://www.mpn.gov.rs/?lang=sr-YU>

Please describe also the role of your organisation in the project (limit 1000 characters).

Within this project MPNTR will be involved in all work packages. It will

- Provide support to some of the preparatory activities, such as the survey of companies needs for Dual Higher Education (WP1),
- Give opinions and recommendations of the Ministry on some of the important project outcomes (as working drafts), such as:
 - a. The flexible and generic Dual Higher Education Model (DHEM) for Serbia (WP2)
 - b. Pilot implementation and testing of specific DHEMs (WP4)
 - c. Amendments to the Law on Dual Education of Serbia (WP3)
 - d. Amendments to the Law on Higher Education of Serbia (WP3)
 - e. Amendments to the Accreditation Standards (WP3)
- Support the implementation of these amendments.
- Support project public events and project dissemination activities by:
 - a. Accepting to be co-organizer of the Discussion Forum on the proposed DHEM (WP2)
 - b. Accepting to be co-organizer of seminars "How companies may benefit from Dual Higher Education?" (WP6)
 - c. Accepting to be co-organizer of the final dissemination conference (WP6)

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project

Please add lines as necessary.

Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
Vesna Fabian, Senior Advisor	• Participation in the development of strategic documents (NQF, plans in the field of education for minorities) • Developing cooperation with the social partners in performing activities related to human and minority rights in education • Development of the standards related to career guidance in education Manager of the Sector for Job Placement and Career Planning Services from 2014 to 2015 responsible for: • Planning, organisation, implementation, monitoring and evaluation of active labour market policy measures (measures include: further education and training, subsidies for self-employment and job creation, career guidance and counselling, public works, programmes for persons with disabilities etc.)

	• Participation in the development of strategic documents (strategies in the field of employment, education, career guidance and counselling, youth, as well as action plan for their implementation) • Monitoring and analysis of labour market needs • Participation in the development of new educational concepts (functional elementary education of adults and recognition of prior education) • The establishment and development of cooperation with the institutions of the republic, regional and local levels in order to provide integrated services in the labour market. The most significant cooperation is accomplished with the Ministry, institutions of social protection, labour inspection, educational institutions, local governments, NGOs, penitentiaries, etc. Head of the Centre for Further Education and Training From 2009 to 2014 responsible for: • Planning, organisation, monitoring and evaluation of vocational training programmes – internship programme, on-the-job training of job seekers, training at the request of employer, training in response to labour market needs • Identification of job seekers' educational needs • Specifying internal training standards, staff, spatial, technical, professional and other capacities of training providers • Assessment of training curricula compliance with training standards • Preparation of tender documentation and selection of training providers in the public call procedure • Monitoring: fulfilment of training programmes, evaluation of trainees' knowledge, trainees' fluctuations • Measurement of the impacts of training on the employment of programme beneficiaries • Monitoring, analysis and forecasting of labour market needs for specific knowledge and skills • Staff training in the context of further education and training services, with a view to successful implementation of programme activities • Individual and group staff counselling, aimed at successful implementation of programme activities; • Training of local government managers, aimed at enhancing their competences for development of local employment action plans, with particular focus on the identification of educational needs in the local labour market Employment Officer – Branch Office Belgrade From 2002 to 2009 & from 2015 to 2016 responsible for: • Client employability assessment and development of the individual employment action plan • Identification of career development objectives in accordance with the needs of the local labour market • Monitoring of professional career – career guidance and counselling of clients; • Planning and inclusion of clients in active labour market policy measures; • Organisation and delivery of motivation-activation training with a view to giving recommendations and advice on writing CVs and motivation letters, having job interviews, following open vacancies in the labour market etc. • Analysis and monitoring of open vacancies in the labour market etc.
--	--

Marija Stamenkovic, Coordinator of Projects “The World in Serbia” and “Serbia for Serbs in the region”	• Reported to the Assistant Minister, Head of the Department for Development and Higher Education • Preparing the documents related to awarding of scholarships for foreign students based on international agreements and contracts for the Projects “The World in Serbia” and “Serbia for Serbs in the region” • Preparing the monthly internal accounts to regulate accommodation, meal, stipendium and health insurance for the foreign students • Collaborating closely with the Ministry for Foreign Affairs and the Ministry of Internal Affairs in order to regulate Visas for foreign students • Implementation and monitoring of activities in order to strengthening cooperation with UNESCO. Associate for Benefits in Human Resource Sector From 2015 to 2016 responsible for: • Reporting to the benefit coordinator • Participates in creation and implementation of benefit-related activities, recognition programmes, and staff welfare • Administrates existing and creates new databases for the sake of data accuracy and update • Develops necessary documentation within her area of competence and follows changes in order to provide updated and correct data per employee • Provides information about latest trends in the area of labour in order to improve the existing and create new activities • Participates in negotiations with external partners in order to ensure most favourable offers • Creates written materials aimed to inform the staff and promote the department activities • Actively cooperates and supports HRBP in evaluation of Key Performance Indicators (KPI) of staff and in selection and recruiting of new staff • Managing projects related with benefits for employees within the HR sector External Program Coordinator (2014-2015) • Reported to the Deputy General Manager for Departmental Logistics, Finance and Marketing and was responsible for providing administrative assistance, and liaising with external suppliers and stakeholders. • Researched requests using electronic data processing programs such as Word, Excel, and Outlook, and tracked and coordinated the flow of supporting documents for all the Deputy General Manager’s meetings. • Organized and managed event planning activities and various educational excursions. Traineeship From 2013 to 2014 responsible for: • Reported to the Departmental Head of Psychology and was responsible for gathering and evaluating annual employee performance reviews. • Helped students process their problems and plan goals and action • Evaluated and advised school disciplinary practices for troubled students • Participated in special education by administering psychological tests • Worked closely with the Departmental Head to organize training and professional development events and activities for employees. • Provided and promoted excellent customer service to internal and
---	--

	external customers including but not limited to school staff, students, and Industry and government partners.
Ivana Jovanovic	Monitoring and analyzing government strategies for Higher Education. • Monitoring and analyzing alignments of activities and achievements with strategic goals. • Participating in preparation of national and international development programs and projects. • Keeping a database of scholars, signed contracts and actual payments. • Preparation of cooperation agreements with service providers for the scholarship projects. • Monitoring the progress of the contracts and performance of scholars. • Conducting correspondence and coordination with project partners: Ministry of Foreign Affairs, University of Belgrade, University of Novi Sad. • Preparation of invoices for services provided for scholars projects. • Preparation of applications for payment Fiduciary Unit Services (FSU) and processing invoices for payment • Updating all individual payments implemented in the records of payment • Keeping books of received invoices, emails and internal documents of the Project DILS MPNTR • Keeping records of all payments received under the agreements and obligations of everyone involved in PAT project DILS (monthly salaries and the cost of the phone and transportation) • Participating in the Implementation of the Conference „Informal meeting of the Committee on Educational Policy and Practice of the Council of Europe (CDPPE)“

Partner number		P14
Organisation name & acronym	NATIONAL COUNCIL FOR HIGHER EDUCATION (NCHE)	
D.1.1 - Aims and activities of the organisation		
<i>Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).</i> Functions of the NCHE are prescribed by Art. 11 of the Law on Higher Education. It observes the development of the higher education system in Serbia and its conformity with the European standards; formulates proposals for the Ministry of Education on the higher education policy; prescribes standards for accreditation of higher education institutions and study programs; decides in the appellate procedure on the decisions on accreditation issued by the Commission for Accreditation and Quality Assurance; prescribes minimal criteria for the election of higher education professors; proposes the National Qualification Framework; prescribes the list of professional, academic and scientific titles; proposes to the Government material resources for funding public higher education institutions and their study programs, as well as criteria for the distribution of resources, etc. NCHE encompasses 21 members from academia elected by the Parliament out of which 12 have been proposed by the Conference of the Universities of Serbia, 2 by the Conference of the Academies of Professional Studies, 6 by the Government of Serbia and 1 by the Provincial Government of Vojvodina. Two representatives of students take part in the sessions of the NCHE. The members of the NCHE elect among themselves the President, two Vice Presidents and one Secretary General.		
<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>		

The National Council for Higher Education (NCHE) as the very important organization in Serbian higher educational system will have an important role to participate in all activities as well as to monitor all activities and to direct consortium. Since NCHE consists of representatives of Conference of the Universities of Serbia, Conference of the Academies of Professional Studies, Government of Serbia and the Provincial Government of Vojvodina, it will have all important representatives included. NCHE will provide channels for communication to whole academic community from and to project consortium. On the other hand, NCHE will provide support and the leading role in the development and adoption of necessary accreditation standards.	
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project <i>Please add lines as necessary.</i>	
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
Prof. dr Dejan Popović	1. Full professor of the Faculty of Law, University of Belgrade – Tax Law and Public Finance (since 1991). Head, Doctoral Studies, Faculty of Law, University of Belgrade (2013-). Rector of the University of Belgrade (2004-2006). Dean of the Faculty of Law (1995-1998). 2. Nauka o porezima i poresko pravo (Science of Taxation and Tax Law), COLPI, Budapest and Savremena administracija, Belgrade, 1997, pp. 927. 3. The EU Integration Process and Direct Taxation from a Southeast European Perspective. Part I: Pre Accession Negotiations Phase and Implementation of the Stabilisation and Association Agreements (with Svetislav V. Kostić), Intertax, October 2013. 4. The EU Integration Process and Direct Taxation from a Southeast European Perspective. Part II: Impact of Accession Negotiations on Direct Taxation in Acceding Countries (with Svetislav V. Kostić), Intertax, November 2013. 5. Poreska struktura i korupcija (Tax Structure and Corruption) (with Gordana Ilić-Popov), „Anali Pravnog fakulteta u Beogradu“, 1/2014. 6. Retroaktivnost zakona u poreskom pravu (Retroactivity of Statutes in Tax Law) (with Gordana Ilić-Popov), „Anali Pravnog fakulteta u Beogradu“, 1/2015. 7. TEMPUS JEP 18077-2003 (“Towards the Integrated University via Internal Agreement”) „Identity Transformation of Serbia“, Faculty of Law, University of Belgrade (2015-)
Prof. dr Branislav Jeremić	He was a full professor of the Faculty of Engineering, University of Kragujevac. During his professional carrier, prof. Jeremic was a vice dean and dean of Faculty of Mechanical Engineering, University of Kragujevac and vice rector of University of Kragujevac in two mandates. He is author of large number of scientific papers, he participated in the large number of national and international projects.

Partner number		P15
Organisation name & acronym	NIS CLUSTER OF ADVANCED TECHNOLOGIES (NI-CAT)	
D.1.1 - Aims and activities of the organisation		
Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).		

NiCAT cluster is non-profit association of successful companies, scientific research institutions (Faculties of Electronic Engineering and Mechanical Engineering) and economic development support institutions, founded in 2011. We are leading institutions working with Hi tech industry in South East Serbia and we have catalyst role in community and the region. NiCAT is self-sustainable from the beginning and main goals of organization are: increasing of the turnover of the cluster members both on national and international market, strengthening of the capacities of the companies for technological development and innovations and the development of new technological products and services, promotion of the City of Niš as a favourable location for business operations in the advanced technology field. The ultimate objective of the NiCAT cluster is to empower and modernise electronic, electro-mechanical and ICT industries in Serbia, and facilitate financing of new development projects, and therefore expand the business scope of the Association's members and source new markets for their promotion. Fields of Operation: Electromedicine, Electronics and Automation, Information and Communication Technologies, Mechanical Engineering, Optoelectronics. NiCAT main projects are: IPA CBC BG-SRB program - ATM Integration project (2012); NARD (National Agency for Regional Development) program - NiCAT cluster InterSTART project (2012/2013), Inter-sector project - Best national cluster project in Serbia (2013/2014), SLDP USAID program - ICT Cluster Academy project (2014). NARD program- NiCAT Dermoskope project - Best national cluster project in Serbia (2014/2015), E-learning platform for employees learning and development (2015/2016)...NiCAT cluster have great cooperation with many stakeholders at the local level and strategic partnership with other three ICT clusters in Serbia and NiCAT is one of seven Founders and Board members of Serbian Cluster Association, as well as members of the Council of clusters of Serbia. Also, NiCAT is member of Digital SME Alliance and have signed MoU with 14 other clusters from the Balkans and Black Sea region.	
<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>	
NiCAT will take active participation in all project work packages. As a cluster that includes successful companies, it is expected that NiCAT will give an important contribution to preparation and development activities, and especially in: - Survey of companies needs for DHE in Serbia (WP1) - Generation of pool of industry partners from South East Serbia (WP1 and WP4) - Co-organizethe Conference on DualEdu added value to industrial sector (WP2) - Creation of Amendments to the Labour Low (WP3) - Pilot testing of the flexible and generic DHEM (WP4)	
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project	
<i>Please add lines as necessary.</i>	
Name of staff member	<i>Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</i>
Goran Mladenović	Goran Mladenović, Cluster manager, 15 years of experience in managing projects. Trainer, coach, consultant, technology evangelist and inspirational speaker. Many years of experience on managerial and specialists positions in international corporations, NGOs and Business Associations. 700+interviews conducted, 500+ public appearances. As team member revised performance management system in 15 MEERO region countries. Currently NiCAT cluster manager, Serbian Association of Clusters Board member and Serbian Chamber Council of Clusters member. Graduated from the Faculty of Electrical Engineering, Experience working with all target groups. MBTI certified practitioner. Extensive non-formal education, wide knowledge of business. A person of integrity, highly dedicated, accountable and proactive. Attendance on numerous international events and participation in international teams, cross cultural management knowledge. Works in Nis Cluster of Advanced Technologies since its establishment in 2011 on the following activities: Management of internal and external relations, Strategic planning, action planning and execution of plans on a daily level. Project management, Lobbying and branding activities. Lectures as

	good practice in the country and abroad. One of the 20 selected representatives of SE Europe to go to NYC, 2013. One of 100 key persons for EU clusters development (Brussels 2014). As an experienced trainer created and delivered cluster management training courses. Award “Walker” for citizenship proactivity contribution in Nis in the category business Sector 2015.
Jana Stevanović	Jana Stevanović, Cluster coordinator, 5 years of experience in managing projects. Active work on very successfully implemented project of Cluster Academy, where more than 70% of young candidates of the program was employed. Excellent organizational skills, good communication skills, proactivity and commitment. Main projects: IPA CBC BG-SRB program - ATM Integration project (2012); NARD (National Agency for Regional Development) program - NiCAT cluster InterSTART project (2012/2013); NARD program - Inter-sector project - Best national cluster project in Serbia (2013/2014); SLDP USAID program - ICT Cluster Academy project (2014); NARD program- NiCAT Dermoskope project - Best national cluster project in Serbia (2014/2015); NARD program - E-learning platform for employees learning and development; Ministry of Foreign affairs – Presentation of City of Nis potentials to diaspora in Austria; GIZ ACCESS, Regional Develop Agency – IT chance for all (IT cluster academy II). In the organization of the first start-up competitions in Nis: Innovathon (TURN8 accelerator), Eleven Meet up, Eleven pitching competition One of the most active members in working team for the organization of the Forum of Advanced Technologies in Nis. Works in Nis Cluster of Advanced Technologies since 2012 on the following activities: Realization of cluster activities in consultation with the manager. Administrative and financial tasks, writing proposals and reports for clusters projects for different donors, coordination of all project activities. Organization of various types of meetings and events with smaller and larger number of participants (conferences, start-up competitions, workshops, trainings, lectures, clusters assemblies, informal gatherings of entrepreneurs - business club, meetings etc.). Business correspondence with members and partners of the cluster, internet cluster presentation, if necessary replacement of cluster manager. All other activities at the request of cluster manager and board members of the cluster.

Partner number		P16
Organisation name & acronym	CHAMBER OF COMMERCE AND INDUSTRY OF SERBIA	
D.1.1 - Aims and activities of the organisation		
Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).		

<i>Please describe also the role of your organisation in the project (limit 1000 characters).</i>								
D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project <i>Please add lines as necessary.</i>								
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%; text-align: left;">Name of staff member</th> <th style="text-align: left;">Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.</th> </tr> </thead> <tbody> <tr><td style="height: 20px;"></td><td></td></tr> <tr><td style="height: 20px;"></td><td></td></tr> <tr><td style="height: 20px;"></td><td></td></tr> </tbody> </table>	Name of staff member	Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.						
Name of staff member	Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.							

List of Associated Partners

(Where applicable)

*These organisations may provide the consortium with facilities or assistance that enhances the quality of work, but they cannot be responsible for core activities of the project (e.g. management, coordination, monitoring, leader of a work group etc.). **No financial contribution from the project grant will be allocated to these organisations.***

Ref.nr	Name of organisation	Type of institution	City	Country	Role in the project
1.	Greensoft		Novi Sad	Serbia	
2.	NETCAST		Belgrade	Serbia	
3.	URIDIUM DOO		Valjevo	Serbia	
4.	ING Software		Niš	Serbia	
5.	Melany Software		Belgrade	Serbia	
6.	S-Cube Solution d.o.o.		Belgrade	Serbia	
7.	Jarovid		Obrenovac	Serbia	
8.	Fox		Belgrade	Serbia	
9.	Mihajlovicsoft		Niš	Serbia	
10.					
11.					
12.					
13.					
14.					
15.					
16.					
17.					
18.					

Please insert rows as necessary

D.2. Cooperation arrangements, management and communication

This part must only be completed once by the applicant.

D.2.1 - Project management

Please define the organisation of the implementation of the project and the division of tasks between the partners. Please explain the allocation of resources for each activity. Explain also how the tasks are distributed amongst the partners and how project "ownership" is ensured (limit 3000 characters).

Project management will be carried out at the overall (consortium) level and at the local level including only Serbian partners. To ensure efficient and successful project management, the guidelines for project management will be developed at early phase of the project. All aspects of project implementation will be followed and managed through reporting system, with interim and final reports to EACEA. All consortium partners will participate in project management. The major decision-making body of the project will be Steering Committee (SC) which will consist of two representatives from each EU and Serbian partner organization. It will monitor all project activities, evaluate deliverables, produce detailed reports on implementation and suggest further activities. The Steering Committee will coordinate the creation of quality and evaluation strategy, dissemination and exploitation plan, it will provide input into strategic and organizational issues and define the project standards and agree on all project policies that must be formally and explicitly stated. Tasks assigned to consortium partners will become contractual

obligations. The Steering Committee will meet 5 times during the project, including the kick-off meeting. The responsibilities of the SC will be to: (1) Review project progress and control the activities; (2) Ensure that the project maintains its relevance; (3) Be aware of relevant activities in other projects; (4) Resolve any technical administrative or contractual issues, which have not been resolved by other means within the project; (5) Be the overall quality manager of the project, controlling the overall quality of the Work Packages and check the quality of the deliverables. Decisions will be taken on a consensual basis. In case of disagreement, the Steering Committee will make the final decision. The internal communication will be conducted by emails, phone, Skype, Google pool, etc.

Local Committee (LC) consisting of the two members from each partner institutions from Serbia will be also established. It will monitor implementation and organization of activities in Serbia, and actively participate in dissemination of project results. Seven LC meetings are planned during the project realization. Members will provide reports on implementation for their institutions, including regular financial monitoring and audit.

A detailed allocation of resources and distribution of tasks within the project is carried out equally between the partners and in accordance with the requirements for the implementation of each working package. Seven different partners are leaders of 7 working packages (5 from Serbia and 2 from EU). All partners will be engaged in certain activities of each WP.

The issue of the ownership of the project results will be discussed in the Consortium meeting and it will be defined in the Consortium Agreement.

D.2.2 - Cooperation and communication arrangements of the consortium

Please explain the overall project and partnership management making specific reference to the management plan and how decisions will be taken. Please describe how permanent and effective communication and reporting will be ensured as well as the measures put in place for conflict resolution (limit 2000 characters).

The project Steering Committee (SC) will operationally manage the execution of the project activities. The task of SC is to initiate and supervise all activities through constant communication with partners. WP leaders are responsible for the management of the assigned WP. The consortium has strong collaborative ties between the partners and the cohesiveness of the project is not perceived as posing a threat for major conflicts. However, there is a need for a mechanism for conflict resolution. Every effort will be made by the Coordinator to establish a consensus between the conflicting members. The SC will resolve technical disagreements and may ask for recommendations from third-party experts for this purpose. Any conflict will be presented at the SC meeting for resolution. The conflict will be resolved through a democratic procedure by unanimous decision. In case a unanimous decision is not reached SC will give one week to the involved parties, the advising expert (if any) and the Coordinator to present written recommendations. The decision of the majority will be respected. In cases where legal issues are involved the SC may request that legal advice is taken and/or may seek the resolution of the conflict in a court of law. Communication among partners will be in continual basis. Partners will write reports on regular basis on their activities and send them to the corresponding WP Leader and the Coordinator as well. Financial reports will be written on annual basis, followed by annual and final report on all project activities. The Coordinator will prepare the structure and frameworks of the reports to be filled in by the partners. During the project implementation all partners will cooperate and communicate through: Local Committee (LC) and SC (on planned meetings of both committees), and day-to-day through on-line communication. For the purpose of exchanging documents, the cloud platform will be used in order to reduce expenses.

PART E - Project characteristics and relevance

E.1. Why does the consortium wish to undertake this project?

Please outline the motivation behind your project, clearly identifying the specific needs or problem/s which it intends to solve. Explain how the project proposal fits within the development strategies of the Partner Countries involved and how it addresses the priorities defined at national / regional level. Also explain why this/these problem/s were selected instead of others. In particular, explain how the area of intervention has been explored to guarantee that the project is offering something new compared to the existing situation. Where applicable, explain any synergy with other EU initiatives should be highlighted (limit 5000 characters).

The unemployment rate amongst young people between 19 and 30 years in Serbia is very high, namely above 35%. The recent analysis published by The Statistical Office of the Republic of Serbia shows that the unemployment rate is significantly lower for young people with vocational secondary education than for graduates. This shows that professional skills are closely related with labour market demands. The cause of high youth unemployment rate lies in the fact that the work experience is the decisive factor for the employers. The graduates are mostly without any work experience and this disables them from getting a job thus capturing them in the unemployment - no experience circle. The employers rarely recognize the graduates' degree of competence even when they are completely suitable for the position. Concerning working students there are two main problems: the dropout rates are considerably high so the working students don't get a degree and the fact that the Labour Law and connected legislation don't address the student labour in manner of reducing the administrative procedures and tax obligations for employers enough to make the students and consequently the graduates a desirable workforce. There is an ongoing initiative conducted by The Serbian Government to implement dual secondary education that is recently spreading towards higher education. There are also many retraining/additional training programmes conducted by The National Employment Agency of Serbia in order to reduce the unemployment rates between surplus occupations, but the sustainable solution for the youth unemployment problem is to develop the study programmes and education models based on the labour market demands. This is particularly important for attracting investments since the investors demand not only positive business climate but also highly trained workforce that can be produced fast enough through flexible DHEM.

This proposed project targets 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. The project is also in line with Regional Priorities for Joint & Structural Projects (Erasmus+ KA2 – Capacity Building in Higher Education) for the Region 1 (Western Balkan) and is related to:

1. Category B: Learning and teaching tools, methodologies and pedagogical approaches: The project proposes a new approach in Serbia to making the HE programmes more professionally oriented with emphasis on offering the exact working skills to the students.

2. Category D: Non-University sector at tertiary education level: The DHE studies are intended to be mainly professional and one of the project outcomes is to define the obligations between HEI and student, student and employer and employer and HEI.

3. Category D: University-enterprise cooperation, entrepreneurship and employability of graduates:

a. The DHE connects the employers that request particular set of skills with students that have strong propensity and potential to acquire that set of skills.

b. The DHE gives the students an opportunity to acquire much needed work experience before graduation which in turn enables them to be more competitive on the labour market.

c. The DHE implementation requires from the HEIs to develop such study programmes that are highly compatible with students' future profession and altogether create a teaching ambience similar to that of a workplace.

4. Category D: Definition, implementation and monitoring the reform policies: The project will provide the legislation background for establishing currently nonexistent DHE studies in Serbia.

Up until now the HEIs in Serbia based their endeavor to increase the graduates' employability on

modernizing and adjusting study programmes in order to transfer the knowledge that they supposed was required by the employers without including them into the study programme development process. That didn't bring the expected results in making the graduates attractive enough on labour market. In the countries that adopted the DHE some significant results in resolving the problem of youth unemployment are shown. This is why the establishment of DHE in Serbia was chosen as the aim of this project.

The consortium examined the effects of existing dual education EU initiatives and existing dual education study programmes and drew parallels between the current situation in Serbia and the situation in other countries before adopting the DHE regarding the youth unemployment. Also the legal regulations in countries that adopted the DHE were examined in order to define which amendments to the laws concerning the matter are needed. Over the years the Serbian HEI consortium members carried out graduates surveys on the topics of the time needed to get an employment after graduation and the compliance between the study programme and the job position demands. The results of these surveys represent a useful indicator of the relation between given knowledge - demanded skills accordance and the graduates' employment desirability.

Please describe briefly how your project proposal was prepared (e.g., capitalising on previous experiences, based on achieved outcomes in former projects, following previous cooperation amongst the consortium members, etc.) (limit 1000 characters).

The project was initiated between the representatives of Ministry of Education, Science and Technological Development of Serbia (MESTD) and members of Serbian academic community and is based on the necessity to broaden the dual education concept from secondary to higher education. The project planning relied much on The Belgrade Metropolitan University vast experience in cooperation with ICT companies. The Consortium members were chosen based on their competence and previous cooperation on similar Erasmus+ projects.

If your proposal is based on the results of one or more previous projects / networks, please provide precise references to this / these project(s) / network(s) in the table below.

Reference number	KA2-VEC-24/14		
Project dates (year started and completed)	10/2014 - ongoing	10/2014 - ongoing	10/2014 - ongoing
Title of the project	CWIC - Cooperative and Work Integrated Curriculum		
Coordinating organisation	Solski center Velenje (School Center Velenje)		
Website	http://cwic.scv.si/		
Password / login if necessary for website			
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership / copyright issues are to be dealt with (limit 1000 characters).</i>			
The aim of the project is to develop the curricula for two courses of Electrical Engineering, one at higher secondary and the other at tertiary level of education, including the regulations for a coordinated training between the educational institutions and the industry partners. Alternating stays in school and practical training allow the pupils and students applying the acquired theoretical knowledge within a professional environment at an early stage. To ensure the benefits of practice within the vocational training, guidelines, rules and quality criteria for the trainings will be elaborated, including competency acquisition, teaching content, assessment modalities as well as the definition of requirements to be approved as an apprenticeship company respectively trainer or mentor.			

The experiences and findings resulting of the project CWIC can be considered for the new proposal. Considerations on curriculum development and practical training can be adopted, adapted and expanded in the special context for the requirements and circumstances (education system, governmental regulations, study subject) of the new proposal.

Reference number	2014-1-ES01-KA203-004321		
Project dates <i>(year started and completed)</i>	03/2014 - ongoing	10/2014 - ongoing	10/2014 - ongoing
Title of the project	CWIHE Network of Cooperative and Workintegrated Higher Education		
Coordinating organisation	Fundacion para la formacion Tecnica en Maquina-Herramienta		
Website	https://cwihe.com/		
Password / login if necessary for website	-		
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership / copyright issues are to be dealt with (limit 1000 characters).</i>			
Within the framework of this project, leading dual universities from six European countries are working to establish a European network to promote cooperative and work-integrated models of university education.			
This network will address the current and future challenges of dual university studies in order to promote the development of innovative programs and the exchange of information among all stakeholders (universities, students, employers, administration, etc.), thus building viable bridges between professional and university worlds of experience. The network is intended to be a first step towards the concretization and harmonization of a dual model in the European tertiary education sector.			
As an outcome of the project a handbook on the design and organization of dual courses is prepared. It includes best practice examples on curriculum development, organization and support of internships, mentoring, etc.			
The guidelines described in the handbook can be followed, observed, implemented or expanded in the special context for the special requirements and circumstances (education system, governmental regulations, etc.) of the new proposal.			

Reference number	518586-LLP-1-2011-1-UK-ERASMUS-ECUE		
Project dates <i>(year started and completed)</i>	10/2011 – 09/2013	Programme or initiative	LLP / Erasmus Multilateral
Title of the project	WB LIC - Work Based Learning as an Integrated Curriculum		
Coordinating organisation	Leeds Metropolitan University		
Website	http://www.wblic.org.uk/		
Password / login if necessary for website		-	
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership / copyright issues are to be dealt with (limit 1000 characters).</i>			

The good practice framework was evidence based – drawing on primary and secondary research undertaken by eight partners from seven countries in Europe. It drew on academic literature supplemented by relevant policy and practice sources, case studies of specific learning programmes conducted by WBLIC partners and feedback from a series of mini-conferences to test the applicability of the framework in different national contexts. The framework was designed to articulate a set of indicative principles and practice guidelines to raise awareness of WBL and to inform the development of WBLIC in Higher Education.

The findings and results of the CWIHE have been published in accordance with the guidelines for projects supported by the EU.

The principles and the questions posed by the Framework and the will help to identify the factors that lead to successful development and formulate the right questions that must be considered in the specific development context of the new proposal.

Please copy and paste tables as necessary.

E.2. Rationale for the setting-up of the consortium

Please explain why the selected partners are best suited to participate in this European project. Describe innovative and or complementary skills, expertise and competences within the consortium directly relating to the planned project activities. If associated partners are involved, please explain their role in the project and the added value to the consortium(limit 3000 characters).

Partners in DualEdu consortium were chosen on the basis of their complementarities, competences and previous successful cooperation in the similar projects. There are 16 partners involved in the project implementation, including: 6 HE from Serbia (UB, UNS, UNIKG, BMU, SUNP, VISER), 5 HE from EU (FH Joanneum Gesellschaft M.B.H. from Austria, Formasup (Région Hauts-de-France) from France, Universitat de Lleida from Spain, University of Social Sciences in Lodz from Poland, Hamm-Lippstadt University of Applied Sciences from Germany), 2 national institutions in HE system in Serbia (MESTD- Ministry of Education, Science and Technological Development of the Republic of Serbia, and NCHE - National Council of Higher Education of Republic of Serbia), PowMio company from Germany, NICat cluster from Serbia, as well as CCS - Chamber of Commerce of Serbia.

As the project should contribute to general and comprehensive improvement of HE system in Serbia, six HE institutions from Serbia are selected on the principles of geographic dispersion (from all major regions of the state), ownership type (both state and private universities are involved), and educational type (both universities and schools of professional studies are involved). They are equally involved in all WPs and project teams at these HEI consist of people specialized in different relevant areas and with great professional and organizational experience. The biggest among them, University of Belgrade is going to be the project coordinator.

Since project results have strategic national significance for Serbian HE system, partners list from Serbia includes major HE system's institutions with policy-making mandate (MESTD, and NCHE). With its influence and power of decision making they will provide the project results implementation and sustainability.

Chosen EU partners are selected according to their specific expert knowledge and experience. Important factor in choosing partners from EU was the need to have partners with developed dual educational programmes and to have partners from different EU countries with developed cooperative education systems. Expertise and competences of these partners in the field of dual education will be crucial for proper knowledge and experience transfer to Serbian HEI.

As dual higher education would not be possible without the interest from and benefits for industry, the major business association in Serbia, Chamber of Commerce of Serbia, is the project partner. Its involvement will secure the development of the dual educational model which will serve the interests of the Serbian economy, and therefore contribute to overall development of the Serbia. Also, NICat ICT cluster and PowMio company from Germany are project partners, while a number of Serbian companies are going to participate as associated partners.

Great experience in various projects implementation and already established linkages between project partners will contribute to project implementation.

E.3. European added value

Please describe the benefits of and need for European cooperation. Please describe also why the results cannot be achieved through national, regional or local funding (limit 1000 characters).

Dual education (DE) does not exist in current Serbian HE. Without cooperation with HEI from EHEA it would not be possible to develop modern, flexible and efficient DE model within higher education in Serbia. Cooperation with partners with developed dual educational programmes and from EU states with developed dual educational HE system is crucial for transfer of proper knowledge and expertise into Serbian HE system.

Since this is a large, comprehensive and important structural project demanding significant financial and material resources, and since national funding is not sufficient, it is necessary to provide reliable funding from other sources. Development of dual educational system is strategic goal of the Republic of Serbia, as it is perceived as an action which will contribute to the further development of the Serbian economy and society.

E.4. Innovative character

Indicate what the project is offering that is new and what are the main innovating elements (limit 2000 characters).

Based on detailed analysis of the current practice of Dual Higher Educationa (DHE) in Europe and in the world, and based on a survey and analysis of needs of companies in Serbia (planned for WP1), a flexible and generic DHE Model (DHEM) will be specified (WP2). It will support all requirements of companies in Serbia for Dual Higher Education and will be based on the best practices from countries already practicing DHE. The idea is that DHEM may be used by Higer Education Institutions (HEIs) and their DHE partners from the industry and business world as a generator of possible options of using DHEM, so that they canchoose the most convinant one for their specific case. No unique DHE implementation would be implemented in Serbia. By using the DHEM to be developed, many different and specific DHE implementation scenarios and models will be supported. This will allow HEIs and their DHE business partners to take into account specifics of different industrial and business sectors and implement the most appropriate specific DHE model for their own case. These reacheness of possible implementation and specific DHE models is one of innovative ideas of this project.

The flexible and generic DHEM will be used as a generator of possible and prooved DHE implementation options - specific models. As it will be carfully developed based on existing best practices in the world, it will reduce the risks of failures in DHE implementation. HEIs and their business partners will be able to analyse all DHE options offered by DHEM, and based on their specific needs and requirements will select the most appropriate DHE specific model.

The project will propose changes of the Law on Dual Education (initially supporting DE only in secondary education), Law on Higher Education, the Labor Law and other laws if necessary in order to provide a supportive legal framework for DHE implementation. The project will also propose changes of the accreditation standards in order to support the accreditation of programmes or praticice of DHE

implementation based on the developed DHEM.

PART F - Quality of the project design and implementation

F.1. Aims and objectives

Please define the concrete aims and objectives of the project and describe the ways in which the situation set out under the previous section (Part E) will be changed (limit 3000 characters).

The overall aim of the project is:

- 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

Dual Higher Education (DHE) will 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. In most cases, it is expected that they will get a job offer by the company that provided their internships. 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 practising 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 (tuition fees, accommodation costs etc.), thus allowing students from lower income families to study as they will be able to earn.

In order to achieve these aims, the project needs to realize the following concrete objectives:

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

As the IT sector in Serbia currently has problems employing IT graduates, as they need more graduates than HEIs can deliver to the labour market, employing students for certain jobs, using their internships, may ease this problem. It is expected that IT and software development companies are to be the first to show interest for implementation of DHE. This will certainly increase the interest of students to study IT and software engineering, and provide more IT and software engineering graduates for the labour market in Serbia. IT and software companies will have less problem of employing IT and software engineers and this will have a positive overall impact on development of the IT sector in Serbia.

F.2. Project activities and Methodology

Please define the activities proposed and the working methodology (project activities/developments including educational and training content and pedagogical approach) to be used for achieving the objectives, including major milestones, measurable indicators, etc. (limit 6000 characters).

In order to achieve the project objectives, all major types of working packages and needed activities with milestones (noted as Mx, meaning month x) are planned:

PREPARATORY ACTIVITIES

WP1 Research and needs analysis: Based on the analysis of EU practice, experiences and legislation in the area of dual higher education (DHE) and survey of Serbian companies (from different regions and in

different industrial sectors) needs for DHE, a report on the state-of-the-art of DHE will be prepared with recommendations. The second report will summarize the results of the surveys and interviews with the companies.

Milestone: end M7

Activities: 1.1 Analysis of EU practices and experiences, 1.2 Study visits to EU partners, 1.3 Survey of companies needs for DHE in Serbia

DEVELOPMENT ACTIVITIES

WP2 Flexible and generic Dual Higher Education Model (DHEM) for Serbia: Within this WP a flexible and generic Dual Higher Education Model (DHEM) for Serbia will be developed (M12), including the remarks given by key stakeholders and policy makers at the Discussion Forum on the proposed DHEM which will be used for polishing the draft version of DHEM. This model will represent a synthesis of the needs of different stakeholders identified in WP1. The model will be flexible in terms of DHE programme concept, duration of internship, engagement of students, paid or free internships, as well as all other options identified in WP1.

Milestones: Key stakeholders and policy makers confirmed their participation in Discussion Forum by the end of M6; Draft version of the DHEM model developed by the end of M6.

Activities: 2.1 Development of a flexible and generic Dual Higher Education Model for Serbia, 2.2 Organization of Conference on DualEdu added value to industrial sector, 2.3 Discussion Forum on the proposed DHEM model with key stakeholders and policy makers

WP3 Creation of Legal and Other Conditions for Implementation of DHE in Serbia: Within this WP the details regarding the proposal of needed changes in legislation and regulation acts in the Republic of Serbia identified in WP 2 will be developed. It is foreseen that the changes of Serbian Laws on Dual Education, Higher Education, and Labour as well as of Accreditation Standards will be needed. Three working groups will be established and will create the proposals of the amendments for considered legal acts and submit them to the authorities. The changes in all other secondary laws connected to these laws will be proposed and submitted to the authorities, as well.

Milestones: Working groups established and start their work by the end of M6

Activities: 3.1 Creating amendments to the Law on Higher Education of Serbia and Law on Dual Education (M8), 3.2 Creating amendments to the Labour Law (M8), 3.3 Creating amendments to the Accreditation Standards (M8), 3.4 Discussion forum on draft proposals of amendments (M8), 3.5 Creating recommendations to HEIs in Serbia how to implement DHE (M36)

WP4 Pilot testing of the flexible and generic DHEM: Flexible and generic DHEM developed in WP2 will represent a basis for development of specific DHEMs. Within this WP each HEI partner from Serbia develops at least one own specific DHEM according the overall needs of companies in the selected sector (M13). Each HEI will present the defined specific DHEM concept to selected companies in order to make agreements for their participation in DHE study programme. After agreement with companies on their participation in DHE, HEIs will create detailed plan of DHE programme, purchase relevant equipment (M15) and complete creating training materials in cooperation with companies (M28). The core of this WP is the implementation of specific DHEMs (M32). Milestones: 50% of agreements signed by M14 of the project; 50% of pilot test started by the end of M17; 100% of teaching, training and learning material for the next semester prepared before semester start.

Activities: 4.1 Identification and conceptual definition of specific DHEMs; 4.2 Presenting specific DHEMs to companies and making agreements for participation; 4.3 Planning of pilot testing of specific DHEMs; 4.4 Purchase of equipment; 4.5 Development of training materials; 4.6 Pilot implementation and testing of specific DHEMs; 4.7 Analysis of the results of pilot testing. (M35)

QUALITY PLAN ACTIVITIES

WP5 Quality Assurance and Monitoring: At the beginning of the project the quality and evaluation strategy will be generated. This strategy will include the action plan for quality assurance with definition of EU experts from project consortium for peer review, the methods for internal quality assessment, and the metrics for analysis of project outcomes. Each PC partner will generate internal QA report and

programme countries partners will generate external QA evaluation reports. These reports will be submitted to SC and will represent a basis for generation of Interim and Final evaluation reports.
Milestone: Draft version of Quality and evaluation strategy created by the end of M2
Activities: 5.1 Creating quality and evaluation strategy and project quality monitoring (M3), 5.2 Preparation of the interim evaluation report (M17), 5.3 Preparation of the final evaluation report (M36)

DISSEMINATION AND EXPLOITATION ACTIVITIES

WP6 Dissemination and Exploitation of Results: The main aim of this WP is to raise awareness throughout duration of project and after its completion among stakeholders and general audience for DHE. As new types of studies, it is important to be publically and professionally recognized as a significant new component of the HE system in Serbia. The project final conference will present all project outcomes and provide recommendation and guidelines for their successful implementation in Serbia. This WP starts with project logo and Web portal. Further on, different kinds of activities are considered: social media profiles, participation at education fairs, presentations of specific DHEMs to secondary schools pupils, etc.

Activities: 6.1 Defining dissemination and exploitation plan (M2), 6.2 Preparation of dissemination products (until M36), 6.3 Preparation of the Interim dissemination and exploitation report (M18), 6.4 Preparation of the final dissemination and exploitation report (M36), 6.5 Final Conference (M36).

MANAGEMENT ACTIVITIES

WP7 Project management: This WP aims to coordinate and manage all project activities assuring timely delivery of planned outcomes, with expected or required quality. The major decision-making body of the project will be Steering Committee (SC) which will consist of two representative from each EU and Serbian partner. Local Committee (LC) will consist of representatives of Serbian partners in order to facilitate the project implementation in HEIs. SC will meet 5, and LC 7 times during the project.

Activities: 7.1 Overall project management; 7.2 Five Steering Committee meetings; 7.3 Seven Local Committee meetings; 7.4 Monitoring and interim report; 7.5 Preparation of final report

F.3. Budget and cost effectiveness

Please describe the strategy adopted to ensure that the proposed results and objectives will be achieved in the most economical way and on time. Explain the principals of budget allocation amongst partners. Indicate the arrangements adopted for financial management and what co-financing modalities are planned (limit 3000 characters).

The staff cost (396.018 EUR) is planned according to the distribution of activities to all project partners and necessary work to be done. Due to the budget constraints (40% of the overall budget), all partners will need to plan more work load then planned by the project budget to be provided by the project grant. In average, at least 20% of the work is expected to be supported as co-financing by all partners. Allocation of man-days is done for all activities of work packages planed for each partner and allocated into four staff categories, according to the planned activities for each partner.

When planning the travel cost (83.990 EUR) and cost of stay (163.680 EUR), the following meetings were planned:

- Six two-workdays study visits to each of partners from EU (Programme Countries) by 2 to 5 team members from all partners from Serbia (as Partner Country)
- Five two-workdays Steering Committee (SC) meetings in Serbia are planned during the life cycle of the project and representatives of all project partners need to attend.
- Seven one-day Local Committee (LC) meetings will be organized during the project, with participation of all team members from project partners from Serbia

In effort to increase the cost effectiveness, the dates of most of SC and LC meetings will be synchronized with other project activities, such as conferences, discussion forums or other dissemination events.

Equipment cost (297.693 EUR) is planned according to the needs of all participating HEIs from Serbia, with constraint of 30% of the project budget. The equipment to be purchased is needed for pilot

implementation of dual higher education by each HEI partner from Serbia. This equipment will allow HEIs to provide students with appropriate lab conditions for practical work and project-based learning, similar to the equipment used by companies where students realize their internships.

Subcontracting cost (50.929 EUR) is planned for each partner according to the planned WP activities of the partner. The subcontracting cost will cover project auditing, printing dissemination products, conference proceedings, translation services etc.

Roughly, there are three groups of partners having a similar level of budget:

- a) HEIs from Serbia planning to organize pilot implementations of Dual Higher Education (DHE) with their total budget amount ranging from 96.000 to 150.000 EUR
- b) Partners from EU countries with total budgets ranging from 20.000 to 36.000 EUR
- c) Non-HEI partners from Serbia, with total budgets ranging from 17.000 to 26.250 EUR.

The total budget (EU grant) of the project is 992.310 EUR. Co-financing will be mainly provided by additional staff cost covered directly by partners, if the amount of actual work exceeds the work to be covered by the staff cost provided by the EU grant.

F.4. Quality control and Monitoring

Please explain what mechanisms have been put in place for ensuring the quality of the project and how the evaluation will be carried out. Please define the specific quality measures established, as well as the benchmarks and indicators foreseen to verify the outcome of the action. Make sure that the information in this section is consistent with the project Logical Framework Matrix (limit 3000 characters).

One work package (WP5) is planned for quality control and monitoring. The quality control and monitoring process will be performed following the conditions and requirements of the project. Quality control of the project will be done through a series of Local Committee meetings when evaluation of all activities will be realized; all organized and linked to other project events, for reasons of cost-effectiveness. At these meetings the project directions can be discussed, and eventual corrections can be initiated. The kick-off meeting at the beginning of the project will assure that all project members will have the same notions about the quality assurance process.

Quality and monitoring activities include:

5.1. Creating quality and evaluation strategy and project quality monitoring

This activity will include defining project processes, policies, goals and creation of Management Quality Manual according to ISO 9001:2008 standards. Within this manual (Quality and evaluation strategy) partners will be acquainted with the project quality standards ISO 9001:2008. Also, manual will define: metrics for project goal conversions and its strategy for succession, preventive and corrective measures of the project, hierarchy of project responsibility, communication flows and decision making, PR strategy and communication with external environment, and project processes and creation of documentation needed.

A set of metrics will be established some of which are metrics for: operation of the institution, cooperation with stakeholders, international comparisons of DualEdu, employability of graduates, etc. Workshops will be organized to introduce pilot institutions to set quality metrics. These institutions will be continuously advised regarding QA material preparation. Within this activity external evaluation is planned for institutions conducting pilot DualEdu model.

5.2. Preparation of the interim evaluation report

5.3. Preparation of the final evaluation report

Project quality reports will include preventive and corrective measures taken in order to achieve project goals. According to the internal monitoring and quality control, the project Management team, if necessary, will take measures to improve the quality of the project realization. Special focus will be given on project key performance indicator evaluation, project goal success rate evaluation, and partner

evaluation through interviews.

G.1. Expected impact of the project

Please explain who will use these project outputs / products / results and how the consortium will reach them. Describe how the target groups (including participating institutions, stakeholders) will be reached and involved during the life of the project and how the project will benefit the target group at local, regional, national and or European level. Please structure your description according to the different levels of impact and stakeholders (limit 3000 characters).

The three main results of project are:

1. Flexible and generic Dual Higher Education Model, developed aiming maximal effectiveness of collaboration between HE students, HEIs and companies in Serbia
2. The legislative framework, needed for establishment of Dual Higher Education Model in Serbia
3. Pilot implementations, needed to test proposed flexible Dual Higher Education Model with its variants.

The consortium will develop flexible Dual Education model according to existing coop models in EU and worldwide. For establishment of legislative framework, achieved results from Erasmus+ project CWIHE (European Network of Cooperative and Work Integrated Higher Education) will be significantly important. Two partners of CWIHE project are planned to be in consortium of this project. With other participating institutions they will be involved in the development of the most optimized Dual Higher Education Model, its variants and derivatives for Serbia, according to specificities of collaboration scenarios between CE students, HEIs and companies. To achieve this, the consortium will consult representatives of all identified stakeholders in order to identify their needs, expectations and requirements of Dual Higher Education in Serbia.

The consortium will propose the legislation framework according to the best foreign practices and gained experiences. In that process involvement of Ministry of Education, Science and Technological Development (MESTD), together with other Serbian partners, Universities, KONUS, NCHE and CCS will be crucial for establishing of amendments to the Law on Dual Education, Law on Higher Education and amendments to the Accreditation Standards.

Collaboration and synergy of pilot testing will provide a comprehensive analysis of the proposed concept of Dual Education in Serbia.

The following stakeholders at different levels of impact:

1. Local impact:

- a. Students: Cooperation with local companies, with perspectives for employment after graduation.
- b. HEIs: Intensive contact with local companies with perspectives of professional courses, advising businesses and practical research.
- c. Companies: Local companies cooperate with nearby students with employment perspectives after graduation.

2. National impact:

- a. Students: Student receives funding during period of study.
- b. HEIs: Less students drop-out.
- c. Companies: Employment of the most qualified and specifically trained young trainees reduces the recruitment costs. Also through close cooperation with HEIs, the innovative potential of the company could be increased. It may result in further expansion of business activities.

3. Regional impact:

- a. Students: Because of small linguistic differences, students from some neighbouring countries may find their interests to study within Dual Higher Education Model in Serbia.
- b. HEIs: Increase in number of students and contribution to reputation of HEI in the region.
- c. Companies: Companies in the region may employ highly trained people with no language barriers.

4. European impact:

- a. Students: Better perspective of finding a job because of gained practically oriented qualifications and possibilities of enrolling some of harmonized programs of dual education in Europe.
- b. HEIs: Introduction of EU models in educational processes of HEIs in Serbia.
- c. Companies: Companies in Europe may employ highly qualified manpower, educated by model that is

consistent to EU labour market needs.

Please describe how the target groups (including participating institutions, stakeholders) will be reached after the project is finished (limit 3000 characters).

After the project is finished, the target groups of stakeholders and participating institutions will be reached using the following channels of communications:

1. **POTENTIAL STUDENTS:** A special web site will be created only for Dual Higher Education (DHE) in Serbia. All HEIs will be asked to announce their programmes of DHE. This site will be promoted at the end of the project and will be constantly updated with relevant information about DHE in Serbia. Also, through the web site potential students will be informed about benefits of DHE. Other types of advertising will be realized by Facebook, LinkedIn, YouTube channel, as well as via flyers and posters, which will be widely distributed.
2. **HEIs:** All HEIs in Serbia will be informed about the project outcomes. They will get the proceedings of the Final Conference, with all DHE specification documents, report of the pilot implementations and implementation guidelines. They will be also informed through KONUS, as rectors of all Universities are part of it.
3. **COMPANIES:** Chamber of Commerce of Serbia (CCS), as one of the project partners, will inform its members (companies) about new Dual system of Higher Education in Serbia, with list of already established cooperation programs and with the list of perspective study programs in HEIs that are suitable for certain business activities. At common meetings companies will be informed about perspectives, achieved results and the latest information about DHE.
4. **MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGICAL DEVELOPMENT (MESTD):** As one of project partners, MESTD will provide support to the development of a flexible and generic Dual Higher Education Model (DHEM) for Serbia and will prepare the draft legislation documents to be adopted by the Government of Serbia and the Parliament (for the Law on Higher Education, on Dual Education etc.). At the end of the project MESTD will put all relevant information about DHEM on its web site, as it is a usual practice for all kinds of studies in Serbia. Through continued collaboration with companies, HEIs and other stakeholders, MESTD will continuously supervise implementation of DHEM.
5. **NATIONAL COUNCIL OF HIGHER EDUCATION (NCHE):** As project partner and authorized by Law for setting accreditation criteria, NCHE will establish the accreditation standards for DHE in Serbia. Through cooperation with HEIs and MESTD, NCHE will monitor implementation and results of DHE in Serbia.
6. **ACCREDITATION COMMISSION:** The consortium will inform the Accreditation Commission about the proposed accreditation criteria for DHE studies, as one of outcomes of the project. The Accreditation Commission will be invited to participate in the Final Conference and discussion forums in order to be involved into the process of establishing accreditation criteria.
7. **NATIONAL EMPLOYMENT AGENCY:** It will be invited to the Final Conference in order to be informed about the benefits that Dual Education studies may have on the employment. Its interest is to disseminate information about DHEM, as well as to co-finance certain target groups of students. Through the developed web site National Employment Agency will be informed about changes in offered DHE programmes.
8. **GENERAL PUBLIC:** All HEIs and companies involved in DHE system will promote DHE and provide appropriate marketing campaigns, as this is in their interest. Sooner or later, general public will be informed about this new kind of studies. We expect that mass media will show the interest for Dual system in Higher Education in Serbia.

Overview of short and long term impact indicators

Please add rows as necessary according to indicators

Short term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
-------------------	---------------------------------------	-------------------------	------------------------

Flexible and generic Dual Higher Education model in higher education in Serbia is operational.	Students, HEIs, companies.	The number of HEIs implementing DHE	High compatibility of defined Dual Higher Education model with existing coop models in different countries (EU, worldwide)
The legislative framework for Dual Higher Education is operational.	Policy makers, students, HEIs, companies.	Defined policies, laws on DE with DHE included, on HE and other legal documents and standards for accreditation.	Quality of adopted DHE legislation is high as there are initiatives for modifications.
Increased capacity of HEIs and companies involved in Dual Higher Education	Higher Education institutions, companies, policy makers	The number of established Dual Higher Education programs. Number of students of DHE programs.	Easier adoption of new Dual Higher Education programs
Enhancing awareness of Dual Higher Education	General and academic public	Number of dissemination events and activities. Number of HEIs and companies involved in Dual Higher Education.	Increased general support for generic Dual Higher Education Model in higher education
Development of teaching, learning and operating methodologies for Dual Higher Education	Teaching staff, company employees, students	Number of people who use teaching, learning and operating methodologies for Dual Higher Education	Increased efficiency, quality and sustainability of Dual Higher Education in Serbia
Motivation of students for studies is rising	Students, HEIs, parents of students	Drop-out of students decreased by 5% after the first year DHE implementation	Students are more motivated to study as they see the use of knowledge they acquire during their studies.

Long term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
Modernization of HE system in Serbia	Students, HEIs, policy makers, labour market	Number of HEIs and companies involved in Dual Higher Education	High compatibility of established Dual Higher Education programmes in Serbia with EU programmes
Better compatibility of HE system with labour market	Students, HEIs, labour market	Increased number of employees with adequate qualifications. Decreased unemployment rate of graduates.	Increased awareness and preparation of graduate students for labour market needs. Lower recruitment cost for companies.
Increased effectiveness of HE in Serbia	Students, potential students, HEIs, labour market	Increased number of highly qualified graduates. Decreased drop-out rate	Increased satisfaction and confidence to Higher Education system in Serbia of all target groups

		of students.	
Better communication and collaboration between HEIs and companies in Serbia	HEIs and companies	Number of established Dual Higher Education programmes. Number of joint projects. Increasing number of job offers to DHE graduates.	Companies are satisfied with competences of graduate students, especially with graduates of DHE programmes.
Improvement of business and investment environment	Companies	Number of investors and new companies are rising. IT companies have no difficulties recruiting IT engineers with needed competences.	Increased efficiency and effectiveness of employees, with improved innovation perspective. GDP is growing due to highly qualified employees.
Reduction of socio-economic inequalities	All members of society	Increased number of students from low-income families. Increased number of employed graduates from disadvantaged socio-economic groups	Reduced social tensions due to higher employability of graduates from low income families. Reduction of poverty risk in society because of better qualifications of graduate students

G.2. Dissemination and exploitation strategy

Please explain how the dissemination will be organised and how exploitation activities will ensure optimal use of the results within the project's lifetime and after. Explain the roles, responsibilities and target groups (limit 3000 characters).

Dissemination plan of the project will be implemented in line with Erasmus+ project recommendations. Disseminations and exploitation plan will be developed at the beginning of project. This document will define dissemination and exploitation strategy, target groups, dissemination tools with special emphasize on the key results that can be exploited after completion of the project.

The dissemination strategy of the project will be divided in an internal and an external dissemination part.

a) Internal Dissemination strategy:

Dissemination within partner institutions is an important issue and the teaching staff members from HEI, partner organisations and companies representatives involved in the mobility to EU universities will have possibility to disseminate the academic knowledge and experiences acquired abroad to their colleagues at organized meetings and workshops. In order to inform the partners of the project content and project development, during project implementation interim and final dissemination reports will be developed and delivered.

b) External Dissemination strategy:

The consortium members will develop specific actions directed towards future partners and other HEIs and stakeholders. Information about the project will be published on the project web site (in Serbian and English) in order to ensure a national and international communication, also results of the project will be delivered by using social networks, and special video streaming services.

To disseminate the results of the project, the following target groups will be invited to seminars and trainings: representatives of other educational institutions, representatives of labour market agencies, SMEs representatives, agencies for environmental protection, potential services users, National government representatives, EU partner representatives, legal associations etc.

To complete the external dissemination, UB management staff in cooperation with partner organizations will inform local media (newspapers, televisions, radios) in order to communicate project results.

To fully implement these strategies, the consortium members will organise the following activities:

Dissemination material will be developed: distinctive project look (logo, design...) and according to this all

material will be developed (flyers, posters, visual design)

- Dissemination through developed and maintained project web site; Organised Facebook account and YouTube channel;
- Dissemination seminars for the transfer of knowledge.

The consortium members will regularly inform on project activities and outcomes the following groups:

- The Ministry of Education, Science and Technological Development and Ministry of Self Government and Local Government, The Ministry of Finance and Economy, Chamber of Commerce of Serbia, National Employment Agency, Local self-governments, Regional developmental agencies, Clusters of SME and Companies

The information will be made available through the production of specific documentation:

- Project brochure

Exploitation - DualEdu is designed in such a way that produced results can be exploited even during the project implementation and lead to its multiplication outside the Consortium. Here are some of them:

- Large number of deliverables, especially reports and publications, will be publically available on the project and partners' web-sites for wider use by both participating and HEIs outside the Consortium
- Research report on DHE in the world and survey of companies needs for HE will be available to the wider community.
- Flexible and generic Dual Higher Education Model will be developed for Serbia
- Creation of pools of industry partners which can jointly continue activities after completion of the project
- Pilot test and accompanying results will be presented as a role model for future cooperation between HEI and companies.
- Trainings for implementation of Dual Higher Education will not cover only HEI staff but will engage wider social-economic community.

G.3. Sustainability

Explain how the impact of this project will be sustained beyond its lifetime. Please list the outcomes that you consider sustainable and describe the strategy to ensure their long lasting use beyond the project's life - financially, institutionally and policy level. Also explain how the results will be mainstreamed and multiplied in the sector of activity and in the participating institutions. Describe the strategy foreseen to attract co-funding and other forms of support for the project (limit 2000 characters).

Sustainable project outcomes are:

- The flexible and generic DHE model and its specific derivatives for DHE implementation
- DHE legislation and accreditation standard based on the proposed amendments
- The Recommendations to HEIs in Serbia on how to implement DHE

The strategy of DHE implementation is based on interest of its major stakeholders:

- Companies will provide financial support to working students (scholarships and/or paid tuition fees) in order to select appropriate future employees and to train them according to their needs.
- Students will look for DHE programs expecting to earn money during their studies and to be employed faster after graduation.
- HEIs support DHE trying to increase enrolment of new students, attracted by prospect of studying with DHE option.
- The Government will continue to support DHE in order to attract business investors providing them with competent and skilful workforce, according to the needs of companies and investors. As DHE is providing education that is in line with expectation of employers, authorities will need to provide permanent institutional, legal, and financial support (incentives to companies) and support of DHE at policy level.

Even before the end of the project, and after the analysis of results of the pilot implementation of DHE, the project will propose, if necessary, improvements of DHE legislation. After the end of the project, MESTD will continue to monitor and to improve legal and business environment of DHE implementation, as a part of long-term education strategy of Serbia. HEIs implementing DHE will continue to improve

adopted DHE models in order to increase enrolment of new students to their DHE programs.

Co-funding of DHE is possible as both companies and the Government have interest to induce DHE to grow, as DHE is bringing benefits to companies, and therefore, to national economy. It is expected that co-funding of higher education will play a more significant role in future, as it ensures the relevance and effectiveness of higher education. It is expected that Government may give incentives to companies providing scholarships or other financial supports to their DHE students

LOGICAL FRAMEWORK MATRIX – LFM

Wider Objective: <i>What is the overall broader objective, to which the project will contribute?</i> • Improvement of the competencies of higher education graduates in Serbia according to the needs of employers, increase of the employability of graduates, and improvement of accessibility to higher education of students from lower income families.	Indicators of progress: <i>What are the key indicators related to the wider objective?</i> • Increased satisfaction of employers with graduates that they employ • Decreased rate of unemployment of DHE students in comparison with traditional students within 6 months after graduation for 5% • Established interest of students and employers for DHE • Increased number of students from lower income families enrolling HE for 2%. • 6 HEIs from Serbia implement Dual Higher Education by the end of the project	How indicators will be measured: <i>What are the sources of information on these indicators?</i> • Reports on survey of employers' satisfaction regarding both categories of students - DHE and traditional • Reports on survey of DHE students employment • Reports on number of new work positions offered to DHE students by employers • Reports of HEIs on the number of enrolled DHE students • Reports of HEIs implementing DHE on the social structure of students • Reports of HEIs offering DHE programme	
Specific Project Objective/s: <i>What are the specific objectives, which the project shall achieve?</i> • To enable students to acquire more relevant knowledge and skills by combining formal education with training acquired at the work place. • To propose the changes to legislation/regulations to adapt to Dual Higher Education in the Republic	Indicators of progress: <i>What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objectives are achieved?</i> • Employers offer at least 5 internships to DHE students enrolled to each DHE study programme offered by HEIs by the end of the project. • The document with amendments to the Law on Higher Education, Law on Dual Education and Labour Law got	How indicators will be measured: <i>What are the sources of information that exist and can be collected? What are the methods required to get this information?</i> • Reports of HEIs and companies on the number of internships taken by DHE students • Reports of working group for proposal of amendments to the Law on Higher Education and Law on Dual	Assumptions & risks: <i>What are the factors and conditions not under the direct control of the project, which are necessary to achieve these objectives? What risks have to be considered?</i> • A: There is a lack of graduates on the labour market with appropriate competences and companies are forced to offer jobs to students. • A: There is the support for DHE from the Government of Republic of Serbia • Risk: The authorities are not

of Serbia • To develop 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 sectors and to provide recommendations to HEIs for implementation of Dual Higher Education • To raise the motivation of students to study and interest of HEIs and companies to support and implement Dual Higher Education and to decrease drop-out of students..	support from academic community and from companies interested for implementation of DHE, and it is submitted to the authorities. • The document with amendments to the accreditation standards related to DHE got support from academic communities and from companies interested for implementation of DHE, and it is submitted to Accreditation Commission. • The document: "The flexible and generic Dual Higher Education Model (DHEM) for Serbia" is published on project web site and distributed in hard copy to 25 HEIs in Serbia. • The document: "Recommendations to HEIs in Serbia on how to implement Dual Higher Education" is published on project web site and in hard copy. The document in hard copy is distributed to 25 HEIs in Serbia. • 5% lower drop-out of DHE students when compared to traditional students • 6 HEIs from Serbia implement Dual Higher Education by the end of the project. • At least 6 companies sign agreements with HEIs to participate in DHE by the end of the project	Education • Reports of working group for proposal of amendments to the Labour Law • Reports of working group for proposal of amendments to accreditation standards • Reports on flexible and generic Dual Higher Education Model (DHEM) in Serbia • Reports of working groups for amendments to the laws and accreditation standards • Reports on the results of pilot testing of each of specific DHEM of HEI-partners from Serbia. • Reports on HEIs implementing DHE on the number of dropout of DHE and traditional students • Reports of HEIs offering DHE programmes • Reports of companies and HEIs on signed agreements regarding participation in DHE	willing to accept the proposed amendments to the laws • Risk: The Accreditation Commission is not willing to accept the proposed amendments to accreditation standards • Risk: Low interest of HEIs to develop and implement DHE programmes • A: There is an interest of companies for cooperation programs • Risk: Low interest of companies to sign agreements with HEIs to implement DHE. • Risk: Low interest of companies to offer paid internship or temporary paid jobs to students • Risk: DHE does not affect the dropout of students
--	---	--	--

Outputs (tangible) and Outcomes (intangible):	Indicators of progress:	How indicators will be measured:	Assumptions & risks:
<i>Please provide the list of concrete DELIVERABLES - outputs/outcomes (grouped in Workpackages), leading to the specific objective/s.:</i> • (PREP)1.1. Review of EU and worldwide best practices and experiences in DHE • (PREP)1.2. Transfer of knowledge and skills from programme countries institutions to Serbian HEIs • (PREP)1.3. Report on review of needs and recommendations • (DEV) 2.1. Flexible and generic Dual Higher Education Model (DHEM) for Serbia • (DEV) 2.2. Conference on DualEdu added value on industrial sector • (DEV) 2.3. Discussion Forum on the proposed DHEM model with key stakeholders and policy makers • (DEV)3.1. Amendments to the Law on Higher Education and Law on Dual Education • (DEV)3.2. Amendments to the Labor	<i>What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?</i> • Current practice of at least 10 DHE programmes in countries from EU and in the world analyzed. • 6 study visits to Programme country partners completed • Policies and practices from Programme country partners analysed and presented. • Survey of the needs for DHE for at least 10 companies from Serbia • Flexible and generic Dual Higher Education Model (DHEM) for Serbia developed • Conference on DualEdu added value on industrial sector realized • Discussion Forum realized • 3 working groups of 5 experts are established • Amendments to the Law on Higher Education and Law on Dual Education	<i>What are the sources of information on these indicators?</i> • Reports on current practice of DHE in EU and in the world published on the project web site • Minutes from the study visits • Reports on the survey of companies' needs and recommendations regarding DHE in Serbia published on the project web site • Reports on the interviews with management of companies • Reports on flexible and generic Dual Higher Education Model (DHEM) for Serbia published on project web site • Minutes of the meeting • Minutes of the meeting • Amendments to the Law on Higher Education and Law on Dual Education are published on the project web site • Amendments to the Labour Law are published on project web site • Amendments to Accreditation	<i>What external factors and conditions must be realised to obtain the expected outcomes and results on schedule?</i> • Needed information on DHE practice is available for all EU countries • Other policy makers besides consortium will be able to participate in some activities • Some HEIs may have problems to get agreements with companies for pilot testing of their specific DHEMs • Authorities need to support DHE

Law • (DEV)3.3. Amendments to the Accreditation Standards • (DEV)3.4 Discussion forum on draft proposals of amendments • (DEV) 3.5. Recommendations to HEIs in Serbia on how to implement DHE • (DEV) 4.1.Documents of description and concepts of the specific DHEMs of HEIs • (DEV)4.2. Presentation of specific DHEMs of HEIs to companies • (DEV)4.3.Agreements with companies interested to participate in the pilot testing of the specific DHEMs of HEI-partners from Serbia • (DEV)4.4.Plan for pilot testing of the specific DHEM of HEIs • (DEV)4.5. Material for specific DHEMs pilot testing	are created and submitted to the authorities • Amendments to the Labour Law are created and submitted to the authorities • Amendments to Accreditation Standards are created and submitted to the authorities • Discussion Forum is realized • The document is developed published on project web site and distributed in hard copy to at least 25 HEIs • Each of Serbian HEI partner has specified its specific DHEM for pilot testing. • Concepts of specific DHEMs presented to at least 10 companies per HEI • At least 5 companies involved in pilot testings are known • Plan for pilot testing is accepted by HEIs authorities • 6 HEIs are ready for implementation of pilot testing • Learning and training material created and equipment purchased	Standards are published on project web site • Minutes of the meeting • The Recommendations to HEIs in Serbia on how to implement DHE are published on project web site • 6 reports/documents describing specific DHEMs of all Serbian HEI partners are published on the project web site. • Presentations carried out • Agreements with companies signed • Plan for pilot testing of the specific DHEMs is published on the project web site • Material distributed to students	and accept submitted amendments
--	---	--	--

• (DEV)4.6. Equipement • (DEV)4.7. Analysis of the results of pilot testing of each specific DHEMs of HEI partners from Serbia • (QPLN)5.1. Quality and Evaluation Strategy created • (QPLN)5.2. Interim Evaluation Report • (QPLN)5.3. Final Evaluation Report • (DIS)6.1. Dissemination and Exploitation Plan • (DIS)6.2. Dissemination products • (DISS)6.3. Interim dissemination and exploitation report (IDER) • (DISS) 6.4. Final dissemination and exploitation report (FDER) • (DISS)6.5. Final Conference Proceedings • (MNGT)7.1. Efficient overall project management • (MNGT)7.2. Steering Committee	• Courses and coop of the pilots started • First groups of DHE students completed their coop programs. • Monitoring reports on internal quality assessments • All project activities are realizing the accepted Quality and Evaluation Strategy • Interim and Final reports submitted • Dissemination and Exploitation Plan accepted by the SC • Dissemination products are in distribution • IDER accepted by SC • FDER accepted by SC • Final Conference organized • Management teams are established • 5 SC meetings realized • 7 LC meetings realized • Project interim and financial reports	• Students are enrolled to the pilot DHE programs • Equipment for pilot DHE programs is purchased and delivered • Report on the results of pilot testing is published on the project web site. • Quality and evaluation strategy is published on the project web site • Interim Evaluation Report is published on the project web site • Final Evaluation Report is published on the project web site • Dissemination and Expotation Plan is published on the project web site • Dissemination products are printed • IDER is published on the project Web site • FDER is published on the project web site • Proceedings from the Final Conference published on the project web site	
--	--	---	--

Meetings • (MNGT)7.3. Local Committee meetings • (MNGT)7.4. Monitoring and interim report • (MNGT)7.5. Final report	generated • 1 Final and 1 Financial report accepted by EACEA	• Kick-off meeting minutes • Minutes of the meeting • Minutes of the meeting • Project interim reports are created • Project Final and Financial reports are created	
Activities: <i>What are the key activities to be carried out (<u>grouped in Workpackages</u>) and in what sequence in order to produce the expected results?</i> • WP1: • 1.1. Analysis of EU practices and experiences • 1.2. Study visits of EU partners • 1.3. Survey of companies needs for DHE in Serbia • WP2: • 2.1. Development of a flexible and generic Dual Higher Education Model for Serbia • 2.2. Conference on DualEdu added value on industrial sector • 2.3. Discussion Forum on the proposed DHEM model with key stakeholders and policy makers	Inputs: <i>What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications etc.?</i> • Workload: • 241 working days of category 1 • 249 working days of category 2 • 72 working days of category 3 • 108 working days of category 4 • Mobilities: • 156 flow PC to EU • Publications: • Report 1.1 • Report 1.2 • Report 1.3 • Workload: • 249 working days of category 1 • 277 working days of category 2 • 79 working days of category 3 • 126 working days of category 4 • Mobilities: • 41 flows within Serbia • Publications: • Flexible and generic Dual Higher		Assumptions, risks and pre-conditions: <i>What pre-conditions are required before the project starts? What conditions outside the project's direct control have to be present for the implementation of the planned activities?</i> • A: Authorities for HE in Serbia are supporting the implementation of DHE in Serbia

• WP3: • 3.1. Creating amendments to the Law on Dual Education and Law on Higher Education of Serbia • 3.2. Creating amendments to the Labour Law • 3.3. Creating amendments to the Accreditation Standards • 3.4. Discussion forum on draft proposals of amendments • 3.5. Creating recommendations to HEIs in Serbia how to implement DHE • WP4: • 4.1. Identification and conceptual definition of specific DHEMs • 4.2. Presenting specific DHEMs to companies and making agreements for participation • 4.3. Planning of pilot testing of specific DHEMs • 4.4. Purchase of equipment • 4.5. Development of training materials • 4.6. Purchase of equipment • 4.7. Analysis of the results of pilot testing	Education Model (DHEM) for Serbia • Workload: • 240 working days of category 1 • 184 working days of category 2 • 65 working days of category 3 • 80 working days of category 4 • Publications: • Amendments to the Law on Higher Education and Law on Dual Education • Amendments to the Labour Law • Amendments to the Accreditation Standards • Recommendations to HEIs in Serbia on how to implement DHE • Workload: • 279 working days of category 1 • 258 working days of category 2 • 98 working days of category 3 • 144 working days of category 4 • Equipment: • Publishing: • Documents on description and concept of the specific DHEMs of HEIs • Agreements with companies interested to participate in the pilot testing of the specific DHEM with HEI partners from Serbia • Analysis of the results of pilot testing of each of specific DHEM of HEI-partners from Serbia		• Pre-condition: Efficient procedure for tendering and equipment purchase
---	---	--	---

• WP5: • 5.1. Creating quality and evaluation strategy and project quality monitoring • 5.2. Preparation of the interim evaluation report • 5.3. Preparation of the final evaluation report • WP6: • 6.1. Defining dissemination and exploitation plan • 6.2. Preparation of dissemination products • 6.3. Preparation of the interim dissemination and exploitation report • 6.4. Preparation of the final dissemination and exploitation report • 6.5. Final Conference • WP7: • 7.1. Overall project management • 7.2. 5 Steering Committee meetings • 7.3. 7 Local Committee meetings • 7.4. Monitoring and interim report • 7.5. Final report	• Workload: • 128 working days of category 1 • 126 working days of category 2 • 26 working days of category 3 • 106 working days of category 4 • Publishing: • Quality and evaluation strategy • Interim and final evaluation reports • Workload: • 117 working days of category 1 • 164 working days of category 2 • 71 working days of category 3 • 133 working days of category 4 • Mobilities: • 12 flows EU to PC • 27 flows within Serbia • Publications: • Dissemination products • Interim and final dissemination and exploitation reports • Workload: • 273 working days of category 1 • 150 working days of category 2 • 86 working days of category 3 • 185 working days of category 4 • Mobilities: • 48 flows EU to PC • 231 flows within Serbia • Publishing: • Final report		
---	---	--	--

WORKPLAN

Please use the model provided. Applicants are expected to complete a one-page work plan for each project year.

For each year of your project proposal, please complete a work plan indicating the deadlines for each outcome and the period and location in which your activities will take place. Please create additional work plan tables if further space is needed.

The same reference and sub-reference numbers as used in the logical framework matrix must be assigned to each outcome and related activities.

Activity carried out in the Programme Country: = (E.g. activity in France for two weeks in the first month of the project 2= under M1)

Activity carried out in the Partner Country (ies): X(E.g., activity in Tunisia for three weeks in the second month of the project: 3X under M2)

WORKPLAN for project year 1

Ref.nr/ Sub-ref nr	Activities	Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
	Title													
1.1.	Analysis of EU practices and experiences		4X=	4X=	4X=	4X=	4X=	4X=						
1.2.	Study visits of EU partners			1=	1=	1=	1=	1=	1=					
1.3.	Survey of companies needs for DHE in Serbia		4X	4X	4X	4X								
2.1.	Development of a flexible and generic Dual Higher Education Model for Serbia				4X	4X	4X	4X	4X					
2.2.	Conference on DualEdu added value on industrial sector							2X						
2.3.	Discussion Forum on the proposed DHEM model with key stakeholders and policy makers								4X					
3.1.	Creating amendments to the Law on Dual Education and Law on Higher Education of Serbia							4X	4X	4X				
3.2.	Creating amendments to the Labour Law							4X	4X	4X				
3.3.	Creating amendments to the Accreditation Standards							4X	4X	4X				
3.4.	Discussion forum on draft proposals of amendments									4X				
3.5.	Creating recommendations to HEIs in Serbia how to implement DHE													
4.1.	Identification and conceptual definition of specific DHEMs										4X	4X	4X	4X

4.2.	Presenting specific DHEMs to companies and making agreements for participation												4X	4X
4.3.	Planning of pilot testing of specific DHEMs												2X	2X
4.4.	Purchase of equipment									2X	2X	2X	2X	2X
4.5.	Development of training materials												4x	3x
5.1.	Creating quality and evaluation strategy and project quality monitoring		4X=	4X=	4X=	1X=	1X=	1X=	1X=	1X=	1X=	1X=	1X=	1X=
6.1.	Defining dissemination and exploitation plan		4X	4X										
6.2.	Preparation of dissemination products		1X	1X	1X	1X	1X	1X	1X	1X	1X	1X	1X	1X
7.1.	Overall project management		1X	1X	1X	1X	1X	1X	1X	1X	1X	1X	1X	1X
7.2.	5 Steering Committee meetings		1X							1X				
7.3.	7 Local Committee meetings			1X					1X	1X				

WORKPLAN for project year 2

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
4.1.	Identification and conceptual definition of specific DHEMs		4X											
4.2.	Presenting specific DHEMs to companies and making agreements for participation		4X	4X	1X	1X	1X	1X	1X	1X	1X	1X	1X	1X
4.3.	Planning of pilot testing of specific DHEMs		1X	1X	1X	1X	1X	1X	1X	1X	1X	1X	1X	1X
4.4.	Purchase of equipment		2X	2X	2X									
4.5.	Development of training materials		4X	4X	4X	4X	4X	4X	4X	4X	4X	4X	4X	4X
4.6.	Pilot implementation and testing of specific DHEMs					4X	4X	4X	4X	4X	4X	4X	4X	4X
5.1.	Creating quality and evaluation strategy and project quality monitoring		1X=	1X=	1X=	1X=	1X=	1X=	1X=	1X=	1X=	1X=	1X=	1X=
5.2.	Preparation of the interim evaluation report						4X							
6.1.	Defining dissemination and exploitation plan		4X	4X										
6.2.	Preparation of dissemination products		1X	1X	1X	1X	1X	1X	1X	1X	1X	1X	1X	1X
6.3.	Preparation of the interim dissemination and exploitation report					2X	4X	4X						
7.1.	Overall project management		1X	1X	1X	1X	1X	1X	1X	1X	1X	1X	1X	1X
7.2.	5 Steering Committee meetings		1X							1X				
7.3.	7 Local Committee meetings		1X											1X
7.4.	Monitoring and interim report							4x						

WORKPLAN for project year 3

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
3.5.	Creating recommendations to HEIs in Serbia on how to implement DHE								4X	4X	4X	4X	4X	4X
4.2.	Presenting specific DHEMs to companies and making agreements for participation		1X	1X	1X									
4.3.	Planning of pilot testing of specific DHEMs		1X	1X	1X									
4.5.	Development of training materials		4X	4X	4X	2X								
4.6.	Pilot implementation and testing of specific DHEMs		4X	4X	4X	4X	4X	4X	4X	4X				
4.7.	Analysis of the results of pilot testing								4X	4X	4X	4X	4X	
5.1.	Creating quality and evaluation strategy and project quality monitoring		1X=	1X=	1X=	1X=	1X=	1X=	1X=	1X=	1X=	1X=	1X=	1X=
5.3.	Preparation of the final evaluation report											4X	4X	4X
6.1.	Defining dissemination and exploitation plan		4X											
6.2.	Preparation of dissemination products		1X	1X	1X	1X	1X	1X	1X	1X	1X	1X	1X	1X
6.4.	Preparation of the final dissemination and exploitation report											2X	4X	4X
6.5.	Final Conference												4X	4X
7.1.	Overall project management		1X	1X	1X	1X	1X	1X	1X	1X	1X	1X	1X	1X
7.2.	5 Steering Committee meetings													1X
7.3.	7 Local Committee meetings								1X					1X
7.5.	Preparation of final report													4x

PART H - Work packages

Please enter the different project activities you intend to carry out in your project. Make sure that the information in this section is consistent with the project Logical Framework Matrix.

H.1. Description of work packages, outcomes and activities

Work package type and ref.nr	PREPARATION		1
Title	Research and needs analysis		
Related assumptions and risks	A: Needed information on DHE practice in EU and worldwide is available A: There is an interest of Serbian companies for DHE R: Management of some companies is not interested in participating in interviews		
Description	During this WP a survey of EU and worldwide best practices and experiences in the field of DHE will be performed. EU partners will give special contribution to this task. At least 10 programmes in DHE in different industrial sectors will be analysed. 26 teaching staff members from Serbian partner institutions will carry out a 2 day study visits to 6 programme countries institutions to get insight into their experience and practice in DHE. In addition, this WP includes a survey of companies' needs for DHE in different industrial sectors in Serbia. Foreseen industrial sectors are IT, manufacturing, energetic, financial, telecommunications... Each Serbian partner will analyse the needs of at least 10 representative companies from chosen industrial sector. Companies from different regions in Serbia will be chosen. The analysis will include surveys and interviews with management of selected companies, as well as with Serbian Chamber of Commerce (which can provide special contribution) and National Employment Agency. This package will provide necessary background for development WPs. Milestones: 3 programme countries study visits conducted by the end of M4 of the project; at least 5 interviews with management companies per partner HEI from Serbia in selected industrial sector performed by the end of M4.		
Tasks	This WP includes the following tasks: 1.1 Analysis of EU and worldwide practices and experiences in the DHE; 1.2 Study visits to EU partners; 1.3 Survey of companies needs for DHE in Serbia		
Estimated Start Date (dd-mm-yyyy)	15-10-2017	Estimated End Date (dd-mm-yyyy)	14-05-2018
Lead Organisation	FORMASUP - FORMASUP (Région Hauts-de-France), France		
Participating Organisation	UB - University of Belgrade coordinator, Serbia FHJ - FH Joanneum Gesellschaft M.B.H, Austria HSHL - Hamm-Lippstadt University of Applied Sciences, Germany UDL - Universitat de Lleida, Spain SAN - University of Social Sciences in Lodz, Poland POW - PowMio , Germany BMU - Belgrade Metropolitan University, Serbia UNS - University of Novi Sad, Serbia UNIKG - University of Kragujevac, Serbia SUNP - State University of Novi Pazar, Serbia VISER - School of Electrical and Computer Engineering of Applied Studies, Serbia MESTD - Ministry of Education, Science and Technological Development, Serbia		

	NCHE - National Council of Higher Education, Serbia NI-CAT - NiCAT cluster Niš, Serbia CCS - Chamber of Commerce of Serbia, Serbia
--	---

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	1.1.			
	Title	Review of EU and worldwide best practices and experiences in DHE			
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product		
	Description	Report on the state-of-the-art DHE will be prepared. It will include the results of the survey of at least 10 DHE programmes from EU and worldwide in different industrial sectors.			
	Due date	14-04-2018			
	Languages	English, Serbian			
Target groups	☒ Teaching staff: 60 teaching staff members from participating HEIs ☒ Students: 200 students at participating HEIs ☐ Trainees ☐ Administrative staff ☐ Technical staff ☐ Librarians ☒ Other: Serbian industrial sector (CEOs of at least 50 companies), Ministry of Science, Education and Technological Development of the Republic of Serbia				
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>				
Dissemination level	☐ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☒ National ☐ International		

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	1.2.	
	Title	Transfer of knowledge and skills from programme countries institutions to Serbian HEIs	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	26 teaching staff members from Serbian partner institutions will carry out study visits to programme countries institutions for transfer of knowledge and experiences in the field of DHE. One report that contains the minutes of all study visits and related documents will be generated.	
	Due date	14-05-2018	
	Languages	English	
Target groups	☒ Teaching staff 26 teaching staff members from participating HEIs ☐ Students ☐ Trainees		

	☐ Administrative staff ☐ Technical staff ☐ Librarians ☐ Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☐ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☒ National ☐ International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	1.3.	
	Title	Report on review of needs and recommendations regarding DHE	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	The report will include the results of the analysis of Serbian companies' needs for DHE. The analysis will include at least 10 companies per HEI from different industrial sectors and different regions in Serbia. The contents of surveys and interviews with companies' management will be summarized.	
	Due date	14-02-2018	
	Languages	English, Serbian	
Target groups	☒ Teaching staff: 50 professors at participating HEIs ☐ Students ☐ Trainees ☐ Administrative staff ☐ Technical staff ☐ Librarians ☒ Other: Serbian industrial sector (CEOs of 50 companies); Ministry of Science, Education and Technological Development of the Republic of Serbia; Ministry of Labour, Employment, Veteran and Social Affairs of the Republic of Serbia; Serbian Chamber of Commerce		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☐ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☒ National ☐ International

Please copy and paste tables as necessary.

Work package type and ref.nr	DEVELOPMENT	2
Title	Flexible and generic Dual Higher Education Model (DHEM) for Serbia	
Related assumptions and risks	A: There is an interest of Serbian academic community and companies for DHE R: Key stakeholders and policy makers are not willing to take active participation in Discussion Forum	

Description	Within this WP a flexible and generic Dual Higher Education Model (DHEM) for Serbia will be developed. This model will represent a synthesis of the needs of different stakeholders (companies, HEIs, students) identified in WP1. The model will be flexible in terms of DHE programme concept, duration of internship engagement of students-it will include options of full semester (sequential) or part time (parallel) internships, paid or free internships, as well as all other options identified in WP1. The Conference on DualEdu added value on industrial sector will be held by the end of the M6, with the topic of improvement of competencies of DHE students with respect to the needs of companies. Developed flexible and generic DHEM will represent a basis for development of specific DHEMs in WP4, as well as for changes in legislation/regulations needed for DHE implementation in Serbia. Milestones: key stakeholders and policy makers confirmed their participation in Discussion Forum by the end of M6 of the project; draft version of the DHEM model developed by the end of M6 of the project.		
Tasks	This WP includes the following tasks: 2.1 Development of a flexible and generic Dual Higher Education Model for Serbia; 2.2 Organization of Conference on DualEdu added value to industrial sector 2.3 Discussion Forum on the proposed DHEM model with key stakeholders and policy makers		
Estimated Start Date (dd-mm-yyyy)	15-12-2017	Estimated End Date (dd-mm-yyyy)	14-05-2018
Lead Organisation	BMU - Belgrade Metropolitan University, Serbia		
Participating Organisation	UB - University of Belgrade coordinator, Serbia FHJ - FH Joanneum Gesellschaft M.B.H, Austria HSHL - Hamm-Lippstadt University of Applied Sciences, Germany FORMASUP - FORMASUP (Région Hauts-de-France), France UDL - Universitat de Lleida, Spain SAN - University of Social Sciences in Lodz, Poland POW - PowMio , Germany BMU - Belgrade Metropolitan University, Serbia UNS - University of Novi Sad, Serbia UNIKG - University of Kragujevac, Serbia SUNP - State University of Novi Pazar, Serbia VISER - School of Electrical and Computer Engineering of Applied Studies, Serbia MESTD - Ministry of Education, Science and Technological Development, Serbia NCHE - National Council of Higher Education, Serbia NI-CAT - NiCAT cluster Niš, Serbia CCS - Chamber of Commerce of Serbia, Serbia		

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	2.1.	
	Title	Flexible and generic Dual Higher Education Model (DHEM) for Serbia	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	Flexible and generic Dual Higher Education Model (DHEM) for Serbia will present the document that summarizes the needs and requirements of different stakeholders in DHE	

		(companies, HEIs, students). This document will present a basis for generation of specific DHE programmes.
	Due date	14-05-2018
	Languages	English, Serbian
Target groups	☒ Teaching staff: 500 professors from the whole academic community ☐ Students ☐ Trainees ☐ Administrative staff ☐ Technical staff ☐ Librarians ☒ Other: Serbian industrial sector (CEOs of 200 companies); Ministry of Science, Education and Technological Development of the Republic of Serbia; Ministry of Labour, Employment, Veteran and Social Affairs of the Republic of Serbia; Serbian Chamber of Commerce	
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>	
Dissemination level	☐ Department / Faculty ☐ Local ☒ National ☐ Institution ☐ Regional ☐ International	

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	2.2.	
	Title	Conference on DualEdu added value on industrial sector	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☒ Event ☐ Report ☐ Service/Product
	Description	The Conference is to be held in Niš, with involvement of representatives of partner countries and representatives of companies of industrial sector. Due to experience from programme countries and needs of domestic industrial sector, it will show the benefits of DualEdu on industrial sector with emphasis on improvement of competencies of DHE students. The organization of Conference is with special contribution of partner NiCAT.	
	Due date	14-04-2018	
	Languages	English, Serbian	
Target groups	☒ Teaching staff: 50 professors from the whole academic community ☐ Students ☐ Trainees ☐ Administrative staff ☐ Technical staff ☐ Librarians ☒ Other: Serbian industrial sector; Ministry of Science, Education and Technological Development of the Republic of Serbia; Ministry of Labour, Employment, Veteran and Social Affairs of the Republic of Serbia; Serbian Chamber of Commerce (a total of 50 participants)		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		

Dissemination level	☐ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☒ National ☐ International
----------------------------	---	---	--

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	2.3.	
	Title	Discussion Forum on the proposed DHEM model with key stakeholders and policy makers	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☒ Event ☐ Report ☐ Service/Product
	Description	Discussion Forum will be organized in Belgrade and will represent an opportunity to obtain opinions and ideas of key stakeholders and policy makers regarding flexible and generic DHEM. Different viewpoints on the subject will enable the development of the model with wider outreach. The minutes of Discussion Forum will be used for polishing the draft version of DHEM.	
	Due date	14-05-2018	
	Languages	English, Serbian	
Target groups	☒ Teaching staff: 50 professors from the whole academic community ☐ Students ☐ Trainees ☐ Administrative staff ☐ Technical staff ☐ Librarians ☒ Other: Serbian industrial sector; Ministry of Science, Education and Technological Development of the Republic of Serbia; Ministry of Labour, Employment, Veteran and Social Affairs of the Republic of Serbia; Serbian Chamber of Commerce (a total of 50 participants)		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☐ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☒ National ☐ International

Please copy and paste tables as necessary.

Please copy and paste tables as necessary.

Work package type and ref.nr	DEVELOPMENT	3
Title	Creation of Legal and Other Conditions for Implementation of DHE in Serbia	
Related assumptions and risks	A: There is the support for DHE from the Government of the Republic of Serbia R : There is the risk of the change of priorities in governmental policy R: The authorities are not willing to accept the proposed amendments to the laws R: The Accreditation Commission is not willing to accept the proposed amendments to accreditation standards	
Description	Within this WP the details regarding the proposal of needed changes in legislation and regulation acts in the Republic of Serbia will be developed. It is	

	foreseen that the changes on Law on Dual Education; Law on Higher Education of Serbia; Labour Law and Accreditation Standards will be needed. 3 working groups for each legal act (one working group will consider Law on Higher Education and Law on Dual Education) will be established. These working groups will create the documents with the proposal of the amendments for considered legal acts and submit them to the authorities. In the first phase, the documents will follow the legal practice from programme countries considered within the WP1. The changes in all other secondary laws connected to these laws will be proposed and submitted to the authorities, as well. Special contribution to this WP will be done by Assistant Minister of Higher Education, Science and Technological Development of the Republic of Serbia. In addition, at the final six months of this WP a document on Recommendations to HEIs in Serbia on how to implement DHE will be created. Milestones: 3 working groups established and start their work by the end of M6 of the projects		
Tasks	This WP includes the following tasks: 3.1 Creating amendments to the Law on Higher Education of Serbia and Law on Dual Education 3.2 Creating amendments to the Labour Law 3.3 Creating amendments to the Accreditation Standards 3.4 Discussion forum on draft proposals of amendments 3.5 Creating recommendations to HEIs in Serbia how to implement DHE		
Estimated Start Date (dd-mm-yyyy)	15-03-2018	Estimated End Date (dd-mm-yyyy)	14-10-2020
Lead Organisation	UNIKG - University of Kragujevac, Serbia		
Participating Organisation	UB - University of Belgrade coordinator, Serbia FHJ - FH Joanneum Gesellschaft M.B.H, Austria HSHL - Hamm-Lippstadt University of Applied Sciences, Germany FORMASUP - FORMASUP (Région Hauts-de-France), France UDL - Universitat de Lleida, Spain SAN - University of Social Sciences in Lodz, Poland POW - PowMio, Germany BMU - Belgrade Metropolitan University, Serbia UNS - University of Novi Sad, Serbia SUNP - State University of Novi Pazar, Serbia VISER - School of Electrical and Computer Engineering of Applied Studies, Serbia MESTD - Ministry of Education, Science and Technological Development, Serbia NCHE - National Council of Higher Education, Serbia NI-CAT - NiCAT cluster Niš, Serbia CCS - Chamber of Commerce of Serbia, Serbia		

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	3.1.	
	Title	Amendments to the Law on Higher Education and law on Dual Education of Serbia	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	This document will contain the amendments to the Law on Higher Education and Law on Dual Education of Serbia and all connected secondary laws	
	Due date	14-06-2018	

	Languages	Serbian	
Target groups	☒ Teaching staff: the whole academic community ☐ Students ☐ Trainees ☒ Administrative staff ☐ Technical staff ☐ Librarians ☒ Other : Ministry of Science, Education and Technological Development of the Republic of Serbia; Accreditation Commission; Conference of the Universities of Serbia (KONUS), Conference of the Academies of Professional Studies (KASSS), general audience		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☐ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☒ National ☐ International

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	3.2.	
	Title	Amendments to the Labour Law	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	This document will contain the amendments to the Labour Law and all connected secondary laws	
	Due date	14-06-2018	
	Languages	Serbian	
Target groups	☒ Teaching staff: the whole academic community ☐ Students ☐ Trainees ☒ Administrative staff ☐ Technical staff ☐ Librarians ☒ Other: Ministry of Science, Education and Technological Development of the Republic of Serbia; Ministry of Labour, Employment, Veteran and Social Affairs of the Republic of Serbia; Accreditation Commission, general audience		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☐ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☒ National ☐ International

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	3.3.	
	Title	Amendments to the Accreditation Standards	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product

	Description	This document will contain the amendments to Accreditation Standards
	Due date	14-06-2018
	Languages	Serbian
Target groups	☒ Teaching staff: the whole academic community ☐ Students ☐ Trainees ☒ Administrative staff ☐ Technical staff ☐ Librarians ☒ Other: Ministry of Science, Education and Technological Development of the Republic of Serbia; Accreditation Commission	
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>	
Dissemination level	☐ Department / Faculty ☐ Local ☒ National ☐ Institution ☐ Regional ☐ International	

Deliverables/results/outcomes

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	3.4.	
	Title	Discussion forum on draft proposals of ammendments	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☒ Event ☐ Report ☐ Service/Product
	Description	Discussion Forum will represent an opportunity to discuss draft proposals of amendments, prepared by three working groups, on corresponding legislation/regulation acts with the relevant stakeholders.	
	Due date	14-06-2018	
	Languages	English, Serbian	
Target groups	☒ Teaching staff: 50 professors from the whole academic community ☐ Students ☐ Trainees ☒ Administrative staff ☐ Technical staff ☐ Librarians ☒ Other: Ministry of Science, Education and Technological Development of the Republic of Serbia;Ministry of Labour, Employment, Veteran and Social Affairs of the Republic of Serbia; Accreditation Commission; KONUS; KASSS; Serbian Chamber of Commerce; Serbian industrial sector (a total of 100 participants)		
	If you selected 'Other', please identify these target groups. (Max. 250 characters)		
Dissemination level	☐ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☒ National ☐ International

Deliverables/results/outcomes

Expected Deliverable/Results/	Work Package and Outcome ref.nr	3.5.
--------------------------------------	---------------------------------	------

Outcomes	Title	Recommendations to HEIs in Serbia on how to implement DHE	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	This document will synthesize the findings of pilot tests of the specific DHEMs and provide recommendations and guidelines to all Serbian HEIs for implementation of DHE	
	Due date	14-10-2020	
	Languages	Serbian, English	
Target groups	☒ Teaching staff: the whole academic community ☐ Students ☐ Trainees ☒ Administrative staff ☐ Technical staff ☐ Librarians ☒ Other: Serbian and regional industrial sector; Ministry of Science, Education and Technological Development of the Republic of Serbia; Accreditation Commission; KONUS; KASSS; Serbian Chamber of Commerce; general audience <i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☐ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☐ National ☒ International

Work package type and ref.nr	DEVELOPMENT	4
Title	Pilot testing of the flexible and generic DHEM	
Related assumptions and risks	A: There is a lack of graduates on the labour market with appropriate competences and companies are forced to offer jobs to students A: By this point in the project, there is an established interest of companies for cooperation programs R: Low interest of companies to sign agreements with HEIs to implement DHE. R: Low interest of companies to offer paid internship or temporary paid jobs to students R: Some HEIs may have problems to get the agreements with companies for pilot testing of their specific DHEMs	
Description	Within this WP each HEI partner from Serbia develops at least one own specific DHEM in the selected industrial sector. The first task is the identification of industrial sector, the overall needs of companies in that sector and definition of the specific DHEM concept. Each HEI will present the defined specific DHEM concept to at least 10 selected companies in order to make agreements for their participation in DHE study programme. After agreement with companies on their participation in DHE, HEIs will create detailed plan of DHE programme, purchase relevant equipment and create training materials in cooperation with companies. The core of this WP is the implementation of specific DHEMs. After finalization of DHE programmes implementation, the analysis of the obtained results will be performed. This analysis will include the employer's satisfaction, number of employed DHE students, the number of work positions that participating	

	companies offered to DHE students, the number of enrolled DHE students, social structure of DHE students and other relevant statistics. Milestones: 50% of agreements signed by M14 of the project; 50% of pilot test started by the end of M16 of the project; 100% of teaching, training and learning material for the next semester prepared before semester start.		
Tasks	This WP will include the following tasks: 4.1 Identification and conceptual definition of specific DHEMs; 4.2 Presenting specific DHEMs to companies and making agreements for participation; 4.3 Planning of pilot testing of specific DHEMs; 4.4 Purchase of equipment; 4.5 Development of training materials; 4.6 Pilot implementation and testing of specific DHEMs; 4.7 Analysis of the results of pilot testing.		
Estimated Start Date (dd-mm-yyyy)	15-06-2018	Estimated End Date (dd-mm-yyyy)	14-09-2020
Lead Organisation	VISER - School of Electrical and Computer Engineering of Applied Studies, Serbia		
Participating Organisation	UB - University of Belgrade coordinator, Serbia FHJ - FH Joanneum Gesellschaft M.B.H, Austria HSHL - Hamm-Lippstadt University of Applied Sciences, Germany FORMASUP - FORMASUP (Région Hauts-de-France), France UDL - Universitat de Lleida, Spain SAN - University of Social Sciences in Lodz, Poland POW - PowMio, Germany BMU - Belgrade Metropolitan University, Serbia UNS - University of Novi Sad, Serbia UNIKG - University of Kragujevac, Serbia SUNP - State University of Novi Pazar, Serbia MESTD - Ministry of Education, Science and Technological Development, Serbia NCHE - National Council of Higher Education, Serbia NI-CAT - NiCAT cluster Niš, Serbia CCS - Chamber of Commerce of Serbia, Serbia		

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	4.1.	
	Title	Documents on description and concept of the specific DHEMs of HEIs	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	At least 6 documents for 6 specific DHEMs (at least one per participating HEI) will be developed. The documents will describe the concepts of specific DHEMs and will represent a basis for presentation of specific DHEMs to companies.	
	Due date	14-11-2018	
	Languages	Serbian	
Target groups	☒ Teaching staff Teaching staff 20 teaching staff members ☐ Students ☐ Trainees ☐ Administrative staff		

	☐ Technical staff ☐ Librarians ☒ Other: Serbian industrial sector <i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☒ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☐ National ☐ International

Please copy and paste tables as necessary.

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	4.2.	
	Title	Presentation of specific DHMEs of HEIs to companies.	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☒ Event ☐ Report ☐ Service/Product
	Description	Each HEI will present the concepts of specific DHEMs to at least 10 selected companies	
	Due date	14-01-2020	
	Languages	Serbian	
Target groups	☐ Teaching staff ☐ Students ☐ Trainees ☐ Administrative staff ☐ Technical staff ☐ Librarians ☒ Other: Serbian industrial sector <i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☐ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☒ National ☐ International

Please copy and paste tables as necessary.

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	4.3.	
	Title	Agreements with companies interested to participate in the pilot testing of the specific DHEM with HEI partners from Serbia	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	Each HEI partner from Serbia signs agreement for participation in pilot testing of specific DHEM with at least one company	
	Due date	14-01-2020	
	Languages	Serbian	

Target groups	☒ Teaching staff ☐ Students ☐ Trainees ☒ Administrative staff ☐ Technical staff ☐ Librarians ☒ Other: Serbian industrial sector		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☒ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☐ National ☐ International

Please copy and paste tables as necessary.

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	4.4.	
	Title	Plan for pilot testing of the specific DHEM of HEIs	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	HEIs develop detailed plans for pilot testing of specific DHEMs in cooperation with contracted companies. This plan will include the creation of the template of the three-lateral contract between students, company and HEI.	
	Due date	14-01-2020	
	Languages	Serbian	
Target groups	☒ Teaching staff ☒ Students ☐ Trainees ☒ Administrative staff ☐ Technical staff ☐ Librarians ☒ Other: Serbian industrial sector		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☒ Department / Faculty ☒ Institution	☐ Local ☐ Regional	☐ National ☐ International

Please copy and paste tables as necessary.

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	4.5.	
	Title	Material for specific DHEMs pilot testing	
	Type	☐ Teaching material ☐ Learning material ☒ Training material	☐ Event ☐ Report ☐ Service/Product
	Description	Creation of learning and training material for specific DHEMs	

	Due date	14-02-2020	
	Languages	Serbian	
Target groups	☒ Teaching staff ☒ Students ☐ Trainees ☐ Administrative staff ☐ Technical staff ☐ Librarians ☒ Other: Serbian industrial sector		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☒ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☐ National ☐ International

Please copy and paste tables as necessary.

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	4.6.	
	Title	Equipment	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☐ Report ☒ Service/Product
	Description	Equipment for pilot testing purchased and installed	
	Due date	14-01-2019	
	Languages	English, Serbian	
Target groups	☒ Teaching staff ☐ Students ☐ Trainees ☒ Administrative staff ☒ Technical staff ☐ Librarians ☐ Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☐ Department / Faculty ☒ Institution	☐ Local ☐ Regional	☐ National ☐ International

Please copy and paste tables as necessary.

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	4.7.	
	Title	Analysis of the results of pilot testing of each of specific DHEM of HEI-partners from Serbia	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	This document provides the results of the analysis and summarizing of the individual HEIs reports on pilot testing	

	Due date	14-09-2020
	Languages	English, Serbian
Target groups	☒ Teaching staff ☐ Students ☐ Trainees ☐ Administrative staff ☐ Technical staff ☐ Librarians ☒ Other: Serbian industrial sector, Ministry of Science, Education and Technological Development of the Republic of Serbia; Ministry of Labour, Employment, Veteran and Social Affairs of the Republic of Serbia; National Employment Agency ;general audience	
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>	
Dissemination level	☐ Department / Faculty ☐ Local ☒ National ☐ Institution ☐ Regional ☐ International	

Work package type and ref.nr	QUALITY PLAN		5
Title	Quality Assurance and Monitoring		
Related assumptions and risks	A: High commitment of participating institutions R: Awareness and knowledge of quality standards by partners		
Description	The first activity of this WP will be the generation of quality and evaluation strategy. This strategy will include the action plan for quality assurance with definition of EU experts (already involved in Erasmus+ project CWIHE) from project consortium for peer review, the methods for internal quality assessment, and the metrics for analysis of project outcomes. Each Serbian partner will generate internal QA report and programme countries partners will generate external QA evaluation reports. These reports (interim and final) will be submitted to Steering Committee and will represent a basis for generation of Interim and Final evaluation reports. Milestones: Draft version of Quality and evaluation strategy created by 14-12-2017		
Tasks	This WP includes the following tasks: 5.1. Creating quality and evaluation strategy and project quality monitoring 5.2. Preparation of the interim evaluation report 5.3. Preparation of the final evaluation report		
Estimated Start Date (dd-mm-yyyy)	15-10-2017	Estimated End Date (dd-mm-yyyy)	14-09-2020
Lead Organisation	FHJ - FH Joanneum Gesellschaft M.B.H, Austria		
Participating Organisation	UB - University of Belgrade coordinator, Serbia HSHL - Hamm-Lippstadt University of Applied Sciences, Germany FORMASUP - FORMASUP (Région Hauts-de-France), France UDL - Universitat de Lleida, Spain SAN - University of Social Sciences in Lodz, Poland POW - PowMio , Germany BMU - Belgrade Metropolitan University, Serbia UNS - University of Novi Sad, Serbia		

	UNIKG - University of Kragujevac, Serbia SUNP - State University of Novi Pazar, Serbia VISER - School of Electrical and Computer Engineering of Applied Studies, Serbia MESTD - Ministry of Education, Science and Technological Development, Serbia NCHE - National Council of Higher Education, Serbia NI-CAT - NiCAT cluster Niš, Serbia CCS - Chamber of Commerce of Serbia, Serbia
--	---

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	5.1.	
	Title	Quality and evaluation strategy	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	The goal is to develop the quality and evaluation plan which will include project processes, policies, goals and Management Quality Manual. Involved parties will be acquainted with project quality standards-ISO 9001:2008. Quality Manual will include chapters related to preventive and corrective measures of the project, hierarchy of responsibilities, communication flows and decision making, PR strategy and communication with external parties.	
	Due date	14-01-2018	
	Languages	English	
Target groups	☒ Teaching staff: Teaching staff involved in project realisation ☐ Students ☐ Trainees ☒ Administrative staff: Administrative staff involved in project realisation ☐ Technical staff ☐ Librarians ☐ Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☐ Department / Faculty ☐ Local ☐ National ☐ Institution ☐ Regional ☒ International		

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	5.2.	
	Title	Interim evaluation report	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	Interim evaluation report will contain the results of the implementation of Quality and evaluation strategy, project key performance indicator evaluation, project goal success rate evaluation and partner evaluation through internal interviews. It can include preventive and corrective measures for achieving the project goals.	
	Due date	14-03-2019	

	Languages	Serbian, English
Target groups	☒ Teaching staff ☐ Students ☐ Trainees ☒ Administrative staff ☒ Technical staff ☐ Librarians ☐ Other	
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>	
Dissemination level	☐ Department / Faculty ☐ Local ☒ National ☐ Institution ☐ Regional ☐ International	

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	5.3.	
	Title	Final evaluation report	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	Final evaluation report will be quality assurance report as executive summary of quality assurance throughout the whole project.	
	Due date	14-10-2020	
	Languages	Serbian, English	
Target groups	☒ Teaching staff ☐ Students ☐ Trainees ☒ Administrative staff ☐ Technical staff ☐ Librarians ☐ Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☐ Department / Faculty ☐ Local ☒ National ☐ Institution ☐ Regional ☐ International		

Please copy and paste tables as necessary.

Work package type and ref.nr	DISSEMINATION & EXPLOITATION	6
Title	Dissemination and Exploitation of Results	
Related assumptions and risks	A: The participating staff are interested and motivated in dissemination and exploitation of project results. R: Close-minded comprehension of high education within the target institutions	
Description	This WP starts with project logo and Web portal. Further on, different kinds of activities are considered: social media sites (Facebook, LinkedIn, youtube), participation at education fairs, presentations of specific DHEMs to secondary schools students... Throughout duration of project, raising awareness for DualEdu to a wide	

	audience (academic and non-academic) is intended. In last stages of the project, the final dissemination report is to be prepared. At the end, final conference will be organized with the aim of demonstration of achievements of the project and working out plans for the sustainability of project results.		
Tasks	This WP will include the following tasks: 6.1. Defining dissemination and exploitation plan 6.2. Preparation of dissemination products 6.3. Preparation of the Interim dissemination and exploitation report 6.4. Preparation of the final dissemination and exploitation report 6.5. Final Conference		
Estimated Start Date (dd-mm-yyyy)	15-10-2017	Estimated End Date (dd-mm-yyyy)	14-10-2020
Lead Organisation	UNS - University of Novi Sad, Serbia		
Participating Organisation	UB - University of Belgrade coordinator, Serbia FHJ - FH Joanneum Gesellschaft M.B.H, Austria HSHL - Hamm-Lippstadt University of Applied Sciences, Germany FORMASUP - FORMASUP (Région Hauts-de-France), France UDL - Universitat de Lleida, Spain SAN - University of Social Sciences in Lodz, Poland POW - PowMio , Germany BMU - Belgrade Metropolitan University, Serbia UNIKG - University of Kragujevac, Serbia SUNP - State University of Novi Pazar, Serbia VISER - School of Electrical and Computer Engineering of Applied Studies, Serbia MESTD - Ministry of Education, Science and Technological Development, Serbia NCHE - National Council of Higher Education, Serbia NI-CAT - NiCAT cluster Niš, Serbia CCS - Chamber of Commerce of Serbia, Serbia		

Deliverables/results/outcomes

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	6.1.	
	Title	Dissemination and exploitation plan	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	The document starts with the plan of visual identity of project (logo, site, motto) and then contains strategy on dissemination which predominantly describes all dissemination activities (conference, printing promotion material..), along with time table and allocation of responsibilities within the involved partners	
	Due date	14-12-2017	
	Languages	English	
Target groups	☒ Teaching staff ☒ Students ☐ Trainees ☐ Administrative staff ☒ Technical staff ☐ Librarians		

	☐ Other <i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☐ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☐ National ☒ International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	6.2.	
	Title	Dissemination products	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☐ Report ☒ Service/Product
	Description	Visual identity of the project will be created in initial phases: Project logo, project web site, project motto. Afterwards, all partners organize dissemination events in their own contexts in order to raise public awareness of the DualEdu issues.	
	Due date	14-10-2020	
	Languages	Serbian, English	
Target groups	☒ Teaching staff ☒ Students ☒ Trainees ☒ Administrative staff ☒ Technical staff ☐ Librarians ☒ Other: : general audience <i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☐ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☐ National ☒ International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	6.3.	
	Title	Interim dissemination and exploitation report	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	The document will contain reports on interim dissemination and exploitation as steady activity throughout project duration. All partners organize dissemination events in their own contexts which follow the project goals.	
	Due date	14-04-2019	
	Languages	Serbian, English	
Target groups	☒ Teaching staff ☒ Students ☒ Trainees ☒ Administrative staff		

	☒ Technical staff ☐ Librarians ☐ Other <i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>
Dissemination level	☐ Department / Faculty ☐ Local ☒ National ☐ Institution ☐ Regional ☐ International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	6.4.	
	Title	Final dissemination and exploitation report	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	This report will summarize the interim reports with reached achievements of dissemination due to project goals.	
	Due date	14-10-2020	
	Languages	Serbian, English	
Target groups	☒ Teaching staff ☐ Students ☐ Trainees ☒ Administrative staff ☐ Technical staff ☐ Librarians ☐ Other <i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
	Dissemination level	☐ Department / Faculty ☐ Local ☒ National ☐ Institution ☐ Regional ☐ International	

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	6.5.	
	Title	Final Conference Proceedings	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☒ Event ☐ Report ☐ Service/Product
	Description	Organizing a final conference with the aim of demonstrating the overarching achievements of the project and the complexity of project work having been carried out, with a special emphasis on the main aim of the project i.e. the setting up DHE programs in Serbia. The conference is to evaluate project and sustainability of project results.	
	Due date	14-10-2020	
	Languages	English	
Target groups	☒ Teaching staff ☒ Students		

	☒ Trainees ☒ Administrative staff ☒ Technical staff ☐ Librarians ☐ Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☐ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☐ National ☒ International

Please copy and paste tables as necessary.

Work package type and ref.nr	MANAGEMENT		7
Title	Project management		
Related assumptions and risks	A: Good coordination and high commitment to a teamwork of the project partners A: Efficient management activities R: Unpredictable communication delays R: Low commitment of the partners		
Description	This package starts with establishment of management structure-management and implementation teams. The main bodies which will ensure effective realization of the project are: -Steering Committee (SC) -Local Committee (LC) The guidelines for project management will be developed in early phases, on a kick-off meeting (in Belgrade) where all project partners involved in the project are to be introduced with project principles and tasks. The major decision-making body of the project will be Steering Committee which will consist of two representatives from each EU and Serbian partner organization. SC will meet 5 times during the project. Local Committee will consist of two representatives from each Serbian partner organization. LC will meet 7 times during the project, where meetings will be held each time in different town from partner country. Implementation teams are responsible to systematically collect, analyse and use relevant information about project progress. Regular reviews will provide an opportunity to reflect the progress, agree on the content of progress reports and follow-up action required. Intensive communication is the critical factor in efficient and effective leadership. The internal communication will be conducted via e-mail, phone, Skype, Google pool... Special attention in project implementation will be given to risk management. Risks will be identified, prioritised, managed and controlled in every phase of the project. This WP also includes reporting and communication with national and international ERASMUS offices.		
Tasks	7.1 Overall project management 7.2 Five Steering Committee meetings 7.3 Seven Local Committee meetings		
Estimated Start Date (dd-mm-yyyy)	15-10-2017	Estimated End Date (dd-mm-yyyy)	14-10-2020
Lead Organisation	UB - University of Belgrade coordinator, Serbia		

Participating Organisation	FHJ - FH Joanneum Gesellschaft M.B.H, Austria HSHL - Hamm-Lippstadt University of Applied Sciences, Germany FORMASUP - FORMASUP (Région Hauts-de-France), France UDL - Universitat de Lleida, Spain SAN - University of Social Sciences in Lodz, Poland POW - PowMio , Germany BMU - Belgrade Metropolitan University, Serbia UNS - University of Novi Sad, Serbia UNIKG - University of Kragujevac, Serbia SUNP - State University of Novi Pazar, Serbia VISER - School of Electrical and Computer Engineering of Applied Studies, Serbia MESTD - Ministry of Education, Science and Technological Development, Serbia NCHE - National Council of Higher Education, Serbia NI-CAT - NiCAT cluster Niš, Serbia CCS - Chamber of Commerce of Serbia, Serbia
-----------------------------------	--

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	7.1.	
	Title	Efficient overall management	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☐ Report ☒ Service/Product
	Description	The management and implementation teams are to be developed. The basic guidelines for efficient management will be postulated to ensure that all partners have the same understanding of the project management principles and tasks to be performed during the project.	
	Due date	14-10-2020	
	Languages	English, Serbian	
Target groups	☒ Teaching staff ☒ Students ☐ Trainees ☐ Administrative staff ☒ Technical staff ☐ Librarians ☐ Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☐ Department / Faculty ☐ Institution	☐ Local ☐ Regional	☒ National ☐ International

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	7.2.	
	Title	Steering Committee meetings	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☒ Event ☐ Report ☐ Service/Product
	Description	SC as major decision-making body of the project will set up the allocation of work actions and tasks, along with the financial plan. At the beginning, the kick-off meeting will be	

		held with aim to introduce the project principles to all partners. Overall, 5 meetings are going to be held during the duration of the project. The progress, time table of tasks and the ways to overcome potential problems will be analysed on these meetings.
	Due date	14-10-2020
	Languages	English, Serbian
Target groups	☒ Teaching staff ☐ Students ☐ Trainees ☒ Administrative staff ☐ Technical staff ☐ Librarians ☐ Other	
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>	
Dissemination level	☐ Department / Faculty ☐ Local ☐ National ☐ Institution ☐ Regional ☒ International	

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	7.3.	
	Title	Local Committee meetings	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☒ Event ☐ Report ☐ Service/Product
	Description	LC will meet 7 times during the project, where meetings will be held each time in different town from partner country. LC is responsible to analyse and use relevant information about project achievements and progress.	
	Due date	14-10-2020	
	Languages	English, Serbian	
Target groups	☒ Teaching staff ☐ Students ☐ Trainees ☒ Administrative staff ☐ Technical staff ☐ Librarians ☐ Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	☐ Department / Faculty ☐ Local ☒ National ☐ Institution ☐ Regional ☐ International		

Please copy and paste tables as necessary.

H.2. Explanation of work package expenditures

Please explain what costs will be associated to each work package and covered by lump sums, flat rates, unit costs, and real costs. Provide information on the travels necessary to complete the workpackage. Detailed information on each travel must be indicated in the Budget Excel table. If purchase of equipment is required, explain how the respective equipment addresses the needs identified in the project. Remember that the specification of each item, including the partner country university/ies at which equipment will be installed, must be detailed in the Budget Excel table. If any subcontracting is considered necessary for the implementation of the project, please explain why the task cannot be performed by the consortium members themselves (limit 3000 characters).

Total budget has been prepared in accordance with work plan and activities necessary for proper project implementation. As main objective is to implement Dual Education in Serbia, most activities will be carried out in Partner Country. Budget for staff cost for each activity is based on effort expected from the participant.

The budget distribution across work packages is as follows:

WP1 - Preparation activity is performed in PgC and PC countries; Planned Staff Cost is 69.505 EUR, Travel Costs 16.530 EUR, Cost of Stay 33.710;

WP2-WP4 - the three Development work packages express costs in each budget heading: Staff Costs (180.417 EUR), Travel Costs (34.620 EUR), Costs of Stay (58.800 EUR), Equipment Costs (285.000 EUR) and Subcontracting Costs (83.000 EUR);

WP7 – Dissemination/Exploitation anticipate Staff costs (48.804 EUR), Travel costs (24.750 EUR), Costs of Stay (43.200 EUR)

WP8 – Quality anticipate Staff costs (36.629 EUR), Travel costs (3.770 EUR), Costs of Stay (8.760 EUR)

WP9 – Management activities are planned with Staff costs (52.428 EUR), Travel costs (29.070 EUR), Costs of Stay (462.400 EUR)

Further, mobilities to Programme countries are carefully planned in order to prepare Serbian partners for further activities and help them gain additional knowledge on this topic. Detailed information on each travel activity is provided in the Budget Excel table.

Proposed is to have 6 mobilities to Programme Countries (to each institution once), 6 Mobilities to Partner Country as well as 7 in local Mobilities in purpose of Local Committee Meetings.

Equipment purchase is planned at the time when all partners need to start pilot implementation in order to be well prepared and able to properly fulfill all project requirements. Each equipment item is specified in the Budget Excel table.

The subcontracting costs are planned for activities necessary to deliver valuable project results. The planned subcontracting costs cannot be performed by consortium itself due to the lack of operational capacities and lack of internal university regulations and capacities for supporting needed activities. The subcontracting is anticipated for audit cost, external evaluators, printing and publishing reports and legal documents, advertising, and translation services.

According to its possibilities, each partner institution will contribute their offices, accounting resources, Internet infrastructure, local management, publicity and logistics.

*If your project involves a **Special Mobility Strand**, please explain what support will be required under each budget heading in order to cover organisational costs (such as special needs, exceptional, non-online linguistic support, etc.) (limit 2000 characters).*

--

H.3 Consortium partners involved and resources required to complete the work package

Indicative input of consortium staff - The total number of days per staff category should correspond with the information provided in the budget tables.

Work Package Ref.nr	Partner nr	Partner acronym	Country	Number of staff days ¹					Role and tasks in the work package
				Category 1	Category 2	Category 3	Category 4	Total	
PREPARATION	P1	UB	Serbia	30.0	20.0	20.0	5.0	75	WP1 Research and needs analysis (act.1.1.-1.3.)
	P2	FH JOANNE UM	Austria	10.0	10.0	5.0	5.0	30	WP1 Research and needs analysis (act.1.1.-1.2.)
	P3	FORMAS UP	France	15.0	15.0	5.0	10.0	45	WP1 Research and needs analysis – WP Leader (act.1.1.-1.3.)
	P4	UDL	Spain	15.0	10.0	5.0	5.0	35	WP1 Research and needs analysis (act.1.1.-1.2.)
	P5	SAN	Poland	20.0	15.0	5.0	5.0	45	WP1 Research and needs analysis (act.1.1.-1.3.)
	P6	HS HL	German y	10.0	10.0	5.0	5.0	30	WP1 Research and needs analysis (act.1.1.-1.2.)
	P7	PowMio	German y	5.0	5.0	0.0	5.0	15	WP1 Research and needs analysis (act.1.1.-1.2.)
	P8	BMU	Serbia	20.0	15.0	5.0	20.0	60	WP1 Research and needs analysis (act.1.1.-1.3.)
	P9	UNS	Serbia	25.0	30.0	5.0	5.0	65	WP1 Research and needs analysis (act.1.1.-1.3.)
	P10	UNIKG	Serbia	30.0	30.0	5.0	5.0	70	WP1 Research and needs analysis (act.1.1.-1.3.)
	P11	SUNP	Serbia	15.0	30.0	5.0	5.0	55	WP1 Research and needs analysis (act.1.1.-1.3.)
	P12	VISER	Serbia	15.0	20.0	5.0	5.0	45	WP1 Research and needs analysis (act.1.1.-1.3.)
	P13	MPNTR	Serbia	10.0	10.0	0.0	0.0	20	WP1 Research and needs analysis (act.1.1.-1.3.)
	P14	NCHE	Serbia	0.0	0.0	0.0	0.0	0	WP1 Research and needs analysis (act.1.1.-1.3.)

¹Please see Programme Guide, Part B for your action, Table A – Project Implementation (amounts in Euro per day) Programme Countries and Table B - Project Implementation (amounts in Euro per day) Partner Countries.

	P15	Ni-CAT	Serbia	5.0	5.0	0.0	3.0	13	WP1 Research and needs analysis (act.1.1.-1.3.)
	P16	CCS	Serbia	5.0	10.0	0.0	5.0	20	WP1 Research and needs analysis (act.1.1.-1.3.)
SUBTOTAL				230	235	70	88	623	
DEVELOPMENT	P1	UB	Serbia	80.0	80.0	75.0	30.0	265	WP2 Flexible and generic Dual Higher Education Model (DHEM) for Serbia (act.2.1.-2.3.) WP3 Creation of Legal and Other Conditions for Implementation of DHE in Serbia (act.3.1.-3.5.) WP4 Pilot testing of the flexible and generic DHEM (act.4.1.-4.7.)
	P2	FH JOANNE UM	Austria	12.0	10.0	5.0	4.0	31	WP2 Flexible and generic Dual Higher Education Model (DHEM) for Serbia (act. 2.3.) WP3 Creation of Legal and Other Conditions for Implementation of DHE in Serbia (act.3.1.-3.3.) WP4 Pilot testing of the flexible and generic DHEM (act.4.1.)
	P3	FORMAS UP	France	12.0	10.0	5.0	10.0	37	WP2 Flexible and generic Dual Higher Education Model (DHEM) for Serbia (act. 2.3.) WP3 Creation of Legal and Other Conditions for Implementation of DHE in Serbia (act.3.1.-3.3.) WP4 Pilot testing of the flexible and generic DHEM (act.4.1.)
	P4	UDL	Spain	25.0	20.0	5.0	10.0	60	WP2 Flexible and generic Dual Higher Education Model (DHEM) for Serbia (act. 2.3.) WP3 Creation of Legal and Other Conditions for Implementation of DHE in Serbia (act.3.1.-3.3.) WP4 Pilot testing of the flexible and generic DHEM (act.4.1.)
	P5	SAN	Poland	35.0	35.0	5.0	15.0	90	WP2 Flexible and generic Dual Higher Education Model (DHEM) for Serbia (act. 2.3.) WP3 Creation of Legal and Other Conditions for Implementation of DHE in Serbia (act.3.1.-3.3.) WP4 Pilot testing of the flexible and generic

									DHEM (act.4.1. and 4.7.)
	P6	HS HL	German y	12.0	10.0	0.0	10.0	32	WP2 Flexible and generic Dual Higher Education Model (DHEM) for Serbia (act. 2.3.) WP3 Creation of Legal and Other Conditions for Implementation of DHE in Serbia (act.3.1.-3.3.) WP4 Pilot testing of the flexible and generic DHEM (act.4.1.)
	P7	PowMio	German y	20.0	15.0	10.0	15.0	60	WP2 Flexible and generic Dual Higher Education Model (DHEM) for Serbia (act. 2.3.) WP3 Creation of Legal and Other Conditions for Implementation of DHE in Serbia (act.3.1.-3.3.) WP4 Pilot testing of the flexible and generic DHEM (act.4.1.)
	P8	BMU	Serbia	110.0	90.0	25.0	50.0	275	WP2 Flexible and generic Dual Higher Education Model (DHEM) for Serbia – WP Leader (act.2.1.-2.3.) WP3 Creation of Legal and Other Conditions for Implementation of DHE in Serbia (act.3.1.-3.5.) WP4 Pilot testing of the flexible and generic DHEM (act.4.1.-4.7.)
	P9	UNS	Serbia	75.0	85.0	20.0	25.0	205	WP2 Flexible and generic Dual Higher Education Model (DHEM) for Serbia (act.2.1.-2.3.) WP3 Creation of Legal and Other Conditions for Implementation of DHE in Serbia (act.3.1.-3.5.) WP4 Pilot testing of the flexible and generic DHEM (act.4.1.-4.7.)
	P10	UNIKG	Serbia	120.0	90.0	15.0	35.0	260	WP2 Flexible and generic Dual Higher Education Model (DHEM) for Serbia (act.2.1.-2.3.) WP3 Creation of Legal and Other Conditions for Implementation of DHE in Serbia – WP Leader (act.3.1.-3.5.) WP4 Pilot testing of the flexible and generic DHEM (act.4.1.-4.7.)

	P11	SUNP	Serbia	80.0	85.0	20.0	25.0	210	WP2 Flexible and generic Dual Higher Education Model (DHEM) for Serbia (act.2.1.-2.3.) WP3 Creation of Legal and Other Conditions for Implementation of DHE in Serbia (act.3.1.-3.5.) WP4 Pilot testing of the flexible and generic DHEM (act.4.1.-4.7.)
	P12	VISER	Serbia	60.0	70.0	30.0	20.0	180	WP2 Flexible and generic Dual Higher Education Model (DHEM) for Serbia (act. 2.3.) WP3 Creation of Legal and Other Conditions for Implementation of DHE in Serbia (act.3.1.-3.5.) WP4 Pilot testing of the flexible and generic DHEM – WP Leader (act.4.1.-4.7.)
	P13	MPNTR	Serbia	30.0	30.0	0.0	5.0	65	WP2 Flexible and generic Dual Higher Education Model (DHEM) for Serbia (act.2.1.-2.3.) WP3 Creation of Legal and Other Conditions for Implementation of DHE in Serbia (act.3.1.-3.5.) WP4 Pilot testing of the flexible and generic DHEM (act.4.1.-4.7.)
	P14	NCHE	Serbia	20.0	15.0	0.0	5.0	40	WP2 Flexible and generic Dual Higher Education Model (DHEM) for Serbia (act.2.1.-2.3.) WP3 Creation of Legal and Other Conditions for Implementation of DHE in Serbia (act.3.1.-3.5.) WP4 Pilot testing of the flexible and generic DHEM (act.4.1.-4.7.)
	P15	Ni-CAT	Serbia	15.0	15.0	5.0	13.0	48	WP2 Flexible and generic Dual Higher Education Model (DHEM) for Serbia (act.2.1.-2.3.) WP3 Creation of Legal and Other Conditions for Implementation of DHE in Serbia (act.3.1.-3.5.) WP4 Pilot testing of the flexible and generic DHEM (act.4.1.-4.7.)
	P16	CCS	Serbia	12.0	12.0	0.0	10.0	34	WP2 Flexible and generic Dual Higher Education Model (DHEM) for Serbia (act.2.1.-2.3.) WP3 Creation of Legal and Other Conditions for

									Implementation of DHE in Serbia (act.3.1.-3.5.) WP4 Pilot testing of the flexible and generic DHEM (act.4.1.-4.7.)
SUBTOTAL				718	672	220	282	1892	
QUALITY PLAN	P1	UB	Serbia	15.0	10.0	0.0	10.0	35	WP5 Quality Assurance and Monitoring (act.5.1.-5.3.)
	P2	FH JOANNE UM	Austria	15.0	10.0	0.0	10.0	35	WP5 Quality Assurance and Monitoring – WP Leader (act.5.1.-5.3.)
	P3	FORMAS UP	France	5.0	5.0	0.0	5.0	15	WP5 Quality Assurance and Monitoring (act.5.1.-5.3.)
	P4	UDL	Spain	10.0	5.0	0.0	5.0	20	WP5 Quality Assurance and Monitoring (act.5.1.-5.3.)
	P5	SAN	Poland	10.0	10.0	0.0	5.0	25	WP5 Quality Assurance and Monitoring (act.5.1.-5.3.)
	P6	HS HL	German y	5.0	5.0	0.0	5.0	15	WP5 Quality Assurance and Monitoring (act.5.1.-5.3.)
	P7	PowMio	German y	0.0	3.0	0.0	5.0	8	WP5 Quality Assurance and Monitoring (act.5.1.-5.3.)
	P8	BMU	Serbia	20.0	10.0	5.0	10.0	45	WP5 Quality Assurance and Monitoring (act.5.1.-5.3.)
	P9	UNS	Serbia	10.0	10.0	5.0	20.0	45	WP5 Quality Assurance and Monitoring (act.5.1.-5.3.)
	P10	UNIKG	Serbia	10.0	10.0	0.0	5.0	25	WP5 Quality Assurance and Monitoring (act.5.1.-5.3.)
	P11	SUNP	Serbia	10.0	10.0	0.0	5.0	25	WP5 Quality Assurance and Monitoring (act.5.1.-5.3.)
	P12	VISER	Serbia	5.0	10.0	0.0	0.0	15	WP5 Quality Assurance and Monitoring (act.5.1.-5.3.)
	P13	MPNTR	Serbia	1.0	2.0	0.0	2.0	5	WP5 Quality Assurance and Monitoring (act.5.1.-5.3.)
	P14	NCHE	Serbia	1.0	2.0	0.0	2.0	5	WP5 Quality Assurance and Monitoring (act.5.1.-5.3.)

	P15	Ni-CAT	Serbia	5.0	5.0	0.0	0.0	10	WP5 Quality Assurance and Monitoring (act.5.1.-5.3.)
	P16	CCS	Serbia	1.0	2.0	0.0	2.0	5	WP5 Quality Assurance and Monitoring (act.5.1.-5.3.)
SUBTOTAL				123	109	10	91	333	
DISSEMINATION & EXPLOITATION	P1	UB	Serbia	20.0	10.0	20.0	5.0	55	WP6 Dissemination and Exploitation of Results (act.6.1.-6.5.)
	P2	FH JOANNE UM	Austria	0.0	5.0	0.0	5.0	10	WP6 Dissemination and Exploitation of Results (act.6.1; 6.3.-6.5.)
	P3	FORMAS UP	France	0.0	5.0	0.0	5.0	10	WP6 Dissemination and Exploitation of Results (act.6.1; 6.3.-6.5.)
	P4	UDL	Spain	0.0	5.0	0.0	5.0	10	WP6 Dissemination and Exploitation of Results (act.6.1; 6.3.-6.5.)
	P5	SAN	Poland	10.0	10.0	0.0	5.0	25	WP6 Dissemination and Exploitation of Results (act.6.1; 6.3.-6.5.)
	P6	HS HL	German y	0.0	5.0	0.0	5.0	10	WP6 Dissemination and Exploitation of Results (act.6.1; 6.3.-6.5.)
	P7	PowMio	German y	0.0	3.0	0.0	5.0	8	WP6 Dissemination and Exploitation of Results (act.6.1; 6.3.-6.5.)
	P8	BMU	Serbia	10.0	20.0	5.0	10.0	45	WP6 Dissemination and Exploitation of Results (act.6.1.-6.5.)
	P9	UNS	Serbia	30.0	30.0	10.0	20.0	90	WP6 Dissemination and Exploitation of Results – WP Leader (act.6.1.-6.5.)
	P10	UNIKG	Serbia	10.0	10.0	10.0	12.0	42	WP6 Dissemination and Exploitation of Results (act.6.1.-6.5.)
	P11	SUNP	Serbia	10.0	10.0	10.0	12.0	42	WP6 Dissemination and Exploitation of Results (act.6.1.-6.5.)
	P12	VISER	Serbia	5.0	10.0	10.0	12.0	37	WP6 Dissemination and Exploitation of Results (act.6.1.-6.5.)
	P13	MPNTR	Serbia	4.0	4.0	0.0	0.0	8	WP6 Dissemination and Exploitation of Results (act.6.1.-6.5.)
	P14	NCHE	Serbia	5.0	8.0	0.0	0.0	13	WP6 Dissemination and Exploitation of

									Results(act.6.1.-6.5.)
	P15	Ni-CAT	Serbia	0.0	5.0	0.0	5.0	10	WP6 Dissemination and Exploitation of Results (act.6.1.-6.5.)
	P16	CCS	Serbia	5.0	5.0	0.0	5.0	15	WP6 Dissemination and Exploitation of Results (act.6.1.-6.5.)
SUBTOTAL				109	145	65	111	430	
MANAGEMENT	P1	UB	Serbia	60.0	20.0	0.0	30.0	110	WP7 Project management – WP Leader (act. 7.1. – 7.5)
	P2	FH JOANNE UM	Austria	10.0	0.0	0.0	5.0	15	WP7 Project management (act. 7.1. -7.2.)
	P3	FORMAS UP	France	10.0	0.0	0.0	5.0	15	WP7 Project management (act. 7.1. -7.2.)
	P4	UDL	Spain	10.0	0.0	0.0	5.0	15	WP7 Project management (act. 7.1. -7.2.)
	P5	SAN	Poland	10.0	10.0	0.0	5.0	25	WP7 Project management (act. 7.1. -7.2.)
	P6	HS HL	German y	10.0	0.0	0.0	5.0	15	WP7 Project management (act. 7.1. -7.2.)
	P7	PowMio	German y	5.0	5.0	0.0	5.0	15	WP7 Project management (act. 7.1. -7.2.)
	P8	BMU	Serbia	40.0	10.0	5.0	23.0	78	WP7 Project management (act. 7.1. – 7.5)
	P9	UNS	Serbia	30.0	10.0	5.0	10.0	55	WP7 Project management (act. 7.1. – 7.5)
	P10	UNIKG	Serbia	25.0	10.0	5.0	10.0	50	WP7 Project management (act. 7.1. – 7.5)
	P11	SUNP	Serbia	20.0	10.0	5.0	10.0	45	WP7 Project management (act. 7.1. – 7.5)
	P12	VISER	Serbia	10.0	5.0	0.0	15.0	30	WP7 Project management (act. 7.1. – 7.5)
	P13	MPNTR	Serbia	5.0	5.0	0.0	5.0	15	WP7 Project management (act. 7.1. – 7.5)
	P14	NCHE	Serbia	3.0	5.0	0.0	6.0	14	WP7 Project management (act. 7.1. – 7.5)
	P15	Ni-CAT	Serbia	5.0	5.0	0.0	0.0	10	WP7 Project management (act. 7.1. – 7.5)
	P16	CCS	Serbia	3.0	5.0	0.0	6.0	14	WP7 Project management (act. 7.1. – 7.5)
SUBTOTAL				256	100	20	145	521	
TOTAL				1436	1261	385	717	3799	

Subcontracting of tasks to external bodies should be very occasional. The specific competences and particular expertise needed to reach the project objectives should be found in the consortium and should determine its composition. Subcontracting is intended for specific, time-bound, project-related tasks which cannot be performed by the Consortium members themselves.

Tasks that will be subcontracted:

Work Package Ref.nr	Partner responsible for sub-contracting (Acronym)	Country	Number of days (where appropriate)	Brief description of task
WP1	UB	Serbia		Printing report - Analysis of policies and legal frameworks of PT&SCHE in Estonia and EU Translation for report
				Printing report - Analysis of policies and legal frameworks of PT&SCHE in United Kingdom and EU Translation services
				Printing report - Analysis of policies and legal frameworks of PT&SCHE in Netherlands and EU Translation services
				Printing report - Analysis of policies and legal frameworks of PT&SCHE in Hungary Translation services
				Printing report - Analysis of policies and legal frameworks of PT&SCHE in Slovenia Translation services
WP2	UNIKG	Serbia		Printing 2.1 Survey of stakeholders on needs of PT&SCHE
WP2	BMU	Serbia		Printing 2.2 Reports on round table discussions
WP2	VISER	Serbia		Printing report for 2.4
WP2	UNIKG	Serbia		Printing 2.6 Drafted legal documents needed for adoption of PT&SCHE
WP2	VISER	Serbia		Printing 2.7 Definition of accreditation criteria for SCHE in Serbia
WP2	BMU	Serbia		Translation 2.6 Legal documents needed for adoption of PT&SCHE
WP2	UB	Serbia		Translation 2.7 Definition of accreditation criteria for SCHE in Serbia
WP2				Printing curricula and course syllabl
WP2				Translation for report – curricula and syllabl

WP2				Development of eLearning platform and tools
WP2				Translation services for the eLearning platform
WP3	UNIKG	Serbia		Printing 3.1 Specification of needs and requirements for PT&SCHE
WP3	UNIKG	Serbia		Translation 3.1 Specification of needs and requirements for PT&SCHE
WP3	VISER	Serbia		Printing 3.2 Report on the existing e-learning methodologies and technologies
WP3	VISER	Serbia		Translation 3.2
WP4	UB	Serbia		Printing report 4.1
WP4	UNS	Serbia		Printing 4. 2 recommendations for organization of F2F
WP5	BMU	Serbia		5. 2 Translation for e-learning materials
WP5	BMU	Serbia		5.4 Printing report on implemented of two online PT&SCHE programs
WP6	VISER	Serbia		6.2 Translation for teaching and learning materials
WP6	VISER	Serbia		6.3 Printing report on implemented of two face-to-face PT&SCHE programs
WP7	UNIKG	Serbia		Flyers and posters
WP7	UB	Serbia		Advertising in media
WP7	UB	Serbia		Flyers and posters
WP7	UNS	Serbia		Flyers and posters
WP7				Development of website
WP7	UNS	Serbia		Project logo, motto and promotional materials
WP7				Advertising material for Final conference
WP7				Advertising for Final conference
WP7	VISER	Serbia		Advertising for new PT&SCHE offering
WP7	BMU	Serbia		Advertising for new PT&SCHE offering

WP7	UNIKG	Serbia		Printing Proceedings of the Final Conference
WP7				Translation for the Final Conference
WP8	UNIABDN	United Kingdom		External evaluation
WP8	OUNL	Netherlands		External evaluation
WP8	UB	Serbia		Printing of Internal quality assurance report
WP8	UNS	Serbia		Printing Reports on monitoring of metrics of pilot PT&SCHE implementations
WP9	TLU	Estonia		Printing for management purpose
WP9	TLU	Estonia		Audit control
WP9	TLU	Estonia		Translation services
WP9	UB	Serbia		Printing and publishing service
WP9	UNS	Serbia		Printing and publishing service
WP9	UNKG	Serbia		Printing and publishing service
WP9	BMU	Serbia		Printing and publishing service
WP9	VISER	Serbia		Printing and publishing service
WP9	UB	Serbia		Translation services
WP9	UNS	Serbia		Translation services
WP9	UNIKG	Serbia		Translation services

Please insert rows as necessary.

PART I – Special Mobility Strand

Applies *ONLY* to cooperation projects with partner countries from REGIONS 1, 2 and 3

Projects may organise mobility activities of students, researchers and staff so far as they support/complement the other activities of the **Capacity Building** project and bring added value in the realisation of the project's objectives. Mobility activities do not constitute the main activities for Capacity Building.

I.1. Relevance of mobility activities

Please describe what kind of mobility activities are foreseen in the Special Mobility Strand, what are their objectives and expected results. Explain how the mobility activities of students, researchers and staff support/complement the other activities of the Capacity Building and bring added value in the realisation of the project's objectives (limit 3000 characters).

I.2. Identification and selection of the participants

Please describe the procedures set up for identification and selection of participants for the mobility activity (limit 1000 characters).

I.3. Preparation and support

Please describe the structure for preparation of the participants for the mobility activity, including specific training or course, linguistic preparation etc. Please explain the support provided in terms of accommodation, insurances, etc. Please explain the quality measures set up in the sending and receiving organisations for monitoring the mobility activity and measures to be taken if the results foreseen are not met (limit 2000 characters).

I.4. Involvement of people with fewer opportunities

Does your project involve people with fewer opportunities? ☐ YES ☐ NO

IF YES, how many participants coming from which countries and organisations would fall under this category? Specify the type of situation of fewer opportunities these participants are facing (limit 2000 characters).

Please explain the nature of the support required and how it will be addressed, so that these persons can fully engage in the foreseen activities (limit 1000 characters).

I.5. Recognition and validation of learning outcomes

Please explain how the project intends to recognise and validate the teaching and/or learning outcomes of the participants (limit 1000 characters).

PART J - OTHER EU GRANTS

Please list the **projects** for which the organisationsinvolved in this application have received financial support from EU programmes.

Programme or initiative	Reference number	Beneficiary Organisation	Title of the Project
ERASMUS+	573534-2016	University of Belgrade, Serbia	FINancial management, Accounting and Controlling curricula development for capacity building of public administration (FINAC)
ERASMUS+	573820-2016	University of Belgrade, Serbia	Development and Implementation of System for Performance Evaluation for Serbian HEIs and System (PESHES)
ERASMUS+	573950-2016	University of Novi Sad, Serbia	Boosting Engagement of Serbian Universities in Open Science (BE-OPEN)
ERASMUS+	573885-2016	University of Niš, Serbia	ICT Networking for Overcoming Technical and Social Barriers in Instrumental Analytical Chemistry Education (NETCHEM)
ERASMUS+	574150-2016	University of Zagreb, Croatia	Western Balkans Academic Education Evolution and Professional's Sustainable Training for Spatial Data Infrastructures
ERASMUS+	561644-2015	University of Belgrade, Serbia	Reinforcement of the Framework for Experiential Education in Healthcare in Serbia
ERASMUS+	561585-2015	University of Niš, Serbia	Enhancement of HE research potential contributing to further growth of the WB region
ERASMUS+	561655-2015	University of Kragujevac, Serbia	Institutional framework for development of the third mission of universities in Serbia
ERASMUS+	561868-2015	Tallinn University, Tallinn, Estonia	Introduction of part-time and short cycle studies in Serbia
ERASMUS+	561902 -2015	Kungliga Tekniska Högskolan, SE	Modernising geodesy education in Western Balkan with focus on competences and learning outcomes
ERASMUS+	561675-2015	University of Pristina, with a temporary seat in Kosovska Mitrovica	Creating the Network of Knowledge Labs for Sustainable and Resilient

			Environments
TEMPUS	544072-2013	University of Belgrade, Serbia	Building capacity of Serbian Agricultural Education to link with Society
TEMPUS	544270-2013	University of Belgrade, Serbia	Serbia: Striving towards Excellence in Veterinary Education
TEMPUS	544093-2013	Conference of the Universities of Serbia, Serbia	Restructuring of doctoral studies in Serbia
TEMPUS	544006-2013	University of Niš, Serbia	Fostering University Support Services and Procedures for Full Participation in the European Higher Education Area
TEMPUS	544538-2013	University of Novi Sad, Serbia	Strengthening of Internationalisation Policies at Universities in Serbia
TEMPUS	543848-2013	University of Kragujevac, Serbia	Master in Educational Leadership
TEMPUS	543667-2013	University of Kragujevac, Serbia	Building Network of Remote Labs for strengthening university-secondary vocational schools collaboration
TEMPUS	544246-2013	University of Niš, Serbia	Strengthening Higher Education for Social Policy making and Social Services delivery
Erasmus+ Capacity Building in HE	574193-EPP-1-2016-1-RS-EPPKA2-CBHE-JP	University of NoviSad	CulturWEB - Strengthening Capacities for Tourism Changes in WB – Building Competences for Quality Management of Heritage and Cultural Tourism
Erasmus+ Knowledge Alliance	575662-EPP-1-2016-1-IT-EPPKA2-KA	Univesiy degli Studi di Milano bicocca	Startup - Startup Master and Advanced Reflective Tools by Universities & Partners
Erasmus+ Strategic Partnership	2016-1-TR01-KA204-033777	Aile ve Sosyal Politikalar Ankara İl Müdürlüğü	empowerWOMent - Empower Women Successful Entrepreneurial Empowerment for Women in Start up Business
Erasmus+ Capacity Building in HE	573664-EPP-1-2016-1-BA-EPPKA2CBHE-JP	UNIVERZITET U NOVOM SADU	Rebus - Ready for Business - Integrating and Validating practical entrepreneurship skills in engineering and ICT studies
Erasmus+ Capacity Building in HE	574080-EPP-1-2016-1-ESEPPKA2-	UNIVERSITAT AUTONOMA DE	ORACLE - Observatorio Regional de Calidad y Equidad

	CBHE-JP	BARCELONA	de la Educación Superior en Latinoamérica
Erasmus+ Capacity Building in HE	574027-EPP-1-2016-1-ES-EPPKA2-CBHE-JP	Universidad de Sevilla	Marco Polo
Erasmus+ Capacity building in the field of higher education	not available yet	Donau-Universität Krems	LaTFURE
Erasmus+/Strategic Partnership	2015-1-CZ01-KA203-013986-P3	??	Auto Universe
Erasmus+	2015-3181/001-001	University of Deutso	GameHub
LLP/LdV	540327-LLP-1-2013-1-ES-Leonardo-LMP	Docete Omnes	YOTE - Youth on the Empowerment
Erasmus+ Knowledge Alliance	2015-2929/001-001	FH JOANNEUM GmbH	BizMooc
Erasmus + Sport	2015-3343/001-001	FH JOANNEUM GmbH	AtLETyC
Austria Mundus	290/08/15	FH JOANNEUM GmbH	COMPETE
Erasmus+ Strategic Partnership	2015-1-TR01-KA204-021409	CRM Consulting	LL2II - Learning of Local Bodies to Integrate Immigrants
Erasmus+ Strategic Partnership	2015-I-PT01-KA203-013100	Instituto Politécnico do Porto	Blended AIM
Erasmus+ Capacity Building in HE	2015-3270/001-001	FH JOANNEUM GmbH	ADVANSE Advancing university financial management practices in Southeast Asia
Erasmus+ Capacity Building in HE	2015-3552/001-001	Burgas Free University	Academica Accessibility and Harmonization of Higher Education In Central Asia through Curriculum Modernization and Developmen
Erasmus+ Capacity Building in HE	561753-EPP-1-2015-ES-EPPKA2-CBHE-JP	University of Alicante	IHEI Internationalization of Higher Education in Iran
Erasmus+ Capacity Building in HE	561816-EPP-1-2015-1-ES-EPPKA2-CBHE-JP	Universidad de Sevilla	INCHIPE - Programa para la Internacionalización en las Universidades de Chile y Perú
ACP	ES-2007-DOO-2711218946	University of Alicante	IPICA - Empowering knowledge transfer in the Caribbean through effective IPR & KT regimes.
Erasmus+ Strategic Partnership	KA2-VEC-24/14	Solski center Velenje (School Center Velenje)	CWIC - Cooperative and Work Integrated Curriculum
Erasmus+ Strategic Partnership	2014-1-ES01-KA203-004321	Fundacion para la formacion Tecnica en Maquina-Herramienta	CWIHE Network of Cooperative and Workintegrated Higher Education

Erasmus+/Strategic Partnerships	2014-1-AT-01-KA202-000966	FH JOANNEUM GmbH	m-commerce
Erasmus+/Strategic Partnerships	2014-1-AT01-KA202-000953	FH JOANNEUM GmbH	SALE - Social Media Training to Combat Unemployment Among Higher Education Graduates
Erasmus+/Strategic Partnerships/Youth in action	2014-1-AT02-KA205-000212	FH JOANNEUM GmbH	I SEE YOU - Initiative to foster Social Entrepreneurship Experience for Youth
Erasmus+/Key action/Sport	557990-EPP-1-2014-1-AT-SPO-SCP	FH JOANNEUM GmbH	SPORT GO - How to lead a sport club to a successful future
Creative Europe Culture	552322-CREA-1-2014-1-FR-CULT-COOP2	EPPC Cité du Design	Human Cities
LLP/ Erasmus for Young Entrepreneurs/Multilateral Project	C5-325431 (2012)	Prodest Italy	3EIII - Erasmus for young entrepreneurs
Erasmus Mundus Action 3	545457-EM-1-2013-AT-ERA MUNDUS-EMA3	FH JOANNEUM GmbH	UNIQUE - University Quality Exchange
LLP/LdV/TOI	2013-1-ES1-LEO05-66527	UPTA Espagna	Enterprise4All - Enterprising competences to fight against unemployment
LLP/LdV/TOI	2013-1-SK1-LEO05-06361	Centire s.o.	LEGEND – Leverage knowledge for sustainable innovation and growth
TEMPUS	544031-TEMPUS-1-2013-1-AT-TEMPUS-JPHES	FH JOANNEUM GmbH	Knowledge Transfer Unit – From Applied Research and Technology-Entrepreneurial Know-How Exchange to Development of Interdisciplinary Curriculum Modules
TEMPUS	544019-TEMPUS-1-2013-1-AT-TEMPUS-JPCR	FH JOANNEUM GmbH	SUCCESS - International MA Course "Ensuring of product life cycle technological processes efficiency" at Russian Universities
LLP/KA3	543208-LLP-1-2013-1-AT-KA3-KA3NW	FH JOANNEUM GmbH	WINGS- Elevating Women Entrepreneurship Initiative for Generating Sustainable Impact and Networks
LLP/LdV/TOI	2013-1-BG-LEO05-08731	ECQ - European Center for Quality	QualiTour - Quality Management Approach for Sustainable Tourism
TEMPUS	54126-TEMPUS-1-2013-1-ES-TEMPUS-JPHES	University of Alicante	UNIWORK - Strengthening Career Centres in Central Asia Higher Education Institutions to empower graduates in

			obtaining and creating quality employment
TEMPUS	543690-TEMPUS-1-2013-1-ES-TEMPUS-JPHES	University of Murcia	VIETUD - Le développement des services de soutien aux étudiants
TEMPUS	543914- TEMPUS-1-2013-1-ES-TEMPUS-JPHES	University of Alicante	LOGIC - Implementing the lifelong learning Concept in SNA- Responding to the changing needs of dynamic economies
LLP/Erasmus	LLP/AT-230/05/13	FH JOANNEUM GmbH	Offroad Architecture
LLP/Erasmus	LLP/AT-230/01/12	FH JOANNEUM GmbH	Monasteries
LLP/LdV/TOI	2013 - 1-IT1-LEO05-04064	ASSOCIAZIONE LEPIDO ROCCO	AVATAR: a virtual world for learning
LLP/LdV/TOI	2013 LLP/LDV/TOI/2013 /IRL-508	Cork Institute of Technology, EI	Green Games in Tourism / Hospitality [GGTH]
LLP/Grundtvig	2013-1-NL1-GRU06-12743 1	Pressure Line	10 STEPS TOWARDS YOUR E-BUSINESS
European Commission	621096 IP-ICT-PSP-2013-7	Stichting Hogeschool voor de Kunsten Utrecht	Jam Today Thematik Network
LLP/LdV/TOI	2012-1-SI1-LEO05-03958	Solski center Slovenke Konjice-Zrece	FLEXCELL - Flexible Automatization
LLP/KA4/MP	5119258-LLP-1-2011-AT-KA4-KA4MP	FH Salzburg	Babelweb+
LLP/Erasmus	LLP/AT-230/06/11	FH JOANNEUM GmbH	Monasteries
LLP/Erasmus	2012-4360/001-001	University of Alicante	GADGET- Good Practice Pilot Action for Innovative Industries: Education, Training and Exploitation
LLP/LdV/TOI	2012-1-ES1-LEO05-49395	Chamber of Commerce Sevilla	SMART - Supporting dynamic MAtching for Regional developmentT
TEMPUS	2012-3168/001-001	American University of Beirut	IDEAL- Innovation and Development of Academic-Industry Partnerships through Efficient Research Administration in Lebanon
Knowledge Alliance	EAC-2012-0536	UCL London	EDUCCKATE- Education Cultural & Creative Knowledge Alliance for Tomorrow's Entrepreneurs
LLP/Comenius	527060-LLP-1-2012-1AT-COMENIUS-CMP	FH JOANNEUM GmbH	FINANCI - Levering the Implementation Efficiency in Schools
LLP/Comenius	2011-3562/001-001	FH JOANNEUM GmbH	Fly High: Comenius Multilateral Projects
LLP/Grundtvig	2011-1-IT2-GRUDG-Responsible	Cooperativa Cramars	Responsible Drinking: Through Culture of Wine and Territory

	Drinking 235 86 6		
LLP/LdV/TOI	2011-1-IT1-LEO05-01899-CUP G62F11000150006	Universita per stranieri di Siena	ACUME- Advancing Cross Cultural Mediation
LLP/LdV/TOI	2011-1-GR1-LEO05-06789	Alexander Technological Educational Institutions of Thessaloniki	VALO - ECQA Valorisation Expert Training and Certification
LLP/LdV/TOI	518703-LLP-1-2011-1-BC-LEONARDO-LMP	Institute for Postgraduate Studies – Division of UNWE	InnoSee - Seeding Innovation: Training for Research Driven Clusters
LLP/Erasmus/Networks	518811-LLP-1-2011-1-PT-ERASMUS-ENW	Inst. Sup. de Engeharia do Porto	PRAXIS Erasmus Network European Center for Project/Internship Excellence
EU ALFA	ALPHA III DCI-ALA/19.09.01/11/21526/279-455/ALFA III (2011)-132	Instituto Tecnológico de Costa Rica	EQUALITY - Strengthening Women Leadership in Latin American HEIs and society
LLP/Erasmus Multilateral	518586-LLP-1-2011-1-UK-ERASMUS-ECUE	Leeds Metropolitan University	WBLIC - Work Based Learning as an Integrated Curriculum
LLP/LdV/TOI	2011-LLP/LDV/TOI/2011/IRL-508	Cork Institute of Technology, EI	Serious Sports
LLP/LdV/TOI	2011-1-PT1-LEO05-08600	APG, Lisboa - P	Game-based Research in Education and Action Training
TEMPUS	145129-Tempus-2008-BA-SMHES	University of Zenica	COMPETENCE - Matching competences in higher education and economy: From competence catalogue to strategy and curriculum development”
LLP/LdV/TOI	2009-1-AT1-LEO05-01198	Bit management	INCO II - Internationalization Consulting II
LLP/KA4	504905-LLP-1-2009-AT-KA4-KA4SRM	FH JOANNEUM GmbH	DiVa - Good Practices for Dissemination and Valorisation of Educational Projects
LLP/LdV/TOI	LLP-LDV-TOI-2010-LT-0074	Kaunas Regional Association of Small and Medium Entrepreneurs	INCO Next - Internationalization Consulting
TEMPUS	2010-3167/001-001	FH JOANNEUM GmbH	CUP - Competence @ University Prishtina
TEMPUS	511109-TEMPUS-1-2010-ES-TEMPUS-JPGR (2010-3363)	University of Alicante	UNAM - Promoting the modernization and strengthening of institutional and financial autonomy in Southern Neighbouring Area higher education institutions
LLP/Erasmus Multilateral	2010-3636/001-001	Katholieke Hogeschool Sint-Lieven	TOM - Technical Office Management

TEMPUS	511354-TEMPUS-1-2010-1-ES-TEMPUS-SMHES	Universidad de Girona	CCMLL - Center for Curricula Modernization and Lifelong Learning
LLP/LdV/TOI	2010-1-PL1-LEO05-11470	Techin Sp. z o.o.	MASTER - Multichannel Adaptive System Training for micro, small and medium Enterprises
EU ALFA	ALPHA III DCI-ALA/19.09.01/10/21526/245-661/ALFA III (2010)-143	Universidad Industrial de Santander	SUMA - Towards Sustainable Financial Management
LLP/LdV/TOI	2010-1-SI1-LEO05-01621	Kadis d.o.o.	DeCeMa - Development Centre for Managerial Competences
ERASMUS + KA2- Cooperation and Innovation for Good Practices		IMH/SPAIN	European Network of Dual Higher Education
ERASMUS +		FORMASUP/France	Consortium for internships coop students
TEMPUS	158714-TEMPUS-1-2009-1-ES	University of Lleida-Pr. Javier Arantegui	Improving Academia - Industry Links in Food Safety and Quality
TEMPUS	159188-TEMPUS-1-2009-1-PL	University of Lleida-Pr. Jorge Alcázar	Environmental curricula at agricultural universities
TEMPUS III	CDJEP190152004	University of Lleida-Pr. Magda Valls	Qualitätssicherung von Studiengängen durch Akkreditierung
TEMPUS	530312-TEMPUS-1-2012-1-FR-TEMPUS-JPHES	University of Lleida-Pr. Javier Álvarez	Développement de partenariats universités-entreprises du domaine des Sciences et Technologies du Vivant en TN
TEMPUS	544464-TEMPUS-1-2013-1-DE-TEMPUS-SMHES	University of Lleida-Pr. José Ma Ribó	Bosnia and Herzegovina Qualification Framework for Higher Education
TEMPUS	543946-TEMPUS-1-2013-1-ES-TEMPUS-JPHES	University of Lleida-Pr. Jorge Alcázar	Support for vocational training in sustainable forestry
TEMPUS	544524-TEMPUS-1-2013-1-PL-TEMPUS-SMHES	University of Lleida-Pr. Cristina Vega	Qualifications Frameworks for Environmental Science at Ukrainian Universities
TEMPUS	543902-TEMPUS-1-2013-1-SK-TEMPUS-SMGR	University of Lleida-Pr. Ignacio Romagosa	Development of Public Accreditation of Agricultural programs in Russia
ERASMUS- Lifelong Learning Programme	502143-LLP-1-2009-1-AT-ERASMUS-ECDSP	University of Lleida-Pr. Carles Feixa	MA European Youth Studies
ERASMUS- Joint Master Courses /	527635-LLP-1-2012-1-FI-	University of Lleida-Pr. José Antonio Bonet	Master of Wood Energy

Joint Doctorate Programmes	ERASMUS-EMCR		
ERASMUS + KA2	2014-1-ES01-KA203-004321	University of Lleida-Pr. Ferran Badia	European Network of Cooperative and Work Integrated Higher Education
ERASMUS- Erasmus Mundus Joint Master Degree	574389-EPP-1-2016-1-FI-EPPKA1-JMD-MOB	University of Lleida-Pr. Cristina Vega	MSC European Forestry
ERASMUS+ Sport Programme	2015-3619/001-001	University of Lleida-Pr. Ramon Saladrigues	Training Athletes for Sports Events Management
ERASMUS + KA2	2015-1-FR01-KA202-015268	University of Lleida-Pr. Ma Àngels Balsells	Taking Care of vulnerable females in PERinatality in France, Spain, Italy and Romania
ERASMUS + KA2	2016-1-FR01-KA202-024313	University of Lleida-Pr. Ma Àngels Balsells	Parental Guidance and Education (PAGE)
Erasmus + K2 Strategic Partnerships	2015-1-PL01-KA202-016660	Spółeczna Akademia Nauk, Poland	<i>QualiTools for IT trainers - Improving the learning process, learning outcomes and learning transfer in IT training,</i>
Erasmus + K2 Strategic Partnerships	2015-1-PL01-KA201-016963	Spółeczna Akademia Nauk, Poland	<i>Multicultural Schools - Enhancing Cultural and Linguistic Treasure of Europe through Teachers</i>
Erasmus + K2 Strategic Partnerships	2015-1-BE02-KA202-012268	ADO Icarus vzw, Belgium	<i>User-driven Social Enterprises</i>
Erasmus + K2 Strategic Partnerships	2015-1-EL01-KA204-014083	Athens University of Economics And Business - Research Center (Aueb/Rc)	<i>Social & Sustainable Fashion Entrepreneurs</i>
Europe for Citizens	Nr.2015-1589/001-001	Office of the Committee of National Remembrance (Hungary)	<i>Behind Iron Curtains</i>
Erasmus + K2 Strategic Partnerships for Adult Education	2015-1-AT01-KA204-005098	Lebenshilfe Graz und Umgebung Voitsberg (AT)	<i>„MINCE – Model for Inclusive Community Education”</i>
Erasmus + K2 Strategic Partnerships for School Education	2015-1-IT02-KA201-015407	Oxfam Italia (IT)	<i>„Value- Valuing All Languages to Unlock Europe”</i>
Media	2015-2703-565254-CREA-1-2015-1-EL-MED-	THE THESSALONIKI FILM FESTIVAL (GR)	<i>“Euforia”- European Films for Innovative Audience Development</i>

	AUDEV		
EuropeAid	ES-2008-1903047518	Universidad de Valladolid (ES)	<i>Rural DEAR Agenda – EYD 2015</i>
Erasmus + K2 Strategic Partnerships	2016-1-SK01-KA204-022541	PEDAL Consulting, s.r.o (SK)	<i>SOG-TIM Social Growth on Trafficking and Immigration</i>
Erasmus + K2 Strategic Partnerships	2016-1-BG01-KA201-023657	Institute of Technologies and Development Foundation (ITD) - BG	<i>Empowering Literacy in Adolescents through Creative Engagement with Comics (COMMIX)</i>
Erasmus + K2 Strategic Partnerships	2016-1-ES01-KA201-025145	Universidad de Salamanca (ES)	<i>E-EVALINTO Evaluation environment for fostering intercultural mentoring tools and practices at school</i>
Erasmus + K2 Strategic Partnerships	2016-1-UK01-KA202-024348	EUROPARTNERSHIP AGENCY LTD (UK)	<i>“Gamified Training for Successful Commercialization of Young SMEs’ Innovation” – INN-COMMERCE</i>
Erasmus + K2 Strategic Partnerships	2016-1-HR01-KA204-022224	OPEN UNIVERSITY KOPRIVNICA (HR)	<i>„Pacemaking the education and employment: answers to new challenges and opportunities”</i>
Erasmus + K2 Strategic Partnerships for adult education	2016-1-ES01-KA204-025659	Dirección Xeral de Educación, Fp e Innovación Educativa (ES)	<i>GAMESP - Physical and Virtual Games for education and social insertion of intellectually handicapped people</i>
Erasmus + K2 Strategic Partnerships	2016-1-TR01-KA204-035306	Bahcesehir Universitesi (TR)	<i>Career Comeback Support Program for Women</i>
Erasmus + K2 Strategic Partnerships	2016-1-TR01-KA204-034345	5 Eskişehir İl Afet ve Acil Durum Müdürlüğü (TR)	<i>Let's overcome disabilities against disasters</i>
Erasmus	Erasmus-Code : D HAMM01	HSHL/Erasmus Institutional Coordinator : Johannes Zenke	Learning Mobility of Individuals (KA103)
BASTION	FP7-ICT-2013_11	HSHL/Prof. Dr. René Krenz-Baath	Board and SoC Test Instrumentation for Ageing and No Failure Found
Erasmus+	VG-IN-NW-16-24_022873	HSHL part of project consortium	Pass2Work
Erasmus +	561655-EPP-1-2015-1-RS-EPPKA2-CBHE-SP	University of Kragujevac (Serbia)	“IF4TM” Institutional framework for development of the third mission of universities in Serbia
Erasmus +	561868-EPP-1-2015-1-EE-EPPKA2-CBHE-SP	Tallinn University (Estonia)	“PT&SCHE” Introduction of part-time and short cycle studies in Serbia

Erasmus +	561847-EPP-1-2015-1-EL-EPPKA2-CBHE-JP	University of Macedonia (Greece)	“TRANS2WORK” School-to-Work Transition for Higher education students with disabilities in Serbia, Montenegro and Bosnia & Herzegovina
TEMPUS	530155-TEMPUS-1-2012-1-EE-TEMPUS-JPCR	Tallinn University (Estonia)	“INCOMING” Interdisciplinary Curricula in Computing to Meet Labor Market Needs
TEMPUS	544072-2013	University of Novi Sad, Serbia	Building capacity of Serbian Agricultural Education to link with Society
TEMPUS	544270-2013	University of Novi Sad, Serbia	Serbia: Striving towards Excellence in Veterinary Education
TEMPUS	544093-2013	University of Novi Sad, Serbia	Restructuring of doctoral studies in Serbia
TEMPUS	544006-2013	University of Novi Sad, Serbia	Fostering University Support Services and Procedures for Full Participation in the European Higher Education Area
TEMPUS	544538-2013	University of Novi Sad, Serbia	Strengthening of Internationalisation Policies at Universities in Serbia
TEMPUS	543848-2013	University of Novi Sad, Serbia	Master in Educational Leadership
TEMPUS	543667-2013	University of Novi Sad, Serbia	Building Network of Remote Labs for strengthening university-secondary vocational schools collaboration
TEMPUS	544246-2013	University of Novi Sad, Serbia	Strengthening Higher Education for Social Policy making and Social Services delivery
TEMPUS	530730-2012	University of Novi Sad, Serbia	Development of Policy-Oriented Training Programmes in the Context of the European Integration
TEMPUS	530550-2012	University of Novi Sad, Serbia	Towards Sustainable and Equitable Financing of Higher Education in Bosnia and Herzegovina, Montenegro and Serbia
TEMPUS	530155-2012	University of Novi Sad, Serbia	Incoming Interdisciplinary Curricula in Computing to Meet Labor Market Needs
TEMPUS	530423-2012	University of Novi Sad,	Studies in Bioengineering and

		Serbia	Medical Informatics
TEMPUS	530510-2012	University of Novi Sad, Serbia	Assisting humans with special needs: curriculum for HUMAN-TOOL interaction Network
TEMPUS	530530-2012	University of Novi Sad, Serbia	Training courses for public services in sustainable infrastructure development in Western Balkans
TEMPUS	517119-2011	University of Novi Sad, Serbia	Development of Career Guidance Aimed at Improving Higher Education in Serbia
TEMPUS	511170-2010	University of Novi Sad, Serbia	Master programme for Subject Teachers in Serbia
TEMPUS	511332-2010	University of Novi Sad, Serbia	Strengthening Student Role in Governance and Management at the Universities of Serbia in line with the Bologna Process
TEMPUS	159074 - 2009	University of Novi Sad, Serbia	Education Policy Study Programme in Serbia and Montenegro
TEMPUS	543667-TEMPUS-1-2013-1-RS-TEMPUS-JPHES	University of Novi Sad, Serbia	Building Network of Remote Labs for strengthening university-secondary vocational schools collaboration (NERELA)
TEMPUS	543848-TEMPUS-1-2013-1-RS-TEMPUS-JPCR	University of Novi Sad, Serbia	Master in Educational Leadership (EdLead)
TEMPUS	544006-TEMPUS-1-2013-1-RS-TEMPUS-SMGR	University of Novi Sad, Serbia	Fostering University Support Services and Procedures for Full Participation in the European Higher Education Area (FUSE)
TEMPUS	544072-TEMPUS-1-2013-1-RS-TEMPUS-SMHES	University of Novi Sad, Serbia	Building capacity of Serbian Agricultural Education to link with Society (CaSa)
TEMPUS	544093-TEMPUS-1-2013-1-RS-TEMPUS-SMGR	University of Novi Sad, Serbia	Restructuring of doctoral studies in Serbia (RODOS)
TEMPUS	544108-TEMPUS-1-2013-1-RS-TEMPUS-JPHES	University of Novi Sad, Serbia	Development of higher education and society by creating a collaborative environment in the field of arts and media through regional student partnership in production of audio/video content (StudAVP)
TEMPUS	544270-TEMPUS-1-2013-1-RS-TEMPUS-JPCR	University of Novi Sad, Serbia	Serbia: Striving towards excellence in Veterinary Education (EDUVET)
TEMPUS	544278-TEMPUS-	University of Novi Sad,	Mastering innovation in Serbia

	1-2013-1-RS-TEMPUS-JPCR	Serbia	through development and implementation of interdisciplinary post-graduate curricula in innovation management (MAIN)
TEMPUS	544362-TEMPUS-1-2013-1-IT-TEMPUS-JPCR	University of Novi Sad, Serbia	Sport Professions - Education, Employment, Development in the Balkan Region (SPEED)
TEMPUS	544364-TEMPUS-1-2013-1-DE-TEMPUS-JPHES	University of Novi Sad, Serbia	International Joint Master Programme on Material and Energy Flows Management (MEM)
TEMPUS	544373-TEMPUS-1-2013-1-RS-TEMPUS-JPHES	University of Novi Sad, Serbia	Fostering students' entrepreneurship and open innovation in university-industry collaboration (iDEA Lab)
TEMPUS	544538-TEMPUS-1-2013--1-RS-TEMPUS-SMGR	University of Novi Sad, Serbia	Strengthening of Internationalisation Policies at Universities in Serbia (SIPUS)
TEMPUS	544246-TEMPUS-1-2013-1-RS-TEMPUS-JPCR	University of Novi Sad, Serbia	Strengthening Higher Education for Social Policy making and Social Services delivery (SHESPSS)
TEMPUS	530810-TEMPUS-1-2012-1-MA-TEMPUS-JPCR	University of Novi Sad, Serbia	Development and implementation of courses for theatre technicians and stage managers (ScenTec)
TEMPUS	530155-TEMPUS-1-2012-1-FR-TEMPUS-SMHES	University of Novi Sad, Serbia	Interdisciplinary Curricula in Computing to Meet Labor Market Needs (INCOMING)
TEMPUS	530213-TEMPUS-1-2012-1-RS-TEMPUS-JPHES	University of Novi Sad, Serbia	Modernization of WBC universities through strengthening of structures and services for vocational education and training, research and innovation (WBCInno)
TEMPUS	530394-TEMPUS-1-2012-1-HU-TEMPUS-JPHES	University of Novi Sad, Serbia	Visuality & Mathematics: Experiential Education of Mathematics through Visual Arts, Sciences and Playful Activities (VisMath)
TEMPUS	530510-TEMPUS-1-2012-1-RS-TEMPUS-JPCR	University of Novi Sad, Serbia	Assisting humans with special needs: curriculum for Human-Tool Interaction Network (HUTON)
TEMPUS	530550-TEMPUS-1-2012-1-RS-TEMPUS-SMGR	University of Novi Sad, Serbia	Towards a more sustainable and equitable financing of higher education in Serbia, Bosnia and Herzegovina and

			Montenegro (FINHED)
TEMPUS	530554-TEMPUS-1-2012-1-SK-TEMPUS-JPHES	University of Novi Sad, Serbia	Network for education and training for public environmental laboratories (NETREL)
TEMPUS	530577-TEMPUS-1-2012-1-RS-TEMPUS-JPCR	University of Novi Sad, Serbia	Improvement of product development studies in Serbia and Bosnia and Herzegovina (IPROD)
TEMPUS	516729-TEMPUS-1-2011-1-RS-TEMPUS-	University of Novi Sad, Serbia	Development and Improvement of Automotive and Urban Engineering Studies in Serbia (DIAUSS)
TEMPUS	517119-TEMPUS-1-2011-1-RS-TEMPUS-SMGR	University of Novi Sad, Serbia	Development of Career Guidance Aimed at Improving Higher Education in Serbia (CAREERS)
TEMPUS	516851-TEMPUS-1-2011-1-RS-TEMPUS-SMGR	University of Novi Sad, Serbia	Equal Access for All: Strengthening the Social Dimension for a Stronger European Higher Education Area (EQUIED)
TEMPUS	516762-TEMPUS-1-2011-1-RS-TEMPUS-JPCR	University of Novi Sad, Serbia	Harmonization and Modernization of the Curriculum for Primary Teacher Education (HAMOC)
TEMPUS	517153-TEMPUS-1-2011-1-DE-TEMPUS-JPGR	University of Novi Sad, Serbia	Conducting Graduate Surveys and Improving Alumni Services for Enhanced Strategic Management and Quality Improvement (CONGRAD)
TEMPUS	517319-TEMPUS - 1-2011-1-UK-TEMPUS-JPCR	University of Novi Sad, Serbia	Developing Human Rights Education at the Heart of Higher Education (DHREHHE)
TEMPUS	517098-TEMPUS-1-2011-1-RS-TEMPUS-JPCR	University of Novi Sad, Serbia	Introducing Interdisciplinarity in Music Studies in Western Balkans in line with European Perspective (InMuSWB)
TEMPUS	517097-TEMPUS-1-2011-1-BA-TEMPUS-JPGR	University of Novi Sad, Serbia	Quality in Research (QiR)
Erasmus+	573534-2016	University of Belgrade	Financial management, Accounting and Controlling curricula development for capacity building of public administration
Erasmus+	573820-2016	University of Belgrade	Development and Implementation of System for Performance Evaluation for Serbian HEIs and System
Erasmus+	573885-2016	University of Niš	ICT Networking for

			Overcoming Technical and Social Barriers in Instrumental Analytical Chemistry Education
Erasmus+	573950-2016	University of Novi Sad	Boosting Engagement of Serbian Universities in Open Science
Erasmus+	561655-2015	University of Kragujevac	Institutional framework for development of the third mission of universities in Serbia
Erasmus+	561586-2015	University of Niš	Enhancement of HE research potential contributing to further growth of the WB region
Erasmus+	561644-2015	University of Belgrade	Reinforcement of the Framework for Experiential Education in Healthcare in Serbia
Erasmus+	561847-2015	University of Macedonia, Greece	School-to-Work Transition for Higher education students with disabilities in Serbia, Montenegro and Bosnia & Herzegovina
Erasmus+	561868-2015	Tallinn University, Estonia	Introduction of part-time and short cycle studies in Serbia
HORIZON2020-MSCA	633398	Center for Sciences and Art Promotion, Serbia (Partner: University of Kragujevac (P13))	Fall in love with research tonight (FLIRT)
IPA Adriatic Cross-Border Cooperation	1o str./0007/0	Ionian University, Greece	An Adriatic Network for Advancing Research Development and Innovation towards the Creation of new Policies for Sustainable Competiveness and Technological Capacity of SMEs (ADRIATInn)
Comenius Programme	538992-LLP-1-2013-1-RS-COMENIUS-CMP	University of Kragujevac	Improving educational effectiveness of primary schools
Tempus Programme	543848-TEMPUS-1-2013-1-RS-TEMPUS-JPCR	University of Kragujevac	Master in educational leadership (EdLead)
Tempus Programme	543667-TEMPUS-1-2013-1-RS-TEMPUS-JPCR	University of Kragujevac	Building network of remote labs for strengthening university secondary vocational schools collaboration (NERELA)
Tempus Programme	544278-TEMPUS-1-2013-1-RS-	University of Novi Sad	Mastering innovation in Serbia through development and

	TEMPUS-JPCR		implementation of interdisciplinary post-graduate curricula in innovation management (MAIN)
Tempus Programme	543662-TEMPUS-1-2013-1-ME-TEMPUS-JPHES	University of Montenegro,	Improvement of partnership with enterprises by enhancement of a regional quality management potentials in WBC
Tempus Programme	544006-TEMPUS-1-2013-1-RS-TEMPUS-SMGR	University of Nis, Serbia	Fostering university support services and procedures for full participation in the European Higher Education Area (FUSE)
Tempus Programme	544072-TEMPUS-1-2013-1-RS-TEMPUS-SMHES	University of Belgrade	Building capacity of Serbian agricultural education to link with society (CaSa)
Tempus Programme	543898-TEMPUS-1-2013-1-ES-TEMPUS-JPHES	Autonomous University of Barcelona, Spain	Development of sustainable interrelations between education, research and innovation at WBC universities in Nanotechnologies and advanced materials where innovation means business (WIMB)
TEMPUS	544108-TEMPUS-1-2013-1-RS-TEMPUS-JPHES	University of Arts in Belgrade, Faculty of Dramatic Arts, Belgrade, Serbia	Development of higher education and society by creating a collaborative environment in the field of arts and media through regional student partnership in production of audio/video content
ERASMUS+	561688-EPP-1-2015-1-X:K-EPPKA2-CBHE-JP	University of Pristina, with a temporary seat in Kosovska Mitrovica, Serbia	Implementation of the study program - Digital Broadcasting and Broadband Technologies (Master studies)
ERASMUS+	561821-EPP-1-2015-1-RS-EPPKA2-CBHE-JP	Technical College of Applied Sciences in Nis, Nis, Belgrade	Waste management curricula development in partnership with public and private sector
TEMPUS	544006-2013	The Ministry of Education, Science and Technological Development	Fostering university support services and procedures for full participation in the European Higher Education Area
TEMPUS	544538-2013	The Ministry of Education, Science and Technological Development	Strengthening of internationalization policies at universities in Serbia
ERASMUS	561655-2015	The Ministry of Education, Science and	Institutional framework for development of the third

		Technological Development	mission of universities in Serbia
ERASMUS	574050-2016	The Ministry of Education, Science and Technological Development	Students' Mobility Capacity Building in Higher Education in Ukraine and Serbia
ERASMUS	573950-2016	The Ministry of Education, Science and Technological Development	Boosting Engagement of Serbian Universities in Open Science
ERASMUS	573820-2016	The Ministry of Education, Science and Technological Development	Development and Implementation of System for Performance Evaluation for Serbian HEIs and System
TEMPUS	158926-2009	The National Council for Higher Education	Governance and Management Reform in Higher Education in Serbia (GOMES)
TEMPUS	511332-2010	The National Council for Higher Education	Strengthening Student Role in Governance and Management at the Universities of Serbia in line with the Bologna Process (SIGMUS)
TEMPUS	544093-2013	The National Council for Higher Education	Restructuring of doctoral studies in Serbia (RODOS)
TEMPUS	544538-2013	The National Council for Higher Education	Strengthening of Internationalisation Policies at Universities in Serbia (SIPUS)
ERASMUS+	573820-2016	The National Council for Higher Education	Development and Implementation of System for Performance Evaluation for Serbian Higher Education Institutions and System (PESHES)

Please insert rows as necessary.

Please list **other grant applications** submitted by your organisation, or by any partner organisation in this project proposal. For each grant application, please mention the EU Programme concerned and the amount requested.

Programme concerned	Beneficiary Organisation	Amount requested
Capacity Building in Higher Education	UB	~150000EUR (project total budget: ~850000EUR)

Please insert rows as necessary.

CHECK LIST

Please make sure that you fully completed each part of this application form, as follows:

- ☐ PART D - Quality of the project team and the cooperation arrangements
- ☐ PART E - Project characteristics and relevance
- ☐ PART F - Quality of the project design and implementation
- ☐ PART G - Impact, dissemination and exploitation, sustainability
 - ☐ Logical Framework Matrix
 - ☐ Workplan
- ☐ PART H - Work packages
- ☐ PART I – Special Mobility Strand (where applicable)
- ☐ PART J - Other EU Grants