

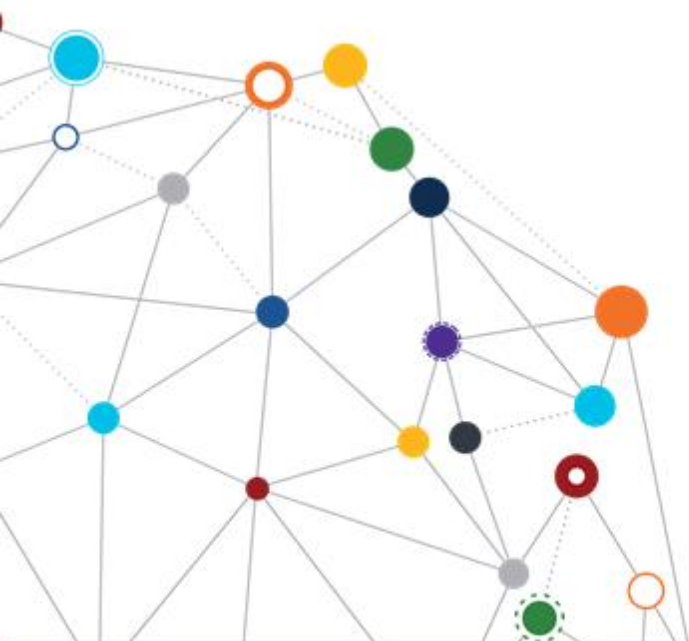


WP4 – Organisation of training and re-training

D4.3 – Conducting re-training

INTERnationalization at Home: Embedding Approaches and Structures to Foster Internationalization at Western **B**alkans

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INTERBA



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1. Planning re-training sessions

MUHEC coordinated several meetings in preparation for the re-training sessions. The consortium reached consensus for conducting the training pilots in each country with the participation of all Partner Country Institutions and monitoring from EU institutions. The scope of the re-training sessions was to ensure that partners could help each other with delivery of certain sessions. In some occasions this was viewed as possible, while travel restrictions meant that in some PCIs the re-training would be organized entirely by the hosts based on materials and guidance provided by other PCIs.

During the Palermo and Cagliari training workshops and the corresponding project managements meetings, the consortium agreed the key aspects of the re-training pilots. Leading to December 2022, the consortium members finalised the topics of each re-training workshop and the main elements of each agenda.

Following the agreement from all partners, it was decided that.

- Each PCI to come up with two potential topics based on previous projects
- Each PCI to suggest dates for the training
- Each PCI to identify trainers (both TtT and SME) for each training

It was recommended by MUHEC that re-training should include TtT sessions, as well as SME training. This was also in line with the recommendation from Oracle TES that provided feedback on how re-training sessions should be structured. The most suitable approach due to the fact that re-trainings would be delivered typically in a single day, was to include a brief version of the TtT programme. It was decided that:

- Each PCI should design the training to include a TtT session so more PCI staff can train the future
- Each PCI should design the training to have specific links to previous projects
- Local trainings should be based on WP2 templates and repository

MUHEC collected PCI monitoring data for each re-training with the aim to reach a critical mass of re-trained staff in each PCI. Main goals included: (i) reaching a maximum number of trainees, (ii) trying to include additional projects to be included in the repository, (iii) reach a maximum range from the repository projects to be used and (iv) achieve high evaluation scores.

MUHEC as the WP leader liaised with Oracle TES prior to the training pilots to discuss key aspects associated with the organisation of re-training sessions. Oracle TES provided input on the re-training plans, with emphasis on ensuring the consistent delivery of re-training. The pairs of knowledge providers and recipients were identified during the project management meetings, based on the RfK responses from each partner.

2. Creating re-training workshops

After the trainings held in Palermo and Cagliari and following a series of project management meetings, all PCIs progressed with the creation of their re-training workshops. Each PCI had already identified the topic of the re-training by this point. Therefore, emphasis was given on determining the content to be included in training sessions, adapting content to the proposed pedagogic model and determining the structure of re-training sessions.

It was agreed for all re-training sessions to be recorded, as this would allow a sustainable re-training resource for all partners. The PCIs uploaded the re-training resources, together with the re-training videos in the INTERBA shared cloud space. Re-training summaries were also uploaded on the project's website, while all re-training resources were organised in the respective Moodle folders.

In total, 12 re-training topics were provided by the 6 PCIs as originally planned and they were organised as single-day workshops. University of Prishtina had the opportunity to deliver one of its topics in two different workshops, one of which was delivered in partnership with Dzemal Bijedic University of Mostar. The re-training topics delivered were as follows:

- P1 – University of Tirana, Albania (UT)
 - IT Governance for Universities
 - Social Entrepreneurship
- P6 – European University of Tirana, Albania (UET)
 - Methodologies of Scientific Research
 - Research Methodologies in Communication and Media
- P7 – Universum College, Kosovo (UC)
 - Project management
 - Curriculum development
- P8 – University of Prishtina, Kosovo (UP)
 - Research Methodology, Scientific Writing and Result Presentation: Humanities and Social Sciences
 - IT Governance for Higher Education Institutions
- P9 – University of Tuzla, Bosnia and Herzegovina (UNTZ)
 - Didactics, curriculum development, and curriculum planning
 - Leading Towards Sustainable Gender Equality Plans in Research-Performing Organisations
- P10 – University of Mostar, Bosnia and Herzegovina (UNMO)
 - Quality development of international cooperation and project management
 - Methodologies of scientific research in ICT

All workshops were delivered in December 2022, with a very good attendance. The following table summarises the dates and attendance for each of the re-training workshops.



| Country | Partner | Date | Topic | Attendance |
|------------------------|---------|----------------|--|------------|
| Albania | UT | 09/12 | IT Governance for Universities | 26 |
| | | 21/12 | Social Entrepreneurship | 31 |
| | UET | 13/12 | Methodologies of Scientific Research | 43 |
| | | 15/12 | Research Methodologies in Communication and Media | 71 |
| Kosovo | UC | 16/12 | Project management | 16 |
| | | 22/12 | Curriculum development | 10 |
| | UP | 12/12 29/12 | Research Methodology, Scientific Writing and Result Presentation: Humanities and Social Sciences | 135 |
| | | 29/12 | IT Governance for Higher Education Institutions | 28 |
| Bosnia and Herzegovina | UNTZ | 28/12 | The Impact of COVID-19 on Students with Disabilities | 47 |
| | | 29/12 | Combined Water and Energy integration in the Process Industries | 29 |
| | UNMO | 16/12 | Quality development of international cooperation and project management | 26 |
| | | 23/12 | Methodologies of scientific research in ICT | 22 |

The following table provides a summary of participant numbers organised per country and university.

| Country | Participants | Partner | Participants |
|--------------------------------|--------------|-------------------------------------|--------------|
| Albania | 171 | University of Tirana (UT) | 57 |
| | | European University of Tirana (UET) | 114 |
| Kosovo | 189 | Universum College (UC) | 26 |
| | | University of Prishtina (UP) | 163 |
| Bosnia and Herzegovina | 124 | University of Tuzla (UNTZ) | 76 |
| | | University of Mostar (UNMO) | 48 |
| Total participants: 484 | | | |



Each PCI has identified the trainers during the WP3 tasks. These are illustrated in the following figures. The list of trainers conducting the re-training workshops is provided below.

- IT Governance for Universities – University of Tirana, Albania (UT)
 - Mirdaim Axhami
 - Klodiana Gorica
 - Zhdanova Lleshaj
 - Fatmir Memaj
 - Ingrid Shuli
 - Kreshnik Vukatana
- Social Entrepreneurship – University of Tirana, Albania (UT)
 - Mirdaim Axhami
 - Klodiana Gorica
 - Zhdanova Lleshaj
 - Fatmir Memaj
 - Ingrid Shuli
 - Kreshnik Vukatana
- Methodologies of Scientific Research – European University of Tirana, Albania (UET)
 - Ketrina Çabiri
 - Ines Troshani
- Research Methodologies in Communication and Media – European University of Tirana, Albania (UET)
 - Ketrina Çabiri
 - Ines Troshani
- Project management – Universum College, Kosovo (UC)
 - Armend Berisha
- Curriculum development – Universum College, Kosovo (UC)
 - Armend Berisha
- Research Methodology, Scientific Writing and Result Presentation: Humanities and Social Sciences – University of Pristhina, Kosovo (UP)
 - Dhurate Hyseni
 - Zana Limani
 - Hena Maloku
- IT Governance for Higher Education Institutions – University of Pristhina, Kosovo (UP)
 - Blerim Rexha
- The Impact of COVID-19 on Students with Disabilities – University of Tuzla, Bosnia and Herzegovina (UNTZ)
 - Vesna Bratovčić
- Combined Water and Energy integration in the Process Industries – University of Tuzla, Bosnia and Herzegovina (UNTZ)
 - Elvis Ahmetović
- Quality development of international cooperation and project management – University of Mostar, Bosnia and Herzegovina (UNMO) – University of Mostar, Bosnia and Herzegovina (UNMO)
 - Maja Kazazic
 - Majra Lalić



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- Methodologies of scientific research in ICT – University of Mostar, Bosnia and Herzegovina (UNMO)
 - Aida Sator





3. Conducting re-training

Following MUHEC's recommendations and sharing of good practice during training workshops, the consortium agreed on the approach to be followed when developing all necessary materials, which were based on the SCATE pedagogic model. These would provide a sustainable resource for future re-trainings. Furthermore, it was decided to provide the training portfolio structure used during the training workshops for all re-training sessions. The consortium also agreed to use the train-storming technique for each topic covered. With regards to the portfolio structure, portfolio part A was decided to focus on SME training, while portfolio part B focus was on TtT training.

Although it was proposed adopting the SCATE platform developed by MUHEC previously as a portal for delivering the training content, it was decided to use the SCATE templates and upload content directly on Moodle in order to reduce the dependency on a platform that might not be sustainable in the future. As the SCATE pedagogic model is simplified so it can support transferring existing content with ease, the SCATE platform can still be used if required in the future by any PCI that wishes to adopt it.

MUHEC provided all authoring templates which were presented and discussed in all re-training workshops. The templates were reviewed by the consortium and all members had the chance to review and consider any adjustments needed. MUHEC provided training on writing content using the SCATE pedagogic model to PCI authors.

The following sub-sections provide a description of the re-trainings that took place in each partner, with photos from each session. The supporting materials for each re-training session are organised in the respective Moodle folders of each PCI. Each re-training workshop is presented on the project's website.

Each PCI reported after completing both re-training sessions to the entire consortium. MUHEC, supported by Oracle TES discussed the outcomes of each re-training with the respective PCI and offered feedback. The videos provided from each re-training session was used to review the activities, while each PCI discussed the key aspects of re-training with MUHEC and the consortium during subsequent project management meetings.



3.1. University of Tirana, Albania (UT)

On December 09, 2022, a re-training session was organized by the University of Tirana (P1), in the Faculty of Economy for the course “IT Governance – Information Technology Governance for Universities”. This training was first piloted by the European University of Tirana (P6), in Palermo.

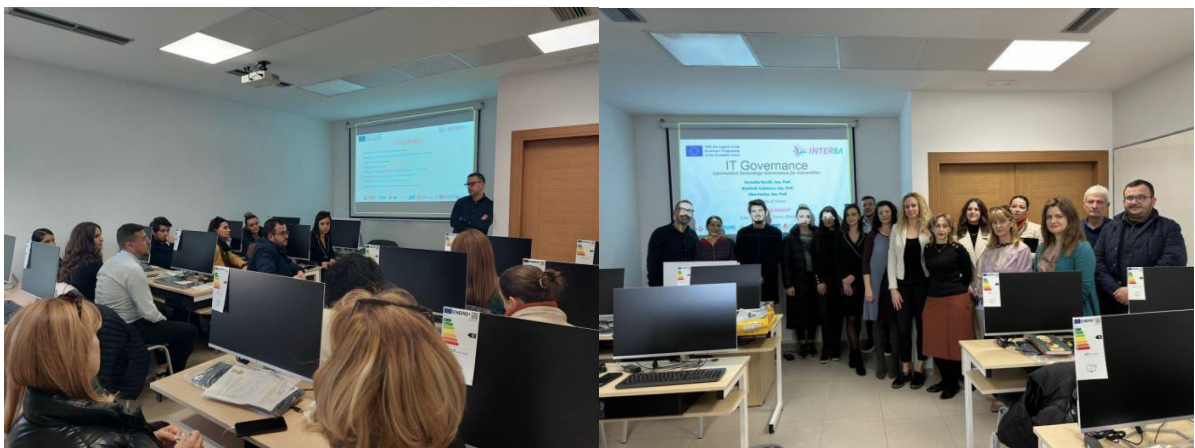
The re-training session was prepared and held by Assoc. Prof. Ezmolda Barolli, Assoc. Prof. Kreshnik Vukatana, and Assoc. Prof. Elira Hoxha, part of the INTERBA project UT team, who were previously trained in the “Train the Trainers” workshop, held in London, in February 2022 by Middlesex University (P2). The main objective of this re-training session was to have an overall view about Albanian universities vision and strategy regarding the digital transformation. The discussion was focused on the following research questions:

- Are factors such as culture or lack of trust in digital services seen as barriers to going digital?
- Is there a linkage between all digital activities and the university's overall vision and strategy?
- Can incentives help the communities built around willing and capable digital innovators?

These questions were elaborated by the trainers, and then the topics are discussed in more practical details, based on self-experiences of the participants related to the following questions:

- How much do you need IT to accomplish your everyday job?
- Where do you go to in your university when you need an IT Service or product?
- How formal is your request done?
- Do you always get what you need?
- How easy is it for you to communicate with an IT person at your university?
- Who do you blame for when you don't get what you asked for?
- Do you think there is anything to improve in this process?
- Do you think that you need to know anything about IT governance?

The participants were involved in train-storming activities and session evaluations during the re-training session. Referring to the participant's comments during this session, we confirmed that the re-training session was professionally organized and was relevant to the actual needs of participants, as part of university members, involving academic and administrative staff.





On December 21, the second re-training workshop was organised by the University of Tirana, Faculty of Economics, virtually via the Zoom application. The re-training topic was social entrepreneurship (Delivered by the Universum College (UC) (P7)). The Trainers of this session: Sllavka Kurti, PhD, Arjan Tushaj, PhD, Assoc. Prof. and Fatmir Memaj, PhD, Prof., focused on the impact of social entrepreneurship, particularly business entrepreneurship vs. social entrepreneurship. This session organized into three parts: o First part investigated the development of diverse entrepreneurship dimensions; o Second part examined the recent dimensions of social entrepreneurship, particularly business entrepreneurship vs. social entrepreneurship; o The third part focused to the Group Activity according to the SDGs and demonstration of social entrepreneurship in Albania related to the circulation of economy; The participants were involved in train-storming activities and session evaluations during the re-training session. Referring to the participant's comments during this session, we confirmed that the re-training session was professionally organised and so interesting related to the participants involving teaching and administrative staff.



3.2. European University of Tirana, Albania (UET)

On December 13, 2022, a re-training session was organized by the European University of Tirana (P6), in the Faculty of Economy for the course “Methodologies of Scientific Research”, as part of INTERBA project activities (WP4: Organization of training and re-training, deliverable D4.3: Conducting re-training). This training was first piloted by the University of Prishtina (UP) in Cagliari. The training was held at UET by Prof. Assoc. Dr. Elvin Meka, Dean of Faculty of Economy, Business and Development.

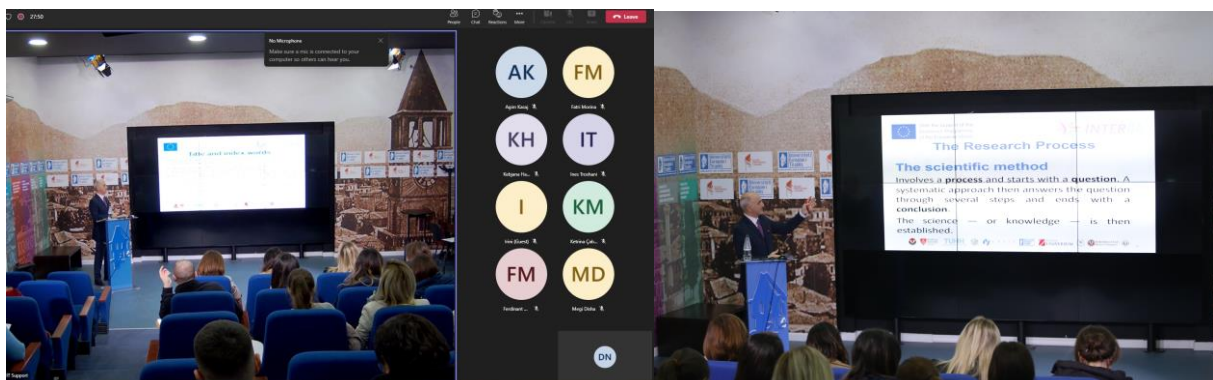
The re-training session was prepared and held by Hena Maloku, part of the INTERBA project UP team, who was previously trained in the “Train the Trainers” workshop, held in London, in February 2022 by Middlesex University (P2). The main objective of this re-training session was to have an overall view about the most important research methodologies in the field of economy and business management.

The workshop audience

- The research and teaching staff of Faculty of Business, Economics and Development (FBED)
- Graduate students

The objectives of the training session

- Enable FBED staff to meet the research standards required by scientific journals and conferences, in their respective fields
- Facilitate the internationalization of FBED and FBED staff, by
 - a. raising the quality and quantity of the research produced
 - b. enabling FBED staff to create international networks
- Raise the international profile of EUT
- Making this workshop mandatory and periodic for junior staff

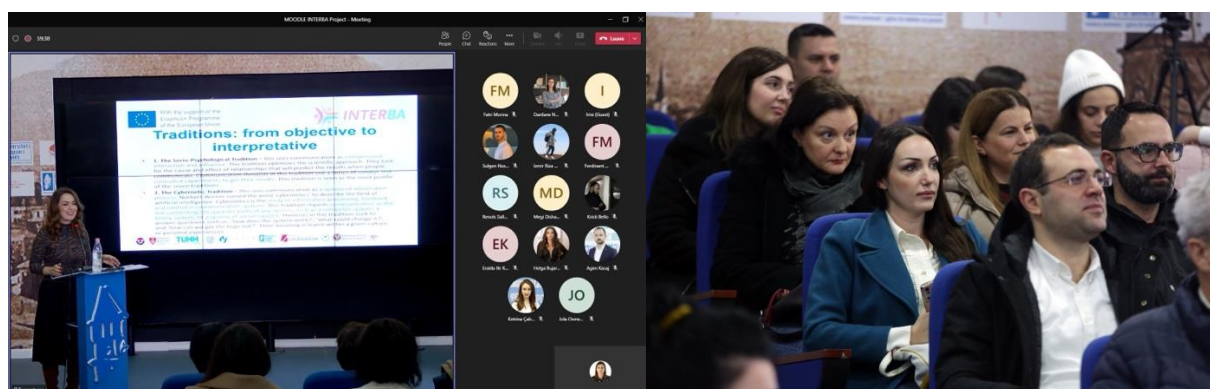


On December 15, 2022, a re-training session was organized by the European University of Tirana (P6), in the Faculty of Humanities, Education and Liberal arts for the course “Research Methodologies in Communication and Media”, as part of INTERBA project activities (WP4: Organization of training and re-training, deliverable D4.3: Conducting re-training). This training was

first piloted by the University of Mostar in Palermo. This training was held in UET from Prof. Assoc Dr. Belina Budini, Dean of Faculty of Humanities, Education and Liberal Arts.

The re-training session was firstly prepared and held by Aida Dziho Sator, part of the INTERBA project team, who was previously trained in the “Train the Trainers” workshop, held in London, in February 2022 by Middlesex University (P2). The main objective of this re-training session was to have an overall view about the most important research methodologies in the field of humanities, specifically in communication and media.

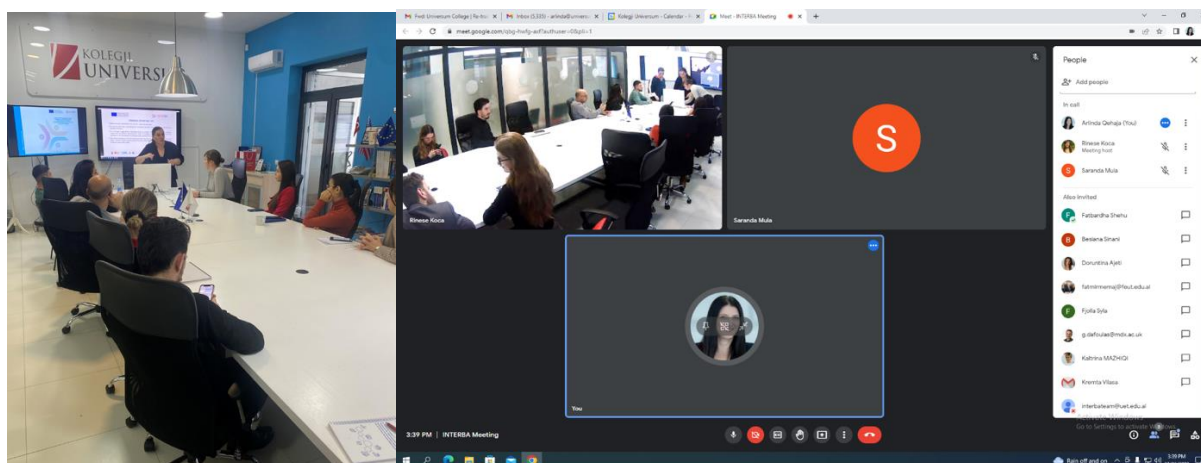
There were 71 participants in the training who were actively involved in train-storming activities and session evaluations during the re-training session. Referring to the participant’s comments during this session, we confirmed that the re-training session was professionally organized and was relevant to the actual needs of participants, as part of university members, involving academic and administrative staff. The recording of this training can be found in the INTERBA YouTube channel <https://www.youtube.com/watch?v=h3x2Y3kYs4E>.



3.3. Universum College, Kosovo (UC)

The training that was held on the 16th of December at Universum College, was focused on the project management. It included financial management principles, reporting tips, most common mistakes financial reporting. Despite that, the training also included procurement issues and relevant supporting documents, rules procedures, and the most common mistakes of this process. A very important part of every EU project was also mentioned in this training: communication and visibility. Overall, 16 people participated in the training that was held in hybrid form.

The re-training that was held on the 22nd of December at Universum College, was focused on the stages of the curriculum development process as part of the project. Starting from the assessment, program learning outcomes, taxonomies, and diversity until the evaluation of the curriculum. Not only, but the re-training also discussed the syllabus, curriculum mapping, and stages to achieve it. 16 people participated in the training that was held in hybrid form.





3.4. University of Pristina, Kosovo (UP)

On December 12, 2022, the re-training for students and staff was held in the INTERBA Laboratory number 616 in the Faculty of Electrical and Computer Engineering (FECE) at the UP. During the introductory session Professor Isak Shabani informed the participants about the INTERBA project and the re-training programme.

The session on “Didactics, Research Methodology, Scientific Writing and Result Presentation: Humanities and Social Sciences” was delivered by the Dzemal Bijedic University of Mostar. Trainers/Working group included Prof. Ass. Dr. Hena Maloku, Prof. Ass. Dr. Zana Limani Fazliu and Prof. Ass. Dr. Dhurate Hyseni. The first part of this session focused on the course that teaches basic principles of research and scientific methods in humanities, social sciences, engineering and ICT. The focus of the course was the acquisition of theoretical and practical skills required to: plan, conduct, analyse and present a scientific assignment in scientific areas.

On December 29, 2022, the workshop was held in hall 440 and the re-training for UP staff was held in the INTERBA Laboratory number 616 in the Faculty of Electrical and Computer Engineering at the University of Pristina (UP).

Three sessions were presented on the second day of workshop and re-training. The sessions focused on the course that proposed Information Technology Governance for Universities project activities based on SCATE pedagogical model and can be divided into two phases. The first phase consisted of the formation of the stakeholders of the HEI, i.e., training on IT Governance, including the following activities: in site training for trainers, training for high management, academic and administrative staff, students, local entrepreneurs and training future researchers and professionals. The second phase was the definition of a framework for IT governance in the HEI and its future implementation for the university.



3.5. University of Tuzla, Bosnia and Herzegovina (UNTZ)

On December 28 and 29, 2022, hybrid workshops and re-training were held at the University of Tuzla, Faculty of Technology, in the newly formed INTERBA Laboratory – Computer Center, as one of the INTERBA project outcomes and via the Zoom application.

Two sessions were presented on the first day of workshops and re-training as follows:

- Session 1: INTERBA project presentation and Re-Training programme. Professor Elvis Ahmetović delivered the information about the INTERBA project and the re-training programme to the participants.
- Session 2: Re-Training – Didactics, curriculum development, and curriculum planning. Associate professor Nijaz Tihić delivered the first part of this session focused on personal and professional development of teachers and active learning as a determinant of modern teaching.
- Session 2: Re-Training – Didactics, curriculum development, and curriculum planning. Professor Elvis Ahmetović delivered the second part of this session focused on stages of the curriculum development process and the SCATE pedagogical model.

During the first day of re-training, the INTERBA project leader at the University of Tuzla, Professor Elvis Ahmetović, the Dean of the Faculty of Technology, Professor Sead Ćatić, and Vice-Rector for International Relations, Associate Professor Vesna Bratovčić gave short interviews to the Radio Television of Tuzla Canton (RTVTK) about the INTERBA project, workshops and re-training, and the importance of this event for the University of Tuzla, and the Faculty of Technology. More details about that are available on the website of the Radio Television of Tuzla Canton (<https://rtvtk.ba/u-tuzli-radionice-u-okviru-erasmu-interba-projekta>) and YouTube channel (<https://youtu.be/KeX0ZplmENc>).

Also, two sessions were presented on the second day of workshops and re-training as follows:

- Session 1: INTERBA project presentation and Re-Training programme. Professor Elvis Ahmetović delivered this session as new participants attended workshops and re-training. The goal was to share information about the INTERBA project and retraining programme with a wider audience.
- Session 2: Leading Towards Sustainable Gender Equality Plans in Research-Performing Organizations. Associate Professor Vesna Bratovčić delivered this session focused on sustainable gender equality plans in research-performing organizations.



3.6. University of Mostar, Bosnia and Herzegovina (UNMO)

On 16th of December 2022, re-training session was organized by the Dzemal Bijedic University of Mostar (P10), in the Faculty of Humanities. Title of the training was “Quality development of international cooperation and project management”, as part of INTERBA project activities (WP4: Organization of training and re-training, deliverable D4.3: Conducting re-training). This training was first piloted by the European University of Tirana (P6), in Palermo.

The re-training session was prepared and held by assoc. prof. Emina Junuz, who were previously trained in the “Train the Trainers” workshop, held in London, in February 2022 by Middlesex University (P2). Assoc. prof. Maja Kazazić, team leader at Dzemal Bijedic University of Mostar, made presentation about INTERBA project with the aim to disseminate project results.

The main objective of this re-training session was to help our university in the process of internationalization and to increase the participation and coordination of international projects. Specific objectives of the re-training sessions were:

- absorb more funds from external investors for build capacities,
- to increase University visibility in the international higher education area,
- to produce one/more project proposals written by the workshop participants.
- to increase capacities of the target group in Project writing, Project management (financial part), Procurement, Effective communication = EU visibility rules/ Negotiation/ Technical expertise

The discussion was focused on the following questions:

- How to recognize the relevant project for each call that is in according with university need?
- How to check that the project proposal is in according with university strategy?
- Is the self-evaluation sufficient method before submitting of the project proposal?

These questions were elaborated by the trainer and by INTERBA team members. During the workshop session is generated discussion with participants. The participants were involved in training activity “Lost at Sea” with the aim to remark need for excellent communication between project team members and with external stakeholders. The result of training session were two drafts of proposal projects relevant to the university.

On December 23rd, second re-training was organised by Dzemal Bijedic University of Mostar at Faculty of Humanities, in hybrid form. The title of the re-training was “Methodologies of scientific research in ICT” and was presented by associated professor Emina Junuz. This course was piloted by the University of Pristina in Cagliari in July 2022.

The workshops was organised into three parts:

- Research methodology, methods and techniques

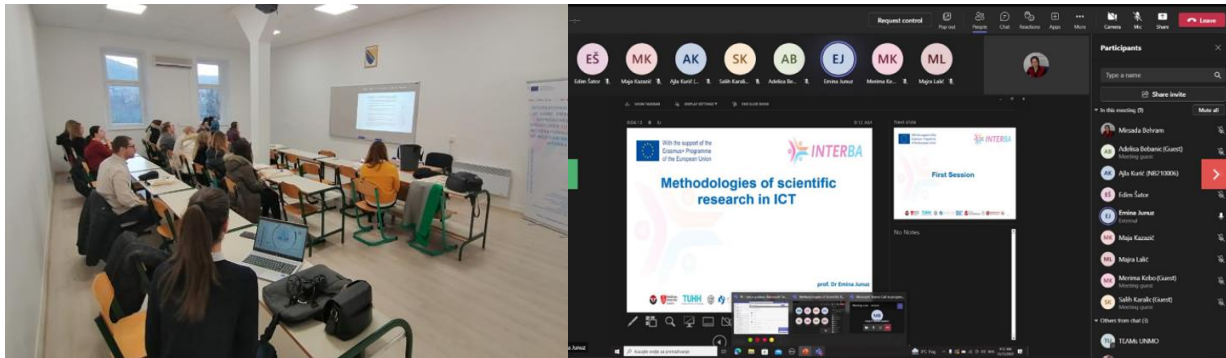


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- Drafting a scientific article and publishing
- Presentation of scientific results

The participants were involved in training activities and session evaluations during the re-training session. The aim of the first activity was identify the type of research methods in selected scientific papers. The second activity was to write abstract and keywords for selected scientific paper. The aim of this activity was engaging the participants in the writing process and assess that they can identify the main aspects and keywords of scientific manuscript. During the workshop time the participants had to write scientific paper and make presentation of the written paper.





4. Re-training monitoring and evaluation

MUHEC worked together with PCIs for monitoring the re-training sessions with the participation of peripheral institutions. The scope for the monitoring was to ensure that train-storming activities were fully aligned to the topics covered, while the SCATE pedagogic model was used for the supporting content. MUHEC suggested for all re-training sessions to include a summary of the TtT sessions, as well as SME training. It was agreed for MUHEC to collect PCI monitoring data for each re-training, and for the PCIs to aim reaching a critical mass of re-trained staff in each PCI.

Oracle TES consulted MUHEC on the evaluation approach that should be followed and there was consensus that in all re-training workshops online forms should be used for obtaining participants' feedback. This was achieved by all PCIs and samples of the evaluation findings are included in the following sub-sections.



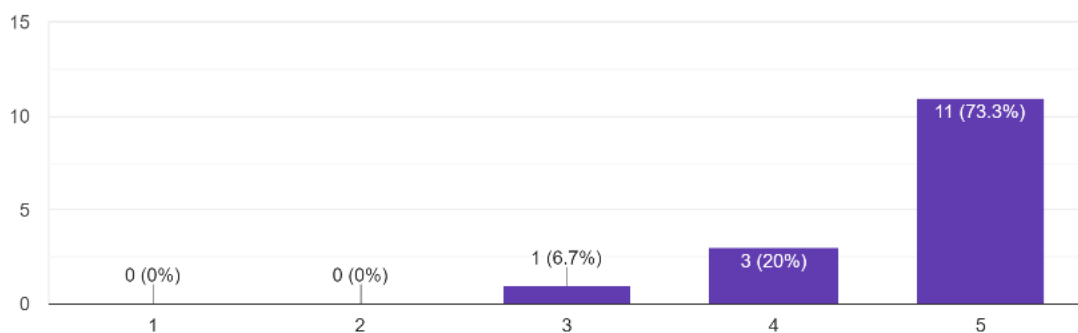
4.1. University of Tirana, Albania (UT)

Feedback and evaluation of the “IT Governance - Information Technology Governance for Universities,” event was collected during the following days, through two google forms questionnaires, sent to the participants via e-mail. The audience that participated in the re-training session was academic staff and administrative staff of higher education institutions with a respective ratio 77% and 23%. After presenting the short course to the trainee was requested to fill two forms, one related to the content and the discussion held during the training, and another one related to training evaluation. The following graphs show results in how a good IT governance implementation can affect the processes related to the categories of “Students”, “Academic staff”, “Administrative staff” and “Business partners of HEI”. The findings show a high frequency of the impact in the category of “Students” and “Academic staff” and lower in the categories of “Administrative staff” and “Business partners of HEI”.

Feedback results are illustrated below.

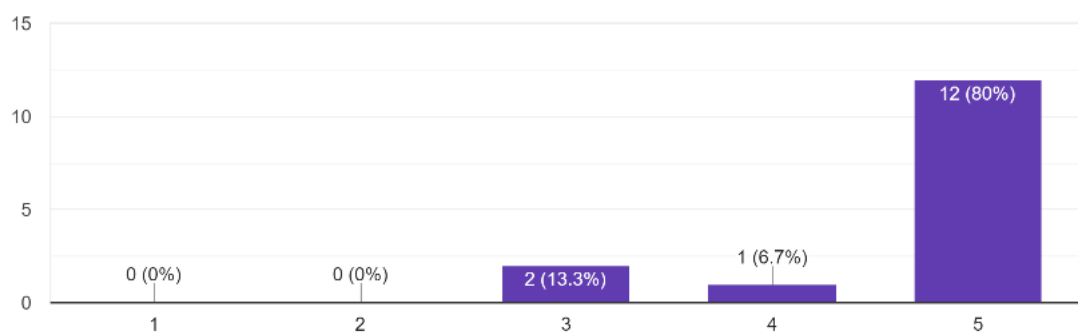
Rate in Likert scale the benefits that each of the stakeholders have from a good IT Governance
(Students)

15 responses



Rate in Likert scale the benefits that each of the stakeholders have from a good IT Governance
(Academic Staff)

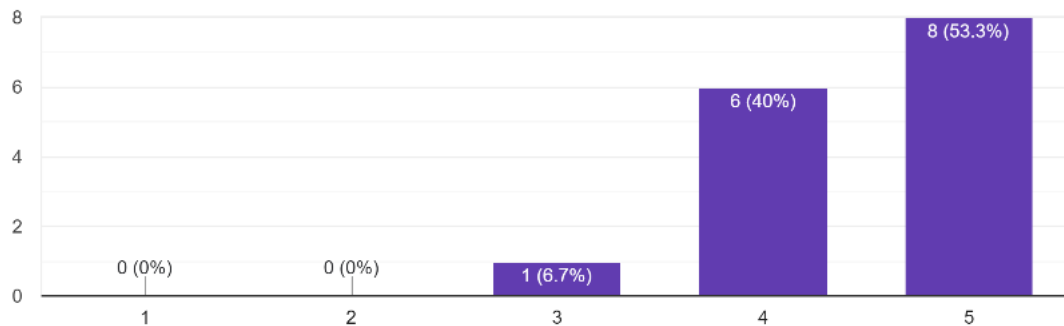
15 responses





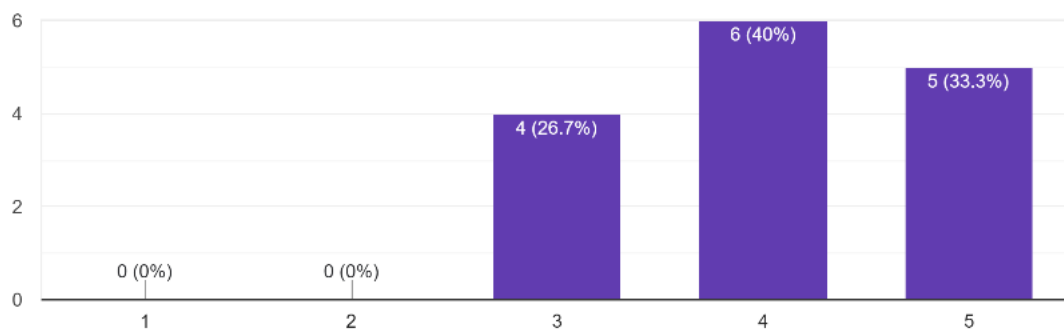
Rate in Likert scale the benefits that each of the stakeholders have from a good IT Governance
(Administrative Staff)

15 responses



Rate in Likert scale the benefits that each of the stakeholders have from a good IT Governance
(Business partners)

15 responses

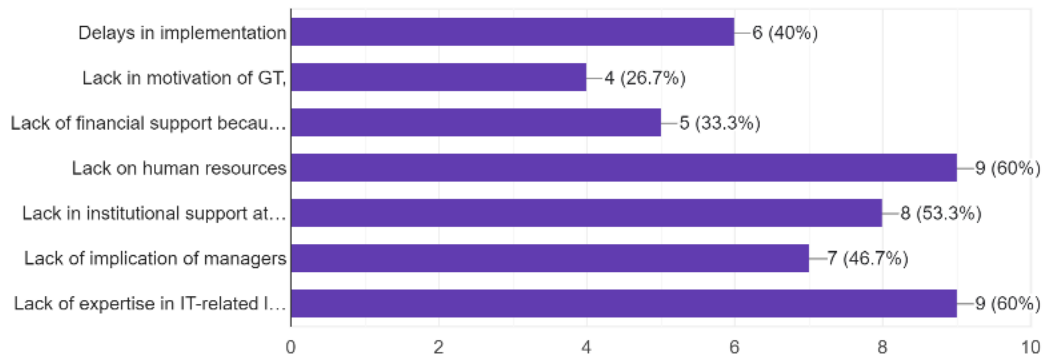


Related to the risks that affects the IT governance implementation, the audience evidenced most relevant (>60%) "Lack of human resources" and "Lack of expertise in IT-related legislation and IT-related standards". Next are "Lack in institutional support at HEIs", "Lack of implication of managers" and "Delays in implementation" in a 40% - 60% of responds. Less relevant are indicated "Lack in motivation of Governance team" and "Lack of financial support because of the lockdown of the country" with less than 30%.



Select one or more risk that you think are constraints in IT Governance implementation

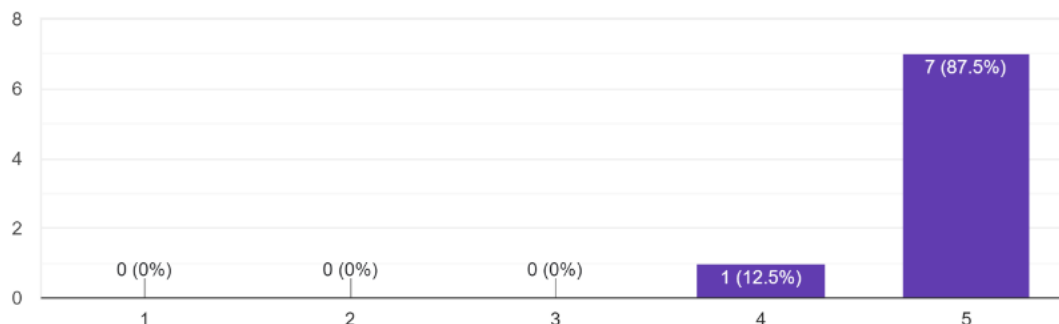
15 responses



In the evaluation form to the trainee was asked if the topic aim and objectives was relevant and if the information treated was useful. The results related to the first question indicated that the aim of the topic and its objectives were relevant with a high Likert scale about 87%. Regarding the question if the arguments treated was useful the results show a high frequency 62% (strongly agree) and 38% (agree). Related to the professionalism of the trainers in delivering the content with the new techniques acquisition in the “train of trainers” workshop the results show a positive evaluation with a rapport 50 to 50 in “strongly agree” and “agree”.

The session was relevant to the training aims and objectives

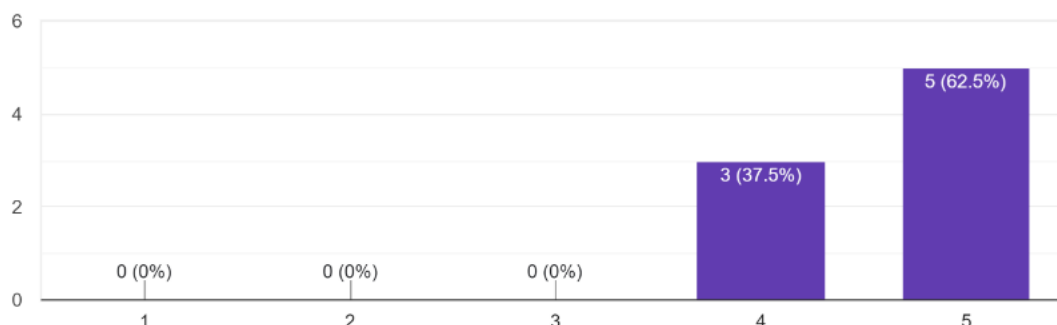
8 responses





The session provided useful information

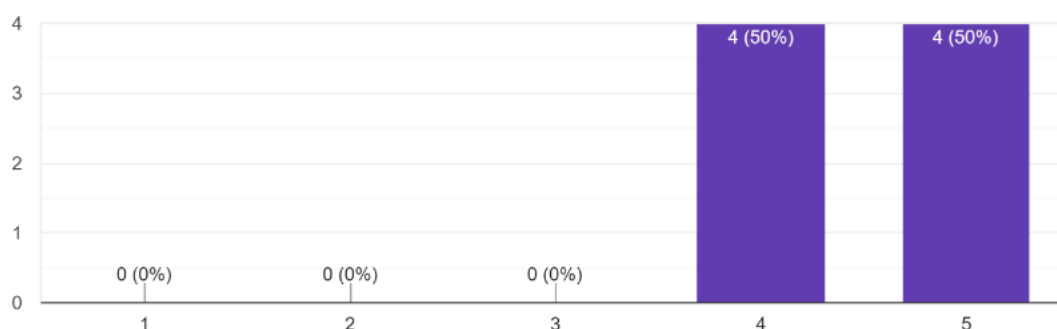
8 responses



Related to the positive remarks on the content delivered, the trainee evidenced the IT Governance implementation gap, the need of the implementation of the similar trainings and useful discussion. In the negative remarks were the short duration of the training session and the need of more concrete examples.

The session was delivered successfully with professionalism

8 responses



Feedback and evaluation of the event were collected during the event in written form, by sending to the participants an evaluation questionnaire via e-mail. The response rate differed slightly for the re- training session related to the diverse aspects of this session. We received 31 responses by participants during the re - training session in order to highlight and analyse the results of the evaluation given by the participants of this event.

We asked for the relevance to the re - training aims and objectives, respondents demonstrated the significance of training towards the participants. This relevance is demonstrated by the following figures illustrating that the evaluation dominated by 94% according to the response of “agree” and “strongly agree” related to the relevance of this session.



4.2. European University of Tirana, Albania (UET)

The participants were involved in train-storming activities and session evaluations during the re-training session. Referring to the participant's comments during this session, we confirmed that the re-training session was professionally organized and was relevant to the actual needs of participants, as part of university members, involving academic and administrative staff.

Feedback and evaluation of the event were collected during the following days, through a google form questionnaire sent to the participants via e-mail. In the evaluation form to the trainee was asked to assess how satisfied were they with the agenda of the training and if the information treated was relevant and useful. The results related to the first question indicated that the aim of the topic and its objectives were satisfied.



4.3. Universum College, Kosovo (UC)

Both re-training sessions were evaluated by participants who attended either on location or online using Google forms. The evaluation forms are shown below.

The first screenshot shows the 'QUESTIONS ABOUT THE TRAINING' section. It includes a table with five columns: 'Strongly disagree', 'Disagree', 'Neutral', 'Agree', and 'Strongly agree'. The questions are:

| | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Training relevant... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Training attended... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Training was a... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Training was a... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I will be able to... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The training was... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

The second screenshot shows the 'THE TEACHING SESSIONS' section. It includes a table with five columns: 'Strongly disagree', 'Disagree', 'Neutral', 'Agree', and 'Strongly agree'. The questions are:

| | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Were well-organ... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Gave sufficient... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Were commens... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Stimulated my... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Created a stit... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Used an appri... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Were integrat... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Below the table is a text box for 'What could have been improved on this professional training and how?'

4.4. University of Pristina, Kosovo (UP)

The participants were involved in train-storming activities and session evaluations during both days of the workshops and re-training. Based on comments and the results of the sessions and both days evaluations, the workshops and re-training were professionally organized and very interesting for participants involving teaching, technical, and administrative staff and students.

Sample of evaluation sheets for pilot training “Research Methodology, Scientific Writing and Result Presentation: Humanities and Social Sciences” are shown below.

Email
Short-answer text

Sa jeni të kënaqur me sesionin e parë të trajnimit 'IT Qeverisja'? *

| | 1 | 2 | 3 | 4 | 5 | |
|-------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------|
| Aspak | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Shumë |

Sa jeni të kënaqur me sesionin e diskutimeve në trajnimin 'IT Qeverisja'? *

| | 1 | 2 | 3 | 4 | 5 | |
|-------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------|
| Aspak | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Shumë |

Komente dhe sygjerime:
Long-answer text

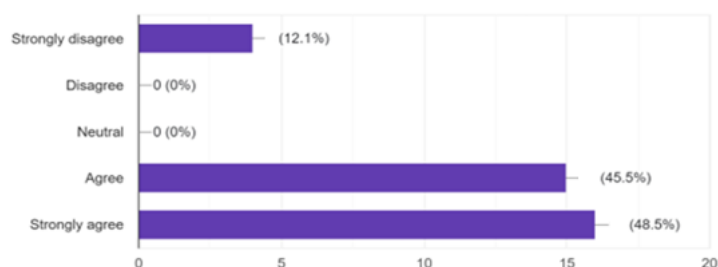
4.5. University of Tuzla, Bosnia and Herzegovina (UNTZ)

The participants were involved in train-storming activities and session evaluations during the re-training session. Referring to the participant's comments during this session, we confirmed that the re-training session was professionally organized and so interesting related to the participants involving teaching and administrative staff.

Feedback and evaluation of the event were collected during the event in written form, by sending to the participants an evaluation questionnaire via e-mail. The response rate differed slightly for the re- training session related to the diverse aspects of this session. We received 31 responses by participants during the re-training session in order to highlight and analyze the results of the evaluation given by the participants of this event.

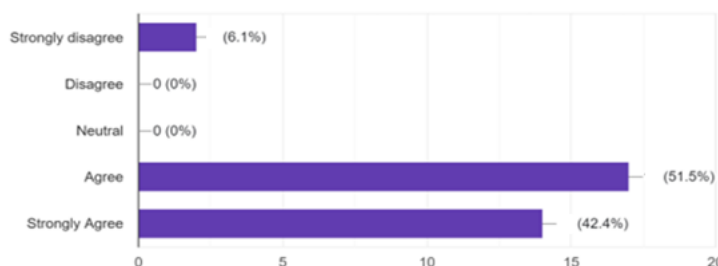
We asked for the relevance to the re - training aims and objectives, respondents demonstrated the significance of training towards the participants. This relevance demonstrated by figure 1 and 2 the evaluation dominated by 94% according to the response of "agree" and "strongly agree" related to the relevance of this session.

The training session was related to the goals and objectives of the training



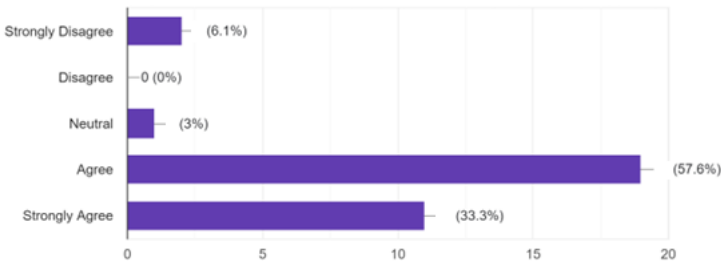
When asked if the re-training session provided "useful information", approximately the whole majority answered "strongly agree" and "agree" with this statement, receiving 93.9% of participants on this question. The evaluation of useful information of this session demonstrated by the following figures.

The training session provided useful information

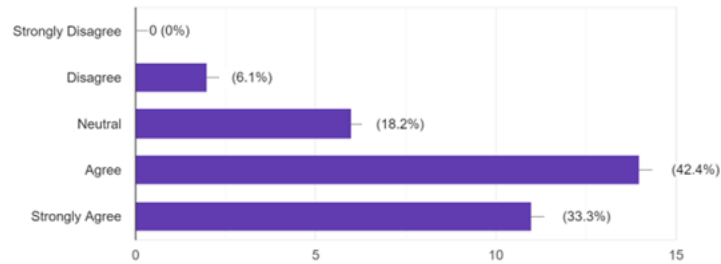




The training materials were very useful

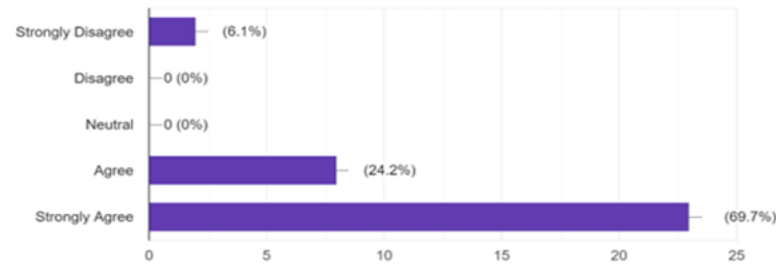


I learned concepts that I will be able to apply in the future



Regarding the delivery of the re - training session, the great majority of respondents expressed to “agree” and “strongly agree” according to the confidence and knowledgeable of trainers meaning that this session was done “successfully and with professionalism”. These results demonstrated by the following figures.

The trainers were confident and prepared

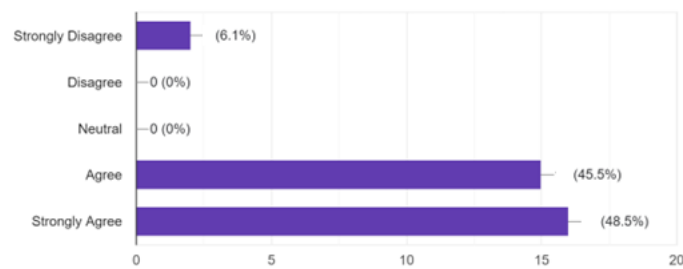


The trainers were knowledgeable





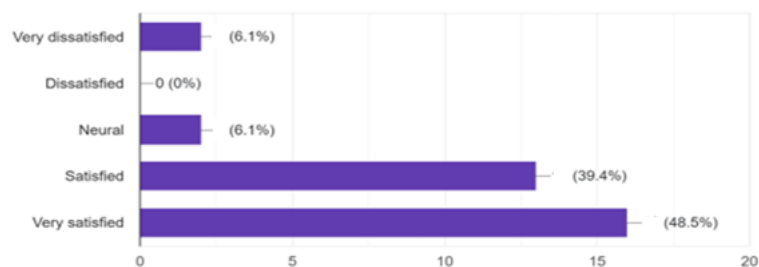
The materials were presented in a way that facilitated learning



The overall satisfaction of the participants with this training was really high. Participants believe that it was useful, professional and interesting. The trainers were professional and dedicated to their subjects, and there was a great sense of satisfaction regarding the goals that the participants had set for the training. We have registered a great satisfaction of participants related to this session providing a very good evaluation for their professional presentation despite of slight dissatisfaction level (6%) which it demonstrated by the following figure. Also, we provided the positive impressions and no negative impressions according to this training, meaning that the overall evaluation of training dominated by positive impression. Below we demonstrated the several positive remarks related to the Re - training day provided by respondents, when they were asked to the impression rating of this session. We have summarized them as follows:

- “Clear and SMART training”
- “Very professional training”
- “Interesting topic and content”
- “Very useful information”

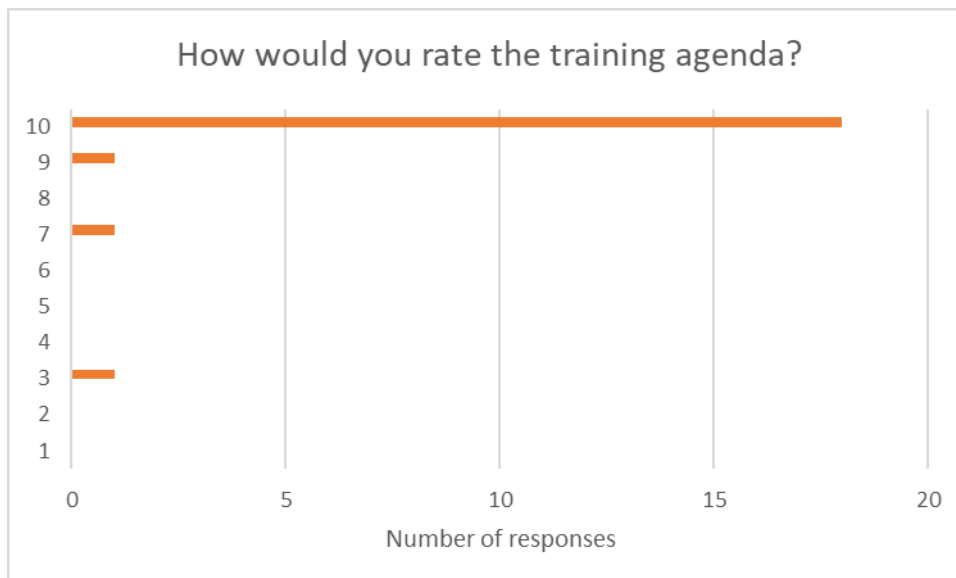
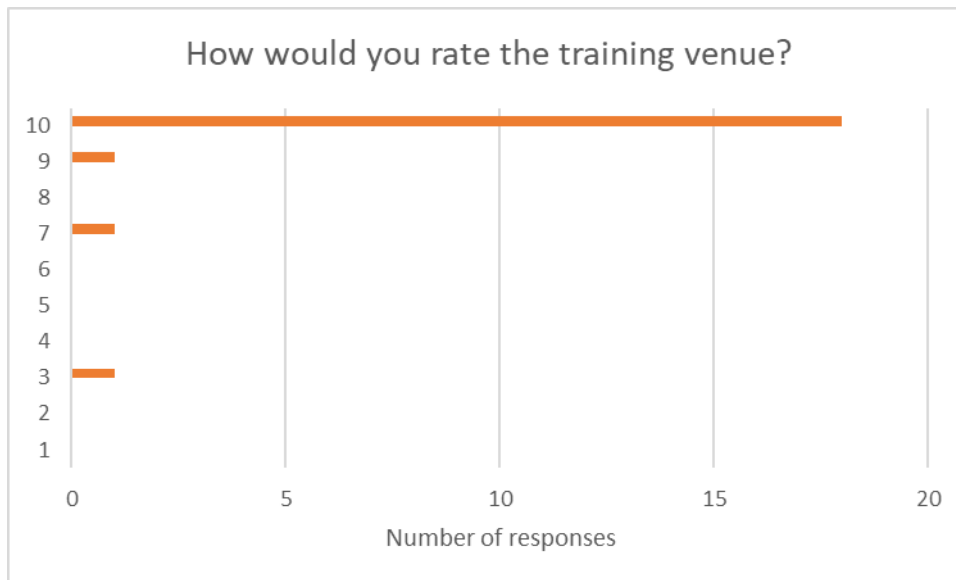
Please rate how much satisfied are you in with the training

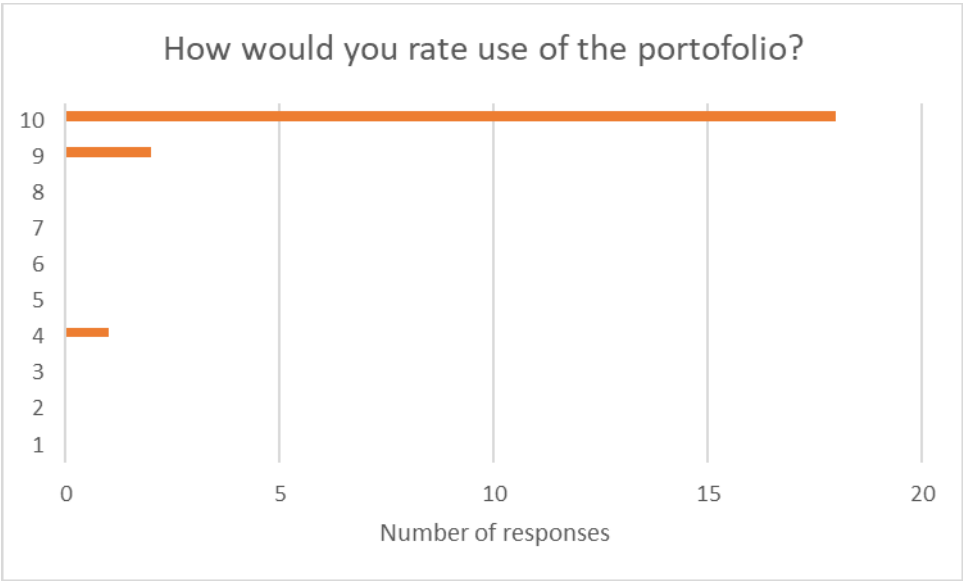
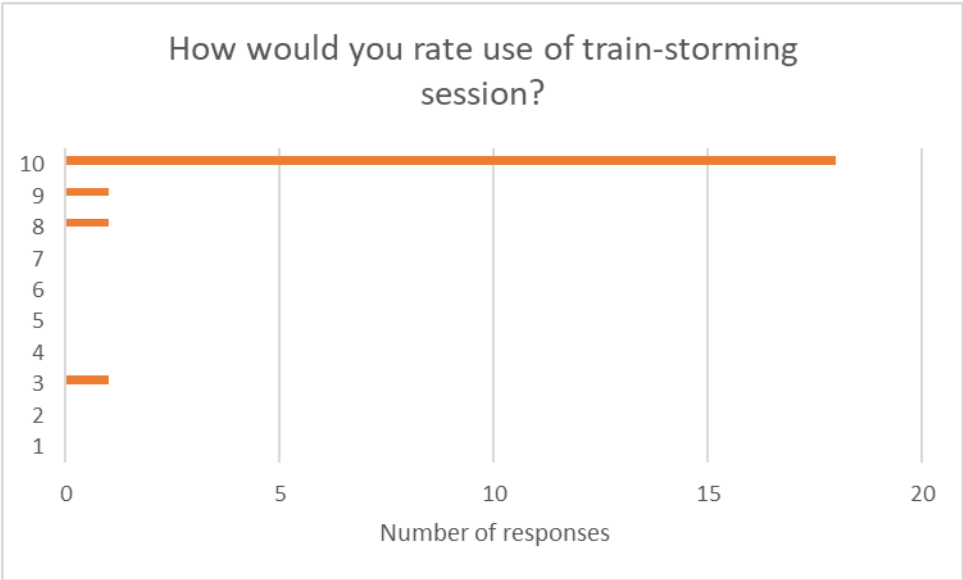
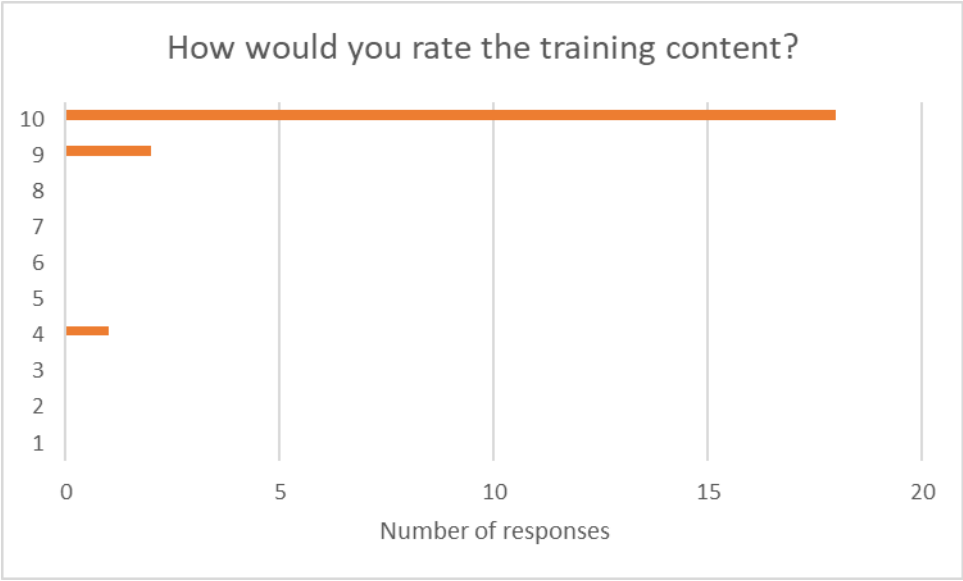




4.6. University of Mostar, Bosnia and Herzegovina (UNMO)

Participants of the first re-training session on “Quality development of international cooperation and project management” were academic staff, administrative staff, and students. Evaluation of the event were collected following the training, through MS Teams forms questionnaire, sent to the participants via e-mail. The following graphics present evaluation results.

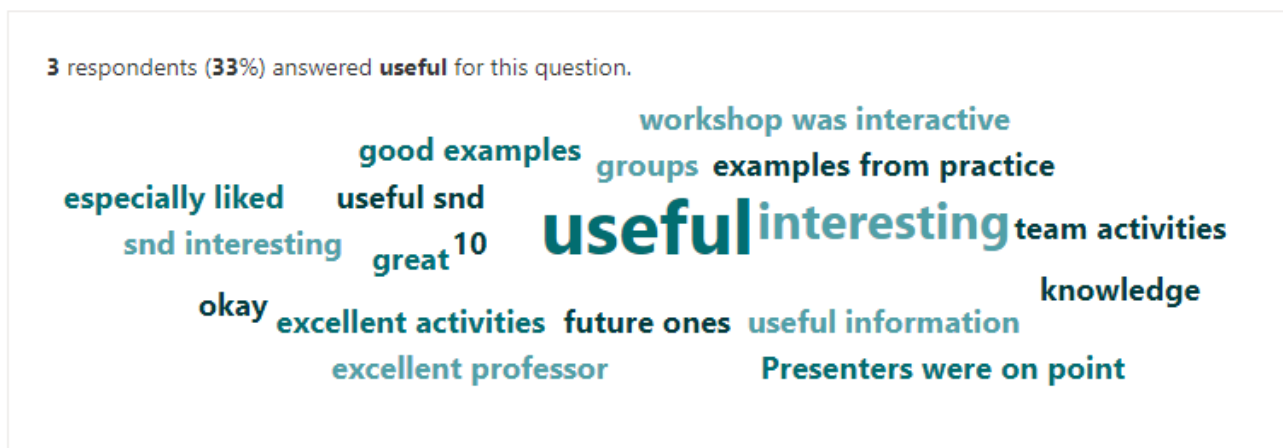






In the evaluation form to the trainee was asked if the topic aim and objectives was relevant and if the information treated was useful. The results related to the first question indicated that the aim of the topic and its objectives were relevant with a high scale about 86%. Related to the professionalism of the trainers in delivering the content with the new techniques acquainted in the “train of trainers” workshop the results show a positive evaluation (100% “strongly agree”).

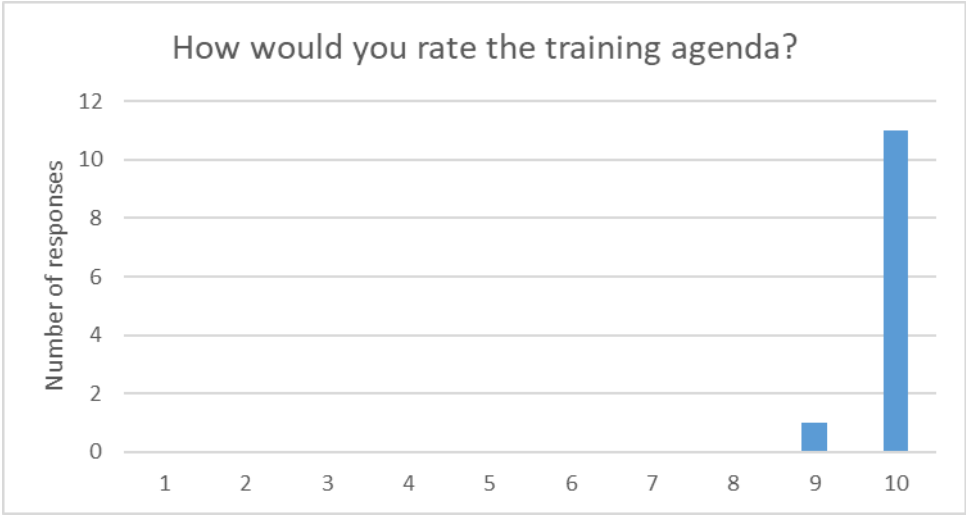
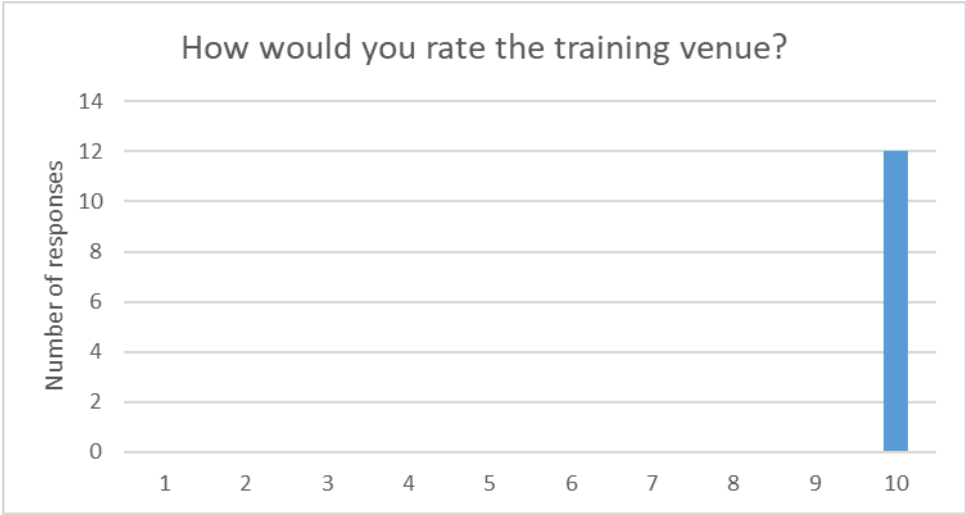
The positive remarks on the content delivered is presented in the following graphic. There were no negative remarks.

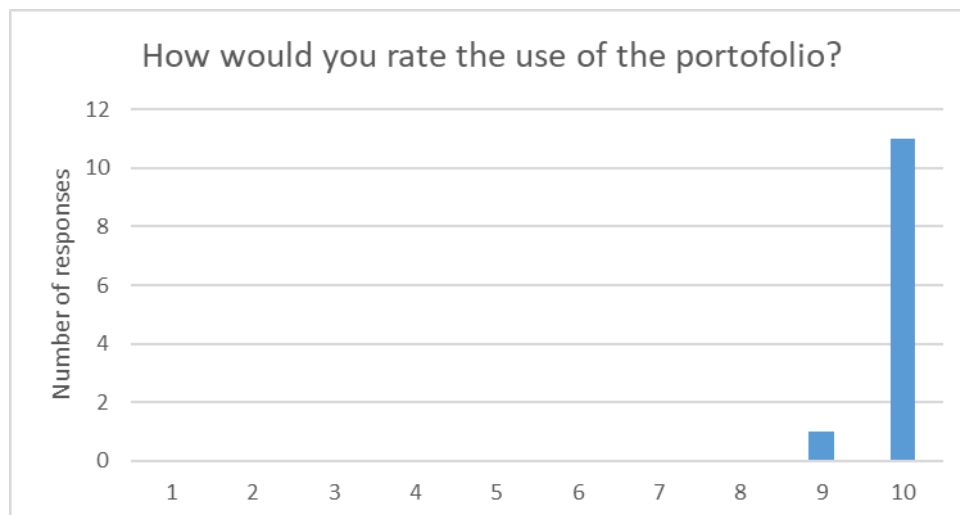
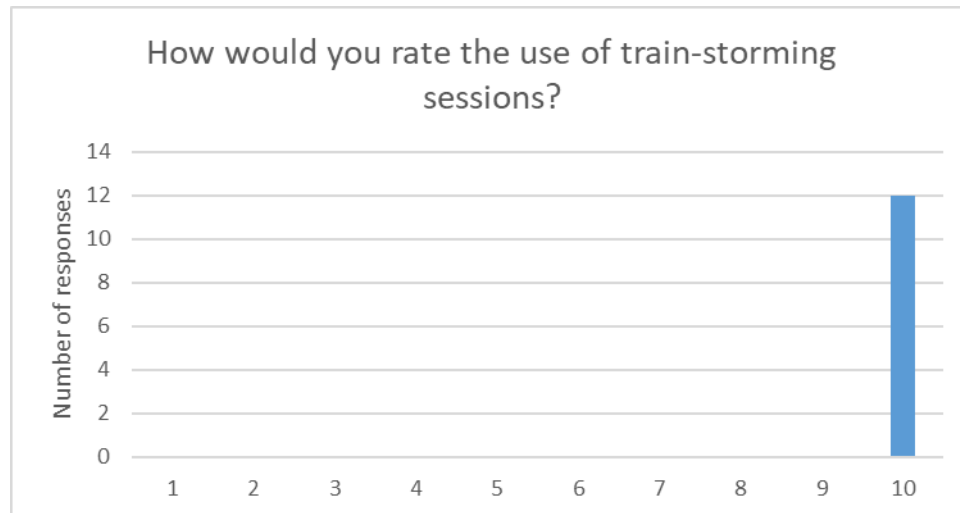


Following the second training workshop, the trainer contacted participants via e-mail and some of the participants were preparing scientific paper for publishing on international conferences in ICT field. Referring to the participant’s comments during this session, we confirmed that the re-training session was professionally organised and very interesting related to the participants involving.

Feedback and evaluation of the event were collected after the event in MS Teams form, by sending to the participants URL for evaluation questionnaire via e-mail. We received 12 responses by participants. All participants evaluated the training session and trainer with excellent grade.

The following figures illustrate that most participants rated with maximum grades the feedback for all aspects of the training.





Positive remarks for the entire workshop included “workshop concept was very interesting” and that “activities used were useful and appropriate with the topics covered”, as well as that it was an “interesting and useful workshop”.



5. Reporting on re-training materials

MUHEC provided the entire toolkit for the SCATE pedagogic model, including MS Word templates for each component:

- Scope
- Content
- Activity
- Think
- Extra

Each PCI used the templates with the authors involved in the development of re-training content. Eventually a very useful resource was created that was uploaded on Moodle as part of the project's WP5 led by UET. The consortium agreed for Oracle TES to focus on reviewing the produced materials and summarise key findings in a report that will help PCIs to further rework on the training materials, as well as use it as a reference point to prepare more re-trainings. The project's sustainability plan is geared towards re-using the successful approach of re-training to develop more courses in topics that each PCI has SMEs in place and prior experience. This will ensure that IaH is maintained after the end of the project and offers PCIs the capacity to create courses that can be offered as Continuous Professional Development (CPD) or Lifelong Learning (LLL) provision at institutional level.



MUHEC also reviewed the content developed by each partner, with key findings discussed in the sub-sections below. It is important to note that these are the sustainable resources provided for the INTERBA courses and not the re-training pilots organised that were covered in the previous sections.



5.1. University of Tirana, Albania (UT)

Course 1

Topic:

Leading Towards Sustainable Gender Equality Plans in Research Performing Organizations

Trainers:

- Mirdaim Axhami
- Klodiana Gorica
- Fatmir Memaj
- Ingrid Shuli
- Kreshnik Vukatana

Content structure – the course is organised around three topics (i) introduction to gender equality, (ii) gender equality context analysis and (iii) introduction to gender equality plans and budgeting.

Pedagogy – the materials are clearly labelled in sub-topics based on power point presentations.

Course 2

Topic:

Sustainable development of BLUE economies through higher education and innovation in Western Balkan Countries

Trainers:

- Mirdaim Axhami
- Klodiana Gorica
- Zhdanova Lleshaj
- Fatmir Memaj
- Ingrid Shuli
- Kreshnik Vukatana

Content structure – the course is organised around four topics under the umbrella of innovation and digitalisation for sustainable blue economy and enterprises.

Pedagogy – the materials are presented as power point presentations including scope, content and additional resources.



University of Tirana courses

Leading Towards Sustainable Gender Equality Plans in Research Performing Organizations
Sustainable development of BLUE economies through higher education and innovation in Western Balkan Countries.
Delivered by University of Tirana

Trainer: Mirdaim Axhami
Trainer: Klodiana Gorica
Trainer: Fatmir Memaj
Trainer: Ingrid Shuli
Trainer: Kreshnik Vukatana

Sustainable development of BLUE economies through higher education and innovation in Western Balkan Countries
Sustainable development of BLUE economies through higher education and innovation in Western Balkan Countries.
Delivered by University of Tirana

Trainer: Mirdaim Axhami
Trainer: Klodiana Gorica
Trainer: Zhdanova Lleshaj
Trainer: Fatmir Memaj
Trainer: Ingrid Shuli
Trainer: Kreshnik Vukatana



5.2. European University of Tirana, Albania (UET)

Course 1

Topic:

IT Governance for Higher Education Institutions

Trainer:

- Agim Kasaj

Content structure – the course is organised around several topics including a general section and an introduction. There is full use of SCATE under the IT governance topics (i) responsibility, (ii) strategy, (iii) acquisition, (iv) performance, (v) conformance, (vi) human behaviour.

Pedagogy – the materials are very well organised and make full use of SCATE templates.

Course 2

Topic:

Quality Development of International Co-operation and Project Management

Trainers:

- Ketrina Çabiri
- Ines Troshani

Content structure – the course includes an introductory general information folder and then proceeds with four key topics of (i) project writing, (ii) project cycle management, (iii) effective communication and (iv) financial management.

Pedagogy – the materials include both presentation slides and full SCATE template documents.



European University of Tirana (UET) courses

IT Governance for Higher Education Institutions

IT Governance for Higher Education Institutions.

Delivered by European University of Tirana (UET).

Quality Development of International Cooperation and Project Management

Quality Development of International Cooperation and Project Management.

Delivered by European University of Tirana (UET)

Trainer: Ketrina Çabiri

Trainer: Ines Troshani



5.3. Universum College, Kosovo (UC)

Course 1

Topic:

Social Entrepreneurship – Understanding and raising awareness about the importance of social entrepreneurship

Trainer:

- Armend Berisha

Content structure – the course includes introductory folders that provide general information, a list of training outcomes and the session topics covered. The remaining folders use SCATE to organise activities, multiple choice questions and extra resources. There is also a folder with the supporting power point slides.

Pedagogy – the materials use the SCATE elements embedded in the Moodle folders.

Course 2

Topic:

Digital Marketing for Academics

Trainer:

- Armend Berisha

Content structure – the course materials are included in a single folder labelled under training content that includes all topics and relevant resources.

Pedagogy – the materials include SCATE elements presented in a single page that includes the SCATE templates and links to additional resources that can be downloaded .

Universum College courses

"Social Entrepreneurship" - Understanding and raising awareness about the importance of social entrepreneurship.

Social entrepreneurship on a daily basis is contributing to society by adapting business models to offer new and creative solutions to complex social issues. Despite the growing interest and impact of social entrepreneurship, very little research has been done about it. The very definition of social entrepreneurship presents a real challenge, because it as a concept and phenomenon developed in different domains, such as non-profit organizations, for-profit organizations, public sector organizations, or in a combination of the three. All definitions about social enterprise have in common that its main objective is the creation of social values and not of personal wealth or of stakeholders. As an outcome of the Connecting Science-Society Collaborations for Sustainability Innovation (CONSUS) project which aims at establishing a regional science-society network for sustainability innovations in Albania and Kosovo in order to strengthen the connection and collaboration of institutions in the field of higher education, research and practice and as an active member of the LOGEX community.

Trainer: Armend Berisha

Digital Marketing for Academics ➡

Digital marketing has taken the world by storm, and the higher education sector is no exception. Most universities and institutions now report that they are using digital marketing in some capacity to engage with students and reach potential applicants. And increasingly, higher education providers are reporting high levels of success from their digital marketing campaigns. But digital marketing is constantly evolving and modern students are more aware of online marketing techniques, making them more difficult to engage. Most school marketing departments understand that digital marketing techniques need to be user-friendly and easily accessible on both smartphones and computers, but which marketing strategies give the best results?

Trainer: Armend Berisha



5.4. University of Pristina, Kosovo (UP)

Course 1

Topic:

Methodologies of scientific research in ICT

Trainers:

- Dhurate Hyseni
- Zana Limani
- Hena Maloku

Content structure – the course begins with a folder that contains general information and the course scope and proceeds with the following topics (i) research methodologies, (ii) scientific writing, (iii) plagiarisms and citations, and (iv) peer review.

Pedagogy – the materials are provided as power point slides that include all the SCATE elements.

Course 2

Topic:

Online Collaboration Tools

Trainers:

- Blerim Rexha


Content structure – the course is organised in folders including an overview of tools presented, a folder on SCATE templates, and the pilot organised. The tools covered include Google, Word, Zoom Kahoot, Slack and Overleaf.

Pedagogy – the materials are presented as power point presentations.

University of Pristina courses

Methodologies of scientific research in ICT (ISCED DESCRIPTION DETAIL: Inter-disciplinary programs and qualifications involving Information and Communication Technologies)

Methodologies of Scientific Research in ICT (ISCED DESCRIPTION DETAIL: Inter-disciplinary programs and qualifications involving Information and Communication Technologies).




Delivered by University of Pristina.

Trainer: Dhurate Hyseni
Trainer: Zana Limani
Trainer: Hena Maloku

Online Collaboration Tools (ISCED DESCRIPTION DETAIL: Education - Teacher training with subject specialization)

Online Collaboration Tools (ISCED DESCRIPTION DETAIL: Education - Teacher training with subject specialization).



Delivered by University of Pristina.

Trainer: Blerim Rexha



5.5. University of Tuzla, Bosnia and Herzegovina (UNTZ)

Course 1

Topic:

The Impact of COVID19 on Students with Disabilities

Trainers:

- Vesna Bratovic

Content structure – the course is organised in different folders around the core umbrella topic with each using a hybrid approach of SCATE, as scope and content are included both as embedded text or power point presentation with quizzes provided for Think and Activity and Extra has links to additional resources.

Pedagogy – the materials are well organised and follow the SCATE elements.

Course 2

Topic:

Combined Water and Energy Integration in the Process Industries

Trainers:

- Elvis Ahmetovic
- Jidret Ibric

Content structure – the course is organised in five topics following the introductory folder with general information of the course, including (i) global water and energy consumption and sustainability, (ii) water and energy use in manufacturing process, (iii) concepts of combined water and energy networks, (iv) systematic methods for combined water and energy integration and (v) case study of combined water and energy network.

Pedagogy – the materials adopt full use of SCATE entirely integrated on each Moodle topic folder with quizzes and extra resources being embedded as links.



University of Tuzla courses

The Impact of COVID-19 on Students with Disabilities
The Impact of COVID-19 on Students with Disabilities.

Delivered by the University of Tuzla.

Trainer: Vesna Bratovčić

Combined Water and Energy integration in the Process Industries ➡
Combined Water and Energy integration in the Process Industries.

Delivered by the University of Tuzla.

Trainer: Elvis Ahmetović



5.6. University of Mostar, Bosnia and Herzegovina (UNMO)

Course 1

Topic:

Didactics, curriculum development, and curriculum planning

Trainers:

- Maja Kazazic
- Majra Lalić

Content structure – the course begins with a summary folder and the introduction that includes the project scope and SCATE templates before continuing with the key topics of (i) personal and professional development of teachers, (ii) active learning as a determinant of modern teaching. (iii) curriculum development and (iv) curriculum design.

Pedagogy – the materials make full use of the SCATE model integrated on Moodle with links for the Activity, Think and Extra elements. .

Course 2

Topic:

Research Methodology, Scientific Writing, and Result Presentation: Humanities and Social Sciences

Trainers:

- Aida Sator

Content structure – the course begins with the SCATE scoping under the general folder before proceeding with four topics (i) humanities research, (ii) specific aspects of humanities research, (iii) conference presentations, and (iv) paper publishing.

Pedagogy – the materials are presented as SCATE templates embedded in each Moodle folder.



Dzemat Bijedic University of Mostar courses

Didactics, curriculum development and curriculum design ➡



Didactics, curriculum development, and curriculum planning.

Delivered by the Dzemat Bijedic University of Mostar.

Trainer: Maja Kazazic

Trainer: Majra Lalić

Research Methodology, Scientific Writing and Result Presentation: Humanities and Social Sciences ➡

Research Methodology, Scientific Writing, and Result Presentation: Humanities and Social Sciences.

Delivered by the Dzemat Bijedic University of Mostar.

Trainer: Aida Sator