



# ELEVATING THE INTERNATIONALISATION OF HIGHER EDUCATION IN MOLDOVA

## **Output 5.2**

### **External Evaluation**

### **Final Report**

**Oct 2016-Oct 2020**

<http://elevate-project.md/>

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## **Aims of ELEVATE project**

ELEVATE aimed to develop and advance national legislative which elevated the process of internationalisation (I-tion) of Moldovan higher education and research.

The project was developed due to the absence of the legal framework in the IoHE. The main focus was dedicated to the capacity building of the key-actors, policy-makers on the EU experience in the development of IoHE strategies and regulations on standards for joint & double degrees with foreign partners, recognition of mobility periods abroad, in particular. The project also aimed at transferring know how that facilitated the development of the national strategies (National Strategy of IoHE & Research. One of the strategic aims was to build the university integrative function through institutional policies for the “Internationalisation” of education, research, mobility and services.

Development and implementation of effective institutional internationalisation strategies was conducted during the project life time and achieved by increasing understanding of the comprehensive IoHE at university level by Workshops, Training sessions at EU partner universities on designing of the strategies and elaboration of indicators, guideline, etc. As a result the Institutional Strategies of “Internationalisation” & Mobility at each Moldovan university elaborated and adopted at each MD partner HEIs, and as added value to the additional 5 HEIS, representatives of which are members of the National Council of Rectors who took part in the Thematic Training Sessions in EU.

The project also aimed at enhancing institutional capacities for effective participation in large-scale international collaborations. The idea was to increase the scope and quality of international partnerships through joint and double degrees, participation in EU mobility schemes and large-scale research programs. An emphasis was put on raising students’ awareness of the role of “Internationalisation” in the employability of Moldovan graduates.

## **2. Evaluation methodology and activities**

Project evaluation plan included external & internal quality control as well as self-evaluation of project process & results by students, trainers, experts & professionals. Its principal aim was to support an exploration of appropriate range of approaches to ensure the quality of project implementation and outputs.

The quality control & monitoring plan was utilized in guiding evaluation criteria and activities. Activities and outcomes have been internally evaluated every 6 months and

conclusions and recommendations were sent to the project coordinator and to the Project Consortium Board (PCB).

Three meetings were organized using Skype in the middle of each project year, and desk research using the information provided on the project's website was conducted on a permanent basis.

The external evaluator has checked the correspondence between proposed and accomplished activities.

The evaluation was conducted having two purposes in mind. On the one hand a summative evaluation was conducted to assess the extent to which the activities and the outcomes correspond with the proposed activities. On the other hand, a formative evaluation was conducted with the aim of informing the Consortium in good time of the level of progress made and the direction to be taking for future activities.

Smooth interaction between project management and the external reviewer has been ensured during the project lifetime. The external reviewer has monitored the project implementation and communicated its conclusions to the PCB on a regular basis.

### **3. How was external evaluation conducted?**

The external evaluation aimed at complementing the internal evaluation conducted by the Consortium in crucial moments in the project cycle. The internal evaluation of the project has tackled each of the outputs and has provided detailed information regarding the processes and the deliverables as reflected in stakeholders' opinions. Whereas internal evaluation has been concerned with both aspects, formative evaluation and to some extent summative evaluation, the external evaluation has been mostly focused on evaluating the main outputs of the project. These are:

**OP1-- MAPPING OF NEEDS AND CAPABILITIES**

**OP2-DEVELOPMENT AND ADVANCEMENT OF NATIONAL LEGISLATIVE FOR INTERNATIONALISATION;**

**OP3.-ADVANCEMENT OF UNIVERSITY INTEGRATIVE FUNCTION THROUGH INTERNATIONALISATION**

**OP4- ENHANCEMENT OF INSTITUTIONAL CAPACITIES FOR PARTICIPATION IN LARGE-SCALE INTERNATIONAL COLLABORATIONS**

**OP6-DISSEMINATION & EXPLOITATION**

The aim of the external evaluation has been to assess the extent to which the deliverables of the project were in line with the aims of the project and the extent to which these correspond to the description in the application for funding.

The methods used for external evaluation were: document analysis and interviews. Following a dialogue with the PCB it has been decided that the answers to the following questions will enable the Consortium to benefit from the external evaluation:

The questions asked are:

- To what extent the quality of the deliverable has been achieved?*
- To what extent these have been achieved in good time?*
- To what extent these correspond to a real need?*
- To what extent the processes to achieve the deliverables have been sound and efficient?*
- To what extent the indicators of achievement have been met?*

## **OP1-- MAPPING OF NEEDS AND CAPABILITIES**

### **To what extent the quality of the deliverable has been achieved?**

The activities and deliverables that make up WP1 provided the data and analytical basis for the entire ELEVATE project. Following the completion of WP1, the partnership have established the state of play as well as the most important developments and trends in the area of IoHE and research in Moldova. By carrying out a rigorous data collection and analysis exercise, the partnership has ensured that subsequent project activities, such as the country workshops and training seminars, are designed to fit the national context and address the specific requirements of the republic of Moldova.

WP1 specifically entailed the development of a methodology for collecting and analysing the IoHE and research data, the collection and validation of datasets, the analysis of the data and the production of country profile for Moldova as well as the presentation of the collected data through an interactive data base, the online tool. There were two data collection processes, one on IoHE mainly collecting data at system level (from national rectors council, ministries and public agencies) and one on internationalisation at institutional level using as primary source the HEIs in Moldova.

Additional desk and empirical research were conducted.

The quality of the country profiles (WP1-D.1.4) and online tool (WP1-D.1.5 acted as direct performance indicators for the WP. In addition, the successful management and implementation of WP1 and all deliverables were monitored by the Executive Board (EB) and evaluated by the External Advisory Board (EAB) to ensure timely delivery and high quality.

### **To what extent these have been achieved in good time?**

#### **Methodology for data collection & analysis**

A sound methodology for the data collection, validation and analysis is essential to the efficient completion of WP1. P12-EPDRI used its expertise in designing sophisticated data

collection tools to develop and test a user-friendly and comprehensive online infrastructure that enabled the partnership to collect process and analyse quantitative & qualitative data on IoHE in Moldova.

The deliverable was planned to be achieved on 30.12.2016 and in fact started on 1.12.2016 and was completed on 1.06.2017

#### **Completed surveys (data collection)**

This consisted in following up on and collecting a high-quality set of completed questionnaires on IoHE and research, mobility issues in Moldova, the timely delivery of which was crucial for the completion of WP1 (target for MD HEIs responses: Plan 20 and achieved 96 ).

The deliverable was planned to be completed on 15.03.2017 and started on 2.06.2017 and was completed on 1.10.2020.

#### **Interview memos (data validation)**

A validation activity was implemented to ensure the quality and comparability of the collected data. Following an initial examination of the completed surveys, targeted interview protocols were designed. Interviews were carried with the representatives of the rectors' conferences, Ministries and university leaders in Moldova to ensure the accuracy and comparability of the national datasets. The information thus collected was summed up in detailed interview memos.

The deliverable was planned to be completed on 31.03.2017. It started on 1.09.2017 and was completed on 15.10.2020

#### **Country profiles (data analysis)**

On the basis of the validated national dataset, the members of the Executive Board produced detailed data analysis reports in form of country profile. In addition to presenting the state of play in IoHE in Moldova, the country profile was included a cross-country comparative aspect. The situation in Moldova was compared to the overall European picture (including the project EU partner countries (NL, UK, SI, LT) and Eastern Neighbourhood Countries (Belarus, Ukraine, Armenia).

The deliverable was planned to be completed on 1.07.2017. It started on 1.12.2017 and was completed on 15.10.2020

#### **IoHE online benchmarking tool**

Following the analysis of the data and the production of country profiles, the partnership developed a sophisticated IoHE (including research and mobility issues) online benchmarking tool (Internationalisation Scorecard). The tool was available for the collection of data. Crucially, the tool also facilitated comparisons between the EU and Partner Countries.

In order to facilitate the data collection and the processing afterwards, other costs were identified for the design and development of an online data collection infrastructure. These costs are considered under "subcontracting", since the consortium contracted an external supplier for this purpose.

The structure of the online tool was discussed by P1-ASEM (2 experts) with web design agency in advance (working meeting in Slovenia).

The deliverable was planned to be completed on 1.07.2017. It started on 1.01.2018 and was completed on 15.10.2020

### **To what extent these correspond to a real need**

Theses respond to a clear need for the national standards, benchmarks and policies dealing with specific aspects of internationalisation that are becoming increasingly urgent for the Moldovan academic community. Some of the needs this output responds to are: establishment of joint and double degrees with foreign partners; participation in international mobility programs; participation in large-scale international research collaborations; recruitment of international scholars.

This output also contributes to the overall Moldovan Strategy Education 2030, which considers internationalisation as one of the top priorities of higher education reforms. It recognizes that success is possible only through collective efforts of those involved in the process, primarily the State and the HEIs, and calls for immediate actions. The aspiring goals of this Strategy (which promotes convergence with key EU strategies in the field of education and training) can only be met if there are concrete national and institutional measures able to advance the international competitiveness, attractiveness and quality of Moldovan HE and research and put into use the full potential of Moldovan HEIs in international partnerships and networks.

### **To what extent the processes to achieve the deliverables have been sound and efficient**

Activities for the setting up of ELEVATE have been led by ASEM and the academic manager of the project. This has been strongly connected to the previous activities; Existing experience regarding the Internationalisation of HE in Europe and Moldova; production of the model document for Internationalisation; training of the personnel involved in the establishment and organization of the work; launching of the web-page and the Portal to support collaboration between partners, purchasing of the equipment and creating of the infrastructure in the Moldova universities. Most of the senior managers in Moldova HEIs have taken part in a meeting in the EU and the opportunity has been created to explain to

them the importance of developing Internationalisation. With their support organizational structure were made available, equipment has been provided and installed and an effective project management infrastructure was created.

### **To what extent the indicators of achievement have been met?**

Over the period between Oct 2016-Oct 2020 the following have been achieved

- 1) Elaboration of data collection tools -totally achieved
- 2) Complete the questionnaires - totally achieved
- 3) Perform the interviews protocols- totally achieved
- 4) Elaborate comparative analysis & SWOT report- totally achieved
- 5) Design & maintain benchmarking online tool- totally achieved

## **OP2-DEVELOPMENT AND ADVANCEMENT OF NATIONAL LEGISLATIVE FOR INTERNATIONALISATION**

### **To what extent the quality of the deliverable has been achieved?**

A key element of reforms on system-level on the IoHE development in Moldova was the National Workshop. The Country Workshop brought together the main national stakeholders. The active involvement of the public authorities was essential. The P7-CR (Rectors 'Council) acted as convener. The Country Workshop took stock of the state of play, kick-start a national policy dialogue and formulated recommendations and a policy roadmap to elevate comprehensive internationalisation of HE in Moldova.

WP2 started with the design and development of a methodology for the Moldova Country Workshop. The preliminary National Policy Taskforce's (NPT) meeting served to identify specific needs, prepare the Workshop programme and initiate a dialogue between EU experts, the national partners and the Moldovan public authorities). The NTF's meeting was followed by the logistical preparation of the Workshop. In this context, three recent EU publications on IoHE were translated into Moldovan and disseminated among national stakeholders as a peer-learning resource.

The study visits to EU partners were conducted by members of NPT for the transfer of adequate know-how and expertise. The content and design of this study visit was directly related to the key challenges identified in the WP1.

The Ministry of Education, ANACIP (working in synergy with HEIs) contributed to the smooth development and implementation of the National Strategy of Internationalisation of Higher Education, National Strategy of Academic Mobility and Recognition of Degrees and the Accreditation standards for joint and double degrees. The national benchmarks for incoming mobility and unique information services on available funding schemes for outgoing mobility were also debated and approved.

### **To what extent these have been achieved in good time?**

#### **Know-how on national legislative underpinning internationalisation transferred to Moldova**

Forming of the National Working Group on IoHE reforms (15MD experts: HEIs -7, CR-5, ME-3) (M6). The members of the MD HEIs and CR involved rectors.

Organisation of the 2-days Workshop on IoHE in Moldova involved 96 participants, including 25 high-level representatives from the participating Moldovan HEIs, the CR and Ministry, and public agencies and EU experts as well six Moldovan stakeholders from outside the partnership. The Workshop took stock of the state-of-play of IoHE, accreditation of the joint study programmes, mobility and recognition of degrees in Moldova, foster a productive policy dialogue and formulate recommendations for Strategy development. The Workshop was organized jointly with the 1st PCB (Project Consortium Board) meeting (WP6).

The consortium conducted 5-days study visit to the University of Maastricht (NL) to transfer know-how regarding national legislatives for internationalisation. The members of the National Working group from Moldova. The representatives of the EU partners shared their experience on IoHE development on their system-levels. The number of EU participants was however lower than planned.

The deliverable was planned to be completed on 30.06.2017. It started on 15.01.2017 and was completed on 24.03.2017

#### **Standards for accreditation of joint and double degrees in Moldova**

The discussions held at the Country Workshop in Moldova (D.2.1) and transferred know how during the Training Seminar in Netherlands (D.2.2) resulted in the elaboration of Standards for accreditation of joint and double degrees in Moldova. The main responsibility for formulating the Standards lied with the P12-EPDRI and the Coordinator P1-ASEM. The contribution of the National Policy Taskforce (NPT) was essential.

The standards were published in hard paper copies for all MD partners and translated in the local languages (Moldovan, Russian) and e-version were made available on the project website.

The deliverable was planned to be completed on 31.05.2017. It started on 15.10.2017 and was completed on 31.08.2020

### **National strategy on academic mobility and recognition of degrees**

National strategy on academic mobility and recognition of degrees was designed in accordance with the European Recognition Manual for Higher Education Institutions and Lisbon Recognition Convention, its subsidiary documents, latest EAR (European Area of Recognition) HEI manual and the UNESCO Recommendation on the Recognition of Studies and Qualifications in Higher Education. This model offers introduction of recognition, recognition process, qualification types, information instruments, mobility, and is an important tool for the process of internationalization and recognition of qualifications. The development of this document and compliance is a condition for joining the EHEA and EAR. The main input for this activity was the analysis of the literature and analysis of the existing MD practices related to the recognition of qualifications

The strategy was published in hard paper copies for all MD partners and translated in the local languages (Moldovan, Russian) and e-version was made available on the project website

The main responsibility for formulating the Strategy was assumed by with the P12-EPDRI and the Coordinator P1-ASEM (on behalf of the PCB).

The deliverable was planned to be completed on 30.06.2018. It started on 15.10.2017 and was completed on 31.08.2020

### **National strategy on IoHE and research**

The discussions held at the Country Workshop in Moldova (D.2.1) and transferred know how during the Training Seminar in Netherlands (D.2.2) resulted in the elaboration of National Strategy on IoHE. The main responsibility for formulating the Standards were assumed by the P12-EPDRI and the Coordinator P1-ASEM (on behalf of the PCB).

The strategy was be published in hard paper copies for all MD partners and translated in the local languages (Moldovan, Russian) and e-version is available on the project website

The deliverable was planned to be completed on 30.06.2018. It started on 15.10.2017 and was completed on 31.08.2020

### **National benchmarks for outgoing and incoming mobility**

This deliverable was achieved by act. 2.6 and 2.7

Information on all national funding schemes supporting outgoing mobility was compiled and National guidelines for incoming mobility of students and scholars served as a quality benchmark for Moldovan HEIs (accommodation, arrivals-departures, administrative-academic support)

The deliverable was planned to be completed on 30.06.2018. It started on 15.10.2017 and was completed on 14.11.2020.

The development of the National Strategy on Internationalisation of higher education (IoHE) and research as main output has been completed in September 2018. The IoHE was debated at the higher education institutions and Council of Rectors of the Republic of Moldova in December 2018. Due to several political changes in Moldova in the period of January – June 2019 the final approve by the government of the National Strategy on IoHE and research was delayed. The political situation in the country has been subsequently normalised and the country had a working government. The National strategy was already embedded in the Government's action plan (for December 2019). However, there was a need to be made available for public debate, and approved at the government level. Therefore, the consortium requested an extension of the project duration so that the final draft of Strategy to be approved at National level.

### **To what extent these correspond to a real need**

The development of the national legislation for internationalization was seen as a key aspect of the enhancement of the quality of the educational process within the universities in Moldova. These policies have been designed to develop a framework that ultimately was designed to assist students to understand how innovative projects are being created, how to collaborate with local and international organisations, how to develop their skills and competencies.

This contributed to the need to bringing together authorities in charge of HE and research, HEIs, students and employers to jointly develop and implement strategies, policies and measures that will overcome existing obstacles and shortcomings clearly identified and presented on the BFUG Board by the representatives of the Ministry of Education of Moldova: These outputs also meet the need to enhance international exposure of the Moldovan higher education system;

They will also contribute to the need to increasing of number of joint degree programs with foreign partners; low volume of incoming and outgoing student and staff mobility;

The lack of strategic orientation in the internationalisation of HE and research was also addressed through this OP.

These also address the inadequate financial and administrative conditions for the realization of large-scale mobility;

The Project addresses all these challenges, intending to solve them through joint action and commitment of national HE stakeholders and the transfer of know-how, expertise and best practices from the EU partners. It recognizes that much has already been done in the field of international relations primarily through previous EU support projects (e.g. Tempus, EMA2) and intends to make full use of acquired domestic expertise and initiatives.

In this stage, internationalisation is no longer seen as a process handled predominantly by international committees and offices, or confined to internationalisation specialists. Instead, international affairs are taken up in all arenas of decision-making and administration, and, as such, touch upon all areas of HE provision. This fact alone requires a new strategic approach to reform processes, both by national and institutional authorities. The Educational Code (2014) acknowledged that HE reforms were not likely to be effective unless there was a gradual change in the mode of university governance. It therefore created a framework for the process of university integration, supporting a number of integrative functions. International cooperation and mobility were, from a legislative point of view, perceived as a responsibility of the university.

### **To what extent the processes to achieve the deliverables have been sound and efficient**

Activity 2.5 “Develop a national strategy on IoHE and research in Moldova” has been elaborated (final draft version) in September 2018, and debated at the higher education institutions and Council of Rectors of the Republic of Moldova till December 2018.

Due to several political changes in Moldova in the period of January – June 2019 the final approve by the government of the National Strategy on IoHE and research has been in delay (as has been mentioned in the Request for project duration extension sent to EACEA on August 2019). The National strategy was planned to be embedded in the Government’s action plan (for December 2019), but has been not proceeded due to new political changes in Moldova (change of the cabinet of Ministers and of the Minister of Education, Culture and Research – three (3) ministers has been changed in the period November 2019- November 2020).

In order to complete Activity 2.5 and to have as the result the regulatory document on IoHE at national level, the Rectors’ Council decided (minute nr. 2 from 25.11. 2019), to use as the final regulatory document -the National Roadmap on IoHE. This does not need approval of the Government but only of the Ministry of Education, Culture and Research of Moldova (MECRM).

Taking into account the elaborated final draft version of the National Strategy on IoHE and Strategies on IoHE of each project’s partners HEIs (bottom-up approach applied) has been formulated the National Roadmap on IoHE and adopted by the MECRM (Decision nr. 997 from 18.09.2020).

the Roadmap has been exploited on the basis of the Strategies on IoHE of HEIs. All recommendations have been incorporated in the final version of the National regulatory document “ Roadmap on IoHE”. The meetings in Chisinau and Maastricht, were dedicated to discussing the main features of the policies and teams have been created for each of the

policies developed. Each of the EU universities have assisted Moldovan partners in the development of their policies. A template has been agreed on and the teams worked collaboratively. The main difficulty was to create teams that work collaboratively taking into account the fact that there has been different expertise in all of these areas. Working in some teams has taken longer time than planned. The team leaders have assigned tasks and each Moldovan university has assumed the writing of a specific section of the proposed deliverables. There is clear evidence that there has been a great amount of work put and the management team has solved all the problems so that the deliverable has been achieved in good time and according to plan.

### **To what extent the indicators of achievement have been met**

The activities within this work-package have tested the resilience and the determination of the partners. Indicators of progress used to assess the extent to which these objectives have been met include:

- 2.1. One National Policy Taskforce in Moldova /2-days Workshop on IoHE/ One Study visit to P13-UM.MSoG conducted-fully met at the end of the project.
- 2.2. One Standard for accreditation of joint & double degrees- fully met at the end of the project.
- 2.3. One National strategy on academic mobility & recognition of degrees- fully met at the end of the project.
- 2.4. One National strategy on IoHE & research- fully met at the end of the project.
- 2.5. Unified information on IoHE & research/ National guidelines for incoming mobility- fully met at the end of the project.

### **OP3.-ADVANCEMENT OF UNIVERSITY INTEGRATIVE FUNCTION THROUGH INTERNATIONALISATION**

#### **To what extent the quality of the deliverable has been achieved?**

From the very start, each Moldovan HEI involved in the project established university working group (UWG) for strategic development of internationalisation in education and research that were conducted regularly including sessions to follow the progress on new university strategies on internationalisation and mobility and the development of the recognition model.

The UWGs involved academics, administrative staff and students (altogether 8 experts/each). Members of each UWG benefited from the study visits to the EU partners (P9-BUCKS/UK, P10-MRU/Lithuania, P11-UM/Slovenia, and P13-UM-MSoG/Netherlands). These visits helped with the transfer of best practices in introducing various models of internationalisation of HE. Specifically they contributed to the organization of joint and double degrees, support for international staff and students, as well as procedures and principles of academic and degree recognition that can serve as benchmarks for Moldovan HEIs. The visits were tailor-made in terms of content and working methodologies to suit different perspectives on internationalisation: management, academic, research, administrative and student.

The workshop organized at P2-TUM/Moldova was focused on two key topics that require special attention: means of academic and administrative support for international students and scholars and steps to be taken in the organization of joint and double degrees with foreign partners. The workshop provided expertise of academics and associates from EU partner organisations as well as good examples from Moldovan universities in the form of case studies.

This WP was based on the concept of the university integrative function, which sought to find solutions able to benefit all fields, sectors and actors of the university as a whole. HEIs governmental bodies (Senates and Strategic Councils of development). They are also likely to contribute to adopting university strategies once a consensus has been reached across the appropriate academic communities. This concept has already been used with success in creating multidisciplinary project teams, handling comprehensive Erasmus Mundus Action 2 mobility projects and uniting various faculties in the realization of university missions.

## **To what extent these have been achieved in good time?**

### **Models of internationalisation from EU partners identified, transferred and implemented at Moldovan HEIs**

This deliverable was achieved by act. 3.1 – 3.3

Two (4 people/each) University Working Groups (UWGs) in each HEI in Moldova (altogether 8 experts/per each Moldovan HEIs) were formed and led the activity.

The UWG1 was dedicated to the development of strategy on IoHE and research. These included: rector, vice rector on IoHE, vice rector on Research and one researcher.

The UWG2- dedicated to the Mobility and recognition degrees issues, joint programmes development. Members: vice rector on academic issues, quality manager, head of the international office, student (president of Student`s syndicate-budgeted as staff for mobility).

-Organisation of four (4)/ 5-days Thematic Training Seminars (TTS) in EU. Each TTS was attended by members of respective UWG from each MD HEIs (altogether 24 people), one (1) EU expert from each EU partner HEIs (4experts altogether/exchange of best practices) and representatives of the P7-CR (5 people/for wider dissemination to other MD HEIs). Total: 33 participants.

TTS1 were organised by P9-BUCKS /UK on Internationalisation of research. A study visit for UWGs1+EU experts+P7/CR experts was conducted as planned.

TTS2 organised by P10-MRU/LT on strategy and indicators development/ was attended by UWGs 1+EU experts+P7/CR experts. Conducted and achieved as planned.

TTS3 organised by P13-UM.MSo/NL on organisation of joint degrees/ attended by members of UWGs2 +EU experts+P7/CR experts. Conducted and achieved as planned.

TTS4 organised by P11-UM/SI on Recognition of degrees/ attended by members of the UWG2 +EU experts+P7/CR experts. Conducted and achieved as planned.

The coordinator (P1-ASEM) together with WP`s leader (P10-MRU) organised site visits (altogether 2 experts/each/3days) prior to each seminar to define structure and methodology with each EU partner (altogether 8 MD-EU mobility flows)

A 2-day Workshop on best practices of academic and administrative support for international students and staff and organization of joint and double degrees were organised in Moldova by P2-TUM.there were 76 participants.

The elaboration of the Guidelines for institutional practices and regulations regarding academic recognition of mobility periods was also achieved by with some delay due to the complexity of the task and the diverse component of the consortium.

The deliverable was planned to be completed on 30.06.2018. It started on 15.04.2017 and was completed on 1.03.2018

**Internationalisation strategies at Moldovan partner HEIs**

This deliverable was achieved by act. 3.4

The study visits organised to attend Thematic Training Seminars at the P9-BUCKS/UK and P10-MRU/LT (see above D.3.1) resulted in the elaboration of new university strategies on internationalisation by each MD partner HEIs (altogether 6 strategies).

The development of internationalisation measures/ indicators for MD partner HEIs was realised as well as the Action Plan prepared and adopted by the Senates and Councils for strategic and Institutional development.

The main responsibility for formulating the strategies and Action plans was assumed by P10-MRU, P12-EPDRI and the Coordinator P1-ASEM (on behalf of the PCB), with input from the UWGs and representative of the P7-CR.

The strategies, including action plans were published in hard paper copies by each MD HEIs and each translated in EN language. These were also available on the project website and MD partner HEIs websites as well.

The deliverable was planned to be completed on 14.09.2018. It started on 1.03.2018 and was completed on 28.04.2018.

**University strategies for increasing the quality and scope of academic mobility**

This deliverable was achieved by act. 3.5

The study visits organised to attend Thematic Training Seminars at the P11- UM/SI and PP13-UM.MSoG/NL (see above D.3.1) resulted in elaboration of university strategies for increasing the quality and scope of academic mobility by each MD partner HEIs (altogether 6 strategies) and additionally by 5 MD HEIs (members of the P7-CR) who attended the TTS (see D3.2).

The strategies and Action plan was adopted by the Senates and Councils for strategic and Institutional development of each MD partner HEIs.

The main responsibility for formulating the strategies and Action plans was assumed by P10-MRU, P12-EPDRI and the Coordinator P1-ASEM (on behalf of the PCB) There is evidence of input from the UWGs and representative of the P7-CR.

The strategies, including action plans were published in hard-paper copies by each MD HEIs and each translated in EN language. Documents were available on the project website and MD partner HEIs websites as well.

The deliverable was planned to be completed on 14.09.2018. It started on 10.04.2017 and was completed on 1.09.2020

The above indicates that the deliverables planned within the working package\_3 (development on top university level) were completed later than planned.. Following a conversation with the project manager and the steering group it emerged this was mainly because the target group involved in this working package is represented by universities' top management (rectors and vice-rectors), which proved to be less flexible and proved to poses a less than expected ability to drive policy development. A chain of unforeseeable situations has led to further delay. For example the outputs in WP2 were delayed due to

some structural changes at the partner universities (new rectors and vice-rectors nominated) which had the respective impact on the delivering of the results in the WP3. As the result, the consortium had little time to exploit the obtained outputs and therefore an extension of the duration of the project was requested and subsequently granted.

### **To what extent these correspond to a real need**

The development of the framework for integrative function of Moldovan universities has been developed through collaborative work. However, the way in which the strategies and the policies are delivered depend very much on the internal particularities in each Moldovan university. This takes into account the tradition, the local culture and the subjects that are being delivered and the programs in the university. Members of academic staff of Moldovan universities who worked to the development were those who deliver them and, in this way, they could feel the organisation's collective response and ultimately students' reactions and attitude towards the content and toward the way in which this has been delivered.

The Project intends to keep strengthening the university integrative function by developing coherent institutional policies steering international relations and enhancing institutional capacities that provide optimum conditions for the growing participation in international projects. It envisages the adoption of separate university strategies of internationalisation and academic mobility that reflect particular features of Moldovan HEIs and at the same time achieve common national goals. The concept of functional integration that describes all internal processes, structures and procedures enhancing (through internal consensus) the effective use of resources of the university as a whole is taken up by the Project in creating the necessary synergy between HE stakeholders and among members of the Moldovan academic community.

### **To what extent the processes to achieve the deliverables have been sound and efficient**

The team leaders have assigned tasks and each Moldovan university has assumed the writing of the specific policy and implementation documents. There is clear evidence that there has been a great amount of work put and the management team has solved all the problems so that the deliverable has been achieved according to plan but with some delay.

### **To what extent the indicators of achievement have been met**

The successful management and implementation of WP3 was monitored by the Executive Board and evaluated by the P12-EPDRI and External Advisory Board (WP5-QPLN). The Coordinator provided continuous support and examples have been sent to partners so that the adoption of the policies follow the national standard but also take into account their individual particularities.

Indicators of progress:

3.1. UWGs established/ four Thematic Training Seminars. Also one (two-day) Workshop on joint & double degrees/ Six Guidelines on Recognition adopted-by the end of the project tis output was completed.

3.2. Six University Strategies on IoHE adopted -by the end of the project tis output was completed.

3.3 Six University Strategies for increasing the quality and scope of academic mobility were adopted. -by the end of the project tis output was fully completed.

## **OP4- ENHANCEMENT OF INSTITUTIONAL CAPACITIES FOR PARTICIPATION IN LARGE-SCALE INTERNATIONAL COLLABORATIONS**

### **To what extent the quality of the deliverable has been achieved?**

Enhancement of university capacities for participating in large-scale international collaborations was achieved through the organization of training visits of research and administrative staff from MD HEIs to the EU partner universities (P9-BUCKS/UK & P10-MRU/LT). The training content encompassed all aspects of project management from the university level (identification of appropriate international funds; dissemination of international collaboration opportunities; provision of advice and support in the application process; administrative and financial management of international projects; reporting to international bodies).

The National Council of Rectors (P7-CR) worked together with the universities on the development of the Action Plan for Moldova's participation in the ERA, which was aligned with the Moldovan Strategy on Education 2020. An important precondition of this action was the analysis of potential obstacles and general conditions for the recruitment of foreign PhD students, teachers and researchers at Moldovan universities. Issues that had been tackled are also the challenges faced by Moldovan PhD students and researchers working abroad and measures to be taken to reduce the brain-drain and increase the employability of young researchers.

In order to raise awareness of the links between internationalisation and employability, the Project organised three annual seminars on the employers' views on competences needed for graduates' entry into the labour market from the point of view of internationalisation in HE. The seminars were organized by the joint venture company TRIMETRICA (associate partner) and open to the Moldovan student and academic community. The organization of seminars was assisted by the university career offices, which have detailed info on students seeking employment and wishing to advance their skills and knowledge

The management and implementation of WP4 was monitored by the Executive Board remotely and evaluated by the P12-EPDRI and External Advisory Board (WP5-QPLN). The Coordinator provided all of the necessary documentation and support for the evaluation of the achievement of this important outcome.

### **To what extent these have been achieved in good time?**

#### **Training of staff from MD HEIs to participate in large-scale international collaborations**

This deliverable was achieved by act. 4.1

Two (7-day) Trainings for administrative staff from Moldovan universities (members of the UMG2/each MD partner HEIs, see details D.3.1)) was organised to P9-BUCKS/UK and P10-MRU/LT.

Training sessions included all relevant skills-building needed for strengthening capacities of Moldovan HEIs for participation in large-scale international projects and collaborations, in education and research

The deliverable was planned to be completed on 14.09.2018. It started on 1.06.2017 and was completed on 14.11.2017

#### **Definition of the conditions for the recruitment of foreign PhD students, teachers and researchers**

This deliverable was achieved by act. 4.2

Engagement of foreign academic and research staff in teaching and research in Moldova was regarded as an important step for internationalisation. Secretaries-general of Moldovan universities conducted analyses of national and institutional legal framework provided for recruitment of foreign PhD students, teachers and researchers. They suggested new conditions and legal changes to enable smooth engagement of foreign PhD students, teachers and researchers in the teaching process and in research projects incorporated in the Institutional rules and recommendations for recruitment document. The deliverable was planned to be completed on 14.05.2019. It started on 14.10.2017 and was completed on 15.09.2020.

#### **Elaboration of the Action Plan for participation in the European Research Area (ERA)**

One, two day, workshop was organized at the P1-ASEM on best practices in building institutional capacities for participation within ERA and advancing the service of international projects' development and management at university level.

As a result, an Action Plan for participation in the European Research Area (ERA) was proposed.

The deliverable was planned to be completed on 14.09.2019. It started on 14.10.2017 and was completed on 14.09.2019

#### **Elaboration of a set of recommendations for university research project management & talents development**

This deliverable was achieved by act. 4.4-4.5

P1-ASEM together with P10\_MRU developed a set of recommendations for university research project management and talent development and Institutional rules for international research projects management.

Establishing clear links between employability and internationalisation was conducted by P1-ASEM, P4-USARB, P5-USC, P6-KDU in collaboration with P14-TRIMETRICA (associate partners) that organized one seminar in their region presenting employer point of view on the competencies needed for graduates' entry into the labour market with regard to internationalisation.

The deliverable was planned to be completed on 14.09.2019. It started on 14.10.2017 and was completed on 14.09.2019

Within working package nr. 4 (development at university level) the equipment planned to be purchased was acquired with the delay (Dec.2018). The delay was a result of the requested changes in the final list of equipment for purchasing and its authorisation procedure with EACEA. Additional impact on delay had the meticulous national tender procedure in Moldova.

### **To what extent these correspond to a real need?**

Enhancement of university capacities for participating in large-scale international collaborations was regarded as essential for internationalisation and has been useful for the refining of the way in which these will be delivered in the Moldovan universities. Although the generic content in English has been developed through collaborative work. However, the way in which the policies and action plans are delivered depend very much on the internal particularities in each Moldovan university. This takes into account the tradition, the local culture and the subjects that are being delivered and the programmes in the university. Academic staff and managers who worked to the development of the capacity were those who delivered them and, in this way, they could feel students' reactions and attitude towards the content and toward the way in which this has been delivered.

### **To what extent the processes to achieve the deliverables have been sound and efficient?**

For conducting the action plans in each Moldovan university there were at least 15 students involved. Students who have been identified as being interested in taking part in the workshops have been recruited. Mostly these were students who had some innovative ideas. A meeting was organized and students were explained the content of the proposed policies. Students were met in their universities and shown how to access the online resources available on the e-learning platform.

Students were also explained the support available to them and how these policies on Internationalisation could help them learn and achieve their proposed career prospects. As the main beneficiaries of these policies students' views were captured and after a rigorous analysis had been incorporated. The timing was different in different universities. In some universities the workshops were staggered and one workshop started after the previous one had been completed. In other universities the workshops run in parallel and the evaluation was conducted immediately after. All of these are described in the Reports produced in each Moldovan universities.

In order to increase the level of English language proficiency level of both administrative and academic staff at the project partner universities in the Republic of Moldova the Moldovan project's partner universities applied for the authorisation of the acquisition of additional equipment needed for the establishment of the language learning labs in each Moldovan project's partner university (altogether 6 labs). Equipment for English Language Labs purchased and installed in April 2020.

Six (6) English language courses for administrative and academic staff at partner HEI in Moldova were conducted during the period June -September 2020 in the form of intensive courses (in small groups/ 8 people). The participants have been awarded Certificates.

This has helped with strengthening the impact of ELEVATE project's results in terms of attracting and retaining foreign students, increasing quality of students and staff mobility, designing international study programs and courses in English, creating double degree study programmes and, especially, dealing day-by-day with international students.

### **To what extent the indicators of achievement have been met?**

The impact of this work-package is likely to be felt after a year or two after implementation. However the indicators of progress could be an indication of the future impact:

- 4.1. Two Study visits to UK, LT-These were fully met by the end of the project.
- 4.2. One Analysis prepared/ Institutional rules & recommendations for recruitment elaborated-These were fully met by the end of the project.
- 4.3. One (2-day) Workshop-These were fully met by the end of the project.
- 4.4. Set of recommendations and Four Workshops that included employees and students-- These were fully met by the end of the project.

## **OP6-DISSEMINATION & EXPLOITATION**

### **To what extent the quality of the deliverable has been achieved?**

Partner7-CR led WP12 and designed and established a dissemination strategy early in the project. Dissemination activities at European and national level in Moldova included advertisement of the project launch and regular updates through mass communication channels when key project milestones were reached.

The website was created and used to mirror the work and the achievements of the Project.

ASEM, who hold the leading role demonstrated excellent dissemination abilities and previous. Major dissemination efforts were organised around the launch of the final publications (strategies, standards) and the online tool, through mass communications, press releases targeting specialised media, web presence. The partners focussed on communicating outcomes to national public authorities. ASEM focused on communication to its members, partner networks, national and European policy-makers and institutions. ASEM's experience with conducting comparative studies and producing publications proved to be essential. Partners provided significant input through the national progress

reports. ASEM drafted and edited the MD version of the publication, sub-contracting the specialised translating company for translation into English language. P7-CR was responsible for distributing the publication to national stakeholders.

### **To what extent these have been achieved in good time?**

The dissemination activities were conducted during the whole duration of the project. Dissemination for awareness activities were conducted in the first six months of the project. Initially the web-page was the main instrument of dissemination and leaflets have been produced and distributed within the universities involved in the project. Seminars, workshops and presentations on screens in the entry halls of each of the Moldovan universities were conducted. The result was that all students from the participant universities were aware of the upcoming development of ELEVATE. Announcements for upcoming workshops were conducted in all Moldovan universities.

Apart from disseminating the project in their own universities there were extensive presentations within the learning community in Moldova. The dissemination activities have intensified in the second half of the project, as expected and there is clear evidence that a frequent and steady effort has been made to disseminate the results in other universities. The policies developed have been presented to other universities and made available to them. However, there is no data to indicate the impact of the dissemination activities in other universities. In Chisinau there were a couple of other universities taking part in activities and competitions organized in ASEM. In Comrat there were lecturers and administrators invited to the meetings and networking events. However it is difficult to assess the impact of these activities. It is difficult to assess the extent to which these organizations are genuinely involved in the activities. This is a process that obviously requires time and that requires sustained effort over time. However, there is sufficient evidence to indicate that contacts have been made and that each Moldovan university has a policy on Internationalisation that creates the conditions for better practice.

#### **University and National campaign on IoHE in Moldova**

Communication activities run throughout the project. To increase visibility and reach the target groups, different channels were used:

- articles about project-related events in institutional newspapers;
- press releases to target European media
- press releases/articles in national language to target media in Moldova, measured by national press compendia
- use CSIE.ASEM's social media presence to communicate on the project (e.g. Twitter, Facebook)

Project promo materials:

- ELEVATE logo, which was used in paper and electronic communication and Internet visibility as well;
- small promo materials ( t-shirts, bags, pens, folders, notes, banners & roll-ups, posters, leaflet were also produced.
- Launching and Concluding Conference which were on 2 days/each involved 92 participants each.
- Each MD HEIs organised one dissemination event (conference, seminar) on project's issues.

The deliverable was planned to be completed on 14.09.2019. It started on 15.11.2016 and was completed on 14.10.2020

### **Campaign for promotion of Moldovan HE & research on EHEA & ERA**

Participation of MD experts (P1-ASEM, P7-CR, P8-ME/one expert each) at an International conferences on IoHE organised in EU partner countries during the project's life time. This activity will be combined with the study visits planned in the WP2- WP3, therefore no additional cost were incurred.

The deliverable was planned to be completed on 14.10.2019. It started on 15.11.2016 and was completed on 14.10.2020

### **Project web-site**

The project website served as an internal and external communication platform (public website & internal workspace to exchange documents/information among partners). It was managed and maintained by P5-ASEM with the possibility for partners to feed in content. The public website advertised project events and best management practices from participating Moldovan universities as an incentive for implementation. The website also featured the final publications and a link to the online tool

During the implementation of the ELEVATE project it emerged that the low level of English language proficiency of the academic and administrative staff at the higher education institutions in the Republic of Moldova was a serious obstacle in obtaining the planned impact. Therefore, the ability to attract and retain foreign students is very low. Academic staff's ability to increase quality of students and staff mobility, designing international study programs and courses in English, creating joint programs, dealing day-by-day with international students is at a low level. As a result, an urgent need to increase the level of English language proficiency level of both administrative and academic staff at the project partner universities in the Republic of Moldova has been identified.

## **To what extent these correspond to a real need?**

Making project's results known to others is an essential part in any project and important resources have been used in this project to let others know about the activities and the results of the project. The numerous activities have targeted mostly students, university lecturers, university administrators, local government authorities, entrepreneurs and other

universities in the participating countries. The reports produced by each of the participating universities to provide evidence of the activities organised and there is clear evidence of the amount of activities. Although evaluation forms have been provided in the evaluation plan these have not been used and there is little evidence of this sort. This is understandable in a way as organising events of this kind requires time and energy.

### **To what extent the indicators of achievement have been met?**

Indicators of progress:

- 6.1. Launching & Concluding Conference/ National Workshops/stakeholder institutions/media attendance/ Printed promotional materials, PR activities-fully achieved
- 6.2. Number of attendance at int. conferences in EU project partner countries-fully achieved
- 6.3. Web-site designed & updated-fully achieved to a high standard.

## Conclusions

The project was coordinated by the P5-ASEM in accordance with the defined management structure.

High-level decision-making body, the Project Consortium Board (PCB) was created by the project's partners.

PCB assumed responsibility for planning, directing, strategic management, monitor and control project implementation.

PCB was chaired by ASEM. PCB formed the Executive Board (EB) made up of leaders of the work packages.

EB was responsible for the overall strategic and academic management and reported directly to the PCB. The EB implemented the decisions of the PCB and monitored the effective and efficient implementation of the project.

The general management was assumed by Dr. Oleseu Sirbu, P5-ASEM) and supported by Executive Board (EB).

All partners were involved in each WP.

The assignments were evenly distributed among the project partners.

The assignments were allocated in accordance with the principle of equitable participation of all project partners, but in accordance with the nature of the activities and work package.

The funds were allocated in such a way so that they contributed to the realization of activities and focused (for each WP) on travel costs and costs of stay, staff costs, subcontracting costs, and in the case of WP4 the equipment costs.

Project management was properly planned, organised and coordinated.

Management structure was adequate and established in order to ensure financial and contractual management consortium.

Project consortium board (PCB) included all project partners.

Executive Board (EB) was responsible for the overall strategic management and report directly to PCB.

The Project coordinator was responsible for ensuring that the overall project objectives are met and that all costs and milestones were in line with the budgets and the provided timeline.

Planning and control was ensured through project coordination plan (scope, schedule, budget, resources, quality), through financial reports, progress report (WP leaders) and risk analysis performed by the coordinator.

Risk Management Plan (RMP) was designed and used to ensure that the project plan is used to completion.

Interviews with partners and stakeholders revealed that the decision making was ensured through consensus.

All project partners had the opportunity to contribute in the decision-making process. Communication Management Plan (CMP), defined what information was communicated. In July 2019, the consortium has completed the achievements of main outputs on national and institutional levels. Following our recommendation, the consortium decided to request an extension of the project duration that has allowed the thorough exploitation of the newly developed strategies and policies at both levels. According to the approved work-plan dissemination & exploitation activities should last for 12 months. Due to the fact that the project was scheduled to end in October 2019. This would have made the one year exploitation impossible. In order to be able to pilot the newly developed strategies and regulations, and to increase the impact of the project's results on institutional and national levels in the Republic of Moldova, a request was made to extend the duration of the project with one year.

### **Quality of main outputs**

- 1) University Strategy on IoHE (including Action plans for 5 years) elaborated and adopted by Senate of each university-achieved according to the proposed plan.
- 2)Regulation on organisation and realisation of mobility and recognition of mobility periods elaborated and adopted by Senate of university- achieved according to the proposed plan.
- 3) Guidelines for the recruitment of foreign PhD students, teachers and researchers elaborated and adopted by Senate of university -achieved according to the proposed plan.
- 4)Action Plan for participation in the European Research Area (ERA) elaborated and adopted by Senate of university-achieved according to the proposed plan.
5. Built national consensus of key-actors on the IoHE development issues- achieved according to the proposed plan.
6. Recommendations-framework for the initiation and organisation of joint and double higher education study programmes elaborated- achieved according to the proposed plan.
7. Recommendations-framework on organisation of academic mobility and recognition of mobility periods elaborated- achieved according to the proposed plan.
8. National Roadmap on IoHE elaborated- achieved according to the proposed plan.

The new regulatory documents have been adopted by the Minister of Education, Culture and Research of Moldova (MECRM) what developed and advanced national legislative and which will elevate the process of internationalisation of Moldovan higher education and research.

The results achieved at system level are relevant with policy area in the country, especially to main strategic planning document of the country - the National Development Strategy "Moldova 2030", (approved on November 7, 2018 by the Government).

### **Quality of project implementation**

1. Mapping of needs and capabilities: to benchmark the current situation of HEIs in Moldova with regards to alignment with the IoHE concept, in general, and new developments (IaH, virtual mobility, ect.),

Achieved at 6 partner HEIs and additional 5 HEIs

2. Advancement of university integrative function on IoHE:

The development and implementation of effective university strategies on IoHE

Level of achievement: As the result the University Strategies on IoHE and research

(including Action plan for 5 years) have been elaborated & adopted at each partner HEIs in MD (6 strategies), and at the additional 5 HEIs (members of the P7-CR) involved in the Thematic Training Sessions in EU. 2) The second output: Regulation on organisation and realisation of mobility and recognition of mobility periods elaborated & adopted by Senate of each partner HEIs in Moldova (5 regulations)

3. Enhancement of institutional capacities for effective participation in large-scale international collaborations (with focus on integration in EURAXESS) at each PC HEIs; Level of achievement very high.

Realised through: 1) elaboration and adoption by Senate of university the Guidelines for the recruitment of foreign PhD students, teachers and researchers (6 guidelines); 2)

Action Plan for participation in the European Research Area (ERA)( 5 plans); 3) Set recommendations for university research project management and talent development (1 publication, and 3 institutional bylaws).

4. Development and advancement of national legislative for internationalisation have been realised using a bottom-up approach. The solid platform for the creation of national regulatory documents have been served the elaborated and exploited (during the ELEVATE project) university regulatory framework (Strategy, regulations, guidelines, recommendations). As the results, the new national legislative on IoHE have been elaborated, public discussed (through the Rectors Council in Moldova/ P7-CR/MD) and adopted by Minister.

The main outputs: Recommendations-framework for the initiation and organisation of joint and double higher education study programmes; Recommendations-framework on organisation of academic mobility and recognition of mobility periods; National Roadmap on IoHE.

### **Quality of partnership and project management**

The nature of the role of the partners in the consortium was different from the beginning, in line with the project structure and objectives.

The coordinator, P1-ASEM, was permanently involved and had a dedicated team working on the project for the full period.

The MD partner universities involved in the project had diverse degrees of involvement in the project depending on the activity theme tackled and also depending on the project phase.

The less experienced HEIs have been involved in the projects on behalf of the P7-CR/MD (5 HEIs) in order to exchange practices and knowledge transfer in the project's area.

Nevertheless, all partner HEIs in Moldova took part in the various project events and explained during these events which type of impact the project had had on their institution and what progress had been achieved.

ASEM transferred good practice, guidelines and standards to institutional coordinators and supported them in organizing events (country workshops, training seminars, and meetings) and also liaised with the EU partner institutions for the organisation of the training seminars. ASEM was as a central point for all partners, whom it brought together informed, encouraged and supported throughout the project duration, for all matters linked to implementation, dissemination, etc.

All European partners acted as knowledge transfer facilitators in the project and played a vital role in all stages of its implementation. The EU partner institutions were approached to join the consortium as they have experience with the themes that the capacity-building element of the project sought to develop (IoHE development at system level, university strategy development, recognition aspects, etc.). Therefore, the EU partner institutions, as WP's leaders, were most intensely active in the project in the corresponding capacity-building phase, advising policy development, designing the training seminar programme and preparing for the setting up of these events. This helped achieve balanced seminars as each institution presented a different profile (large comprehensive institution; younger, more focused institution) and helped the participants understand the specificities of the challenges related to these institutional profiles.

The public authorities in charge of policy-making and support for higher education in Moldova were considered as one of the primary target group. The national Rectors council (P7-CR/MD) and the Ministry of Education, Culture and Research of Moldova (department for Policy development in Higher education)(P8-MECRM/MD) were the partner institutions actively involved in the consortium, with varying degrees of involvement. The P7-CR/MD has been represented by the five member HEIs who are not direct project partners and some of these institutions has not participated in the Erasmus+ programme previously. Active involvement of other members of the P7-CR/MD (20 HEIs from Moldova) (public discussions of regulatory changes on IoHE, fine-tuning meetings) has been secured due to the fact that P1-ASEM has a chairmanship position at this institution. Finally, the P8-MECRM proved to be an essential asset for the project and particularly for the mainstreaming of the project outputs and, notably in the context of regulatory framework reform in Moldova. P8 has been directly involved (experts of the Policy development in Higher education department) in the policy development at system level.

The university students have been involved in the project where possible, namely in the management of the project with focus on monitoring and dissemination, and as participants at the project's events.

Over 10 universities outside the consortium in Moldova engaged with the project through their contribution to the Benchmarking Reports in WP1, participation in the National

Workshop on IoHE (WP2) and Workshop on joint & Double degree studies In Moldova (WP3). Furthermore, PC HEIs' business partners, representatives of national and local business accelerators and incubators, joined the national workshops on IoHE (WP2) and Seminars on Employability (WP4) (10 private sector representatives).

All of the above demonstrates that in spite of adverse socio-political conditions in Moldova the consortium under the leadership of the coordinator, Dr Olesea Sirbu have successfully achieved all of the aims and the objectives proposed in the application and will have a strong impact on the internationalisation process of the universities in Moldova. What is exemplary is the fact that this is the first Erasmus project managed by ASEM.

Professor Florin Ioras 10.10.2020

**Completed**

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