



Application Form

Selection: 2015

KA2 – Cooperation for innovation and the exchange of good practices –

Capacity Building in the field of Higher Education

Call for Proposal EAC/A04/2014

Master Degree in Innovative Technologies in Energy Efficient Buildings for Russian & Armenian Universities and Stakeholders / MARUEEB

DETAILED DESCRIPTION OF THE PROJECT

(To be attached to the eForm)

List of Associated Partners

(Where applicable)

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

Ref.nr	Name of organisation	Type of institution	City	Country	Role in the project

Please insert rows as necessary

D.2. Cooperation arrangements, management and communication

This part must only be completed once by the applicant.

D.2.1 - Project management

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

The project will be implemented according to this set of work-packages:

- Preparatory phase (WP1): to harmonize EU - Russian/Armenian Universities' (ARU) academic approaches to the EU dimension of Study-Programmes (SPs)' design and to the specific scientific academic topics.
- 1st phase of development (WP2): to promote empowerment and awareness of the ARU junior teaching staff by their attendance of intensive retraining course in EU (Genoa, Bratislava and Kaunas).
- 2nd phase of development (WP3): implementation of the curricular reform by: i) upgrading the didactical infrastructure; ii) delivery of Master Course.
- Project quality control and monitoring (WP4) appointed to the Evaluation Board, working by means of systematic tools and events.
- Dissemination (WP5) aimed at transferring the improved educational elements.
- Sustainability (WP6) by MARUEEB model for professional recognition of the new qualification, and official recognition at national level of the new Master Degrees.
- Management and reporting of the project activities (WP7).

The resources for each work-package will be allocated as follows:

1. Academic tasks by EU and ARU staff. Expertise mobility from EU to ARU, study visits by ARU teaching staff in EUU. Bibliographic material and books for academic units. Intra AAU team-building.
2. Academic tasks by EU Universities for training sessions to the ARU junior teaching staff. Mobility flows from ARU to EU by junior teaching staff.
3. Academic tasks by EU and ARU staff for the Masters' textbooks. Subcontracting for printing and professional/technical translation. Equipment for didactical laboratories. Academic tasks by ARU and EU staff for Master classes. Mobility flows for front lectures in the 5 Master sites.
4. External members involved in the quality control and monitoring. Financial audit of the project budget.
5. Academic tasks performed by staff of ARU and non-University partners for Model elaboration. Printing of booklet. Buying of videoconference equipment.

6. Academic tasks by ARU and UNIGE technicians and officers for collecting of data & info and for web design of the project website. Dissemination mobility flows. Subcontracting for printing and publishing.
7. Staff costs - administrative tasks aimed at project management. Buying of videoconference equipment having Polycom standards, aimed at the carrying out of networking activities.
Subcontracting from external providers for interpreter services during the meetings / seminars / workshops and for translation services to produce academic / methodological material.

Distribution of the leadership of the tasks for the WPs and related indicators of the ownerships:

1. P1, P2 and P7 (UNIGE, URFU and NPUA). Collection and reporting on the curricular reform. Organization of the Master Academic Boards.
2. P1, P10 and P12 (UNIGE, STUBA and KTU). Definition of the trainees' needs; recognition of the intensive retraining.
3. P2, P3, P4, P7 and P8 (URFU, SPBPU, TSTU, NPUA and AUAF). Organization of the Master Course in the 5 main sites. Overall coordination by URFU.
4. P15 (MOES). Coordination of the quality control and monitoring activities. Suggestion on the nomination of the members of the Evaluation Board.
5. P2 and P7 (URFU and NPUA). Project website and Final Dissemination Conference.
6. P16 (TICASS). Joint coordination activities related to the model for professional recognition of degrees & qualifications.
7. P1 (UNIGE in its position of grant applicant). Overall project management. Intermediate and final reports. Fostering the team-building promotion.

D.2.2 - Cooperation and communication arrangements of the consortium

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

Networking and communication amongst partners will be assured by the different project boards, having enlarged and restricted composition, and having general and specific academic competence. Useful tools will be the dissemination events and the website as well.

In consideration of its multi-Country dimension, MARUEEB needs to implement an effective and efficient management structure. At this aim, two levels of project management will be developed: a general one and one at Partner Countries' level.

As regards the general one, it will be carried out by the Project Board (PB), composed by representatives of all the project partners, and by a Management Board (MB), composed by six members: project academic coordinator, project manager, three representatives of Partner Countries' Universities (more precisely: one of URFU, one of SPBPU, one of NPUA), and one representative of the EU partners. This composition will be confirmed or might be amended in occasion of the kick-off meeting in Genoa. The main responsibilities of these two Boards will be general planning and coherent project development. The project management at each Partner Country level will be responsibility of the P2 and P7 representatives in their position of leading Universities in each respective country. An operational network will be put in place both at national and at different ARU levels, in order to foster the exchange of info, expertise and knowledge, and to harmonise the different initiatives across AM and RU.

Decision making process will be done jointly, but in case of conflict the coordinator will have the right of final decision. Communication and reporting will be assured by a reserved area of the website which will also contain both the official and formal communications and the minutes of the meetings.

While the Ministry of Education & Science of the Republic of Armenia is a full partner in the project consortium, the Ministry of Education & Science of the Russian Federation, other RU & AM public authorities and the NEOs will be involved in the project activities in "remote" way, i.e. by video-conference, e-mail and other on-line tools.

Action of team building will be carried out mainly in occasion of the workshops / training / teaching organised by the project, in all other occasions of meetings and through systematic connection through the reserved area of the project website.

PART E - Project characteristics and relevance

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

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

Buildings sector accounts for just over one third of final energy consumption worldwide and a substantial increase is expected in the long term, as reported by International Energy Agency (IEA).

World Bank (WB) estimates that Russia can save 45% of its total primary energy consumption, which is to say an amount equal to the primary energy consumption of France. A similar condition also applies for Neighbourhood Countries, but scaled up on the specific dimension of Armenia and Russia.

Industrialization, improved living conditions and population growth have brought to a higher demand for resources and often caused complex environmental problems.

In this regard, building sector offers huge opportunities to obtain relevant savings, 49% according to WB estimations, of which 70% can be achieved by improving the efficiency of water and space heating systems.

Wall, roof and window insulation is frequently inadequate in buildings erected before 2000, which represent the majority of the housing stock of Armenia and Russia. This, in conjunction with the increasingly widespread use of low-efficiency household electrical goods, wastes a great deal of energy and causes a large amount of carbon emissions.

Political authorities are aware of this, in fact – we quote the President of Russia in a State Council meeting - “Our buildings and our overall housing infrastructure are a kind of “black hole” that sucks in enormous amounts of energy resources. Electric power lines are absolutely outdated, and coupled with outdated illumination devices, they cause immense energy waste”.

In light of this, new strategies for a sustainable development are necessary to ensure the compliance with the environment and the available resources. This issue is fundamental for AM and RU, and for their economies in transition towards an innovative phase of improved living standards. Moreover, regarding AM, in 2007 the National Program on Energy Saving and Renewable Energy was adopted, which presented the energy saving potential of AM and outlined the priority sectors of economy with the highest energy saving potential.

Therefore, the implementation of energy efficiency measures have relevant benefits on PCs economies, because it helps to maintain competitiveness.

The rapidly growing, power-hungry construction sector is of paramount importance as a source of energy savings. To impose a structural transformation to the building sector, aimed at the implementation of modern standards of energy efficiency, a new class of specialists with advanced and specific competences is necessary.

At the moment the existing engineering and technological know-how does not permit to support this transformation, with specific reference to the design and construction of sustainable buildings.

As confirmation of attention devoted by national programs to these subjects, in 2000 new thermal insulation standards were prescribed in order to decrease the specific energy consumption in new buildings, but it is not enough, because most of the waste is concentrated in older buildings, therefore a general action of refurbishment is needed.

On the basis of these necessities, the scientific community has to strengthen its capacity building for developing more energy and environment driven study-programmes, with particular reference to Environmental Protection and Energy Efficient Buildings.

The rising interest of the PCs in “20/20/20” EU policies and NZEB (“nearly zero energy buildings”) has resulted in a growing demand for good quality Engineers having knowledge and skills to analyse, design and develop effective solutions in a broad range of situations. Furthermore, in the last few years AM and

RU have reached consciousness of energy and environmental impact related to buildings, as also reported by IEA.

In response to this growing demand, the curricular reform of the HE on energy efficiency in buildings fully complies with the national frameworks.

For this reason, MARUEEB aims at the designing of a new Master Course, including the establishment of up-to-date laboratories and the development of advanced teaching material, for both engineers and scientists seeking for a high qualification in the following main fields: Sustainable Buildings, Energy Efficiency and Sustainable Development. One of the key issues in the development of this ambitious program will be the retrain of local teaching staff by means of relationships with EU leading experiences. Another expected outcome regards the cooperation among ARU and stakeholders for the definition of the qualifications. Stakeholders will be involved in the curriculum preparation stage in order to guide the development of the specialists they require.

Finally, the new Master Course will promote the implementation of the Bologna Process (BP) in Armenian and Russian HE systems. In this way, the students are placed at the centre of the educational process, which moves from a “staff to a student centred” approach. Therefore, the design of the study course will not be based on the needs of HE structures, but on the necessities of the students. All this guarantees the offer of qualified study courses, able to deal with the latest technological innovations and to ensure an advanced level of education to the “NZEB” specialists of the future.

In this regard, MARUEEB is not only attractive for young students, but also for experienced engineers, who are willing to leave corporate structures and to get an opportunity to manage tremendous growth and contribute to a more sustainable economy at the same time.

Executives who are interested in this sector will most certainly find a suitable job. Innovative companies have to get external business professionals who have already successfully managed organisation or distribution structures. This helps the development of the sector.

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

Some of the MARUEEB partners have a long-standing (more than ten years) cooperation. The idea of the project rose during dissemination events of previous experiences: mainly the “NETWATER” project n. 159311-2009 (curricular reform in Industrial Chemistry), the “GREENMA” project n. 530620-2011 (LLP on environmental issues, mentioned below), the running "PICASA" project n. 544125-2013 and “EQUASP” project n. 543727-2013 on quality assurance.

The MARUEEB idea and the outline of the outcomes were discussed among Armenian, Russian, Genoese and Slovak partners during the Tempus Project Representatives Meeting, February 2014. After this first stage, Polytechnic of Armenia, URFU, SPBPU and UNIGE kept in touch. The work-plan and the consortium composition were settled during the Erasmus+ info-day in Moscow on Dec 2014. Therefore, contacts in previous projects have been exploited, with great commitment in gathering by URFU and UNIGE.

The steps for the making of the application have been: a) evaluating the current situation in the HE and socioeconomic Armenian and Russian systems; b) drafting the project taking into consideration similar backgrounds; c) surveying the AM and RU HE policy; d) distribution of roles and responsibilities; e) participation by stakeholders.

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

Reference number	530620-TEMPUS-1-2012-1-IT-JPCR		
Project dates <i>(year started and completed)</i>	2012-2015	Programme or initiative	TEMPUS

Title of the project	LLL Training and Master in Innovative Technologies for Energy Saving and Environmental Control for Russian Universities, involving Stakeholders (GREENMA)	
Coordinating organisation	UNIVERSITY OF GENOA	
Website	http://greenma.tstu.ru/	
Password / login if necessary for website	---	
<i>Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership / copyright issues are to be dealt with (limit 1000 characters).</i>		
<p>Three members of MARUEEB project, namely Tambov State Technical University (TSTU), "Ural Federal University n.a. B.N.Yeltsin" (URFU), Voronezh State University of Architecture and Civil Engineering (VSUACE), participate in the GREENMA Tempus project.</p> <p>GREENMA project aims to promote and implement training and 2-level HE process in "Energy Saving for Environment Protection and Control" in 11 Russian Universities. In this project a great emphasis is placed on the environmental sustainability and how energy saving can have a beneficial impact. Its direct aim is to strengthen the training capacity to meet the growing needs of the job market in the field of sustainable development.</p> <p>The topic treated in GREENMA are complementary to those of MARUEEB, therefore synergies can be found, especially regarding the application of environmental protection concepts to sustainable buildings (e.g. use of bio-materials, green buildings, etc.). The universities involved in GREENMA can leverage on this experience to offer their point of view on these issues to the other partners and to propose innovative contents to include in the study programs.</p> <p>Copyright/ownership issues are not envisaged, because proprietary tools will not be utilized.</p>		

Please copy and paste tables as necessary.

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

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

The consortium has a diversified mix of experience and knowledge, at different level, so that the work-plan will be supported by a comprehensive and complementary expertise. A careful design of the MARUEEB participants has been undertaken to come up with a well-balanced consortium, in which the competencies of the partners merge and complement each other rather than overlap. The consortium members can be classified in three main groupings: i) EU HEIs intended to bring in richness of their experience in internationalization and most important curricular reform experience conveyers; ii) ARU that need for a better international and socioeconomic environment-driven approach for their curricula, just like the analysis detailed in the previous section E.1 has explicitly demonstrated; iii) stakeholders directly involved as partners in the execution of the project activities.

As regards the project coordinator, in addition to its responsibilities, UNIGE will contribute in the retraining of the ARU teaching staff by means of its running teaching offer, the Master in "Environmental Protection and EEB" completely taught in English language. Other fundamental contribution will be offered from the Slovak and Lithuanian partners and their courses on "Energy Engineering", "Environmental Engineering" and "Industrial and Engineering Chemistry". All the EU partners have a proven record of international cooperation with Neighbourhood Countries, of academic expertise and skill on the proposed academic topics, as well as of BP implementation regarding quality assurance and internationalization of the teaching offer. EU partner universities jointly will transfer their experience in the curricular reform implementation. All the EU partners will play a role in the empowerment process of the ARU junior teaching staff.

As regards the ARU participants, important added-value is the mix between young dynamic Universities and others having Tempus solid experience in training energy-related experts. All the ARU will be

involved in the implementation of the main project activities. The two RU and AM leading Universities will be appointed with the supervision, together with the EU stakeholders, of the activities for professional recognition of the new qualifications.

The ARU will play an active role mainly in the activities of curricular reform, contributing with their specific knowledge and skills. Most of them are forefront institutions in the management of academic development, and renowned for improving SPs design and development. At the moment the scientific topics of MARUEEB are considered at Bachelor level (three years, 180 ECTS); all the ARU need the improvement at Master level (2 years, 180 ECTS), both in a “Research” and “Professional” Master dimension.

From the stakeholders an important contribution is expected in the establishment of the professional standards features in the design of the new SP, in the identification of information and data necessary to assure reliability to the planned networking, in the definition of methodologies and procedures of revision of the identified documentation, and meant as parties actually affected by the actions of the curricular reform as a whole and groups without whose support the leading role of university in socioeconomic environment and in assisting the development of adequate PCs strategies would cease to exist.

E.3. European added value

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

European cooperation guarantees the transfer and adaptation of well-established practices in the field of HE, from a process of harmonization of the educational systems of different Countries. By exploiting the EU experience, it will be possible to push the innovation of HE curricula in RU & AM, in order to approach their programs to the EU framework, but, at the same time, respecting their peculiarities, as happened in the EU countries.

This aim cannot be fulfilled outside the EC framework because national, regional or local actions often have very specific scopes, whereas in this case the target is broader and more structural. The idea is to support a “bottom-up” (i.e. from Universities to policy makers/Ministry of Education) innovation process in the development of study courses and to induce a discussion on the benefits and opportunities to adopt EU best practices.

MARUEEB will foster the multicultural exchange and will aim at providing a unique framework to recognize qualifications from Partner Countries.

E.4. Innovative character

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

MARUEEB introduces three innovation paths, namely: EU dimension in the design of study-programmes, internationalization and subjects currently at the centre of the global scientific/technical debate (i.e. energy efficient buildings).

At present, many degree programmes are designed according to the available resources, then ‘input-based’ and ‘staff-centred’. In such programmes, to be considered obsolete and not able to take into account innovations, emphasis is still placed on the interests of academic staff or on the existing organization of studies.

MARUEEB proposes “student-centred” programmes designed in such a way that learners will develop the particular mix of competences useful and necessary for the academic, professional and/or vocational area.

MARUEEB introduces a change of paradigm and hence a change of mind set of the academic staff responsible for designing and delivering degree programs.

To achieve the “change of paradigm”, it is necessary to foster the exchange of ideas among people coming from different contexts and, in this respect, internationalization is a fundamental milestone. The project

will improve the cooperation among different frameworks, in order to stimulate the debate and to share good practices.

Finally, it is fundamental to furnish an exact view of the new competencies, which are on the basis of the proposed programmes. The main idea of this project is to transfer the advanced knowledge, available at EU level, on the topic of energy efficient buildings. Many EC directives are devoted or include this fundamental pillar of the EU energy policy (20/20/20 Directive, Nearly Zero Energy Buildings, Energy Efficiency Directive, etc.) and, on their basis, a large amount of knowledge has been developed and new professional profiles arose. All this can be transferred in AM&RU, which have a large potential to implement energy efficiency measures and, therefore, new curricula can be developed to train new professional profiles.

PART F - Quality of the project design and implementation

F.1. Aims and objectives

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

The overall objective of this project is the establishment and development of a new Master of Science study-programme on “ENVIRONMENTAL PROTECTION AND ENERGY EFFICIENT BUILDINGS”, otherwise called Sustainable Buildings, in five outstanding AM & RU Universities with affiliation of other two RU Universities, according to features and learning outcomes that will lead graduates to be involved in environmental and “green buildings” technological issues.

The project is designed to achieve the main two following outcomes:

1. Curricular reform: to implement an effective curricular reform oriented towards the labour market requirements and the needs of the links Higher Education - Socioeconomic environment; to support the employability expectations of the graduates by development of a constructive model for professional recognition of the new qualification in "Environmental Protection and Energy Efficient Buildings" to be shared among all the involved parties (Energy Engineering, Civil Engineering, Architecture, Chemical Engineering, Environmental Engineering, Health and Safety).

The curricular reform will be promoted, officially recognized and actually implemented in five involved Armenian and Russian Universities, in different training directions, with official Master Courses implementation in each of the five ARU, by developing a versatile training programme, flexible and adaptive to labour market requirements; these Courses will be implemented over the project lifecycle; the first academic year will be completed in the framework of the third project year.

2. Links university-enterprises: to promote the affiliation to a networking system of the Partner Countries' Universities and stakeholders, in order to remedy to the currently fragmented scientific national / regional background in the Environmental Protection and Energy Efficient Buildings and to the lack of distribution of knowledge, expertise, information and data; ii) to deliver appropriate education and documentation of universal character to be assessed by stakeholders' institutions having relevance in environmental and energy savings tasks.

The project in general terms also will spread and promote the awareness in the Partner Countries related to the EU policies referred to Environmental Engineering and Energy Efficient Buildings, and will enhance the approach towards EU best practices, with specific reference to the «Environmental & Energy 20-20-20 targets» and "Nearly Zero Energy Buildings".

The dissemination of the benefits of the curricular reform all over other Russian & Armenian Higher Education Institutions will be performed as well.

F.2. Project activities and Methodology

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

As for the curricular reform, the interdisciplinary cultural approach will begin from the latest EU directives on the matter, namely 2010/31/EU “Energy Performance of Buildings”, 2012/27/EU “Energy Efficiency” and the “20-20-20” Directive (i.e. 20% of electricity generation from renewables, 20% reduction of carbon emissions with respect to 1990 and 20% of primary energy savings by implementing energy efficiency measures). Another important directive for energy efficient buildings is the 2009/28/EC, which fosters the use of renewables for heat purposes in buildings.

The learning outcomes will provide graduates with a high qualification in: energy efficiency, sustainable buildings, energy management, energy conservation, innovation management and environmental impact analysis.

Different curricula will be implemented in accordance with the different needs of the five leading universities. The project will deal with all the different steps of the implementation: requirements for the teachers' involvement, enrolment procedures, contribution from stakeholders / sponsors, possible short research works and final thesis. The following professional outlines will be: innovation and development, production, advanced design, planning and scheduling, management of complex processes and systems, specifically in relation to environment and energy saving.

The logical structure of the project:

1. Implementation of the proposed curricular reform requires cooperation and exchange (visits to EU and AM&RU institutions, staff training, empowerment actions). In the first project year (15th Oct 2015 – 14th Oct 2016) it is planned: i) to enhance the competences of the ARU teaching staff regarding the design of the SP in accordance with the EU dimension (learning outcomes and competence-based approach); ii) to investigate EU academic and professional codes of practice in Environmental Protection and Energy Savings. ARU senior academic staff will visit EU universities to study European trends of higher education development, including Quality Assurance policies, ECTS and workload schemes, QF concepts, competence-based approach to higher education and to understand European mentality of qualification descriptors, mechanisms of qualifications & degree recognition. Following these visits, they will need to develop ideological structure, strategies and methodologies for professional recognition of degrees & qualifications. Therefore, as far as the educational activities are concerned, the outlines will be drawn-up and discussed during the preliminary phase of survey, which will take the first semester of the project, to be completed by the final version of the programme handbooks of the new Courses, which will have an added-value by the revision based upon questionnaires to be submitted to the stakeholders.

Other important activity of the first project year will be the attendance in Genoa, Bratislava and Kaunas of the intensive retraining courses by a large group (at least 20) of junior teaching team. They will be chosen among young graduates, assistants, PhD graduated, officers/managers that, thanks to this intensive course, will have the opportunity to realize better in practical terms the principles, ideas, methodologies and schemes to be adopted in the reformed curricula in the AM & RU home universities, then to undergo a process of empowerment and awareness.

At the end of the first project year, the programme handbook will be ready to be submitted to the relevant Ministries for the official recognition of the new Courses. Two important outputs will go across the end of the 1st project year and the beginning of the 2nd one: the procedures for purchase of equipment for the didactical laboratories, so that all the ARU will be endowed with modern and effective tools for educational improvement; the establishment of the editorial board for the making of the textbooks.

2. In the second year (15th Oct 2016 – 14th Oct 2017), in addition to the setting-up of the didactical laboratories and to the making of the textbooks, both senior and junior academic staff, together with the EU colleagues, will work on the drafting of the "MARUEEB Model" including normative documentation and proposals related to the procedures of professional recognition of degrees & qualifications. Meetings with Ministries, Regional Agencies, Professional Associations will be organized to collect suggestions, remarks, recommendations and recognition of the Model. AM & RU partners will submit all the documents, materials & work-schemes for the assessment and approval of the Ministry and of the related State's Classifiers or equivalent. After the approbation by the internal academic authorities and the Ministry, the official recognized Master study program will begin in September 2017. Therefore, the project year will be concluded with a further tangible output achieved: the actual implementation of a international-based Master programme (two-years, 120 ECTS) that will take place in the 5 ARU, with affiliations in double-diploma system and participation in the teaching process by academic staff of the other 2 Russian partner Universities.

3. In the third project year (15th Oct 2017 – 14th Oct 2018) three main outcomes will be achieved: continuing of the Master Course, elaboration of the "MARUEEB Model", and enlargement of the existing

GREENMA network, of which different partners are already members, by stipulating a specific formal agreement during the Final Conference (Sustainability).

The Master Courses will represent a natural consequence of the achievement of the definition of the curricular reform of the study-programmes. The EU Universities teachers will be involved in the teaching process with lectures during their visits to ARU. The 2 affiliated RUU's teachers will also take part in the teaching process, preparing teaching materials and lecturing.

The teaching activities will be monitored "in itinere" by internal assessment, in order to revise the contents of the course.

PCs and EU institutions will discuss the stipulation of bilateral - multilateral agreements and start discussing the ways of issuing joint degrees/diplomas. In September 2018, an International Final Dissemination Conference is planned to disseminate project outcomes, materials and products. In order to reward the students of the Master at the end of their first Academic Year, the ones achieving the best results will receive a certification in occasion of the FDC; these results will be obtained by the so-called IRIS methodology based upon the Interfaculty Performance Indicator of the Students.

MARUEEB partners will formally adhere to the existing GREENMA Network by bringing in specific knowledge about Sustainable Buildings and the development of related study programmes.

F.3. Budget and cost effectiveness

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

The partners' tasks were thoroughly examined and cost-effectiveness analysis was conducted in order to calculate the budget; special attention was paid to the consistency of the rates and provisions set by the Erasmus+ programme.

The project will produce outcomes for different countries having common cultural and linguistic background. A well-representative number of ARU has been involved, having different level of participation and all of them having important academic background. Their active involvement will be implemented by an adequate mobility plan.

The budget is shared in accordance with the work-programmes and all tasks, and cost categories are outlined and justified in each single WP. The dissemination events are concentrated and organized in coincidence with other events. Staff costs are planned both for EU trainers and for the ARU staff; a sufficient amount of work-days for management has been planned. Increased staff cost for the 2 leading ARU has been assigned due to significant project management tasks. EU partners are fully balanced among each other in relation to their tasks and obligations. National and HEI financial regulations have been considered to ensure compliance with the Erasmus+ reporting requirements. The co-financing is evenly distributed among the partners. A budget amount is allocated for subcontracting of services related to printing, publishing, specialized translation and interpreter costs.

Anyway, the financial strategy is to use the existing know-how of the partners having successful track of Tempus management. Equipment costs have been verified as essential and then specific material for the improvement of the didactical labs will be bought, avoiding any generic equipment endowment.

Fees for the external members having quality control and monitoring tasks have been estimated and calculated on the basis of the actual time needed for qualitative performance.

The financial management will be in the responsibility of UNIGE which will stipulate single partnership and financial agreements with each consortium member in order to define the transfer procedures and the two instalments: a first one at the stipulation and a second as balance, as soon as the consortium member prepares the complete set of reporting documents.

F.4. Quality control and Monitoring

Please explain what mechanisms have been put in place for ensuring the quality of the project and how the evaluation will be carried out. Please define the specific quality measures established, as well as the

benchmarks and indicators foreseen to verify the outcome of the action. Make sure that the information in this section is consistent with the project Logical Framework Matrix (limit 3000 characters).

In order to assure quality of the project outcomes and outputs, MARUEEB project envisages:

- a process of internal monitoring and quality control;
- a process of external quality control;
- external audit on financial statements.

Internal monitoring and quality control of the project activities will be another main task of the Management Board, which, in this case, will act as Internal Monitoring and Quality Control Team (IMQCT).

The main responsibilities of the IMQCT will be:

- to assess the coherence of the planned activities with the designed activities;
- to monitor the correspondence of the activities carried out with the planned activities and the on-time assessment of the planned project results;
- to assess the quality of the project results, with specific reference to the new textbooks, the contents of curricula and syllabi and the methodologies adopted to the design of the new programmes, the exploitation of the mobility plan.

As project activities assume participation of all Consortium members and project outcomes are mostly verifiable, the project can be easily monitored.

The main responsibilities of the External Quality Control Team (EQCT or Evaluation Board) will be the same of the IMQCT, but the assessment of the quality of the project results should be stressed.

The Evaluation Board will be composed by eight members, most of them not directly involved in the project activities: one representative of the Ministry of Education & Science of the Republic of Armenia that will coordinate the EQCT activities, one representative from "Engineering Academy of Armenia" (Yerevan), one from Research and Development Institution "Center of Construction Expertise", one from "ATOMSTROYKOMPLEX", one from TICASS (Genoa), the Rector of UNIGE (or his delegate) and two Rectors or Presidents / Directors of Universities or Associations involved in Environmental Sustainable Buildings issues, to be chosen - anyway from Institutions external to the MARUEEB consortium - one from the EU party of the consortium and one from the RU party.

Delegates of the UNIGE Rector cannot be member of academic staff directly involved in the project activities.

The nomination of the members of the Evaluation Board will be made during the kick-off meeting planned in Genoa on the first month of project activities.

The quality assessment will be mainly based on the indicators for progress and relative sources of information listed in the Logical Framework Matrix.

Another task to be subcontracted regards the carrying out of the mandatory final accounting audit of the project financial statement. The provider for this task will be chosen among the usual professionals acting as tax consultants and advisors of UNIGE.

G.1. Expected impact of the project

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

Main target groups are: Junior and Senior teaching staff of ARU, students of ARU, professional organizations and companies in the PCs and, partially, EU teaching staff. These groups will be involved in the project execution as follows:

Junior teaching staff (Jr): training courses for junior staff will be organized at three EU universities (WP 2), in order to explain them the latest scientific/technical innovations related to sustainable buildings. At the end of their training courses, Jr will prepare a short thesis, which will be publicly discussed. At the same time, Jr will be trained on the European dimension of study-programmes design, and will be directly involved in the making of the Masters' new textbooks (WP 3). This will allow them to acquire experience about advanced HE education systems. Therefore, by undergoing this empowerment process they, representing the new generation of teaching staff, will act as ambassadors of a new approach in their Countries.

Senior teaching staff (Sr): seminars for Sr will be organized (WP 1) on topics of strategic interest for the curricular reform of ARU. In particular, issues related to learning outcomes, quality requirements of the study-programmes and qualification frameworks will be treated in order to stimulate a discussion in their Countries, at both regional and national level, about the consolidated features of the BP, so that they will be actively involved in applying these useful guidelines to develop the Programmes' Handbooks of the reformed Master Courses which will be implemented in their respective universities. As well as they will actively contribute, both as editorial board members and authors, in the making of the Masters' new textbooks. In this way, Sr will become aware of the most updated methodologies utilized in the BP implementation. Therefore, they can act as opinion leaders on HE policy in their Countries.

Students: students of ARU will be involved during the last year of the project by enrollment in the Master Courses (WP 3). They will attend lectures taught by local and EU teaching staff, so they will be inserted in an international and multicultural frame.

PCs' stakeholders e.g. Public authorities, professional associations, building entrepreneurial associations and private companies (Stk): Stk will be in-depth involved in the process of making of the Model aimed at the definition of this new professional profile. They will have an active role in the evaluation of the effectiveness of the Study-Programmes by means of surveys and meetings. Feedback of their involvement will be the analysis of the possible employment opportunities for the new graduates. Furthermore, in order to reward the effective students participation in the Master at intermediate term, at the end of their first Academic Year, the ones achieving the best results will receive a certification in occasion of the FDC; such results will be assessed by the so-called IRIS methodology based upon the Interfaculty Performance Indicator of the Students.

EU teaching staff (EUt): they will be in charge to develop all the seminars and training activities to be customized according to the peculiarities of the different ARU. Moreover, the international dimension of the EU involved institutions will be enforced and new opportunities of joint actions with Partner Countries may arise, thus activating a virtuous circle of cooperation.

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

To ensure the get in touch and to reach at medium-long term all the target groups, a network will be formally established nearly at the end of the project (WP6). In establishing such kind of tool, MARUEEB can leverage on the previous experience of GREENMA project, which is expected to establish a network with common aims and cultural interests. GREENMA network can be enlarged to MARUEEB partners, in

order to share and exploit the experiences of the two projects effectively. In this way, the efficacy of the network is amplified, because it will be based on an increased number of stakeholders and more topics related to the energy and environmental sustainability can be covered.

The joint community will be at the centre of the interests of the participating institutions. New information on the project topics will continuously be disseminated via this network which will have national, supra-regional and international dimension. All the MARUEEB actors will interact with each other and with GREENMA partners in the community, and will reach new stakeholders in order to develop future projects.

Project outputs, results, products, through the network, could be used by teaching staff and students from any institution, also by distance education services, both at national and international level.

In this process each of the partner institutions will have a specific role. In particular, EU Universities will provide a continuous stimulation to the debate about the project scientific topics and to the innovation of HE processes in the PCs.

For the achievement of all these outcomes, the contribution of each involved party will be fundamental by its commitment in organizing distance seminars, publishing materials and annual joint meeting of the network.

The relevant critical mass of the joint network will have positive effects in the dialogue with public institutions, in order to stimulate innovations and reforms in the organization of the HE system and on topics related to energy and environmental sustainability.

The improved position, acquired thanks to the projects outcomes and the network, will enable the ARU to be key performers in the relationships with enterprises and the labour market.

With specific reference to the HE national frameworks, ARU will work bottom-up on the relevant Ministries of Education & Science to push for the full implementation of the BP in RU and AM university systems, and then they may urge the Governments to become Bologna Declaration signatories.

To be mentioned is the follow-up that the PC Universities will have towards the graduates of the Master Course and to the next editions of this study-programme, in order to check at short-mid-long terms the employment outcomes. The graduates will acquire during the Master Course advanced skills related to thermal designs of buildings; this will allow them to work proficiently as a building design professional or as an analyst. The demand for these skills is increasing in architectural and engineering consultancies, utilities and regulatory organizations, and public administrations.

The PC stakeholders (Public authorities, professional associations, building entrepreneurial associations, private companies and so on) will receive from the EU and PC Universities continuous update related to the latest innovations and initiatives in progress. Their feedback to this update will increase their level of competitiveness, will enforce their international dimension and will contribute to the establishment of a more sustainable business model.

Overview of short and long term impact indicators

Please add rows as necessary according to indicators

Short term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
Preparation of Program Handbooks in compliance with Bologna Process	ARU – Senior Professors	Number of programs handbooks developed according to the deadlines	Agreement with Bologna criteria (evaluation done by EU experts)
Preparation of study materials in agreement with EU standards	EU Universities, ARU Universities, Senior Professors, Junior Professors	Quantity of books/exercises prepared according to deadlines	Respect of EU standard (assessed by an experienced Editorial Board)
Training of Junior Professors	ARU Universities – Junior Professors	Number of JPs trained	Evaluation of their capacity to apply the concepts learnt during the courses (evaluation done by EU academic team)

Long term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
Training of specialist in Sustainable Buildings	Students	Number of students graduated in the following editions of the Master Course	Update of the MARUEEB model according to the job placement of the students
Employment Opportunities	Stakeholders/ Graduates	Number of Graduate of the master course employed at the stakeholders organizations	Capacity of the Enlarged MARUEEB/GREENMA Network to reach a growing number of stakeholders
Training of Experienced Professionals	Universities, Graduated, Stakeholders	Number of professionals (i.e. experienced engineers working in fields other than energy efficient buildings) enrolled for specific courses related to Sustainable Buildings	Capacity of the Enlarged MARUEEB/GREENMA Network to sensitize professional organizations or engineers associations on the topic of Sustainable Buildings

G.2. Dissemination and exploitation strategy

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

In order to assure the best information on the activities and the best dissemination of the results of MARUEEB project, the following main dissemination actions will be implemented:

- 1) dissemination through the Internet: set-up and continuous update of the project web-site;
- 2) distribution of material on the project objectives, activities and results;
- 3) dissemination through events on the project objectives, activities and results.

The first action includes the establishment of the project website with open access to all the info material that is to be distributed as wider as possible; a limited-access area will be set-up in order to circulate some internal documents, e.g. the minutes of the meetings. The download of all the training / teaching material will be openly accessed free, as well.

The second action regards the distribution of informative material during the dissemination events (leaflets with the main info on the project, gadgets, stationery, with the ERASMUS+ logo and with the MARUEEB one, which will be drawn-up by the opening of the project website). Furthermore, some ads pages will be published on specialized press. A mailing-list of institutions will be issued for the distribution of leaflets and booklets.

The third action regards two intermediate events, in October 2016 and October 2017, in occasion of two project milestones: the conclusion of the retraining intensive course attended by the junior teachers and the beginning of the Master Course.

In month 34, a Final Conference will be organised in Yekaterinburg with enlarged participation.

The events, coordinated from the hosting institutions, will see an integrated system of orientation actions having the following aims: - to find emerging professional positions in the field of Environmental Protection and Energy Efficient Buildings; - to awaken the young graduates' interest in the problems of energy saving and environmental impact; - to exploit the role of the trainers in the spread of knowledge on the most innovative topics of Renewable Energy; - to help the university students in the featuring of their study programmes; - to foster exchanges aimed at the transfer at international level of "best practices"; - to define models of cooperation between the university system and other levels of

education. At the end of the project a booklet containing the proceedings will be published with attached DVD containing info material on the Master Courses.

G.3. Sustainability

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

The sustainability will be achieved by means of two main actions.

The first one will be oriented towards the elaboration of a Model for professional recognition of degrees and qualifications with the participation of the stakeholders' institutions, plus other institutions such as Ministries having competence on Energy Savings, Environmental Protection, Natural Resources, departments of local governments, companies, etc.

Workshops and roundtables for decision makers will be scheduled.

The stakeholders will support the ARU in this sustainability action providing them with a follow-up to the phases of curricular development and by participating in the elaboration of the MARUEEB professional Model at the different national levels.

The final draft of guidelines of "MARUEEB Model for Environmental Protection and Energy Efficient Buildings" will be printed and distributed during the FDC. This handbook will also include internship programs, QA guidelines for accreditation of study-programmes, ECTS schemes and other issues to be agreed with stakeholders' institutions. Therefore, the "MARUEEB Model" will be meant as a model of professional classification for the MARUEEB Master, with description of competences and learning outcomes, relationships with stakeholders and so on.

The second tangible output of the sustainability actions will be the enlargement of the previously established GREENMA network, of which different institutions involved in MARUEEB are already partners. In such a way, an enlarged share of universities and stakeholders will be able to work together on topics of common interest by leveraging on a broader range of expertise as result of the synergies between the two projects.

The network will promote "smart approaches" to the energy efficiency and environmental protection by organizing different kinds of events, such as webinars, round tables, publication of scientific, technical and informative material, etc.

This will be officialised by stipulation of specific partnership agreement signed by all the consortium members, and the discussion of an executive programme to be implemented after the project lifecycle, based on self-financing. A link on the project website will be inserted. The contribution and support of the Ministries and of the AM & RU stakeholders will be fundamental.

LOGICAL FRAMEWORK MATRIX – LFM

<p>Wider Objective: <i>What is the overall broader objective, to which the project will contribute?</i></p> <ul style="list-style-type: none"> • Increasing of the level of implementation of compliance with the Bologna Process (BP) of the Higher Education (HE) system of Armenia and Russia, with specific reference to Master degrees on Environmental and Energy Efficiency issues. • Increasing of the commitment and awareness of the leading role performed by Armenian and Russian HE Institutions (HEI) in the national socioeconomic framework with reference to the Environmental Protection and Energy Efficiency in Buildings (EEB). 	<p>Indicators of progress: <i>What are the key indicators related to the wider objective?</i></p> <ul style="list-style-type: none"> • Capability of the involved Armenian and Russian Universities (ARU) to implement Master degrees fully formally recognized and inserted in the academic plans of the Ministries of Education. • Capability of the involved ARU to develop LLL programmes in cooperation with outstanding representatives of the labour market, public authorities and other stakeholders. • Acceptance and aware approach of the wider target group (University decision-makers, retrained teaching staff, stakeholders representatives) towards the EU trends, guidelines and challenges related to Environmental and EEB subjects. 	<p>How indicators will be measured: <i>What are the sources of information on these indicators?</i></p> <ul style="list-style-type: none"> • Check of the documents and feedback of the Master Course (MC) to be implemented over the project lifecycle as indicators of the effective, smooth and participatory (in quantitative terms) recognition and implementation of the reformed curricula. • Sharing of needs, contents and methodologies between HEI and stakeholders; consequent stipulation of Agreements (mainly with local authorities and private companies). • Agreements between ARU and EU universities and institutions aimed at cooperation programmes, mutual recognition and LLP projects on the scientific topics of the MARUEEB project. 	
<p>Specific Project Objective/s: <i>What are the specific objectives, which the project shall achieve?</i></p> <ul style="list-style-type: none"> • To create flexible, efficient and high-quality M.Sc. programmes in Environmental Protection and Energy Efficient Buildings (EEB), providing graduates with good employment perspectives, by means of development of Master Course (MC) in three Russian Universities (Yekaterinburg, S. Petersburg and Tambov) and two Armenian Universities (AMU), having different 	<p>Indicators of progress: <i>What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objectives are achieved?</i></p> <ul style="list-style-type: none"> • Actual implementation of the MC by its beginning in the framework of the project lifecycle. Specific training programmes for public and private companies upon both academic and practical dimension. • Participation and full commitment of the ARU senior and teaching staff in the realization of the tangible outputs aimed at the curricula reform 	<p>How indicators will be measured: <i>What are the sources of information that exist and can be collected? What are the methods required to get this information?</i></p> <ul style="list-style-type: none"> • Assessment reports and successful procedures of the official recognition of the Master programme both at local academic authorities and Ministries of HE level, to be achieved as mandatory requirement for the implementation of the three MC. • Enrolment and participation of the planned number of students to the MC. 	<p>Assumptions & risks: <i>What are the factors and conditions not under the direct control of the project, which are necessary to achieve these objectives? What risks have to be considered?</i></p> <ul style="list-style-type: none"> • Changing policy of Armenian and Russian Ministries towards the level of implementation of the BP into the national HE systems. • Institutional support to the project activities from the participating ARU. Motivation of the senior staff towards the process of curricular reform, with specific reference to the “student-

<p>training directions, with courses affiliation in other 2 Russian Universities (RUU), Chelyabinsk affiliated to Yekaterinburg and Voronezh affiliated to Tambov.</p> <ul style="list-style-type: none"> • To support the curricular reform process and to improve the capability of the ARU teaching staff to meet labour market demands and to direct teaching offer towards problem solving of identified environmental problems • To ensure the mainstreaming of the improved educational elements and their exploitation beyond the project lifecycle by different dissemination actions. • To enrich the adaptability to the labour market requirements and the mainstreaming process of the reformed curricula by networking among Universities and stakeholders. • To spread, promote and enhance the approach towards the EU «20-20-20 targets» policy referred to Environmental Protection and Energy Saving. 	<p>(retraining delivered by EU experts on the EU dimension of the designing of study-programmes, intensive training course in EU as empowerment process undergone by junior, successful endowments devoted to the involved academic units).</p> <ul style="list-style-type: none"> • Motivation of the other national HEI, the labour market representatives and the local authorities to be involved in the spreading of the MARUEEB Master programme and the implementation and improvement of the realized system of professional recognition of the MARUEEB Master. • Joint elaboration by the ARU with stakeholders and authorities of implementation arrangements for professional recognition, in addition to the Ministerial one, of the MARUEEB Master, by means of a strategic document, so-called MARUEEB Model. • Acceptance and aware approach of retrained teaching staff and decision makers towards the EU guidelines related to the specific scientific subjects (Environmental protection and EEB). 	<ul style="list-style-type: none"> • Certification of the retraining attended by the ARU senior and junior teaching staff and active participation of the junior staff in the teaching and tutoring activities during the implementation of the MC. • Enlarged participation to the intermediate and final dissemination events by Universities and Institutions external to the consortium members. • Active participation of stakeholders and professionals in engagement for developing and implementing the new teaching offer promoted by the MARUEEB Master. • Completing of the process of making of the MARUEEB Model and definition of elements aimed at increasing of the employability requirements of the graduates, their access to the labour market. • Feedback from the local / regional authorities on the improvement of the situation identified and described in the project rationale, with specific reference to the qualitative and quantitative characteristics of the social and industrial needs on environmental protection and energy efficiency. • Agreement on appointment to ARU teaching staff with training to be attended by graduates, managers and officers coming from stakeholders. 	<p>centred” approach based upon the definition of the Learning Outcomes.</p> <ul style="list-style-type: none"> • Participation of academic community, students, government authorities, administrative bodies to the competence-based approach of the HE. • Sufficient level of involvement of employers and business community. • Preliminary framework for the task aimed at international recognition of degree & qualification: difficulties due to differences in concept professional backgrounds of EU and Partner Countries, leading to misunderstanding and unwillingness of the EU colleagues to recognise ARU degrees & qualifications. • Difficulties in the setting-up and registration of the networking structure, due to particular forms of legislation and autonomy.
--	--	---	---

Outputs (tangible) and Outcomes (intangible):	Indicators of progress:	How indicators will be measured:	Assumptions & risks:
<p>• Please provide the list of concrete DELIVERABLES - outputs/outcomes (grouped in Workpackages), leading to the specific objective/s.:</p> <p>WP1. Harmonization of academic approaches to Environmental Protection and EEB by EU-ARU analysis and best practices, aimed at developing the new Master study-programmes and related programmes handbooks. [PREPAR]</p> <p>WP2. Teachers' capacity building by empowerment of the ARU junior teaching staff by means of two intensive retraining sessions in EU. [DEVELOP]</p> <p>WP3. Support to the curricular reform process and improvement of the capability of the ARU teaching staff to implement the reform process. [DEVELOP]</p> <p>WP4. Quality control and monitoring by systematic tools and events. [QUAL]</p> <p>WP5. Transfer of the improved educational elements and use/implementation of the project results. [DISS&EXPL]</p> <p>WP6. Sustainability by making of the MARUEEB Model. [DISS&EXPL]</p>	<p><i>What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?</i></p> <ul style="list-style-type: none"> • 1. Establishment and official recognition of new/updated official curricula in 3 Russian (with affiliation of other 2) and 2 Armenian universities based upon the «Environmental & Energy 20-20-20 targets». Awareness of the ARU teaching staff on the designing of study-programmes and teaching activities based upon the learning outcomes and "student-centred" approaches. • 2. Clear and joint definition of the training needs, of the programme and of the reporting of the course. Project works elaborated by the participant ARU junior staff. • 3. Effective work of the editorial board in the making of the new 9 (nine) textbooks. Feedback from academic authorities on adaptation and quality of the reformed education for the ARU. Success of the Master course until its first academic year, corresponding to the third project year. Definition of the equipment for scientific laboratories supplies by the ARU teaching staff and advice from the EU teachers. • 4. Periodical consultation among the members of the Board appointed for quality control and monitoring. 	<p><i>What are the sources of information on these indicators?</i></p> <ul style="list-style-type: none"> • Number of ARU teaching staff retrained and level of internal dissemination of lectures notes and academic material. • Success of the official recognition procedures carried out in front the Armenian and Russian Ministries of Education. • The new/improved involved academic units are clearly defined at institutional level by academic authorities' decrees. • Documents on participation of students / trainees in the Master course, outcomes of the internships and Master theses. • Working of the Didactical Labs and registration in the official internal inventories. • In-itinere reporting of the intensive training and of the Master Course. • Project works' topics agreed with stakeholders. • Events participation and their holding in schedule. Mailing lists for the events' participation. • Contents of the MARUEEB Model agreed among the parties and comprehensiveness of the analysis and results. • Agreement on a methodology by all the ARU members based upon current legislation frameworks and development of the curricular reform. 	<p><i>What external factors and conditions must be realised to obtain the expected outcomes and results on schedule?</i></p> <ul style="list-style-type: none"> • Problems with the speed of bureaucratic procedures in accrediting the Master course in accordance with the Armenian and Russian national standards; real interest by governmental bodies; knowledge achieved during the training; extension in the use of skills acquired in practical work. • Few Master places prescribed by Ministry. In such a case, further places based on the recognition by stakeholders (associations of entrepreneurs, local public authorities). • The priority by local authorities on environmental issues must be confirmed. Willingness of ARU authorities to carry out the objective of energy efficiency and environmental protection policies. • Motivation of teachers to develop new courses, updating their courses and getting experiences. Solving of bilateral difficulties due to differences in concepts and professional background of teachers, leading to misunderstanding and unwillingness to cooperate in the new degrees and qualifications. Motivation of EU teachers and experts for visiting ARU. • The professors should have trainer's

<p>WP7. Management and reporting of the project activities [MNGT]</p>	<p>Prompt feedback from the consortium members of the assessment elements.</p> <ul style="list-style-type: none"> • 5. Indicators of quality of education disseminated by project website and extended by printing editions among public authorities. Interregional dimension of the project events (Induction Days both in Armenia and in Russia, and Final Dissemination Conference in Yekaterinburg). Updating of the website sources and accesses monitoring. Wide distribution of the printed info material. • 6. Elaboration of the MARUEEB Model including raised awareness on Energy Efficiency and Environmental Protection. International evaluation of the documents, materials & work schemes, elaborated and prepared within the project. • 7. Project boards set-up. Definition of roles by each partner. Financial agreements and report modalities. 	<ul style="list-style-type: none"> • Meetings of the Evaluation and Project Boards held in schedule; availability of the meetings minutes in a reserved area on the project web site. • Final conference held in schedule, number of participants and number of proceedings distributed. • Availability of the documentation on current project management and administration. • Timing of stipulation of the partnership agreements between applicant and partners, and of distribution of the financial resources. 	<p>experience and be familiar with the European studies. EU teachers should be familiar with the specific needs of practitioners.</p> <ul style="list-style-type: none"> • The Ministries of Education should recognize the new textbooks. The professors should be motivated to prepare the new textbooks. The appropriate publishing house should be selected. • Good acceptance of the new Didactical Laboratory: to find a premise and to buy the equipment for the start of the activities. • Request of recognition of the Master degree courses by the competent authorities. • The students should be motivated for getting new educational experiences according to the EU approach. Institutional and library support to students for the editing of master theses. • Problematic reports by evaluation board. • Developing and maintaining the websites requires ICT skill. • Public authorities & industries should provide necessary institutional support.
---	--	--	---

<p>Activities: <i>What are the key activities to be carried out (grouped in Workpackages) and in what sequence in order to produce the expected results?</i></p> <ul style="list-style-type: none"> • 1.1 Definition of the Master team at project and at partner university level. Survey on the current overall academic frameworks at ARU. • 1.2 Design of the study-programmes according to the EU dimension by seminars in EU and ARU delivered by EU senior teaching staff and academic decision-makers. • 1.3 Curricula and courses development by ARU-EU teachers on-line consultation. Revision by stakeholders. • 2.1 Intensive retraining course in EU Universities and Institutions attended by ARU junior teaching staff. • 2.2 Internship of the junior teaching staff in local stakeholders' institutions. • 3.1 Setting up of the Didactical Laboratories and of the support units in each of the Armenian and Russian Universities. • 3.2 Making of 9 (nine) new textbooks to be adopted by the reformed Master Courses. Printing, publishing and distribution of new textbooks. • 3.3 Delivering of the first Academic Year of the Master Course. • 4.1 Internal monitoring by the Management Board team. • 4.2 External quality control by the Evaluation Board members. 	<p>Inputs: <i>What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications etc.?</i></p> <ul style="list-style-type: none"> • 1. Acad.tasks by EU and ARU staff for survey. • Mobility flows (MF) from EU to AM and RU for seminars. • MF by ARU teaching staff in EEU. • Acad.tasks by EU and ARU staff for production of booklets. • 12 Intra RU and AM-RU mobility flows for team-building. • Subcontracting for interpreter services + printing of booklets. • 2. Acad.tasks by EEU for intensive retraining to ARU junior teaching staff. • MF from ARU to EU by at least 20 junior teaching staff. • Intensive retraining course in IT (9 weeks), SK and LT. • Acad.tasks by ARU stakeholders during internships. • 3. (3.1) Specific hardware & instruments for setting-up of 6 Did.Labs. • (3.2) Academic tasks by EU and ARU teaching staff participating to making and editing of the 9 textbooks. • (3.2) Subcontracting for professional translation and printing of textbook. • (3.3) Academic tasks by ARU & EU staff for Master classes. Weekly mobility flows by EEU teachers & ARU teachers coming from affiliated sites. • 4. Subcontracting for external 		<p>Assumptions, risks and pre-conditions: <i>What pre-conditions are required before the project starts? What conditions outside the project's direct control have to be present for the implementation of the planned activities?</i></p> <ul style="list-style-type: none"> • Non-sufficient institutional support in Armenia and Russian Federation. • The academic staff supposed to perform visits, training and retraining among the consortium members must have adequate language skills. • It is not always possible to make precise financial plans and actions in accordance with the Armenia and Russian Federation financial laws, the problem of taxes can arise. • The persons involved in the training should have enough language skills. • The academic staff from the consortium members included in the project should be available during the project implementation. • Difficulties related to the involvement of the Labour Market representatives into the lifelong learning seminars may arise. • Low internet connection may cause access problem to the project website in ARU. • Change of the legislation in EU or in Armenia and Russian Federation. • Strong commitment of all the partners. • The project coordinators and managers have sufficient skills and experience to perform their duties. • Negligence of administrative staff
---	--	--	--

<ul style="list-style-type: none"> • 4.3. External audit on financial statements. • 5.1 Project web site for coordination issues and Master Courses links. • 5.2 Intermediate events and Induction Days. • 5.3 Final Dissemination Conference on project results. • 6.1 Consultation among ARU and stakeholders' institutions on the MARUEEB Model aimed at the professional recognition of the new qualification. • 6.2 Enlargement of an existing network on energy & environmental sustainability. • 7.1 Coordination meetings. • 7.2 Working of management units and official & internal reporting, work-plan execution. 	<p>members of the Evaluation Board (mobility flows and fees).</p> <ul style="list-style-type: none"> • Subcontracting of the financial audit. • Acad.tasks by stakeholders for quality control and monitoring. • Acad.tasks by UNIGE, URFU and NPUA for assistance to the Evaluation Board. • 5. Acad.tasks by URFU, NPUA and UNIGE for project website design. • Subcontracting for the maintenance service of the website. • Mobility flows from EU to AM and RU by participants to the Induction Events and the FDC. • Subcontracting for leaflets, brochures and news publishing. • 6. Acad.tasks by staff of ARU and AM & RU South stakeholders for MARUEEB model elaboration and existing GREENMA network enlargement. • Subcontracting for printing, publishing & distribution of Model booklet. • 7. Administrative staff costs for the management activities carried out by each consortium member. 		<p>towards the project. Problems with visa procedures. Problems in coordination and management.</p>
--	--	--	---

WORKPLAN

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

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

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

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

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

WORKPLAN for project year 1

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title		Nov 15	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16
1	Harmonization of academic approaches aimed at developing the new Master study-programmes.		0	0	0	0	0	0	0	0	0	0	0	0
1.1	Definition of the Master team. Survey on the current overall academic frameworks at AM&RU Universities.	13	XX ==	XXXX =====	XX ===	XXXX =====								
1.2	Design of the study-programmes according to the EU dimension.	8				XXXX ==	XXXX ==							
1.3	Curricula and courses development by on-line consultation. Revision by stakeholders	24					XXXX ==	XXXX ==	XXXX ==	XXXX ==	X ==	X =	XX ==	XX ==
2	Teachers' capacity building by empowerment of AM&RU junior teaching staff.						0	0	0	0	0	0	0	0
2.1	Intensive retraining course in EU Universities and Institutions attended by AM&RU junior teaching staff.	21					X =====	X =====	X =====	X =====	X =====	X =		
2.2	Internship of the junior teaching staff in local Armenian and Russian stakeholders' institutions.	7										X =	XXXX	XX ==
4	Quality control and monitoring by systematic tools and events.												0	0
4.1	Internal monitoring by the Management Board team.	3											X =	XX ==

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title		Nov 15	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16
4.2	External quality control by the Evaluation Board members.	3											X =	XX ==
5	Transfer of the improved educational elements and use/implementation of the project results.					0	0	0	0	0	0	0	0	0
5.1	Project website for coordination issues and Master Courses links.	18				XXXX ==	XX ==	XX	XX	XX	X	X	XX	XX
5.2	Intermediate events and Induction Days in Armenia.	4											XX =	XX =
5.3	Intermediate events and Induction Days in Russia.	2												XX =
7	Management and reporting of the project activities.		0	0	0	0	0	0	0	0	0	0	0	0
7.1	Coordination meetings.	1	=											
7.2	Working of management units and official & internal reporting, work-plan execution.	43	X =====	XXXX =====	XXX ===	XXXX =====	XXXX =====	XXXX =====	XXXX =====	XXXX =====	XX ===	XX ==	XXX ==	XXXX =====

WORKPLAN for project year 2

Activities		Total duration (number of weeks)	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
Ref.nr/ Sub-ref nr	Title		Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17
2	Teachers' capacity building by empowerment of ARU junior teaching staff.		0											
2.1	Intensive retraining course in EU attended by AM&RU junior teaching staff.	2	XX ==											
2.2	Internship of junior staff in Armenian and Russian stakeholders' institutions.	2	XX ==											
3	Support to curricular reform process and capability of AM&RU teaching staff.		0	0	0	0	0	0	0	0	0	0	0	0
3.1	Setting up of the Didactical Laboratories and of the support units in each Partner Countries' Universities	16	XX =	XX =	XX =	XX =	XX =	XX =	XX =	XX =				
3.2	Making of 9 new textbooks to be adopted by the reformed Master Courses. Printing, publishing and distribution of new textbooks.	38	XXXX =====	XXXX =====	XXXX =====	XXXX =====	XXXX =====	XXXX =====	XXXX =====	XXXX =====	XX ==	XX =	XX ==	
3.3	Delivering of the first Academic Year of the Master Course.	16	X	X	X	X	X	X	X	X	X	X	XX	XXXX ==
4	Quality control and monitoring by systematic tools and events.		0	0	0	0	0	0	0	0	0	0	0	0
4.1	Internal monitoring by the Management Board team.	18	XXXX =====	XX ==	X =	X =	X =	X =	X =	X =	X =	X =	X =	XXX ==
4.2	External quality control by the Evaluation Board members.	19	XXXX =====	XX ==	X =	X =	X =	X =	X =	X =	X =	X =	X =	XXXX ==
5	Transfer of the improved educational elements and of the project results.		0	0	0	0	0	0	0	0	0	0	0	0
5.1	Project web site for coordination issues and Master Courses links.	12	X	X	X	X	X	X	X	X	X	X	X	X
5.2	Intermediate events and Induction Days in Armenia.	6	XX =										XXXX ==	
5.3	Intermediate events and Induction Days in Russia.	8	XX =	XX =										XXXX ==
6	Sustainability by "MARUEEB Model".							0	0	0	0	0	0	0
6.1	Consultation among AM&RU Universities and stakeholders' institutions on the MARUEEB Model aimed at the professional recognition of the new qualification.	12						XX =	XX =	XX =	XX =	X	X =	XX =
7	Management and reporting of the project activities.		0	0	0	0	0	0	0	0	0	0	0	0

Activities		Total duration (number of weeks)	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
Ref.nr/ Sub-ref nr	Title		Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17
7.1	Coordination meetings.	1												X
7.2	Working of management units and reporting, work-plan execution.	43	XXX =====	XXXX =====	XXX ===	XXXX =====	XXXX =====	XXXX =====	XXXX =====	XXXX =====	XX ===	XX ==	XXX ==	XXXX =====

WORKPLAN for project year 3

Activities		Total duration (number of weeks)	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
Ref.nr/ Sub-ref nr	Title		Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18
3	Support to curricular reform process and capability of AM&RU teaching staff.		0	0	0	0	0	0	0	0	0	0		
3.3	Delivering of the first Academic Year of the Master Course.	31	XXXX ==	XXXX ==	XXX =	XXXX ==	XXXX ==	XXXX ==	XXXX ==	XXXX	XX	XX		
4	Quality control and monitoring by systematic tools and events.		0	0	0	0	0	0	0	0	0	0	0	0
4.1	Internal monitoring by the Management Board team.	14	XX ==	X =	X =	X =	X =	X =	X =	X =	XX ==	XX ==	X =	
4.2	External quality control by the Evaluation Board members.	15	XX ==	X =	X =	X =	X =	X =	X =	X =	XX ==	XXX ==	X =	X =
4.3	External audit on financial statements.	9										==	====	=====
5	Transfer of the improved educational elements and of the project results.		0	0	0	0	0	0	0	0	0	0	0	0
5.1	Project website for coordination issues and Master Courses links.	12	X =	X =	X =	X =	X =	X =	X =	X =	X =	X =	X =	X =
5.3	Final dissemination Conference on Project results.									X	XX =	XXX ==		
6	Sustainability by "MARUEEB Model".													
6.1	Consultation among AM&RU Universities and stakeholders' institutions on the MARUEEB Model aimed at the professional recognition of the new qualification.	22	XX =	XX =	XX	XX =	XX =	XX =	XX =	XX =	XX =	XX =	X	X
6.2	Enlargement of an existing network on energy & environmental sustainability.	10										XX ==	XXXX =====	XXXX =====
7	Management and reporting of the project activities.		0	0	0	0	0	0	0	0	0	0	0	0
7.1	Coordination meetings.	1										X		
7.2	Working of management units and reporting, work-plan execution.	43	XXX =====	XXXX =====	XXX ====	XXXX =====	XXXX =====	XXXX =====	XXXX =====	XXXX =====	XX ====	XX ==	XXX ==	XXXX =====

PART H - Work packages

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

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

Work package type and ref.nr	PREPARATION		1
Title	Harmonization of academic approaches to Environmental Protection and EEB by EU-ARU analysis and best practices, aimed at developing the new Master study programmes and related programmes handbooks.		
Related assumptions and risks	Active engagement of teaching staff, decision makers and academic authorities involved by the process of curricular reform. Strong support from the participating stakeholders institutions (agencies, authorities). Awareness of partner institutions of the necessity to adopt an effective improvement and upgrading of the teaching offer, in order to enhance its quality, comparability and transparency.		
Description	Harmonization of academic approaches to Sustainable Buildings between the RU&AM and the EU systems by means of the carrying out of an analysis on the current best practices, aimed at laying out a comprehensive set of information and data useful for the developing of the new Master study programmes. The following path will be undertaken. - Summing-up on the situation of the teaching offer in AM&RU with specific reference to Environmental Protection and EEB subjects. - Check of the situation of the courses taught at the 5 leading ARU. The findings will be obtained not only by the direct meetings between the academic parties but also by web sources consulting, databases from relevant Ministries and State Committees / Agencies for Environmental Protection. Survey on the state-of-art mainly in EU HE and Research Institutions and in AM&RU as well, so that acquaintance on the current best practices is achieved by the ARU teaching staff. - Expertise visits by the European Union Universities' teaching staff aimed both at carrying out of seminars / workshops and at checking the situation in the beneficiaries ARU. - Establishment and empowerment of the MABs - Master Academic Boards at the 5 leading ARU, to be appointed during the kick-off meeting.		
Tasks	Academic tasks according to the detailed description in Section H3.		
Estimated Start Date (dd-mm-yyyy)	15-10-2015	Estimated End Date (dd-mm-yyyy)	14-10-2016
Lead Organisation	P1 - UNIGE, Italy P2 - URFU, Russian Federation P7 - NPUA, Armenia		
Participating Organisation	P1 – P20		

Deliverables/results/outcomes

Expected Deliverable/Results/	Work Package and Outcome ref.nr	1.1.

Outcomes	Title	1.1 Definition of the Master team at project and at partner university level. Survey on the current overall academic frameworks at ARU.	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	Check of the situation of courses taught at ARU. Identification of the Master team. Mobility from EU teachers to AM&RU for seminars on the EU dimension of the study programmes. These seminars will accompany the development of the specific scientific subjects with skills improvement of the ARU teaching staff on the design of curricula in the frame of the alignment to the EU paradigm, the documentation for quality assurance of study programmes, the learning outcomes approach and Tuning methodology.	
	Due date	14-02-2016	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	<input type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional	<input type="checkbox"/> National <input type="checkbox"/> International
Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	1.2.	
	Title	Design of the study-programmes according to the EU dimension by seminars in EU and ARU delivered by EU senior teaching staff and academic decision-makers.	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	Study visits from ARU to EU. Preparation of the material for the curricular reform. Evaluation of the materials collected. Discussion on the “state-of-the-art” of education in Environmental Protection and EEB. The current existing teaching offer and the specific main background will be considered for customizing every study programme for each of the 2 Countries and for making the booklets. The current equipment situation will be also considered in order to define the hardware needs (see further deliverable 3.1).	
	Due date	14-03-2016	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students		

	<input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>	
Dissemination level	<input type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional <input type="checkbox"/> National <input type="checkbox"/> International
Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	1.3.
	Title	Curricula and courses development by ARU-EU teachers on-line consultation. Revision by stakeholders
	Type	<input checked="" type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material
	Description	<input type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Due date	14-10-2016
	Languages	English
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>	
Dissemination level	<input checked="" type="checkbox"/> Department / Faculty <input type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional <input type="checkbox"/> National <input type="checkbox"/> International

Please copy and paste tables as necessary.

Work package type and ref.nr	DEVELOPMENT		2
Title	Teachers' capacity building by empowerment of the ARU junior teaching staff by means of two intensive retraining sessions in EU.		
Related assumptions and risks	Commitment of the teaching staff from both the parties. Institutional support from ARU in local replacement of junior staff who will attend the intensive course. The ARU teaching staff should be motivated for studying in EU universities and for getting teaching experience. The business community has to be permanently urged on their interest in such developments and networking.		
Description	<p>Attendance, by a selected group of junior teaching staff (at least 20), of the intensive training courses in Genoa, Bratislava and Kaunas, with core of the front lectures at the University of Genoa.</p> <p>Trainees will be ARU junior teaching staff (young teachers, scientists, assistants, PhD continuing their path in University, managers/researchers of authorities / company in the frame of existing agreements / partnerships) who will become new teaching and tutoring HHRR in their Home Universities. Selection, enrolment procedures and requirements will be agreed according to transparency and publicity.</p> <p>Definition of the trainees' needs for the retraining programmes, and of methodologies and the ECTS models to be adopted during the courses. The PCs trainees will be awarded in the EU hosting universities by official recognition of the specialization achieved according to the current official internal rules. The course will foresee an intensive workload of front lectures, shared among the involved EU Universities' sites and distributed over a 13-week period: 9 weeks in Genoa, 2 weeks each in Bratislava and Kaunas. Internships, individual works and final thesis will be carried out in AM&RU.</p> <p>Once identified the training needs and the training programme, the training modules will be appointed to some teachers of the EU Universities. In consideration of the preliminarily identified sites, the teachers will carry out specific teaching mobility flows of four days, during which at least 12 hours per mobility flow will be carried out.</p>		
Tasks	Academic tasks according to the detailed description in Section H3.		
Estimated Start Date (dd-mm-yyyy)	15-02-2016	Estimated End Date (dd-mm-yyyy)	14-11-2016
Lead Organisation	P1 - UNIGE, Italy P10 - STUBA, Slovakia P12 - KTU, Lithuania		
Participating Organisation	P1 – P13; P16		

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	2.1.	
	Title	Intensive retraining course in EU Universities and Institutions attended by ARU junior teaching staff.	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product

	Description	The above mentioned junior teaching staff (young teachers, researchers, PhD graduates) attend an intensive advanced retraining in the identified EU Universities. Thanks to this retraining, they will become the future core teaching staff of the courses to implement in their own universities. Upon return to home universities, they will define with their local teacher, acting as programme leader, the title and an abstract of their proposed research topics.	
	Due date	14-11-2016	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input type="checkbox"/> Institution <input type="checkbox"/> Regional <input checked="" type="checkbox"/> International		
Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	2.2.	
	Title	Internship of the junior teaching staff in local stakeholders' institutions.	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	Internship in AM&RU stakeholders' institutions and authorities for the junior teaching staff beneficiary of the intensive retraining courses in EU. Main stakeholders involved in the hosting of this internship will be the institutions participating as consortium members. The internship will have an overall workload of at least 60 hours, and will be tutored by each Home University local teacher acting as programme leader. The tutors will report internships' outcomes to the EU Universities members.	
	Due date	14-11-2016	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		

Dissemination level	<input type="checkbox"/> Department / Faculty	<input type="checkbox"/> Local	<input type="checkbox"/> National
	<input type="checkbox"/> Institution	<input checked="" type="checkbox"/> Regional	<input type="checkbox"/> International

Work package type and ref.nr	DEVELOPMENT		3
Title	Support to the curricular reform process and improvement of the capability of the ARU teaching staff to implement the reform process.		
Related assumptions and risks	Universities should provide necessary institutional support. Academic authorities should recognize the new textbooks. The professors should be motivated to prepare the new textbooks. The appropriate publishing house should be selected. Good acceptance of the new Didactical Laboratory. Convergence on the teaching models and materials to be adopted. Clear identification of the teaching needs.		
Description	<p>Making of new textbooks. Set-up of "Environmental Protection and EEB" Didactical Laboratories equipped with hardware and software; official recognition in the institutional flowcharts. Delivery of a Master course to check the outputs of the improved curricular offer at 5 of the 7 ARU.</p> <p>The textbooks will be inserted in a sort of unique series; at least 9 titles will be prepared, corresponding to the core modules of the new Master curricula, plus a common one, slightly smaller than the other of the series, on Research Methods and Project Management. The textbooks will be printed in English, Russian and Armenian languages and they will contain the joint contribution in co-authoring of the ARU and the EU teachers.</p> <p>An editorial board of the series will be established and composed both by the outstanding ARU teachers involved in the Master and by EU teachers; a chairperson of the editorial board will be appointed.</p> <p>The equipment will be aimed at monitoring campaigns and laboratory measures of temperatures, humidity and relevant parameters to assess comfort in buildings.</p> <p>The delivery of versions of the official Master course (2 years, 120 credits) will take place in the 3 Russian Universities (Yekaterinburg, S. Petersburg and Tambov) and 2 Armenian Universities (AMU), having different training directions, with courses affiliation in other 2 Russian Universities (RUU): Chelyabinsk affiliated to Yekaterinburg and Voronezh affiliated to Tambov.</p> <p>In accordance with the different needs of the 3 leading universities, different curricula will be implemented.</p> <p>The courses will have their start-up as natural consequence of the achievement of the definition of the curricular reform of the study-programmes. All the different aspects of the teaching offer will be faced: from the enrolment procedures to the final Master thesis, to the contribution from stakeholders / sponsors. The Students' rewarding by IRIS ("Interfaculty performance indicator of students") methodology will be implemented.</p>		
Tasks	Academic tasks according to the detailed description in Section H3.		
Estimated Start Date (dd-mm-yyyy)	15-10-2016	Estimated End Date (dd-mm-yyyy)	14-08-2018
Lead Organisation	P2 – URFU, Russian Federation P3 – SPSPU, Russian Federation P4 – TSTU, Russian Federation P7 – NPUA, Armenia P8 – AUAF, Armenia		
Participating Organisation	P1 – P12; P16		

Deliverables/results/outcomes

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	3.1.	
	Title	Setting up of the Didactical Laboratories and of the support units in each of the Armenian and Russian Universities.	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	<p>Report on the current situation (on the basis of the survey carried out in the framework of the deliverable 1.2) and needs analysis for equipment according to the academic workload of the reformed curricula. Setting up of the DidLabs in each participating ARU to support the teaching activities.</p> <p>Buying of equipment (thermo-couples, hygrometers, phonometers, data acquisition cards, software, p.c. workstation and peripheral devices, etc.).</p>	
	Due date	14-06-2017	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input type="checkbox"/> International
Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	3.2.	
	Title	Making of 9 (nine) new textbooks to be adopted by the reformed Master Courses. Printing, publishing and distribution of new textbooks.	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>Editorial board decision. Collecting of materials. Choice of formats. Individual draft texts. Consultation among teaching modules leaders.</p> <p>First soft edition for the Course in “blended” texts (English/Russian/Armenian); final edition in such three languages, in paperback.</p>	
	Due date	14-09-2017	
	Languages	English/Russian/Armenian	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input type="checkbox"/> Administrative staff		

	<input type="checkbox"/> Technical staff <input checked="" type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>	
Dissemination level	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input checked="" type="checkbox"/> National <input type="checkbox"/> Institution <input type="checkbox"/> Regional <input type="checkbox"/> International	
Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	3.3.
	Title	Delivering of the first Academic Year of the Master Course.
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Event <input checked="" type="checkbox"/> Learning material <input type="checkbox"/> Report <input type="checkbox"/> Training material <input checked="" type="checkbox"/> Service/Product
	Description	Delivery of the 5 separate Master courses in the 5 identified leading ARU with affiliations of the other 2 participating RUU. Final decision about the teachers involved. Main workload carried out by retrained ARU teaching staff, integrated by EUU teachers' lectures and by associated teachers from the other 2 affiliated RUU. Preparation and delivery of teaching materials, and lecturing. Official recognition by the academic authorities of the involved ARU. Implementation of the course.
	Due date	14-08-2018
	Languages	English
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>	
Dissemination level	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input checked="" type="checkbox"/> National <input type="checkbox"/> Institution <input type="checkbox"/> Regional <input type="checkbox"/> International	

Work package type and ref.nr	QUALITY PLAN		4
Title	Quality control and monitoring by systematic tools and events		
Related assumptions and risks	<p>Assumptions: Project development in accordance with the Workplan. Partners work in close cooperation and assistance. Effective communication among partners. All project aims are achieved. High qualification of external evaluators.</p> <p>Risks: Delays in the implementation of programmed activities. Weak cooperation and assistance among partners. Weak communication among partners. Results not fully consistent with aims. Problematic reports by the evaluation board.</p>		
Description	<p>Assessment of the coherence of the planned activities with the designed activities. Monitoring of the correspondence of the activities carried out with the planned activities and on-time assessment of the planned project results. Evaluation of the quality of the project results, with specific reference to the new textbooks, the contents of curricula and syllabi, the methodologies adopted for the design of the new programmes, the exploitation of the mobility plan. The Internal Monitoring and Quality Control Team (IMQCT) will be on charge of monitoring the project activities, while both the IMQCT and the External Quality Control Team (EQCT) will be on charge of quality control. The IMQCT will be coincident with the Management Board (see WP7). The Evaluation Board will be composed by eight members: one coordinator of the Ministry of Education of Armenia; three PCs' stakeholders; one from TICASS; the Rector of UNIGE (or his delegate) and two Rectors or Presidents / Directors of Universities or Associations involved in Environmental issues external to the MARUEEB consortium - one from EU and one from RU. Appointment of the members of the Evaluation Board during the kick-off meeting planned in Genoa on the first month of project activities. Quality assessment mainly based on the indicators for progress and sources of information listed in the third row of the LFM. Upload of the meetings' minutes in a reserved area on the project web site. Mandatory final accounting audit of the project financial statement.</p>		
Tasks	Academic tasks according to the detailed description in Section H3.		
Estimated Start Date (dd-mm-yyyy)	15-10-2016	Estimated End Date (dd-mm-yyyy)	14-08-2018
Lead Organisation	P15 – MOES, Armenia		
Participating Organisation	P1 – P20		

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	4.1	
	Title	Internal monitoring by the Management Board team.	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product

	Description	The IMQCT, coincident with the Management Board, will be appointed with the task of internal monitoring of the project activities and the members will be nominated during the kick-off meeting in Genoa. For the internal project monitoring, the IMQCT meetings are foreseen in correspondence of the MB calls, all in coincidence with the coordination meetings and the dissemination events. Some questionnaires with a wide set of indicators will be prepared in order to monitor the project activities and then to report to both the Project Board and the Evaluation Board.	
	Due date	14-08-2018	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input checked="" type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input type="checkbox"/> International		
Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	4.2.	
	Title	External quality control by the Evaluation Board members.	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	Appointment of the members of the Evaluation Board during the kick-off meeting in Genoa. Mobility flows for the participation to the meetings. Academic tasks by the non-public members of the Evaluation Board. Three meetings of the Evaluation Board are foreseen, in coincidence with the main dissemination events, the coordination meetings, and the Final Conference. In such a way the Evaluation Board will meet and interview representatives of all the project partners.	
	Due date	14-10-2018	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input checked="" type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		

Dissemination level	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input type="checkbox"/> International	
Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	4.3.
	Title	External audit on financial statements.
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Event <input type="checkbox"/> Learning material <input checked="" type="checkbox"/> Report <input type="checkbox"/> Training material <input type="checkbox"/> Service/Product
	Description	The professional appointed with the external audit will be chosen among the usual tax-consultant providers of UNIGE. The audit will be conducted by access to the overall financial project documentation and to the accounting and book-keeping information system running at UNIGE. The report of the audit will be issued in English language.
	Due date	14-10-2018
	Languages	English
Target groups	<input type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>	
Dissemination level	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input type="checkbox"/> International	

Please copy and paste tables as necessary.

Work package type and ref.nr	DISSEMINATION & EXPLOITATION		5
Title	Transfer of the improved educational elements and use/implementation of the project results.		
Related assumptions and risks	The development of the website requires Information and Communication Technology skill, office supplies and other equipment. The knowledge achieved during the Master will be not used in practical works yet. Effectiveness in dissemination of results, also by media, among public authorities, industries and the business community.		
Description	<p>Actions aimed at increasing the national and international dimension of the curricular reform and of its elements. Events in AM&RU aimed at raising awareness of the public and target different audiences on project deliverables. Dissemination will start by creating a website containing the overall description of the project and the programmes, and containing documents, minutes and other for internal management.</p> <p>“Induction Days”, aimed at increasing awareness on the curricular reform in the ARU: i) one in Yerevan meant as support to the empowerment of the junior teaching staff; ii) one in St. Petersburg at the beginning of the Master Courses; in this set of events the participation of the stakeholders will be central. During these Induction Days, a set of seminars will be delivered by the junior ESU staff that attended the intensive retraining courses in EU.</p> <p>Both the FDC in Yekaterinburg and the events in Yerevan and St. Petersburg will be oriented to the national non-university public, and to the teaching staff of other ARU not involved in the project, therefore having the main aim to disseminate good practice examples of innovative study programmes on Environmental Protection and EEB Issues. During these events the project implementation will be presented in detail, in order to show the progress of the project (curricula, new courses, textbooks, Faculty staff training).</p>		
Tasks	Academic tasks according to the detailed description in Section H3.		
Estimated Start Date (dd-mm-yyyy)	15-01-2016	Estimated End Date (dd-mm-yyyy)	14-10-2018
Lead Organisation	P2 – URFU, Russian Federation P7 – NPUA, Armenia		
Participating Organisation	P1 – P20		

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	5.1.	
	Title	Project website for coordination issues and Master Courses links.	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	Project of contents. Development of website layout. Setting-up of contents in English, and limited sections in Russian and Armenian languages. Administrative procedures for official registration of the website in the server of URFU in the Russian Federation. Creation of one	

		area with free-access and another one with access limited to the consortium members. Revision of the hardware and software requirements by a specialized company expert in web-publishing. Day-by-day maintenance to be carried out by URFU.
	Due date	14-10-2018
	Languages	English
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i> The socio-economic environment, the specialized press, all the stakeholders, the Ministries for Education and the Ministries relevant for energetic issues.	
Dissemination level	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input type="checkbox"/> Institution <input type="checkbox"/> Regional <input checked="" type="checkbox"/> International	
Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	5.2.
	Title	Intermediate events and Induction Days.
	Type	<input type="checkbox"/> Teaching material <input checked="" type="checkbox"/> Event <input type="checkbox"/> Learning material <input type="checkbox"/> Report <input type="checkbox"/> Training material <input type="checkbox"/> Service/Product
	Description	During the Induction Day in Yerevan, the updating of skills and competences achieved by ARU teaching staff will be illustrated. The event will involve other ARU, students, Public Authorities & Entrepreneurs' Associations, and the official ceremony for awarding the final certification of the retraining course attended in EU will take place. During the Induction Day in St. Petersburg the official ceremony for the opening of the Master Course will take place.
	Due date	14-10-2017
	Languages	English
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>	
Dissemination level	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input type="checkbox"/> Institution <input type="checkbox"/> Regional <input checked="" type="checkbox"/> International	
Expected Deliverable/Results/	Work Package and Outcome ref.nr	5.3.

Outcomes	Title	Final Dissemination Conference on Project results.	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>FDC will take place in Yekaterinburg and will show the results of the complete project, foreseeing the participation of: the relevant Authorities, teaching staff, students, private companies / public Authorities / Associations of Entrepreneurs, and the consortium members.</p> <p>The “MARUEEB Model for Environmental Protection and Energy Efficient Buildings” guidelines will be presented and distributed.</p> <p>Spreading of the e-version of the info package of Master programmes on CD. A mailing list will be created; leaflets / flyers of the project will be sent to other ARU; a booklet containing the conference proceedings will be published.</p>	
	Due date	14-08-2018	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input checked="" type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	<p><i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i></p> <p>The socio-economic environment, the specialized press, all the stakeholders, the Ministries for Education and the Ministries relevant for energetic issues.</p>		
Dissemination level	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional	<input type="checkbox"/> National <input checked="" type="checkbox"/> International

Work package type and ref.nr	DISSEMINATION & EXPLOITATION		6
Title	Sustainability by making of the MARUEEB Model.		
Related assumptions and risks	<p>Preliminary framework for the task aimed at international recognition of degrees & qualifications between ARU and EU teachers and academic authorities.</p> <p>The elaboration of a professional qualification has to fit in the national restricted requirements of higher education of the Partner Countries involved.</p> <p>Difficulties related to the involvement of the Labour Market representatives and the business community may arise.</p>		
Description	<p>Drafting of the “MARUEEB Model for Environmental Protection and Energy Efficient Buildings” - professional classification for the MARUEEB Master - describing competences and learning outcomes, relationships with stakeholders, and so on.</p> <p>The stakeholders involved, representing key-performers of the activity, will be mainly the non-university consortium members and, furthermore, other public authorities (e.g. departments of regional governments competent on environmental protection and national resources issues, associations of entrepreneurs and civil constructors, large companies committed in no profit socioeconomic initiatives).</p> <p>Enlargement of the existing GREENMA network, of which different partners are already members by stipulating a specific formal agreement during the FDC, in order to allow awareness-raising on “Environmental Protection and EEB” of the public and target audiences on project deliverables and also in order to find sources and means of mid / long-term self-financing.</p>		
Tasks	Academic tasks according to the detailed description in Section H3.		
Estimated Start Date (dd-mm-yyyy)	15-03-2017	Estimated End Date (dd-mm-yyyy)	14-10-2018
Lead Organisation	P16 - TICASS, Italy		
Participating Organisation	P1 – P20		

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	6.1.	
	Title	Consultation among ARU and stakeholders' institutions on the MARUEEB Model aimed at the professional recognition of the new qualification.	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>Fulfilment of the official academic recognition at national levels, in accordance with the current AM & RU HE systems.</p> <ul style="list-style-type: none"> • Development by ARU of standards (curricula, syllabi and teaching material). • Submission of programmes to stakeholders. • Review by stakeholders and the Ministries. • Decision on the financial support at national level (scholarships). 	

	Due date	14-10-2018
	Languages	English
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input checked="" type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>	
Dissemination level	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional <input checked="" type="checkbox"/> National <input type="checkbox"/> International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	6.2.	
	Title	Enlargement of an existing network on energy & environmental sustainability.	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	Preliminary consultation between MARUEEB and GREENMA partners to establish the aim and scope of the enlarged network, by bringing in specific knowledge about Sustainable Buildings and the development of related study programmes. Enlargement of the existing GREENMA network, of which different partners are already members by stipulating a specific formal agreement during the FDC.	
	Due date	14-10-2018	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i> The socio-economic environment, the specialized press, all the stakeholders, the Ministries for Education and the Ministries relevant for energetic issues.		
Dissemination level	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional	<input type="checkbox"/> National <input checked="" type="checkbox"/> International

Work package type and ref.nr	MANAGEMENT		7
Title	Management and reporting of the project activities		
Related assumptions and risks	Resources to implement all activities are available. Communication channels connect effectively the partners' work, and there is no conflict of interests in the Consortium. Partners are aware of their duties and responsibility, fulfilling them effectively. Language barrier is overcome. Authorities agree with project results and are ready to collaborate for the achievement of the project main outcomes.		
Description	<p>The Boards' composition will be confirmed or amended in occasion of the kick-off meeting in Genoa.</p> <p>The general project management and administration will be on charge of the Applicant: collection of relevant information and documents; financial issues resolution and mediation of partners' financial issues; collection of reports, etc. The project management at each Partner Country level will be responsibility of the P2 and P7 representatives in their position of leading ARU.</p> <p>Communication and reporting will be assured also by the reserved area of the project website, where the management activities will be documented in the minutes of the meetings of the Boards (MABs, PB and MB). Such minutes will be the main performance indicators of the project management.</p> <p>The draft of Annual Reports on the results of the project management, and their publication, will be on charge of the Applicant and of each leading ARU.</p> <p>The kick-off meeting will be held at UNIGE. This event will involve the institutional contact persons and it will be called by the first month of the project.</p> <p>Other coordination meetings will be held in coincidence with the intermediate dissemination events and the Evaluation Board meetings.</p>		
Tasks	Administrative tasks.		
Estimated Start Date (dd-mm-yyyy)	15-10-2015	Estimated End Date (dd-mm-yyyy)	14-10-2018
Lead Organisation	P1 – UNIGE, Italy		
Participating Organisation	P1 – P20		

Deliverables/results/outcomes

Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	7.1.	
	Title	Coordination meetings	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>In addition to the kick-off meeting, the other coordination meetings will be organized in coincidence of the dissemination events and the Evaluation Board calls. This will allow increasing cost-effectiveness of the project.</p> <p>During the meetings these issues will be mainly faced: specification and discussion of the current activities, problem solving and joint decision-making, preparation of the joint workshops / events, preparation of the reports.</p> <p>New perspectives of future cooperation will be discussed.</p>	

	Due date	14-08-2018	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input checked="" type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input type="checkbox"/> International		
Expected Deliverable/Results/Outcomes	Work Package and Outcome ref.nr	7.2.	
	Title	Working of management units and official & internal reporting, work-plan execution.	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	Working of management units; official and internal reporting. On-line discussions will be held on issues concerning: a) project up-to-stage progress and organization of upcoming activities; b) financial issues; c) making of the official reports by all the project partners. All the collected reporting information will be analysed and elaborated so to be included in the intermediate and final reports on project implementation.	
	Due date	14-10-2018	
	Languages	English	
Target groups	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input checked="" type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
Dissemination level	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input type="checkbox"/> Institution <input type="checkbox"/> Regional <input checked="" type="checkbox"/> International		

H.2. Explanation of work package expenditures

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

WP1

Mobility flows from EU to PC: 41

Mobility flows from PC to EU: 60

Mobility flows intra PC: 22

Academic tasks by EU staff: 186 days

Academic tasks by PC staff: 533 days

Subcontracting for printing of academic material and technical translator for translation English/Russian.

WP2

Mobility flows from PC to EU: 60

Mobility flows intra EU: 2

Academic tasks by EU staff: 173 days

Academic tasks by PC staff: 60 days

WP3

Mobility flows from EU to PC: 24

Mobility flows intra PC: 18

Academic tasks by EU staff: 273 days

Academic tasks by PC staff: 446 days

Equipment for buying of books and periodicals subscriptions on academic topics relevant to the curricula to reform and for setting-up of the didactical laboratories in the Pc University where the Master will be directly implemented.

WP4

Mobility flows from EU to PC: 6

Mobility flows intra PC: 4

Academic tasks by EU staff: 18 days

Academic tasks by PC staff: 33 days

Subcontracting: mobility flows of external members of the Evaluation Board; financial audit appointed to professionals.

WP5

Mobility flows from EU to PC: 25

Mobility flows intra PC: 47

Academic tasks by EU staff: 61 days

Academic tasks by PC staff: 117 days

Subcontracting for printing of leaflets and brochure, for ads about project activities on specialized magazines, for proceedings (incl. DVD) of FDC in Ekaterinburg.

WP6

Academic tasks by EU staff: 16 days

Academic tasks by PC staff: 63 days

Subcontracting for Professional recognition model. Printing in paperback, publishing and distribution of booklet with main points of the joint methodology made by all the PCs consortium members.

WP7

Mobility flows from EU to PC: 12

Mobility flows from PC to EU: 16

Mobility flows intra EU: 5

Mobility flows intra PC: 22

Administrative tasks by EU staff: 928 days

Administrative tasks by PC staff: 1686 days

The laboratory equipment to buy have an estimated cost of about 16 k€ for partner universities where the Master course will implemented and about 5K€ for the Universities which works as affiliated. In particular, the following instruments/software will be purchased for all the universities: infrared cameras to be used in practical exercises in order to heat dispersions in power generation plants or to gather some data to build a model, a dynamic simulation software (e.g. TRNSYS or similar) to perform simulations of plants, PCs and PC peripherals.

Moreover, thermocouples, calibration baths, electronic ice points, hot wire anemometers, pressure transducers, acquisition cards, external weather stations and other software will be also bought. All this equipment will make possible the execution of long data acquisition campaigns to gather information related to the evaluation of energy performance of power plants or to implement specific energy management actions. The availability of large amount of data will also make possible the building of detailed computer models. All this will allow to perform an in depth training for the future specialists. Specialist consecutive and simultaneous interpreter services during study and expertise visits and during the dissemination events, including renting of equipment sets.

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

N/A

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

Tasks that will be subcontracted:

Work Package Ref.nr	Partner responsible for sub-contracting (Acronym)	Country	Number of days (where appropriate)	Brief description of task
1	URFU	Russia	=	Printing of academic material. 1) Collection of lectures-notes realized during the senior staff retraining. 2) Paperback printing of at least 500 copies of "Glossary on Environment and Education", in English and Russian languages, to be distributed in the regional framework among the PCs.
1	SPBPU	Russia	=	Printing of academic material. 1) Collection of lectures-notes realized during the senior staff retraining. 2) Paperback printing of at least 500 copies of "Glossary on Environment and Education", in English and Russian languages, to be distributed in the regional framework among the PCs.
1	TSTU	Russia	=	Printing of academic material. 1) Collection of lectures-notes realized during the senior staff retraining. 2) Paperback printing of at least 500 copies of "Glossary on Environment and Education", in English and Russian languages, to be distributed in the regional framework among the PCs.
1	NPUA	Armenia	=	Printing of academic material. 1) Collection of lectures-notes realized during the senior staff retraining. 2) Paperback printing of at least 500 copies of "Glossary on Environment and Education", in English and Russian languages, to be distributed in the regional framework among the PCs.
1	AUAF	Armenia	=	Printing of academic material. 1) Collection of lectures-notes realized during the senior staff retraining. 2) Paperback printing of at least 500 copies of "Glossary on Environment and Education", in English and Russian languages, to be distributed in the regional framework among the PCs.
1	URFU	Russia	=	Specialist technical translator for translation English/Russian of 1) Collection of lectures-notes. 2) "Glossary on Environment and Education".
1	NPUA	Armenia	=	Specialist technical translator for translation English/Russian of 1) Collection of lectures-notes. 2) "Glossary on Environment and Education".
2	URFU	Russia	=	Specialist consecutive and simultaneous interpreter services during visits to ESU by EU teaching staff.
2	SPBPU	Russia	=	Specialist consecutive and simultaneous interpreter services during visits to ESU by EU teaching staff.
2	TSTU	Russia	=	Specialist consecutive and simultaneous interpreter services during visits to ESU by EU teaching staff.
2	VSUACE	Russia	=	Specialist consecutive and simultaneous interpreter services during visits to ESU by EU teaching staff.

Work Package Ref.nr	Partner responsible for sub-contracting (Acronym)	Country	Number of days (where appropriate)	Brief description of task
2	SUSU	Russia	=	Specialist consecutive and simultaneous interpreter services during visits to ESU by EU teaching staff.
2	NPUA	Armenia	=	Specialist consecutive and simultaneous interpreter services during visits to ESU by EU teaching staff.
2	AUAF	Armenia	=	Specialist consecutive and simultaneous interpreter services during visits to ESU by EU teaching staff.
2	UNIGE	Italy	=	Specialist consecutive and simultaneous interpreter services during visits to EU by ESU teaching staff.
2	STUBA	Slovakia	=	Specialist consecutive and simultaneous interpreter services during visits to EU by ESU teaching staff.
2	KTU	Lithuania	=	Specialist consecutive and simultaneous interpreter services during visits to EU by ESU teaching staff.
4	UNIGE	Italy	=	Sharing of the cost for subcontracting of the financial audit and the issuing of the final auditing certification to professionals experts in tax-consulting (overall cost equal to € 6.000,00).
4	URFU	Russia	=	Sharing of the cost for subcontracting of the financial audit and the issuing of the final auditing certification to professionals experts in tax-consulting (overall cost equal to € 6.000,00).
4	SPBPU	Russia	=	Sharing of the cost for subcontracting of the financial audit and the issuing of the final auditing certification to professionals experts in tax-consulting (overall cost equal to € 6.000,00).
4	TSTU	Russia	=	Sharing of the cost for subcontracting of the financial audit and the issuing of the final auditing certification to professionals experts in tax-consulting (overall cost equal to € 6.000,00).
4	VSUACE	Russia	=	Sharing of the cost for subcontracting of the financial audit and the issuing of the final auditing certification to professionals experts in tax-consulting (overall cost equal to € 6.000,00).
4	SUSU	Russia	=	Sharing of the cost for subcontracting of the financial audit and the issuing of the final auditing certification to professionals experts in tax-consulting (overall cost equal to € 6.000,00).
4	NPUA	Armenia	=	Sharing of the cost for subcontracting of the financial audit and the issuing of the final auditing certification to professionals experts in tax-consulting (overall cost equal to € 6.000,00).
4	AUAF	Armenia	=	Sharing of the cost for subcontracting of the financial audit and the issuing of the final auditing certification to professionals experts in tax-consulting (overall cost equal to € 6.000,00).
4	TUIASI	Romania	=	Sharing of the cost for subcontracting of the financial audit and the issuing of the final auditing certification to professionals experts in tax-consulting (overall cost equal to € 6.000,00).
4	STUBA	Slovakia	=	Sharing of the cost for subcontracting of the financial audit and the issuing of the final auditing certification to professionals experts in tax-consulting (overall cost equal to € 6.000,00).

Work Package Ref.nr	Partner responsible for sub-contracting (Acronym)	Country	Number of days (where appropriate)	Brief description of task
4	SUN	Italy	=	Sharing of the cost for subcontracting of the financial audit and the issuing of the final auditing certification to professionals experts in tax-consulting (overall cost equal to € 6.000,00).
4	KTU	Lithuania	=	Sharing of the cost for subcontracting of the financial audit and the issuing of the final auditing certification to professionals experts in tax-consulting (overall cost equal to € 6.000,00).
4	UNIGE	Italy	4	Mobility flows to St.Petersburg, Yerevan and Yekaterinburg carried out by the external members of the Evaluation board, two Rectors or Presidents / Directors of Universities or Associations involved in Environmental issues, to be chosen one from the EU party of the consortium and one from the PC party, anyway from Institution external to the MARUUEB consortium.
5	URFU	Russia	=	Printing of the Final dissemination conference proceedings. Editing and printing by external company of at least 400 copies of paperback booklet containing the proceedings of the FDC.
5	SPBPU	Russia	=	Printing of the Info material on Induction days. Printing by external printing companies of at least 200 copies of the leaflets of presentation of the induction events.
5	NPUA	Armenia	=	Printing of the Info material on Induction days. Printing by external printing companies of at least 200 copies of the leaflets of presentation of the induction events.
5	UNIGE	Italy	=	Simultaneous translation during event. Specialist simultaneous interpreter services by professionals during the dissemination events, including renting of equipment sets.
5	SPBPU	Russia	=	Simultaneous translation during event. Specialist simultaneous interpreter services by professionals during the dissemination events, including renting of equipment sets.
5	TSTU	Russia	=	Simultaneous translation during event. Specialist simultaneous interpreter services by professionals during the dissemination events, including renting of equipment sets.
5	NPUA	Armenia	=	Simultaneous translation during event. Specialist simultaneous interpreter services by professionals during the dissemination events, including renting of equipment sets.
5	URFU	Russia	=	Dissemination by website. Design, development, establishment and maintenance of website by external providers; subscription to get access to specific web publishing.
5	UNIGE	Italy	=	Dissemination by media. Fees for advertising pages on specialized press on Education, Environment and Science.
5	URFU	Russia	=	Dissemination by media. Fees for advertising pages on specialized press on Education, Environment and Science.
5	SPBPU	Russia	=	Dissemination by media. Fees for advertising pages on specialized press on Education, Environment and Science.
5	TSTU	Russia	=	Dissemination by media. Fees for advertising pages on specialized press on Education, Environment and Science.

Work Package Ref.nr	Partner responsible for sub-contracting (Acronym)	Country	Number of days (where appropriate)	Brief description of task
5	NPUA	Armenia	=	Dissemination by media. Fees for advertising pages on specialized press on Education, Environment and Science.
5	AUAF	Armenia	=	Dissemination by media. Fees for advertising pages on specialized press on Education, Environment and Science.
5	UNIGE	Italy	=	Dissemination material. Set of promotional materials with the Erasmus+ and MARUEEB logos.
5	URFU	Russia	=	Dissemination material. Set of promotional materials with the Erasmus+ and MARUEEB logos.
5	SPBPU	Russia	=	Dissemination material. Set of promotional materials with the Erasmus+ and MARUEEB logos.
5	TSTU	Russia	=	Dissemination material. Set of promotional materials with the Erasmus+ and MARUEEB logos.
5	NPUA	Armenia	=	Dissemination material. Set of promotional materials with the Erasmus+ and MARUEEB logos.
5	AUAF	Armenia	=	Dissemination material. Set of promotional materials with the Erasmus+ and MARUEEB logos.
6	URFU	Russia	=	Professional recognition model. Printing in paperback, publishing and distribution of booklet with main points of the joint methodology made by all the PCs consortium members.

Please insert rows as necessary.