Implementation Status & Results
Montenegro
Higher Education Research for Innovation and Competitiveness Project (P122785)

Operation Name: Higher Education Research for Innovation and Competitiveness Project (P122785)
Country: Montenegro
Approval FY: 2012
Product Line: IBRD/IDA
Region: EUROPE AND CENTRAL ASIA
Lending Instrument: Specific Investment Loan
Implementing Agency(ies):

Key Dates
Board Approval Date: 24-Jan-2012
Original Closing Date: 30-Mar-2017
Planned Mid Term Review Date: 08-Jun-2015
Last Archived ISR Date: 04-Jan-2014
Effectiveness Date: 21-May-2012
Revised Closing Date: 30-Mar-2017
Actual Mid Term Review Date:

Project Development Objectives
Project Development Objective (from Project Appraisal Document)
The Project development objective is to strengthen the quality and relevance of higher education and research in Montenegro through reforming the higher education finance and quality assurance systems and by strengthening research and development capabilities.

Has the Project Development Objective been changed since Board Approval of the Project?
☐ Yes  ☐ No

Component(s)

Component Name | Component Cost
--- | ---
Higher Education Finance Reforms and Implementation of Quality Assurance Norms | 3.73
Human Capital Development through Internationalization Initiatives | 2.81
Establishing a Competitive Research Environment | 7.94
Project Management and Monitoring and Evaluation | 1.26

Overall Ratings

<table>
<thead>
<tr>
<th>Category</th>
<th>Previous Rating</th>
<th>Current Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress towards achievement of PDO</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>Overall Implementation Progress (IP)</td>
<td>Satisfactory</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>Overall Risk Rating</td>
<td>Moderate</td>
<td>Moderate</td>
</tr>
</tbody>
</table>

Implementation Status Overview
Implementation progress is moving at a satisfactory pace. In the period since the posting of the previous ISR (January 2014), the program has progressed very well with regard to key activities in both the higher education and the research component areas.
In higher education—the Quality Assurance (QA) and Higher Education Finance reform recommendations from the HERIC project activities have been officially adopted by the government as key pieces of background material to serve government actions in these areas. The finance reform initiatives in the government are now focused on modeling the fiscal impact of two specific options, to determine which is more sustainable in the current economic realities of Montenegro. Quality assurance recommendations are now being utilized in the organization of the Council of Higher Education, which is the main QA agency for higher education in Montenegro.

In addition, technical advice has continued with regard to the renovation of student hostels, and a massive effort related to these renovations is set to begin in June 2014. Approximately 1 million Euros will be spent this summer on renovation of student hostels at universities across the country, particularly focused on housing meant for international students—with the goal of expanding mobility initiatives at institutions. Finally, the European Universities Association is completing its broad higher education system-wide assessment, which will map out achievements and challenges facing the sector and to identify areas for improvements that can be supported through program funds. They are expected to deliver their report in the early in Q2 FY15, and this report's findings will underpin the grants facility to support institutional operation improvements during the remainder of project implementation.

With regards to research, both activation of two major component activities—the funding of a pilot Center of Excellence (CoE) and the first round of the broader competitive research grants program—is imminent. The CoE was selected and negotiations on the contract have been completed, with signing expected mid-May 2014 and disbursement of funds to the CoE in early June 2014. Likewise, the recipients of the first round of competitively awarded research grants was announced in February 2014, and negotiations on those contracts is expected to be completed in mid-May 2014, with contracts signed and funding disbursed in June 2014.

Program management, component 4 in the project, has stabilized after a period of changes, as a program assistant was replaced and a new project manager for research was hired. The stability now in place in the project management team is providing focused leadership and is directing the activities effectively.

### Locations

<table>
<thead>
<tr>
<th>Country</th>
<th>First Administrative Division</th>
<th>Location</th>
<th>Planned</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montenegro</td>
<td>Opstina Podgorica</td>
<td>Podgorica</td>
<td></td>
<td>✔</td>
</tr>
</tbody>
</table>

### Results

#### Project Development Objective Indicators

<table>
<thead>
<tr>
<th>Indicator Name</th>
<th>Core</th>
<th>Unit of Measure</th>
<th>Baseline Value</th>
<th>Current Date</th>
<th>End Target Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete external evaluation of 3 main universities, utilizing new quality assurance and accreditation measures developed in accordance with Bologna-defined EU norms and practices.</td>
<td></td>
<td>Text</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>All 3 universities have achieved accreditation. The contract between the European Universities Association the the project has been finalized and the work has commenced. This external evaluation of the entire HE sector in MN is expected to be completed within ayear and is ongoing will due deliberation.</td>
</tr>
</tbody>
</table>
### Increase in the perception of relevance of higher education programs and degrees

<table>
<thead>
<tr>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
</tr>
<tr>
<td>Date</td>
</tr>
<tr>
<td>Comments</td>
</tr>
</tbody>
</table>

### Establish one pilot Center of Excellence

<table>
<thead>
<tr>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
</tr>
<tr>
<td>Date</td>
</tr>
<tr>
<td>Comments</td>
</tr>
</tbody>
</table>

### Establish 10 public/private or international R&D partnerships and/or business start-ups with research institutes or university faculties.

<table>
<thead>
<tr>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
</tr>
<tr>
<td>Date</td>
</tr>
<tr>
<td>Comments</td>
</tr>
</tbody>
</table>

### Intermediate Results Indicators

<table>
<thead>
<tr>
<th>Indicator Name</th>
<th>Core</th>
<th>Unit of Measure</th>
<th>Baseline</th>
<th>Current</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of new higher education funding model.</td>
<td>Text</td>
<td>Value</td>
<td>Funding model not developed</td>
<td>The funding model options are being tested for fiscal impacts.</td>
<td>New funding model implemented</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Date</td>
<td>20-Dec-2011</td>
<td>14-May-2014</td>
<td>30-Mar-2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Comments</td>
<td>The new model is expected to be adopted by the government in Autumn 2014.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Qualifications Framework developed and adopted.</td>
<td>Text</td>
<td>Value</td>
<td>Baseline competencies not developed for any program</td>
<td>Baseline competencies not developed for any program</td>
<td>Baseline competencies developed and adopted for 180 programs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Date</td>
<td>20-Dec-2011</td>
<td>14-May-2014</td>
<td>30-Mar-2017</td>
</tr>
<tr>
<td>Description</td>
<td>Type</td>
<td>Value 1</td>
<td>Value 2</td>
<td>Value 3</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td></td>
</tr>
<tr>
<td>Number of grants awarded to faculties, programs, and institutions.</td>
<td>Number</td>
<td>0.00</td>
<td>0.00</td>
<td>20.00</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td></td>
<td>20-Dec-2011</td>
<td>14-May-2014</td>
<td>30-Mar-2017</td>
<td></td>
</tr>
<tr>
<td>Comments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ToRs for a feasibility study for how best to develop the NQF have been published but the scope of this work is being decreased in part due to similar efforts being funded via EC programmatic funds.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of students receiving scholarships for master's, doctoral and postdoctoral studies abroad.</td>
<td>Number</td>
<td>0.00</td>
<td>0.00</td>
<td>60.00</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td></td>
<td>20-Dec-2011</td>
<td>14-May-2014</td>
<td>30-Mar-2017</td>
<td></td>
</tr>
<tr>
<td>Comments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultation for the design of the scholarship scheme is underway and the proposed scheme is expected to be presented to the government by September 2014.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of research and development subprojects implemented.</td>
<td>Number</td>
<td>0.00</td>
<td>0.00</td>
<td>12.00</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td></td>
<td>20-Dec-2011</td>
<td>14-May-2014</td>
<td>30-Mar-2017</td>
<td></td>
</tr>
<tr>
<td>Comments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 research and development grants were awarded in March 2014, and contracts are expected to be finalized by May 2014.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. Establishment of an Office within the MoES to coordinate bilateral and multilateral agreement programs available to Montenegrin students and academic staff.

<table>
<thead>
<tr>
<th>Text</th>
<th>Value 1</th>
<th>Value 2</th>
<th>Value 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>20-Dec-2011</td>
<td>14-May-2014</td>
<td>30-Mar-2017</td>
</tr>
<tr>
<td>Comments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff for functions of the office have been hired, but no official office designation has been made yet.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Number of research and development subprojects implemented. | Number | 0.00    | 0.00    | 12.00   |
| Date                                                                       |       | 20-Dec-2011 | 14-May-2014 | 30-Mar-2017 |
| Comments                                                                    |       |          |          |          |
| 4 research and development grants were awarded in March 2014, and contracts are expected to be finalized by May 2014. |       |          |          |          |
Increase in the number of Montenegrin researchers who participate in international R&D projects.

<table>
<thead>
<tr>
<th>Number</th>
<th>Value</th>
<th>Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>200.00</td>
<td>20-Dec-2011</td>
<td></td>
</tr>
<tr>
<td></td>
<td>200.00</td>
<td>14-May-2014</td>
<td></td>
</tr>
<tr>
<td></td>
<td>235.00</td>
<td>30-Mar-2017</td>
<td>With the awarding of the CoE and research grants, this number will likely reach the end target by the mid-term review.</td>
</tr>
</tbody>
</table>

Development of framework for future CoE.

<table>
<thead>
<tr>
<th>Text</th>
<th>Value</th>
<th>Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Framework for future CoE not developed</td>
<td>20-Dec-2011</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Framework for future CoE not developed</td>
<td>14-May-2014</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Framework for future CoE developed</td>
<td>30-Mar-2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Framework for future CoE developed</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This is not expected until a review of the established CoE is conducted toward the close of the project.

**Data on Financial Performance (as of 14-May-2014)**

**Financial Agreement(s) Key Dates**

<table>
<thead>
<tr>
<th>Project</th>
<th>Ln/Cr/Tf</th>
<th>Status</th>
<th>Approval Date</th>
<th>Signing Date</th>
<th>Effectiveness Date</th>
<th>Original Closing Date</th>
<th>Revised Closing Date</th>
</tr>
</thead>
</table>

**Disbursements (in Millions)**

<table>
<thead>
<tr>
<th>Project</th>
<th>Ln/Cr/Tf</th>
<th>Status</th>
<th>Currency</th>
<th>Original</th>
<th>Revised</th>
<th>Cancelled</th>
<th>Disbursed</th>
<th>Undisbursed</th>
<th>% Disbursed</th>
</tr>
</thead>
<tbody>
<tr>
<td>P122785</td>
<td>IBRD-81180</td>
<td>Effective</td>
<td>USD</td>
<td>15.98</td>
<td>15.98</td>
<td>0.00</td>
<td>3.18</td>
<td>12.71</td>
<td>20.00</td>
</tr>
</tbody>
</table>

**Disbursement Graph**
Key Decisions Regarding Implementation
None.

Restructuring History
There has been no restructuring to date.

Related Projects
There are no related projects.