**WORKING PROGRAMME**

**LOGICAL FRAMEWORK MATRIX – LFM**

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| **Wider Objective:** ☒*What is the overall broader objective, to which the project will contribute?** To enhance cooperation capacities of Higher educational institutions of Partner Countries in the field of Doctoral Studies within European Higher Education Area (EHEA) and European Research Area (ERA)
 | ***Indicators of progress:****What are the key indicators related to the wider objective?** Integration of results of the Bologna process reform into the development of national educational policy in the field of doctoral education of Armenia, Russia and Belarus
* New doctoral programs developed and Implemented and, approved by authority bodies in line with Bologna reforms, Salzburg Principles and  market demand
* Qualitative and  quantitative improvement of international and regional  mobility of doctoral students  of Armenia, Russia and Belarus with the purpose of research and training
* Employment rate of doctoral students  in Armenia, Russia and Belarus
 | ***How indicators will be measured:****What are the sources of information on these indicators?** Records kept by National Ministries and Institutions; Educational organizations, Regional and Federal ministries of education
* Establishment of the Doctoral Training Centres
* Number of joint doctoral programmes, number of  mobility flows
* Interviews, surveys, statistics
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| **Specific Project Objective/s:***What are the specific objectives, which the project shall achieve?** Improve the quality of  doctoral graduates of  Partner's Countries HEI's and their  employability  by modernization of  doctoral  education towards   interdisciplinarily internationalization, enhancing mobility and improvement of teaching methodologies  in line with the Salzburg Principles, BFGU recommendation on Innovative Doctoral Training and EU best practices
* Facilitate a successful adherence with Bologna process reforms and its instruments by the academic and administrative staff of HEI's  of Partner Countries  involved in doctoral training and research management through the organization of special training sessions .
* Improve  up-skills and qualification of  teachers  by retraining them on new teaching methods and create modern  learning and research environment based on student centered approach, competence based program development, advanced IT technologies and best European practice
* Strengthen research skills of doctoral students by implementing new supervision models and professional development of supervisor,   improvement of the regular monitoring of each Doctoral candidate’s progress, of standards for the thesis defense, and of internal audits of research assessments
* Improve the structure and the internal capacities of services that manage doctoral education and research by setting up the Doctoral Training Centers (DTC) in partner universities in accordance with the modern European practices
* Ensure sustainability of Doctoral Training Centres and their cooperation with European partners  by  establishing a sustainable  professional network  providing the use of participatory approaches and ICT-based methodologies
 | **Indicators of progress:***What are the quantitative and qualitative indicators showing whether and to what extent the project’s specific objectives are achieved?** The instructional Strategy and Guidelines for Doctoral curricula modernization  with focus on new tools of  quality assurance,  student-centered learning  approach, efficient  teaching tools, including virtual and blended technologies,  new form of practice's organization and research methodologies and new form  of cooperation with nonacademic partners are developed and approved at each partner countries’ HEI’s
* Current doctoral programs in selected target fields of Science reviewed and upgraded by HEI's of PC
* Agreed number of doctoral training modules designed, tested and implemented
* Doctoral training centers created and training courses started with an adequate number of students
* Number of  intensive training programs  designed and tested
* Number of target groups trained
* Number of administrative staff  capacitated
* Virtual platform in national and international languages running
* Number of participant user
* Number of courses
* Networks, partnership  agreements established for the Doctoral  Training Centres
* Regulation documents and number of stakeholders involved in the networking process
 | **How indicators will be measured:***What are the sources of information that exist and can be collected? What are the methods required to get this information?** Project reports in accordance with the Quality Assurance plan and the internal Quality Review
* Regular meetings of the project team responsible for quality assurance,  monitoring of the project by external experts
* Collected  feedback from  Internal partners through review meetings and questionnaires
* Collecting reports of workshops on project evaluation, External Evaluation Reports (Interim and Final Repot)
* Feedback from professional network of Doctoral Training Centers
* Collecting information from website of the project
 | **Assumptions & risks:***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?** ASSUMPTIONS:
* Continuing support of the national and regional educational authorities of the improvement of doctoral education at HEI's of Armenia , Russia and Belarus
* The partner universities  educational authorities have a strong  interest to the  implementation of project outcomes
* Support for project from non-academic partners and industrial stakeholders
* Strong motivation and full staff involvement of partner universities
* RISKS:
* Bureaucratic obstacles to widen the dissemination of the project results from the educational authorities
* Insufficient interest from part of academic community to  the project outcomes  /outputs due to lack of knowledge of Bologna reforms and related documents
* Lack of motivation of educational and administrative staff  of HEI’s of partner countries to be involved into  the project
* Lack of involvement of other stakeholders (research institutions, employer and etc.)
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| **Outputs (tangible) and Outcomes (intangible):*** *Please provide the list of concrete DELIVERABLES - outputs/outcomes (****grouped in Workpackages)****, leading to the specific objective/s.:*

WP1 Preparation1.1 Analytic report on EU regulations, best EU practices in doctoral students training, organization of their research and work placement1.2 Analytic survey on situation in RU, BY, AR and their needs in reforms on modernization of training and research of doctoral  students, implementation of new teaching methodologies and cooperation with nonacademic and industrial partners1.3 Draft structure and content of re-training courses for teaching/research/administrative staff, scientific supervisors, training managers, library/IT staff, policy/decision makersWP2 Development: Framework Development2.1 Training materials and normative documentations in paper/e-form for university's academic, administrative staff, policy/decision makers2.2 Report on evaluation and adjustment of training courses2.3 Draft educational content (curriculum and courses), structure and management of DTCsWP3 Development: Knowledge Transfer3.1 Set up of  regulatory documents and instructions for operating of DTCs, number student's  enrolled3.2 Set up of documentations (programs, syllabus, teacher's instructions, quality guideline, etc), equipment for DTCs operation3.3 Set up of programs, educational-methodical materials for international interdisciplinary Summer schools for doctoral students of AR, RU, BY on Science and transferable skillsWP4 Development:  Virtual Network Environment4.1 Web-platform of Virtual Network developed4.2 Structure and educational content of Virtual Network createdWP5 Quality Plan5.1 Quality Assurance & Evaluation Plan - handbook for participants5.2 Recording of quality assessment of activities5.3 Recording of quality assessment of outcomes5.4 Quality Evaluation ReportsWP6 Dissemination & Exploitation6.1 Dissemination and Exploitation Action Plan6.2 Documentation of dissemination activitiesWP7  Management7.1 Project website7.2 Project documents on Project Management System7.3 Minutes of project meetings7.4 Internal and External Reports | **Indicators of progress:***What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?** WP1
* Publication of analytic surveys in national education journals, placement on project website
* Analytic reports at national and regional educational events, feedback from community
* WP2
* Training sessions and materials approved by HEI’s authorities
* Number of administrative, educational, research, technical staff trained
* Evaluation of training sessions by participants
* Requests of training materials from other universities
* WP3
* Strategic plans for DTC clarified, upgraded and approved by councils
* Programs and courses placed on university and project website
* Official accreditation documents for programs and courses
* Number of doctorants enrolled
* Number agreements with non-academic stakeholders on research and work placement of doctorants
* Number of incoming/outgoing doctorants
* Number of inter-institute agreements on Doctoral double degree programs and “co-tutelle” thesis
* WP4
* User guide, technical instructions for Virtual platform
* Network interface approval
* Number of network partnership agreements
* Roadmaps of DTCs evolution in AR, RU, BY
* Number of stakeholders and policy makers in strategy process
* Publication of reports in national languages
* WP5
* Quality Assurance team appointed
* Internal reports on project interim deliverables
* External evaluations (Interim and Final)
* WP6
* Dissemination and Exploitation Plan approved
* Number of open access materials available online in national languages
* Number of network participants
* Number of participants/presenters in Dissemination Conferences in Moscow, Minsk, Yerevan
* Publications, presentations at international/regional academic events
* Dissemination of information in professional networks
* Project website for stakeholder communication including video blogs
* Local  and regional media appearances in partner countries
* WP7
* Kick-off and Project management meetings held
* Elaboration and approval of Intermediate and Final reports
* Effective achievement of project deliverables on time & within budgeted resources
* Timely reporting in Program headquarters
 | **How indicators will be measured:***What are the sources of information on these indicators?** Published Analytic Surveys
* Workshops proceedings and reports of Quality Assurance of the project team on paper and in electronic  form
* Project and HEI’s  website
* Learning materials,  teaching instructions  for  Intensive training  on paper and in electronic form
* Questionnaires and feedback of re-trained academic, research and administrative staff available on the project website
* Doctoral programs and courses, teaching and methodical instructions  on paper and in electronic form
* Admission rules on Summer Schools placed on universities websites and in social networks
* Internal partner feedback as well as external target groups feedback will be collected through review meetings
* Questionnaires and feedback from  doctoral students  available on the project website
* Reports published on paper and in electronic form
* Project website and virtual platform
* Placement of doctoral training  courses in electronic form on   virtual platform
* Project website
* Dissemination events printed and e-form matherials
* Social networks  feedback
* On-line Network activities
* Publications in consortium universities journals, presentation at local and regional radio and television
* Project website and Reports
* Project website
* Management team meetings  reports
 | **Assumptions & risks:***What external factors and conditions must be realised to obtain the expected outcomes and results on schedule?** Assumptions:
* Partner universities pre-work on identification of needs in doctoral education
* Infrastructure for effective communication of project team
* Efficient resources for management
* Partner Countries’ educational authorities provide support
* Sufficient number of stakeholders involved in projects and interested in successful results
* Sufficient number of administrative and educational staff attend training sessions
* Common understanding and commitment among partner members
* Collaborative approach from participants to provide information requested
* Doctorants actively involved in project activities
* Sufficient numbers of doctorants interested to take part in Summer Schools
* Sufficient number of students interested  to enter into doctoral programs and courses at DTCs
* Sufficient number of academic and research staff interested in international collaborative projects with doctorants, and development of double scientific supervision and defence thesis
* Sufficient number of non consortium partners universities interested to join Network
* Timeframe suitable for the implementation of pilot project
* Effective plan of monitoring and evaluation of project execution
* Effective work of project management&Quality teams
* Risks:
* Unforeseen changes in the composition of the consortium
* Insuffitient communication between concortium partners
* Insufficient staff  skills on realization of international projects   in HEI’s of partner countries
* Lack  of time and motivation of university staff  to take part in project activities
* Lack of time to prepare documents and educational materials due to additional tasks from HEI's and educational ministries
* Administrative barriers impeding successful implementation of DTCs
* Stakeholders have insufficient vision of potential of project results
* Low Interest of doctorants and scientific supervisors in international and regional mobility
* Unforeseen obstacles to involve European experts
* Unstable network interaction of  DTCs
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| **Activities:***What are the key activities to be carried out (****grouped in Workpackages)*** *and in what sequence in order to produce the expected results?** WP1 Preparation
* 1.2. Analyzing  current situation of doctoral education in EU
* 1.2.  Analyzing  current situation and needs of doctoral education in Armenia, Russia and Belarus
* 1.3.  Design of structure and elaboration of content of intensive training courses
* WP2 Development: Framework Development.
* 2.1. Intensive training for taget groups  from  partner univesrities of Armenia, Russia and Belarus
* 2.2. Evaluation and adjustment of intensive training courses
* 2.3.  Drafting of a structure and  content of Doctoral Training Centers
* WP3 Development: Knowledge Transfer
* 3.1. Set up of  regulatory documents and instructions for Doctoral Training Centers
* 3.2. Development of the contents for Doctoral Training Centers
* 3.3. Summer schools for doctoral students
* WP4 Virtual Network Environment
* 4.1.  Design and development of concept and structure of virtual platform
* 4.2. Conducting setup and testing of the virtual platform
* WP5 Quality Plan
* 5.1. Quality management of activities
* 5.2. Quality management of outcomes
* 5.3. Quality internal Evaluation of Outcomes and adjustments activity plans
* 5.4. External Evaluation Audit in midterm and in the end of the project
* WP6 Dissemination and Exploitation
* 6.1. Dissemination and Sustainability Plan &Documentaion of Disemination activities
* 6.2.  Dissemination events including  Final Policy Conference
* WP7  Management
* 7.1. Design and setup of project web site
* 7.2. Design and approval of project documentation, including the development of a Project Management System
* 7.3.  Project offline and online meetings
* 7.4.  Project administration and reporting, including elaboration of  Interim and Final Report
 | ***Inputs:****What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications etc.?** WP1 Preparation
* Administrative and educational staff costs
* Travel costs and cost of stay  for study visit
* Subcontracting for translation
* WP2 Framework Development
* Administrative and educational staff costs
* Travel costs and cost of stay for European experts  trainers  at  internsive training, evaluation conference
* Travel costs and cost of stay for administrative and educational staff of AR, RU, BY participants of intensive training sessions, evaluation workshops
* Subcontracting for translation
* WP3 Knowledge Transfer
* Administrative staff and educational  staff costs
* Travel costs and cost of stay for experts involved in development of doctoral training courses
* Travel and cost of stay for doctoral students pilot mobility
* Travel cost and cost of stay for doctoral students attending Summer schools
* Travel cost and cost of stay for European and partner countries lectors  of Summer School
* Procurement of equipment
* Subcontracting for translation
* WP4 Virtual Network Environment
* Administrative, educational and technical staff  costs
* Travel costs and cost of stay for conference  and face-to-face meeting on virtual platform design
* •Subcontracting for translation
* WP5: Quality Plan
* Administrative staff cost
* Travel cost and cost of stay
* Subcontracting for External evaluator
* WP6 Dissemination & Exploitation
* Administrative and educational staff cost
* Travel cost and cost of stay  to attend Policy conferences
* Subcontracting for translation
* WP7 Management
* Administrative staff cost
* Travel costs and cost of stay for project management meetings
 |  | **Assumptions, risks and pre-conditions:***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?** Assumptions:
* Strong willingness of PC HEI’s  academic and research staff to enhance quality, interdisciplinarity, internationalization and mobility of doctoral students, researchers, pedagogical staff
* All the consortium members are interested to actively participate in the project activities
* Reduced financial and administrative barriers towards the development of  doctoral students training and research  mobility within Armenia, Russia and Belarus
* Strong interest  of local educational authorities and policy makers,  coordinators and  staff  of Doctoral Training Centers in sustainability  of  project results
* Collaboration with Ministries of Education and Science on project’s outcomes effectiveness and its dissemination at Partners countries HEI's
* Effective collaboration with external stakeholders on  dissemination and sustainability of project results
* Dissemination of the project results in Armenia, Russia, Belarus  in national languages and to the audience world-wide in English language
* Risks:
* Low interaction of the consortium members
* Ineffectiveness of the project management and quality assurance of project outcomes
* Lack of motivation of administrative and educational staff on modernization of doctoral training and research
* Financial and administrative barriers towards the development of  doctoral students training and research  mobility within Armenia, Russia and Belarus
* Lack of interest and motivation of  external  stakeholders  for organization of work placement for international doctoral students
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