



# Education of local governments as a way towards sustainable development of the countries of the Western Balkans - Case Study of Montenegro

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## Abstract

There is an urgent need of capacity building in sustainable development in the Western Balkans Countries. Thus, education and training are necessary elements to make municipality administration capable to recognize, define, prepare, and finalize any kind of the energy efficiency projects, from the simple ones up to technically and particularly financially complex projects, particularly taking into consideration today very attractive concepts of the projects financing, as ESCO's, PPP, etc. This paper presents the activities on the TEMPUS project Training courses for public services in sustainable infrastructure development in Western Balkans (Project Number: 530530-TEMPUS-1-2012-1-SE-TEMPUS-JPHES), in the Montenegro, as case study. The project is designed to establish system for training of public authorities aimed at improving level of environmental expertise, facilitating good governance and sustainable development in Western Balkan countries. In that sense, for capacity building of staff at public authorities in sustainable development, particularly energy efficiency in the public buildings, management in the renewable energy sources at University of Montenegro - Faculty for Mechanical Engineering in cooperation with Union of Municipalities of Montenegro two training programmes are designed, developed and implemented. Key teachers were being retrained at EU universities and they disseminated their new knowledge to colleagues, so the capacities of University of Montenegro in providing training in sustainable development have been significantly improved. Strong connection between University of Montenegro and Union of Municipalities of Montenegro has been established. All these things contributed to creation of the system for continuous development of the knowledge, skills and competencies of the staff of public authorities. A web-based toolkits as an interactive learning environment for training of public authorities was developed during the project implementation.

## Key words

Education, Energy efficiency, Sustainable development, TEMPUS, Training

## 1. INTRODUCTION

This paper presents the activities on the TEMPUS project under title „Training courses for public services in sustainable infrastructure development in Western Balkans” (Project Number: 530530-TEMPUS-1-2012-1-SE-TEMPUS-JPHES)-SDTRAIN. The paper will be an emphasis on activities that were implemented in this project in the Montenegro.

It is more than obvious that there is an urgent need for capacity building in the Western Balkans Countries (WBC) in the area of sustainable development. Because public authorities on all levels (local, regional and national) do not have the necessary level of knowledge on topics such as energy and the environment. This disadvantage is a very serious barrier to sustainable development of these countries. The analysis of the situation in terms of administrative capacity in the Western Balkans came

to the conclusion that local governments of cities have major problems when it comes to skills and competencies of employees in this area. Thus, education and training are necessary elements to make municipality administration capable to recognize, define, prepare, and finalize any kind of the energy efficiency projects, from the simple ones up to technically and particularly financially complex projects, particularly taking into consideration today very attractive concepts of the projects financing, as ESCO's, PPP, etc.

Analysis of interviews in all WBC demonstrated a need in networking between Local Authorities and Universities. Since many energy managers and environmental officers at municipal level work alone, a contact with the specialists in that area from Universities could be a big help when difficulties arise.

The SDTRAIN project proposal was finalized during the NALAS Task Force on Energy Efficiency meeting in Vienna on 6-9 February, 2012. NALAS is a network of associations of local authorities of South East Europe, which bring together 15 Associations which represent roughly 4000 local authorities. Interest of NALAS and its WBC members in the SDTRAIN project proves its high relevance to the needs of society.

The project is designed to establish system for training of public authorities aimed at improving level of environmental expertise, facilitating good governance and sustainable development in Western Balkan countries, and in particular in Montenegro, Serbia and BiH.

## 2. DESCRIPTION OF THE CONSORTIUM THAT IS CARRIED OUT THE PROJECT

The project consortium consist of:

I-European Universities that are proactive in realization their commitments towards sustainable regional and local development: KTH Stockholm, TU Delft and UPC Barcelona.

The EU partners have broad experience in organization of training courses for public authorities within national and international projects and in organization of training courses municipalities and other stakeholders on regular basis. They initiated a European network of Universities and cities aimed at development of green and resilient urban areas.

KTH introduced a set of training courses aimed at local and regional authorities in Baltic Sea Area within Interreg IIB project. They also have experience of such international courses for public authorities in Russia, Belarus and Ukraine.

UPC provides training courses in sustainable urban development, public administration and good governance both nationally and internationally.

TU Delft provides training courses for various actors and expertise in public participation in decision-making processes, and conducts stake holders' workshops focusing on sustainable development of local and regional infrastructure.

Originally it was planned that Polito is part of a consortium but by the end of the project did not take active participation. Polito is working on development of energy infrastructure in WBC and training of relevant stakeholders in this area.

II- Five universities from WBC: Serbia (2), Bosnia and Hercegovina (2) and Montenegro (1) that have experience in retraining and were approached by public authorities for organization of training courses in sustainable public infrastructure.

In BiH: the project team conducted evaluation of need in training of local authorities supported by SIDA, University of Banja Luka (UBL) participated in development of strategic document on the level of Republic of Srpska and Bosnia and Hercegovina such as Air Quality Strategy for Republic of Srpska, UBL cooperates with associations of the local authorities of BiH and its experts participate in the Council of Climate Changes of City of Banja Luka and in development of Sustainable Environment Action Plan.

University of East Sarajevo (UES) is having extensive experiences in cooperation with public and private stakeholders in the sphere of energy efficiency within projects financed by the World Bank, NNTU and national funds. Lifelong learning activities have a strategic focus at UES. UES is located in 10 towns, which contributes to the faster development of these towns.

In Serbia project team has strategic cooperation with Association of Towns and Municipalities of Serbia that expressed the need of staff training of their members in sustainable urban development and energy efficiency. University of Belgrade (UB) put a high priority on supporting development of sustainable energy system in Serbia. Experts of Faculty of Mining and Geology and Mechanical Engineering have been involved in preparation of few strategic Serbian documents and they have managed projects related to energy efficiency improvement and RES utilization for Serbian municipalities. University of Kragujevac (UKG) is located in Kragujevac, the centre of Šumadija Region, while other five faculties are located in four towns of Central Serbia-covering the area with more than 2,5 mil inhabitants. UKG and its Euro Energy Efficiency Centre has extensive cooperation with local authorities, the Regional Chamber of Commerce in Kragujevac, the Energy Efficiency Agency of Serbia, the Ministry for Environment and companies that have a great need of training in the field of sustainable development, environmental protection, energy efficiency, energy management, eco-management, financial regulations in the field of energy and renewable energy and the environment.

In Montenegro: the project team cooperates with Union of Municipalities of Montenegro. One of the Union's goals is to develop and improve education of citizens and local government officials.

University of Montenegro is the only public university in the country. Faculty for Mechanical Engineering has a good experience in organization of postgraduate studies in energy efficiency. The Faculty held several courses on the theme of

energy efficiency for the Ministry of Economy Staff members enrolled in SDTRAIN has a significant experience in energy efficiency, renewable energy sources, etc.

III. Society partners of the project are Associations of local authorities of partner countries, which members are main target group of retraining:

- The Union of Municipalities of Montenegro (UOM) - is association of all 21 municipalities,
- Association of Towns and Municipalities of Serbia that consists of all local governments in Serbia,
- Association of municipalities and towns of Republic Srpska (BiH). The Association of Federation of Bosnia and Hercegovina had organizational problems in participation as a full partner but it is willing to participate in the project activities as well as municipalities of Novo Sarajevo, Kakanj and Mostar.

Participation and great enthusiasm of these society partners prove high relevance of the SDTRAIN project to society needs; it will ensure sustainability of the project results, effective quality control, visibility of the project among relevant organizations and institutions, which are potential customers of the developed training resources.

### 3. THE PROJECT'S CONTENTS AND METHODOLOGY

The project is designed to establish system for training of public authorities aimed at expertise in the area sustainable development in WBC, particularly in BiH, Serbia and Montenegro. To reach this goal the training programme for capacity building of the staff of public authorities in sustainable urban development, sustainable energy infrastructure and good governance have been developed at partner Universities in cooperation with EU partners and Associations of Local Authorities. In order to develop and sustain the study programme and courses at the partner Universities capacity building activities for teachers and tutor as well as decision-makers from society partners were taken place at the beginning of the project.

During the developing the courses, the working group were taken to account target group of courses-employees of the public authorities and their specific needs like flexibility in time and pace of the training.

#### 3.1. Activities carried out

Kick-off meeting took place at UB on 28-30 November 2013 with participation of all academic and non-academic partners except Politecnico di Torino (*Figure 1.*). The project SDTRAIN and the project partners were presented and discussed to ensure the common understanding of the project goals and roles of each partner. The management procedures were settled. Steering Committee has been assigned. Criteria for selection of mobility participants have been settled.

The detailed work plan has been agreed and documented in the form of minutes. Tables of achieved results are given in the below:

Table 1. WPI: Development of training courses, teaching tutorials and interactive teaching methods

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
1.1.	Training of teachers/ tutors at EU universities	Nov 2012	Feb 2014	TU Delft, KTH – Stockholm, UPC - Barcelona	During study visits to EU partner universities UoM teachers were retrained in specific topics related to training program development. Teachers from UoM established direct links with EU teachers responsible for the particular courses. For the training program Energy Efficiency in Public Building with UPC Barcelona-Tech, and for Renewable Energy-Management with the TU Delft	6 retrained UoM teacher 10 lectures 7 workshops 3 visits to examples of good practice
1.1.1.	Study visit to TU Delft, NL	25 Feb 2013	01 Mar 2013	TU Delft, NL	The study visit to TU Delft included: - Lectures related to course development: Local energy production (A. van Timmeren, TU Delft) Multi-Source Multi-Product (Kas Hemmes, TU Delft) Backcasting and energy management (J. Quist, TU Delft) Energy potential mapping (Siebe Broersma, TU Delft) Modeling local energy systems (Igor Nikolic, TU Delft) Renovation, energy efficiency and contracts (Tadeo Baldiri Salcedo Rahola, TU Delft) Local Energy Visions (Ellen van Bueren, TU Delft) - Workshop about teaching methods: Micro-training (Mariette Overschie, TU Delft) - Visits related to course development: Kersentuin (Cherry Garden) sustainable urban area The Hague - Geothermal energy project (Figure 2.) The Hague University of Applied Sciences – the building and its sustainable technologies Municipality of Delft - Presentation about the municipal energy policy and visit of Woonbron and Poptahof,	2 retrained UoM teacher 7 lectures 3 visits to examples of good practice
1.1.2.	Study visit to KTH,	13 May 2013	17 May 2013	KTH, SE	The study visit to KTH (Figure 3.), Stockholm included: - Visits related to course development: Norra Djurgardsstaden	3 retrained UoM teacher 3 lectures

	Stockholm, SE				Hammaraby Sjostad Jarva - Lectures related to course development: Overview of ELEF project - Coordination meetings (Olga Kordas, KTH)	3 visits to examples of good practice
1.1.3.	Study visit to UPC Barcelona-Tech, Barcelona, ES	7 Oct 2013	11 Oct 2013	UPC, ES	Study visit to UPC Barcelona-Tech Barcelona included: - Visits related to course development (Figure 4.): Course "Energy efficiency on public buildings" - Visit to Sant Cugat Campus (Low energy buildings, Living buildings, research projects, Visit to Anella Verda, Secretariat of the Union for the Mediterranean) Course "Sustainability Indicators at local and regional level" - Visit to 22@, Barcelona	3 retrained UoM teacher 2 workshops 3 visits to examples of good practice
1.1.4.	Study visit to KTH, Stockholm, SE	8 Dec 2013	12 Dec 2013	KTH, SE	Education of 2 UoM representatives (5 days workshop) in: - Participatory Backcasting for Strategic Planning Towards Sustainable Cities (Figure 5.)	2 retrained UoM teacher 5 days workshop
1.2.	Development of training courses	Jan 2013	Dec 2013	Partner Countries, BA, RS, ME	Programs for 2 courses were developed by the UoM with support of EU project partners: "Renewable Energy-Management" – TU Delft "Energy Efficiency of Public Buildings" - UPC Barcelona Currently teachers of each project partner are adopting these programs and they are developing their own courses. TU Delft has conducted a workshop on modern teaching method - Micro-training. UPC has conducted a seminar on modern teaching methods and pedagogical strategies during the study visit to Barcelona on 7-11 October 2013. UPC has also uploaded on SDTRAIN intranet guides and articles devoted to competences for sustainability, pedagogical strategies and their evaluation.	2 workshops 56 participants
1.3.	Development of interactive problem-based teaching methods	Mar 2013	Dec 2013	Partner Countries, BA, RS, ME	The EU project partners were developed the course materials training courses and upload them/linked them on the SD TRAIN Intranet. UoM project team will transfer these materials to Moodle Platform. Teachers of Partner Universities will adopting the course materials and developing their own once to be uploaded on Moodle Platform.	
1.4.	Development of teaching tutorials	May 2013	Feb 2014	Partner Countries, BA, RS, ME	All training programs are fully covered by adequate teaching materials (presentation, scripts, translation of materials from EU partners, instruction for software use, etc.). Complete teaching materials are available at Moodle platform <a href="http://www.sdtrain.ac.me/moodle">www.sdtrain.ac.me/moodle</a> and at intranet part of project web site <a href="http://www.sdtrain.info">www.sdtrain.info</a> . Handbooks "Energy Efficiency in Public Building" and "Renewable Energy-Management" is primary created for municipalities' officers, but it will be also used by students of University of Montenegro.	2 printed book 2 adapted translation of book (available at Moodle and intranet) 1 instruction for software use (at Moodle) 12 on line available lectures

Table 2. WP2. Development of the web-based toolkit

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
2.1.	Development of the training infrastructure	Nov 2013	Feb 2014	Partner Countries, BA, RS, ME	Activities were related to creation of efficiently functioning base for development and implementation of the training courses. Initial phase were included selection, purchase and deployment of the equipment sufficient for work of the development team and implementing the courses. Equipment is located at University of Montenegro-Faculty of Mechanical Engineering. Server was used as a hardware base for Moodle platform. Other computer equipment was used for training program preparation and implementation. Access to server is reserved to technical staff of Computer center of University of Montenegro, while the rest of equipment is on disposal to teaching and scientific staff at the University of Montenegro. The same equipment is used for regular activities at the faculty so the indirect beneficiaries are also the students of this faculty.	1 server 40 desktop computers 2 laptop computers 6 projectors 4 printers 1 multifunctional centre 1 interactive whiteboard
2.2.	Development of the web-platform	Dec 2013	Oct 2013	Lead: KTH Test: All partners	UoM worked on the development of the web-platform and creation of the toolkit as web-based learning environment. For this propose Moodle platform was used. All developed courses are available on this platform, including course descriptions, assignments, teachers support, lectures, which the trainees can use online and download. The platform contains an extensive library with suggestions for further reading for each course. Key lectures and materials from EU	Moodle platform <a href="http://www.sdtrain.ac.me/moodle/login/index.php">http://www.sdtrain.ac.me/moodle/login/index.php</a>

					<p>partners show energy and environmental technology applications. Trainees have a possibility to upload their own reports and discuss issues around the reports with colleagues in the same group using web-forum. The toolkit facilitated communication during implementation of the courses. The Moodle platform makes it possible to:</p> <ul style="list-style-type: none"> <li>- Conduct a training for groups of trainees of different sizes</li> <li>- Allow participants to co-present and enabling involvement of guest professors, speakers or multiple trainers from multiple locations</li> <li>- Answering questions from trainees publicly or privately using the chat tool, and save the text from the chat for later use as support.</li> </ul>	
2.3.	Development and publishing online courses and materials	May 2013	Feb 2014	All partners	<p>This activity is closely related to activity 1.4. All teaching materials are available at Moodle platform</p>	<p>2 printed book 2 adapted translation of book (available at Moodle) 12 on-line available lectures</p>

Table 3.WP3. Piloting the courses at partner universities in Serbia, Montenegro and BiH

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
3.1.	Implementation of 10 training courses in cooperation with EU teachers	Sep 2013	June 2014	All partners	<p>UoM implemented two training programs:</p> <ul style="list-style-type: none"> <li>- Energy Efficiency in Public Buildings (piloted at the University of Montenegro in computer hall equipped with the Tempus project SD TRAIN). Training program include pilot workshop, with short presentation of the prepared teaching materials and intensive education on Moodle platform (<a href="http://www.sdtrain.ac.me/moodle/login/index.php">http://www.sdtrain.ac.me/moodle/login/index.php</a>). Term of workshop was February 5<sup>th</sup> 2014. (Figure 6.)</li> <li>- Renewable Energy-Management (Implemented at the University of Montenegro in computer hall equipped with the Tempus project). Training program include workshop and intensive work on education of users of Moodle platform. Term of workshop was October 10<sup>th</sup> 2014. (Figure 8.)</li> </ul>	<p>2 workshops 47 participants</p>
3.2.	Developing recommendations for capacity building of public author.	Mar 2013	July 2014	All partners	<p>Significant part of Letter of Intent between University of Montenegro and Union of Municipalities is concerning to develop of recommendations for capacity building of public authorities in this sector.</p>	Letter of Intent

Table 4.WP4: Communication and dissemination of the project results

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
4.1.	Development of Communication and Dissemination Strategy	Oct 2012	May 2014	All partners	<p>Communication and Dissemination Strategy for SDTRAN Project in University of Montenegro was prepared. This document includes dissemination objectives and strategy, project stakeholders and communication plan, dissemination tools and materials, publication and communication of results. Separate document was prepared with the list of all dissemination activities carried out. This list includes dates of dissemination activities, target groups, type of event and brief description.</p> <p>The Final Conference organized in premises of University of Montenegro on May 12<sup>th</sup> 2015 (Figure 9.). The Conference summarized and disseminated results of the project. The Conferences brought together representatives from academic community and public authorities.</p> <p>The project was finished with final dissemination activities on May 31<sup>th</sup> 2015 at municipalities Bijelo Polje during the opening ceremony SHHP Vrelo and the grand opening of works on SHHP BISTRICA-Majstorovina. These are concrete examples of</p>	<p>Document: Communication and Dissemination Strategy for SDTRAN Project in University of Montenegro Document: Realized Dissemination Activities for SDTRAIN Project in UoM 2 workshops 1 final conference, 12/05/2015 5 meetings 2 presentations</p>

					management of renewable energy sources in the north of Montenegro, which is less developed part of the country. The event was attended by more than 200 stakeholders (mayor of Bijelo Polje, Director of the Directorate for Sustainable Development, employees of local administrations, the delegation of the Chamber of Engineers, representatives of the business sector (Figure 10).	
4.2.	Development of the project website	Nov 2012	Sep 2014	Lead: KTH Updates: all partners	UoM informed KTH about all project activities, and sent all materials appropriate to be updated at project website.	<a href="http://www.sdtrain.info">www.sdtrain.info</a>
4.3.	Information and publicity campaign for training programme	Mar 2013	June 2014	All partners	Information and publicity campaign for training programme was done by providing adequate information material and its dissemination by Union of Municipalities of Montenegro. The project was presented at Energy days of Podgorica at May2014 (Figure 7). The project promotion handouts were produced to enhance project visibility (T-shirts, USB memories, notebooks, pens, etc.).	Project poster & Booklet Leaflets in Montenegrin Conference paper Conference presentation T-shirts Notebooks USB memories Pens & Bags

Table 5.WP5: Sustainability actions

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
5.1.	Development of sustainability plan	Dec 2012	May 2015	All partners	Sustainability Plan for SDTRAN Project in University of Montenegro was created. This document includes risk analysis of the developed courses, legal aspects, external partners and collaborations, financial aspects, potential of possible joint collaboration with societal partners, as well as other aspects which you consider important for the courses sustainability.	Document: Sustainability Plan for SDTRAN Project in University of Montenegro Letter of Intent signed Union of Municipalities Montenegro, and Faculty of Mechanical Engineering
5.2.	Multistakeholders meetings and seminars	Feb 2013	May 2015	All partners	Based on recommendations on developing capacities of the public workers in creation and operation of sustainable public infrastructure, the agreements on further activities between UoM and local authorities as a base for the training activities after the project end were established. Letter of Intent was signed.	Letter of Intent signed by Secretary General of Union of Municipalities Montenegro, and Dean of UoM-Faculty of Mechanical Engineering

Table 6.WP6. Quality control and monitoring

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
6.1.	External quality control by Reference team and external experts	Apr 2013	May 2015	Partner countries	The quality control and monitoring as well as quality assurance is very important part of realisation and strategy of the project. Each process and outcome has been carefully planned, performed and checked (and in some case corrected). National Tempus Office undertook a field monitoring visit to the project (external control) on April 04 <sup>th</sup> 2013 at University of Montenegro.	1 external quality control
6.2.	Permanent control by the project local Coordinators	Oct 2012	May 2015	Partner countries	Periodically UoM project team had a meeting to evaluate project results.	Minutes of meeting
6.3.	Permanent control by the project Coordinator and Steering Committee	Oct 2012	May 2015	Coordinator – KTH, all partners		

Table 7. WP7: Management of the project

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators
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						of achievement
7.1.	Coordination meetings	Oct 2012	Oct 2014	UB, KTH, UPC		
7.2.	Development of the management intranet	Nov 2012	Jan 2013	All partners		
7.3.	Project management by the project coordinator, Steering Committee	Oct 2012	Oct 2014	All partners		



Figure 1. Kick-off meeting in Belgrade (November 2012)



Figure 2. Study visit to the TU Delft (February 2013)



Figure 3. Study visit to KTH Stockholm (May 2013)



Figure 4. Study visit to UPC Barcelona (October 2013)



Figure 5. Training of teachers about Backcasting methodology on KTH Stockholm (December 2013)



Figure 6. First training course „Energy Efficiency in Public Buildings“ at the University of Montenegro (February 2014)



Figure 7. Presentation the results of project at Energy day of Podgorica (May 2014)



Figure 8. Second training course „Renewable Energy-Management“ - University of Montenegro(October 2014)



Figure 9. Final Conference SDTRAIN in Podgorica (May 2015)



Figure 10. Final dissemination event of the SDTRAIN in Montenegro (31<sup>th</sup> May 2015)

## CONCLUSIONS

### SDTRAIN wider objective:

To establish system for training of public authorities aimed at improving level of environmental expertise, facilitating good governance and sustainable infrastructure development in Western Balkan countries.

### SDTRAIN specific objectives:

- To develop training programme for capacity building of staff of public authorities in sustainable development, particularly energy efficiency in the cities, municipal sustainable infrastructure and good governance at partner Universities in Montenegro, Serbia and in Bosnia and Herzegovina cooperation with Associations of Local Authorities of these countries
- To improve capacities of partner Universities in providing training in sustainable public infrastructure through retraining of the key teachers at EU universities
- To develop a web-based toolkits as an interactive learning environment for training of public authorities
- To implement training programme in cooperation with EU teachers by October 2014
- To develop recommendations for capacity building of public authorities in sustainable infrastructure and securing continuous update of their knowledge, skills and competencies
- To ensure continuity of the training Programme and the web toolkit beyond Tempus Programme funding.

Based on the contents of the paper can be concluded that all SDTRAIN specific objectives are met.

### Outcomes:



- Preparation of tutors, development of training courses, teaching tutorials and teaching methods for training of public services in sustainable infrastructure development at partner Universities
- Development of web-based Toolkit for training programme
- Piloting of Training Courses
- Communication and dissemination of the project results
- Sustainability Actions
- Quality Control and Monitoring
- Management of the Project

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