



ANNEX C1bis: Twinning Light Fiche ¹

Project title: “Strengthening the Science and Research ecosystem in Albania”

Beneficiary administration: National Agency for Scientific Research and Innovation - Albania (NASRI)

Twining Reference: AL 20 IPA OT 01 22 TWL

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EU funded project

TWINNING TOOL

¹ For Twinning Light the project Fiche should be detailed as it will form an annex to the Twinning Light Grant Contract together with the selected Member State proposal. The Twinning Light project Fiche, besides all the data and information mentioned under section 2.1.1, provide also concrete indications on how the work plan should be established, on the suggested schedule of activities, on the profile of short-term experts and on indicators and targets that should be used to ensure the timely achievement of the mandatory results.

Abbreviations List

EBRD	European Bank for Reconstruction and Development
EIB	European Investment Bank
ERA	European Research Area
HEI	Higher Education Institutions
IPA	Instrument for pre Accession Assistance
MESY	Ministry of Education, Sports and Youth
NASRI	National Agency for Scientific Research and Innovation
NCP	National Contact Point
R&D	Research and Development
R&D&I	Research Development and Innovation
SDG	Sustainable Development Goals
SME	Small and Medium Enterprises
S3	Smart Specialization Strategy
UN	United Nations
STI	Science, Technology and Innovation

Basic Information

1.1 Programme: IPA (II), Action Programme for Albania IPA 2020/ 042-914.03/AL/EU Integration Facility (indirect management, with ex-ante control).

For UK applicants: Please be aware that following the entry into force of the EU-UK Withdrawal Agreement² on 1 February 2020 and in particular Articles 127(6), 137 and 138, the references to natural or legal persons residing or established in a Member State of the European Union and to goods originating from an eligible country, as defined under Regulation (EU) No 236/2014³ and Annex IV of the ACP-EU Partnership Agreement⁴, are to be understood as including natural or legal persons residing or established in, and to goods originating from, the United Kingdom⁵. Those persons and goods are therefore eligible under this call.

1.2 Twinning Sector: Other

1.3 EU funded budget: EUR 250,000

1.4 Sustainable Development Goals (SDGs):

SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

SDG 5: Achieve gender equality and empower all women and girls.

SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

SDG 9.4: Upgrade all industries and infrastructures for sustainability

SDG 9.5: Enhance research and upgrade industrial technologies

2. Objectives

2.1 Overall Objective(s):

“Strengthening the institutional capacities of National Agency for Scientific Research and Innovation on implementing its mandate in line with requirements of the *acquis* on science and research”

2.2 Specific objective:

“To strengthen the capacities of the National Agency for Scientific Research and Innovation to address the inadequacies in the transposition and implementation of the *acquis* related to scientific research and innovation.”

² Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community.

³ Regulation (EU) No 236/2014 of the European Parliament and of the Council of 11 March 2014 laying down common rules and procedures for the implementation of the Union's instruments for financing external action.

⁴ Annex IV to the ACP-EU Partnership Agreement, as revised by Decision 1/2014 of the ACP-EU Council of Ministers (OJ L196/40, 3.7.2014).

⁵ Including the Overseas Countries and Territories having special relations with the United Kingdom, as laid down in Part Four and Annex II of the TFEU.

2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans.

The scope of the sector supported by this project is defined in “**The National Strategy for Science, Technology and Innovation 2017-2022**”, with a particular focus on:

- Improvement of the basic research infrastructure able to support sufficiently university training at three levels (BSc, MSc, PhD levels);
- Creation of the scientific excellence in key research areas;
- Attraction of the qualified people into the Albanian research system;
- Strengthen links between science research organizations and the private sector to foster innovation as a basis for future growth and job creation;
- Improvement of public perception and understanding of science in order to generate improved awareness of the role of innovation and new technologies for society and the economy; and,
- Development of an Incentives Plan, ensuring that the necessary resources are guaranteed for the attraction of European funds aiming to increase participation and interest, experience and participatory potential of the Albanian scientific and technological community in these programmes.

The **Action Plan of the National Strategy for Science, Technology and Innovation 2017-2022**⁶ in harmonise with the principles of the 21st UN Agenda and the 2030 Agenda for Sustainable Development, sets out activities that are related with the empowerment scientific research institutions.

The Law no.80/2015 has defined two structures responsible for funding scientific research in HEIs: National Agency of Scientific Research and innovation (NASRI), and the National Agency for Funding Higher Education (NAFHE). While reporting and monitoring of research by EU standards is annual, (article 18) the draft Law on Higher Education stipulates that NASRI will monitor scientific research programs every four year⁷. Further sustained efforts are undertaken at the national level to strengthen the research and innovation capacity and increase Albania’s competitiveness.

A brain gain program has been created to address the Diaspora. Through the medium-term plan (2008–2009) of the Brain Gain Program (co-financed by the United Nations Development Program (UNDP), the Albanian government has, for the first time, mobilized funds from the state budget.

To increase technology transfer from research institutions and enhance industry-science collaboration in the field of innovation, the Albanian government has taken steps to build

⁶ National Strategy for Scientific Research and Innovation 2017-2022
<https://administrata.al/Documents/strategjia%20doc/24.Strategjia%20Komb%C3%ABtare%20p%C3%ABr%20Shkenc%C3%ABn%2C%20Teknologjin%C3%AB%20dhe%20Inovacionin%202017%20-%202022.pdf>

⁷ Article 18 of the Law on Higher Education: “Every four year, NASRI shall organize the process of appraisal of scientific research activity of higher education institutions and shall rank them on the basis of this appraisal”

a legal and policy framework for creation and commercialization the intellectual property rights at research institutions and universities.

Policy reforms have been undertaken in: (i) providing a legal framework governing ownership and commercialization of publicly-funded research results; (ii) creating rules for intellectual property creation and licensing of technologies derived from publicly-funded research; (iii) defining rules concerning the creation of spinoff companies and provision of incentives to researchers to participate in technology transfer activities; and, (iv) generating public support for the creation of technology transfer units.

The Smart Specialisation Strategy (S3) is under preparation. The roadmap for the S3 is drafted and the mapping phase of the S3 process was completed in December 2019 with EU support and EDP (Entrepreneurial Discovery Process) phase is planned to be finalised before the end of 2022. It aims at identifying Research Development and Innovation (R&D&I) investment priorities that complement the resources and production capacity of a territory to build comparative advantages and sustainable growth paths in the medium and long term.

“Business and Investment Development Strategy and Action Plan 2021-2027”⁸ promoted by the Ministry of Finance and Economy – establishes a framework for creating partnerships between government and businesses on technology improvements, innovation and human capacities.

Albania has been asked to prepare annual **Economic Reform Programmes (ERP)** covering key sector reforms underpinning competitiveness; the recently ERP 2022-2024 includes a specific measure related to Research, Development and Innovation.

Reform measure 10 (“Improving institutional, financial and human capacities for research and innovation”) is very relevant and if implemented, it has the potential to foster Albania’s innovation and research capacities.

The **Incentives Plan** will have a twofold objective, on the one hand taking the necessary measures to increase participation and success rate of Albanian researchers and innovators in European Research Programmes, and, to strengthen the relevant institutions through the development of a network of trained support agents and accompanying specialization programmes for them. Such agents include the Albanian Horizon Europe National Contact Point Network, representatives from different institutions, etc. They should accompany the Albanian participants through their journey towards a more successful participation in Horizon Europe.

3. Description

3.1 Background and justification:

The National Agency for Scientific Research and Innovation (NASRI) is a public institution under the Ministry of Education, Sports and Youth NASRI established by the Decision of Council of Ministers No 607 dated 31.08.2016.⁹ The mission of the National Agency of Scientific Research and Innovation is to evaluate, finance, monitor and

⁸ VKM 466 date 30.07.2021

⁹ The organisational structure of NASRI is given in the Annex II of this document.

manage programs and projects in the fields of science, technology and innovation in Albania. More specifically, it facilitates the exchanging of knowledge, mutual activities and partnership within and outside the country. NASRI is a coordinating and guiding body, which cooperates with institutions in the field of science and technology for sustainable development of the country, in line with national priorities, development of scientific and technological policies and management of Research and Development (R&D) institutes.

NASRI aims to fund projects in the field of Small and Medium Business as well as transfer, modernization and renewal of their technologies.

At national level, NASRI co-operates with government institutions, universities and research institutions in implementing the National Strategy of Science, Technology and Innovation 2017-2022. At international level, NASRI promotes and coordinates participation of Albanian institutions in regional and EU programs in the field of STI, such as HORIZON 2020, EURAXESS, EUREKA, TEMPUS, COST, ERASMUS etc. A special focus is given to supporting the private sector and Small and Medium Enterprises participation in Research and Innovation programs in fields of national high priority.

Despite the progress made in the field of scientific research by participating in almost all union framework programmes, the participation of Albanian institutions in Horizon 2020 was low compared to other countries of the region. The country needs to increase the investment in research in line with its own commitments and European Research Area priorities, to progress on the development of the smart specialization strategy and to ensure higher participation in Horizon Europe. In doing so the country needs amongst other to enhance and strengthen the capacities of the agencies and institutions that deal with scientific research as well as to upgrade its legal framework and develop the new strategies in line with national, EU and regional priorities.

In terms of national legislation, the Law on Higher Education and Scientific Research in Higher Education Institutions has been updated in 2015 and the “National Strategy for Scientific Research and Innovation 2017-2022” was approved in December 2017. Currently, in the field of scientific research there are two main and urgent challenges to be overcome. First, there is the need to align the current legislation on scientific research with the requirements of Law No 80/2015 “On Higher Education and Scientific Research in Republic of Albania”, second, to establish the appropriate structures and institutions necessary to implement the above law.

The twinning light project is required to assist, facilitate and accompany the strengthening of the institutional capacities of the National Agency of Scientific Research and Innovation (NASRI). More specifically, the purpose is to assist the NASRI for a Functional Review of the organisation and its governance structure - Board of Administration.

The progress towards meeting the EU *acquis* has been slower in Albania than in the other three Western Balkan candidate countries (Serbia, Montenegro and North Macedonia), especially in the fundamental area of Economic Development and

Competitiveness, as well as in the non-fundamental areas such as Science and Research, where other WB6 economies has progressed faster”.¹⁰

Various estimates indicate that Albania devotes 0.04%-0.06% of GDP to research and development compared to an average level of 2% in the EU.¹¹ These data underscore how Albania is under-investing in the human capital and skills needed for economic competitiveness, and in prospects for withstanding the future pressures of the EU’s single market. Referring to the World Economic Forum’s Global Competitiveness Index’ indicators, such as “capacity for innovation”, “quality of science research institutions”; “university industry collaboration in R&D”, Albania shows low competitiveness for innovation, including a low presence of research and development capabilities. Although the required policies, strategies and action plans are in place, implementation and coordination of various actors is still lacking. Science and innovation-related topics has not received much attention at the national policy level.

Albania has a low university-industry research collaboration and a low rate of granted patents.

Specific shortcomings and challenges for EU integration in field of scientific research:

- Albania has not yet developed a national research infrastructure mapping. The preparation of a national ERA Roadmap would be a vital instrument to accompany forthcoming discussions with the EU;
- Although Albania participates in EURAXESS and has an operational country page, national job listings are not currently published on the platform and only one higher education institution (University of Vlore) has adopted the EURAXESS charter and code;
- Albania is already actively engaged in COST and in EUREKA, however, further efforts could be made to improve networking with European partners to facilitate international collaboration;
- The image of scientific research is often associated with EU grants and has suffered by a lack of investment.
- Despite the objective of increasing R&D Investments up to 1% of GDP by 2022 as stated in the National Strategy for Development and Integration 2015-2020¹², the share of public spending for scientific research in 2018 only reaches 0.06% of GDP [1]; there is no update to this figure, and little progress has been made to date to show real commitment on this spending level. National resources for research and innovation remain below the target of 1% of GDP set in the “National Strategy”;
- Although funding criteria set encourage research projects where academia collaborates with the industry, these projects are very rare due to the scepticism of both parties. Concrete incentives are needed to overcome this initial hurdle.

¹⁰ World bank 2019- Report N°: 147451-AL “Systematic Country Diagnostic”

¹¹ Global SDG indicators 9.5.1 and 9.5.2 call for national monitoring of the ratio of R&D expenditures to GDP, and of full time researchers per million inhabitants, respectively. Both are classified as Tier I indicators

¹² http://integrimi-ne-be.punetejashtme.gov.al/wp-content/uploads/2020/04/SKZHI_2015%E2%80%932020-sq.pdf

3.2 Ongoing reforms:

In 2015, the Albanian government undertook a deep reform of the Higher Education system and consequently scientific research within Higher Education Institutions. In addition, the Academy of Sciences was re-organized along with the model of many other European countries, and started to operate through a selected community of scientists and no longer administrates research institutes, which have been integrated into the higher education system.

Through the law no.80/2015 “*For higher education and scientific research in higher education institutions in the Republic of Albania*”, higher-education autonomy has been enhanced; curricula and education standards have been revised following the Bologna process; monitoring and quality auditing mechanisms have been adopted; and higher education institutions have been integrated to research institutes to enhance research. The reforms undertaken in the area of higher education and basic research, first and foremost, aimed at integrating once entirely separate fields of research and entrepreneurship for better results in R&D Investments and economic growth.

In 2019, a new law No. 53/2019 “*On Academy of Sciences in Republic of Albania*” was introduced. This law regulates the functioning of the Academy of Sciences of the Republic of Albania.

Being part of the same sector, the legal basis on which NASRI operates should go hand in hand with the above two laws and must respond to the new legal framework and changes that have occurred in the sector.

3.3 Linked activities:

EU for Innovation program:

EU for Innovation' in Albania is funded by the European Union with additional support from the German Federal Ministry for Economic Cooperation and Development (BMZ) as well as the Swedish International Development Cooperation Agency (Sida). The project is being implemented from 01.10.2018 to 31.03.2022 by the GIZ GmbH and Swedish Embassy Tirana. EU for Innovation 'seeks to improve the innovative ecosystem and boost start-ups creation through: (i) capacity development for innovation among innovation ecosystem actors; (ii) intensified linkages within the Albanian innovation ecosystem and internationally; (iii) funding for innovative start-ups and innovation support organisations/providers.

“Strengthening the capacity of Albanian Institutions for Union programmes” IPA II:

During the period, 2014-2020 under IPA II the action “Support to participation in Union Programmes and Agencies” aimed to assist and improve participation of Albania in several EU programmes financed part of the entry tickets to several EU programmes for Albanian institutions. In relation to the areas of education, scientific research and innovation, IPA II action reimbursed 80% of the Albanian contribution (entry ticket) for participation in Erasmus + programme and COSME programme for the year 2016 as well as and 34% of entry ticket fee for Horizon 2020 participation.

EU's Framework Programmes:

With regard EU framework programmes, Albania participates in Horizon 2020 as an associated country. Its participation in Horizon 2020 has improved and shows a good trend for year 2020, nonetheless its performance continues to be low. Albanian entities have participated in 50 actions of Horizon 2020, receiving around 5.5 million euros of direct EU contribution. The success rate of proposals with Albanian participation is of 8.1 % compared to 15.6% Horizon 2020 success rate. Private sector participation in the programme continues to remain particularly low.

PMO Programme on Innovation:

PMO programme on Innovation is designed to create different incentives to improve the innovation system ecosystem and to boost start up creation in Albania. Thanks to the political will of the Albanian government, innovation and competitiveness are high in the reform agenda and in the key strategic documents. A number of new government initiatives for innovation policies and programs have been launched at the national and local levels. It is worth to mention that, regarding the support for improving the innovation ecosystem and for boosting the start-up creation, it is voted and approved the Law No.25/2022 “On the support and Development of the innovative Start-ups”¹³. The purpose of this law is to create a favourable regulatory and institutional framework for the creation and development of Innovative Start-ups, in the areas of technology and innovation, to promote research, implementation and use of new ideas, models, products, and processes, which bring innovation to the economy.

National program of research and development:

The Albanian government has provided policy incentives and support to both SMEs and new technology-based firms for expenditures on R&D and innovation. The support includes periodic provision of funds, management training, and information services. NASRI is the agency in charge of national programme for research and development management. Nevertheless in a wider picture the institutional framework is split, NASRI in charge of national programme in research and development AIDA responsible for SME and small enterprizes related initiatives while the Ministry for the Protection of Entrepreneurship supports the startups initiatives providing seed capital for innovation-based firms. Initiatives that promote collaboration and networking among private firms include joint R&D programs and consortia (private, public-private), funding support for international co-operation (attracting research labs of foreign firms), and supporting access of domestic firms to foreign funding programs.

3.4 List of applicable Union *acquis*/standards:

Based on LGA and IAGA analysis that have been filled in with regard to chapter 25 “Science and Scientific research” and to respective presentations made in Brussels in March 2019 by the respective EU counterpart the respective Union *acquis* to be kept into attention under this chapter does not include hard *acquis* but is merely related to enabling of participation in Union Programmes and fostering integration into the European Research Area (ERA).

¹³ <https://www.parlament.al/Files/Akte/20220318103607ligj%20nr.%2025.%20dt.%2010.3.2022.pdf>

Union *acquis*

- Overview on Treaty (TFEU) Chapter XIX provisions on Research;
- Regulation (EU) 2021/695 of the European Parliament and of the Council of 28 April 2021 establishing Horizon Europe – the Framework Programme for Research and Innovation, laying down its rules for participation and dissemination, and repealing Regulations (EU) No 1290/2013 and (EU) No 1291/2013 (Text with EEA relevance)

National legislation

- "National Strategy for Science, Technology and Innovation in Albania 2017-2022".
- Law No.80/2015 “On higher education and scientific research in higher education institutions in the Republic of Albania”;
- Law No.132/2014 “On the ratification of the agreement between the Republic of Albania and the European Union for the participation of Albania in Horizon 2020 framework programme”;
- Law No 61/2015 “For the ratification of the Agreement between the Republic of Albania and the European Union in the Union Programme “Competition of Small and Medium Enterprises-COSME 2014-2020”;
- Law No. 75/2015 “For the ratification of the Agreement between the Republic of Albania and the European Union for the participation of the Republic of Albania in the Union Programme for Employment and Social Innovation-EASI”.

3.5 Components and results per component

Component 1: Legal framework and secondary legislation in the field of scientific research improved.

- **Result 1.1** Guidance and recommendations to reform and implement the new law on scientific research and innovation in line with EU regulations and instructions through gap analysis and identifications of shortcomings, provided.

The guidance and recommendations on necessary legal framework and bylaw acts for improving the legal basis in scientific research would form the basis to make the necessary regulatory changes for improving and bringing developments in scientific research in Albania more in line with European standards in this regards.

Component 2: Institutional and administrative capacities of the National Agency for Scientific research and innovation (NASRI), enhanced.

- **Result 2.1** Assistance to prepare the Functional Review of the agency and its governance structures, provided.
- **Result 2.2.** Assistance in drafting new NASRI Communication and Visibility Plan provided.

- **Result 2.3.** Human resources capacities trained based on the EU programmes and EU best practices.
- **Result 2.4** Support in drafting new Manual of Procedures for internal use, provided.
- **Result 2.5** Establishment of an Incentives Plan to increase participation and success rate of Albanian researchers and innovators in European Research Programmes
- **Result 2.6** Development of a network of trained support agents and accompanying specialization programmes

Improvement of NASRI regulatory framework such as the Manual of Procedures and the establishment of a draft Incentives Plan within the framework of this project would form the basis for strengthening the NASRI capacities in different aspects and better adapt this agency to cope with EU integration related standards and issues.

Component 3: A road map for the strategic development of NASRI, prepared.

- **Result 3.1** Guidance document for strategic development of NASRI, based on the successful examples / good practices of similar European institutions, prepared.
- **Result 3.2** A draft-action plan that outlines the change solutions to be developed and defines the success indicators based on information and data analysis, prepared;

The roadmap for strategic development of NASRI that can be drafted by relevant experts during this project can be a basis to further develop NASRI role and competences in a strategic way and to ensure better planning of resources and more efficient work of the agency within the framework of achievement of integration standards in the area of scientific research.

Results will help to achieve the objectives by providing with a clear and doable actionable steps that NASRI and other stakeholders, can complete in the short and midterm. Using the objectives, set to keep track of the progress we make with activity plan.

	Months (x = man-days)										Man-days
	1	2	3	4	5	6	7	8	9	10	
	Coordination and Visibility (20 days)										
Kick off meeting.											3
Project Steering Committee meetings.											4
Project management and reporting.											5
Preparation of communication and visibility outputs for the web/social networks.											5
Closing conference											3
Component 1	Legal framework and secondary legislation in the field of scientific research improved. (60 Days)										

<p>Activity 1.1 Provide a Guidance Document and recommendations to reform and implement the law on scientific research and innovation in line with EU <i>acquis</i>.</p> <p>Sub Activity 1.1.1 Conduct a Gap Analysis of the existing legal framework related to scientific research and innovation.</p> <p>Sub-Activity 1.1.2 Assistance on identifying shortcomings in the transposition and implementation of the <i>acquis</i>.</p>											60
<p>Component 2</p>	<p><i>Institutional and administrative capacities of the National Agency for Scientific research and innovation (NASRI), enhanced. (180 days)</i></p>										
<p>Activity 2.1 Revision of the institutional structure and capacities of NASRI: duties and responsibilities / competencies, based on best practices in EU countries for similar agencies.</p> <p>Sub-Activity 2.1.1 Provide recommendations for the revision of the current functioning of the legal and regulatory frameworks for the NASRI internal resource management and due diligence, based on EU best practices.</p> <p>Sub-Activity 2.1.2 Development of a Guidance Note for establishing an advisory board involved in research policy framework/ programme development.</p> <p>Sub-Activity 2.1.3 Preparation of a Guidance Note on the development of a programme for the Implementation of Open Science Principles in Albania.</p>											50
<p>Activity 2.2 Conduct a Training Need Assessment for the NASRI staff.</p> <p>Sub-Activity 2.2.1 Conduct trainings, workshops and seminars for NASRI staff, with the main focus on strengthening the capacities and improvement</p>											30

of the cooperation between stakeholders. ¹⁴ Sub-Activity 2.2.2 Study Visit in a homologue Member States European Institution, in order to obtain experience and good practices, as well to set up a good collaboration with respective stakeholders.											
Activity 2.3 Support on drafting new Manual of Procedures that enable the strengthening of the cooperation between HEIs and business, HEIs and public institutions.											20
Activity 2.4 Assistance in drafting new NASRI Communication and Visibility Plan.											10
Activity 2.5 Establishment of an Incentives Plan											30
Activity 2.6 Development of a network of trained support agents and accompanying specialization programmes											40
Component 3	<i>A road map for the strategic development of NASRI prepared. (50 days)</i>										
Activity 3.1 Preparation of a Guidance Document on the NASRI development Strategy based on the successful examples / good practices of similar European institutions.											20
Activity 3.2 Support for the preparation of an Action Plan that outlines the change solutions to be developed by NASRI and defines the success indicators, based on information and data analysis. Sub-Activity 3.2.1 Workshop on the development of the long-term vision, goals and targets in a dialogue with stakeholders ¹⁵ .											30
1-10 Months											310

¹⁴ Workshops may be organized remotely or in person depending on the pandemic situation in the country.

¹⁵ Workshops may be organized remotely or in person depending on the pandemic situation in the country.

3.7 Means/input from the EU Member State Partner Administration:

The Member States proposals must contain a fully elaborated work plan with the detail of all activities, including specific objective, content, duration, sequence, indicators, a communication and visibility plan, etc. It also should provide a budget breakdown per budget heading and sub-headings based on the flat rates, unit costs as well as on reimbursable expenditures (TWG light). The Member State must submit their proposals individually (no consortia are allowed). Nevertheless, experts from other Member States can be included in the work plan (“Junior MS”). In this case, they would contribute to the project under the authority and responsibility of the Member State PL.

No form of sub-contracting to the private sector is allowed, with the only exception of the hiring of translation and interpretation services, where necessary.

The Twinning Partners shall ensure the visibility of EU financial assistance throughout the duration of the twinning project. Compliance will be ensured with the provisions of the document ‘Communication and Visibility in EU-financed external actions’, available at: https://ec.europa.eu/europeaid/sites/devco/files/communication-visibility-requirements-2018_en.pdf

Profile and tasks of the Project Leader (PL):

The project is envisaged to provide exchange of experience and know-how with a Member State homologue Institution with good practice in the above stated project activities.

This project requires a Project Leader - A senior member of the team with experience as manager in a research or academic institution and relevant experience in leading complex projects in education and research sector, training need assessment and institutional capacity development. The team leader will be responsible for the overall coordination of the project activities. The project leader is expected to closely work with the short-term experts as well as with the counterpart of the beneficiary institution (NASRI) and the Contracting Authority. She / He is expected to provide guidance and leadership to the team of the experts, with the aim to achieve the tasks assigned to them.

Profile:

- University degree or equivalent professional experience of 8 years in the field of management of a higher education public institution;
- High ranking official from a Member State homologue institution (Proven contractual relation to a public administration or mandated body);
- At least 3 years of specific professional experience in the field of scientific research management;
- Previous experience in at least one international project management in implementing the Union *acquis* in the field of R&D is considered an asset;
- Excellent English skills (oral and written);
- Excellent computer skills.

Tasks:

- Overall coordination of the Project in cooperation with Component Leaders and short-

term Experts;

- Regular communication with the Beneficiary, the EU Delegation to Albania and the Contracting Authority;
- Participation in Steering Committee meetings;
- Participate in quarterly meetings of the Project Steering Committee with the Beneficiary Country PL;
- Project reporting;
- Project financial management, visibility and backstopping services for the project in the Member State;
- Overall responsibility and direction of the Member State Twinning partner input and proposal of corrective measures if needed, provision of strategic advice regarding the implementation of the Twinning Project, and ensuring that the project produces the required outputs successfully and efficiently and achieves the intended results on time;
- Participate in preparation of the initial and subsequent work plans;
- Prepare and sign the interim and final reports.

3.7.1 Profile and tasks of Component Leaders (CL):

Profile CL 1 / CL 2 / CL 3

- University degree or equivalent professional experience of 8 years in the field of management of a higher education public institution;
- At least 3 years of specific professional experience in activities related to the implementation of the Union *acquis* in the area covered by the Twinning Project Fiche (scientific research management);
- Experience in at least one project implementing the Union *acquis* in the field of R&D is considered an asset;
- Experience in at least one project conducting institution capacity building activities in the field of scientific research management is considered an asset;
- Excellent English skills (oral and written);
- Excellent computer skills.

Tasks CL 1 / CL 2 / CL 3

- Undertaking all activities in each respective Component and achieving mandatory results;
- Conducting analysis on the area of the project component;
- Supervision of the implementation of the project activities related to component;
- Elaborating and presenting the proposals on the area of the project components.

3.7.2 Profile and tasks of the short-term experts

The proposed short-term experts (indicatively, at least 6 short term experts) are expected to cover the relevant areas and tasks targeted under this project. Short-term experts will cover and provide advice and know-how in the areas covered by this twinning project.

Profile:

- University degree or equivalent professional experience of 8 years;
- Officials from a Member State homologue institution;
- Minimum of 3 years of specific professional experience in the field of scientific research management;
- Experience in implementation of the EU *acquis* in the field of R&D is considered an asset;
- Excellent English skills (oral and written);
- Excellent computer skills;

Tasks:

- Undertaking all activities and achieving mandatory results;
- Conducting analysis and reports on the area of the project components;
- Preparing and conducting training sessions/workshops;
- Elaborating and presenting the proposals on the area of the project components.

4. Budget

The budget for the project is EUR 250,000, which will be covered by the IPA contribution, in line with the Twinning Manual.

5. Implementation Arrangements**5.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCU/PAO/European Union Delegation/Office):**

General Directorate for Financing and Contracting of EU, World Bank and Other Donor Funds/ (CFCU)

Ms. Veronika Korkaj, General Director

Ministry of Finance and Economy, Third floor (CFCU's protocol office),

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The Project Manager at the EU Delegation

5.2 Institutional framework

The National Agency for Scientific Research and Innovation (NASRI) is a public institution under the Ministry of Education, Sports and Youth. NASRI is established by the Decision of Council of Ministers No 607 dated 31.08.2016.

NASRI aims to build a modern science system, by strengthening the research and technology, as well as their integration inside the higher education system.

Our institution operates as a coordinating/guiding structure, in line with national priorities, development of scientific and technological policies for institutions in the field of science and technology for sustainable development in country.

In addition, this institution facilitates the exchanging of knowledge and mutual activities and partnership in national and international level.

The main mission of NASRI is to evaluate, finance, monitor and manage programs and projects in the fields of science, technology and innovation in Albania. NASRI aims to get closer the manufacturing businesses with academic staff of universities in order to fund projects in the different field of Small and Medium Business for the modernization and renewal of the technologies through the research and innovation.

The Administration Board heads the organisational structure of NASRI, which guides and control the entire work of the Agency. The administration board is composed by, the chairperson (Minister of Education, Sports and Youth) and seven other members from the Government, the scientific community etc., who are appointed by the minister responsible for education.

The General Director of the Agency represents, organises, manages the work and operations of the Agency, and performs other management duties. The General Director is nominated by the Government and reports to the Administration Board.

NASRI is composed by two directorates¹⁶. Each of the NASRI organisational departments is aligned to the National and International Programs. They are designed to enable NASRI to quickly and efficiently move resources toward scientific priorities defined by the Ministry of Education, Sports and Youth.

The Directorate for National Programs is composed of two units:

1. The national program Unit;
2. The innovation and technology Unit.

The mission of the Directorate of National Programs is to promote scientific research and innovation, through the support, monitoring and evaluation of the National Research and Development Projects, the National Centres of Excellence, and the administration and updating of the national database on research and innovation.

The Directorate of International Programs is composed of two units:

1. Bilateral relationship Unit;
2. Multilateral relationship Unit.

The mission of the Directorate of International Programs is the establishment and management of international relationship through bilateral and multilateral agreements and the dissemination of the information and coordination of the processes for international scientific research projects.

¹⁶ Organogram of NASRI is attached this document.

5.3 Counterparts in the Beneficiary administration:

5.3.1 Contact person:

Ms. Ornela Koleka, Head of IPA Unit
Ministry of Education, Sports and Youth
Address: Rruga e Durrësit No. 23, Tirana, Albania, AL 1001
Email: ornela.koleka@arsimi.gov.al

5.3.2 PL counterpart:

Mrs. Mirela Muca, General Director
National Agency for Scientific Research and Innovation
Address: Str.Naim Frasheri 37, Tirana Albania
Email: mirela.muca@nasri.gov.al

6. Duration of the project

The implementation period of the Action is 10 (ten) months. The execution period of the contract shall end three months after the implementation period of the Action.

7. Sustainability

The successful implementation of the project will further improve the regulatory and oversight functions of the NASRI in general and in the EU-related issues in particular. Training activities shall be designed and implemented in coordination with MESY and other relevant institutions (ASPA). The results acquired through the implementation of this project will be maintained, disseminated and further developed in order to ensure the long-term sustainability of the twinning light project.

Twinning partners shall transfer the know-how necessary to achieve the mandatory results and should develop documents/hand-outs, guidelines that will be easily accessible for later use by the beneficiary staff. Efficient cooperation with the stakeholders (Universities, other public institutions and civil society organization operating in the field of R&D), in raising awareness on the importance of completing the required transposition and implementation of the *acquis*. The projects' sustainability and the results will be monitored by MESY as well through reporting process in frame of EU progress reports and Sub-committee Meetings "Science and research".

The beneficiary is aware of the obligations arising from this project and will dedicate all the necessary budgetary and staff resources to ensure the smooth implementation of the project, aiming at the sustainability of results.

8. Crosscutting issues (equal opportunity, environment, climate etc...)

Equal access in compliance with the constitutional principle of equality will be guaranteed for participation in this project. The selection of the training participants in this Twinning programme will be made on non-discriminatory criteria regarding to men, women, administration staff, members of parliament, majority and opposition participation. The project has no evident effect on the environment.

9. Conditionality and sequencing

This project is not dependent on the outcomes of other actions. During its design, proper consideration has been given to actions/activities/events planned under the TAIEX tool that are of direct relevance for the sector.

The Beneficiary furthermore shall:

- Ensure that appropriate staff is made available to work with the EU twinning partner(s). Counterparts for each of the objectives will be appointed to facilitate the implementation of the respective activities of the twinning project.
- Be responsible for providing the EU experts with legislation and any other documents necessary for the implementation of the project.
- Ensure that staff trained under this project is encouraged to increase its capacity according to the tasks specified in the job description and to its promotion based on the merit. In this context a data base of what training was provided to which person should be maintained by the implementing partner for future monitoring.
- Provide all possible assistance to solve any unpredictable problem/situation that the EU twinning partner(s) may face during the time the project continues.

Equally, the Twinning team must ensure full collaboration with the counterparts of the institution. Communications should be open and consistent. The Twinning team must carry out activities in the interest of the institution, and maintain its involvement at all stages of activities.

9.2 Sequencing

Key milestones will be:

- Successful selection of a Twinning partner
- Signature of the Twinning contract, including the Twinning Work Plan;
- Start of the twinning partnership;
- End of the implementation period;
- Submission of the final report.

10. Indicators for performance measurement

Performance shall be measured through the following:

Component 1: Legal framework and secondary legislation in the field of scientific research improved.

Indicator: A draft new law in line with EU legislation and best practices and standards, prepared.

Activity indicator 1.1

- 1 (one) Guidance Document and at least 1 (one) Recommendation for reforming and implementing the law on scientific research and innovation in line with EU *acquis*, prepared.
- Working documents LGA (Legal Gap Analysis) and IGA (Institutional Gap Analysis) with relevant recommendations are produced in support to the legal and regulatory framework alignment.

Component 2: Institutional and administrative capacities of the National Agency for Scientific Research and Innovation (NASRI), enhanced.

Indicator: Capacity building activities for the National Agency for Scientific research and innovation (NASRI) carried out.

Activity indicator 2.1

- Status of the preparation of the Institutional Functional Review.
- At least 1 (one) Guidance Document on the revision of the current functioning of the legal and regulatory frameworks for NASRI internal resource management and due diligence, based on EU best practices, prepared.
- At least 1 (one) Guidance Note for establishing an advisory board involved in research policy framework/ programme development, prepared.
- At least 1 (one) Guidance Note on the development of a programme for the Implementation of Open Science Principles in Albania, prepared.

Activity indicator 2.2

- 1 (one) Training Need Assessment document including the proposed training curricula on NASRI capacity building, is prepared.
- At least 6 (six) training sessions for employees of NASRI, conducted.
- 1 (one) study visit in homologue Member States European Institutions, organized.

Activity indicator 2.3

- At least 1 (one) Manual of Procedures that enables the strengthening of the cooperation between HEIs and business, HEIs and public institutions, drafted.

Activity indicator 2.4

- At least 1(one) Communication and Visibility Plan, drafted.

Activity indicator 2.5

- At least 1(one) Incentives Plan, drafted.

Activity indicator 2.6

- A network of trained support agents established.
- At least 2 (two) accompanying specialization programmes, drafted.

Component 3: A road map for the strategic development of NASRI prepared.

Indicator: Road map and action plan for the strategic development of NASRI, prepared.

Activity indicator 3.1

- At least 1 (one) Guidance Document for the strategic development of NASRI, prepared.

Activity indicator 3.2

- 1 (one) Draft Action Plan that outlines the change solutions to be developed by NASRI and defines the success indicators based on information and data analysis, prepared.
- At least 20 (twenty) participants for the workshop on the development of the long-term vision, goals and targets in a dialogue with stakeholders.

11. Facilities available

The NASRI shall host the experts of the Member State and the planned activities by making available office space, meeting rooms, equipment, and software and will provide support in offering the necessary solutions and facilities for training, seminars and conferences.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix as per Annex C1b (compulsory)
2. Organizational Chart of NASRI
3. List of relevant Laws and Regulations (optional)

Annex C1b: Simplified Logical Framework

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Overall Objective	Strengthening the institutional capacities of National Agency for Scientific Research and Innovation on implementing its mandate in line with requirements of the <i>acquis</i> on science and research	<p>Baseline:</p> <p>The law no. 80/2015 “On higher education and scientific research in the higher education institutions in the Republic of Albania”</p> <p>DCM no. 607, dated 31.08.2016 “On the establishment, organization and functioning of the National Agency for Scientific Research and Innovation (NASRI)”;</p> <p>DCM No. 75, dated 12.02.2018 “On the Approval of the Financing Model of Public Institutions of Higher Education and Scientific Research”.</p> <p>DCM No. 165 dated 21.03.2018 “For the methodology of the evaluation process of the research activity of the basic units at the higher education institutions”.</p> <p>Indicators:</p> <p>The level of compatibility of the legislation with the <i>acquis</i>;</p> <p>The number of structures that promote and support science and research created. The number of development projects in which the community of researchers participates</p>	<p>EU Progress Report for Albania</p> <p>NASRI annual report</p> <p>Project reports;</p> <p>Government reports;</p> <p>OECD Competitiveness in South East Europe</p> <p>A policy outlook reports</p>	<p>Changes in governance structures and lack of political commitment;</p> <p>Delay of the project implementation as a result of the COVID-19 pandemic situation.</p> <p>Insufficient human resources/ staff turnover.</p>	<p>Political commitment;</p> <p>Full commitment of all stakeholders to bring forward the project;</p> <p>Full commitment of the twinning project partners (MS and BC);</p> <p>Allocation of sufficient human and material resources for the project.</p>

<p>Specific (Project) Objective (s)</p>	<p>To strengthen the capacities of the National Agency for Scientific Research and Innovation to address the inadequacies in the transposition and implementation of the <i>acquis</i> related to scientific research and innovation</p>	<p>Baseline: DCM No 607 dated 31.08.2016 “On Creation, Composition, Organisation and Functioning of the national Agency of Scientific Research and Innovation”</p> <p>Indicators: The level of compliance between the Science and Research legal framework with the EU <i>acquis</i> ;</p> <p>The level of ability of NASRI structures for management and governance, to supporting the ecosystem where science, research and innovation are closely interconnected Number of sustainable programs and policies for the promotion and support of scientific research drafted by NASRI staff. The number of projects submitted and received by scientific research community in the Horizon Europe framework programs</p> <p>Number of cooperations between business and scientific research community.</p>	<p>EU progress report;</p> <p>NASRI annual report;</p> <p>TWL Final report;</p> <p>Legislative Gap Analysis and Institutional and Administrative Gap Analysis for harmonisation of Albanian legislation with the EU <i>acquis</i>.</p>	<p>Changes in governance structures and lack of political commitment;</p> <p>Delay of the project implementation as a result of the COVID-19 pandemic</p> <p>Insufficient human resources/ staff turnover.</p>	<p>Political commitment;</p> <p>Full commitment of all stakeholders to bring forward the project;</p> <p>Full commitment of the twinning project partners (MS and BC);</p> <p>Allocation of sufficient human and material resources for the project.</p>
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Component 1: Legal framework and secondary legislation in the field of scientific research improved.

<p>Result 1.1</p>	<p>Guidance and recommendations to reform and implement the new law on scientific research and innovation in line with EU regulations and instructions, provided.</p>	<p>Baseline: The law no. 80/2015 “On higher education and scientific research in the higher education institutions in the Republic of Albania;</p> <p>DCM No 607 dated 31.08.2016 “On Creation, Composition, Organisation and Functioning of the national Agency of Scientific Research and Innovation”</p> <p>Component 1 Indicator: A draft new law in line with EU legislation and best practices and standards is prepared. Baseline 1: target 1</p> <p>Activity indicator 1.1 - 1 (one) Guidance Document and at least 1 (one) Recommendation for reforming and implementing the law on scientific research and innovation in line with EU acquis, prepared. Baseline 0: target 2 - Working documents LGA (Legal Gap Analysis) and IGA (Institutional Gap Analysis) with relevant recommendations are produced in support to the legal and regulatory framework alignment. Baseline 0: target 2</p>	<p>Source of verification: EU Progress Reports on Albania;</p> <p>NASRI annual report;</p> <p>Internal regulation of NASRI reflects the new regulatory framework;</p>	<p>Insufficient human recourses/ staff turnover.</p>	<p>Full commitment of all stakeholders to bring forward the project;</p> <p>Adequate cooperation among NASRI and MES and HEIs;</p>
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Component 2: Institutional and administrative capacities of the National Agency for Scientific research and innovation (NASRI), enhanced.

<p>Result 2</p>	<p>Result 2.1 Assistance to prepare the Functional Review of the agency and its governance structures, provided.</p> <p>Result 2.2 Assistance in drafting new NASRI Communication and Visibility Plan provided.</p> <p>Result 2.3 Human resources capacities trained based on the EU programmes and EU best practices.</p> <p>Result 2.4 Support in drafting new Manual of Procedures for internal use, provided.</p> <p>Result 2.5 Establishment of an Incentives Plan to increase participation and success rate of Albanian researchers and innovators in European Research Programmes.</p> <p>Result 2.6 Development of a network of trained support agents and accompanying specialization programmes.</p>	<p>Baseline: DCM No 607 dated 31.08.2016 “On Creation, Composition, Organisation and Functioning of the national Agency of Scientific Research and Innovation”</p> <p>Component 2 Indicator: Capacity building activities for the National Agency for Scientific research and innovation (NASRI) carried out. <i>Baseline 1; Target 9</i></p> <p>Activity indicator 2.1 - Status of the preparation of the Institutional Functional Review. - At least 1 (one) Guidance Document on the revision of the current functioning of the legal and regulatory frameworks for NASRI internal resource management and due diligence, based on EU best practices, prepared. <i>Baseline 0; Target 1</i> - At least 1 (one) Guidance Note for establishing an advisory board involved in research policy framework/ programme development, prepared. <i>Baseline 0; Target 1</i> At least 1 (one) Guidance Note on the development of a programme for the Implementation of Open Science Principles in Albania, prepared. <i>Baseline 0; Target 1</i></p> <p>Activity indicator 2.2 -1 (one) Training Need Assessment document including the proposed training curricula on NASRI capacity building, is prepared. <i>Baseline 0; Target 1</i> -At least 6 (six) training sessions for employees of NASRI, conducted. <i>Baseline 0; Target 6</i> -1 (one) study visit in homologue Member States European Institutions, organized. <i>Baseline 0; Target 1</i></p> <p>Activity indicator 2.3 At least 1 (one) Manual of Procedures that enables the strengthening of the cooperation</p>	<p>Source of verification: Drafts and final documents prepared with comments and recommendations provided;</p> <p>The final document of the regulatory framework approved;</p> <p>Evidences of awareness activities organised;</p> <p>List of participants in various activities/trainings organised;</p> <p>Final report of study visit organised in one of the member state and best practices included.</p>	<p>Changes in governance structures and lack of political commitment;</p> <p>Delay of the project implementation as a result of the COVID-19 pandemic.</p> <p>Availability and willingness of NASRI staff and NCPs to participate in meetings and workshops, according to work processed.</p>	<p>Availability and willingness of NASRI staff and NCPs to participate in meetings and workshops.</p> <p>Sustainability of staff.</p>
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between HEIs and business, HEIs and public institutions, drafted.
Baseline 0; Target 1
Activity indicator 2.4
 At least 1(one) Communication and Visibility Plan, drafted
Baseline 0; Target 1
Activity indicator 2.5
 At least 1(one) Incentives Plan, drafted.
Baseline 0; Target 1
Activity indicator 2.6
 A network of trained support agents established
 At least 2 (two) accompanying specialization programmes, drafted.
Baseline 0; Target 3

Component 3: A road map for the strategic development of NASRI prepared.

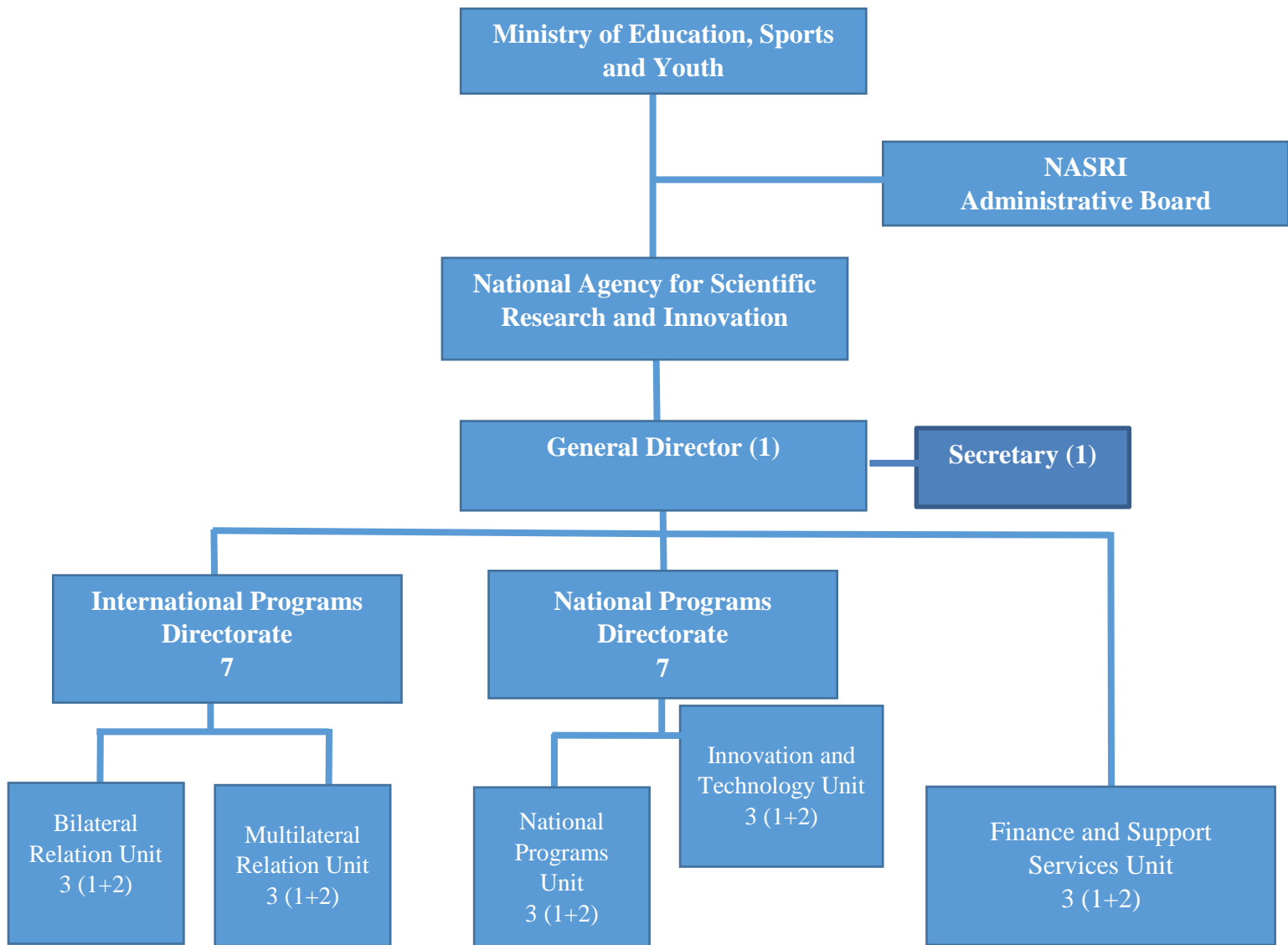
<p>Result 3.</p>	<p>Result 3.1 A guidance document of strategic development of NASRI, based on the successful examples / good practices of similar European institutions, prepared;</p> <p>Result 3.2 A draft-action plan that outlines the change solutions to be developed and defines the success indicators based on information and data analysis, prepared;</p>	<p>Baseline: DCM No 607 dated 31.08.2016 “On Creation, Composition, Organisation and Functioning of the national Agency of Scientific Research and Innovation”</p> <p>DCM No. 75, dated 12.02.2018 “On the Approval of the Financing Model of Public Institutions of Higher Education and Scientific Research”.</p> <p>DCM No. 165 dated 21.03.2018 “For the methodology of the evaluation process of the research activity of the basic units at the higher education institutions”.</p> <p>Component 3 Indicator: Road map and action plan for the strategic development of NASRI, prepared <i>Baseline 0; Target 2</i></p> <p>Activity indicator 3.1: -At least 1 (one) Guidance Document for the strategic development of NASRI, prepared. <i>Baseline 0; Target 1</i></p> <p>Activity indicator 3.2 -1 (one) Draft Action Plan that outlines the change solutions to be developed by NASRI and defines the success indicators based on information and data analysis, prepared. <i>Baseline 0; Target 1</i></p> <p>-At least 20 (twenty) participants for the workshop on the development of the long-term vision, goals and targets in a dialogue with stakeholders. <i>Baseline 0; Target 20</i></p>	<p>Source of verification</p> <p>Draft and final document with recommendations on Strategic development of NASRI</p> <p>Draft and final document of Guidance</p>	<p>Changes in governance structures and lack of political commitment;</p> <p>Delay of the project implementation as a result of the COVID-19 pandemic</p> <p>Low absorption of the information provided.</p>	<p>High absorption of the information provided through the trainings and sustainable knowledge obtained;</p> <p>Sustainability of staff.</p>
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Activities	Description				
Component 1	<p>Activity 1.1 Provide a Guidance to reform and recommendations to reform and implement the law on scientific research and innovation in line with EU acquis. Sub Activity 1.1.1 Conduct a Gap Analysis of the existing legal framework related to scientific research and innovation; Sub-Activity 1.1.2 Assistance on identifying shortcomings in the transposition and implementation of the acquis;</p>				
Component 2	<p>Activity 2.1 Revision of the institutional structure and capacities of NASRI: duties and responsibilities including job descriptions based on best practices in EU countries for similar agencies. Sub-Activity 2.1.1 Provide recommendations for the revision of the current functioning of the legal and regulatory frameworks for the NASRI internal resource management and due diligence, based on EU best practices. Sub-Activity 2.1.2 Development of a Guidance Note for establishing an advisory board involved in research policy framework/ programme development. Sub-Activity 2.1.3 Preparation of a Guidance Note on the development of a programme for the Implementation of Open Science Principles in Albania.</p> <p>Activity 2.2 Conduct a Training Need Assessment for the NASRI staff. Sub-Activity 2.2.1 Conduct trainings, workshops and seminars for NASRI staff, with the main focus on strengthening the capacities and improvement of the cooperation between stakeholders.¹⁷ Sub-Activity 2.2.2 Study Visit in a homologue Member States European Institution, in order to obtain experience and good practices, as well to set up a good collaboration with respective stakeholders.</p> <p>Activity 2.3 Support on drafting new Manual of Procedures that enable the strengthening of the cooperation between HEIs and business, HEIs and public institutions.</p> <p>Activity 2.4 Assistance in drafting new NASRI Communication and Visibility Plan.</p> <p>Activity 2.5 Establishment of an Incentives Plan Activity 2.6 Development of a network of trained support agents and accompanying specialization programmes</p>				
Component 3	<p>Activity 3.1 Preparation of a Guidance Document on the NASRI development Strategy based on the successful examples / good practices of similar European institutions.</p> <p>Activity 3.2 Support for the preparation of an Action Plan that outlines the change solutions to be developed by NASRI and defines the success indicators, based on information and data analysis. Sub-Activity 3.2.1 Workshop on the development of the long-term vision, goals and targets in a dialogue with stakeholders¹⁸.</p>				
Horizontal Activities (remote or in person)	<p>Kick off meeting. Project Steering Committee meetings. Project management and reporting. Preparation of communication and visibility outputs for the web/social networks Closing conference</p>				

¹⁷ Workshops may be organized remotely or in person depending on the pandemic situation in the country.

¹⁸ Workshops may be organized remotely or in person depending on the pandemic situation in the country.

Annex 2. Organizational Chart of NASRI



Annex 3. List of relevant Laws and Regulations.

The National Strategy of Scientific Research, Technology and Innovation 2017-2022. DCM no. 710, dated 1.12.2017 “On the approval of the National Strategy for Science, Technology, and Innovation 2017-2022”.

The Law no. 90/2012 “On organisation and functioning of the public administration”.

The Law no. 80/2015 “On higher education and scientific research in the higher education institutions in the Republic of Albania”.

DCM No 607 dated 31.08.2016 “On Creation, Composition, Organisation and Functioning of the national Agency of Scientific Research and Innovation”.

DCM No. 527, dated 20.07.2016, “Strategic Document on Intellectual Ownership 2016-2020”.

DCM No. 75, dated 12.02.2018 “On the Approval of the Financing Model of Public Institutions of Higher Education and Scientific Research”.

DCM No. 165 dated 21.03.2018 “For the methodology of the evaluation process of the research activity of the basic units at the higher education institutions”.

DCM No. 112, dated 23.02.2018 “On determining the criteria for obtaining the "doctor" scientific degree and the state standards for obtaining academic titles "associate professor" and "professor”.

The Law no. 53/2019 “On the Academy of Sciences in the Republic of Albania”.

DCM No. 505, dated 13.9.2017, “On the Scope of State Responsibility of the Ministry of Education, Sports and Youth”.