



Draft Memorandum of Understanding (MoU)
regarding the
International Research Programme 2020-2030
on the subject of
**“Capabilities for delivering projects in the context
of societal development (CaProSoc)”**

This Memorandum of Understanding (MoU) is entered into between the Alma Mater Europaea (AME) and the Kyiv National University of Construction and Architecture (KNUCA) in order for each organization to further the purpose and the objectives stated below. The Memorandum of Understanding is signed for a period of three years.

I. PURPOSE

The **Alma Mater Europaea** (AME) is an international university based in Salzburg (Austria), with campuses in several European cities. It was founded as an initiative by the European Academy of Sciences and Arts. In 2017, a Doctoral Study Programme »Project Management« was started at the Alma Mater Europaea ECM campus in Maribor (Slovenia). The program prepares students to think and act strategically, making positive contributions to the society through project management.

In this context, it was decided to initiate a research programme on the subject of **»Capabilities for delivering projects in the context of societal development (CaProSoc)«** and partner with individuals and institutions around the world. The research programme aims at supporting the development of local communities, countries, regions, and society at large through **performing research, disseminating research results as well as guidance information and facilitating a dialogue between relevant stakeholders.**

The KNUCA is an educational university. It is registered in Ukraine.

II. SITUATION

In recent years, both the number and importance of projects for the development of our society have increased significantly. In the project management research this trend is called “projectification” and many researchers already foresee a “project society”. Projects are a means of resolving complex challenges, and as our society is faced with many challenges, such as climate change, global risks, poverty, urbanization and migration, capabilities for delivering projects on all levels of society seems to be in need for the good of society. The Sustainable Development Goals (SDGs) of the United Nations are setting the bar high for all parties involved in decision making and execution of projects. Even the smallest projects help to further develop communities, which in turn has an effect on society as a whole. Beyond that, the society in whose context projects are implemented has an effect on the way projects are implemented. These interactions are still largely unexplored. But what’s serious, far too many projects are still failing, are running out of time and budget, or are clearly missing their original development goals. Project management was developed in the business world and has achieved amazing results there, now we believe it is necessary to achieve the same results in the context of societal development.



III OBJECTIVES

Through this international research programme, it will be aspired to forming a global collaboration network of researchers and practitioners from institutions which share similar responsibilities for delivering projects in the context of societal development with the following objectives:

- exploring, analysing, researching - the situation, requirements and potential solutions
- sharing, discussing, recognising - experiences, cases and international best practices
- co-creating, developing, innovating - concepts, knowledge and practical applications
- applying, utilizing, sustaining - pilot applications, concepts and customized solutions
- informing, lobbying, publishing – research findings, solutions and information services

Through this international research programme, it is expected to achieve the following results:

- Mutually beneficial networking and cooperation between researchers and practitioners, who share similar responsibilities and take care for the development of society
- Scientific papers, White Papers, articles in periodicals, social media and magazines
- Case studies, survey reports, insights into specific practices and best practice sharing
- Internet platform with open access to results of the research network and beyond
- Recognition of research results through international research awards (e.g. by IPMA), so as other awards tied to societal development
- Publications in the context of working on a Ph.D., Master (and Bachelor) thesis
- Communication with international and global institutions in order to raise awareness and capabilities for delivering projects in the context of societal development
- Networking with partners of this research programme in order to apply for international research tenders and calls for proposals

In the framework of this research programme, the following workstreams are intended:

1. *Projectification* and its impact on societal development
2. *Project Citizenship Behaviour* for the good of society
3. Contributions of *education* for delivering projects in the context of societal development
4. *Governmental arrangements*, policies, standards and regulations for performing projects
5. Supporting societal development through *start-up acceleration* and innovative projects
6. Governing and managing projects in the context of *smart cities and urban planning*
7. Governing and managing projects in the context of *smart rural and rural development*
8. Governing and managing projects for *community development and humanitarian aid*
9. *Performance measures*, transparency and benefits realization in public projects
10. *International organisations and financial institutions and management* for delivering projects for the good of society

The KNUCA recognizes the strategic importance of this research programme to support the development of society in a sustainable way, endorses the objectives described above and intends to participate in the research programme as specified in Section VI of this MoU.

IV. RECIPROCAL EXCHANGES

As a means for the parties to collaborate with each other in advancing the objectives set forth herein, each party agrees to the following reciprocal exchanges, to the extent possible and applicable for the party, subject to the provisions and requirements contained herein:



Information and experience exchange

The two parties agree to exchange information on a regular basis with relevance for the research programme (e.g. by providing Newsletters or Blogposts or participating in web conferences) and to share experiences regarding the specific circumstances they are in, with challenges, expectations, requirements, and opportunities for developing society through projects in the respective context.

Events and conferences

The parties will mutually announce and invite participants of the research programme to events that address the topic of the programme (i.e. research conferences, workshops and seminars).

Marketing and Public Relations

The parties will make information about the research programme publicly available, for example with a reference on their website, in newsletters and other media. They support regular dissemination of research results via respective channels and help to feedback comments or other information to the research programme.

V. USAGE OF RECIPROCAL EXCHANGES.

The parties agree to the following limitations and restrictions concerning the use and distribution of publications, materials, and other information exchanged pursuant to Section IV of this Agreement ("Reciprocal Exchange"), regardless of the medium in which the information was or is published or received.

The parties will take appropriate measures to protect copyrights, trademarks, and other intellectual property rights of the other party. Therefore, the parties agree that the use of each other's name, logo marks and intellectual property will not be permitted without prior, express and written approval. The request for such permission shall be in writing, in sufficient time for review and action before any communications pertaining to the use of such intellectual property.

Before making information, research results or publications available to the research programme, the KNUCA will clearly express whether and how this content may be utilized in the context of CaProSoc.

As a matter of principle, each party is required to cover its own cost for participating in the research programme, related events or any other activities. Nevertheless, it's intended to arrange for funding (see following section).

VI. OPPORTUNITIES FOR MUTUAL COOPERATION

The following possibilities for cooperation do not all have to be perceived to the same extent by the KNUCA but should be prioritised by mutual agreement:

1. Research activities

The parties intend to coordinate research under the umbrella of the research programme and make research results available to the public. These may be theses within the framework of a bachelor's, master's or doctoral study programme, topic-specific research papers or studies, case studies, etc. The research programme CaProSoc will define a long-term research agenda and priority topics with corresponding research questions, which can be used as a basis for individual research activities.



2. Funding arrangements

Both parties intend to identify and pursue funding sources (i.e. public funding, private donations or crowd sourcing), keep each other informed about respective opportunities, call for participation in the context of this research programme and start mutually beneficial activities. Research funding requires a separate agreement between the partners concerned.

The parties agree that they might form a research coalition, where appropriate and together with other partners of the research programme, for the purpose of joint engagement in international research tenders and calls for proposals. Such an arrangement requires a separate agreement between the partners concerned.

3. Experience exchange

The parties intend to initiate, organise and perform activities for an experience exchange between practitioners, researchers and other stakeholders in the context of the research programme. This exchange could be a dialogue regarding a specific case, a project or programme retrospective, a regional, national or international dialogue forum, workshop or event bringing together practitioners as well as researchers and other forms of experience exchange (i.e. story telling through social media). It's the goal of the research programme to capture relevant experiences and lessons learned, and making them available to the public through adequate channels.

4. Co-creation of guidance information

It is intended under the umbrella of the research programme CaProSoc to jointly develop materials, concepts, guidance or other relevant information for the use of stakeholders performing projects in the context of society. The KNUCA is called to participate in such activities, either via face-to-face (F2F) workshops or on a virtual basis (i.e. contributing content and/ or commenting on content delivered by other partners). Results will be made publicly available free of charge and will be clearly marked with the logos and names of the contributors.

5. Application of research results and experiences

In order to have real impact, it is intended under the umbrella of the research programme CaProSoc to support the application of research results, experiences and lessons learned as well as guidance information in practice, for example in projects, communities and pilot applications. KNUCA is asked to support finding and performing such application opportunities.

6. Dissemination of information

The research programme CaProSoc will establish a communication network of partners which help in disseminating the research results, information, publications, concepts etc. The KNUCA is called to participate in such activities, sharing own content to the CaProSoc network (i.e. website, social media, newsfeed and akin). In addition, the KNUCA helps to spread information provided by CaProSoc in its own context via a diverse set of activities and media. Dissemination of information will be organized by following positive international practices and regulations about intellectual property ownership.

The KNUCA and Architecture wants to focus on and endorses the following opportunities: 3, 5, 6, 7, 9 and 10.

VII. Governance arrangements

The governance of the research programme will be established at the beginning of 2020 during a kick-off meeting. It is proposed to establish the following:



- General Assembly: all parties being represented
- Scientific Committee: to be determined by the General Assembly
- Management Committee: to be determined by the General Assembly
- (Practice) Advisory Committee: to be determined by the General Assembly
- Programme Director: Prof. Dr. Mladen Radujkovic (Croatia)
- Programme Manager: Reinhard Wagner (Germany)

Terms of References will regulate the details.

VIII. OFFICIAL REPRESENTATIVES

Prof. Dr. Mladen Radujkovic (Programme Director of CaProSoc) and Prof. Dr. Vitaliy Ploskiy shall be the respective official representatives and primary spokespersons for the respective parties.

IX NOTICES AND CORRESPONDENCE

For CaProSoc, all correspondence related to this MoU shall be directed to:

Prof. Dr. Mladen Radujkovic

Head of International Doctoral Study in Project Management
Alma Mater Europaea - Evropski center, Maribor
Slovenska 17, 2000 Maribor (Slovenia)
mladen.radujkovic@almamater.si | www.almamater.si

For the KNUCA, all correspondence related to this MoU shall be directed to:

Prof. Dr. Sergey Bushuyev

Head of the Project Management Department
Automatization and Informational Technologies Faculty
Kyiv National University of Construction and Architecture
Kyiv, Povitroflotskiy av., #31, 03680 (Ukraine)
sbushuyev@ukr.net

Each organization shall own the responsibility to inform the other organization of any change in contact information throughout the term of this Agreement.

X. EFFECTIVE TERM OF THIS MOU

The MoU shall be effective for three (3) years commencing with the date of last signing. The parties represent that this MoU constitutes the entire understanding by and between them. No other terms will be applicable to this MoU unless specifically endorsed in writing by the authorized representative of both organizations.

XI. ADDITIONAL AGREEMENTS

Nothing in this MoU shall be deemed to obligate either party to enter into any other cooperative ventures or relationships. Should the parties agree to any more specific cooperative relations as outlined in Section V, such relations or ventures shall be memorialized in an additional or more specific agreement(s).



XII. TERMINATION OF AGREEMENT

Either party, by its authorized representative, may terminate this MoU by serving written notice on the other party by containing the intention of termination at least sixty (60) days in advance of the intended date of termination.

This MoU will terminate upon the merger, dissolution, or other significant change in the organizational structure of either party, without further action, with the exception of the duties and obligations arising under Section VIII of this Agreement pertaining to Confidential and Proprietary Information, which shall apply to and bind the successors and assigns of either party.

XIII POTENTIAL DISPUTE RESOLUTION

In the case of any conflict or dispute, based on this agreement, the parties will proceed to solve it by dialogue and in a good faith.

If parties do not succeed to solve dispute in bilateral dialogue, as stated above, they agree that Slovenian law and court is aplicable, so as EU law (where aplicable)

IN WITNESS THEREOF, the parties to the Agreement, by their duly-authorized representatives, have agreed to the terms set forth above, and respectively set their signatures on the day and year indicated below.

ALMA MATER EUROPAEA

By: Mladen Radujkovic
Prof. Dr. Mladen Radujkovic, Programme Director

Date: February, 6th 2020.



PARTIES NAME
By: [Signature]
Prof. Dr. Vitaliy Ploskiy, Vice-Rector

Date: _____