

## **jOiNEd For sUsTainability - bUilding climate REsilient communities in WB and EU**

WP2: Action Plan  
Climate and Sustainability  
Faculty of Economics, University of Tirana

IUAV Project Meeting  
University of Tirana

*Date: 18 April 2024*

*Place: Venice, Italy*



Co-funded by the  
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# Overview of the Task

- SO2: Mainstream climate and sustainability culture within WBC HEIs
- Indicator:
  - ❖ **Plan for Climate Action (published in three languages) approved (Baseline and target value: the Plan for Climate Action approved in each WB partner HEI)**
  - ❖ number of products/services offered by KHCS (at least 5, target 10, including: education programs, climate and sustainability awareness campaigns, conferences and workshops, students activities, counselling for businesses, networking events, research activities, surveys, etc.)





# Overview of the Task

- MEANS OF VERIFICATION for Indicators of SPO2:
  - ✓ Governance decision for the Approval of the Plan for Climate Action
  - ✓ Publication of the Plan for Climate Action on the website of each WBC HEIs in 4 languages
  - ✓ Action undertaken by HEIs regarding Climate Change and sustainability
  - ✓ Annual reports of HEIs related to sustainability actions





# Drafting the Action Plan for FEUT

- **Gathering Information and Inputs**
  - Review existing documents and policies related to sustainability and climate change, such as the University of Tirana Strategy for Climate
  - Collect suggestions and best practices from EU institutions, study visits, and lead partners of the project's work package (WP 2).
  
- **Conducting Working Group Discussions**
  - Drafting the Action Plan: Structure the Action Plan with clear objectives, strategies, and implementation measures.
  - Ensure alignment with the University of Tirana Statute, EU project objectives, and sustainability goals.
  - **Circulate the draft Action Plan among our governance structure in FEUT ( April 2024)**





## Areas of the Action Plan

- Environmental Sustainability in Academics: Teaching, Learning and Research
- Sustainability Citizenship
- Climate action
- Waste Reduction and Circular Economy
- Landscape and Natural Resources
- Commuting and Active Travel
- Food, Health and Well-Being





## Area 1: Environmental Sustainability in Academics: Teaching, Learning and Research

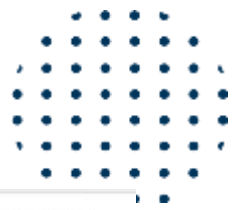
- Goals (3 Goals)
- Activities (14 Activities proposed)
- Target ( Quantitative and qualitative indicators)
- Outcomes
- Responsible Parties
- Priority ( High, Low, Medium)
- Financial resources





Goals	Activities	Targets	Outcomes	Responsible Parties	Priority	Financial resources
<p>1. Foster scientific research in Climate and Sustainable Development areas and provide opportunities for staff and students to develop their knowledge, skills, and understanding of environmental issues and solutions</p>	<ul style="list-style-type: none"> <li>• → Introduce students to environmental principles and foster awareness and understanding of environmental issues through engaging activities.</li> <li>• → Organize interactive workshops covering various environmental topics such as climate change, biodiversity conservation, sustainable resource management, and waste reduction.</li> <li>• → Invite guest speakers, experts, or alumni working in environmental fields to share their knowledge and experiences with students.</li> <li>• → Organize screenings of documentary films or short films addressing environmental themes, followed by facilitated discussions or Q&amp;A sessions.</li> <li>• → Collaborate with community organizations, local authorities, or environmental NGOs to identify project opportunities and provide support and guidance to student teams.</li> <li>• → Participate in national environmental challenges or competitions that encourage students to develop innovative solutions to specific environmental problems</li> </ul>	<ul style="list-style-type: none"> <li>• → Number of activities targeting students such as info-days, workshops, focus groups: <b>At least 4 activities per year</b></li> <li>• → Number of students receiving environmental education: <b>At least 200 per year</b></li> <li>• → Number of workshops covering sustainability topics: <b>At least 2 per year</b></li> <li>• → Number of guest speaker hosting sustainability events: <b>At least 2 per year</b></li> <li>• → Number of collaborative activities in collaboration with community organizations, local authorities, or environmental NGOs supporting sustainable development and climate action: <b>At least 10 per year</b></li> <li>• → Participate in <b>at least one competition per year</b> supporting sustainable development.</li> <li>• → Number of impact assessment Surveys Collecting feedback from students regarding the quality and relevance of activities supporting sustainable development and climate action: <b>At least one survey per year</b></li> </ul>	<ul style="list-style-type: none"> <li>• → Raised awareness of student communities Raised Awareness: Increased understanding and awareness of environmental principles among student communities.</li> <li>• → Knowledge Exchange: Opportunities for students to engage with experts, exchange ideas, and learn from real-world experiences.</li> <li>• → Inspiration for Action: Empowering students to take action towards sustainability within their academic pursuits and beyond.</li> <li>• → Networking: Facilitating connections and collaborations among students, faculty, and external stakeholders in the environmental field.</li> </ul>	<ul style="list-style-type: none"> <li>• → Faculty Members: Collaborate in organizing events, providing expertise, and integrating related topics into curriculum.</li> <li>• → Student Organizations: Support in promotion, participation, and feedback collection.</li> <li>• → External Partners: Collaborate in organizing lectures, fairs, and field trips, providing expertise and resources</li> </ul>	<p>High</p>	<ul style="list-style-type: none"> <li>• → National/International Projects: Seek funding opportunities from government agencies, NGOs, or international organizations supporting environmental education initiatives.</li> <li>• → Own Funds: Allocate budget from university funds for event organization, guest speakers, and materials.</li> <li>• → Sponsorship: Seek sponsorship from local businesses, industries, or environmental organizations interested in supporting educational initiatives.</li> <li>• → Volunteer Support: Utilize volunteer assistance from faculty, staff, or students to minimize costs and maximize impact.</li> <li>• → In-kind contributions from institutional resources</li> </ul>





Goals	Activities	Target	Outcomes	Responsible Parties	Priority	Financial resources
<p>1. Promoting environmental values at Institutional Level</p>	<ul style="list-style-type: none"> <li>→ Establish a dedicated research group responsible for overseeing environmental sustainability initiatives and promoting sustainability citizenship within the university community.</li> <li>→ Include participation from various departments and administrative units in implementing sustainability practices and integrating them into their operations.</li> <li>→ Develop and implement environmental education and awareness programs to educate the university community about sustainability issues, promote environmentally responsible behaviors, and foster a culture of sustainability citizenship.</li> <li>→ Establish mechanisms for monitoring and reporting on the university's environmental performance.</li> </ul>	<ul style="list-style-type: none"> <li>→ Establish at least one research groups comprising at least 14 of faculty members, researchers, and graduate students with expertise in environmental sustainability.</li> <li>→ Number of sustainability-related research projects initiated, publications produced, and collaborations established by the research group within a 5-year timeframe. At least 10</li> <li>→ One Index developed to score and track the overall progress in environmental and sustainability initiatives at institutional level.</li> <li>→ Calculate the index yearly</li> <li>→ Develop one comprehensive framework for monitoring and reporting on the university's environmental performance, including key performance indicators (KPIs) related to energy consumption, greenhouse gas emissions, waste generation, water usage, and biodiversity conservation.</li> </ul>	<ul style="list-style-type: none"> <li>→ Increased collaboration and interdisciplinary research focused on environmental sustainability.</li> <li>→ Reduction in resource consumption, waste generation, and environmental impact across faculty.</li> <li>→ Cultivation of a culture of sustainability consciousness and collective responsibility among faculty, staff, and students.</li> <li>→ Adoption of environmentally responsible behaviors and practices by students, faculty, staff, and administrators.</li> <li>→ Integration of sustainability concepts into academic curricula and extracurricular activities.</li> </ul>	<ul style="list-style-type: none"> <li>→ Faculty Researchers: Actively participate in the research group, contribute expertise, and lead research projects related to environmental sustainability.</li> <li>→ Department Heads or Chairs: Encourage and facilitate the integration of sustainability practices within their respective departments.</li> <li>→ Faculty Members: Develop and deliver environmental education programs as part of their teaching responsibilities.</li> <li>→ Student Organizations: Collaborate with faculty and administrators to organize sustainability-related events, workshops, and campaigns.</li> <li>→ Administrator Responsible for establishing monitoring and reporting mechanisms, collecting data, and analyzing environmental</li> </ul>	High	<ul style="list-style-type: none"> <li>→ Research Grants and Funding: Faculty members can apply for research grants from internal and external sources specifically designated for sustainability research and initiatives.</li> <li>→ Donations from alumni, philanthropic organizations, and corporate partners interested in supporting sustainability efforts can supplement existing financial resources.</li> <li>→ Implementing sustainability practices such as energy efficiency upgrades, waste reduction initiatives, and water conservation measures can result in cost savings over time. These cost savings can be reinvested into sustainability initiatives within the faculty, providing a sustainable source of financial resources.</li> <li>→ Partnerships with sustainability-focused foundations, NGOs, and research institutes can provide access to additional financial resources and expertise.</li> </ul>





# Area 3: Climate action

Goals	Activities	Targets	Outcomes	Responsible Parties	Priority	Financial resources
<p>2. Positively impacting the Sustainability performance of suppliers and the sustainability credentials of the goods and services purchased and used.</p>	<ul style="list-style-type: none"> <li>Implement green budgeting practices at institutional level</li> <li>Inform suppliers on sustainability requirements and encourage compliance</li> <li>Implement monitoring to ensure ongoing adherence to sustainability criteria</li> </ul>	<ul style="list-style-type: none"> <li>Eco-Friendly Criteria Establishment: <b>Defined sustainability standards for materials and services in tendering</b></li> <li><b>Make eco-friendly criteria mandatory in procurement documents</b></li> <li>Number of suppliers informed on sustainability criteria: <b>at least 10</b></li> <li><b>Annual report on green budgeting</b></li> </ul>	<ul style="list-style-type: none"> <li>Improved sustainability performance throughout the supply chain, resulting in reduced environmental impact and enhanced social responsibility</li> <li>Strengthened reputation for the university as a leader in sustainable procurement practices</li> <li>Mitigated risks associated with unsustainable practices in the supply chain, such as supply chain disruptions and reputational damage</li> <li>Increased availability of sustainable products and services, driving innovation and meeting the demands of environmentally conscious stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Procurement Department: Lead the integration of eco-friendly criteria into tendering procedures and ensure compliance with sustainability goals</li> <li>Administrator Office: Provide guidance and expertise on sustainable procurement practices and support supplier engagement initiatives</li> <li>Collaborate with departments across the university to ensure alignment of eco-friendly criteria with organizational objectives and stakeholder interests</li> </ul>	<p>Medium</p>	<ul style="list-style-type: none"> <li>Own-Budget: Allocate funds specifically for staff training, supplier engagement activities, and monitoring mechanisms related to eco-friendly procurement practices</li> <li>Consider participating in sustainability certification programs or initiatives that offer financial incentives or grants to organizations implementing eco-friendly practices, potentially offsetting implementation costs</li> </ul>
<p>3. Increase awareness of administrative staff in-charge of monitoring energy consumption at institutional level</p>	<ul style="list-style-type: none"> <li>Conduct annual purchasing sustainability presentations at Administrative Assistants' meetings within the faculty</li> <li>Provide training sessions for administrative assistants on sustainable purchasing practices</li> </ul>	<ul style="list-style-type: none"> <li>Number of training sessions for administrative assistants within the faculty: <b>At least one annually</b></li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness and understanding among administrative staff about the significance of sustainable purchasing within the faculty setting</li> <li>Integration of sustainable procurement practices into administrative operations, contributing to the university's overall sustainability goals</li> <li>Enhanced collaboration between administrative staff, procurement officers, and sustainability stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Faculty Administrator Office: Overall coordination</li> <li>Procurement Department: Collaboration in providing relevant data and insights into current purchasing practices</li> <li>Administrative Staff: Active participation in the presentations and implementation of sustainable practices in their respective roles</li> </ul>	<p>Medium</p>	<ul style="list-style-type: none"> <li>Grants or Funding Opportunities: Seek external grants or funding opportunities specifically designated for sustainability initiatives within educational institutions</li> </ul>





# Area 4: Climate action

Goals	Activities	Targets	Outcomes	Responsible Parties	Priority	Financial resources
<p>1. Reducing the negative impact of construction practices, restoration and utilization of FEUT buildings to ensure not only environmental protection, but also the well-being of users such as the student community, academic staff and administrative staff.</p>	<ul style="list-style-type: none"> <li>→ Conduct a comprehensive evaluation of the building's environmental performance, including energy consumption, water usage, waste generation, indoor air quality, and overall sustainability practices.</li> <li>→ Review existing legal documentation, such as building plans, utility bills, maintenance records, and environmental permits.</li> <li>→ Utilize environmental assessment tools, software, and calculators to calculate energy consumption, carbon footprint, water usage, and other environmental metrics.</li> <li>→ Prepare a comprehensive environmental evaluation report summarizing findings, recommendations, and action plans for improving environmental performance.</li> <li>→ Use of kapot system for thermal insulation</li> <li>→ Installation of photovoltaic panels.</li> </ul>	<ul style="list-style-type: none"> <li>→ Evaluation developed annually.</li> <li>→ Energy consumption, water usage and others measured annually.</li> <li>→ Number of software purchased to measure environmental footprint: <b>One software purchased and used for this purpose.</b></li> <li>→ <b>Kapot system implemented</b></li> <li>→ Surface of photovoltaic panels installed: <b>1.000 m²</b></li> </ul>	<ul style="list-style-type: none"> <li>→ Improved Environmental Performance: Implementation of recommended measures leads to reduced energy consumption, water usage, waste generation, and environmental impact.</li> <li>→ Cost Savings: Energy efficiency upgrades and other environmental improvements result in reduced operating costs and long-term financial savings for building owners and occupants.</li> <li>→ Health and Well-being: Indoor air quality improvements and other environmental enhancements contribute to a healthier, more comfortable indoor environment for building occupants.</li> <li>→ Compliance: Addressing environmental issues identified through the audit ensures compliance with environmental regulations, standards, and certification requirements.</li> <li>→ Installation of photovoltaic panels results in the generation of clean, renewable electricity from sunlight, reducing dependence on fossil fuels and mitigating greenhouse gas emissions.</li> <li>→ Cost Savings: Solar PV systems provide long-term financial benefits by reducing electricity bills.</li> </ul>	<ul style="list-style-type: none"> <li>→ Internal Auditors: Conduct the environmental audit and prepare the audit report, providing expertise and guidance throughout the process.</li> <li>→ Administrator: Provide access to the building, historical data, and resources necessary for conducting the audit and implementing recommended improvements.</li> <li>→ Collaborate with auditors to facilitate on-site inspections, data collection, and implementation of recommended measures.</li> <li>→ Staff: Participate in the audit process, provide feedback on environmental conditions, and support implementation of recommended improvements.</li> </ul>	<p>Medium</p>	<ul style="list-style-type: none"> <li>→ Government and international Incentives: Seek financial incentives, grants, or rebates from government agencies or utilities to support energy efficiency upgrades and other environmental improvements.</li> <li>→ Enter into energy performance contracts with third-party vendors to finance environmental improvements through guaranteed energy savings.</li> <li>→ Seek sponsorship or funding support from international organizations such as the World Bank, United Nations Development Programme (UNDP), or regional development banks for solar PV projects. These organizations often provide grants, or technical assistance to support renewable energy initiatives in developing countries or regions with limited access to capital or expertise.</li> </ul>





# Area 5: Landscape and Natural Resources

Goals	Activities	Targets	Outcomes	Responsible Parties	Priority	Financial resources
<p>1. Minimizing the negative impact on the ecosystem and contribution on preserving biodiversity in the premises of FEUT. Promotion of the benefits they bring to the life of the entire community.</p>	<ul style="list-style-type: none"> <li>→ Replace Paper Towel Dispensers with High-Efficiency Hand Dryers. Install high-efficiency hand dryers in identified locations, prioritizing areas with high foot traffic or frequent paper towel usage.</li> <li>→ Using rainwater collection systems within the faculty's premises, following developed guidelines and standards.</li> <li>→ Collaborate with environmental experts or to conduct comprehensive biodiversity assessments.</li> <li>→ Develop plans for adding green spaces, such as gardens, green roofs, or vegetated areas, incorporating native plants and biodiversity-friendly landscaping practices.</li> <li>→ Involve students, faculty, and staff in the design and implementation of green space projects to foster a sense of ownership and</li> </ul>	<ul style="list-style-type: none"> <li>→ Install high-efficiency hand dryers in identified locations within, prioritizing areas with high foot traffic or frequent paper towel usage <b>until the beginning of 2025.</b></li> <li>→ Install rainwater collection systems in At least 10 locations within the faculty's premises within <b>Until the beginning of 2026</b>, following developed guidelines and standards.</li> <li>→ Number of collaborations initiated with environmental experts for the assessment of EPI, ESI, Green GDP and other indicators <b>At least 10</b></li> <li>→ Measure the increase in green space coverage: <b>At least 200m2 increase</b></li> <li>→ Involve <b>at least 10% of students, faculty, and staff</b> in the design and implementation of green space projects <b>until 2026.</b></li> <li>→ At the beginning of each semester, organize <b>one sale of used books</b> as a student activity as a contribution on preserving biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>→ Reduction in paper towel usage and waste generation.</li> <li>→ Decreased environmental impact associated with paper production and disposal.</li> <li>→ Adoption of sustainable behaviors among faculty, staff, and students.</li> <li>→ Creation of vibrant and biodiverse green spaces that enhance the campus environment.</li> <li>→ Optimization of rainwater harvesting practices to maximize water conservation and efficiency.</li> <li>→ Reduction in water consumption and associated costs within the faculty's premises</li> </ul>	<p>Communication Department: Responsible for disseminating information through campus communication channels, such as newsletters, emails, and social media platforms.</p> <p>Administrator office: Allocating resources, including budget and personnel, to support the implementation of sustainability projects.</p>	<p>Medium</p>	<ul style="list-style-type: none"> <li>→ Grants and Funding Opportunities: Pursue grants from government agencies, non-profits, and corporations for sustainability initiatives.</li> <li>→ Corporate Sponsorships: Seek partnerships with companies interested in sustainability for financial support.</li> <li>→ Public-Private Partnerships: Collaborate with governments and private partners to access funding for joint sustainability projects.</li> </ul>



# Area 6: Commuting and Active Travel

Goals	Activities	Targets	Outcomes	Responsible Parties	Priority	Financial resources
<p>1. Minimizing the environmental impact of the transport of staff and students for the purpose of teaching, learning, scientific research, by promoting healthy and environmentally friendly forms of mobility.</p>	<ul style="list-style-type: none"> <li>• → Conduct a feasibility study to assess the viability of transitioning the car/vehicle fleet towards electric or hybrid ones within a specific timeframe.</li> <li>• → Promote the use of bicycles as a sustainable mode of transport through awareness campaigns</li> <li>• → Provide training and support for staff and students on how to use videoconferencing tools effectively for virtual meetings, lectures, and collaborative projects.</li> <li>• → Develop guidelines and best practices for organizing and conducting virtual meetings, including tips for optimizing technology, managing time zones, and fostering engagement.</li> <li>• Construction and maintenance of bicycle and scooter parking stations.</li> <li>• → Add electric vehicle charging stations as demand dictates to promote alternative fuel vehicles.</li> <li>• → Introducing a faculty day “Without cars” or “day of bicycles”</li> </ul>	<ul style="list-style-type: none"> <li>• → <b>One feasibility study conducted.</b></li> <li>• → Increased percentage of staff and students using bicycles – <b>at least 10% increase</b></li> <li>• → <b>Increased number of virtual meetings conducted and the reduction in travel-related carbon emissions as a result of increased videoconferencing usage by 10%</b></li> <li>• Number of bike racks, scooter stands, and other infrastructure components at designated parking stations according to design specifications – <b>At least 1 designated parking station.</b></li> <li>• Number of awareness campaigns about commuting and active travel – <b>At least 5.</b></li> <li>• → <b>One vehicle charging station added in the faculty within 5 years.</b></li> <li>• → Day “Without cars” campaign” <b>At least one per year.</b></li> </ul>	<ul style="list-style-type: none"> <li>• → Increase in the percentage of staff and students opting for bicycles as a sustainable mode of transport, leading to a reduction in carbon emissions from transportation.</li> <li>• → Increase in the proficiency of staff and students in effectively using videoconferencing tools for virtual meetings, lectures, and collaborative projects, resulting in a higher frequency of virtual interactions and reduced travel-related emissions.</li> </ul>	<ul style="list-style-type: none"> <li>• → Information Technology (IT) Department: Provide training sessions and technical support for staff and students on using videoconferencing tools effectively, ensuring smooth implementation and troubleshooting issues.</li> <li>• → Communication Department: Lead the awareness campaigns promoting bicycle use, collaborate with campus transportation services, and engage student organizations to support initiatives promoting sustainable transportation options</li> </ul>	<p>Low</p>	<ul style="list-style-type: none"> <li>• Partner with corporations or businesses interested in promoting sustainability and environmentally friendly transportation options.</li> <li>• Secure sponsorships or financial support for awareness campaigns and infrastructure development.</li> </ul>





# Area 7: Food, Health and Well-Being

Goals	Activities	Targets	Outcomes	Responsible Parties	Priority	Financial resources
1. Improving working, learning, and living conditions in the faculty environment.	<ul style="list-style-type: none"> <li>→ Drafting and implementation of a regulation for cleaning and sanitizing environments, in order to maintain/improve air quality.</li> <li>→ Define the scope, objectives, and requirements of the regulation, including criteria for selecting cleaning products, equipment, methods, and protocols for sanitation.</li> <li>→ Establish mechanisms for implementation and <b>Implement</b> a system for monitoring and evaluating the effectiveness of the regulation.</li> </ul>	<ul style="list-style-type: none"> <li>→ <b>Established protocol for purchase of cleaning products and cleaning process</b></li> </ul>	<ul style="list-style-type: none"> <li>→ Improved air quality in indoor environments through effective cleaning and sanitizing practices.</li> <li>→ Reduced health risks associated with poor indoor air quality, such as respiratory problems and allergies.</li> <li>→ Enhanced safety and well-being of occupants, including employees, students and visitors.</li> <li>→ Increased awareness and compliance with regulations and standards for cleaning and sanitizing.</li> </ul>	<ul style="list-style-type: none"> <li>→ Faculty administration: Overall coordination, planning, and funding.</li> <li>→ Staff and users of indoor spaces: Adhere to cleaning protocols and practices to maintain air quality.</li> </ul>	Low	<ul style="list-style-type: none"> <li>→ Grants and funding opportunities: Seek external funding sources to support research, education, and implementation efforts.</li> <li>→ Industry contributions: Obtain financial support from cleaning product manufacturers, service providers, and facility owners.</li> </ul>
2. Creation of green recreational areas with open environments.	<ul style="list-style-type: none"> <li>→ Identify suitable locations for green recreational areas, considering accessibility, size, and existing infrastructure, including planting of native plants.</li> </ul>	<ul style="list-style-type: none"> <li>→ Number of native plants, in the designated green recreational areas -- <b>At least 10</b></li> <li>→ Number of green recreational areas added -- <b>At least 1</b></li> </ul>	<ul style="list-style-type: none"> <li>→ Improved Environmental Quality: Green spaces improve air quality, mitigate the urban heat island effect, and enhance biodiversity on campus.</li> <li>→ Enhanced Well-being: Access to green areas promotes physical activity, reduces stress, and enhances mental well-being for students, faculty, and staff.</li> <li>→ Community Engagement: Green spaces foster community gatherings, social interaction, and cultural exchange, strengthening connections among campus stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>→ Faculty Administration: Overall coordination, planning, and funding of green space initiatives.</li> <li>→ Construction, installation, and maintenance of green recreational areas.</li> <li>→ Student Organizations: Collaboration on programming and events to activate the green spaces and engage the campus community.</li> </ul>	Medium	<ul style="list-style-type: none"> <li>→ Faculty Budget: Allocate funds for planning, construction, and programming of green recreational areas.</li> <li>→ Grants and Donations: Seek external funding sources from government agencies, foundations, and private donors to support green space initiatives.</li> <li>→ Public-Private Partnerships: Collaborate with local businesses, non-profit organizations, and community groups to leverage resources and expertise for green space projects.</li> </ul>



# Approval of the Action Plan for FEUT

- **Finalization and Approval**
  - **Obtain approval from our governing bodies within the Faculty of Economics (within MAY 2024)**
- Communication and Implementation
  - To all stakeholders, including university staff, students, and external partners.
  - Establish mechanisms for monitoring progress, tracking performance indicators, and reporting on outcomes.
- Evaluation
  - Regularly evaluate the effectiveness of Action Plan implementation against set goals and targets.
  - Maintain flexibility and adaptability.



# TEAM



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Thank you for your attention

**Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has"**

**Margaret Mead, cultural anthropologist**

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