WBCInno

ANNEX G: External Monitoring Report No.1, 29.10.2013

Project Acronym:	WBCInno
Project full title:	Modernization of WBC universities through strengthening of structures and services for knowledge transfer, research and innovation
Project No:	530213-TEMPUS-1-2012-1-RS-TEMPUS-JPHES
Funding Scheme:	TEMPUS
Coordinator:	UKG – University of Kragujevac
Project start date:	October 15, 2012
Project duration:	36 months

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1. Information on the external monitoring visit

1.1 External monitoring visit No	1
1.2 Location of visit	University of Montenegro, Podgorica, Montenegro
1.3. Date of visit	October 4th, 2013
1.4 Visit completed by	*N Markovic* Vera Markovic, external expert for quality control

2. Summary of progress to date

2.1 Summarize progress of activities against the implementation schedule

Overall progress of project activities against the implementation schedule can be assessed as quite well, although some delays in providing deliverables 1.1, 1.2, 1.4, 2.1, 2.2, 2.3, 4.1 and 6.1 can be observed. However, it should keep in mind that (for objective reasons) the real start of the project was a bit delayed and that the kick-off meeting was two months after the official project beginning. In addition, work packages are extensive and involve sets of demanding tasks, which also are divided in sets of sub-activities. That required a lot of work at the project beginning. In some cases, planned activities couldn't be accomplished in scheduled time because of their dependence on results of preceding activities. In addition, lack of timely response of some less active partners contributed to the delay.

Looking at the postponed deliverables, it can be concluded that at the moment, these delays are minor and don't pose a risk for the project overall results, particularly having in mind that all these activities are ongoing, some of them already in the final stage.

It is useful that the consortium keeps track of possible slowdowns in the project implementation timely, which leaves the possibility to react on time and revise the plan or conduct some corrective measures.

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2.2 Summarize progress against specific objective indicators from the logical framework matrix

So far, the specific objective indicators as planned in the application have been achieved to a great extent. Most of outputs and outcomes, planned to be achieved during the first year, are already completed. What is also very important, having insight into the accomplished project results, they can be assessed as of a high quality.

Concerning objective indicators of the WP1, following results should be emphasized:

Gathering the EU experience in knowledge transfer, based on the methodology and appropriate questionnaire developed within the scope of the project, was well-organized and effective. Intensive mobility of WBC partners to EU partners was also well-organized and enhanced the understanding of EU good practices. A draft version of the consolidated report on knowledge and technology transfer between science and businesses is available and it is very useful for the achievement of next project outputs/outcomes. Mapping of the WBC universities' innovation potential is an important task, resulting in 5 catalogues in printed and HTML version. Despite all catalogues are not yet available in its final form, the results of this activity can be evaluated as quite satisfactory, particularly having in mind the quality of finished catalogues, which is really high. One of important steps, which enables further actions, was forming of Regional UIP Programme Committee (UIP-PC), which has been done in a comprehensive and transparent way. Design and development of Regional UIP for WBC universities with defined focus and priorities is ongoing, however, steps that have been taken up to now promise that this specific goal will be achieved soon.

The main goal of WP2 is the reinforcement of existing university structures and setting-up of five Business Service Offices in accordance with defined focus and priorities in UIP. This is a very important work package which should deliver, as one of main results, five Business Service Offices (BSO) at WBC partners (established and functional). So far, particular progress indicators of this WP are achieved to a great extent. Benchmarking assessment of existing university structures and services in the areas of knowledge transfer, research and innovation was conducted as planned and it gives a real picture of current state in this area, as a necessary step in order to improve structures and services at WBC universities. At the moment, most of activities on TSNA and market analysis are accomplished, including about 66% collected questionnaires (500 out of 750) and some of reports finished. A carefully designed consolidated training and mobility plan for the capacity building trainings of university staff is in its final stage. Preparing activities for other WP2 activities are ongoing, which gives good prospects that all specific objective indicators from the logical framework matrix within this WP will be achieved.

As one of objective indicators of the WP3 progress reached up to now, establishing of the Regional PC for BI/STP composed of 15 competent members from academia, business and student organizations can be mention. A particularly important deliverable of this work package is the Regional Development strategy for BI/STP,

which impact should be significant in WB countries, as this strategy is aimed at supporting the development of university-driven Business Incubators and Science Technology parks. The activity is ongoing, the strategy is prepared in a comprehensive way and some necessary documents are already completed.In addition, within WP3 a capacity building training has been accomplished up to now.

Development of Methodology for innovation management at WBC universities, which is a part of WP4 activities, is ongoing, and some indicators of progress on the way of the final output are available at the moment.

Indicators that can be observed related to thefifth work package give really good prospects that the quality control and monitoring of this project is done in a proper way. The deliverables as Quality Control and Monitoring Manual, as well as a number of relevant annexes are very good basis for quality assurance and permanent monitoring of this project. Internal and external evaluation is ongoing. In addition, some experience has been shared within the scope of an inter-TEMPUS coaching meeting.

Consolidated Plan for dissemination and raising awareness, as well as availability of quality of the promotional material are good indicators that the goals defined within the WP6 will be reached. Design, content and maintenance of the project web site is on the high level.

Despite many of activities have already started, main deliverables related to the WP7 are expected in the second half of the project.

It can be observed that an efficient management system that has been set up and the working and communication synergy has been established among the partners.Overall and local management of the project is done very well, which is confirmed by several facts. First of all, it is very important that a Manual for contractual and financial management was developed at the beginning of the project, giving clear guidelines for all management issues. Second, many management tasks are distributed to other partners - WP leaders, task leaders, etc. Coordinating meetings are regularly held. One of most important thing that ensures the quality of management is using an efficient software tool for project documentation management, communication among partners and sharing information (WBCInno platform).

It can be concluded, that, up to now, the obtained deliverables correspond with the overall goals of the project, as well as with the descriptions and planned activities of the particular work packages.

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2.3 Is there a risk that the project will fail to meet its key indicators? (if yes, please describe what corrective actions can be taken)

Up to now, no significant problems appeared which might influence that the project fails to meet its key indicators. There are, however, some issues that require concern in order to ensure proper and timely implementation of the project:

As it has been already said, DEV work packages are extensive with a lot of tasks and there are some delays of 1-2 months of delivering the results according the workplan. This was mainly caused by a delay of the project start, and in some cases, planned activities couldn't be accomplished in scheduled time because of their dependence on results of preceding activities. Partly, the delay was caused by the inertness of some partners, whose lack of response slows down some activities. In order to overcome this situation, and to ensure that project objectives will be achieved within the defined timeframe, a new action plan is adopted. So far, the revised project implementation schedule seems to be well-planned and realistic. However, care should be taken about the following: A lot of final stages for revised and earlier planned activities fall into the very close period – October 2013 (1.1.11, 1.2.7a, 1.4.4, 1.4.5, 2.1.9 - 2.1.11, 2.2.1 - 2.2.6, 2.4,1, 2.6.3, 3.2.1 - 3.2.9, 3.2.17, 4.1.1 - 4.1.3, 7.1.a) and November 2013 (1.2.6 - 1.2.9, 1.4.6, 1.4.7, 2.2.6a – 2.2.8, 2.3.1 – 2.3.3, 2.4.1a – 2.4.2, 2.5.1, 3.2.18 – 3.2.20, 3.6.1, 4.1.4, 4.2.1 – 4.2.4, 1.4.8, 1.4.9, 2.5.2, 6.3.3, 6.3.4, 8.5.2). Therefore, consortium members have to be enforced to make additional efforts (if necessary, to involve more people in project activities) in order to accomplish the planned tasks. The coordinator's recent decision to send deadline reminder to partners every week in order to enhance completion of activities in accordance with the adopted Action plan can be found as very useful for that purpose.

There are partners that are less active in project implementation. End of the first year of project timeframe is the right time to detect the reasons for weaker response of these consortium members and to carry out some measures to increase their participation, or to delegate some tasks to other partners. As a measure, more frequent communication between the work package/task leaders and persons in charge of less active partners is advised. In addition, if there is a problem at some of partners with using the WBCInno platform, a form of assistance to become familiar with this software tool should be offered for them. In addition, there is also a problem with using of grant for project activities by one of B&H partners because, as far as is known, the blockade of cash flows at the cantonal level.

Regarding the balance of partners' participation in the project implementation, it should be emphasized that EU consortium members seems to be really devoted to the proper implementation of this project and play an active role in accomplishing the project objectives.

As far as dissemination is concerned, in order that project results on straightening of universities for knowledge transfer, research and innovation have broader impact in WBC countries, it could be recommended to organize some links and/or some dissemination events for universities not included in the project consortium but interested in knowledge transfer issues – for instance, University of Nis, University of

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Novi Pazar, etc. in Serbia.

3   Description and status of the activities within project workplan

Generally, is the project proceeding in accordance with the workplan?

Specifically, which activities have not taken place which should have according to the workplan?

What is the level of risk of the project not being completed on time or to the intended standard?

Overall progress of project activities against is in accordance with the project workplan. It has been not observed that there is a complete lack of some of particular project activities, which could endanger the achievement of the objectives. Even in cases when delivering the final results is a bit delayed, the activities have already started, and there is a real commitment to complete them. On the basis of the insight into project deliverables, documents and implementation reports, there is almost no risk of the project not being completed on time or to the intended standard.

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4	Progress against indicators		
Outputs/ outcomes	**Indicator**	**Achieved to date**	**Plan to achieve indicator**
DEV1	1.EU good practices collected and analyzed Consolidated report on EU good practices prepared	The methodology for collecting EU good practice and the appropriate questionnaire were developed on time. The number of collected EU good practices is even larger than planned (11). Planned study visits of WBC partners to EU universities and their units were completely accomplished within the period April – August 2013 (5 visits, reports are available on the project web-site). A draft of the Consolidated report on EU good practices was prepared and distributed to all partners. After analyzing the partners' feedback, a final version of the Consolidated report on EU good practices is prepared and it will be available on the web-site very soon, as the most important indicator for this activity. The delay of a few months was caused mostly by the delayed feedback of some participants involved in the activity.	
	2.Results of the mapping of innovation potential at WB universities presented in 5 catalogues in printed and HTML version	Hard copies of the catalogues are complete for two universities (UKG and UNS) and completing the other catalogues is in the final stage. HTML versions of all catalogues are also expected soon.	At the moment, there is a delay of a few months in completing all catalogues. Partners who didn't finish them should make efforts to do it in the shortest possible time.
	3.Established a regional UIP (University Innovation Platform) Program Committee, consisting of 15 members	Activity fully completed. WBCInno regional UIP Program Committee was formed on time, composed of 15 competent members from academia, business and student organizations. Decision on the Forming Regional UIP Programme Committee was adopted by the SC members.	

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	4.Design and development of Regional UIP for WBC universities with defined focus and priorities	Activity partly completed. Findings to date (inputs from D1.1 and D1.2) have been reviewed. The Platform's structure has been already developed and partly reviewed.	After obtaining the complete feedback, a draft version of UIP is expected to be available approximately in one month. Having in mind a delay caused mostly by delays of inputs, the original plan is slightly revised concerning the date of finalizing the UIP. Public debate on proposed UIP should be organized to the end of January 2014. The deadline for finalizing UIP is set to the end of February 2014. At the 2. Steering Committee meeting, the partners committed to increase efforts in order to accomplish this activity according the revised plan.
	5.Implementation, monitoring and tuning UIP at UKG, UNS, UZ, UBL and UM	This activity is subsequent to 1.4 and therefore is planned to start in 2014.	Having in mind slightly revised plan concerning the date of finalizing the UIP, the implementation, monitoring and tuning UIP is related to that as well.
DEV2	1. Benchmarking assessment of existing university structures and services in the areas of knowledge transfer, research and innovation	After developing the Benchmarking metrics, Questionnaire for benchmarking assessment and Report template, 5 benchmarking visits aimed at assessment of existing university structures and services in the areas of knowledge transfer, research and innovation were successfully organized in accordance with schedule agreed on the 1. Steering Committee. Reviewing of the benchmarking reports is in progress.	The completing of the final version of benchmarking reports is planned for the end of October.

	2.TSNA and market analysis performed	Two types of questionnaires (for employers and employees) were developed. About 66% questionnaires were collected to date (500 out of 750). This activity is still ongoing. Excel tool for statistical processing of collected data and a template for TSNA reports were developed. Statistical processing of collected data is ongoing by all WBC partners. One TSNA report is completed, and preparing the remaining reports is ongoing.	Finishing all TSNA reports is scheduled for the end of October. When finished, TSNA reports will be integrated into 3 final regional TSNA reports, which should be done by the end of November.
	3. Reinforcement of existing university structures and services in line with UIP and identified needs	There is a few months delay of starting this activity, because it is depending on the deliverables D2.1 and D2.2.	Developing the Action plans of 10 University structures, adjusted to the market needs (TSNA), benchmarking assessment recommendations and UIP, is planned till the end of November 2013. Activities related to purchasing equipment, books, and software for WBC partner universities are foreseen to be completed in February 2014. It is also planned that study visits of WBC representatives to EU partners (combined with Act.2.6),as well as the reinforcement of activities in selected university structures in accordance with new Action plan are completed till the end of project.

4. Five Business Service Offices (BSO) established and functional	In accordance to the project Workplan, this activity is starting in this period.	Elaborates and decisions on establishing 5 BSOs at WBC universities as well as development of BSOs business plans are expected till the end of November 2013. Equipping the BSO offices will be done in accordance with D2.3. Trainings for BSOs staff will be conducted till the end of project.
5. Regulatory documents and procedures for well-functioning management and quality control systems	Improvement of the university regulatory documents and procedures for well functioning of management and quality control systems are starting in this period.	Analysis of existing regulatory documents and procedures as well as defining of required documents are planned to be accomplished by the end of 2013, and development of new and adjustment of existing regulatory documents by the middle of 2014.
6. Capacity building trainings of university staff	Preparing of a consolidated training and mobility plan is in the final stage.	Preparation of material for trainings by EU partners, organization of trainings, travels to EU partner institutions for training purposes and corresponding reports are foreseen to be realized during the next 6 months.

DEV3	1.Regional Programme Committee for BI/STP established	The activity completed. Regional PC for BI/STP was formed, composed of 15 competent members from academia, business and student organizations. Decision on the Forming of WBCInno Regional Programme Committee for BI/STP was adopted by the SC members.	
	2. Regional Development strategy for BI/STP	The activity is still ongoing. Achievements to date include: - EU good practice models of RDS for BI/STP collected - Questionnaire for presenting and benchmarking BI/STP in the WBC region designed and fulfilled by 9 BIs in Serbia - other useful documents for the strategy provided - structure of the Strategy developed - structure redesigned, based on the UKG suggestions. The draft document on the regional development strategy for BI/STP is in the developing phase.	In order to achieve this deliverable in an efficient way, the tasks were assigned to the partners regarding the elaboration of individual chapters and description of suggested measures. At the 2. SC meeting, the partners confirmed their participation in the developmentof the Strategy and its individual chapters. The strict deadlines were set for the sub-activities. Publishing of the final version is planned in December 2013.
	3. Trained BI and STP staff – capacity building	-	Activities and deliverables planned for the second and third year of the project
	4. Trained students /researchers- start-up trainings	-	Activities and deliverables planned for the second and third year of the project
		-	Activities and deliverables planned for

	5. Trained BI and STP tenants – capacity building trainings		the second and third year of the project
	6. Regional networking /internationalization of BI/STP	The representatives of universities and business incubators from WBC region visited the Graz University of Technology in June 2013.	The plans for mobilities of WBC partners to EU BIs/STPs, for networking with EU partners (business and R&D) and for participation at fairs, conferences, round table meetings will be developed by the end of 2013.
DEV4	1. Methodology for innovation management	The action plan for this activity was adopted and the right innovation goals, strategy and means were discussed. There is a slight delay in accomplishing this activity.	Strict deadlines are set for this deliverable - draft version of the Methodology for innovation management is expected at the beginning of December 2013, and after the reviewing by partners, final version should be published in January 2014.
	2. Organization chart for innovation workflow	The action plan for this activity was adopted and the activity is ongoing.	Delivery of developed documents is expected in November 2013.
	3. Customized and launched software platform	The action plan for this activity was adopted.	According to the Workplan, activities and deliverables are planned for the second project year. Deliverables are expected at the end of April 2014.
	4. Trained users of	-	

	innovation suite		According to the Workplan, activities and deliverables planned for the second and third year of the project
	5. Innovation metrics and monitoring reports	-	According to the Workplan, activities and deliverables planned for the second and third year of the project
	6. Optimized innovation methodology	-	According to the Workplan, activities and deliverables planned for the second and third year of the project
QPLN1	1 Quality control and monitoring strategy developed	The activity is completed on time according the Workplan. The lead partner with the assistance of Project, Coordinator, PST and QAPT team developed the Quality Control and Monitoring Manual. In addition, a number of relevant annexes (templates) were developed including: checklist for deliverables template, deliverable template, ppt template, attendance template, minutes template, participant feedback form, event report template, external monitoring report template and risks monitoring sheet. Manual and all annexes are available on the WBCInno platform.	

	2. Internal monitoring reports	Internal monitoring is continuously carried out by all partners using the Logical Framework Matrix, Updated Action plans approved at SC meetings, WBCInno platform, Cash flow tables, PST team monitoring and support, QAPT team monitoring and advice, Questionnaires, etc.	The internal assessment reports should be prepared regularly (for instance for every SC meeting) taking into account the LFM matrix, Workplan and Budget (Cash Flow) tables.
	3. External monitoring reports	The procedure of selecting the External Expert for Quality Control was held in accordance to Workplan, project application and Quality Control and Monitoring Manual. Terms of Reference for external expert for quality control and monitoring as well as the tender documentation were developed. Call for External Expert for Quality Control was published and Prof. Dr. Vera Marković from the Faculty of Electronic Engineering of the University of Niš, an institution that is outside of the Consortium, was selected. Information on the conducted selection procedure as well as the CV of the selected external expert are available at WBCInno website.	For achieving the goal of this activity, 7 external monitoring visits are planned, for evaluation of progress: October 2013 - April 2014 - September 2014 – November 2014 – February 2015 - June 2015 - September 2015. After each external monitoring visit, the external monitoring reports will be prepared.
	4. Inter-Tempus coaching held	In April 2013, an Inter-TEMPUS coaching meeting was held with PARENIS project, coordinated by Regina Grusenmeyer, Hamburg University of Technology. The experience in knowledge transfer was shared with colleagues from Tunisia and Morocco.	If possible, the additional inter-TEMPUS coaching events should be organized in order to obtain external feedback, promotion of the project and exchange of experience, as planned in the project application.
DISS1	1. Consolidated Plan for dissemination and raising awareness	The activity is completed on time according the Workplan. Individual dissemination plans of consortium members were prepared and delivered to the lead partner. Consolidated Plan for Dissemination and Raising Awareness was finalized and distributed to all partners.	

	2. Printed and electronic promotional material	This activity is performed according the Workplan. Following Promotional material was designed, printed and distributed: logo, flyer, folder, paper bag, business card holder, poster, notebooks and roll up.	An Action plan is made in order to ensure further designing, printing and continuous distribution of the project and BSO's promo material.
	3. Updated WBCInno and 5 BSOs' web sites	WBCInno website was designed and launched at the start of the project. Afterwards, WBCInno website was redesigned and launched on the new platform, offering some new features. It should be noted that WBCInno website is well-organized and very informative. It is also important to emphasize that this project website is well maintained and continuously updated.	Design and launching of BSO web-sites by UKG, UNS, UBL, UZ and UM should be doneby the end of November 2013.
	4. Ten info days-informed target groups & stakeholders	So far, four promotions of WBCInno project through public appearances were held: - WBC Inno project promotion in Vienna - Promotion of WBCInno project within TEMPUS project KNOWTS - Promotion of WBCInno project in Intellectual Property Office in Belgrade - WBCInno project promotion on TV Kragujevac .	Updated Activity plan for information days will be available at the beginning of November. Reports on info-days including analyzing of information day efficiency should be prepared two or three weeks after events.
	5. Five Workshops delivered	-	According to the Workplan, activities and deliverables planned for the end of the second and for the third year of the project

	6. Five open door days at WB universities	-	According to the Workplan, activities and deliverables planned for the third year of the project
	7. Proceedings of the Final Conference on knowledge triangle	-	According to the Workplan, activities and deliverables planned for the third year of the project
EXP1	1. Sustainability strategy of WBC universities	The main structure and the development of the Sustainability strategy was discussed by all partners.	The partners agreed to have the draft structure of the Sustainability strategy by the end of October 2013. The final document on the Sustainability strategy of WBC universities is expected by the middle of April 2014.
	2. Innovative Ideas Competition for students	-	According to the Workplan, activities and deliverables planned for the third year of the project
	3. Memorandums of cooperation with students organizations	-	Involvement of student organizations in university innovation platform should be a continuous task. Memorandums of cooperation with student organizations should be signed.

	4. New and updated trainings and services	-	According to the Workplan, activities and deliverables planned for the second and third year of the project
	5. Improved collaboration within Triple helix	Preparing a Recommendation for Serbia as model (BITF) is ongoing.	Improvement of collaboration within Triple helix framework in the WBCs should be a continuous task.
MNGT1	1. Manual for contractual and financial management	This activity was accomplished on time. Manual for contractual and financial management was developed and distributed to all partners	
	2. Overall management is efficient and effective	Overall management is a continuous task. Overall technical and financial management is performed by UKG, but some aspects of management are delegated to other partners - WP leaders, task leaders, etc) It should be noted that the quality of management is enhanced by using the WBCInno platform, which is an efficient tool for project documentation management, communication among partners and sharing information. Financial documentation is visible for each partner individually (recognized by the log in) and Coordinator	
	3. Project management at EU level	The project is well managed by EU partners	

	4. Project management at WBC level	The project is well managed by WBC partners	
	5. Steering Committee meetings	- Kick off meeting, Belgrade, 18th and 19th December 2012 - First Steering Committee Meeting, Graz, 4th and 5th June 2013 - Second Steering Committee Meeting, Podgorica, 4th October 2013 Minutes of all meetings are available.	3rd Steering Committee meeting will be held in Alicante, the exact date should be determined as soon as possible
	6. Intermediate and final reports	-	The Coordinator should prepare Consolidated Intermediate and Final reports for delivery to the EACEA, on the basis of partners' individual reports. In order to accomplish the Consolidated Intermediate report, all partners should prepare their annual reports by the middle of November.

6. Main problems encountered and recommendations – summary

Related to	Description of problem	Solution/s and/or recommendation/s
Procurement/installation	Not started yet	
Development of strategic documents	So far, slight delay in finalizing some of strategic documents	Revised action plan - postponed delivery dates of some of strategic documents To enforce partners to make additional efforts (if necessary, to involve more people in project activities) To enhance communication between the work package/task leaders and persons in charge of less active partners To go on with sending deadline reminder to partners every week To keep track of possible new slowdowns
Implementation of strategies	So far, no problems encountered	
Delivery of trainings and services	So far, no problems encountered	
Marketing/public relations	So far, no problems encountered	
Technical and financial reporting	So far, no problems encountered	

Relations with Project coordinator, PST and QAPT team	No problems encountered	
Other		
Report received by the Project coordinator		
I confirm that I have received and read the external monitoring report		
Name	Vesna Mandic	*Date*	02/11/2013
Scheduled date of next visit		April 2014