



**ANNEX G: External Monitoring Report
No.2, 09.06.2014**

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

1. Information on the external monitoring visit	
1.1 <i>External monitoring visit No</i>	2
1.2 <i>Location of visit</i>	University of Alicante, Spain
1.3. <i>Date of visit</i>	May 7 th - 9 th , 2014
1.4 <i>Visit completed by</i>	<p style="text-align: center;"><i>V Markovic</i></p> <p style="text-align: center;">Vera Markovic, external expert for quality control</p>
2. Summary of progress to date	
<p><i>2.1 Summarize progress of activities against the implementation schedule</i></p> <p>After a year and a half of the project implementation, the progress of project activities against the implementation schedule is generally speaking quite good. It is obvious that the coordinator, with the support of PST and QAPT teams, takes care of the implementation schedule continuously and take measures to mitigate the effects of the delays and to prevent the next possible slowdowns.</p> <p>Considering particular activities/deliverables, there were some delays of the order of a few months caused by several reasons:</p> <ul style="list-style-type: none"> - somewhat later start of the project implementation (the kick-off meeting was two months after the official project beginning, - first four work packages (DEV) are very extensive and include a lot of activities and deliverables - dependence of some planned activities on results of preceding activities - lack of timely response of some partners, - some internal problems related to purchasing the equipment, etc. <p>At this point, care should be taken primarily regarding the delay in procurement of equipment, but also delays related to some other activities should be minimized.</p>	

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

Having insight into project deliverables, it is concluded that most of specific objective indicators as planned in the application have been achieved up to now.

The main goal of WP1 is to establish Regional University Innovation Platform (UIP) at five WBC universities. 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 consolidated report on knowledge and technology transfer between science and businesses is delivered. Mapping of the WBC universities' innovation potential resulted in 5 high-quality catalogues in printed and HTML version. One of important steps, which enables further actions, was forming of Regional UIP Program Committee (UIP-PC), which has been done in a comprehensive and transparent way. The first version of Regional UIP for WBC universities with defined focus and priorities is completed and a public debate will be a next step. Implementation, monitoring and tuning UIP at WBC universities is in progress and will last to the end of project.

WP2 is aimed at 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). 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. Results obtained from questionnaires and onsite visits were presented in the form of five benchmarking reports. TSNA (Training and Services Needs Analysis) was conducted in Serbia, Montenegro and B&H. Based on the results obtained through questionnaires, each WBC partner prepared a TSNA report. Finally, a Consolidated TSNA report is delivered for Serbia, and two other consolidated TSNA reports for Montenegro and B&H are at the final stage. The adjustment of Action Plans of selected university units in accordance with the results of TSNA analysis and recommendations of Benchmarking reports, is still in progress. Within the same WP, 5 BSOs at WBC universities were officially established. In addition, first steps in improving the university regulatory documents and procedures for well-functioning management and quality control systems have been done and capacity building trainings of university staff were organized successfully.

Within the WP3, the Regional PC for BI/STP composed of 15 competent members from academia, business and student organizations is established. A particularly important deliverable, which is completed within the scope 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 authors from different

partners' institutions contributed to that comprehensive and very important document.

In addition, within WP3 a number of capacity building training are planned and this activity is ongoing.

Development of Methodology for innovation management at WBC universities is a part of WP4 activities. Up to now, this activity was completely accomplished. The Methodology includes ten recommended innovation management techniques, intellectual property aspects, innovation cycle with financial aspects and software support to the innovation management. It should be emphasized that it represents a significant deliverable – a high quality and very useful document for end-users. In addition, an organization chart was developed and delivered, where the roles and responsibilities of relevant stakeholders and platform users are defined for the innovation management workflow.

Indicators that can be observed related to the fifth 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. So far, two info days were organized. There were also several promotions of WBCInno project through public appearances.

Within WP7, several activities were accomplished up to now. A draft version of the structure of Sustainability strategy of WBC universities is delivered. In order to enhance collaboration with student organizations through the official involvement, two documents: Memorandum of Understanding and Letter of Support are prepared. Also, a draft version of the document "Synergy with similar projects and initiatives in WBC countries" has been prepared.

It can be noticed that an efficient management system that has been set up and the working and communication synergy has been established among the partners within the scope of WP8. 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). However, uploading the documents and updating the data on the platform should be done more timely by some task leaders. Steering committee meetings

(three up to now) were well-organized and very useful. A comprehensive Intermediate report was delivered to EACEA on time, together with some promotional material and publications.

It can be summarized that the deliverables correspond with the overall goals of the project, as well as with the descriptions and planned activities of the particular work packages. Moreover, generated documents are of the high quality and significance.

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)

At the middle of the project lifetime, there are no evident signs of risk that the project will fail to meet its key indicators. However, some issues require concern in order to ensure proper and timely implementation of the project. Although noticed delays are not too long, they influence delays of subsequent activities, therefore they should be kept under control. There are consortium members that are less active in project implementation and they should be regularly reminded and enforced to enhance their activities. As a measure, more frequent communication between the work package/task leaders and persons in charge of less active partners is advised. If necessary, some “critical” tasks could be delegated to other persons.

The project would have broader impact in WBC countries if some dissemination events for universities not included in the project consortium could be organized as well.

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?

Comparing the status of project activities with the original workplan, it should be concluded that the overall progress of project activities is in accordance with the project workplan. All activities planned for the first half of the project have already started and many of them are already completed. It should be particularly emphasized that that most of the activities that are essential to the achievement of project objectives were planned and carried out during the first half of project. On the basis of the insight into project deliverables, documents and reports, it can be concluded that there is almost no risk of the project not being completed on time or to the intended standard.

4 Progress against indicators			
<i>Outputs/ outcomes</i>	<i>Indicator</i>	<i>Achieved to date</i>	<i>Plan to achieve indicator</i>
DEV1 adopted UIP (M13)	1. EU good practices collected and analyzed Consolidated report on EU good practices prepared	<p>This activity was fully completed within the first year of the project implementation. The methodology for collecting EU good practice and the appropriate questionnaire were developed by the task leader (TUG). Eleven EU good practices were collected and analyzed. In addition, five study visits of WBC partners to EU universities and their units were completely accomplished within the period April – August 2013 in order to make better insight into EU partners' good practices.</p> <p>On the basis of above mentioned project activities, a consolidated report on EU good practices was prepared and published in October 2013. The minor delay of a few months of this deliverable had no negative impact to the next project achievements. The consolidated report gives a comprehensive overview of EU KTT offices responsible for assisting and promoting knowledge and technology transfer between university and businesses. Different modes of KTT are analyzed and some key findings are presented. This deliverable complies with the objectives of WP1 as specified in the WP description, as well as with overall objectives of the project.</p>	Completed
	2. Results of the mapping of innovation potential at WB universities presented in 5 catalogues in printed and HTML version	<p>This activity was fully completed within the first half of the project lifetime. There was a delay of a few months in completing all catalogues, but with non-significant implications.</p> <p>The preparing activities led by UNS involved the development of methodology for gathering of data via</p>	The activity is accomplished, but updating of on-line catalogues is a continuous task.

		questionnaires and in the next step, the collection and analysis of data from WBC universities' research and knowledge transfer units. As result, the innovation potential at WB universities is presented in the form of 5 regional catalogues of UKG, UNS, UBL, UZ and UM. Catalogues have been published in hard and e-versions, both in English and in local languages. The catalogues can be assessed as of high quality from all aspects. In addition, first versions of 5 HTML catalogues have been released. These documents about available capacities and capabilities of WB universities for involving in knowledge transfer, applied research and innovations, represent an important deliverable, which fully complies with the project objectives.	
	3. Established a regional UIP (University Innovation Platform) Program Committee, consisting of 15 members	This activity was fully completed at the beginning of the project lifetime. WBCInno regional UIP Program Committee was composed of 15 competent members from academia, business and student organizations. Decision on the Forming Regional UIP Program Committee was adopted by the SC members.	Completed
	4. Design and development of Regional UIP for WBC universities with defined focus and priorities	Findings from activities 1.1, 1.2 and 2.1 were used for the development of Regional UIP for WBC universities. After development of structure and contributions from all partners, the Regional UIP was completed and delivered in February 2014, with a delay of a few months compared to the original plan, mainly because of the prolongation of some important activities whose deliverables were inputs for this task. For instance, the benchmarking assessment lasted longer than planned in order to give a really comprehensive and in-depth analysis. The possible delay of delivering the Regional UIP was noticed at the second Steering Committee and the original plan was slightly revised	First version of Regional UIP delivered, the public debate on proposed UIP will be organized within next few months.

		concerning the date of finalizing the UIP. The actual date of delivering the UIP was in accordance with the revised plan. It should be emphasized that UIP is a comprehensive, 64-page document with a lot of data, findings, strategic measures and recommendations. The key part of UIP is the Action Plan for Western Balkan universities, based on contributions of all partners. It is important that the Action Plan enable adopting by all Western Balkan universities, regardless of their state of development and even if they are not part of this consortium.	
	5. Implementation, monitoring and tuning UIP at UKG, UNS, UZ, UBL and UM	This activity is subsequent to Activity 1.4 and its implementation is planned over the whole remaining project lifetime. Action plan for UIP implementation is agreed among partners and the implementation is in progress. UIP should be tuned taking into account the needs and specific issues of each particular WB university.	The project coordinator presented a detailed list of actions needed for accomplishing Activity 1.5. Implementation of UIP should be carefully monitoring during the next period of project realization
DEV2	1. Benchmarking assessment of existing university structures and services in the areas of knowledge transfer, research and innovation	This activity was fully completed within the first year of the project implementation, which is in accordance with the work plan. After developing the Benchmarking metrics, Questionnaire for benchmarking assessment and Report template, 5 benchmarking visits by EU partners, aimed at assessment of existing university structures and services in the areas of knowledge transfer, research and innovation, were successfully carried out in accordance with schedule agreed on the first Steering Committee. On the basis of results of the benchmarking assessment, five in-depth benchmarking reports were elaborated with the set of findings and recommendations for further improvement. TUHH was the leader of this activity and it was carried out very successfully.	Completed

	<p>2. TSNA and market analysis performed</p>	<p>Two types of questionnaires in local languages (for employers and employees) were prepared. For this purpose, earlier developed questionnaires within WBCVMnet project were modified to suit the needs of the WBCInno project. Questionnaires were distributed to 10 WBC partners in three WBC countries. Collecting of questionnaires is almost finished (92% questionnaires were collected to date). Excel tool for statistical processing of collected data and a template for TSNA reports were developed on time, in accordance with the work plan. Processing of collected data was done and the results are presented in the form of TSNA reports. Each partner is due to prepare an individual TSNA report, and these TSNA reports should be integrated into 3 final regional TSNA reports, for each of WBC country. Up to now, all Serbian partners and partners from Montenegro provided TSNA reports. However, two of three B&H partners didn't deliver TSNA report. The consolidated TSNA report for Serbia has been prepared, but there is delay concerning the consolidated TSNA reports for Montenegro and B&H. There is a noticeable delay in accomplishing this activity. The reason could be a large amount of work, having in mind a great number of questionnaires (750) and/or a week response of some partners. Finishing all TSNA reports was originally scheduled for the November 2013. This deadline was postponed to December 2013 at the Steering Committee meeting in Podgorica, and the newest deadline set at the Steering Committee meeting in Alicante is June 2014.</p>	<p>The partners who didn't accomplish this task should be intensively forced by the task leader and the coordinator to do that, because this deliverable is one of inputs to Activity 2.3.</p>
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	<p>3. Reinforcement of existing university structures and services in line with UIP and identified needs</p>	<p>There are several sub-activities within Activity 2.3. One of them is the development of Action plans for reinforcement of 10 University structures, adjusted to the market needs (TSNA), benchmarking assessment recommendations and UIP. This sub-activity has started with delay, because it is depending on the deliverables D2.1 and D2.2. Therefore, it is still at the early stage. Up to now, only University of Zenica (Task leader) suggested a Model of Action plan for reinforcement of UZ existing structures and services for KTT.</p> <p>Second part of Activity 2.3 is related to purchasing the equipment, books and software for WBC partner universities.</p> <p>As far the external evaluator is informed by the project coordinator, the purchasing the equipment will be done separately in Serbia, Montenegro and B&H. Tendering procedure is necessary only in Serbia since the amount is higher than 25,000 euro. Preparing of the tender is still in progress. The coordinating team has prepared the complete documentation for the tendering procedure in January 2014, but this procedure didn't started, because the adjustment of the list of equipment between the University of Kragujevac and the Faculty of Engineering is not finished yet.</p> <p>Study visits of WBC representatives to EU partners, as one of aspects of reinforcement of existing university structures, are also foreseen within the scope of this activity. As these visits were carried out combined with Activity 2.6, the corresponding achievements will be discussed later within the scope of that activity.</p>	<p>The partners should intensify the development and adopting of adjusted action plans for selected university units. It is advisable to accomplish that in relatively short time, in order to allow enough time to implement these specific action plans to the end of the project. Task leader should enhance the initiative in this respect.</p> <p>It is also important to speed up the equipment purchasing as far as the circumstances enable that.</p> <p>It is urgent to start the tendering procedure, in order to have enough time to finish that in due time and to benefit from the purchased equipment. The partners from Montenegro and B&H should give information about the current state of equipment procurement as soon as possible.</p>
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	<p>4. Five Business Service Offices (BSO) established and functional</p>	<p>Up to now, five elaborates were prepared and decisions on establishing 5 BSOs at WBC universities were officially done.</p>	<p>Next step after BSO establishing should be the development of BSOs business plans. Equipping the BSO offices will be done in accordance with D2.3. Trainings for BSOs staff will be carried out during the second half of the project lifetime.</p>
	<p>5. Improvement of the university regulatory documents and procedures for well-functioning management and quality control systems</p>	<p>Analysis of existing regulatory documents and processes at all five WBC partner universities was performed and corresponding reports were delivered so far. UBL started some activities in order to define required documents and processes First steps in improving the university regulatory documents and procedures for well-functioning management and quality control systems have been done by the University of Kragujevac:</p> <ul style="list-style-type: none"> - An efficient procedure for selection of external expert was established with following standard documentation developed: Call, Terms of Reference, Criteria for selection of an external expert, Standard Report, Standard Contract and, Other tender documentation. - WBCInno platform as efficient tool for project communication and management was developed 	<p>Development of new and adjustment of existing regulatory documents is planned to be done by the middle of 2014.</p>
	<p>6. Capacity building trainings of university staff</p>	<p>This activity was fully completed by March 2014. Consolidated training and mobility plan was developed as a first step. On the basis of that, EU partners were developed five modules with three topics each, for the Capacity building training. They also prepared corresponding training</p>	<p>Completed</p>

		materials and organized 6 training visits (5 three-day and one two-day trainings) within the period November 2013 – March 2014. University staff (academic and administrative) from five WBC universities participated at trainings (38 mobilities in total). For each training activity, a report was prepared.	
DEV3	1. Regional Programme Committee for BI/STP established	This activity was completed at the beginning of the project lifetime. 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.	Completed
	2. Regional Development strategy for BI/STP	<p>At the 2. SC meeting, it was noticed that the activity had a few months delay comparing to the original work plan. Thanks to increased coordinator's engagement and setting the strict deadlines for the sub-activities, the work was intensified after the 2. SC meeting and the activity was fully completed in February 2014. The sub-activities included:</p> <ul style="list-style-type: none"> - 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 and redesigned - draft document discussed among partners - final version of Strategic Development Plan for Business Incubators (BIs) and Science and Technology Parks (STPs) in Western Balkan Region published. 16 authors from partners' institutions contributed to that comprehensive and very important document. <p>The Strategy is based on the analysis of the current state in</p>	Completed

		WBC region and the trends in EU and the world in this area. Following these findings, the Strategy gives a set of strategic measures for development of BIs/STPs and recommends the practical steps for the strategy implementation.	
	3. Trained BI and STP staff – capacity building	Up to now, a training visit to Graz was organized. 5 representatives of business incubators from WBC region visited the Graz University of Technology in June 2013 within the Capacity Building Training activity. During the training, they had an opportunity to meet the representatives of Life Long Learning unit, TU Graz R&T House and Science Park Graz who presented their activities as examples of EU good practices in the area of knowledge and technology transfer. Most of sub-activities are going to be done within the second half of project lifetime. Capacity building trainings for BI and STP staff (3 events, 150 participants) are planned.	The remaining sub-activities of Activity 3.3 which include Capacity building trainings for BI and STP staff (3 events, 150 participants) are planned to be accomplished within the timeframe 05/2014 – 10/2014.
	4. Trained students /researchers- start-up trainings	-	Start-up training courses for students/researchers (5 events, 150 trainees) are planned to be accomplished within the timeframe 05/2014 – 02/2015.
	5. Trained BI and STP tenants – capacity building trainings	-	Customized trainings and services for BI and STP tenants (5 trainings, 100 trainees) are planned to be accomplished within the timeframe

			01/2015 – 09/2015.
	6. Regional networking /internationalization of BI/STP	One visit within this activity was realized so far - the representatives of universities and business incubators from WBC region visited the Graz University of Technology in June 2013.	<p>Participation of WBC partners in regional BI/STP networking is foreseen, through a range of mobilities (PC-EU, PC-PC) and networking activities. The sub-activities should include: visits to EU BIs/STPs, visiting companies, participation at fairs, conferences, round table meetings etc. 62 flows are planned for UKG, UNS, UZ, UBL, UM, BIC, BITF, BINS, ICBL, BSC and BIPG.</p> <p>At this point, having in mind that the project has entered its second half of duration, it is advisable that the task leader and coordinator develop a specific plan 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.</p>
DEV4	1. Methodology for innovation management	Up to now, this activity was completely accomplished. Within this activity, the Methodology for Innovation Management was developed, consisting of ten recommended innovation management techniques, intellectual property aspects, innovation cycle with financial aspects and software support to the innovation management. Final version in both English and local languages, written by 6 authors, was published in February 2014. There was a negligible delay in accomplishing this	Completed

		activity, caused by the later start due to previous interconnected and huge activities. Much more important is that it is a significant deliverable – a high quality and very useful document for end-users.	
	2. Organization chart for innovation workflow	This activity was accomplished to the end of the first project year. An organization chart was developed and delivered, where the roles and responsibilities of relevant stakeholders and platform users are defined for the innovation management workflow.	Completed
	3. Customized and launched software platform	The action plan for this activity was adopted. Based on the specifications defined within the previous activity, customization and setting-up of a web-based collaborative software platform for centralized and efficient innovation management was initiated and it is currently in the progress. Pilot platform in beta version for UKG is already available.	Launching of the software platform Deliverables is expected at the end of October 2014.
	4. Trained users of innovation suite	-	According to the Workplan, activities and deliverables planned for the second half of the project. After completion of the User Manual, INT will deliver 5 training events at UKG; UNS; UBL, UZ and UM, for 150 trainees, including students.
	5. Innovation metrics and monitoring reports	-	Activities and deliverables (Assessment of innovation metrics, user satisfaction monitoring and quality of the collaborative software platform) planned for the second and third year of the project

	6. Optimized innovation methodology	-	Activities and deliverables (updates and optimization of the software platform based on monitoring results) planned for the third year of the project
QPLN1	1 Quality control and monitoring strategy developed	<p>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.</p> <p>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.</p>	Completed
	2. Internal monitoring reports	<p>BIC is the task leader of this activity. Although the internal assessment reports have been not provided, it can be noticed that internal monitoring is carried out continuously (on daily basis) by PST, QAPT and particularly by the project coordinator, taking into account the Logical Framework Matrix, Updated Action plans approved at SC meetings, WBCInno platform, Cash flow tables, etc. It is</p>	It is carried out on daily basis.

		<p>very useful that target groups have been interviewed, especially after the events, and questionnaires have been processed statistically.</p>	
	<p>3. External monitoring reports</p>	<p>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.</p> <p>For achieving the goal of this activity, 7 external monitoring visits are planned, for evaluation of progress: October 2013 - May 2014 - September 2014 –November 2014 – February 2015 - June 2015 - September 2015. After each external monitoring visit, the external monitoring reports should be prepared.</p> <p>Up to now, two monitoring visits by the external expert were carried out:</p> <ul style="list-style-type: none"> - Prof. Vera Markovic participated in the 2nd Steering Committee Meeting in Podgorica, Montenegro, in October 2013. Her findings and recommendations are given in the External Monitoring Report No1. - The second visit was during the 3rd Steering Committee Meeting in Alicante, Spain, in May 2014. Preparing of the External Monitoring Report No 2 is in progress. 	<p>5 remaining external monitoring visits should be carried out: September 2014 –November 2014 – February 2015 - June 2015 - September 2015. After each external monitoring visit, the external monitoring reports will be prepared.</p>

		In addition, the preventive monitoring visits of National Tempus Offices were organized in Serbia and Montenegro. Findings and recommendations made NTO are delivered to the project management after these visits.	
	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. The kick-off meeting of a recently started Tempus project NeReLa in Kragujevac, January 2014, was the second event where Inter-TEMPUS coaching was done.	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.
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.	Completed
	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 web-site was designed and launched at the start of the project. Afterwards, WBCInno website was	In order to accomplish the objectives of this WP, WBCInno website and BSO web-sites by UKG, UNS, UBL, UZ and

		<p>redesigned and launched on the new platform, offering some new features. It should be noted that WBCInno website is well-organized and very informative, as well as well maintained and regularly updated. Additionally, a BSO web-site was launched for each of five WBC universities.</p> <p>Note: The information on the web-site address of the Bussiness Service Office at the University of Banja Luka is missing on the WBCInno website (http://www.wbc-inno.kg.ac.rs/article/results-20132014/design-and-maintenance-of-web-sites.html)</p>	<p>UM should be well maintained and regularly updated in the future..</p>
	<p>4. Ten info days and public appearances - informed target groups & stakeholders</p>	<p>So far, two info days were organized:</p> <ol style="list-style-type: none"> 1. On April 15, 2014, Entrepreneurship and Innovation Center of the University of Zenica organized Info Day about WBCInno project with 53 participants 2. The University of Kragujevac organized the WBCInno info day “Form knowledge and research results to successful innovative ventures” on April 25, 2014 with 39 participants. <p>Reports on info-days including summarized participants’ feedback were prepared and they can be found on project platform. Representative of leading institution for this activity, UZ, presented a provisional action plan for the remaining 8 info days at the SC3 meeting in Alicante.</p> <p>In addition, the following promotions of WBCInno project through public appearances were held:</p>	<p>The remaining 8 info days will be organized in accordance with the updated Action plan within the second half of project lifetime.</p>

		<ul style="list-style-type: none"> - 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 . - AcademLink published several articles related to the activities where partners from WBCInno project took an active part. In the section Events from AcademLink, the Conference “Capitalization of knowledge – profit through research” was presented. - WBCInno project presented in WBC-INCO.NET newsletter - WBCInno project presented at the conference “Towards 2020: New Horizons for RTD and Innovation in the Western Balkan Region” - The Serbian newspaper “Politika” published an article on the successful cooperation of Collaborative Training Centre (CTC) and Centre for Virtual Manufacturing (CeVIP) with the Serbian enterprises. - Local weekly newspaper “Kragujevacke” published an article on the Centre for Virtual Manufacturing (CeVIP). The article Future of Industrial Business Sector presented this success story from the very beginning, when the Centre was established at the Faculty of Engineering in Kragujevac. - WBCInno project presented in the Tempus Bulletin No. 7 - Participation in Steering Platform on Research for Western Balkan Countries in Zagreb - Participation in WBC-INCO.NET Final Conference and Brokerage event - Presentation of WBCInno platform - Participation in International Conference on Technology 	
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		Transfer, University – Industry Cooperation, at the University of Nis	
	5. Five Workshops delivered	-	According to the Workplan, 5 workshops (250 participants) are planned to be held within the second half of project lifetime.
	6. Five open door days at WB universities	-	According to the Workplan, five open door days at WB universities are planned to be held within the third year of the project.
	7. Proceedings of the Final Conference on knowledge triangle	-	Final conference on the knowledge and technology transfer and innovation will be held in Novi Sad and it will present current trends in modernization agendas for universities. According to the Workplan, this deliverable is planned for the third year of the project.
EXP1	1. Sustainability strategy of WBC universities	On the basis of previous discussions among partners, the University of Alicante, the task leader, has prepared a draft version of the structure (template) of Sustainability strategy.	The final document on the Sustainability strategy of WBC universities is expected to be delivered soon.
	2. Innovative Ideas Competition for students	-	According to the Workplan, students' competition is planned for the third

			year of the project. Innovative Ideas Competition will be organized by BSOs at all WBC universities.
	3. Memorandums of cooperation with students organizations	<p>Concerning Activity 7.3, led by UBL, it was originally planned that each BSO sign the Memorandum of cooperation with Student Organisations in the first months of project. A model of Memorandum of Understanding was prepared by UBL and delivered in November 2013. This Memorandum is in local language and it is recommended to all five WBC universities.</p> <p>However, the original plan was slightly revised, since BSOs were established in the second year, to April 2014. The second obstacle was the fact that BSOs, being not legal entities, cannot sign the Memorandums of Understanding with Student Organizations directly, but it can be done by the legal representative of Universities (the Rectors, Vice-Rectors, etc.). Having that in mind, UKG has developed and recommended a Letter of Support in order to involve larger number of student organizations from both Universities and Faculties. This Letter is to be signed only by legal representative of Student Organization who will state their involvement and support to the activities of WBCInno project and BSO Offices.</p> <p>It can be noticed that there are student representatives in the both Regional Committees, established at the beginning of the project. Students were involved in a number of activities (publications, Info days, etc)</p>	<p>Signing a Memorandum of Understanding or a Letter of Support should be an immediate task. The involvement of the student organizations could be an important deliverable and it should continuous task. The activities related to students' involvement will be more extensive within the second half of the project lifetime, as planned in the LFM.</p>
	4. New and updated trainings and services	-	Continuous updating and delivery of trainings and services to BI/STP tenants and enterprises should be

			done within the second and third year of the project according to the Workplan.
	5. Improved collaboration within Triple helix	<p>A draft version of the document <i>Synergy with similar projects and initiatives in WBC countries</i> has been prepared. The document presents similar projects in three WBC countries: Serbia, Bosnia and Herzegovina, and Montenegro.</p> <p>The main goal of this sub-activity is to intensify the cooperation with responsible Ministries in areas covered by the project (Education, Science, Economy) and private sector (through their engagement in universities' management structures) to ensure institutional sustainability, expected impact and multiplier effects. To this end, there were several activities within the previous period, which are listed on the project web site and presented by the project coordinator at the SC3 meeting:</p> <ul style="list-style-type: none"> - Contacts and individual collaboration with the relevant policy-makers from : Ministry of Education, Science and Technological Development of the Republic of Serbia, Ministry of Science – Montenegro, National contact point for intellectual property rights at the Federal Ministry of Science and Research (BMWV), Austria, Ministry of Economy, Head of Department for Development of Entrepreneurship and Competitiveness of the Republic of Serbia, Intellectual Property Office, Serbian Chamber of Commerce, National Agency for Regional Development, etc. 	<p>The partner who leads this activity, BITF, should prepare the final version of the document <i>Synergy with similar projects and initiatives in WBC countries</i> .</p> <p>As previously, the collaboration within the Triple helix framework in the WBCs should be a continuous task.</p>

		<ul style="list-style-type: none"> - Cooperation with eleven institutions (faculties and institutes) was established through the Serbian National Network of Technology Brokers - Participation at the Meeting of the Steering Platform on Research for Western Balkan Countries in Zagreb, Croatia - Event organized by the Science and Technology Park Čačak in order to establish the links between academic and industrial sectors through presentation of various models of cooperation. - BITF participated the Round Table on Youth Entrepreneurship in Serbia held within JobFair 2013 and in the Knowledge Economy Workshop 2013. 	
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	Completed
	2. Overall management is efficient and effective	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,	Continuous task; partners should be forced to upload the documents / to update corresponding data on the platform

		<p>communication among partners and sharing information. Financial documentation is visible for each partner individually (recognized by the log in) and Coordinator. However, it can be noticed that some partners/ task leaders do not upload the documents timely, or do not update the data already presented on the platform.</p>	
	3. Project management at EU level	The project is well managed by EU partners	Continuous task
	4. Project management at WBC level	The project is well managed by WBC partners	Continuous task
	5. Steering Committee meetings	<ul style="list-style-type: none"> - 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 - Third Steering Committee Meeting, Alicante, 8th May 2014 <p>Minutes of all meetings are available.</p> <p>It is also important to note that Revised action plans for six-monthly period have been prepared for every Steering Committee Meeting.</p>	<p>4th Steering Committee meeting will be held in Zenica in November 2014, exact date will be determined later. 5th SC meeting is planned for May 2015, Banja Luka, B&H 6th SC meeting is planned for September 2015, Novi Sad, Serbia</p>

	<p>6. Intermediate and final reports</p>	<p>All partners were due to prepare the annual reports to 15.11.2013. Although most of partners sent their reports to the coordinator, some partners did not respond to this request.</p> <p>A comprehensive Intermediate report for WBCInno project was prepared by the project coordinator and delivered to EACEA on 14th April 2014, together with some promotional material and publications</p>	<p>Timely reporting by partners is essential for a good management of the project. Considering that the project came in the second half, it is particularly important for the coordinator to have partners' financial reports in order to manage the grant in a proper way and to make the necessary balance between the budget headings. Partners whose financial reports are still missing should be intensively forced to send them to the coordinator. Postponing the next installment in these cases seems to be a good corrective measure.</p> <p>It is advisable to request all supporting documents scanned and uploaded.</p> <p>Second Annual partners' reports are planned to be delivered in November 2014</p> <p>Third Annual partners' reports are planned to be delivered in October 2015</p> <p>Final Project Report should be delivered in December 2015.</p>
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6. Main problems encountered and recommendations – summary		
<i>Related to</i>	<i>Description of problem</i>	<i>Solution/s and/or recommendation/s</i>
<i>Procurement/installation</i>	<p>Preparing of the tender is still in progress. Although the documentation for the tendering procedure is already prepared by the coordinator, there is a delay with the start of the tender, because the adjustment of the list of equipment between the University of Kragujevac and the Faculty of Engineering is not finished yet.</p> <p>There is no information about the purchasing the equipment in Montenegro and B&H.</p>	<p>The management bodies at the University of Kragujevac and the Faculty of Engineering should be warned of the urgency equipment purchasing and forced to make the final list of equipment. It is important to start the tendering procedure as soon as possible, in order to have enough time to finish that in due time and to benefit from the purchased equipment.</p> <p>The partners from Montenegro and B&H should be requested to give the information about the current state of equipment procurement.</p>
<i>Development of strategic documents</i>	<p>The Regional UIP was fully completed and delivered in February 2014, with a delay of a few months compared to the original plan, mainly because of the prolongation of some important activities whose deliverables were inputs for this task.</p> <p>Final version of Strategic Development Plan for Business Incubators (BIs) and Science and Technology Parks (STPs) in Western Balkan Region is also completed and delivered.</p>	

<i>Implementation of strategies</i>	Having in mind slight delay in developing the strategic documents, the implementation of strategies which is subsequent to that, has started with a minor delay as well. The implementation is planned over the whole remaining project lifetime. Since implementation of strategies should be done at the level of partners, a problem could appear if some of partners are not enough active in implementation.	Implementation of strategies should be tuned taking into account the needs and specific issues of each particular partner. In case of problems with implementation because of partner's insufficient activity, partners should be enforced to make additional efforts (if necessary, to involve more people). The regular communication with persons in charge and sending deadline reminder to partners every week are very useful measures for preventing slowdowns.
<i>Delivery of trainings and services</i>	So far, no problems encountered	
<i>Marketing/public relations</i>	So far, no problems encountered	
<i>Technical and financial reporting</i>	So far, no problems encountered at the level of the whole project (reports made by the coordinator). Most of partners sent their technical and financial reports to the coordinator as well. However, a few partners didn't do that.	In order to manage the grant in a proper way and to make the necessary balance between the budget headings, the coordinator must get financial reports from all partners. Partners whose financial reports are still missing should be intensively forced to send them to the coordinator and that should be the condition for the next installment.
<i>Relations with Project coordinator, PST and QAPT team</i>	No problems encountered	
<i>Other</i>		

Report received by the Project coordinator			
<i>I confirm that I have received and read the external monitoring report</i>			
<i>Name</i>	Vesna Mandic	<i>Date</i>	09/06/2014
<i>Scheduled date of next visit</i>		September 2014	