




**ANNEX G: External Monitoring Report
No.4, 10.01.2015**

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 External monitoring visit No	4
1.2 Location of visit	University of Zenica, B&H
1.3. Date of visit	November 5 th - 7 th , 2014
1.4 Visit completed by	 Prof. Dr Vera Markovic, external expert for quality control
2. Summary of progress to date	
<p><i>2.1 Summarize progress of activities against the implementation schedule</i></p> <p>When considering the implementation schedule, the first thing that catches the eye is that the work plan in the application for the first half of the project was packed with so many activities and expected results, which far exceeds the average work plan of Tempus projects of similar kind. Having that in mind, the progress of activities can be really very good evaluated, since a lot of activities are completed on time or with minor delays, and only for a few tasks the management team was faced with considerable delays. It must be emphasized that indeed hard work has been done by the project coordinator in order to keep the implementation schedule continuously under control and to take measures to prevent delays or to mitigate their effects.</p> <p>At this point, care should be taken primarily regarding the delay in procurement of equipment. This delay was caused by some internal problems, which are finally solved and the tendering procedure is expecting to start. The forthcoming steps should be accomplished fast and efficient in order to finish the complete activity for a reasonable time.</p>	

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

It can be noticed 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. One of objective indicators was “at least 10 EU and international good practices collected and analysed” and it has been achieved. Mapping of the WBC universities' innovation potential has resulted in 5 high-quality catalogues in printed and HTML version. The Regional UIP Program Committee (UIP-PC) has been established. The Regional UIP for WBC universities with defined focus and priorities has been completed. 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. Benchmarking assessment of existing university structures and services in the areas of knowledge transfer, research and innovation has been completed. The analysis of training service needs of enterprises (TSNA) has been carried out, although it is not fully accomplished since a consolidated TSNA report for B&H is still missing. The adjustment of Action Plans of selected university units in accordance with the results of TSNA analysis and benchmarking report recommendations, has been completed for 6 units (10 planned). 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. Six Capacity building trainings of university staff were organized successfully within the period November 2013 – March 2014.

Within the WP3, the Regional PC for BI/STP composed of 15 competent members from academia, business and student organizations has been established. A comprehensive Strategic Development Plan for Business Incubators (BIs) and Science and Technology Parks (STPs) has been fully completed and it represents a very important deliverable. In addition, three Capacity Building Trainings (CBT) with at least 150 participants have been planned. Two CBTs have been delivered: in Belgrade (September 2014) and in Banja Luka (November 2014), and the third (at UM) will be held soon. Regional networking and cooperation amongst UNI and BI/STPs is in progress. The rest of WP3 deliverables, 3 start-up training courses (150 participants) and 3 customized trainings for BI and STP tenants (100 tenants), are planned for the next period.

Concerning WP4 objective indicators, one of most important - the Development of Methodology for innovation management at WBC universities has been delivered and it is of high quality and very useful document for end-users. Further, 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. Customizing and launching of a software platform for the innovation management have been completed, and the implementation of the platform is a continuous task.

The User Manual has been developed and delivered. Training events at UKG, UNS, UBL, UZ and UM have been organized. The remaining deliverables: Innovation metrics and monitoring reports, and Optimized innovation methodology are planned for the next period.

The deliverables of WP5 (QPLN1) include the Quality Control and Monitoring Manual, (which was developed and delivered at the beginning) as well as internal and external monitoring reports, which is a continuous task and a number of reports has been already delivered. Up to now, four monitoring visits by the external expert were carried out and corresponding reports were delivered. Finally, some experience has been shared within the scope of inter-TEMPUS coaching.

Within WP6 (DISS1) a lot of deliverables have been produced. The Consolidated Plan for dissemination and raising awareness has been finalized and distributed to all partners. The promotional material has been designed, printed and distributed. The WBCInno website and 5 BSO websites were launched and regularly updated. So far, 5 Info days were organized (of 10 planned). Also, 3 Workshops were held up to now (of 5 planned). There were also several promotions of WBCInno project through public appearances. The remaining deliverables: 5 Open door days which should be held at WBC universities with 250 participants in total, as well as the final conference, will be organized during the third year of the project lifetime.

Within WP7 (EXP1), a draft version of the structure of Sustainability strategy of WBC universities has been prepared, but the final version should be delivered. In order to enhance collaboration with student organizations through the official involvement, two documents: Memorandum of Understanding (MoU) and Letter of Support (LoS) have been prepared. Up to now, 9 of MoUs and LoSs in total were signed by students' organizations (at least 5 memorandums have been foreseen by LFM). Organization of the Innovative Ideas students' competition is in progress. Also, activities related to updating and delivery of trainings and services to BI/STP tenants and enterprises have been started. The draft version of the document "Synergy with similar projects and initiatives in WBC countries" has been prepared, however a final version should be delivered. Enhancing the engagement of private sector in universities' management structures is a task for the next period, having in mind that at least 10 members from private sectors involved in university management structures are foreseen by project LFM.

It can be noticed that an efficient management system has been established among the partners within the scope of WP8 (MNGT1). Manual for contractual and financial management was developed at the beginning of the project, giving clear guidelines for all management issues. Concerning the efficiency of the project management structure, it should be noted that many management tasks have been distributed to other partners. The overall engagement of partners was good, but in some cases there was lack of initiatives/responses of some inactive partners, therefore their duties were re/allocated to other partners recently in order to accomplish some pending tasks. An efficient software tool for project documentation management, communication among partners and sharing information (WBCInno platform) is also important for the management efficiency. However, uploading the documents on the platform should be done more timely by some task leaders. Coordinating meetings

were regularly held and corresponding reports were delivered on time. Four Steering committee meetings (were organized up to now. A comprehensive Intermediate report was delivered on time and it is accepted and very good assessed by EACEA.

It can be summarized that, up to now, the deliverables correspond with specific objective indicators from the logical framework matrix to a really great extent.

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)

After two-thirds of the project lifetime, it is clear that the project will certainly meet its key indicators. Most important activities are realized according the initial or revised action plans. There are some issues that require concern, but the obstacles are not so high that they cannot be overcome. The noticed delays are one of such issues and during the remaining part of the project lifetime, they should be kept strictly under control. The delay in equipment purchasing is most critical, although things started to go in a positive direction and the tender is expecting to be opened in the forthcoming days.

Regarding the consortium members, most of them have been actively involved in project activities, but there are also a few partners that are almost quite passive and this problem has to be solved in some way, which will be described more detailed in the part 4 of this report.

2.4 Is there a risk that the Project partner will not be able to spend the all the money according to the Partner budget table?

The second budget installment was transferred in December 2014. Having in mind that purchasing of equipment will be carried out within the next period and also there is the action plan for other activities to be done in the third year of project duration, it can be expected that approximately all the money according the budget table will be spent. In cases when some partners due to inactivity or objective circumstances have not spent their entire budget, the money should be transferred to partners who have had more extensive activities.

3 Description and status of the activities within project workplan

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

The overall progress of project activities is in accordance with the project workplan.

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

There is no activity that has not taken place according to the workplan, however some of them should be finished, for instance:

- completing a consolidated TSNA report for B&H,
- completing the purchasing the equipment
- completing all BSOs planned documents
- finalizing the document "Sustainability strategy of WBC universities"
- finalizing the document "Synergy with similar projects and initiatives in WBC countries"
- enhancing the engagement of private sector in universities' management structures

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

Most activities essential to the achievement of project objectives, have been already accomplished. However, as it is mentioned, there are some delays, caused by various reasons, but the corrective actions are applied by the coordinating team in order to solve these problems. Having that in mind, it seems that the project could be completed on time and to the intended standard, although a small probability of a need for extending the project duration cannot be excluded.

4 Progress against indicators			
<i>Outputs/ outcomes</i>	<i>Indicator</i>	<i>Achieved to date</i>	<i>Plan to achieve indicator</i>
DEV1	1. EU good practices collected and analyzed Consolidated report on EU good practices prepared	This activity was fully completed within the first year of the project implementation. Eleven EU good practices were collected and analyzed and a consolidated report on EU good practices was prepared and published. This deliverable complies with the objectives of WP1 as specified in the WP description, as well as with overall objectives of the project.	Completed
	2. Results of the mapping of innovation potential at WB universities presented in 5 catalogues in printed and HTML version	5 catalogues of the innovation potential of UKG, UNS, UBL, UZ and UM were published, both in English and in local languages, within the first 18 months of the project lifetime. In addition, corresponding HTML catalogues were released. The innovation potential catalogues represent an important deliverable, which fully complies with the project objectives.	Catalogues of the innovation potential are completed, however, updating of the on-line catalogues has to be a continuous task.
	3. Established a regional UIP (University Innovation Platform) Program Committee	The final decision about establishing the Regional UIP Program Committee, consisting of 15 members, was adopted at the first SC meeting.	Completed
	4. Design and development of Regional UIP for WBC universities with defined focus and priorities	The Regional UIP was completed by a group of authors led by UB, and delivered in March 2014, with a delay of 3 months compared to the original plan, but in accordance with a revised plan set at the 2 nd SC meeting.	Completed
	5. Implementation, monitoring and tuning UIP at UKG, UNS, UZ, UBL and UM	This activity was planned to be subsequent to Activity 1.4, therefore the delay of 1.4 has influenced the slight shift of delivering the university specific action plans for UIP implementation. It should be noted, however, that all universities delivered their plans to the date of 4th SC	UKG has already made a plan to achieve indicator, which includes: to prepare the proposal for monitoring mechanisms, to gather comments & feedback of partners, to finalize

		meeting (beginning of November 2014). The UIP implementation at WB partner universities is planned over the whole remaining project lifetime. The implementation should be monitored and specific UIPs should be tuned taking into account the needs and specific issues of each particular WB university.	monitoring mechanisms and circulate necessary monitoring tools, to monitor performance of UIPs using monitoring tools and use monitoring process to tune UIPs and update roll-out.
DEV2	1. Benchmarking assessment of existing university structures and services in the areas of knowledge transfer, research and innovation	This activity, led by TUHH, was fully and very successfully completed within the first year of the project implementation. Five in-depth benchmarking reports were elaborated with the set of findings and recommendations.	Completed
	2. TSNA and market analysis performed	At the start, the analysis of training service needs of enterprises has been very well prepared by UKG by developing and distributing the comprehensive questionnaires to 10 WBC partners in three WBC countries. On the basis of collected data, the individual TSNA reports, as well as 3 final regional TSNA reports, for each of WBC country have been planned. However, there is a noticeable delay in accomplishing this activity, which was initially scheduled for November 2013. This deadline was postponed first to December 2013 at the 2 nd SC meeting, then to June 2014 at the 3 rd SC meeting, and the newest deadline set by the modified action plan is December 2014. Up to now, the Business Incubator "Inventivnost", Podgorica, Montenegro (BIPG) and Innovation centre Banja Luka (ICBL) didn't deliver their final TSNA reports. A weak response of BIPG is particularly unacceptable, because this partner has been planned to be the leader of this activity. A corrective action is carried out, in sense that UKG took over leadership. The consolidated TSNA report for Serbia was	It is necessary and urgently to deliver the final TSNA reports by the Business Incubator "Inventivnost", Podgorica, Montenegro and Innovation centre Banja Luka. A consolidated TSNA report for B&H should be delivered, even in the case that ICBL is not able to deliver its report. A recommendation for already delivered consolidated TSNA reports is to add some general conclusions at the end, summarizing various comprehensive results of TSNA analysis and giving the directions for further work.

		<p>finished almost on time comparing to the initial workplan. The consolidated TSNA report for Montenegro was delivered with 6 months delay and it can be noticed that it is based on fully accomplished TSNA report of University of Montenegro and only partly accomplished TSNA report of the BIPG, Montenegro. There is still no Consolidated TSNA report for B&H.</p>	
<p>3. Reinforcement of existing university structures and services in line with UIP and identified needs</p>		<p>Totally 10 units at WBC university partners were selected to work on adjustment of their action plans to the TSNA analysis, benchmarking assessment recommendations and UIP, and further reinforcement according the action plans. UZ, UNS, UBL, UKG and UM delivered Action plans, and their implementation is in progress.</p> <p>One sub-activity of Activity 2.3 is related to purchasing the equipment, books and software software for WBC partner universities. At the time of 4th SC meeting, this sub-activity was not yet accomplished. Tendering procedure in Serbia (joint tender for UKG and UNS) was still pending, because of some internal issues between the University of Kragujevac (coordinating institution) and the Faculty of Engineering in Kragujevac (where the equipment should be installed). The project coordinator informed the SC that the efforts for solving problems related to this issue are in progress. The newest information is that the tender will start at the beginning of 2015, after the final adjustment of the equipment list.</p> <p>UZ completed the procedure of purchasing the equipment. UBL has co-financed a part of equipment (approved by</p>	<p>Only UKG completed the activity for 2 university units. In cases of UZ, UNS, UBL and UM, the action plan for only one university unit have been delivered. It should be done for one university centre more at mentioned four universities within the next period.</p> <p>It is urgent to accomplish purchasing the equipment for UKG, UNS, UM and remaining part for UBL. According to the modified Action plan, procurement plan (UBL, UM) is due to 21/11/2014. Tendering procedures and purchasing equipment, books, and software /services (UKG, UNS, UBL, UM) are due to 01/12/2014.</p>

		EACEA). Study visits of WBC representatives to EU partners were carried out combined with Activity 2.6. The corresponding achievements will be discussed later within the scope of that activity.	
	4. Five Business Service Offices (BSO) established and functional	Setting-up of five Business Service Offices in accordance with defined focus and priorities in UIP is an important result of this project. Up to the time of 4 th SC meeting, five elaborates were prepared and decisions on establishing BSOs at all WBC partner universities were officially done. In addition, BSO development plans were delivered. UKG and UNS prepared XCL tables for monitoring the Key Performance Indicators in four six-monthly periods. BSO of UZ is completely equipped, and BSO of UBL is partially equipped. The equipment for other BSOs should be purchased soon.	The tables with Key Performance Indicators for UM, UBL and UZ should be delivered.
	5. Improvement of the university regulatory documents and procedures for well-functioning management and quality control systems	Detailed analysis of existing regulatory documents and processes at all five WBC partner universities was performed and corresponding reports were delivered so far. The reports involve the review of regulations according to the types of knowledge and technology transfer and examine current regulations, including procedures, which partially or completely define scientific work and some of the segments of knowledge and technology transfer. Further, each of WBC partner universities has prepared a document aimed at defining of required regulatory documents and processes at WBC Universities.	Development of new and adjustment of existing regulatory documents and processes with identified needs is in progress and this is a continuous task. Definition of roles and responsibilities of the different groups dealing with training, services, applied research, consulting etc. (UKG, UNS, UBL, UZ, UM), followed by the distribution to partners for inputs and comments, are due to the end of 2014.
	6. Capacity building trainings of university staff	6 training visits (5 three-day and one two-day trainings, five	Completed

		WBC universities, 38 mobilities in total) were organized within the period November 2013 – March 2014.	
DEV3	1. Regional Programme Committee for BI/STP established	The final decision about establishing the Regional PC for BI/STP, composed of 15 competent members from academia, business and student organizations, was adopted at the first SC meeting.	Completed
	2. Regional Development strategy for BI/STP	The comprehensive Strategic Development Plan for Business Incubators (BIs) and Science and Technology Parks (STPs) represents a very important deliverable of this project. Following the analysis of the current state in WBC region and the trends in EU and the world, the Strategy gives a set of strategic measures for development of BIs/STPs and recommends the practical steps for the strategy implementation.	Completed
	3. Trained BI and STP staff – capacity building	<p>Training at EU partners within the planned activity Capacity Building Training of BI and STP staff was at the Graz University of Technology in June 2013.</p> <p>Three Capacity Building Trainings (CPTs) have been planned at WB partners: in Belgrade, Podgorica and Banja Luka with approximately 150 trainees.</p> <p>On September 9th - 10th, 2014, a two-day training event on development of business incubators and science and technology parks in the Western Balkan Region was organized at the Chamber of Commerce and Industry of Serbia, Belgrade.</p> <p>The second CPT was held on November 7th - 8th, 2014, in Banja Luka.</p>	After the CPT in Podgorica, the activity 3.3 will be successfully completed.

		<p>Third and last CPTis planned to be held at the University of Montenegro, together with a workshop, from 17th to 20th February 2015.</p>	
	<p>4. Trained students /researchers - start-up trainings</p>		<p>Start-up training courses for students/researchers (5 events, 150 trainees) are planned to be accomplished within the timeframe 05/2014 – 02/2015.</p> <p>The action plan for this activity to the end of 2014 comprises:</p> <ul style="list-style-type: none"> - Development of start-up course for Business planning (Module 4) and preparation materials for students/researchers (BIC, BINS, ICBL, BIPG) - Development of start-up course for Technical and financial management (Module 5) and preparation materials for students/researchers (UKG, UNS, UBL, UZ, UM) - Development of start-up course for Technology transfer and innovation (Module 6) and preparation materials for students/researchers (UKG, UNS, UBL, UZ, UM)

	<p>5. Trained BI and STP tenants – capacity building trainings</p>		<p>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.</p> <p>The action plan for this activity to the end of September 2015 includes:</p> <ul style="list-style-type: none"> - Development of training programme (including teaching manuals) for BI and STP tenants, SMEs, start-ups, Modules 7, 8 and 9 (UKG, UBL, UZ, UM). - Delivery of training programme for BI and STP tenants, SMEs, start-ups, Modules 7, 8 and 9 (UKG, UNS, UBL, UZ, UM) / 5 x 10 participants
	<p>6. Regional networking /internationalization of BI/STP</p>	<p>Regional BI/STP networking is foreseen, through a range of mobilities and other networking activities (visits to EU BIs/STPs, 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>The representatives of universities and business incubators from WBC region visited the Graz University of Technology in June 2013.</p> <p>Also, within the same activity, the management of Business Innovation Centre Kragujevac visited Science and Technology Part in Elche (Spain).</p>	<p>Having in mind the high number of planned mobilities for BI/STP networking, and the fact that fairs, conferences, round table meetings, etc. have to be planned well in advance, it is recommended to prepare action plans for successfully accomplishing this activity to the end of project.</p>

DEV4	1. Methodology for innovation management	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. It is a high-quality document, very useful for end-users.	Completed
	2. Organization chart for innovation workflow	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	Intranea Solutions (INT), one of the partners on WBCInno project, and UKG developed INNO platforms as customized version of DATASTATION for users from academic and research institutions	Customizing and launching are completed. Implementation of the platform is a continuous task. Currently, the number of active members seems to be not so high, but it will be certainly increased when Innovative Ideas students' competition starts.
	4. Trained users of innovation suite	INT and UKG developed the USER MANUAL for the software platform, for all levels of users (idea contributors, reviewers, evaluators, decision makers). In addition, a MINI USER MANUAL was published. UKG printed 1500 copies	Reports about trainings at UNS, UBL, UZ and UM should be urgently delivered and set on the web site.

		<p>and distributed to WBC university partners (200 copies for each) and to other WBCInno partners.</p> <p>Criteria for evaluation of business ideas were developed by BINS and UKG and incorporated into the platform by INT</p> <p>INT and UKG developed training for platform users (<i>idea</i> contributors). Training events for 150 trainees (in total) have been planned at all WBC partner universities: UKG; UNS; UBL, UZ and UM.</p> <p>Four training sessions in Kragujevac were organized by UKG and delivered by INT, by the end of 2014.</p> <p>Training sessions of two-days duration were held also at UNS (in October 2014), UBL, UZ and UM (November 2014).</p>	
	<p>5. Innovation metrics and monitoring reports</p>		<p>Action plan for this activity is made and it includes:</p> <ul style="list-style-type: none"> - Defining metrics and reporting data and adjusting it according the comments from partners. - After that, the Survey tool should be launched to gather user satisfaction data
	<p>6. Optimized innovation methodology</p>		<p>Updating and optimization of the software platform based on monitoring results - planned for the third year of the project</p>

QPLN1	1 Quality control and monitoring strategy developed	The leading partner (ZSI) with the assistance of Project Coordinator, PST and QAPT team developed the Quality Control and Monitoring Manual at the beginning of the project. In addition, a number of relevant annexes (templates) were developed. The Manual and all annexes are available on the WBCInno platform.	Completed
	2. Internal monitoring reports	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.	The action plan for the forthcoming period includes a series of internal monitoring visits and interviews of target groups, carried out by PST and QAPT teams.
	3. External monitoring reports	<p>Up to now, four monitoring visits by the external expert were carried out on the occasion of:</p> <ul style="list-style-type: none"> - 2nd Steering Committee Meeting in Podgorica, Montenegro, in October 2013. - 3rd Steering Committee Meeting in Alicante, Spain, in May 2014. - First Workshop (activity 6.5) in Kragujevac, September 2014. - 4th Steering Committee Meeting in Zenica, B&H, in November 2014. <p>Corresponding external monitoring reports (4 documents) have been prepared and delivered.</p>	3 remaining external monitoring visits should be carried out in 2015. After each external monitoring visit, the external monitoring reports will be delivered.

		<p>Three external monitoring visits were carried out by National Tempus Offices (NTOs):</p> <ul style="list-style-type: none"> - to the University of Kragujevac (NTO Serbia - 24.10.2013), - to the University of Montenegro (NTO Montenegro – 24.10.2013) and - to the University of Banja Luka (NTO B&H – 23.04.2014). 	
	4. Inter-Tempus coaching held	There were several inter-TEMPUS coaching meetings and different opportunities for the experience exchange with the following Tempus projects: PARENIS, NeRela, MAIN and IdeaLAB.	
DISS1	1. Consolidated Plan for dissemination and raising awareness	<p>The activity is completed on time according to 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.</p>	Completed
	2. Printed and electronic promotional material	The promotional material has been designed, printed and distributed, including: the logo, flyer, folder, paper bag, business card holder, poster, notebooks and roll up.	Printing of BSO brochures and flyers by UZ, UBL, UM
	3. Updated WBCInno and 5 BSOs' web sites	The WBCInno website and 5 BSO websites were launched and regularly updated.	For fulfilling the project objectives, it is important to update all BSO web-sites regularly.

	<p>4. Ten info days (with about 300 participants) and public appearances - informed target groups & stakeholders</p>	<p>So far, five 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. 3. The University of Novi Sad organized the third WBCInno Info day on June 5, 2014, with 56 participants. 4. The University of Banja Luka organized the WBCInno info day “Form knowledge and research results to successful innovative ventures” on September 15, 2014. 5. Info day at University of Montenegro on November 17, 2014 with over than 60 participants. <p>Reports on the first three info-days including summarized participants’ feedback can be found on project platform, except of the Info day at UM.</p> <p>In addition, a number of promotions of WBCInno project through public appearances were held. Some of them were already listed in the External Monitoring Report after the previous SC meeting. The rest of promoting activities will be listed here:</p>	<p>The remaining 5 info days will be organized in accordance with the updated Action plan. All info days should be held to 30/06/2015.</p> <p>Report about the Info day at UM should be urgently delivered and set on the web site.</p> <p>Advertising and pooling of partners and audience (UKG, UNS, UBL, UZ, UM, BIC, BINS, BITF, ICBL, BIPG), and preparing news for WBCInno web site by all WBC partners and delivery to UKG is a continuous task.</p>
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	<p>5. Five Workshops delivered</p>	<p>According to the Workplan, 5 workshops (250 participants) are planned to be held within the second half of project lifetime.</p> <p>The first two-day Workshop was organized at the University of Kragujevac on 11th and 12th September 2014, with 53 participants</p> <p>The second two-day Workshop was organized at the University of Novi Sad on 22nd and 23rd October 2014</p> <p>The third two-day Workshop titled “Development of the universities in regard to development of areas of excellence and collaboration with the business entities and scientific-technology parks”, was organized by the Entrepreneurship and Innovation Centre (EIC) of the University of Zenica on 4th and 5th November 2014. This workshop gathered 170 visitors in total.</p> <p>There are reports on all held WSs on the project web site.</p>	<p>The action plan for the remaining two workshops:</p> <p>4th WS – UM – February 2015 5th WS – UBL – April 2015 (combined with 5th SCM)</p> <p>It should be emphasized that analyzing of WS efficiency and the elaboration of report on workshop and publishing news are planned to be delivered 2 weeks after each WS.</p>

	6. Five open door days at WB universities		<p>According to the Workplan, five open door days at WB universities are planned to be held within the third year of the project.</p> <p>Action plan for open door days includes advertising and pooling of partners and audience (WBC universities), analyzing of open door efficiency (WBC universities), reporting, etc.</p>
	7. Proceedings of the Final Conference on knowledge triangle		<p>Final conference on the knowledge and technology transfer and innovation will be held in Novi Sad in the third year of the project</p>
EXP1	1. Sustainability strategy of WBC universities	<p>The University of Alicante, the task leader, has prepared a draft version of the structure of Sustainability strategy of WBC universities. At the time of 4th SC meeting in Zenica, inputs from almost all partners (UA, UB, TUG, TUHH, ZSI, UKG, UNS, UZ, UBL, UM) were provided.</p>	<p>The final document on the Sustainability strategy of WBC universities is expected to be delivered soon. The action plan to accomplish this task includes:</p> <ul style="list-style-type: none"> - Elaboration of sustainability strategies by WBC academic partners and delivery through platform - Elaboration of consolidated version of the Strategy (UA) - Peer-review & feedback,

			<ul style="list-style-type: none"> - Finalizing the document - Design and printing of the publication
	<p>2. Innovative Ideas Competition for students</p>	<p>According to the Workplan, Innovative Ideas students' competition is planned for the third year of the project at all WBC universities. BINS proposed initial methodology for organization of the Competition on 20th October 2014 in consultation with the Coordinator. In order to discuss and define the set of activities for the successful organization of the Competition, a meeting of the members of two Regional Committees (UIP and BI/STP) was organized on 22nd October 2014 in Novi Sad. Draft version of the Methodology is set on the WBCInno platform.</p>	<p>A detailed Action plan for successfully accomplishing this activity has been prepared and it includes:</p> <ul style="list-style-type: none"> - Preparing and distribution of the final version of procedures and criteria, together with dissemination and promotion material templates (BINS, UKG), - design and printing of the promo material for the Competition (logo, poster, flyer), - promotion of the competition by all partners through all relevant media including INNO platforms and social networks, - defining awards by each WBC university and BI, including sponsoring enterprises in the Competition (WBC universities and BIs), - selection of mentors, consultants and evaluators (WBC universities), - establishment of partnerships with programs for innovation financing, - selection of start-up events for study visits of competitors (all

			<ul style="list-style-type: none"> partners), - selection of five local Selection Committees, - establishment of regional Selection Committee (BINS), - launching local Competitions within INNO platforms, - collecting ideas, - trainings mentoring for teams, innovation ideas evaluations on five INNO platforms - five local pitch decks, - mentoring for local winners (5x2 teams) (WBC partners), - Regional final Competition (BINS).
	<p>3. Memorandums of cooperation with students organizations</p>	<p>It was initially planned that BSOs sign the Memorandum of cooperation with student organizations and a corresponding model of Memorandum of Understanding (MoU) was prepared by UBL and delivered in November 2013. However, having in mind that BSOs, being not legal entities, cannot sign the MoU with student organizations directly (only Rectors or Vice-Rectors can do that), UKG has developed and recommended a Letter of Support (LoS) in order to involve larger number of student organizations from both Universities and Faculties. This Letter can be signed only by legal representative of student organization, confirming in this way their involvement and support to the activities of WBCInno project and BSO Offices.</p>	<p>The participation of the student organizations should be intensified in the next period, particularly having in mind involving in the Competition for best student idea.</p> <p>Cooperation with SOs within UIP strategic measures is a continuous task.</p>

		<p>Up to now, four Student organizations from UKG supported the WBCInno project: the Student Union of Faculty of Engineering in Kragujevac, the Student Union of the Faculty of Technical Sciences in Čačak, the Student organization SAHIT Vrnjacka Banja and the Student Union of PMF Kragujevac.</p> <p>A MoU has been signed with the Student Union of the Faculty of Electrical Engineering of the University in Banja Luka.</p> <p>Regarding the University of Zenica, a LoS and a MoU have been signed by the Student Union in Zenica, and a LoS and a MoU have been signed by the Centre for innovation and entrepreneurship (Intera Technology Park), Mostar.</p>	
	<p>4. New and updated trainings and services</p>	<p>Updating and delivery of trainings and services to BI/STP tenants and enterprises are planned for the second and third year of the project. The activity has already started. UNS prepared Instructions for delivery plan of WBC UNI partners on 20th June 2014.</p> <p>A comprehensive Training and Service Delivery Plan for the University of Kragujevac was completed and delivered in October 2014.</p>	<p>Action plan for the next period includes the following:</p> <ul style="list-style-type: none"> - completing the training and service delivery plans for those partners who haven't done that, - implementation of trainings and services for enterprises by BSOs and other university centers/labs/research teams, - monitoring of quality of delivered trainings and services, - reports on updated trainings, etc.

	5. Improved collaboration within Triple helix	<p>The main goal of this activity is to intensify the cooperation with the private sector (through their engagement in universities' management structures), as well as with responsible Ministries, in order to ensure institutional sustainability, expected impact and multiplier effects.</p> <p>Some activities carried out before the third SC meeting (May 2014) were listed in the corresponding External Monitoring Report. Similar activities have been continued after that, including contacts and individual collaboration with policy-makers, participation in relevant events, etc.</p> <p>A draft version of the document <i>Synergy with similar projects and initiatives in WBC countries</i> has been prepared by BITF, but the final version is not yet delivered.</p>	<p>The final version of the document <i>Synergy with similar projects and initiatives in WBC countries</i> should be delivered.</p> <hr/> <p>Having in mind that the indicator of progress for this activity is at least 10 members from private sectors involved in university management structures, an Action plan should be made for achieving that indicator and, generally, for enhancing the engagement of private sector in universities' management structures.</p>
MNGT1	1. Manual for contractual and financial management	Manual for contractual and financial management was developed and distributed to all partners at the beginning of the project.	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 can be noticed that overall management is efficient and effective, thanks primarily to enormous efforts of project coordinator and UKG project team. In some cases, in order to make the coordination of particular activities more efficient, the initial	

		<p>distribution of tasks is changed so that these activities are now led jointly with UKG (activities 2.2, 3.1, 3.2, 3.3, 4.2, 4.4 and 5.2). However, it was necessary in some cases to re-allocate the leading role completely. So far, it was done in the following way:</p> <ul style="list-style-type: none"> - BSC to UNS for activity 3.4, - ICBL to UNS for 3.5, - ZSI to UKG for 4.1, - UM to UKG for 6.5 and - BITF to UKG for 8.4). <p>From the complete overview of achieved results and deliverables, and particularly from the reporting status, it can be concluded that ICBL and BIPG have been not enough active in project implementation. Although their share in the project is not big and their inactivity cannot affect the outcome of the project to a great extent, it is the right moment to try to find a solution for enhancing the contribution of ICBL and BIPG or to revise their role and corresponding budget.</p> <p>It should be emphasized 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. However, it can be noticed that some partners/ task leaders do not upload the documents timely.</p>	<p>Continuous task</p> <p>Generally speaking, WP and activity leaders demonstrate good commitment to the achievement of objectives. However, in some cases, lack of initiatives or responses of some partners has delayed some planned activities. ICBL and BIPG have been mostly inactive partners, and it is expected of them to enhance their participation in the project.</p>
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	3. Project management at EU level	This activity is led by TUHH. It is carried out continuously. There is an impression that that the project is well managed at the level of EU partners and the cooperation of EU partners with the project coordinator is quite well.	Continuous task
	4. Project management at WBC level	Initially, BITF was leader of this activity, but this role was transferred to UKG, which is quite appropriate having in mind that UKG is the coordinating institution. Project management at WBC level is carried out continuously.	Continuous task
	5. Steering Committee meetings and reporting	<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 - Fourth Steering Committee Meeting, Zenica, 6th November, 2014 <p>Minutes of all meetings are available.</p> <p>Revised action plans for six-monthly period have been prepared for every Steering Committee Meeting.</p>	<p>5th SC meeting is planned for April 2015, Banja Luka, B&H(exact date will be determined by Doodle Poll)</p> <p>6th SC meeting is planned for September 2015, Novi Sad, Serbia</p> <p>Second Annual partners' reports are planned to be delivered in November 2014. Third Annual partners' reports are planned to be delivered in October 2015.</p> <p>Partners whose financial reports are missing should be intensively forced to send them to the coordinator.</p>

		<p>Partners are obligated to prepare and upload to the platform their annual reports: technical report, financial report, cash flow tables and all supporting documents.</p> <p>The deadline for the first annual reports was November 2013, but there were significant delays of some partners' reports. Status of first annual reports almost 2 years after the project beginning was: First annual report was approved for UNS, UM, UZ, UB, TUG, TUHH, ZSI, BIC, BITF, BINS i INT. Re-checking of the financial reports was necessary for UBL and UA (in addition, UA didn't deliver the technical report). The worst situation is with ICBL and BIPG. These partners didn't deliver any report/document.</p> <p>The second installment was not transferred to those partners whose reports were not approved. Postponing the next installment in these cases is a good corrective measure.</p> <p>At the time of 4th SC meeting, second annual reports should be delivered by partners. However, a look to the report progress table gives the fact that only UZ, UB, BIC, BINS and INT delivered some of reports/documents.</p>	
	<p>6. Intermediate and final reports</p>	<p>The 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. The Report was accepted by EACEA on 3rd July 2014. It was very good assessed.</p>	<p>Final Project Report should be delivered in December 2015.</p>

5. 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>There is delay relating to the equipment procurement. Tendering procedure in Serbia (joint tender for UKG and UNS) is still pending, because of some internal issues, but the efforts for solving problems have been made and the tender should start at the beginning of 2015, after the final adjustment of the equipment list.</p>	<p>A modified Action plan for completing the purchase of the equipment for UKG, UNS, UM and remaining part for UBL has been prepared by the coordinator. Enhanced efforts of all involved partners regarding the completion of this activity are strongly recommended. The forthcoming steps should be accomplished fast and efficient in order to finish the complete activity for a reasonable time.</p>
<i>Development of strategic documents</i>	<p>Most of strategic documents have been already completed and delivered. The preparation of remaining documents has started and draft versions are available, but they should be finished:</p> <ul style="list-style-type: none"> - completing a consolidated TSNA report for B&H, - completing BSOs plans - finalizing the document “Sustainability strategy of WBC universities” - finalizing the document “Synergy with similar projects and initiatives in WBC countries” 	<p>The final versions should be delivered according the modified Action plan.</p>

<p><i>Implementation of strategies</i></p>	<p>The implementation of strategies is planned over the whole remaining project lifetime. The delay in developing the strategic documents can cause delays in implementation as well, but there is enough time to the end of project to accomplish this task. the level of implementation of developed strategies is generally high, but inactivity of some partners could cause insufficient implementation in these particular cases.</p>	<p>In case of problems with implementation because of partner's insufficient activity, these particular partners should be additionally enforced to be more active and if necessary, to involve more people. If the situation still fails to be changed, consideration should be given to re-allocation of budget from under-performing partners.</p>
<p><i>Delivery of trainings and services</i></p>	<p>So far, no problems encountered</p>	
<p><i>Marketing/public relations</i></p>	<p>So far, no problems encountered</p>	
<p><i>Technical and financial reporting</i></p>	<p>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.</p>	<p>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.</p>

<p><i>Relations with Project coordinator, PST and QAPT team</i></p>	<p>So far, the relations were quite good. The coordinator and the management group is to be commended for good leadership, maintaining the planned trajectory for the project and responding appropriately to issues of concern.</p>	
<p><i>Other</i></p>		
<p>Report received by the Project coordinator</p>		
<p><i>I confirm that I have received and read the external monitoring report</i></p>		
<p><i>Name</i></p>	<p>Vesna Mandic</p>	<p><i>Date</i> 10/01/2015</p>
<p><i>Scheduled date of next visit</i></p>	<p>April/May 2015 (to be defined later)</p>	